

Wiley Finance Series



# Fuel Hedging and Risk Management

*Strategies for Airlines, Shippers  
and Other Consumers*

SIMO M. DAFIR  
VISHNU N. GAJJALA



WILEY

# Fuel Hedging And Risk Management Strategies For Airlines Shippers And Other Consumers The Wiley Finance Series

**Guglielmo D'Amico, Giuseppe Di  
Biase, Jacques Janssen, Raimondo  
Manca**



## **Fuel Hedging And Risk Management Strategies For Airlines Shippers And Other Consumers The Wiley Finance Series:**

**Fuel Hedging and Risk Management** Simo M. Dafir, Vishnu N. Gajjala, 2016-03-04 A hands on guide to navigating the new fuel markets Fuel Hedging and Risk Management Strategies for Airlines Shippers and Other Consumers provides a clear and practical understanding of commodity price dynamics key fuel hedging techniques and risk management strategies for the corporate fuel consumer It covers the commodity markets and derivative instruments in a manner accessible to corporate treasurers financial officers risk managers commodity traders structurers as well as quantitative professionals dealing in the energy markets The book includes a wide variety of key topics related to commodities and derivatives markets financial risk analysis of commodity consumers hedge program design and implementation vanilla derivatives and exotic hedging products The book is unique in providing intuitive guidance on understanding the dynamics of forward curves and volatility term structure for commodities fuel derivatives valuation and counterparty risk concepts such as CVA DVA and FVA Fully up to date and relevant this book includes comprehensive case studies that illustrate the hedging process from conception to execution and monitoring of hedges in diverse situations This practical guide will help the reader Gain expert insight into all aspects of fuel hedging price and volatility drivers and dynamics Develop a framework for financial risk analysis and hedge programs Navigate volatile energy markets by employing effective risk management techniques Manage unwanted risks associated with commodity derivatives by understanding liquidity and credit risk calculations exposure optimization techniques credit charges such as CVA DVA FVA etc

### **Research Journal for Applied Management - Jg. 2, Heft 1**

Eyden Samunderu, Yvonne Küpper, Cordelia Friesendorf, S. Raja Sethu Durai, Ronja Edler, 2022-04-08 Das Research Journal for Applied Management prsentiert den Leserinnen und Lesern Ergebnisse aus der praxisorientierten Forschung zu Managementthemen Die Beitr ge dieser Ausgabe fokussieren auf konkreten Marktentwicklungen Prozessen und Projektergebnissen und bedienen ein breites Spektrum an Managementthemen Parallel zum Lehrbetrieb werden an der ISM International School of Management kontinuierlich Forschungs und Entwicklungsprojekte in verschiedensten Bereichen durchgef hrt Von dieser anwendungsorientierten Forschung profitiert nicht nur die Wissenschaft die auf diesem Weg berpr ft inwieweit theoretische Grundlagen auf die Praxis bertragen werden k nnen Der konkrete Bezug zu T tigkeitsebenen von Unternehmen erm glicht es auch den Praxispartnern der ISM die neuen Erkenntnisse zur Optimierung der erforschten Bereiche zu nutzen Dies schafft f r beide Seiten die M glichkeit sich zu profilieren und erfolgreich weiterzuentwickeln Dar ber hinaus basiert eine qualitativ hochwertige praxisnahe und fundierte Lehre auf theoretischen Grundlagen die um die Erkenntnisse anwendungsorientierter Forschung erg nzt werden Durch die Mitarbeit in Forschungsprojekten lernen Studierende zudem das Wissen in der Praxis anzuwenden Hierdurch k nnen sie nach Abschluss ihres Studiums schneller als Absolventen anderer Hochschulen selbstst ndig Aufgaben in Unternehmen bernehmen So profitieren ISM Dozenten ebenso

wie ISM Studierende und Praxispartner gleichermaßen von dem wissenschaftlichen Diskurs Entsprechend ihrem Fokus in Lehre und Studium konzentrieren sich die Forschungs- und Entwicklungsprojekte der ISM auf unterschiedliche Schwerpunkte und transdisziplinäre Ansätze in den Bereichen Internationalisierung der Wirtschaft, energieökonomische sowie umweltökonomische Forschung, Tourismusforschung, Logistik und Informationsforschung, Finanz- und Bankenforschung, Marketing und Kommunikationsforschung, Leadership und Motivationsforschung und Organisations- und Personalforschung. Das Research Journal for Applied Management enthält aktuelle ISM-nahe empirische und/oder theoretische Forschungsergebnisse. Die Beiträge werden einem Double-Peer mit mindestens einem ISM-externen Experten sowie einem Double-Blind-Begutachtungsverfahren unterzogen.

