

# Airline Pricing Strategies In European Airline Market

The Airline industry has been under increasing pressure recently, from the increased competition of low-cost airlines and the terrorist events of 2001 to name but a few. Various US airlines, including Delta and Northwest, have been declared bankrupt, oil prices have soared, and seat prices are still being forced down, the supply far outweighing the demand. This e-book looks at recent case studies of airlines in crisis (Continental Airlines), and also airlines which have excelled at expansion during this turbulent time such as Easyjet and Ryanair, and offers examples of successful strategies previously used. The collection also features interviews with high-profile figures from airlines such as Go!, Qatar Airways and SWISS International Airlines.

Master's Thesis from the year 2004 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: A-, ESG Management School, Paris, 33 entries in the bibliography, language: English, abstract: European Media is writing daily articles about the situation of the European airline business. The European airline market is, at the moment, with all the important changes and actual turbulences, the most dynamic industry sector. Some of these changes are: The creation of new low-cost airlines in Europe, like Germanwings (Germany), Volareweb (Italy), and Sky Europe (Slovakia); The disappearance and bankruptcy of airlines, such as V-Bird (Netherlands) and Swissair; Air France merges with KLM to become the worlds biggest airline group; A significant increase of purchases of airplanes by Arabic airlines. This thesis focuses on the low-cost airlines, which arrived in Europe during the last 10 years and changed micro and macro environment of the airline business. Low-cost airlines like Ryanair and EasyJet make big profits while Alitalia, British Airways, Air France, and Lufthansa are having enormous problems. The general opinion is that low-cost airlines are successful because of its lower cost in production, and therefore of its lower price they can offer to the customers. The thesis will show that the cost factor is not the only reason for the success of low-cost airlines: "Being cheap is not enough" The objective of the thesis is to find other reasons which explain the success of low-cost airlines by analysing the marketing development of European low-cost airlines with its strategies, positioning, customer satisfaction etc. Of special interest: The question how the low-cost trend changes the marketing and the behaviour of the traditional airlines and how do the customers react. As reaction to this trend the traditional airlines are reducing at the moment costs in salary, distribution, maintenance etc. to survive. Th

First published in 1991. Routledge is an imprint of Taylor & Francis, an informa company.

In recent years, the European air transport industry has seen a number of important changes, with more on the horizon. This comprehensive work presents a multi-faceted analysis of the air industry in Europe, how it has developed in recent

years, and how it is set to develop further into the future.

Low Cost Carriers - Business Model, Impacts of its Expansion and Challenges

The Single Market Review

European Economy in Focus 2005

Airline Economics in Europe

Pricing Behaviour and Non-Price Characteristics in the Airline Industry

The Airline Business

The last few decades have witnessed substantial liberalization trends in various industries and countries. Starting with the deregulation of the US airline industry in 1978, regulatory restructuring took place in further network industries such as telecommunications, electricity or railways in various countries around the world. Although most of the liberalization movements were initially triggered by the worrying performances of the respective regulatory frameworks, increases in competition and corresponding improvements in allocative and productive efficiency were typically associated with the respective liberalization efforts. From an academic perspective, the transition from regulated industries to liberalized industries has attracted a substantial amount of research reflected in many books and research articles which can be distilled to three main questions: (1) What are the forces that have given rise to regulatory reform? (2) What is the structure of the regulatory change which has occurred to date and is likely to occur in the immediate future? (3) What have been the effects on industry efficiency, prices and profits of the reforms which have occurred to date? Liberalization in Aviation brings together renowned academics and practitioners from around the world to address all three questions and draw policy conclusions. The book is divided into five sections, in turn dealing with aspects of competition in various liberalized markets, the emergence and growth of low-cost carriers, horizontal mergers and alliances, infrastructures, and concluding with economic assessments of liberalization steps so far and proposed steps in the future.

