

Eldad Ben-Yosef

# The Evolution of the US Airline Industry

Theory, Strategy  
and Policy

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Studies in Industrial Organization



S P R I N G E R

# Evolution Of The Us Airline Industry Theory Strategy And Policy

**Christiane Barz**



## **Evolution Of The Us Airline Industry Theory Strategy And Policy:**

**The Evolution of the US Airline Industry** Eldad Ben-Yosef, 2005-10-24 For over three decades the airline industry has continued to maintain a high profile in the public mind and in public policy interest This high profile is probably not surprising There does seem to be something inherently newsworthy about airplanes and the people and companies that fly them The industry was one of the first major industries in the United States to undergo deregulation in 1978 It thereby transitioned from a closely regulated sector the former Civil Aeronautics Board tightly controlled everyt thing from prices to routes to entry to one that is largely market oriented The incumbent carriers transformed themselves from the point to point operators that the CAB had required to the hub and spokes structures that took better advantage of their network characteristics Further they transformed their pricing from the quite simple structures that the CAB had required to the highly differentiated segmented pricing structures yield management that reached an apogee in the late 1990s Some carriers like American Delta and United were better at this transition others like Pan American TWA and Eastern were not What the incumbent carriers did not do however was deal with their costly wage and work rules structures which were an enduring legacy of their regulatory period This legacy when combined with the high fare end of the yield management pricing structure has made them vulnerable to entry by new carriers with lower cost structures

**The Evolution of the US Airline Industry** Eldad Ben-Yosef, 2005-07-13 The Evolution of the US Airline Industry discusses the evolution of the hub and spoke network system and the associated price discrimination strategy as the post deregulation dominant business model of the major incumbent airlines and its breakdown in the early 2000s It highlights the role that aircraft as a production input and the aircraft manufacturers strategy have played in shaping this dominant business model in the 1990s Fierce competition between Airbus and Boeing and plummeting new aircraft prices in the early 2000s have fueled low cost competition of unprecedented scope that destroyed the old business model The impact of the manufacturers strategy on these trends has been overlooked by industry observers who have traditionally focused on the demand for air travel and labor costs as the most critical elements in future trends and survivability of major network airlines The book debates the impact and merit of government regulation of the industry It examines uncertainty information problems and interest group structures that have shaped environmental and safety regulations These regulations disregard market signals and deviate from standard economic principles of social efficiency and public interest The Evolution of the US Airline Industry also debates the applicability of traditional antitrust analysis and policies which conflict with the complex dynamics of real life airline competition It questions the regulator s ability to interpret industry conduct in real time let alone predict or change its course towards a desirable direction The competitive response of the low cost startup airlines surprised many antitrust proponents who believed the major incumbent airlines practically blocked significant new entry This creative market response in fact destroyed the major incumbents power to discriminate pricing a task the antitrust efforts failed to

accomplish *Global Airlines* James Patrick Hanlon,2007 Provides comprehensive insight into today s global airline industry now in its 3rd edition *The Airline Profit Cycle* Eva-Maria Cronrath,2017-07-06 The airline industry has generally followed a growth trend since its inception but the industry s financial situation is not as healthy as rising passenger numbers might suggest This book addresses the question of why airline profits are cyclical and examines the causes and dynamics that determine the profit cycle s shape **Introduction to Air Transport Economics** Bijan Vasigh,2017-11-30 Introduction to Air Transport Economics From Theory to Applications uniquely merges the institutional and technical aspects of the aviation industry with their theoretical economic underpinnings In one comprehensive textbook it applies economic theory to all aspects of the aviation industry bringing together the numerous and informative articles and institutional developments that have characterized the field of airline economics in the last two decades as well as adding a number of areas original to an aviation text Its integrative approach offers a fresh point of view that will find favor with many students of aviation The book offers a self contained theory and applications oriented text for any individual intent on entering the aviation industry as a practicing professional in the management area It will be of greatest relevance to undergraduate and graduate students interested in obtaining a more complete understanding of the economics of the aviation industry It will also appeal to many professionals who seek an accessible and practical explanation of the underlying economic forces that shape the industry