*The Economic Effects of Air Transport Market Liberalisation* Eyden Samunderu, 2024-09-19. This book rigorously examines the air transport market liberalisation process on the African continent and presents key highlights, challenges and impediments to embracing an open skies market environment in Africa. It focuses on the economic impact of air transport liberalisation, policy constraints, challenges of harmonisation and regional economic integration and its impact on air transport development, employing a quantitative assessment based on the Air Transport Liberalisation Index (ALI) to evaluate how an open skies policy would change the competitive dynamics of air transport in Africa. Adopting a two-tier gravity model, the book explores how demand and route networks would be impacted by the deregulation of the air transport market. The book also applies a historical perspective by evaluating the initial ratification of the Yamoussoukro Declaration 1999, which acted as a catalyst for Africa's 2063 regional agenda focused on establishing the Single African Air Transport Market (SAATM). The book also provides a comprehensive analysis of the African Continental Free Trade Area (AfCFTA), exploring its multifaceted impacts on Africa's single market from economic, regulatory and sustainability perspectives. This includes an introduction to the AfCFTA, highlighting its inception as a major step towards continental economic integration aimed at enhancing intra-African trade, promoting sustainable development and fostering industrial diversification. It then examines the capacity and competency building of African aviation personnel. Training gaps and skills are extensively evaluated to ensure that the African region is prepared for the new competitive equilibrium post-SAATM. The book also raises critical questions regarding the status of the African air transport market. Firstly, with the introduction of an open skies policy in Africa, will the national flag carriers be able to compete under the new market dynamics? Will the SAATM become a game changer in paving the way for the privatisation of some of Africa's poor-performing airlines? Will the SAATM create a competitive market and a shift in airfares? How will policymakers deal with the excessive aviation taxes, fees and charges that make airfares in Africa the highest in the world? What will the economic benefits be for signatory states that embrace the SAATM? Will there be a significant growth trajectory in terms of air travel demand? This book is intended for researchers studying air transport economics in developing markets, graduate students with a primary focus on air transport development, senior policymakers and professionals at governmental agencies and industry.

practitioners who want to expand their understanding of the dynamics shaping Africa's air transport landscape

**Fuel Hedging and Risk Management** Simo M. Dafir, Vishnu N. Gajjala, 2016-04-25 A hands on guide to navigating the new fuel markets Fuel Hedging and Risk Management Strategies for Airlines Shippers and Other Consumers provides a clear and practical understanding of commodity price dynamics key fuel hedging techniques and risk management strategies for the corporate fuel consumer It covers the commodity markets and derivative instruments in a manner accessible to corporate treasurers financial officers risk managers commodity traders structurers as well as quantitative professionals dealing in the energy markets The book includes a wide variety of key topics related to commodities and derivatives markets financial risk analysis of commodity consumers hedge program design and implementation vanilla derivatives and exotic hedging products The book is unique in providing intuitive guidance on understanding the dynamics of forward curves and volatility term structure for commodities fuel derivatives valuation and counterparty risk concepts such as CVA DVA and FVA Fully up to date and relevant this book includes comprehensive case studies that illustrate the hedging process from conception to execution and monitoring of hedges in diverse situations This practical guide will help the reader Gain expert insight into all aspects of fuel hedging price and volatility drivers and dynamics Develop a framework for financial risk analysis and hedge programs Navigate volatile energy markets by employing effective risk management techniques Manage unwanted risks associated with commodity derivatives by understanding liquidity and credit risk calculations exposure optimization techniques credit charges such as CVA DVA FVA etc