Bachelor Thesis from the year 2009 in the subject Economics - Micro-economics, grade: 1,3, Furtwangen University; Villingen-Schwenningen, language: English, abstract: Across a wide range of industries traditional market leaders are threatened by low price competitors. These low price firms are steadily eroding the profit margins and market share of their more established rivals. A vivid example from aviation is the Low Cost Carriers. Beginning in the North America and spreading to Europe, the airline passenger market has witnessed a growing intensity in price-based competition. This intensified competition has been facilitated by policy deregulation initiatives until the emergence of the phenomenon Low Cost Airlines. European Low Cost Airlines have changed people's leisure and travel habits, opening up direct services between city pairs that were not available before. The present thesis aims at analysing the European Low Cost Carriers (LCCs) business model from the perspective of its rapid expansion on the air travel market. In conjunction with the liberalisation of commercial aviation the LCCs' impacts on the European community have been identified in line with the sustainable transport concept recognized as a common goal in the two European Commission's strategic documents: Lisbon Agenda and European Sustainable Development Strategy. The European low cost model is examined in terms; its business model and strategic positioning; the LCCs' positive and negative impacts after its rapid growth; the sector dynamics and its long term sustainability. This LCC multi-

dimensional view imposes the main questions of the current work in search for broad analysis of the LCCs trend: "What are the essential characteristics of the LCCs business model?"; "How it affects the EU community?"; and "What driving forces stand behind the LCCs model?". The thesis sets itself the following sub-objectives and attempts to answer their corresponding questions: - Overview of the European

The book starts from the premise that the current aviation framework, in Brazil, cannot sustain a full liberalisation in the long run. While the competition rules in place offer a strong framework, which only requires small modifications, these rules are not "enough" to foster a "healthy" liberalisation. In fact, until recently, Brazilian airlines were operating in a homogenous market, where competition was artificial. This artificial competition, obtained through the imposition of a legal obligation to provide water and a snack and grant a 23kg bag allowance, has resulted in a highly concentrated domestic market with very few players. Compared to other same size markets, such as China or India, Brazil is far behind in terms of airlines operating at national level. Consequently, the opening of the domestic market must be closely regulated to avoid national carriers suffocating under external pressure. For this reason, state intervention during the liberalisation process is crucial. State intervention is also with regard to the protection of passengers. The other major problem is the protection framework for passengers which is much too uncertain and burdensome. In a sense, it is detrimental to the domestic market and passengers. Indeed, there is no harmonisation of passenger compensation leading to contradictory judgments and possible high moral damages which hinders legal certainty for airlines. Compared to the situation in the EU, in Brazil, airlines have a limited range of defences, which are often dismissed by courts. This book, therefore, critically analyses the policies and regulations in place by mainly comparing the Brazilian framework to the European one. This choice has been motivated by the fact that European liberalisation is considered the best so far, and as Brazil is starting this process much later, it could benefit from the European experience. This book will be of particular interest to scholars and practitioners interested in the Brazilian system.

The airline industry is currently faced with its longest and deepest crisis to date: many airlines are losing hundred of millions of US dollars, several have collapsed entirely and others have been rescued by their governments. This crisis has been precipitated by external shocks such as the attack on the Twin Towers in New York, the invasion of Iraq and the SARS epidemic. In addition, the effect of these events has been exacerbated by dynamic and potentially destabilizing internal developments. Comprehensive and thorough, this revealing book gives a detailed analysis of the crucial events and key developments which have impacted, and will continue to impact on the dynamics of the airline industry. Special attention is paid to: the key challenges faced by the airlines such as continued liberalization and 'open skies' the impacts of global alliances new low-cost and no-frills carriers on-line selling and distribution privatization the impact of disasters. Leading industry authority Rigas Doganis examines the future prospects for the changing airline business and assesses alternative policies which could help the sector adapt to the shifting marketplace. Ideal for students, researchers and professionals in the fields of economics and business, industry and transportation studies, this second edition of his definitive book brings the story right up to date.

The Airline Industry

Regulatory Reform and Competitiveness in Europe: Vertical issues

New Value from Smart Business Networks

Low-tech Magazine 2012-2018

What is the Way Forward?

### Competition versus Predation in Aviation Markets

Research Paper (undergraduate) from the year 2011 in the subject Business economics - Company formation, Business Plans, grade: A, The University of Surrey, course: Business Strategy, language: English, abstract: This report conducts a competitive analysis of Europe's leading low-cost carrier Ryanair. For this purpose, various concepts and frameworks of the strategic paradigm are applied, such as Michael Porter's Five Forces and Value Chain Analysis, SWOT or Resource-Based View. When it comes to Ryanair's external environment the report provides extensive information on the external factors that are having a significant impact on Ryanair's low-cost strategy and its economic viability. For example, it takes into account recent global incidents, such as the volcanic eruption in Island or the public turmoil in Libya. Furthermore, based on the competitive analysis recommendations are made on Ryanair's future direction and as to how it can sustain and extend its strategic position. In particular, this part deals with strategic human resource management, corporate social responsibility, lean thinking and diversification. Due to the complexity of the aspects covered in this report and the need to clarify some of them more comprehensively, appendices are provided to promote understanding.

