



# **Certified in Logistics, Transportation and Distribution**

**Air Market Structure and  
Sales Strategy**





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# **Air Market Structure and Sales Strategy**

## **1. Overview of the Global Air Cargo Market**

The global air cargo market is shaped by international trade flows, economic cycles, infrastructure capacity, and carrier networks. Understanding how these forces interact helps logistics professionals anticipate fluctuations in demand and capacity. Market structure is influenced by alliances, liberalization policies, and global trade lanes. Factors such as fuel prices, geopolitical conditions, and manufacturing distribution also impact air freight volumes. Mastery of these fundamentals helps predict market shifts, plan capacity bookings, and strategize carrier partnerships effectively.

## **2. Market Liberalization and Open Skies Policies**

Open Skies agreements promote competition by removing restrictions on routes, pricing, and cargo rights. Liberalized markets increase service frequency, reduce costs, and improve carrier choice. Conversely, restricted markets may limit competition and drive up prices. Understanding bilateral agreements, traffic rights, and regulatory frameworks helps logistics professionals evaluate route availability, service reliability, and long-term pricing. Knowledge of liberalization issues is important for building effective sales strategies and identifying growth opportunities in emerging markets.

## **3. Industry Structure: Integrators, Freighters, and Belly Carriers**

The air cargo industry comprises integrators (e.g., UPS, FedEx), dedicated freighter operators, and passenger

airlines carrying belly cargo. Each segment has unique cost structures, service models, and target customers. Integrators excel in express and door-to-door services; freighters offer flexibility and capacity; belly carriers provide extensive global connectivity. Understanding these distinctions helps logistics professionals align shipments with the right service provider and craft sales strategies that capitalize on each carrier's strengths.

#### **4. Air Cargo Value Chain and Stakeholders**

The air cargo value chain includes shippers, freight forwarders, carriers, ground handlers, customs agencies, and brokers. Each stakeholder contributes to service delivery, cost, and reliability. Understanding how value flows across the chain helps identify profit points, inefficiencies, and negotiation opportunities. Sales strategies become more effective when professionals can map relationships, anticipate constraints, and communicate value across multiple stakeholders. Strong knowledge of the ecosystem improves coordination and customer satisfaction.

#### **5. Market Segmentation in Air Cargo**

Segmentation involves categorizing customers based on shipment type, industry, urgency, volume, and value. Common segments include e-commerce, pharmaceuticals, automotive, perishables, high-tech, and aerospace. Each segment has unique service expectations, regulatory requirements, and pricing sensitivities. Mastering segmentation helps logistics providers tailor solutions, differentiate service offerings, and develop targeted sales strategies that improve conversion rates and customer retention.

## **6. Air Cargo Demand Drivers**

Key demand drivers include global GDP, trade volumes, consumer spending, e-commerce growth, supply chain disruptions, and manufacturing cycles. Seasonal peaks—for example, holidays, harvest periods, and product launches—also influence demand. Understanding these drivers helps forecast market behavior, anticipate capacity shortages, and create pricing and sales plans that align with customer needs. Analyzing demand patterns supports superior planning and competitive positioning.

## **7. Capacity Management in Air Freight**

Air cargo capacity is limited and fluctuates based on aircraft type, seasonality, passenger travel trends, and fleet utilization. Effective capacity management involves predicting space availability, negotiating block space agreements, and optimizing load factors. Sales teams must understand capacity dynamics to avoid overbooking, maintain service reliability, and negotiate favorable contracts. Capacity planning becomes especially critical during peak demand or supply chain disruptions.

## **8. Pricing Strategies in Air Cargo**

Air freight pricing includes base rates, fuel surcharges, security fees, and volumetric weight charges. Pricing strategies may include spot pricing, contract rates, dynamic pricing, or incentive-based discounts. Logistics professionals must understand how supply, demand, competition, and geopolitical events influence pricing. Mastering pricing strategy helps develop cost-effective solutions for customers while maintaining profitability and competitiveness.