**EU Law on State Aid to Airlines** Magnus Schmauch,2012 State intervention in air transport is omnipresent Airlines in particular are major beneficiaries of State aid This book provides a comprehensive analysis of the law regulating State aids to airlines which includes sections on Articles 107 TFEU and 108 TFEU as well as an overview of legal issues raised by air transport and competition in the EU in particular deregulation and its consequences EU Law on State Aid to Airlines follows a multi disciplinary approach by relying on the fundamental concepts of economics and policy analysis This approach allows grasping the wider implications of this sector s issues for the field of State Aid in particular in the light of the more economic approach and the balancing test Furthermore additional perspective is given on State aid law in the air transport sector through comparative analyses of regulations in the United States and Switzerland and outlooks on international relations Finally the book presents a number of recent Commission decisions with a dramatic importance for the air transport with the opening of formal investigation procedures regarding alleged State aid to low cost airlines operating from regional airports all over Europe Magnus Schmauch is Legal Secretary at the EFTA Court in the Chambers of judge Pall Hreinsson Previous experience includes four years as a lawyer at the Court of Justice of the European Union He has published a large number of articles on State aid and other fields of EU law and teaches on EU law and fundamental rights at the University of Lund Sweden **Quantitative Problem Solving Methods in the Airline Industry** Cynthia Barnhart,Barry Smith,2011-12-22 This book reviews Operations Research theory applications and practice in seven major areas of airline planning and operations In each area a team of academic and industry experts provides an overview of the business and technical

landscape a view of current best practices a summary of open research questions and suggestions for relevant future research There are several common themes in current airline Operations Research efforts First is a growing focus on the customer in terms of 1 what they want 2 what they are willing to pay for services and 3 how they are impacted by planning marketing and operational decisions Second as algorithms improve and computing power increases the scope of modeling applications expands often re integrating processes that had been broken into smaller parts in order to solve them in the past Finally there is a growing awareness of the uncertainty in many airline planning and operational processes and decisions Airlines now recognize the need to develop robust solutions that effectively cover many possible outcomes not just the best case blue sky scenario Individual chapters cover Customer Modeling methodologies including current and emerging applications Airline Planning and Schedule Development with a look at many remaining open research questions Revenue Management including a view of current business and technical landscapes as well as suggested areas for future research Airline Distribution a comprehensive overview of this newly emerging area Crew Management Information Systems including a review of recent algorithmic advances as well as the development of information systems that facilitate the integration of crew management modeling with airline planning and operations Airline Operations with consideration of recent advances and successes in solving the airline operations problem Air Traffic Flow Management including the modeling environment and opportunities for both Air Traffic Flow Management and the airlines

Introduction to Air Transport Economics Dr Bijan Vasigh, Dr Thomas Tacker, Mr Ken Fleming, 2013-02-28 Introduction to Air Transport Economics From Theory to Applications uniquely merges the institutional and technical aspects of the aviation industry with their theoretical economic underpinnings In one comprehensive textbook it applies economic theory to all aspects of the aviation industry bringing together the numerous and informative articles and institutional developments that have characterized the field of airline economics in the last two decades as well as adding a number of areas original to an aviation text Its integrative approach offers a fresh point of view that will find favor with many students of aviation The book offers a self contained theory and applications oriented text for any individual intent on entering the aviation industry as a practicing professional in the management area It will be of greatest relevance to undergraduate and graduate students interested in obtaining a more complete understanding of the economics of the aviation industry It will also appeal to many professionals who seek an accessible and practical explanation of the underlying economic forces that shape the industry The second edition has been extensively updated throughout It features new coverage of macroeconomics for managers expanded analysis of modern revenue management and pricing decisions and also reflects the many significant developments that have occurred since the original s publication Instructors will find this modernized edition easier to use in class and suitable to a wider variety of undergraduate or graduate course structures while industry practitioners and all readers will find it more intuitively organized and more user friendly