Written by leading international tourism researchers, this book examines the key trends in European tourism planning and organisation. It introduces a theoretical framework to tourism planning and organisation using a procedural and structural approach. Despite having a European focus, it is globally relevant as many lessons from Europe can be applied to international tourism development. The book identifies and discusses six key themes in the context of European tourism planning and organisation: territory, actors and structures, economics, policy, methods and techniques and vision. It also identifies leading and emerging practices and offers a new vision for European tourism planning.

Essay from the year 2007 in the subject Business economics - General, grade: 1,0, Edinburgh Napier University, course: Economics of Business Strategy, 38 entries in the bibliography, language: English, abstract: Since the world's first airline company has

been established (German Airship Transport Corporation in 1909), especially the new style of low-cost airlines increased the competition on the market for commercial flights. Towards the end of the century low-cost airlines offered first no-frills products at a low price. The concept originated in the U.S., before it spread to Europe in the early 1990's and subsequently to the rest of the world (Chan 2000). One main reason for the accelerated increase of low-cost flights can be seen in the EU enlargement, where open skies arrangements were extended. As a result low-cost routes were established by existing and new operators. The main characteristic of this new strategic orientation was the lower operating cost structure than this of the traditional market participants. The traditional airline industry had to face an essential change in the market, with an increase of competition and new business models. Focusing on Europe, there were only a few low-cost airlines before the year of 2000. However, today about 60 low-cost carriers moved mainstream in Europe with a total market share of 24%, whereas in Germany 23 low-cost airlines operate (Berster 2007)... ..To evaluate the specific strategy of Germanwings it is necessary to set limits to the field of study. After introducing the company itself, the strategic position will be evaluated by focusing on Germany. Thus, Germanwings will be compared to the operators acting in this country. Therefore, it is useful to introduce a strategic mapping and the analysis of price practices focusing on Germanwings. Furthermore, important individual measures of the company will be explained which soften the impact of the above mentioned external influencing factors (PEST-analysis). Fi

The second of two volumes, this text discusses the vertical issues involved in regulatory reform. The contributors describe in detail the regulatory reforms which are needed or have been initiated in nine major industrial sectors, including automobiles, textiles and clothing, retail trade, chemicals, banking, road transport, telecoms, electricity and (scheduled) air transport. They argue that regulatory reform can, more often than not, help improve the competitiveness of companies while generating net growth effects for the European Union as a whole.

Analysis of the European Low Cost Carriers

Low Cost Carriers

Retail Pricing Strategies and Market Power

Air Transport Management

Trends in European Tourism Planning and Organisation

An Analysis on the Competitiveness and Low-cost Strategy of Europe's Leading Low-cost Carrier Ryanair

Essay from the year 2007 in the subject Business economics - General, grade: 1,0, Edinburgh Napier University, course: Economics of Business Strategy, 38 entries in the bibliography, language: English, abstract: Since the world ' s first airline company has been established (German Airship Transport Corporation in 1909), especially the new style of low-cost airlines increased the competition on the market for commercial flights. Towards the end of the century low-cost airlines offered first no-frills products at a low price. The concept originated in the U.S., before it spread to Europe in the early 1990 ' s and subsequently to the rest of the world (Chan 2000). One main reason for the accelerated increase of low-cost flights can be seen in the EU enlargement, where open skies arrangements were extended. As a result low-cost routes were established by existing and new operators. The main characteristic of this new strategic orientation was the lower operating cost structure than this of the traditional market participants. The traditional airline industry had to face an essential change in the market, with an increase of competition and new business models. Focusing on Europe, there were only a few low-cost airlines before the year of 2000. However, today about 60 low-cost carriers moved mainstream in Europe with a total market share of 24%, whereas in Germany 23 low-cost airlines operate (Berster 2007)... ..To evaluate the specific strategy of Germanwings it is necessary to set limits to the field of study. After introducing the company itself, the strategic position will be evaluated by focusing on Germany. Thus, Germanwings will be compared to the operators acting in this country. Therefore, it is useful to introduce a strategic mapping and the analysis of price practices focusing on Germanwings. Furthermore, important individual measures of the company will be explained which soften the impact of the above mentioned external influencing factors (PEST-analysis). Finally, some up-to-date measures of the company will conclude its strategic orientation.