## **9. Role of Freight Forwarders**

Freight forwarders consolidate shipments, negotiate rates, manage documentation, and provide value-added services. They act as intermediaries between carriers and shippers. Understanding forwarder capabilities and limitations helps air cargo professionals collaborate effectively and build mutually beneficial partnerships. Sales strategies targeted at forwarders often emphasize reliability, space guarantees, and competitive rates. Knowledge of forwarder networks is essential for accurate market positioning.

## **10. Role of Global Alliances and Partnerships**

Airlines increasingly collaborate through alliances, interline agreements, and joint ventures. These partnerships expand route networks, pool resources, and increase competitiveness. Understanding various partnership models helps logistics professionals evaluate service options and negotiate effectively. Sales teams can leverage alliance capabilities to offer broader solutions to customers. Knowledge of alliance dynamics is crucial for understanding market consolidation trends and competition.

## **11. Service Differentiation in Air Cargo**

Differentiation involves offering unique features such as temperature-controlled handling, express service, premium guarantee, visibility, and specialized customer support. In a highly competitive industry, service differentiation provides a strategic advantage. Air carriers and logistics providers must identify customer needs, create tailored solutions, and communicate benefits effectively. Understanding differentiation strategies helps sales professionals deliver compelling value propositions and improve negotiations.

## **12. Customer Relationship Management (CRM) in Air Cargo**

CRM involves managing interactions with shippers, forwarders, and brokers to maximize customer lifetime value. Effective CRM includes understanding customer needs, providing proactive updates, offering flexible solutions, and nurturing long-term partnerships. Sales professionals must maintain strong communication, follow-up processes, and performance tracking. Mastering CRM enhances repeat business, reduces churn, and supports a customer-centric sales strategy.

## **13. Sales Pipeline Development**

A robust sales pipeline ensures continuous business flow. This includes prospecting, qualification, proposal creation, negotiation, and closing. Logistics professionals must analyze potential revenue, prioritize leads, and understand industry-specific buyer behavior. Mastering pipeline management supports accurate forecasting, resource allocation, and strategic planning. Tools such as CRM software and analytics enhance visibility and conversion rates.

## **14. Key Account Management (KAM)**

Key accounts represent high-revenue or strategically important customers. Managing them requires deep understanding of their supply chains, service expectations, and long-term goals. KAM strategies include customized solutions, regular performance reviews, and collaborative planning. Effective key account management strengthens customer loyalty, increases share of wallet, and enhances profitability. Understanding KAM principles helps logistics professionals build stronger, enduring partnerships.

## **15. Sales Negotiation Strategies**

Negotiation is essential for rates, capacity commitments, and service agreements. Effective negotiators understand the customer's priorities, cost structures, competitive alternatives, and market conditions. Techniques include value-based negotiation, trade-offs, and collaborative problem solving. Mastering negotiation skills ensures competitive pricing while maintaining margins and customer satisfaction. Strong negotiation capability is a major advantage in the air cargo market.

## **16. Revenue Management in Air Transport**

Revenue management optimizes yield by balancing price and capacity. It involves demand forecasting, capacity allocation, overbooking management, and dynamic pricing. Understanding revenue management models helps logistics professionals anticipate rate changes, negotiate better, and align sales strategies with airline financial goals. Professionals who understand yield dynamics can better manage peak-season allocations and customer expectations.

## **17. Digitalization and Sales Enablement Tools**

Digital tools such as e-booking platforms, rate management systems, CRM dashboards, and real-time tracking enhance sales productivity. Automation reduces errors, speeds up quoting, and improves customer responsiveness. Understanding digitalization trends—such as APIs, blockchain, and electronic airway bills—helps sales teams deliver more efficient and transparent services. Mastery of digital tools enables competitive advantage in a rapidly evolving market.



## **18. Competitive Analysis in the Air Cargo Market**

Competitive analysis involves assessing carrier networks, pricing strategies, service levels, performance metrics, and market position. Knowing competitors' strengths and weaknesses helps in creating superior value propositions and identifying differentiators. Sales teams can use competitive insights to target new customers, negotiate better, and build strategic partnerships. Understanding competitive dynamics is crucial for long-term success.

