

# Airbus Versus Boeing Strategic Management

Airbus Versus Boeing Strategic Management airbus versus boeing strategic management has long been a focal point in the aerospace industry, shaping the competitive landscape of commercial aircraft manufacturing. As two of the most prominent players in the global aviation sector, Airbus and Boeing have established themselves through decades of innovation, strategic decision-making, and market positioning. Their rivalry not only influences their corporate strategies but also impacts suppliers, airlines, and consumers worldwide. Understanding the nuances of their strategic management approaches provides valuable insights into how these industry giants maintain dominance, adapt to changing market dynamics, and pursue sustainable growth.

--- Introduction to Airbus and Boeing: Industry Leaders and Market Dynamics The aerospace industry is characterized by high barriers to entry, significant research and development costs, and complex global supply chains. Airbus and Boeing, representing Europe and the United States respectively, have historically competed to secure major airline contracts, expand their product portfolios, and innovate technologically. Their strategic management decisions are driven by factors such as:

- Market demand fluctuations
- Regulatory environments
- Technological advancements
- Competitive pressures
- Geopolitical considerations

This intense rivalry has led to a continuous cycle of innovation, strategic alliances, and market expansion efforts.

--- Core Components of Strategic Management in Airbus and Boeing Both Airbus and Boeing employ comprehensive strategic management frameworks to navigate the competitive landscape. Their strategies encompass:

1. Product Portfolio Diversification - Developing a range of aircraft sizes to meet different airline needs.
  - Investing in next- generation aircraft like the Airbus A320neo family and Boeing 737 MAX.
  - Exploring emerging markets and niche segments.
2. Innovation and Technology Leadership - Pioneering fuel-efficient

engines and aerodynamics. - Integrating digital technologies for manufacturing and maintenance. - Investing in sustainable aviation solutions, such as electric and hybrid propulsion. 2 3. Global Supply Chain Optimization - Building extensive supplier networks across continents. - Managing risks associated with geopolitical tensions and trade policies. - Enhancing manufacturing efficiency through automation and lean processes. 4. Market Expansion and Customer Relationships - Strengthening relationships with airline customers through tailored solutions. - Entering new markets in Asia, Africa, and Latin America. - Offering comprehensive after-sales services. --- Strategic Approaches of Airbus and Boeing While both companies share similar overarching goals, their strategic approaches exhibit distinct characteristics rooted in their origins, corporate cultures, and market focuses. Airbus's Strategic Management Approach - Collaborative European Framework: Airbus benefits from a consortium of European nations, fostering a collaborative approach to innovation and market expansion. - Focus on Sustainability: Airbus has prioritized environmental sustainability, committing to developing zero-emission aircraft and reducing carbon footprints. - Aggressive Market Penetration: Airbus has targeted emerging markets aggressively, often offering competitive pricing and tailored financing options. - Product Line Expansion: From narrow-body to wide-body aircraft, Airbus continuously broadens its portfolio to serve diverse customer needs. Boeing's Strategic Management Approach - Innovation Driven by Technological Leadership: Boeing emphasizes technological innovation, especially in aerospace materials and automation. - Customer-Centric Strategies: Boeing maintains close relationships with major airlines, often customizing solutions to meet specific operational needs. - Focus on Defense and Space: Beyond commercial aircraft, Boeing's diversification into defense and space sectors provides stability against market cyclicity. - Global Manufacturing and Supply Chain: Boeing leverages its extensive global manufacturing footprint to optimize costs and delivery timelines. --- Competitive Strategies and Market Positioning The rivalry between Airbus and Boeing manifests through strategic moves aimed at capturing market share and consolidating their industry positions. 3 Market Share and Product Launches - Both companies regularly update their aircraft models to remain competitive. - Airbus's A320neo family and Boeing's 737 MAX

