

Aviation Services, Information Systems and Management



# Cleared for Take-Off

Structure and strategy  
in the low fare airline business



Thomas C. Lawton

# Cleared For Take Off Structure And Strategy In The Low Fare Airline Business Ashgate Studies In Aviation Economics And Management

**Patrick Vollmar**



## **Cleared For Take Off Structure And Strategy In The Low Fare Airline Business Ashgate Studies In Aviation Economics And Management:**

*Cleared for Take-Off* Thomas C. Lawton, 2017-03-02 Competition in air transport has been transformed by industry liberalization initiatives resulting in the emergence of a wide array of new airline start ups Restrictions on low fares have been removed uniform control requirements have been established and legislation has facilitated the proliferation of low fare carriers and competition The new breed of independent low fare airlines LFAs use market freedoms to shake up the industry s competitive dynamics and offer the customer the alternative of low prices and basic service A successful low fare business model requires a ruthless and relentless focus on cost cutting and increased operational productivity combined with an ability to generate and maintain a cash surplus and a cautious but steady fleet and route network expansion The mastery of these techniques has made Southwest and Ryanair industry leaders but others such as EasyJet also have a proven record of profitability and market growth despite not always being the lowest cost or price providers In this comprehensive and topical study the author systematically provides a step by step approach to understanding the conditions and choices shaping airline competitiveness and an assessment of the nature of the low fare market a comprehensive study of the low fare airline sector s evolution and growth and arguments as to why the European low fare industry is here to stay despite the inevitability of a shake out reminiscent of the early 1980s in the USA unique insights into the success of low fare market leaders in Europe North America and Australasia and an examination of the experience of US new entrants in the post deregulations era to discern strategic lessons for their counterparts critical perspectives on strategic management principles and practices in modern airline companies discussing strategies for survival and comparing competitive strategies for the main low fare airlines and their limitations key reasons for the robustness of the low fare business model during industry crises The book also determines the conditions and strategies that shape sustainable advantage for LFAs in highly competitive deregulated markets where established airlines seek to force out new entrants and considerable political interference remains Moreover the book considers why during the airline industry crisis of late 2001 the market capitalizations of low fare leaders held steady in the wake of the US terrorist attacks while the major carriers on both sides of the Atlantic were decimated *Cleared for Take Off* is essential reading for airline executives aerospace manufacturers regulatory and government transportation agencies researchers or students of aviation management transport studies the travel industry and or corporate strategy

*The Economics of Airport Operations* James Peoples, John Bitzan, 2017-10-03 This volume examines the role that airports play in economic development and land values the regulation and economic efficiency of airports airport pricing and competition and the role played by airports in influencing airline operations and networks **The Regulation of Air Transport** Barry Humphreys, 2023-04-17 The regulation of modern civil aviation can be traced back to the later years of the Second World War An intense debate about the future regulatory regime resulted in a compromise which to this day

essentially dictates the structure of the global airline industry Further progress towards normalising the industry appears to be slowing down and perhaps even going into reverse Without an understanding of the development of regulation it is not possible to understand fully the industry s current problems and how they might be resolved Many books have been written about the development of international air transport covering deregulation privatisation the emergence of new business models among other things but few if any have taken a broad view of the trends which have determined the industry s current structure The Regulation of Air Transport charts the development of aviation from the end of the Second World War to the present day following the key trends and disruptive forces It provides an overview of what has determined the industry s current structure the problems still facing the industry and the ways in which it could develop in the future This wide ranging study is important reading for both professionals and academics within the aviation field as well as anyone interested in the broader development of economic regulation European Air Traffic Management Andrew Cook,2016-12-05

European Air Traffic Management Principles Practice and Research is a single source of reference on the key subject areas of air traffic management in Europe It brings together material that was previously unobtainable hidden within technical documents or dispersed across disparate sources With a broad cross section of contributors from across the industry and academia the book offers an effective treatment of the key issues in current and developing European ATM It explains the principles of air traffic management and its practical workings bridging the academic and operational worlds to give an insight into this evolving field with a number of fresh perspectives brought to the text On going research and developments are closely integrated into the themes demonstrating the likely directions of future ATM in Europe and the challenges it will face It is anticipated that many readers will already have expertise in one or more of the chapters subject matter but wish to develop a further understanding of the areas covered in others taking advantage of the many thematic and operational links which have been illustrated The book will appeal to both aviation academics and practitioners equally for those whose area of expertise is outside ATM but want a clearly elucidated source of reference as to those wishing to broaden existing knowledge