*Semi-Markov Migration Models for Credit Risk* Guglielmo D'Amico, Giuseppe Di Biase, Jacques Janssen, Raimondo Manca, 2017-05-24 Credit risk is one of the most important contemporary problems for banks and insurance companies Indeed for banks more than forty percent of the equities are necessary to cover this risk Though this problem is studied by large rating agencies with substantial economic social and financial tools building stochastic models is nevertheless necessary to complete this descriptive orientation This book presents a complete presentation of such a category of models using homogeneous and non homogeneous semi Markov processes developed by the authors in several recent papers This approach provides a good method of evaluating the default risk and the classical VaR indicators used for Solvency II and Basel III governance rules This book is the first to present a complete semi Markov treatment of credit risk while also insisting on the practical use of the models presented here including numerical aspects so that this book is not only useful for scientific research but also to managers working in this field for banks insurance companies pension funds and other financial institutions

**Air Transport Management** Eyden Samunderu, 2019-11-03 The aviation industry is a major driver of world trade As global markets and economies are constantly evolving practitioners and academics need more quality information and a broader perspective of aviation management rather than just silo based knowledge particularly if they wish to move up the management ladder and progress Air Transport Management presents the dynamic shifts which have influenced structural changes in the aviation industry

such as the emergence of low cost carriers These changes have transformed the market leading to deregulation and consolidation The author provides a viable road map aimed at giving students and managers in the aviation industry a rigorous understanding on how to manage strategically in complex and turbulent market conditions Air Transport Management examines the airline industry structure in terms of entry barriers competition dynamics and competing business models With the inclusion of fascinating case studies this handbook assesses different business models used by international companies and proposes best fit management practices which airlines should follow in order to survive Swaps/financial Derivatives Satyajit Das,2004 The emphasis is on actual transactions that are stripped down to analyse and illustrate the dynamics of individual structures and to understand the types of products available The text is structured either to be read through from start to finish or to be used as a reference source Australian author *Comprehensive Dissertation Index*,1989 *Fuel Hedging in the Airline Industry* David Carter,2004 Set in June 2001 the case places the student in the role of Scott Topping Director of Corporate Finance at Southwest Airlines Scott is responsible for the airline s fuel hedging program The case describes the importance of jet fuel hedging in the airline industry the volatility of jet fuel prices hedging strategies available to manage jet fuel price risk and related issues Note The time period of the case allows the instructor to discuss additional issues not specifically addressed in the case such as the impact of September 11th 2001 terror attacks on the airline s hedging strategy and the collapse of Enron e g counterparty credit risk in hedging Southwest Airlines has a business model based on being a low cost provider and has been very successful at offering the lowest airfares in the industry This business strategy has effectively resulted in a consistently increasing market share over the years A dominant factor on the expense side of its business is the cost of fuel Fuel is the second largest expense behind labor Most recently fuel costs have reached the highest annual average over the six year period from 1994 to 2000 at 0 7869 per gallon in 2000 This fact has led to the increased importance of minimizing fuel cost for 2001 and beyond To mitigate the sensitivity to fuel prices Southwest has consistently hedged its fuel usage but wants to reevaluate the strategies it employs As listed in the case the student is asked to evaluate the following hedging strategies 1 doing nothing 2 hedge using plain vanilla swaps 3 hedge using options 4 hedge using zero cost collars and 5 hedge using futures contracts The case is intended for use in an advanced corporate finance course or risk management at the graduate level However the case can also be used in an undergraduate risk management course *Fuel Hedging, Operational Hedging and Risk Exposure - Evidence from the Global Airline Industry* Britta Berghöfer,2013 The aviation industry is characterized by low profit margins and a constant struggle with skyrocketing fuel costs Financial and operational hedging strategies serve aviation managers as a tool to counteract high and volatile fuel prices While most research on fuel hedging has concentrated on the U S airline market this paper is the first study to include airlines from Asia and Europe We analyze 64 airlines over 10 years and find that Asian carriers are more negatively exposed than European airlines but less exposed than North American airlines In contrast to Treanor Simkins Rogers and Carter 2012

this study finds less significant negative exposure coefficients among U S carriers Using a fixed effects model we reject the hypothesis that financial hedging decreases risk exposure One possibility is that the decreased volatility in jet fuel prices over the past few years has perhaps made airlines less exposed to fuel prices and hence financial hedging less effective However operational hedging defined by two proxies for fleet diversity reduces exposure significantly A one percent increase in fleet diversity calculated with a dispersion index using different aircraft types reduces the risk exposure coefficient by 2.99 percent On the other hand fleet diversity calculated with different aircraft families reduces exposure by 1.45 percent Thus aviation managers have to balance the fleet diversity between operational flexibility and entailed costs

