



# Managing Strategic Airline Alliances

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ASSOCIATE STUDIOS IN AVIATION ECONOMICS AND MANAGEMENT

# Managing Strategic Airline Alliances Ashgate Studies In Aviation Economics And Management

**Thomas C. Lawton**

## **Managing Strategic Airline Alliances Ashgate Studies In Aviation Economics And Management:**

**Managing Strategic Airline Alliances** Birgit Kleymann, Hannu Seristö, 2017-03-02 Strategic airline alliances are an important topic in airline management today stimulated by poor access of international airlines to large domestic markets such as the USA and EU and the increasing importance of network scope. Outright mergers of international airlines have proved to be difficult for political, cultural and legal reasons, making alliances the best available form to strengthen strategic positions and streamline networks. However, there are a number of difficulties associated with an alliance such as long term stability, political climate, cultural conflict and how much capital alliance partners should sink into the integration. The main purpose of the book is to convey in an accessible form to a wide audience the results of recent academic research on strategic airline alliances. The authors systematically cover policy, regulation and consumer issues, management, marketing and strategic issues, the mechanics of airline alliances, the airline alliance group as an organisation in its own right, different forms of alliances and clusters, success and failure factors of airline alliances. The book successfully provides an analytical framework for understanding the dynamics of airline alliance groups, examines both the level of the individual airline and the alliance group itself, applies recent insights from organisation theory. The readership includes airline managers, policy makers, academic researchers and others interested in evolving multilateral alliances. It can also be used as a course book both in aviation management training and in more general modules on alliances for advanced students in air transport management.

**Competition and Regulation in the Airline Industry** Steven Truxal, 2012 An examination of the relationship between competition and the deregulation and liberalisation of the US and European air transport sectors reveals that the structure of the air transport sector has undergone a number of significant changes. A growing number of airlines are entering into horizontal and vertical cooperative arrangements and integration, including franchising, codeshare agreements, alliances, virtual mergers and in some cases mergers with other airlines, groups of airlines or other complementary lines of business such as airports. This book considers the current legal issues affecting the air transport sector, incorporating recent developments in the industry including the end of certain exemptions from EU competition rules, the effect of the EU-US Open Skies Agreement, the accession of new EU Member States and the Lisbon Treaty. The book explores the differing European and US regulatory approaches to the changes in the industry and examines how airlines have remained economically efficient in what is perceived as a complex and confused regulatory environment. Competition and Regulation in the Airline Industry will be of particular interest to academics and students of competition law as well as EU law.

**WOW and SkyTeam Cargo: An In-depth Analysis of Strategic Alliances for Air Cargo Carriers and The Impact on Cargo Airlines' Operations and Success** Florian Smeritschnig, 2013-08 In the airline industry, the formation of highly integrated strategic alliances started during the 1990s. Thereby, Star Alliance became the first global player when passenger airlines faced deregulation and wanted to support their growth and expansion in international markets. For cargo companies, this type

of integration came around later namely in the beginning of 2000 As a result of the increased co operation major alliances were formed with the launch of SkyTeam Cargo and WOW In the dawn of the new century these alliances should lay the cornerstone for the achievement of a long term success through synergy effects and higher competitiveness in terms of the individual and the group A decade later WOW and SkyTeam Cargo have evolved in different directions but not all members or ex members are pleased about the results Strategic alliances in air transport have been studied widely but most of the recent publications only cover the passenger side in this business There are a lot of information and statements about the benefits that alliances can bring to 1st members But the review of the literature shows that research is very sparse when it comes down to the evaluation of the actual impact of alliance integration on air cargo carriers standing The objective of this book is to analyze and interpret the impact of a strategic alliance on cargo airlines revenue tonne kilometres key figures provided by Airline Business 1998 2010 and market share developments The author s aim is on the one hand to answer the question if air cargo operators did profit from alliance integration and on the other hand to give the reasons for this development Besides the book gives an overview about the market s environment the characteristics of air freight and the history of WOW and SkyTeam Cargo Further the additional questions are discussed in detail How did carriers react to the challenges and opportunities in the market What are the main benefits or disadvantages for alliance members What major challenges do prospective members face in an alliance What are the core arrangements and prerequisites for alliance integration Is there a common success are there stability factors and why do alliances fail What alternatives are there to alliance formation

