



**LIBERALIZATION OF EUROPEAN AVIATION MARKET  
IMPACT ON LOW-COST CARRIERS: A CASE STUDY OF  
RYANAIR**

**BY**

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## ABSTRACT

This research is based on the reformation of the aviation industry in Europe and its effect on the airlines that provide low-cost services. Ryanair is an Irish airline which is well known for its low-cost strategies; they achieved the first position in the airline industry for introducing the budget model of the airline in Europe. **Their purpose is to provide low-cost options to the ever increasing number of passengers.** This particular study **included secondary method** of data collection along with **qualitative data**. It has been found that Ryanair needs to improve its customer satisfaction services, and needs to incorporate more airlines to have a profit. Ryanair needs to implement strategies where customers can get a standard service quality within an affordable price. It has also been found that Ryanair offers double payments to its pilots and crews as compared with other airlines, which needs to be reduced.

## **ACKNOWLEDGEMENT**

I am eager to show my gratitude to all the concerned faculties of my department to allow me and giving the chances to research the topic of liberalization in the aviation market of Europe and the impact of it over low-cost carriers. I also want to pay my homage and to show my gratefulness to my departmental head for allowing me to continue with this project. I also want to thank those people who directly or indirectly help me to complete the entire research project. At the end note, I want to give special thanks to my family who provide me with the space to study and render their full support and believe in my ability, credential and potentiality.

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## **Chapter 1: Introduction**

### **1.0 Introduction**

The government will not interfere with that particular liberalised part. Generally, any private company or organisations take over the organisation and bring some changes in the strategies, management, and policies. The main aim of liberalisation is to develop the economic condition of that particular sector. This also helps in the progression of national income. State and company both are benefited by it. The aviation industry is a growing up industry. Sometimes it is not bearable by the government, so the liberalisation is much needed. This research will show how liberalisation is helpful for the aviation sector and its impacts on the economy. This research is done with a particular aim and objective. The case study of Ryanair is followed throughout the investigation.

### **1.1 Background of the study**

Before the process of liberalisation, there was a massive competition between the domestic airline's companies. (Duygun *et al.* 2016). Liberalisation aims to scuttle down the costs and apply new techniques and models for improvisation(. One of the most critical parts of liberalisation is that there will not be much competition in the market. One authority or organisation will set up the price and will estimate the cost (Enjoya *et al.* 2018). After the liberalisation European aviation sectors are so developed. The passengers are enjoying many facilities within a reasonable price not only the customer's employees are also happy with it. (Fox 2016). This has influenced the continuous growth of the European Union's low-cost carriers like Ryanair. The case study of this Ryanair is followed in this research process. Some others are Easyjet and Wizzair (researchgate.net, 2017). The result of this policy even of outside EU is powerfully effective. This is creating new opportunities in the economic sector and increasing the opportunities for investment as well. Ryanair is an Irish airline which well known for its low-cost strategies (Koo *et al.* 2016). This has achieved the first position in the airline industry for introducing the budget model of an airline in Europe. The mission of Ryanair is to provide low cost of air for increasing the number of passengers. Their vision is to achieve the apex position in the aviation industry by offering low price of air and the quality service within that fare

(Bilotkach *et al.* 2015). They are also aware of the improvement of technologies. Ryanair has achieved its success for the leadership of Michael O'Leary the imminent personality of management (Van de vijver *et al.* 2016). Ryanair follows a smart marketing strategy which helps them to restrain their low cost that is they do not spend much on their advertisement. They are following the "*one million seat at one pound*" strategy and this only advertised on the official website and the bulletin boards (Meleo *et al.* 2016). Some issues have been created in Ryanair. They are famous for their low price of the fare, but these days they are offering meagre price which bears a loss in their business. 7% fair amount has been fallen. The strikes in the regional offices caused massive damage to their business. Their profit margin is reduced by 20% (Thomas 2015).

## **1.2 Rationale**

This portion of this research will discuss the issues related to the process of liberalisation:

Liberalisation is no doubt a good initiative for the development of the aviation industry, but this has some problems also (oecd-ilibrary.org,2019),.

This issues created in the industry are responsible for shutting down of many companies. Ryanair is offering a low cost of fare to its passengers, and at the same time, passengers cannot raise questions regarding their service quality (Dizkirici *et al.* 2016). According to the data, it is known that Ryanair is facing a massive loss in their business. They have cuttle down the number of employees, and this is creating an agitation within the workers of the company, so they are beating (Graham, 2016). The main reason behind this problem is that little cost of fare and not implementing the updating methods (Burghouwt 2016).

The aviation industry is strongly benefited by liberalisation. The safety and security system is developed (Tsafarakis *et al.* 2018). Sometimes the liberalisation fails in this way for not providing the expected service at the reasonable price (Spasojevic *et al.*2018).