are direct competitors in the single-aisle market. - The wide-body segment sees competition between Airbus's A350 and Boeing's 787 Dreamliner. Pricing and Financing Strategies - Airbus and Boeing utilize flexible pricing models and extensive financing packages to attract airline customers. - They often provide leasing options, which influence purchase decisions. Strategic Alliances and Partnerships - Both companies form alliances with suppliers, technology firms, and governments. - Airbus's partnership with China's COMAC aims to penetrate the Chinese market. - Boeing collaborates with defense contractors and space agencies. Response to Market Disruptions - The COVID-19 pandemic challenged both manufacturers, prompting strategic adjustments such as cost-cutting, product development delays, and increased focus on digital transformation. - Emphasis on sustainability and eco-friendly aircraft became central to strategic planning post-pandemic. --- Innovation and Sustainable Growth Strategies In the era of climate consciousness and technological disruption, Airbus and Boeing are adopting strategies to lead sustainable aviation. Focus on Sustainable Aircraft Development - Airbus's ZEROe concepts aim for zero-emission aircraft by 2035. - Boeing invests in sustainable aviation fuels and hybrid-electric propulsion. Digital Transformation and Industry 4.0 - Implementing AI, machine learning, and IoT in manufacturing. - Enhancing predictive maintenance and operational efficiency. Research and Development Investments - Both companies allocate significant budgets towards R&D to innovate in aerodynamics, 4 materials, and propulsion systems. - Collaborations with universities and research institutions accelerate technological breakthroughs. --- Challenges and Future Outlook in Strategic Management Despite their successes, Airbus and Boeing face several challenges that influence their strategic management decisions. Regulatory and Geopolitical Risks - Trade tensions, tariffs, and export restrictions can disrupt supply chains and market access. - Regulatory approvals for new aircraft types require extensive compliance efforts. Market Volatility and Economic Cycles - Fluctuations in global economic growth impact airline profitability and aircraft demand. - Strategic diversification into defense and space segments helps mitigate cyclicity. Technological Disruptions and Competition - Emerging competitors and alternative transportation modes could reshape market dynamics. - Investing in disruptive technologies

is vital for future competitiveness. Environmental Regulations and Sustainability Goals - Stricter emissions standards push manufacturers to innovate rapidly. - Strategic focus on sustainability not only responds to regulation but also aligns with consumer expectations. --- Conclusion: Navigating the Future of Aerospace Through Strategic Excellence The strategic management approaches of Airbus and Boeing are central to their enduring rivalry and industry leadership. Both companies demonstrate a blend of innovation, market expansion, and sustainability initiatives, tailored to their unique strengths and regional influences. Their ability to adapt to technological, regulatory, and market changes will determine their future success. As the aerospace landscape evolves—with increasing emphasis on environmental sustainability, digital transformation, and geopolitical stability—both Airbus and Boeing must continue refining their strategic management frameworks. Their rivalry, driven by strategic innovation and market agility, will likely remain a defining feature of the industry for years to come. Keywords: Airbus, Boeing, strategic management, aerospace industry, aircraft manufacturing, innovation, market strategy, sustainability, competition, supply chain, digital transformation

5 QuestionAnswer What are the key strategic differences between Airbus and Boeing in their market approach? Airbus tends to focus on innovation and diversification, offering a wide range of aircraft models and investing heavily in new technology, while Boeing emphasizes its strong brand reputation, customer relationships, and a focus on large, fuel-efficient aircraft. Both companies also differ in their geographic sales strategies, with Airbus expanding aggressively in emerging markets. How does each company's global footprint influence its strategic management? Airbus's extensive manufacturing facilities across Europe and its growing presence in the US and Asia allow for diversified production and risk management, while Boeing's larger presence in the US provides advantages in sales and government contracts. Strategic decisions are influenced by their regional strengths and geopolitical considerations. In what ways have Airbus and Boeing adapted their strategies in response to the COVID-19 pandemic? Both companies adjusted their supply chains and reduced production rates to cope with decreased demand. Airbus accelerated its focus on fuel-efficient aircraft like the A320neo family, while Boeing prioritized the development of