This work reconstructs the history of fare policy in the European passenger railway industry and integrates behavioural pricing theory into an agent-based simulation model for railway revenue management. The model is employed to conduct artificial experiments on fare innovations. It represents supply and demand on a transport market including car traffic and is calibrated with empirical data of an incumbent European railway. The model uses a combination of marketing concepts, dynamics in time and social interaction of consumers to analyse revenue effects

of different pricing options. This book provides insights for readers interested in the commercial aspects of transportation history. Furthermore, it is directed at researchers interested in pricing theory and the simulation method. It is also a rich source of information for practitioners in the revenue management branches of transport enterprises.

Digital networking technologies are empowering organizations to form dynamic networks, generating exceptional or 'smart' results. These Smart Business Networks (SBNs) enable individual organizations to compete more effectively and to respond better to a changing world. This idea attracted a diverse group of academic scholars and business professionals to Beijing from May 19-23, 2008, hosted by Tsinghua University. They discovered new ways to manage network resources, operate business processes across a network, create a business operations platform, understand the importance of network position and the smart mastering of technology. Effective managers, they concluded, must have a firm understanding of these fundamental network concepts in order to orchestrate the networks of the future. This book presents the results of an intense and energizing event which resulted in new theoretical foundations and practical insights.

First published in 1999, this volume responded to the drastic fluctuations in policy changes within the European Union and explored the potential for the various transportation framework programmes financed by the European Commission. The contributors offer an array of recent advances in transportation with a particular focus on Europe. Areas explored include sustainability, multimodal transport policy, freight transport services, transport telematics, regionalism, transalpine freight transport, just-in-time production and the integration of strategic infrastructure networks in Europe.

Impact on services. Air transport

Ryan Air. Environmental Analysis, Core Competencies and Strategy Proposal

A Survey of Experience in North America, Europe and Australia

Ryanair Case Study and Strategic Analysis

Cleared for Take-off

Ryanair 's strategy from a perspective of core competencies

These proceedings of the SAI Intelligent Systems Conference 2016 (IntelliSys 2016) offer a remarkable collection of chapters on a wide range of topics in intelligent systems, artificial intelligence and their applications to the real world. Authors hailing from 56 countries on 5 continents submitted 404 papers to the conference, attesting to the global importance of the conference 's themes. After being reviewed, 222 papers were accepted for presentation, and 168 were ultimately selected for these proceedings. Each has been reviewed on the basis of its originality, novelty and rigorousness. The papers not only present state-of-the-art methods and valuable experience from researchers in the related research areas; they also outline the field 's future development.

Master's Thesis from the year 2010 in the subject Business economics - Business Management, Corporate Governance, grade: Merit, Keele University,

language: English, abstract: Following the financial losses in 1990, Ryanair still had the courage to be the first European carrier to restyle itself into a low-cost airline model, which was based on the successful Southwest Airlines in America. Since then, Ryanair turned out to be Europe's most profitable airline, ironically once outperforming Southwest in profit margin percentages. (money.cnn.com, 2006) Clearly, Ryanair's adopted business model played the key role in its achievements and there is more to than just copying another airline's tactics. In this essay, we shall discuss Ryanair's strategic approach from a perspective of the core competencies, together with the related competitive strategy that they have implemented by it.

This study of retail pricing strategies presents information on the practices used in a variety of sectors, such as supermarkets, banks and airlines. His analysis rests on several basic concepts which are introduced in the book.

**Air Transport Management: An International Perspective** provides in-depth instruction in the diverse and dynamic area of commercial air transport management. The 2nd edition has been extensively revised and updated to reflect the latest developments in the sector. The textbook includes both introductory reference material and more advanced content so as to provide a solid foundation in the core principles and practices of air transport management. This 2nd edition includes a new chapter on airline regulation and deregulation and new dedicated chapters focusing on aviation safety and aviation security. Four new contributors bring additional insights and expertise to the book. The 2nd edition retains many of the key features of the 1st edition, including:

- A clearly structured topic-based approach that provides information on key air transport management issues including: aviation law, economics; airport and airline management; finance; environmental impacts, human resource management; and marketing;
- Chapters authored by leading air transport academics and practitioners worldwide which provide an international perspective;
- Learning objectives and key points which provide a framework for learning;
- Boxed case studies and examples in each chapter;
- Keyword definitions and stop and think boxes to prompt reflection and aid understanding of key terms and concepts.