**Does Hedging Success Matter?** Brian Hornung, 2020 Airlines commonly employ hedging as a risk management strategy to protect themselves against sudden unpredictable increases in the price of jet fuel In a seminal paper by Carter Rogers and Simkins 2006 it is established that jet fuel hedging by airlines increases the firm value of the airline This dissertation replicates their study using an expanded dataset over a greater period of time This study finds a smaller hedging premium than Carter Rogers and Simkins 2006 It is shown that the leasing of aircraft plays an important role in the relationship between the hedging premium and capital expenditures The measure of jet fuel hedging used in the previous studies the percentage of next year's fuel requirements hedged accounts for the amount of hedging done by the airline but it does not consider the performance of the jet fuel hedges This dissertation for the first time determines the effect of jet fuel hedging performance as measured by the realized gains and losses from jet fuel hedging on the value of the firm The analyses find that the realized gains and losses have a negative relationship with firm value However after identifying outliers such as the significant hedging losses in 2009 resulting from falling jet fuel prices during the financial crisis using a simple box plot and removing them from the sample realized gains and losses show a positive correlation with firm value Furthermore successful hedging may induce principal agent issues such as buying market share behavior When an airline experiences a run of hedging success a manager may mistakenly believe that the cost of jet fuel is decreasing This is not the case however as the cost of using jet fuel is the price that can be received selling it on the open market not the price paid for the jet fuel A manager may attempt to pass on the savings to consumers in the form of lower fares lowering the price below its profit maximizing level This in turn can increase the airline's market share although it comes at the expense of reduced profit This dissertation tests the relationship between successful jet fuel hedging and market share A positive and statistically significant correlation between successful hedging and market share is found for Southwest Airlines and American Airlines two carriers known for successful hedging but statistically insignificant results for smaller carriers Alaska Airlines and JetBlue Airways

**Fuel Hedging in the Airline Industry** Mohamed Huzam, 2011 The cost of jet fuel is the second largest operating expenditure in the airlines sector Even a small increase in the fuel price often leads to a significant increase of expenditure on the operating cost of the airlines Airlines use derivatives as hedging instruments for hedging their fuel requirements However derivative

contracts on jet fuel is not often traded in exchanges and the airlines engages themselves in cross hedging This practice exposes them to another risk known as basis risk while protecting them from the price risk The primary objective of this paper is to look into the effectiveness of cross hedging practiced by the airline industry It looks into the problem of basis risk attempting to identify its significance in terms of un hedged exposure it creates which could possibly lead to very significant financial losses The effectiveness of hedging strategy of Malaysia Airlines was analyzed using secondary data obtained on the proxy commodity used by the airline The data was analyzed using standard practices of airline industry in designing an optimal hedge The calculations made attempts to identify the proportion of the price risk volatility that can be hedged and the proportion of the exposure that remains un hedged when the said proxy is used to hedge jet fuel The result showed that a significant portion of the price risk volatility remained un hedged This finding was in agreement with the established theory that high correlation between commodities does not remove the basis risk It concludes that along with many other factors the un hedged exposure due to basis risk would have contributed to the losses suffered by the airline in their fuel hedge for the year 2011 unless precise measures are taken to hedge the basis risk

*Risk Management in the Air Cargo Industry* Paul Hertwig, Philipp Rau, 2010-02 This paper discusses risk management approaches in the air cargo industry It gives a concise overview of developments business practices and complexities of the air cargo industry and draws cross references to comparable industries It introduces supply contracts for capacity and the inherent risks in the shipping process Based on that approaches to mitigate risk are studied The work elaborates on the historically grown research field of revenue management and puts emphasis on the discipline of overbooking in the air cargo sector Capacity options and financial intermediation are presented as more innovative approaches for capacity risk management The application of these various risk management methods is evaluated in an expert study among air cargo industry professionals from different market perspectives With that obstacles to the successful implementation are identified and potential solutions are named