**The Airline Industry**, 2006 The Airline industry has been under increasing pressure

recently from the increased competition of low cost airlines and the terrorist events of 2001 to name but a few Various US airlines including Delta and Northwest have been declared bankrupt oil prices have soared and seat prices are still being forced down the supply far outweighing the demand This e book looks at recent case studies of airlines in crisis Continental Airlines and also airlines which have excelled at expansion during this turbulent time such as Easyjet and Ryanair and offers examples of successful strategies previously used The collection also features interviews with high profile figures from airlines such as Go Qatar Airways and SWISS International Airlines

#### **Ethical Issues in Aviation** Elizabeth

Hoppe,2016-05-13 Applied ethics has been gaining wide attention in a variety of curriculums and there is growing awareness of the need for ethical training in general Well publicized ethical problems such as the Challenger disaster the Ford Pinto case and the collapse of corporations such as Enron have highlighted the need to rethink the role of ethics in the workplace The concept of applied ethics originated in medicine with a groundbreaking book published in 1979 Business ethics books began to appear in the 1980s with engineering ethics following in the 1990s This volume now opens up a new area of applied ethics comprehensively addressing the ethical issues confronting the civil aviation industry Aviation is unique in two major ways firstly it has a long history of government regulations and secondly its primary focus is the safety of its passengers and crew For decades commercial aviation was viewed in the same manner as public utilities and thus it was highly regulated by the government Since the Deregulation Act of 1978 aviation has been viewed as any other business while other experts continue to believe that the sudden switch to deregulation has caused problems especially since many airlines were unprepared for the change Ethical Issues in Aviation focuses on current concerns and trends to reflect the changes that have occurred in this deregulated era The book provides the reader with an overview of the major themes in civil aviation ethics It begins with theoretical frameworks followed by sections on the business side of aviation employee responsibility diversity in aviation ground issues regarding airports air traffic control and security as well as health and the environment The contributors to the volume include both academics doing research in the field as well as professionals who provide accounts of the ethical situations that arise in the workplace

#### **Critical Issues in Air Transport Economics and Business** Rosário

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

#### Air Transport and the Environment Ben Daley,2016-04-01

Air Transport and the Environment provides an overview of the main issues relating to aviation environmental impacts It explains the challenge facing policymakers in terms of sustainable development focusing on the importance of balancing the industry s economic social and environmental costs and benefits both for people living now and for future generations Individual chapters review the current scientific understanding of the main aviation environmental impacts climate change local air pollution and aircraft noise Various responses to those issues are also considered including a range of policy options based on regulatory

market based and voluntary approaches Key concepts such as environmental capacity radiative forcing and carbon offsetting are explained In addition the book emphasises the main implications of aviation environmental issues for policymakers and for the management of the air transport industry Debates about the environmental impacts of flying often generate strongly polarised reactions yet this book adopts a constructive approach to the subject and attempts to present the environmental issues in a clear straightforward manner It aims to provide a policy relevant synthesis of a wide range of perspectives rather than advocating one particular viewpoint Yet the central purpose of this book is to bring the sustainable development challenge facing the air transport industry to the fore and so to inform effective policy responses Air transport plays a critical role in supporting economies and societies that are increasingly interconnected by globalisation this book presents the view that the vital economic and social benefits of the air transport industry should not be lost and in fact could be distributed far more widely and equitably but that the environmental impacts of air transport nevertheless require urgent and effective management Air Transport and the Environment has been written primarily for professionals in the air transport industry policymakers and regulators It is also intended for use by academic researchers students and others who are interested in the complex relationship between air transport and the environment Marketing Turnarounds Hooman Estelami, 2010

