

Boeing Versus Airbus

THE INSIDE STORY OF THE GREATEST
INTERNATIONAL COMPETITION IN BUSINESS

JOHN NEWHOUSE

Alfred A. Knopf • New York • 2007

CONTENTS

Prologue ix

CHAPTER ONE: BEING NUMBER ONE 3

CHAPTER TWO: TRADING PLACES 26

CHAPTER THREE: FOLLY AND HYPOCRISY 46

CHAPTER FOUR: MARKET SHARE—THE AIRLINES' ENEMY 67

CHAPTER FIVE: PLAYING THE GAME 91

CHAPTER SIX: MELTDOWN AND MERGER 116

CHAPTER SEVEN: THE VERY LARGE AIRPLANE 144

CHAPTER EIGHT: A CHALLENGE FROM ASIA 167

CHAPTER NINE: MUDDLING THROUGH, MORE OR LESS 197

Notes 229

Acknowledgments 241

Index 243