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# Porters Five Forces Airline Industry Analysis

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*Porters Five Forces  
Airline Industry  
Analysis*

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**TANIYA AXEL**

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**The Rule of Three** Oxford University  
Press

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.

**Communication in the U.K. Budget  
Airline Industry: How PR affects  
corporate success** Springer

The passenger airline industry is a prominent service industry that is

becoming increasingly commoditized. As little empirical work in this field exists, this study contributes to research by exploring how passenger airlines leverage innovation in such market conditions from a strategic and organizational view. Comprehensive case studies of a sample of eight passenger airlines constitute the empirical basis. The analysis detects patterns of innovations and draws conclusions on the strategic innovation behavior in the airline industry. The study proposes an organizational concept and a strategic approach for airlines to innovate in an increasingly commoditized market.

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

Routledge

Airline Marketing and Management Ashgate Publishing, Ltd.

**An Analysis of Ryanair's Corporate Strategy** GRIN Verlag

Distilling a set of practical principles from his forty years of experience as a pioneer in the computer industry, the author shows that innovation can be learned and practiced by everyone, that it can offer solutions to everyday problems as well as high-profile ones, and that it provides opportunities to solve business problems while meeting a variety of human needs.

**Competitive Strategy** Kogan Page Publishers

Technologists who want their ideas heard, understood, and funded are often told to speak the language of

business—without really knowing what that is. This book’s toolkit provides architects, product managers, technology managers, and executives with a shared language—in the form of repeatable, practical patterns and templates—to produce great technology strategies. Author Eben Hewitt developed 39 patterns over the course of a decade in his work as CTO, CIO, and chief architect for several global tech companies. With these proven tools, you can define, create, elaborate, refine, and communicate your architecture goals, plans, and approach in a way that executives can readily understand, approve, and execute. This book covers:

Architecture and strategy: Adopt a strategic architectural mindset to make a meaningful material impact Creating

your strategy: Define the components of your technology strategy using proven patterns Communicating the strategy: Convey your technology strategy in a compelling way to a variety of audiences Bringing it all together: Employ patterns individually or in clusters for specific problems; use the complete framework for a comprehensive strategy

Market Analysis CRC Press  
Scholarly Research paper 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.

### **Airline Operations and Management**

GRIN Verlag

Porter's five forces analysis is a framework for analyzing the level of competition within an industry and business strategy development. It draws upon industrial organization (IO) economics to derive five forces that determine the competitive intensity and therefore the attractiveness of an industry. Attractiveness in this context refers to the overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability. A very unattractive industry

would be one approaching "pure competition," in which available profits for all firms are driven to normal profit. This analysis is associated with its principal innovator Michael E. Porter of Harvard University. This updated and expanded second edition of Book provides a user-friendly introduction to the subject, Taking a clear structural framework, it guides the reader through the subject's core elements. A flowing writing style combines with the use of illustrations and diagrams throughout the text to ensure the reader understands even the most complex of concepts. This succinct and enlightening overview is a required reading for all those interested in the subject . We hope you find this book useful in shaping your future career & Business.

### *Marketing Plan for Ryanair Taylor & Francis*

On the German passenger market, airlines approach different business concepts in order to cope with the threats and to be successful. The case of the Lufthansa Passenger Airline and its subsidiary Germanwings has been discussed many times currently. Together they have implemented a restructured concept of the Low Cost Carrier Germanwings in order to overcome their weaknesses. The purpose of this paper is to evaluate the potential of economic success of this strategy change. Therefore, the paper comprises three main areas. The first one is the theoretical part, which explains the differences between Full Service Network Carriers, Low Cost

Carriers, Regional Carriers and Leisure Carriers. Secondly, the analysis takes place by applying Porter's five forces model. Subsequently, the strengths and weaknesses of the Lufthansa Passenger Airline and Germanwings are highlighted and the new business concept is introduced. Finally, all findings are put into relation using the SWOT-analysis.