Designed for undergraduate and postgraduate students studying aviation and business management degree programmes and industry practitioners seeking to expand their knowledge base, the book provides a single point of reference to the key legal, regulatory, strategic and operational concepts and processes that shape the form and function of the world's commercial air transport industry.

**The No Frills Strategy of Low-Cost Carriers**

**A Focus on Germanwings Strategy**

**Emergence, Expansion and Evolution**

**Volume 1**

**Transport Revolutions**

**Economic Conflict and Competition**

Thesis (M.A.) from the year 2009 in the subject Business economics - Business Management, Corporate Governance, grade: 1,3, Schmalkalden University of Applied Sciences, language: English, abstract: Therefore the FIRST chapter in this paper is going to have a look at the developments of the international airline industry in Europe. Here we are going to have a look at the historical development. It is going to be described in detail how the deregulation and liberalization in Europe happened, and what changes have been put in place. The liberalization packages are going to be described in detail, and the outcomes of the liberalisation and deregulation are going to be stated. In chapter THREE, the LCC's are going to be introduced. Here we are going to have a quick introduction on what 'NO-Frill' means in the context of air travel. Further the development of LCC's in Europe is going to be shown. After that there is going to be a focus on the development of LCC's in Germany. Here the airlines which operate in Germany are going to be stated, and how they have developed over the years. Chapter FOUR is going to focus on the marketing strategy of LCC's in Europe, and how they operate. This chapter focuses on how they operate, how they choose their network and fleet. Also important is to find out what their target market is, and how they manage their



sales and pricing strategy. This chapter gives a detailed explanation on how such airlines function. After having had a look at the LCC's strategy, Chapter FIVE focuses on the effects such airlines have on secondary airports. Also this chapter describes what regional effects such an airport has on its surrounding. In Chapter SIX the Airport Frankfurt Hahn stands in the centre of discussion. This chapter describes the several development stages of Frankfurt Hahn in terms of terminal or runway extension, and passenger development. Also this chapter analyses the catchment area of Frankfurt Hahn, and its infrastructure. After havi

Seminar paper from the year 2004 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 73% (very good), Bournemouth University (Media School), course: Strategic Marketing, 21 entries in the bibliography, language: English, abstract: Creating a sustainable marketing strategy for Ryanair means to organise its future. To plan the future one has to know the present in a broader perspective. This is the starting point of an environmental analysis, which identifies the internal and external parameters of the particular environment an organisation is operating in (Drohan, 1997) and translates it into useful plans and decisions (Albright, 2004). The environmental analysis gives Ryanair the opportunity to identify the main factors affecting the industry it is operating in and to find its opportunities and capabilities. Above all it is important to answer the question " What business are we in? " by defining the industry the organisation is competing in since this gives the opportunity to identify competitive advantages relatively to others (Kay, 1993). Ryanair is positioned as being in the European low-budget airline industry. This creates a competitor group consisting of other European no- frills airlines and low-budget sub brands of traditional airlines but excludes full-service airlines.

Research Paper (postgraduate) from the year 2022 in the subject Business economics - Business Management, Corporate Governance, , language: English, abstract: The purpose of the report is to undertake a situational analysis of Ryanair. The situational analysis will be undertaken through the use of models and frameworks such as STEEPLE, Porter's Five Forces model, McKinsey ' s 7S framework and SWOT analysis. Thereafter, the challenges facing Ryanair will be explored. Secondly, the report will provide a logical and clear strategic plan that is linked to the findings of the situational analysis. The strategic plan will be developed to assist Ryanair to keep a competitive advantage and achieve the strategic objectives of the company. Ryanair is an Irish low-cost airline that was founded in 1984. In the 1st year of operation of the airline, over five thousand customers travelled between Ireland and London. By 1989, over 600,000 passengers were travelling via Ryanair. In the initial 4 years of the operation of the company, the company made a combined loss of £ 20 million. The management of the company changed in 1990 when Michael O ' Leary was appointed as the CEO. O ' Leary made several changes to Ryanair thus adopting a no-frills operational model as well as the reduction of the routes. In the next 6 years, the fleet was increased to over 21 leading to an increase in customers due to the low prices. Following the deregulation of EU air transportation regulations that restricted the low pricing policy of the firm, the firm took advantage and was able to increase its profitability and market share in low-cost airlines.