**Aviation Fuel Hedging and Firm Value Analysis Using Dynamic Panel Data Methodology** Ahmet Duran, 2018

Purpose Investigation of the relation between firms values and aviation fuel hedging activities via a dynamic panel data methodology for the major U S passenger airlines during the period 2002 2011 Design methodology approach We use data from nine U S major passenger airlines representing 77.2 per cent of the U S domestic airline industry in terms of available seat miles The data is taken from the Securities and Exchange Commission SEC 10 K filings the Bloomberg database and the Bureau of Transportation Statistics In accordance with the dynamic panel data methodology we use cross sectional dependence tests first generation panel unit root tests the Durbin Hausman panel co integration test and the panel fully modified ordinary least square estimator respectively Findings The Durbin Hausman panel co integration DHP test reveals a statistically significant long run relationship between firms values and aviation fuel hedging activities for the U S major passenger airlines Moreover the results of the fully modified least square estimation suggest that aviation fuel hedging has



positive impact on those firms values Additionally we discuss the U S major passenger airlines loss of ten to fifteen per cent of their value in the global financial crisis Another important finding is that merger agreements results in an almost 10 per cent increase in those firms values Research limitations implications Clear hedging information was manually searched for in the airlines annual audited reports This process was both time consuming and labour intensive Originality value This is the first study that focuses exclusively on the major U S passenger airlines for the effects of hedging strategies on firm value Furthermore we use the DHP test which allows for a co integration relationship in the case of integrated of different order series

**Foundations of Airline Finance** Bijan Vasigh, 2014-11-13 In recent years the airline industry has experienced severe volatility in earnings with airlines recording periods of substantial profits that are closely followed by periods of financial distress This trend has continued into the new millennium with numerous examples of airlines across the globe entering bankruptcy protection or liquidating The text provides an introduction to both the basics of finance and the particular intricacies of airline finance where there can be significant fluctuations in both revenues and costs This new edition also includes capital budgeting management of current assets financial risk analysis fuel hedging aircraft leasing This textbook contains chapters that cover unique aspects of the aviation financial decision making process These include a rigorous and structured presentation of the buy versus lease decision that is prevalent in the industry a valuation process for aviation assets the recent trend toward privatization and the difficulty inherent in the valuation of a publicly owned or semi publicly owned asset The Foundations of Airline Finance now in its second edition is an introductory text that can be used either as a general financial text or in a specialized class that deals with aviation finance in particular

**Airline Finance** Peter S. Morrell, 2021-06-09 Revised and updated in its fifth edition this internationally renowned and respected book provides the essentials to understanding all areas of airline finance Designed to address each of the distinct areas of financial management in an air transport industry context it also shows how these fit together while each chapter and topic for example aircraft leasing provides a detailed resource that can also be consulted separately Supported at each stage by practical airline examples and recent data Airline Finance examines the financial trends and longer term prospects for the airline industry as a whole contrasting the developments for the major regions and airlines together with critical discussion of key issues that affect the industry as a whole Important techniques in financial analysis are applied to the airlines as well as their investors such as banks and other financial institutions Thoroughly amended and updated throughout and expanded with the addition of two new chapters the fifth edition reflects the many developments that have affected the industry such as the impacts of the banking and sovereign debt crises on the airline industry signs of re nationalisation of airlines that have emerged in Europe and the substantial changes that have occurred in connection with rating agencies and LIBOR New start ups and bankruptcies are covered for the first time in a new chapter joined by airline mergers and acquisitions M A both playing a role in airline concentration Reflecting their status as a permanent feature fuel hedging and fuel surcharges now