**The British National Bibliography** Arthur James Wells,2006      **American Book Publishing Record** ,2003      **Air Transport and Tourism** M.R. Dileep,Ajesh Kurien,2021-09-30 Air Transport and Tourism

Interrelationship Operations and Strategies is a comprehensive textbook covering all major aspects of air transport from operational and managerial perspectives as well as exploring the intricate relationship that exists between the air transport and tourism industries The book introduces and provides in depth coverage of the complexities of the airline industry and the tourism industry and the ways in which they are connected and impact on each other for example the destination airport airline nexus and the roles of air transport and airlines in tourism and vice versa Emphasis is placed on current and future trends the impact of COVID 19 sustainability and environmental challenges throughout Comprehensive coverage of airline operations strategic management and planning airport operations and air transport information technology is also provided offering a practical viewpoint on these vital aspects of the subject This will be the ideal introductory textbook for students of tourism and hospitality studying courses in aviation and air travel      **Regional Airports** M. N. Postorino,2011 Regional Airports have become increasingly important elements of the air network system both as feeders of hub and spoke services and as origins or destination of point to point services Congestion at the main hubs and increasing demand for air transportation both for passengers and freight services necessitates revaluation of the overall air systems with regional

airports taking an ever expanding role Optimisation of air transportation systems within the framework of other forms of transport plays an important part in the present quest for sustainability Congestion nowadays is not only associated with countries such as the USA and those in the EU but also a variety of other countries with fast developing economies where there is a strong increase in air transportation demand The revolution of the existing airport system including regional airports requires the developing of new optimisation tools which can simulate the whole process and produce optimal solutions These models are also essential to predict future demands and in particular the role that regional airports will play The siting of new airports involves taking into consideration a variety of environmental ecological social and economic factors which transcend the problem of transportation resources optimisation itself Regional Airports can be a powerful driving force behind the development of an area and conversely can result in major problems if they are wrongly sited

Subject Guide to Books in Print ,2001    **Managing Tourism and Hospitality Services** B. Prideaux,Gianna Moscardo,Eric Laws,2006-09-14

The aim of this book is to enhance theoretical and practical understanding of quality management in tourism and hospitality It provides a benchmark of current knowledge and examines the range of research methods being applied to further develop tourism and hospitality service management research It is hoped that this book will stimulate new research questions by highlighting tensions and challenges in the area

**Bibliographic Index** ,2006    **Strategic Management in Aviation**

Thomas C. Lawton,2007 This valuable volume reprints the most important and influential journal articles and papers on aviation management with an extensive introduction by the editor The volume is designed to improve access to the journal literature for libraries expanding their collections and provide scholars with a convenient and authoritative reference source Tom Lawton selects the best of the management literature in this area from the top journals as well as including harder to find articles in the wider strategic management literature The volume will be essential reading for all scholars and students interested in aviation management issues as well as those working in the industry who want a snapshot of current thinking in the field

**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

**Strategic Alliances in the Aviation Industry** Hendrik Vedder,2008-12-09 Bachelor Thesis from the year 2008

in the subject Business economics Business Management Corporate Governance grade 1 9 European Business School International University Schlo Reichartshausen Oestrich Winkel Chair of Strategic Aviation Management course Bacheloarbeit language English abstract Companies are just beginning to learn what nations have always known in a complex uncertain world filled with dangerous opponents it is best not to go it alone Ohmae 1989 p 143 This statement emphasises the significant developments in firms corporate strategy in the 1980s As a response to the rise of globalisation and thus increased competition companies throughout the world started collaborating with partners with interfirm cooperation Their cooperative practices though were not equally relevant in all branches but concentrated mainly on industries that were affected most by the increasing environmental dynamic and complexity Therefore firms in various industries such as the automotive or telecommunication industry established alliances with their competitors in order to stay competitive and to jointly expand into world markets However the aviation industry in particular has experienced downright alliance frenzy since that time With the gradual liberalisation of international air transport collaborations between carriers have steadily gained importance Therefore airline alliances have developed from purely horizontal links into more complex and integrated strategic alliances These strategic alliances have been established mainly to bypass existing regulatory restrictions and to adapt to customers altered preferences by extending the airlines networks However with the incidents that occurred during the first years of the 21st century such as the terrorist acts of 9 11 partner airlines were forced to react to the changed external conditions This development highlights the high dependence of air lines and their strategic behaviour on the external environment Therefore this thesis aims to analyse the external conditions that persuaded the airlines to align in complex strategic alliances and how these factors influenced their objectives Furthermore the thesis reveals the extent to which the changes in the external environment have induced a reorientation in the airlines alliance strategy