Cleared for Take-Off is a comprehensive and topical study of the international low fare airline (LFA) business, its market and industry context and the structures and strategies of its main protagonists.

European Union Competition Law in the Airline Industry

Moving People and Freight Without Oil

The Law and Regulation of Airspace Liberalisation in Brazil

Ryanair case study and strategic analysis

Handbook of Low Cost Airlines

A review of historical passenger railway pricing and an agent-based simulation study on possible fare amendments

First released in 2007, the bestselling *Transport Revolutions* argued that land transport in the first half of the 21st century will feature at least two revolutions. One will involve the use of electric drives rather than internal combustion engines. Another will involve powering many of these drives directly from the electric grid - as trains and trolley buses are powered today - rather than from on-board fuel. Now available for the first time in paperback and updated with the most recent data, it sets out the challenges to our growing dependence on transport fuelled by low-priced oil. These challenges include an early peak in world oil production and profound climate change resulting in part from oil use. It proposes responses to ensure effective, secure movement of people and goods in ways that make the best use of renewable sources of energy while minimizing environmental impacts. Synthesizing engineering, economics, environment, organization, policy and technology in a detailed yet highly readable style, *Transport Revolutions* is essential reading for anyone working, studying or interested in transport and the environment.

Low cost carriers (LCCs) represent one of the most exciting and dynamic yet often contentious developments in recent commercial aviation history. Formed as a direct result of policies of airline deregulation and liberalisation that were initiated in the United States in the late 1970s before being implemented in certain European, Australasian, Latin American and other world markets from the mid-1990s onwards to encourage competition, LCCs have been responsible for progressively reconfiguring the spatial patterns, operational practices and passenger experiences of flight. In the process, they have enabled growing numbers of people to fly to more places, more frequently, and at lower cost than had been previously possible. In so doing, however, they have generated a number of socio-economic and environmental challenges. The 23 essays included in this volume provide a detailed insight into the emergence, expansion and evolution of the low cost carrier sector worldwide. The volume covers deregulation and liberalisation of the global airline sector, the business models and operating characteristics of low cost carriers, the changing nature of the airline/airport relationship, LCC network characteristics, issues of pricing and competition and the current impacts and likely future trajectories. Prior to liberalization, there was little scope for predatory behaviour in the aviation market. However, following deregulation, new entrants sought to compete with entrenched incumbents. Low-cost carriers (LCCs) gained significant market share, which in turn provoked many different kinds of defensive response. Having put pressure on established carriers, low-cost airlines are themselves feeling the pressure of competition from new operators. While it is normal and natural for airlines to react to competition - modifying their services, the ways in which they offer them and their prices - when does aggressive commercial behaviour go too far and become predation? This book considers what exactly is meant by 'predation' in the aviation environment, and explores the strategies LCCs adopt in order to gain market share, as well as the strategies of the established airlines in response to competition from new entrants to the market. It also addresses the key question of what competition policy should do to ensure intensive competition. *Competition versus Predation in Aviation Markets* brings together contributions from around the world, from airlines, government agencies, leading academics and consultants, providing a wealth of perspectives on a business practice crucial to airline survival.

The Air Transportation Industry: Economic Conflict and Competition analyzes all market segments in detail, examining such issues as which industrial-economic structure drives decisions, the main economic problems, the consequences for negotiations between different actors, impacts on the global aviation market, and much more. The book covers the entire aviation sector, including strategies, regulation, resilience, privatization, airport slot management, and more. It examines how economic and strategic struggles underlie the current market structure, both for aviation as a whole and for the constituent actors as carriers, authorities and handlers. This book will help reader gain insights into possible strategic choices and the mutual competitive strength within the future aviation market. Contains contributions from well-known aviation scholars Includes numerous cases studies throughout that explore a wide range of topics Focuses on applied knowledge, with clearly structured chapters examining topics from a global perspective Addresses the ongoing consequences of COVID-19 on the air transportation industry, examining potential strategic responses in the event of subsequent pandemics

Searching for a path out of distance fares

Airline Business in the 21st Century

Marketing Differences Between Traditional Airlines and Low-cost Airlines in Europe

New Contributions to Transportation Analysis in Europe

Flying Off Course IV

Low-cost carrier industry: A focus on Germanwings strategy

Almost 117 million passengers flew on Europe's low cost airlines in 2006. This statistic would have seemed beyond belief in the mid-1980s when air transport was a heavily regulated sphere. This book examines the deregulation which has taken place since then and in particular looks at the single most important repercussion of the deregulation of Europe's skies - the rise of the low cost airline. Sean Barret has been involved in the debates surrounding this right from the start and is well placed to provide a scholarly study of the issue. The book spends much time looking at the success of Ryanair in this period - this provides the perfect case study given the dominant role that the company has taken up over recent years.