### **Competitive Dynamics and**

**Competitive Advantage** GRIN Verlag  
Essay from the year 2005 in the subject  
Business economics - Marketing,  
Corporate Communication, CRM, Market  
Research, Social Media, grade: 72 % - A,  
University of Sunderland, course: Global  
Corporate Strategy, language: English,  
abstract: Ryanair was founded in 1985  
as a family business that originally  
provided full service conventional

scheduled airline services between Ireland and the UK. The airline started to compete within the confines of the existing industry by trying to steal customers from their rivals, especially the state monopoly carrier Air Lingus, outlined by Chan Kim and Renée Mauborgne (2004) as "Bloody or Red Ocean Strategy". Ryanair seemed to follow a "me-too strategy"; according to Osborne, K. (2005), they "tried to be all things to all people". Even they started restructuring; their strategy was not enough differentiated and their cost advantage was too low to be profitable. Ryanair then created a competitive advantage through the alignment of the three components of business systems; 1) Creating superior value for their customers (outside perspective)

2) Supplying their superior value-adding activities in an effective and efficient manner (which jointly form the “Value Chain”) 3) Possessing over the resource base required to perform the value-adding activities, (inside perspective) According to Porter (1987), “corporate strategy is what makes the corporate whole add up to more than the sum of its business unit parts.” It is seen to be concerned with the overall purpose and scope of the organisation and to meet the expectations of major stakeholders. All aspects of Ryanair’s value chain are important to the company and their shareholders as Ryanair’s decisions add value to both. The following report outlines the three perspectives of shaping Ryanair’s business system. The value creation dimension of Ryanair’s

business model will be outlined, considering the theories of Porter and the more recent authors Kim and Mauborgne (2004). Further, the linkages in the airline’s value chain and their resource base will be analysed, considering Hamel and Prahalad’s (1990) core competency model (inside-out approach). In section 2, the future challenges of the airline are considered. Ryanair’s strengths and weaknesses will be analysed, internal value creating factors such as assets, skills or resources, to consider how the airline can create alignment to its opportunities and threats, external factors. An stronger “outside - in” approach for Ryanair’s future corporate strategy will be considered, applying Porter’s five forces model, placing the market, the



competition, and the customer at the starting point of the strategy process. *Airline Marketing and Management* Walter de Gruyter GmbH & Co KG Now available in paperback, with an all new Reader's guide, The New York Times and Business Week bestseller Co-opetition revolutionized the game of business. With over 40,000 copies sold and now in its 9th printing, Co-opetition is a business strategy that goes beyond the old rules of competition and cooperation to combine the advantages of both. Co-opetition is a pioneering, high profit means of leveraging business relationships. Intel, Nintendo, American Express, NutraSweet, American Airlines, and dozens of other companies have been using the strategies of co-opetition to change the game of business to their

benefit. Formulating strategies based on game theory, authors Brandenburger and Nalebuff created a book that's insightful and instructive for managers eager to move their companies into a new mind set.

An Empirical Case Study Analysis in the Passenger Airline Industry GRIN Verlag Seminar paper from the year 2007 in the subject Business economics - Business Management, Corporate Governance, grade: 1,3 (86%), The University of Sydney, language: English, abstract: This case study provides an overview of the Australian airline industry and its competitors with a focus on the question why OzJet failed. The first chapter will give an insight on the main task and on the case study structure, concentrating on a brief outline of OzJet and the

Australian airline industry. In chapter two, the external environment OzJet had to face is examined, including the analysis of the main trends and its competitive intelligence through scanning and monitoring. Furthermore, it presents a survey of the environment using Porters five forces, completing with a brief conclusion of the threats and opportunities in the Australian airline industry. Chapter three gives information of OzJet's internal environment from a resource based view that examines the collection of its tangible and intangible resources, as well as its organizational capabilities shaping OzJet's competitive position. This chapter ends with a short conclusion about OzJet's strengths and weaknesses. Finally, it is discussed why

OzJet failed and a strategic recommendation is given, about the likelihood of a third airline being successful in the Australian airline industry. OzJet started its business in November 2005 with the strategy to enter the Australian business traveller market on the Sydney-Melbourne trunk route. It had to compete with three other airlines: Qantas, Jetstar and Virgin Blue. OzJet's core capability was to provide a top-notch service at a fully flexible economy price. However, the focus on customer service was not able to meet the needs of the targeted market. Business-class travellers were loyal to Qantas, offering a much higher flight frequency and loyalty program for this not so price sensitive market segment. In the end, OzJet had neither the cost

structure (using old plains) nor the reputation and financial background to consist against its strong competitors. As a result, despite the high quality of its services, the airline OzJet couldn't find its niche and made a double digit million \$ loss (about 10 million \$) after 4 months. It ceased all scheduled operations on 12th March 2006 and now operates as a private charter company. *The US Airline Deregulation and Its Effects on Industry Structure and Competition* Elsevier