new aircraft and strengthening after-sales services to recover market share. How do innovation and technological advancements shape the strategic management of Airbus and Boeing? Innovation is central to both companies' strategies, with Airbus investing in new materials and fuel-efficient designs, and Boeing developing next-generation aircraft like the 777X. Their strategic management involves balancing R&D investments with market demands and regulatory requirements. What role does governmental support and regulation play in the strategic management of Airbus versus Boeing? Airbus benefits from strong European government support, influencing its strategic decisions and funding, while Boeing, being a US-based company, navigates different regulatory environments and defense contracts. Both companies must adapt strategies to comply with international regulations and leverage government relationships. How do customer relationships and after-sales services impact the strategic positioning of Airbus and Boeing? Strong customer relationships and comprehensive after-sales services enable both companies to secure repeat business and build loyalty. Strategic focus on service networks and customization options helps differentiate them in a competitive market. What competitive strategies do Airbus and Boeing employ to gain market share in emerging markets? Both companies tailor their product offerings to meet regional needs, establish local partnerships, and offer financing options. Airbus has expanded its presence in Asia with localized manufacturing, while Boeing targets emerging markets through strategic alliances and flexible sales approaches. 6 How does product portfolio diversification influence the strategic management of Airbus and Boeing? Diversification allows both firms to mitigate market risks and capture various customer segments. Airbus offers a broad range of aircraft from single-aisle to wide-body, while Boeing also maintains a diverse portfolio, enabling them to adapt to different market demands and economic cycles. What are the main challenges faced by Airbus and Boeing in their strategic management in the current aerospace industry? Key challenges include geopolitical tensions, supply chain disruptions, environmental regulations, and intense competition. Both companies are also navigating technological shifts such as sustainability initiatives and the development of alternative propulsion systems. How do strategic alliances and partnerships influence the

competitive dynamics between Airbus and Boeing? Strategic alliances enable both companies to share technology, reduce costs, and access new markets. Collaborations with suppliers and other aerospace firms enhance their capabilities, while partnerships can also serve as strategic tools to counter competition and influence industry standards.

### Airbus versus Boeing Strategic Management: An In-Depth Comparative Analysis

The rivalry between Airbus and Boeing represents one of the most significant competitive dynamics in the aerospace industry. As two of the largest aircraft manufacturers in the world, their strategic management approaches have profoundly influenced the global aviation market, technological innovation, and corporate growth trajectories. Understanding how each company formulates and implements its strategies offers valuable insights into their successes, challenges, and future prospects.

#### --- Introduction to Airbus and Boeing

Before delving into their strategic management approaches, it's essential to understand the foundational backgrounds of these aerospace giants.

**Airbus** - Founded: 1970 as a consortium of European aerospace companies. - Headquarters: Toulouse, France. - Key Focus: Commercial aircraft manufacturing, defense, and space. - Market Position: Known for innovation, efficiency, and a strong emphasis on environmentally friendly technologies.

**Boeing** - Founded: 1916 in Seattle, USA. - Headquarters: Chicago, Illinois. - Key Focus: Commercial aircraft, defense, space, and security. - Market Position: Historically dominant in large aircraft production with a focus on technological leadership and extensive global reach.

#### --- Airbus Versus Boeing Strategic Management

##### 7 Strategic Management Approaches of Airbus and Boeing

Strategic management refers to the formulation, implementation, and evaluation of cross-functional decisions that enable an organization to achieve its objectives. Both Airbus and Boeing have adopted distinct strategies shaped by their histories, market environments, and corporate philosophies.

##### 1. Corporate Strategy and Vision

**Airbus** - Emphasizes innovation, sustainability, and European collaboration. - Vision centered around becoming the most innovative and customer-centric aircraft manufacturer. - Focuses on environmental sustainability, aiming to develop zero-emission aircraft.

**Boeing** - Prioritizes technological advancement, operational excellence, and global market leadership. - Vision to shape the future of aerospace through innovation and customer satisfaction.

- Emphasizes maintaining a dominant position in large aircraft segments like the 777 and 787.

## 2. Market Segmentation and Product Strategy

**Airbus** - Offers a diverse product lineup including the A220, A320 series, A330, A350, and the A380. - Focuses on middle-market segments with the A320 family as a cornerstone. - Innovates with new aircraft models targeting fuel efficiency and reduced emissions.

**Boeing** - Produces a broad range including 737, 747, 767, 777, and 787. - Maintains leadership in large twin-aisle aircraft with the 777 and 787. - Recently shifted focus towards fuel-efficient and technologically advanced aircraft.

## 3. Innovation and R&D Strategy

**Airbus** - Invests heavily in sustainable aviation technologies, such as hybrid-electric propulsion. - Pursues digital transformation, integrating AI and big data analytics. - Collaborates with European partners on environmentally friendly initiatives.

**Boeing** - Focuses on next-generation materials, aerodynamics, and digital design. - Has invested in advanced manufacturing techniques, including 3D printing. - Prioritizes technological leadership in avionics and aerodynamics.

