

INDEX

- Accor Hotels and Resorts xx, 2, 26, 41
affordability 239-40
Air Dolomiti 165
Air Europa 168
Air France 6, 80, 165, 166, 167, 197,
281, 308, 312
Air France-KLM 310
Air Lib 1
Air Senegal International 310
Airbus 84, 137
AirLib 165
Alexandre, Patrick 6, 167, 197
Alitalia 80, 308
Allied Signal 74
Altus Finances 160
American Airlines 61
Apple 220
Asea 39
Associated Brands International 235
Austrian Airlines 80
- BAe 35, 84
Ballon, Robert 78
Bally 183
Barnevik 39
Bazin, Sébastien xix, 7, 26, 41, 49, 304
Blue One 170
BOBST 215
Boeing 84
Bonaparte, Napoleon 268
Bossidy, Lawrence 74
Branson, Richard 80
break-even point (BEP) analysis 111,
146, 171, 175, 180, 196, 198, 212,
214, 221-2, 248, 258, 297
British Airways 80, 169, 281
budgeting 247-51
Bull 17, 24, 33, 58, 76, 220, 229
BWIA 61, 104, 209, 294, 295, 298
- Cable & Wireless xx, 177
Campbell, Bell 197
Caribbean Airlines 235
Carnaud 40, 76
Carnaud Metal Box (CMB) 17, 39, 40
Casino Austria 112

- Castelot, André 268
CGIP 39
Chantemur 126–8, 129
Chantemur–Heytens 133
Charlès, Bernard xix
Chrysler 276, 277
Churchill, Winston 77
cluster breaker exercise 73, 92
CMD 25
Coca-Cola 109
code sharing 81–2, 167–71
Colony Capital Europe xix, 49, 51, 52
Colvin, Geoffrey 11, 74
Continental Airlines 297
corporate pulse 187, 188, 189, 191,
193, 196, 299
Crédit Agricole 95
Credit Lyonnais 160
Cristaleria 39
Crossair 6, 82, 200
- Dassault Systèmes xix
DAT 82
Daught, Dick 276, 294
Davies, Peter xvi, 1, 6, 7, 8, 9–10, 15,
22, 23, 24, 25, 26, 27, 38, 41, 42,
45, 55, 59, 60, 61, 64, 65, 67, 80,
85, 88, 96, 200, 221, 253, 256, 302,
304
Davignon, Viscount Etienne xvi, 11,
22, 30, 34, 38, 228
debriefing 71–2
Descarpentries, Jean-Marie 17–18,
23–4, 33, 39, 40, 58, 65, 76, 79,
220, 229
Deutsche Post 296
deviation analysis 266–9, 273, 286, 287
DHL xvi, 22, 23, 26, 60, 133, 147,
251, 256, 296, 298
DHL International, Americas 1, 60
Dickens, Charles 86
Dior 161
direct operating costs (DoC) 12,
137–9, 177, 188, 199–200, 221–2,
229
disruptive behaviour 16
- Doganis, Rigas 33, 80
DPGN (Deutsche Post Global Mail)
298
- Edwards, Gareth 59
end-of-year final estimate 269–75
Envirotainer xx, 62, 289, 290, 292
Erik 82
Ernst and Young xv
Erwin 115
Evabora 310
evergreen concept 110
Evian 109
EVP Network 43, 82
Exclusive Routes (Exclusivity) 163,
164, 280
- Fayet, Arnaud 23, 38, 182
Finnair 169–70
fleet contribution 299
Fonds Partenaires 108, 126–8
Ford of Europe 125
forecasting 244–5, 252–4, 256–66,
300–1
Fournié Grosraud 185
- Gerbe 161
Gertsner, Lou 63, 64
Gilbert, Xavier 134–5
Glaverbel 39, 65
Goethe, Johann Wolfgang von 129
go-to-market business model 184
Goutard, Noel 283
Grove, Andy xxi, 40–1, 47, 59, 77,
82, 226, 281
Guardian Holdings xx, 235
- Hamel, Gary 217
hard block seats agreement 81
Henry, Pierre xx, 151, 296, 297
Holland Casinoa 111, 112–13
Huillard, Xavier 18, 185, 220
- Iaccoca, Lee 276
IBM 63
Imai, Masaaki 61