Since the liberalisation of air transport in the EU in the late 1980s, with the application of competition law to agreements and practices within the EU, and between EU and non-EU airlines since 2004, competition has intensified and the industry has evolved, with the emergence of low cost carriers, greater consolidation between full service carriers through mergers and alliances, and most recently, convergence of business models as airlines respond to competitive pressures. The enforcement of competition law has also increased within the EU – at EU and EU member state level and internationally. This practical and thoroughly researched book, minimising the need for cross-referencing, is the only current comprehensive study of European competition law from the perspective of the airline industry. Among the issues and topics covered are the following: - commercial agreements between airlines such as code-sharing, mergers and alliances and other joint ventures; - means of distribution such as computer reservation (or global distribution) systems and travel agents; - supply and distribution agreements; - abusive conduct by dominant companies including airports, airlines, or other companies; - cartels, including the Airfreight cartel case; - information exchange between competitors; - procedure, enforcement and private actions for damages; - state aid to airlines by Governments, through agreements between regional airports and low cost carriers, and aid to airports; and - subsidies by non-EU countries to airlines. The

author also gives an overview of the liberalisation process, the European Common Aviation Area, agreements with non-EU countries, latest developments (including Brexit) and ongoing trends. As a practical guide to the application of competition law in relation to drafting commercial agreements, planning and structuring mergers and alliances, assessing existing agreements, or handling claims or disputes among airlines or airports, legal practitioners in the transport field will find this book to be of inestimable value, as will business persons at airlines and airports. For regulators, academics, and university libraries, this book will also prove itself indispensable.

A significant volume of literature already exists concerning the inclusion of aviation in the EU-ETS. Most of the research laid its focus on specific industry levels such as the individual airline, the aviation industry in general or macroeconomic aspects. In this context, these studies tried to anticipate market reactions triggered by the EU-ETS by analyzing specific issues such as the financial impact on airlines, changes in competitive behavior or implications for the overall industry development. As a consequence, the existing studies took only a limited market view and made assumptions about expected developments in specific fields of the aviation industry. However, at the time of writing this thesis, conclusions about the scope of impact could hardly be drawn from existing impact assessments because of the wide range of issues that exceeded the scope of most impact studies. Hence, a broader research approach is needed which takes different analytical perspectives to describe the scope of impact of the EU-ETS and depict potential effects for the aviation industry.

The airline industry presents an enigma. High growth rates in recent decades have produced only marginal profitability. This book sets out to explain, in clear and simple terms, why this should be so. It provides a unique insight into the economics and marketing of international airlines. *Flying Off Course* has established itself over the years as the indispensable guide to the inner workings of this exciting industry. This enlarged fourth edition, largely re-written and completely updated, takes into account the sweeping changes which have affected airlines in recent years. It includes much new material on many key topics such as airline costs, 'open skies', air cargo economics, charters and new trends in airline pricing. It also contains two exciting new chapters on the economics of the low-cost no frills carriers and on the future prospects of the industry. The book provides a practical insight into key aspects of airline operations, planning and marketing within the conceptual framework of economics. It is given added force by the author's hands-on former experiences as a Chairman and CEO of Olympic Airways and as a non-executive Director of South African Airways while he is currently a non-executive Director of easyJet.

An analysis on the competitiveness and low-cost strategy of Europe's leading low-cost carrier Ryanair

Strategic Planning for Travel and Tourism. A Situational Analysis of Ryanair

Deregulation and the Airline Business in Europe

Proceedings of SAI Intelligent Systems Conference (IntelliSys) 2016

Selected Readings

Low-Cost Carrier Industry

Low-tech Magazine underscores the potential of past and often forgotten technologies and how they can inform sustainable energy practices. Sometimes, past technologies can be copied without any changes. More often, interesting possibilities arise when older technology is combined with new knowledge and new materials, or when past concepts and traditional knowledge are applied to modern technology. Inspiration is also to be found in the so-called "developing" world, where resource constraints often lead to inventive, low-tech solutions.