also have their own chapter The medium to long term future in terms of further concentration and government intervention or the lack of it and a shift in aircraft financing towards capital markets are discussed in the final chapter The book is written for employees of airlines airports and their suppliers and investment bank and other analysts It is also popular for use by universities and in house courses on air transport management within both academia and industry *Jet Fuel Hedging Strategies for the Department of Defense Through Use of Financial Derivatives* William T Gibson, 2025-05-22 The primary purpose of this research is to assess the practicality of utilizing some of the financial derivative products available on the market today in an effort to mitigate monetary losses due to the increasing price of jet fuel thereby increasing stability in the DOD budget The scope of this research will focus on the use of futures and call option contracts Domestic jet fuel expenditure data was collected for Fiscal Years 1996 to 2007 and cross referenced with the contract process of the previously mentioned financial hedging instruments during the same period of time Results from the ex post facto analysis indicate that hedging with either heating oil futures or heating oil call options would have provided a tremendous overall savings to the DOD Currently the DOD does not hedge its budget against fluctuation in the jet fuel spot market The implication from this study is that the DOD should consider hedging its jet fuel exposure with either derivative in particular call options as it is tailored for risk adverse customers This work has been selected by scholars as being culturally important and is part of the knowledge base of civilization as we know it This work was reproduced from the original artifact and remains as true to the original work as possible Therefore you will see the original copyright references library stamps as most of these works have been housed in our most important libraries around the world and other notations in the work This work is in the public domain in the United States of America and possibly other nations Within the United States you may freely copy and distribute this work as no entity individual or corporate has a copyright on the body of the work As a reproduction of a historical artifact this work may contain missing or blurred pages poor pictures errant marks etc Scholars believe and we concur that this work is important enough to be preserved reproduced and made generally available to the public We appreciate your support of the preservation process and thank you for being an important part of keeping this knowledge alive and relevant Hedging-Strategien von Fluglinien Bernd Krug, 2011 Bachelorarbeit aus dem Jahr 2011 im Fachbereich BWL Bank B rse Versicherung Note 2 3 Universit t der Bundeswehr M nchen Neubiberg Professur f r Versicherungswirtschaft Sprache Deutsch Abstract Das Luftverkehrsgesch ft ist durch hohe Kapitalintensit t gepr gt da Airlines bedeutenden Aufwendungen f r Fremdkapital sowie f r Betriebsstoffe besonders Kerosin gegen ber stehen Die Finanzierung von Flotteninvestitionen stellt einen gro en Teil des Kapitalbedarfs einer Fluglinie dar wobei der Cash Flow zu einem gro en Teil durch die gr ten Kostenfaktoren Personalkosten und Ausgaben f r Treibstoff beeinflusst wird Des Weiteren wird der Cash Flow in verschiedenen W hrungen generiert sodass die Entwicklung von Wechselkursen f r Fluggesellschaften ebenfalls von Bedeutung ist Ausgaben dieser Art unterliegen Schwankungen aufgrund von st ndigen Ver nderungen der

durchschnittlichen Zinsraten und der Wechselkurse sowie Schwankungen des l respektive Kerosinpreises Besonders in einer Zeit die von Unsicherheiten im konomischen Umfeld von Fluglinien gekennzeichnet ist ist es f r diese von Bedeutung Kosten sowohl einzusparen als auch kalkulierbar zu gestalten Fehlende Kalkulierbarkeit von Kosten f hrt zu Schwankungen in den Betriebsergebnissen welche von Investoren als negativ bewertet werden Das nderungspotential ihrer Einnahmen und Ausgaben stellt Fluglinien vor eine gro e Herausforderung sodass versucht wird diese implizit gegebene Volatilit t der Ergebnisse anhand von Hedging Strategien einzud mmen Dadurch soll erreicht werden dass das Vertrauen von Investoren erhalten und die Verf gbarkeit liquider Mittel sichergestellt wird Das Ziel dieser Arbeit ist es zuerst die Gr nde zum Einsatz von Hedging Instrumenten herauszuarbeiten Anhand der Beschreibung der Instrumente sollen daraufhin die Hedging Strategien ausgew hltter Fluglinien dargestellt werden und zwar im Bezug auf das Zins nderungs Wechselkurs und Treibstoffpreisrisiko Des Weite

Foundations of Airline Finance Bijan Vasigh, Ken Fleming, Liam Mackay, 2010 Foundations of Airline Finance Methodology and Practice is a textbook that comprehensively covers at a basic level all aspects of the subject bringing together many of the numerous and informative articles and institutional developments that have characterized the field of airline finance in the previous two decades The book is of greatest value to students who are contemplating entering financial management in the air transportation industry however the text also serves as an accessible and comprehensive reference for industry professionals

**Finance and Hedging in the Commercial Airline Industry** Anthony Webber, 2024 When there is political tension or war in the Middle East or in Eastern Europe oil and jet fuel prices shoot upward If an airline isn t protected against these higher prices they can devastate its finances and send it quickly into bankruptcy This seemingly happens on a yearly basis Thankfully for most airlines they are able to protect themselves against higher oil and jet fuel prices at least in the short term by hedging using financial instruments The challenge for airlines is to determine which financial instruments they should use in which products they should hedge and how far out from fuel consumption they should hedge This book systematically explores the different financial instruments that airlines have to choose from and in what situations they should be used It will also present the reader with the options airlines have in terms of manipulating operational levers in response to higher fuel prices such as airfares capacity and fleet size once the protective benefits of hedging wear off

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