

Case Study: Ryanair's Low-Cost Operations Strategy

- just further drive Ryanair pre-design seats on-board passengers at where they sit. This eliminated an unnecessary complexity and speeds up-passenger boarding.
- **No free on-board catering.** Eliminating free catering onboard reduced cost and unnecessary bureaucracy. Passengers can purchase food and beverages onboard.
 - **Efficient use of airports.** Ryanair flies to the less-visited airports of smaller European cities and avoids the secondary airports in the major cities. These also have lower landing charges, and normally offer faster turnarounds as there are fewer air movements. Ryanair's efficient ground operations enable it to achieve turnarounds of less than 30 minutes. This means Ryanair can achieve more rotations per the high-frequency routes, maximising the utilisation of aircraft. Ryanair's ability to offer point-to-point travel means that it does not have to worry about forward connections for passengers and their baggage, further simplifying its operations.
 - **Paperless operations.** Ryanair has embraced the concept of the paperless office, with all its management and administration undertaken entirely on IT systems. These can be accessed through secure servers from employees in the world thereby reinforcing flexibility in the running of the airline.

(Source: www.ryanair.com and www.bbc.co.uk)

Questions: Suggest possible activities in the company value chain contributing to success.

1. List all the ways in which Ryanair achieves low-cost operations.
2. Evaluate Ryanair's operations strategy against those of all its rivals in terms of consistency and contribution to competitive advantage (see Figure 2.2).
3. To what extent does Ryanair's concentration on low costs limit its ability to perform well against the other operations performance objectives?
4. What are the risks associated with Ryanair's strategy?

TABLE 2.4 The four-stage model of the strategic role of operations

Stage 1	Internally Neutral	The operations function is internally focused and reactive. They are viewed as a 'necessary evil'. The fact that the organisation hopes for is that operations don't 'mess up'.
Stage 2	Externally Neutral	The operations function starts to be as good as the competition, or its relative parity with industry norms. Such an organisation is likely to benchmark its operations against its competitors, and adopt best practice in its industry so that it does not hold the organisation back.
Stage 3	Internally Supportive	The operations function starts to provide credible support for the organisation's business strategy. An operations strategy will be developed which will be derived from, and support, the business strategy. The organisation's operations are likely to be amongst the best in its industry.
Stage 4	Externally Supportive	The operations function provides the basis of competitive advantage for the organisation, by setting the standard in their industry. The operations function is likely to aim to be world class by seeking to emulate best practice wherever it is to be found. Operations will be seen as the means of exceeding customer expectations by delighting the customer. Operations will be managed proactively to drive the business strategy of the organisation.

Easyjet Chapter Questions And Answers

**Stephen Connock, Easyjet Airline
(London)**



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Managerial Economics for Decision Making John Adams,Linda Juleff,2017-09-16 Managerial Economics for Decision Making is designed for MBA and final year undergraduates taking a module in Managerial Economics The text is written in a lively and engaging style with the use of mathematics kept to a minimum Ample examples and case studies demonstrate how economics can be used as a tool to tackle issues and problems in a business and management context Business and Management for the IB Diploma Peter Stimpson,Alex Smith,2011-02-24 Designed for class use and independent study this coursebook is tailored to the thematic requirements and assessment objectives of the IB syllabus It features the following topics business organisation and environment human resources accounts and finance marketing operations management and business strategy **WJEC and Eduqas GCSE Business** Malcolm Surridge,Andrew Gillespie,2017-11-27 Exam Board WJEC Level GCSE Subject Business First Teaching September 2017 First Exam June 2019 Endorsed by WJEC Eduqas Ensure that every student can fulfil their potential with this tailor made Student Book for the 2017 specifications our bestselling Business authors develop knowledge and skills through clear explanations real life examples and assessment practice questions Builds understanding of business concepts through accessible explanations supported by definitions of key terms and tips that highlight important points and common misconceptions Enables students to apply their knowledge to real business examples issues and contexts in the Business insight feature Develops investigative analytical and evaluation skills through multiple choice short answer and case study data response questions sample answers and commentary Encourages students to track their progress using learning outcomes end of chapter summaries and knowledge check questions Helps students practise and improve their quantitative skills via the Maths moment feature Stretches students with questions that test their ability to make an informed judgement This book covers the content of 2017 WJEC GCSE A G Business specification regulated by Qualifications Wales 2017 WJEC Eduqas GCSE 9 1 Business specification regulated by Ofqual *Frameworks for Market Strategy* Noel Capon,Frank Go,2016-12-08 Frameworks for Market Strategy helps students understand how to develop and implement a market strategy and how to manage the marketing process Marketing activity is the source of insight on the market customers and competitors and lies at the core of leading and managing a business To understand how marketing fits into the broader challenge of managing a business Capon and Go address marketing management both at the business and functional levels The book moves beyond merely presenting established procedures processes and practices and includes new material based on cutting edge research to ensure students develop strong critical thinking and problem solving skills for success In this European edition Capon and Go have retained the strong framework of the book but have updated the cases examples and discussions to increase the book s relevance for students outside the USA Key features include A strong strategic focus teaching students how to analyze markets customers and competitors to plan execute and evaluate a winning market strategy Practical examples from a range of contexts allowing students to develop the skills