This book focuses on the major issues that will affect the airline industry in this new millennium. It tells of an industry working on low margins and of cut-throat competition resulting from 'open skies'. Among the issues discussed are: \* the low-cost airline \* the impact of electronic commerce \* the debate on

global airline alliances \* privatizing state-owned airlines \* the creation of a Trans Atlantic Common Aviation area Most importantly, the book carefully analyzes the strategies that are needed for airlines to succeed in the twenty-first century. This is essential reading for anyone interested in aviation.

Research Paper (undergraduate) from the year 2011 in the subject Business economics - Company formation, Business Plans, grade: A, The University of Surrey, course: Business Strategy, language: English, abstract: This report conducts a competitive analysis of Europe's leading low-cost carrier Ryanair. For this purpose, various concepts and frameworks of the strategic paradigm are applied, such as Michael Porter's Five Forces and Value Chain Analysis, SWOT or Resource-Based View. When it comes to Ryanair's external environment the report provides extensive information on the external factors that are having a significant impact on Ryanair's low-cost strategy and its economic viability. For example, it takes into account recent global incidents, such as the volcanic eruption in Island or the public turmoil in Libya. Furthermore, based on the competitive analysis recommendations are made on Ryanair's future direction and as to how it can sustain and extend its strategic position. In particular, this part deals with strategic human resource management, corporate social responsibility, lean thinking and diversification. Due to the complexity of the aspects covered in this report and the need to clarify some of them more comprehensively, appendices are provided to promote understanding.

Bachelor Thesis from the year 2009 in the subject Economics - Micro-economics, grade: 1,3, Furtwangen University; Villingen-Schwenningen, language: English, abstract: Across a wide range of industries traditional market leaders are threatened by low price competitors. These low price firms are steadily eroding the profit margins and market share of their more established rivals. A vivid example from aviation is the Low Cost Carriers. Beginning in the North America and spreading to Europe, the airline passenger market has witnessed a growing intensity in price-based competition. This intensified competition has been facilitated by policy deregulation initiatives until the emergence of the phenomenon Low Cost Airlines. European Low Cost Airlines have changed people ' s leisure and travel habits, opening up direct services between city pairs that were not available before. The present thesis aims at analysing the European Low Cost Carriers (LCCs) business model from the perspective of its rapid expansion on the air travel market. In conjunction with the liberalisation of commercial aviation the LCCs ' impacts on the European community have been identified in line with the sustainable transport concept recognized as a common goal in the two European Commission ' s strategic documents: Lisbon Agenda and European Sustainable Development Strategy. The European low cost model is examined in terms; its business model and strategic positioning; the LCCs ' positive and negative impacts after its rapid growth; the sector dynamics and its long term sustainability. This LCC multi-dimensional view imposes the main questions of the current work in search for broad analysis of the LCCs trend: " What are the essential characteristics of the LCCs business model? " ; " How it affects the EU community? " ; and " What driving forces stand behind the LCCs model? " . The thesis sets itself the following sub-objectives and attempts to answer their corresponding questions: - Overview of the European civil aviation industry prior deregulation (until 1988): How the industry was regulated and by whom? - Tracing the European air travel industry ' s liberalisation: What kind of regulatory changes have been introduced in European civil aviation after 1988? - Consequences of the deregulation processes on the air travel market: What were the outcomes of the air transport industry ' s liberalisation and prerequisites for LCCs emergence? - Introduction of the first European LCCs: How the European LCCs emerged? - Analysis of the LCCs competitive and cost advantages: What are the LCCs ' cost advantages and their determinants? [...]

Competition, Cooperation and Public Policy

Airline Economics and Marketing

Strategies, Business Processes and Market Environment

The Economics of International Airlines

Flying Off Course

The Inclusion of Aviation in the European Emission Trading Scheme: Analyzing the Scope of Impact on the Aviation Industry  
Provokes the reader to think critically about the emergence of corporate styles of governance, management and leadership in higher education institutions (HEIs) and ways in which the demands of public management and the knowledge economy has shaped and re-shaped scholarly work and identity.

The Network Experience  
Liberalization in Aviation  
The Air Transportation Industry  
An International Perspective  
Structure and Strategy in the Low Fare Airline Business  
Low Cost Carriers - Business Model, Impacts of Its Expansion and Challenges