Aligning for Advantage Thomas C. Lawton,Jonathan P. Doh,Tazeeb Rajwani,2014-02-27 In today s multipolar world economy strategic alignment is a key determinant of competitive advantage Coca Cola Danone Diageo DuPont Lufthansa and Tata are some of the companies that strive for a pragmatic approach to balancing competitive strategies with political and social obligations Aligning for Advantage argues that to build and sustain corporate success companies must synchronize business objectives and market positions with political and regulatory activism and social and environmental engagement Moreover to be credible and realizable these external market and nonmarket strategies need to be equally attuned with corporate vision values and culture The book advances a managerial process and conceptual framework for aligning corporate strategy In some cases alignment may mean deep strategically embedded partnerships with governments NGOs or other stakeholders In others alignment may take the form of looser temporary collaborations with outside organizations No

matter the approach the relationship between nonmarket and market strategies should be deliberate and genuine not accidental or artificial Truly aligned strategies should reconcile and modulate sometimes conflicting external demands in a way that is appropriate for the corporation's geographic and market positions In the end companies must leverage their overall nonmarket strategy as a source of competitive advantage

**Liberalization in Aviation** Hartmut Wolf, Peter Forsyth, David Gillen, Kai Hüscherlath, Hans-Martin Niemeier, 2016-05-06 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

Low Cost Carriers Lucy Budd, Stephen Ison, 2017-07-05 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

**Strategic Management in the Aviation Industry** Herbert Baum, Stefan Auerbach, 2017-07-05 This book

provides a comprehensive overview of current strategic challenges and measures required to meet those challenges in a dynamic industry Experts from aviation practice and management in addition to acknowledged scholars contribute to this volume and combine academic expertise with economic and business perspectives in an unprecedented way for the aviation field The focus is not restricted to passenger airlines The five parts of the book additionally include chapters on alliance management and formation strategic issues for air freight carriers and airport companies as well as impacts the airline industry exerts on its environment The book combines both concepts and results from recent academic research with applications and case studies from major industry players Readership includes academics students on advanced aviation courses senior aviation professionals in airline airport and supplier companies international organizations and governmental agencies

**Straight and Level** Stephen Holloway, 2017-11-01 This title was first published in 2003 Airline operating profits are well known to be volatile and the global industry aggregate figures conceal wide differences in performance between carriers The fundamental reasons for the poor performance of the industry as a whole were in the early 1990 s that output ran too far ahead of demand and the yield earned on output sold was insufficient to cover costs In strategic context this second edition uses a simple yet powerful model to explore linkages between the fundamentals of airline economics and the volatility of industry results at the operating level Its five parts look in turn at strategic context supply side demand side network management and a general conclusion

Critical Issues in Air Transport Economics and Business Rosário Macário, Eddy Van de Voorde, 2010-10-04 This book takes a look at the critical issues facing the airline industry featuring contributions from key figures in Europe the US and Asia Elements for success and failure are discussed and material is offered for strategic thinking

The Routledge Handbook of Transport Economics Jonathan Cowie, Stephen Ison, 2017-08-07 The Routledge Handbook of Transport Economics offers the first state of the art overview of the discipline of transport economics as it stands today reflective of key research and policy Transport is an important area of study and one which is problem rich stimulating a great deal of debate in areas which impact on everyday lives Much of this focuses on the practicalities of the modern day phenomenon of mass movement and all of the issues which surround it The discipline of economics is central to this debate and consequently the study and application of transport economics has a chief role to play in seeking to address subjects relating to major transport issues It can be argued that at the very heart of any transport issue or problem lies the underlying economics of the situation understand that and you alleviate the problem Featuring contributions from world leading scholars and practitioners from across the globe all of the chapters within this book are written from a practical perspective theory is applied and developed using real world examples The book examines concepts issues ideas and practicalities of transport provision in five key topic areas public transport public transport reform economic development and transport modelling transport and the environment freight transport A real strength of the book is in linking theory to practice and hence the economics that are examined in this text are not the economics of the abstract but

rather the economics of everyday living Practical and insightful this volume is an essential reference for any student or researcher working in all areas of transport provision ranging from planning appraisal regulation and freight and for all practitioners looking to develop their professional knowledge and who are seeking professional accreditation