## 4. Supply Chain and Production Strategy

**Airbus** - Has a decentralized manufacturing model with facilities across Europe, the US, and Asia. - Uses a flexible supply chain to adapt quickly to market demands. - Emphasizes close collaboration with European suppliers and governments.

**Boeing** - Maintains a centralized manufacturing hub in Seattle with extensive global supply chains. - Faces challenges with supply chain disruptions, notably during the COVID-19 pandemic.

## 8. Airbus Versus Boeing Strategic Management

## 8. Focuses on lean manufacturing and just-in-time inventory systems.

## 5. Competitive Strategies and Differentiation

**Airbus** - Differentiates through innovative design, customer customization, and environmental initiatives. - Strives to offer a more comfortable passenger experience. - Emphasizes partnerships and alliances in Europe and beyond.

**Boeing** - Leverages technological superiority and longstanding customer relationships. - Offers a broad product portfolio to serve diverse airline needs. - Focuses on operational reliability and performance.

## --- Pros and Cons of Each Strategic Approach

**Airbus Pros:** - Strong European backing ensures political and financial support. - Focus on sustainability aligns with future regulatory trends. - Flexible manufacturing allows rapid adaptation to market changes. - Emphasis on innovation positions Airbus as a leader in eco-friendly

aircraft. Cons: - Fragmented supply chain can lead to coordination issues. - Limited presence in the large wide-body aircraft segment compared to Boeing. - Dependency on European markets, which may limit global reach. Boeing Pros: - Extensive global customer base and market presence. - Leadership in large aircraft segments offers significant revenue potential. - Advanced technological capabilities and R&D investments. - Strong brand reputation built over a century. Cons: - Heavy reliance on the US market exposes it to regional risks. - Recent safety and production issues (e.g., 737 MAX crises) have impacted reputation. - Supply chain disruptions have led to production delays. - Less emphasis on sustainability compared to Airbus. --- Strategic Challenges and Future Directions Both companies face evolving industry challenges and opportunities that will shape their strategic management moving forward. Challenges for Airbus - Maintaining technological leadership in sustainable aviation. - Navigating geopolitical tensions within Europe and globally. - Scaling production of new models like the A321XLR and A350-1000. Airbus Versus Boeing Strategic Management 9 Challenges for Boeing - Recovering from the 737 MAX grounding and safety concerns. - Investing in next- generation aircraft amidst rising environmental regulations. - Diversifying revenue streams beyond commercial aircraft. Future Strategies Airbus - Accelerate development of zero-emission aircraft. - Expand digital services and integrated solutions for airlines. - Strengthen partnerships with European governments and institutions. Boeing - Focus on restoring trust through safety and quality improvements. - Invest in sustainable and fuel-efficient aircraft. - Expand presence in emerging markets like Asia and Africa. --- Conclusion The strategic management of Airbus and Boeing exemplifies two different yet equally dynamic approaches to maintaining industry leadership. Airbus's focus on innovation, sustainability, and European collaboration contrasts with Boeing's emphasis on technological excellence, broad product diversification, and global market dominance. Both companies must navigate complex geopolitical, technological, and environmental challenges, continually adapting their strategies to stay competitive. As the aerospace industry evolves, their strategic choices will determine not only their future success but also the future of global aviation itself. airbus boeing competition, aircraft manufacturing strategies, aerospace



industry analysis, corporate rivalry, strategic planning in aviation, market share in aerospace, innovation in aircraft design, global airline partnerships, industry regulation impact, competitive advantages in aerospace

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california business faculty course strategic management 64 entries in the bibliography language english comment great conclusion and recommendation spot on impressive list of references and good sources overall excellent report other thoroughly enjoyed reading such a well written and well researched in depth report abstract executive summary the purpose of this report is to provide a strategic management report with detailed strategic analyses of the dominant civil aircraft manufacturers airbus and boeing the discussion main part of this report is separated into internal and external analyses which are reasoned in greater detail and supported with reasonable graphs and tables in the attached appendices finally conclusions are drawn as to which is the more strategic savvy and which company has the more sustainable enterprise and there is a recommendation given in which company a potential investor should rather invest in airbus and boeing are having a neck and neck race in the aircraft industry for jets over 100 seats between airbus and boeing about the market leadership after airbus overtook its rival the first time in 2001 in terms of aircraft order and delivery it stayed in front the last years until boeing got back on top in 2006 the aircraft manufacturing industry is constantly growing a global market and had a size of us 63 billion revenues in 2006 it is characterized by high entry barriers and investment in r d and by a duopoly with airbus and boeing having a market share of 86 for aircrafts over 100 seats at the moment airbus is in weaker financial position than its competitor boeing had an average year in 2006 with a moderate and good profitability whereas airbus is not in the red but it is remarkable that the company had a bad year caused by the production and delivery problems with the a38