MARKETING TURNAROUNDS A Guide to Surviving Downturns and Rediscovering Growth Knowledge of the intricate dynamics of marketing turnarounds is a fundamental requirement for business survival and growth today The intense desire to survive in a slow market and find new avenues for growth has become a pressing goal for companies The objective of this book is to enable the pursuit of this goal by providing a guide for managers on various marketing approaches that can lead to growth and profitability The science of marketing turnarounds is based on an accurate understanding of how consumers respond to their changing environment This book provides such an understanding by developing a framework of the various approaches to successfully executing marketing turnarounds The framework and tools discussed not only enable managers to combat sales and profitability downturns but also guide them in their aggressive pursuit of innovative ways to further nurture their businesses in stable and growing markets Marketing Turnarounds is a step by step guide to stop the bleeding and reposition your company for profits Whether it s due to the economy or management blunders this book will help you decide if a company or brand can be salvaged how to cut costs without hurting sales how to reposition the company or brand to take advantage of consumer and environmental trends how to price and how to promote even in a bad economy I strongly recommend this book for any company whose profits have started pointing south I also recommend it for would be entrepreneurs reading this will help you avoid some of the mistakes you would otherwise make Marlene Jensen CEO of Pricing Strategy Associates and author of Pricing Psychology Report and The Tao of Pricing A step by step marketing manual for a much ignored subject turnarounds Jeffrey F Willmott Former Chairman of RCG Companies A must have for all marketers It is timely and an important tool kit for marketers and a path breaking work in marketing Rajneesh Suri Associate

Professor of Marketing Drexel University Marketing Turnarounds is a timely and extremely valuable addition to the current literature not only for practitioners and students of marketing but it is also a must read for leaders and managers in all disciplines who are interested in growing the top and bottom lines of their businesses William V Catucci Former CEO of AT T Canada Long Distance Services *Risk-Averse Capacity Control in Revenue Management* Christiane Barz,2007-08-02 This book revises the well known capacity control problem in revenue management from the perspective of a risk averse decision maker Modelling an expected utility maximizing decision maker the problem is formulated as a risk sensitive Markov decision process Special emphasis is put on the existence of structured optimal policies Numerical examples illustrate the results [Living with Robots](#) Richard Pak,Ewart J. de Visser,Ericka Rovira,2019-11-30 Living with Robots Emerging Issues on the Psychological and Social Implications of Robotics focuses on the issues that come to bear when humans interact and collaborate with robots The book dives deeply into critical factors that impact how individuals interact with robots at home work and play It includes topics ranging from robot anthropomorphic design degree of autonomy trust individual differences and machine learning While other books focus on engineering capabilities or the highly conceptual philosophical issues of human robot interaction this resource tackles the human elements at play in these interactions which are essential if humans and robots are to coexist and collaborate effectively Authored by key psychology robotics researchers the book limits its focus to specifically those robots who are intended to interact with people including technology such as drones self driving cars and humanoid robots Forward looking the book examines robots not as the novelty they used to be but rather the practical idea of robots participating in our everyday lives Explores how individual differences in cognitive abilities and personality influence human robot interaction Examines the human response to robot autonomy Includes tools and methods for the measurement of social emotion with robots Delves into a broad range of domains military caregiving toys surgery and more Anticipates the issues we will encounter with robots in the next ten years Foreword by Maggie Jackson author of Distracted **Discrete Choice Modelling and Air Travel Demand** Laurie A. Garrow,2016-05-23 In recent years airline practitioners and academics have started to explore new ways to model airline passenger demand using discrete choice methods This book provides an introduction to discrete choice models and uses extensive examples to illustrate how these models have been used in the airline industry These examples span network planning revenue management and pricing applications Numerous examples of fundamental logit modeling concepts are covered in the text including probability calculations value of time calculations elasticity calculations nested and non nested likelihood ratio tests etc The core chapters of the book are written at a level appropriate for airline practitioners and graduate students with operations research or travel demand modeling backgrounds Given the majority of discrete choice modeling advancements in transportation evolved from urban travel demand studies the introduction first orients readers from different backgrounds by highlighting major distinctions between aviation and urban travel demand studies This is followed by an in depth treatment