The government or state does not have any control over the taken organisations. This creates a monopoly in the market. Mostly the economy of the state and the service quality after liberalising should be given more emphasis.

### **1.3 Purpose of the study**

The purpose of this study is to analyse the good and evil impact of liberalisation. The effect of low-cost carriers analysis is also an essential aspect of this study. Ryanair is the leading airlines' company in the aviation industry. The way they capture the market by the low costing strategy is noticeable. Analysing of this strategy and its effect in the market are the main purpose of this research work.

### **1.4 Research aim**

This research has been done with a particular aim. The researcher will show how the aviation industry is benefited by liberalisation. Not only the benefits but its impacts in the market is also described thoroughly. Ryanair is one of the leading company in the airline industry. Their case study will help the researcher to meet his aim. The way the European Union's aviation industry is benefited and how many scopes have been opened by it, this is also mentioned in this research

### **1.5 Research objectives**

This research is done with a particular objective. The objectives of this research are:

- To analyze the positive and negative effects of liberalisation in the European Union's aviation industry
- To find how the economy is getting benefited by low-cost carriers
- To evaluate the usefulness of the research in the case study of Ryanair
- To recommend the strategies which can be implemented by Ryanair to update their profit margin

### **1.6 Research questions**

The research is done with a particular purpose and aim while doing this research some issues have been aroused regarding this research they are:

1. How is the liberalisation in the aviation industry helpful for the welfare of industry?
2. How the Ryanair case study helpful in the progression of research?
3. What will be the positive and negative impacts of liberalisation?
4. What can be the new strategies which will be beneficial for earning more profit by Ryanair?

## 1.7 Conclusion

The overview of the topic will be discussed in this conclusion part. Liberalisation in the aviation industry is a noted step. This research has been done with a particular aim that is to find out the effect of low-cost carriers in the aviation industry. A large number of people use air transport, so it is the duty and responsibility of the state or the organisation to give the passengers satisfaction and facilities. During this research, many questions have been aroused, and those questions are discussed in the rational part. The entire research work has been done by following a particular structure. The research is done by the case study of Ryanair one of the leading low-cost carriers in the aviation industry.

## 1.8 Structure of the research



**Fig 1: Research framework**  
(Source: Created by the researcher)

## **Chapter 2: Literature review**

### **2.0. Introduction**

The concept of liberalisation in the aviation sector of Europe came into existing in the late 70s and 80s. For enhancing the growth of the European aviation sector liberalisation and the implementation of low cost was an essential strategy. Though 1990 is the year where the growth of the aviation sector was changed dramatically. The revised format immerges as the term LCC stands for a low-cost carrier. Under the chapter literature review, the detail illustration of the entitled topic is going to be discussed. Using the information that is gathered from a variety of journals the empirical study is going to be done. Further different sorts of theories and models will be discussed that have significant influence over the aviation sectors and its transformation toward liberalisation.

### **2.1 Empirical Study**

According to Abate, 2016, air transport is an essential medium of international travelling purpose. With the help of the aircraft, it is very is to go anywhere in the world in less time though due to the cost of travelling some problems also arise which affects national and international economy too. The availability of a regular aviation service increase the chances of developing a comparative economy. According to Acar and Karabulak, 2015, the competitiveness between low-cost carriers and full-service network carriers is going on in Europe from the time the European aviation market has to introduce the second carrier facilities to the passengers for the increment in the number of passengers as well as business profit. Today all the airline's companies try to implement new strategies for the development of their business in the market of such a high range of competition. The low-cost carriers are creating continuous challenges to the full-service network carriers. The airline's company also originates and recommends new strategies and policies to cope with the airline market.

According to Akamai *et al.* 2015, in today's market LCC that is low-cost services give a stiff competition to the airlines of the full services. This competition occurs undoubtedly due to some unique benefits to its passengers. The low-cost carrier provides its passengers both the facilities of international as well as domestic aircraft. That is one of the reasons for the loyalty of passengers towards low-cost airlines. The other reasons for the commitment of the passengers

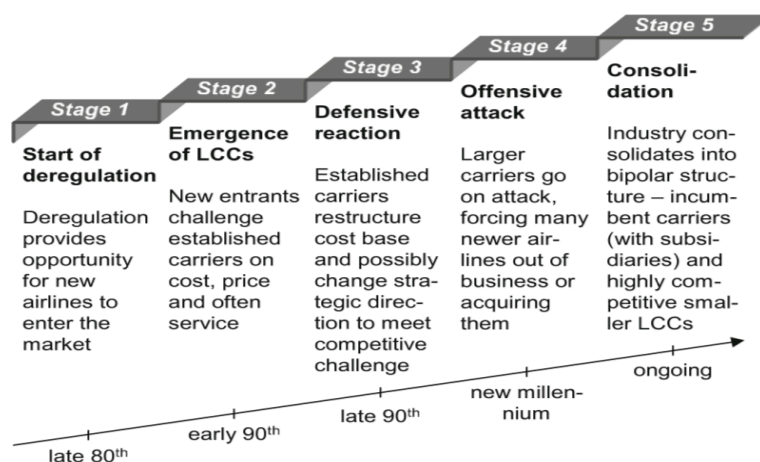
towards the affordable carrier service are the recovery of the services, the satisfaction that it offers to its customers, the lower range of pricing the ticket. Maintaining the efficacy of the passengers and the trust the low-cost carriers has achieved of the customers and so on.