Now in its sixth edition, *Business Policy and Strategy: An Action Guide*, Sixth Edition provides students with an analysis of how basic functions - such as marketing, finance, production, operations, R & D, and human resources are coordinated to develop business

policy. The authors demonstrate the how-tos of formulating, implementing, and evaluating corporate strategy. Students will understand strategic management - its decision-making processes, interface with environmental change, formulation of strategic alternatives, executive decision making, and built-in synergy. The importance of business policy and strategy has surged to the forefront of the business world. Internationalization of business, deregulation, mergers, acquisitions, strategic alliances, and international joint ventures - coupled with a new emphasis on shareholder value - contribute to a feeling of uncertainty in the global marketplace. On top of this, the constantly changing e-commerce environment makes strategic planning

even more essential. Students need to know how to function in this business environment. The authors provide a concise review of basic and alternative policies in strategy formulation. They use a case study of business situations that give students a powerful tool and efficient tool for mastering strategy development. The book blends practicality and realism - based on the authors' years of experience in corporate industry and management development - with advances in theory. The definitive supplementary text, *Business Policy and Strategy: An Action Guide*, Sixth Edition captures the business curriculum in one action packed volume.

How Much Did They Affect the Range, Nature and Frequency of Airline Services  
Yale University Press

Seminar paper from the year 2008 in the subject Business economics - Operations Research, grade: 1st - 76 %, University of Lincoln, 44 entries in the bibliography, language: English, comment: An excellent submission that comprehensively covers the key themes and issues linked to the topic area. Interesting, informative, well-structured and written. It provides a clear insight into the topic. Overall this submission provides a logical critique of the external analysis model which is consistently undermined by relevant theory., abstract: This paper aims to investigate in the limitations and benefits of the strategic group model in relation to the appliance of the model to the European airline industry. Therefore, the first part will shortly summarize the model

including issues concerning the appliance as well as advantages. The second part will than have a short look at current trends and factors driving the industry. This will be followed by the appliance of the model to the chosen industry while plotting the 22 investigated enterprises within strategic group maps each showing the interrelation of two chosen criteria. Finally, the model will be critical evaluated concluding in giving evidences about the overall value of the model.

*An Action Guide, Sixth Edition*  
Createspace Independent Publishing Platform

The purpose of this dissertation is to assess whether the consumers are receiving a greater range and more frequent airline services since the U.S.

airline industry was deregulated. Are the consumers better off since deregulation? Are the airlines providing more and better services? The questions mentioned above are examined and answered in this dissertation and based on the literature available and on numerous reports and published papers, many conclusions are drawn. These conclusions can help the readers in both comprehending the complicated issue of airline deregulation and assessing whether consumers are better off since deregulation. Initially an analysis of the airline deregulation is carried out based on the literature available. Information is provided regarding when did it happen and why did it happen. Moreover a comparison of the pre and post-deregulation era is conducted.

Information is also provided about the airline deregulation effects on the U.S. airline industry's structure and competition. Strategic alliances which constitute a consequence of the airline deregulation effects are also examined. After the description of both the effects of airline deregulation and strategic alliances is carried out, an analysis of them is initiated. The analysis is aiming at proving whether airline deregulation has increased the range and frequency of airline services. For this analysis, the information presented before is used and it is analysed via the use of certain management models. Through a thorough research and study on the above issues, It has become apparent to me that the opinions about the range and frequency of services offered to the

customers before and after deregulation are contradictory. The conclusions that I have made are based on my own perception on those issues and are a result of an objective analysis of contradicting theories and opinions. The airline deregulation issue is very opportune in the U.S. because the airline industry is currently undergoing through a very crucial stage. Many are those who praise the airline deregulation decision, taken in the late 1970s but many are those who recollect the days of the pre-deregulation period. My own ideas are expressed through out this thesis in a way that they allow the reader to form his/her own opinion on the issue.

### **Strategic Information Management**

"O'Reilly Media, Inc."

Within the developed world, airlines

have responded to the advice of advocates for corporate social and environmental responsibility (CSER) to use the intertwined dimensions of economics, society and environment to guide their business activities. However, disingenuously, the advocates and regulators frequently pay insufficient attention to the economics which are critical to airlines' sustainability and profits. This omission pushes airlines into the unprofitable domain of CSERplus. The author identifies alleged market inefficiencies and failures, examines CSERplus impacts on international competition and assesses the unintended consequences of the regulations. She also provides innovative ideas for future-proofing airlines. Clipped Wings is a treatise for business

professionals featuring academic research as well as industry anecdotes. It is written for airlines (including their owners, employees, passengers and suppliers), airports, trade associations, policy makers, educators, students, consultants, CSERplus specialists and anyone who is concerned about the future of competitive airlines.