of two of the most common discrete choice models namely the multinomial and nested logit models More advanced discrete choice models are covered including mixed logit models and generalized extreme value models that belong to the generalized nested logit class and or the network generalized extreme value class An emphasis is placed on highlighting open research questions associated with these models that will be of particular interest to operations research students Practical modeling issues related to data and estimation software are also addressed and an extensive modeling exercise focused on the interpretation and application of statistical tests used to guide the selection of a preferred model specification is included the modeling exercise uses itinerary choice data from a major airline The text concludes with a discussion of on going customer modeling research in aviation Discrete Choice Modelling and Air Travel Demand is enriched by a comprehensive set of technical appendices that will be of particular interest to advanced students of discrete choice modeling theory The appendices also include detailed proofs of the multinomial and nested logit models and derivations of measures used to represent competition among alternatives namely correlation direct elasticities and cross elasticities *Global Price Fixing* John M. Connor, 2007-01-19 This book describes and analyzes the formation operation and impacts of modern global cartels It provides a broad picture of the economics competition law and history of international price fixing Intensive case studies of collusion in the markets for lysine citric acid and vitamins offer a deep detailed understanding of the phenomenon The author assesses whether antitrust enforcement by the European Union the United States and other countries can deter cartels

The Evolution of the Airline Industry Steven Morrison, Clifford Winston, 2010-12-01 Since the enactment of the Airline Deregulation Act in 1978 questions that had been at the heart of the ongoing debate about the industry for eighty years gained a new intensity Is there enough competition among airlines to ensure that passengers do not pay excessive fares Can an unregulated airline industry be profitable Is air travel safe While economic regulation provided a certain stability for both passengers and the industry deregulation changed everything A new fare structure emerged travelers faced a variety of fares and travel restrictions and the offerings changed frequently In the last fifteen years the airline industry s earnings have fluctuated wildly New carriers entered the industry but several declared bankruptcy and Eastern Pan Am and Midway were liquidated As financial pressures mounted fears have arisen that air safety is being compromised by carriers who cut costs by skimping on maintenance and hiring inexperienced pilots Deregulation itself became an issue with many critics calling for a return to some form of regulation In this book Steven A Morrison and Clifford Winston assert that all too often public discussion of the issues of airline competition profitability and safety take place without a firm understanding of the facts The policy recommendations that emerge frequently ignore the long run evolution of the industry and its capacity to solve its own problems This book provides a comprehensive profile of the industry as it has evolved both before and since deregulation The authors identify the problems the industry faces assess their severity and their underlying causes and indicate whether government policy can play an effective role in improving performance They also develop a basis for understanding the

industry's evolution and how the industry will eventually adapt to the unregulated economic environment Morrison and Winston maintain that although the airline industry has not reached that point yet, it is moving in that direction. Air Transport Economics Bijan Vasigh, Brian Pearce, 2024-01-26 Air Transport Economics From Theory to Applications uniquely merges the institutional and technical aspects of the aviation industry with their theoretical economic underpinnings. Its integrative approach offers a fresh point of view that will find favor with many students of aviation. This fourth edition has undergone extensive updates throughout. It features new material addressing the impact of COVID 19 on the air transport industry and the efforts made by both the industry and governments to facilitate recovery. A new chapter examines the impact of air transport on climate change and how government policies to address this issue could reshape the industry. Additionally, alongside expanded coverage of revenue management and pricing decisions, this fourth edition incorporates case studies that give real world examples to reflect current industry practices. Moreover, there is a discussion of the latest computer applications that enhance the effectiveness of the new techniques. This book offers a self-contained theory and applications oriented text for individuals aspiring to enter the aviation industry as a practicing professional in the management area. It will be of the greatest relevance to undergraduate and graduate students aiming to acquire a comprehensive grasp of the economics of the aviation industry. The review questions at the end of each chapter have been expanded considerably, and an online assignment has been introduced for each chapter. This book will also appeal to many professionals who seek an accessible and practical explanation of the underlying economic forces that shape the industry. *The Proposed United-US Airways Merger* United States. Congress. House. Committee on Transportation and Infrastructure, 2000

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