## **19. Sales Forecasting and Performance Metrics**

Sales forecasting is vital for planning resource allocation, capacity requirements, and revenue expectations. Performance metrics such as conversion rate, load factor, yield, and revenue per kilogram help measure sales effectiveness. Mastery of forecasting strengthens planning accuracy and minimizes risks related to overbooking or underutilization. Data-driven forecasting supports more consistent sales growth and operational stability.

## **20. Relationship Between Marketing and Sales in Air Cargo**

Marketing creates brand awareness, communicates value, and supports lead generation, while sales convert leads into revenue. Understanding the synergy between marketing and sales helps organizations align messaging, target the right customer segments, and optimize promotional strategies. Coordinated efforts improve customer acquisition, retention, and overall competitiveness. Professionals must understand branding, advertising, market research, and customer targeting to support effective sales execution.

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8. Supply Chain Performance Metrics (KPIs)
9. Lean Supply Chain Practices
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13. Supply Chain Digital Transformation
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15. Supply Chain Sustainability and Green Logistics
16. Reverse Logistics and Returns Management
17. Supply Chain Collaboration and Integration
18. Supplier Relationship Management in SCM
19. Global Supply Chain Strategy
20. Transportation Management Systems (TMS)
21. Inventory Optimization Models
22. Demand-Driven MRP (DDMRP) Concepts
23. Blockchain Applications in Supply Chain
24. Supply Chain Cost Reduction Techniques
25. SCOR Model and Process Improvement

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27. Managing Supply Chain Disruptions
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32. Managing Third-Party Logistics (3PL) Providers
33. Supply Chain Collaboration Technologies
34. Production Planning and Scheduling
35. Strategic Supply Chain Design Using Case Studies
36. Circular Economy in Supply Chain
37. Vendor-Managed Inventory (VMI)
38. Transportation Optimization Techniques
39. E-Commerce Supply Chain Models
40. Omni-Channel Fulfillment Strategies
41. Warehouse Automation and Robotics
42. SCOR DS Roadmap for Supply Chain Excellence
43. Customer-Centric Supply Chain Strategies
44. Supply Chain Finance and Working Capital Management
45. Supply Chain Data Visualization Using Power BI
46. Strategic Sourcing in Supply Chain Context
47. Supply Chain Benchmarking and Best Practices
48. Integrated Business Planning (IBP)
49. Supply Chain in Crisis Management and Recovery
50. Future Trends and Technologies in Supply Chain



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7. E-Procurement and Digital Tools
8. Procurement Planning and Budgeting
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10. Supplier Relationship and Performance Management
11. Sustainable and Ethical Procurement
12. Total Cost of Ownership (TCO) Analysis
13. Make-or-Buy Decision Frameworks
14. Procurement Policies and Governance
15. Procurement in Public vs. Private Sectors
16. Procurement Audit and Compliance
17. Procurement Data Analytics and Reporting
18. Procurement Scorecards and KPIs
19. Strategic Supplier Partnerships
20. Category Strategy Development
21. Managing Global and Offshore Procurement
22. Negotiation Simulation Workshop
23. Contract Law for Procurement Managers
24. Cost Reduction Strategies in Procurement
25. Supplier Risk Assessment Models

# Micro-Learning Programs in Procurement ...



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27. Procurement Automation and AI Applications
28. Managing Procurement Teams Effectively
29. Procurement Ethics and Transparency
30. Procurement in the Digital Supply Chain
31. Vendor Consolidation Strategies
32. Spend Analysis and Optimization
33. Demand Forecasting for Procurement
34. E-Auction and Reverse Bidding Techniques
35. Inventory and Procurement Alignment
36. Procurement in Project-Based Organizations
37. Supplier Onboarding and Development
38. Procurement Market Intelligence
39. Measuring Supplier Innovation
40. Procurement in Times of Supply Disruption
41. Cross-Functional Collaboration in Procurement
42. Writing Effective RFPs, RFQs, and RFIs
43. Contract Negotiation Best Practices
44. Green Procurement and Circular Economy
45. Legal Aspects of Procurement Contracts
46. Performance-Based Contracting
47. Procurement Leadership and Strategic Influence
48. Cost Avoidance and Value Creation in Procurement
49. Managing Procurement with Power BI Dashboards
50. Future Skills and Trends in Procurement



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