### **Airline Marketing and Management**

GRIN Verlag

Seminar paper from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: 1,3, University of applied sciences, Munich, course: Strategic Corporate Management, language: English, abstract: The U.S. regional airline industry makes most of its money on basis of partnerships with major U.S.

airlines. The whole market is characterised by a strong competition, a trend for consolidation and financial problems especially of the major airlines following the terrorist attacks on 09/11/2001. Analyzing the competitive situation the forces of suppliers, rivalry among competitors and especially buyers (customers, and contract partners) turn out to be strong. Several factors will cause change indicating severe impacts on the whole industry. SkyWest Inc. turns out to be a key player in the U.S. regional airline industry and is a candidate for further acquisitions. On the short run the price of growth is an increase in debt and a decreasing net profit margin due to rising operating costs. Several recommendations could help SkyWest Inc. to further extending

the Group's leading edge over its competitors.

Clipped Wings GRIN Verlag

Through six previous editions, Airline Marketing and Management has established itself as the leading textbook for students of marketing and its application to today's airline industry, as well as a reference work for those with a professional interest in the area.

Carefully revised, the seventh edition of this internationally successful book examines an exceptionally turbulent period for the industry. It features new material on: \*Changes in customer needs, particularly regarding more business travellers choosing - or being forced - to travel economy, and analysis of the bankruptcy of 'All Business Class' airlines. \* An explanation of the US/EU



'Open Skies' agreement and analysis of its impact. \*The increase in alliance activity and completion of several recent mergers, and the marketing advantages and disadvantages that have resulted. \* Product adjustments that airlines must make to adapt to changes in the marketing environment, such as schedule re-adjustments and the reconfiguration of aircraft cabins. \*Changes in pricing philosophies, with, for example, airlines moving to 'A La Carte' pricing, whereby baggage, catering and priority boarding are paid for as extras. \*Airline websites and their role as both a selling and distributing tool. \*The future of airline marketing. A review of the structure of the air transport market and the marketing environment is followed by detailed

chapters examining business and marketing strategies, product design and management, pricing and revenue management, current and future distribution channels, and selling, advertising and promotional policies. The reader will benefit from greater understanding of both marketing and airline industry jargon and from knowledge obtained regarding the extraordinary strategic challenges now facing aviation. Written in a straightforward, easy-to-read style and combining up-to-date and relevant examples drawn from the worldwide aviation industry, this new edition will further enhance the book's reputation for providing the ideal introduction to the subject.

Techniques for Analyzing Industries and

Competitors Anchor Academic Publishing (aap\_verlag)

Seminar paper from the year 2012 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 2,0, University of Applied Sciences Essen, language: English, abstract: At the beginning of this assignment the terms branch and branch attractiveness will be explained. Afterwards the 5-Forces model by Porter is introduced and the theoretical attributes will be explained. In the third step the theoretical concepts will be applied to Airbus S.A.S. in general and especially to the Airbus A380.

Furthermore the characteristics of the aviation industry will be pointed out.

**The Essential Guide to Competition and Strategy** GRIN Verlag

Scholarly Research Paper from the year 2010 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, Northumbria University, course: Strategic Management and Leadership, language: English, comment: Beste Arbeit in Strategic Management des Jahrgangs / Best Strategic Management Assignment of the Year, abstract: Japan Airlines Corporation (JAL) is the leading full-service airline in Asia operating in the domestic and international passenger air-transport industry. However, in 2009 JAL's financial situation is alarming. 2009 was completed by a Y51bn operating loss, representing a decrease of Y140bn from previous year. In comparison, JAL's major competitor All Nippon Airways manages to stay in the black. This

means JAL's competitive position is clearly in danger. Even worse - if JAL does not find a new strategic option immediately they are in danger of going bankrupt soon. This paper intends to find such a strategic option to guarantee future success of the airline. A thorough strategic analysis including an internal and external analysis is used to find out the key strategic issues. Afterwards three possible strategic options are

discussed. The most promising option is put forward and its implementation issues are thoroughly discussed.

**Innovation in Commoditized Service Industries** GRIN Verlag

Examines and explains the revolutionary business frameworks of Michael Porter, with examples to illustrate and update Porter's ideas for achieving and sustaining competitive success.