strategic management delivers an insightful clear concise introduction to strategy management concepts and links these concepts to the skills and knowledge students need to be successful in the professional world written in a conversational harvard business review style this product sparks ideas fuels creative thinking and discussion while engaging students via contemporary examples innovative whiteboard animations for each chapter outstanding author produced cases unique strategy tool applications with accompanying animations and career readiness applications through author videos

reflecting the challenges of formulating implementing and monitoring strategy in practice white s contemporary text discusses differing theories and approaches in the context of real world experience readers are encouraged to conceptualize and generalize business problems and to confront philosophical issues without losing sight of practical aims each chapter starts with a key strategic challenge and sets the scene of a case study which is resolved at the end of the chapter the text includes more than 60 strategy in action short case examples to illustrate how organizations apply strategy in practice along with fifteen long case studies for detailed analysis strategic projects and exploring further sections encourage readers to investigate the subject more in detail strategic management acknowledges the complex reality of strategy in the real world showing students the challenges they will encounter when implementing strategy in practice provides a solid theoretical grounding in the subject enabling students to develop their own strategic approaches offers comprehensive and contemporary topic coverage reflecting current trends such as globalization co operative strategy and performance measurement includes separate chapters on implementation monitoring and risk assessment reflecting the critical role of these issues within organizations provides a wide range of international case examples from well known organizations in all regions of the world allowing students to see how strategy is implemented in practice and reflecting the global nature of strategy for multinational corporations integrated web packages include for students additional long case studies integrating case study links to further resources searchable glossary for instructors suggested teaching pathways and key themes additional case study questions comments on exercises and assignments within the text powerpoint lecture presentations visit [palgrave.com/business/white](http://palgrave.com/business/white) for more information

this text explains how firms achieve strategic competitiveness emphasizing integration of resources and capabilities to obtain a sustained competitive advantage the text integrates the resource based view of the firm with the more traditional model

strategic management represents the confluence of art and science serving as a vital tool for translating theoretical concepts into

actionable practices that shape organizational success this book offers a comprehensive guide to understanding and mastering the nuances of strategy in today's ever evolving global business environment as the pace of technological innovation globalization and socio economic changes accelerates the need for robust adaptable and forward thinking strategies has never been more critical by exploring foundational concepts cutting edge trends and practical frameworks this book seeks to empower readers to navigate complexities and leverage opportunities effectively strategic management is not merely about creating plans or setting objectives it is a disciplined approach that combines analysis foresight execution and continuous adaptation this book is meticulously organized into eight parts each addressing distinct facets of strategic management it provides a seamless progression from foundational principles to advanced applications enriched with theoretical insights practical frameworks and real world case studies this structure ensures that readers whether they are students professionals or entrepreneurs can derive meaningful insights and apply them effectively in diverse contexts the journey begins with an exploration of the core principles of strategic management laying a solid foundation for understanding its purpose evolution and significance by differentiating between strategic thinking and strategic planning the book underscores the importance of cultivating a mindset that is both analytical and visionary special attention is given to integrating corporate social responsibility csr and ethical considerations into strategic practices reflecting the growing demand for businesses to align their objectives with societal and environmental values the subsequent focus on external and internal environment analyses introduces indispensable tools like pestel analysis porter's five forces and the vrio framework equipping readers to identify opportunities mitigate risks and harness organizational strengths effectively the holistic approach emphasized throughout the book is exemplified in the chapters on strategy formulation and implementation business level and corporate level strategies are examined in depth with frameworks like porter's generic strategies the bcg matrix and blue ocean strategy providing practical tools for achieving competitive advantage the inclusion of global strategies highlights the need for businesses to navigate the challenges and opportunities of a digitally interconnected