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Key Influences on the Early and Rapid Internationalization in the Airline Industry. A Case Study on easyJet Johannes Michl, 2016-09-12 Master s Thesis from the year 2016 in the subject Business economics Miscellaneous grade 1 0 course International Management language English abstract This dissertation analyses the key influences on the emergence of Born Global Firms BGFs in the airline industry Thus it helps to contribute to the general knowledge on the topic known to date and to be an inspiration for future studies in this area At the centre of attention is the question what key influences favoured the early and rapid internationalization in the case of the low cost airline easyJet In order to answer this question the appropriate methodology of a single case study content analysis approach was chosen Hence reference is made to various documents and archival records such as books company documents company websites journal articles newspaper articles official statistical data and other Internet sources The time period under consideration is from the foundation of the firm to the first internationalization steps The results show that the market conditions of the low state protection in the home country the strong opportunistic behaviour of easyJet when selecting the host country the high internationality and extensive use of technology in the airline industry has promoted the early and rapid internationalization of easyJet Further the findings recommend that majority of easyJet s resources had a positive influence on early and rapid internationalization The most important key influences could be identified in the Human Resources Thus the founder of easyJet is a young confident international experienced man who possesses a positive mind set an international vision and a high risk tolerance Missing industry knowledge of the founder is compensated through the extension of the senior management Thus we can conclude that the decisive aspect of whether or not to internationalize lies with the attitudes of senior management In many cases it requires a paradigm shift in order to move toward the BGF model

Applying the 'No Frills' concept to other specific Airline Businesses Sven Brueninghaus, 2004-04-05 Master s Thesis from the year 2004 in the subject Business economics Business Management Corporate Governance grade 1 7 A University of Applied Sciences Essen IOM Frankfurt language English abstract The No Frills Airline concept is not a phenomenon of the last couple of years in the Airline industry even if the recent development of these carriers in Europe might lead to this conclusion The first Airline operating under the No Frills concept started in the beginning of the 1970ies in the USA and it took quite a while until this concept was followed by Airlines in Europe South

America and Asia Pacific There were a lot of No Frills Airlines coming and going again in the last 33 years To start an Airline and define it as a No Frills carrier seems to be not enough to be successful in the market for a lot of years Only a very restricted number of these Airlines were successful and profitable for years The question is why What are the reasons why some No Frills Airlines are surviving and others do not This is one of the questions which will be answered in this paper The low cost and low price strategy which is the basis for the No Frills concept in the Airline Industry is a business concept which was described by Porter as one of the basic strategies a company can follow This strategy was followed by a lot of companies in other industries like ALDI IKEA and Toyota These companies followed successfully the cost leadership strategy but adopted also other strategic goals to their business concept like quality and corporate culture items The cost leadership strategy is nothing new but how can it be reached and maintained in the Airline industry What are the prerequisites and the required activities to be successful in this industry with this concept In this paper answers to these questions will be given

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The Book Review Digest, 2003

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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

The Legal 500 John Pritchard (avocat.),2008 **The Architectural Review** ,2005 **Corporate Integrity and Accountability** George G. Brenkert,2004-07-08 The ethical and legal scandals at Enron WorldCom Tyco and many other businesses in the United States Europe and Asia have shaken people s confidence in business Corporate Integrity and Accountability seeks to address questions of corporate integrity as they arise for financial reporting executive compensation globalization and business ethics itself In so doing it asks the following questions What is the current meaning of corporate integrity How should we go about analyzing and responding to unethical and corrupt behavior both at home and abroad What measures can be undertaken by corporations within their own walls to address these problems What groups and perspectives need to be taken into account with regard to CEO compensation These are a few of the many topics that the chapters in this book discuss under the heading of corporate integrity and accountability The chapters are the product of leading business ethicists both academic and practitioner in the U S and Europe resulting in the application of different methodologies sources and forms of argument This gives the reader a sense not only of the complexity of some of the ethical issues business faces but also the richness of the various resources that are available to address these issues Corporate Integrity and Accountability is ideally suited as a text for courses in the following business ethics corporate social responsibility current ethical issues in business and corporate citizenship

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EasyJet Era Stephen Connock, Easyjet Airline (London), 2005 **49 QUESTIONS AND ANSWERS ,**

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