*International Handbook on the Economics of Tourism* L. Dwyer, 2007-09-24 Tourism economics is a rapidly expanding field of research and interest in the subject has been growing steadily over the past decade As a field of study it is one of the small band of areas such as energy and transport economics that draws on and applies developments in general economics This highly accessible and comprehensive Handbook presents a cutting edge discussion of the state of tourism economics and its likely directions in future research Leading researchers in the field explore a wide range of topics including demand and forecasting supply transport taxation and infrastructure evaluation and application for policy making Each chapter includes a discussion of its relevance and importance to the tourism economics literature an overview of its main contributions and themes a critical evaluation of existing literature and an outline of issues for further conceptual and applied research Larry Dwyer and Peter Forsyth have assembled a fascinating Handbook that will be an invaluable and much welcomed reference book for tourism economics scholars and researchers at all levels of academe General economics scholars will also find much to engage them within the book

**Advances in Hospitality and Leisure** Joseph S. Chen, 2013-07-24 Advances in Hospitality and Leisure a peer review volume delivers refreshing insights from a host of scientific studies in the domains of hospitality leisure and tourism It provides a platform to galvanize thoughts on contemporary issues and merging trends essential to theory advancement as well as professional practices from a global perspective

**Global Airlines** James Patrick Hanlon, 2007 Provides comprehensive insight into today's global airline industry now in its 3rd edition

*Export und Internationalisierung wissensintensiver Dienstleistungen* Helmut Krcmar, 2010

Collaboration in Tourism Businesses and Destinations Dogan Gursoy, Melville Saayman, Marios Sotiriadis, 2015-01-29 This book examines the contribution and importance of alliances and partnerships to the tourism travel and leisure industries It concludes by providing management and marketing implications and recommendations for tourism business destination managers and local planners to enable them to successfully operate such alliances

*Handbook Of Tourism Economics: Analysis, New Applications And Case Studies* Clement A Tisdell, 2013-03-08 Handbook of Tourism Economics Analysis New Applications and Case Studies provides an up to date concise and readable coverage of the most important topics in tourism economics It pays attention to relevant traditional topics in tourism economics as well as exciting emerging topics in this field topics which are expected to be of continuing importance In doing this it takes account of advances in economic thought analysis and applied methods Contributions provide applications of economic analysis to tourism policy and constructive assessment of contemporary thought about tourism economics The handbook includes several in depth case studies such as the contribution of tourism to economic development in selected countries including China India Japan and Australia

Portugal and Fiji Coming from diverse countries both industrialised and developing and established in the field of tourism economics travel and management many of the contributors have been consultants to governments private organisations and international bodies including the UN World Tourism Organisation the OECD and UNEP Experts contributing to this volume include the President of the International Association of Tourism Economics as well as its Secretary General the Secretary General of the Tourism Research Centre Association of Tourism Research Institutes the Founder Fellow of the International Academy for the Study of Tourism and the former Director of the UK's Centre for Social and Economic Research on the Global Environment CSERGE

**Tourism: Principles and Practice** John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill, 2017-11-02 Thanks to its engaging writing style and accessible structure Fletcher has become the ultimate one stop text for any student studying Tourism Its broad appeal and popularity increases with each new edition making it excellent value for any student who wants to understand and explore the principles of the subject Well liked by students and lecturers alike Tourism Principles and Practice is the ultimate reference text for anyone wishing to understand the complex and varied issues involved with such a diverse and constantly changing subject

**Competition versus Predation in Aviation Markets** Peter Forsyth, David W. Gillen, Otto G. Mayer, Hans-Martin Niemeier, 2018-01-18 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

*Journal of Economic Literature*, 2003



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