- IMD 183
 incubator routes 164
 Intel 40
 Intuit 197
- Jack, Arthur Lok xx, 235
 Jampol, Joshua xxiv, 22
 Jobs, Steve 220
- Kaizen 61
 Kalbermatten, Thierry de 215
 Kashani, Karam 173
 Keating 249
 Kenya Airways 310
 Kenzo 126, 136, 230, 260
 Keytrade 95
 Keytrade Bank xx, 95, 97
 KLM 60, 281, 308
 Kotler, Philip 237
 Kubes, Ian 122
 Kuijpers, Rob xv, xvi, 22, 23, 26, 27, 30, 38, 41, 42, 44, 151, 220, 251, 307, 311, 312
 Kynet 95
- Laffey, Alan 24, 59–60
 Laker, Freddie 80
 Laphorne, Richard xx
 Lassalle 238
 Lazard Brothers 108, 129
 LEGO 302
 Limelette seminar 11, 15, 28, 55, 67
 Lufthansa xviii, 6, 72, 313
 LVMH 126
- Maersk Air 164
 Match Race Routes 163, 164, 280
 Matshusita, Konosuke 51
 Maucher 39
 Metal Box 39
 Michelin, François 305
 mobilizing theme 66
 Mognetti, Jean-Frédéric 25, 49, 50, 113, 122, 151, 152, 153, 155, 235, 238, 239–42, 257, 291
 Montaigne 57
- Montgomery, General 58, 303
 Moulin Rouge 83, 84
 Mulcahy, Anne xvii, xviii, 33, 35, 311
- Neal & Massy Holdings xx, 235
 Nespresso 184
 Nestlé 39
 never been done before (NBDB)
 approach 68, 73, 92
 Nokia 182
- one best way 61
 OTP (on time performance) drivers 297
- P&L 167, 191
 paralysis by analysis 77
 Pasteur, Louis 77
 Pax Contribution 177, 249
 Pélisson, Gilles 2
 performance measurement 107–17
 Peugeot 275, 276
 pocket money analysis 110
 Porter, Michael 120
 Procter & Gamble (P&G) 24, 60
 Profit Impact Marketing System (PIMS) 127
 project trap 196
- Quatre Murs 127
- Renault 203
 return on direct operating costs (RoDoC) xix, 14, 115, 176–86, 187, 193–4, 213, 217, 225, 226, 227, 239–40, 241, 255, 262–3, 264, 265, 272, 278, 280, 281, 282, 295, 299, 304
 Rieter Automotive 182, 259–60
 Rommel, Field Marshall Erwin 58
 Route Business Strategy (RBS) 66, 194, 195, 204–7, 210–12, 215–17, 220, 225–6, 232, 241, 248, 250, 258, 261, 262, 264, 265, 269, 271
 Route Revenue Performance Track Record Graph 279–80

- Royal Air Maroc 310
Ryanair 281, 310
- SABENA xv, xvi, 1, 7, 9, 11, 22,
31, 32, 34, 35, 40, 42, 43, 44, 63,
67, 68, 71, 72, 81, 82, 85, 88, 137,
209, 212, 219, 221, 248, 251, 307,
309
- SAS 72, 164
Seiko 238, 239
shared values 16, 195
Shaw, George Bernard 239
Sodexo Pass International xvi, xx,
151–5, 297
Sonia Rykiel 161
Southwest 61
STAR Alliance 72, 166
start-through process 16, 22
strategic business unit (SBU) 203, 207
style 16, 195
Sull, Donald 309
Suter, Moritz 6, 200, 216
Swiss International Airlines xvi, xviii,
6, 31, 62, 72, 82, 85, 88
Swissair xvi, 82, 88, 175, 200
Swissair United 1
symbols, values through 15–19
- Taylor, Alex III 61, 276
team building 71
Telecommunication Services Trinidad
and Tobago (TSTT) 177
Textron 25
Thulé Automotive xx, 289
Toyota 8, 125
- Tracy, Michael 177
Triangular Contests 163, 164, 280
Tunc, Andre 257
- US Airways 1
- Valéo 283
Vinci 18, 185, 220
Virgin Express xviii, 30, 38, 40, 41,
42–3, 44, 72, 82, 163, 164, 307,
309, 311, 312
Von Moltke, General 202, 268
VP Network 312
Vuitton, Louis 183
- Walton, Sam 304
waterfall analysis 110, 137, 138, 181,
185
Welander, Magnus xx, 52, 62, 289,
300–1
Welch, Jack 11, 254
Wendel Investissements 23
West, Doug 256
Wolford 161
- Xerox xvii
XP Express Parcel System 60
- Y Equivalent Passenger (YEP) 141–3,
157, 176–86, 198, 200, 201, 212,
216, 252, 255, 266, 281
- Zayed, Sheikh Abdullah 273
Zidane 33
Zurstrassen, José xx, 95, 302, 304