**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

[Evolution of International Aviation](#) Professor Dawna L Rhoades,2014-11-28

As with the previous two editions Evolution of International Aviation reviews the historical development of the international aviation system From this foundation it then provides an updated and expanded account of the current state of the aviation and aerospace industry including profitability consolidation and merger activity New to this edition the book broadens the coverage of the industry segments airlines air cargo and manufacturing to include the emerging commercial space sector Because this book is intended for both the interested amateur and the more serious student references are provided in the text and at the end of each chapter to allow for further in depth study The third edition also adds to each chapter a set of learning objectives and a concluding series of questions for discussion

**Strategic Management in Aviation** Thomas C.

Lawton,2017-05-15 This valuable volume reprints the most important and influential journal articles and papers on aviation management with an extensive introduction by the editor The volume is designed to improve access to the journal literature for libraries expanding their collections and provide scholars with a convenient and authoritative reference source Tom Lawton selects the best of the management literature in this area from the top journals as well as including harder to find articles in the wider strategic management literature The volume will be essential reading for all scholars and students interested in aviation management issues as well as those working in the industry who want a snapshot of current thinking in the field

**International Business of the Airline Industry. Strategic Alliance and the Business Tool "PESTLE"**

Katarzyna Szydlowska,2018-04-25 Research Paper undergraduate from the year 2017 in the subject Business economics Business Management Corporate Governance grade 2 1 Cardiff Metropolitan University language English abstract The purpose of this paper is to answer three questions of the case study The text is strictly associated with the prosperity of

alliances therefore the term strategic alliance will be explained in the first instance Furthermore the business tool such as PESTLE which is utilized to analyse the airline environment will be highlighted It will be proven that the airlines prosperity strictly depends on political legal economic social technological and environmental factors In addition the alternative strategy for airlines such as mergers will be introduced The examples of the airline mergers such as Delta Northwest and Air France KLM will be emphasized Finally the shared management which is applied by Star Alliance will be critically evaluated

*Globalization and Strategic Alliances* Tae Hoon Oum,Jong-Hun Park,Anming Zhang,2000 Presenting the history and status of airline alliances this book looks at reasons why alliances are being formed It also analyzes the questions such as Why are alliances likely to remain a key fixture of the airline industry in the foreseeable future And what implications do alliances have on carrier management and public policy makers

Airlines: Managing to Make Money Stephen Holloway,2017-05-15 Drawing on recent developments in the services management strategic management and brand management literatures this stimulating and well illustrated book presents critical new approaches to developing customer centered airline strategies Designed for a wide audience of aviation management students and professionals it acts as a linking text using a services management approach to integrate strategy marketing human resources management and operations Written in an accessible and practical style it is the first book to draw together a broad range of knowledge from contemporary management fields to produce a framework specifically relevant to the airline industry It is an unparalleled resource for students and airline managers alike

**Airline Choices for the Future** Kostas Iatrou,Mauro Oretti,2016-03-16 *Airline Choices for the Future From Alliances to Mergers* offers an up to date assessment of the industry as it stands today delivering a comprehensive insight into how the world of airline alliances is changing and how the merger phenomenon is likely to fit into the new scenario The purpose of this book is twofold Firstly it outlines the evolution and the reasons behind alliances between international air carriers the alliances track records and the way they have affected airlines and the air transport industry Secondly drawing on past and more recent developments in the industry it examines the experiences airlines involved in cross border mergers have gone through and the advantages and difficulties they have come across Alliances and mergers are presented from both the airline and the consumer perspective The book provides a balanced account of where mergers and alliances have taken the industry to date bridging the gap between merger theory and implemented practices and strategies It also identifies the challenges alliances and cross border mergers have faced and highlights the key forces affecting airline development Theoretical evidence is supplemented by data collected via surveys and interviews with airline executives aviation experts consultants and regulatory bodies

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