

Airline Marketing and Management

Stephen Shaw

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Over the last twenty years, Shaw's *Airline Marketing and Management* has become a reference for managers, researchers and students who work in the airline industry. With this new edition, Stephen Shaw updates this very detailed picture of the airline industry from a marketing perspective.

The well-organized structure of the book allows the reader either to read it cover-to-cover or to pick up some chapters to answer specific questions. All chapters follow the same structure: the first part is dedicated to the explanation of a marketing/management concept, while the other parts apply this concept to the airline industry. This dual structure allows non-specialist readers to understand complex issues without any prior knowledge of management or marketing.

After a short reminder of the nature and principles of marketing (Chapter 1), the following chapters are dedicated to the analysis of the market (Chapter 2) and the environment (Chapter 3) in which airlines evolve. This environment acts as a constraint which defines a set of strategies, from low-cost strategy to "added value" ones, used by airlines to survive (Chapter 4). Once the strategic frame is set, the operational issues must be addressed through the dimensions of the marketing-mix (Product, Price, Place, Promotion). The first dimension of the mix comes with the definition of the "airline product" and some quality issues are addressed (Chapter 5). The question of its pricing follows naturally, with detailed explanations concerning revenue management and "à la carte" pricing (Chapter 6). Once the price has been decided, the distribution of the product to customers has to be done properly, either through travel agencies or GDSs (Chapter 7). And in order to convince customers to actually choose a specific airline and a precise product, promotion and advertising must be implemented soundly by airline managers (Chapter 10). In addition, two chapters address some broader (but still very important) issues such as brand management (Chapter 8) and customer relationship management (Chapter 9). Finally, trends for the future of the industry are highlighted (Chapter 11).

The delicate balance between theory and examples is perfectly achieved throughout the book. Moreover, this book is not only interesting as a very detailed photography of the industry at a given moment, but it also highlights the trends of the previous years. Each edition of the book underlines the very new practices and strategies of airlines, such that put together all these editions tell us the story of the airline industry in the last twenty years. For instance, in this last edition, very detailed and updated elements are given on the US/EU Open Skies agreement, on the development of alliances, on new pricing methods, on the evolution of airline products,... All these elements allow the reader to discover or improve their knowledge of all the dimensions of airline management.

As a conclusion, I would strongly recommend *Airline Marketing and Management*, to anyone that has an interest in the airline industry, both researchers and airline managers.

*Paul Chiambaretto
Management Research Center, Ecole Polytechnique, Paris, France*