world chapters on innovation and technology strategy delve into managing technological disruptions fostering open innovation and leveraging cutting edge technologies such as ai big data and iot these insights prepare readers to position their organizations for long term success in an era of rapid digital transformation leadership and execution critical elements of strategic success are addressed through discussions on organizational structure change management and strategic control the book examines the pivotal role of leaders in driving strategic outcomes emphasizing the need for adaptability and resilience in complex and dynamic environments models for managing organizational change and resistance provide actionable insights for practitioners tasked with guiding businesses through transitions strategic control mechanisms and performance evaluation frameworks such as the balanced scorecard offer readers the tools to measure success refine strategies and ensure alignment with organizational goals one of the book s standout features is its focus on emerging trends and contemporary challenges in strategic management chapters on agile strategies digital transformation and corporate social responsibility underscore the necessity of balancing profitability with ethical considerations and sustainable practices these themes resonate strongly in today s business world where organizations must navigate shifting societal expectations and environmental imperatives the book s emphasis on industry specific strategies and entrepreneurial frameworks offers tailored guidance for professionals navigating unique challenges in sectors ranging from technology to healthcare the concluding sections of the book look to the horizon addressing the future of strategic management in the context of globalization technological disruption and purpose driven strategies by encouraging readers to think beyond traditional paradigms these chapters inspire creativity strategic foresight and innovation topics such as sustainability ethical leadership and digital transformation reflect the emerging priorities of organizations seeking to thrive in an increasingly complex and interconnected world the book positions strategic management as a tool not just for navigating uncertainty but for shaping the future of industries and societies designed for a diverse audience this book gratifies to students business leaders entrepreneurs and academics providing modular content that adapts to varying levels of expertise and interests by balancing foundational

concepts with advanced strategies it serves as both an academic reference and a practical handbook its creation is the culmination of collaboration among leading scholars industry practitioners and thought leaders whose collective expertise ensures its relevance and applicability across different sectors and contexts this book aspires to inspire the next generation of strategic thinkers and leaders it encourages readers to embrace strategic management not just as a discipline but as a way of thinking that integrates creativity adaptability and analytical rigor by equipping readers with the knowledge and tools to navigate uncertainties drive innovation and foster sustainable growth it offers a roadmap for achieving success in a rapidly changing and increasingly complex world as businesses and societies face unprecedented challenges this book stands as a beacon guiding readers to transform obstacles into opportunities and to craft strategies that resonate with purpose vision and impact

from internal resources such as people knowledge and capital to relationships with external stakeholders such as customers and suppliers strategic management of resources and relationships provides students with one realistic comprehensive and highly effective approach to strategic management students will learn how to use the resource based view to develop competitive advantages through the acquisition development and management of resources they ll also learn how to use stakeholder theory to determine when firms should form partnerships the form they should take and how to manage them to enhance their resource position the text s unique blend of the resource based approach with stakeholder theory and other relevant theories and models helps students gain a complete balanced understanding of the field

this student focused text provides an emphasis on skills development packed with real life examples of what can go wrong with even the most well conceived strategies there is a focus on realism throughout with a highly accessible writing style this text it is an invaluable learning tool for all students in this area

se estudia la estrategia a seguir en la dirección de empresas teniendo en cuenta la función de esas empresas los factores

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project report from the year 2012 in the subject business economics business management corporate governance grade first class university of bradford school of management language english abstract this report will give a comprehensive analysis of airbus based on strategic analysis internal and external and strategic formulation and will conclude with a recommendation one of the most vital tools for human success is strategy even though influential people for example barrack obama and warren buffet epitomizes luck what really made them successful was to have a clear goal understanding of their competitive environment and most importantly identifying opportunity when they appeared and to have the clarity of direction and the tractability necessary to exploit these chances effective implementation reason is that without a consistency of direction based on understanding their environment and a keen awareness of how to maneuver into a position of advantage competitors will out compete them therefore strategy refers to having a succinct and articulate goal and plans to achieving it put succinctly a good strategy is about winning in light of constant change and relentless competition strategy becomes less about building positions of sustained competitive advantage rather more about developing the responsiveness and flexibility to create successive temporary

advantages the economic downturn in 2008 9 is encouraging new thinking about the purpose of business disillusion with shareholder value capitalism has been accompanied by renewed interest in corporate social responsibility ethics and sustainability of the natural environment and the role of social legitimacy in long term corporate success

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