According to Burghouwt, *et al.* 2015, the process of liberalisation has a unique impact on the airline market and the transportation system of the aircraft rather more precisely the low-cost carriers. One can say that one of the outcomes of the liberalisation process in the aviation market is the innovation of the low-cost carriers. To provide better and well-distinguished service to its passengers while they are travelling in air is the primary objective of the introduction of liberalisation. Another aim of the liberalisation process is the growth and development of the air traffic system which occurs a considerable amount of profit to the airline's owners. Another objective of the project of liberalisation is the enhancement of the growth of the economy which is one of the prime motives of the aircraft operators. Another essential objective is the employment of the vast number of candidates to serve the purpose of the liberalisation in the aviation market. Giving work to the employees is another medium to develop the domestic economy.

According to Cento (2009), 52 countries gathered on the Chicago Convention and argued to regulate the sector in terms of capacity, airfares, and freight levels and also countries took the step to establish International Air Transport Association (IATA). Moreover, The International Air Services Transit Agreement of 1944 delivered six freedoms of the air in 1944 and these freedoms are still in today aviation market. First freedom gave the right to use airspace of foreign country without landing such as Turkish Airlines flies from the Turkey over Greece to France. Second freedom gave the right to land in different country in order to refuelling or maintenance such as Turkish Airlines flies from Turkey and lands to refuel in Germany to United Kingdom. Third freedom gave the right to deplane traffic in a different country where was enplaned in origin country carriers such as Turkish Airlines carriers' passengers from the Turkey to Germany. Fourth freedom the right to enplane passengers in the different country where is bound for the origin country of the carrier for instance Turkish Airlines carriers' passengers from the United Kingdom to Turkey. The fifth freedom gave the right to take passengers at one foreign point and deplane it in different point as a part of continues operation. For instance, Turkish Airlines has fifth freedom rights to operate between London and Brussels, on services which stop

at Brussels en route between Paris and London. The sixth freedom is a right to applied to the fifth freedom traffic carried from a point of origin oin one foreign country to a point of destination in another foreign country via the home of the airline such as Turkish Airlines operates sixth freedom between Berlin and London, carrying passengers traveling from Berlin to Amsterdam and on to London. Seventh freedom is allowed airlines to operate foreign country without landing its own country for example Ryanair operates between Copenhagen and Rome without landing Ireland. Eight freedom is allowed airlines to operate in foreign country as a domestic airline such as Ryanair enplanes traffic at Berlin and deplanes it in Hamburg. The last one is ninth freedom that described as 'pure' cabotage in which an airline of one country operates flights and carriers' traffic solely between two points in a foreign country such as British Airways flies between Barcelona and Milano.

According to Scharpenseel (2009), after World War II, the United State and Europe has regulated their commercial air transportation in terms of affordable fares in the short haul markets. He divided process of liberalization into 5 stage that illustrated the post deregulation development in European airline market. First stages is that start of deregulation that supported new airlines to enter the market in the 1980s, second stage is emergence of Low Cost-Carriers in the early 1990s ,third stage is defensive reaction that carriers converted their structure to meet competitive challenge in the late 1990s, stage fourth is defined as offensive attack period because of 11 September attacks in the 2000s , stage fifth is consolidation stage illustrate competitive period.



*European post -deregulation competitive cycle (Scharpenseel,2009, pp.7)*

Budd et al (2014) classified entrants of low-cost carriers into the airline industry as pioneer, early adaptor, mainstream LCCs, and late adapters in the table that given below (Figure 6). Pioneers were eight airlines that started low cost operation between 1992 and 1998. Among them only Ryanair, easyJet and Norwegian are still operational. Between 1999 and 2002, 8 airlines that entrant the market defined as early adapters yet apart from Germanwings, all of them left the market, and Germanwings changed its name to Eurowings. Mainstream period defined between 2003 and 2006. During that time 25 carriers began to fly over the 11 different European countries. Among them only Iceland Express, Jet2, Wueling ,Transavia.com and Wizz air are still operating their flights. Late adopters were VolareWeb and Star1 that commenced flight between 2007 and 2012. These carriers left the market after 2 years later. They also underlined that 43 airlines registered as a low cost-carriers in Europe between 1992 and 2012. Among them, 40% were copied by Southwest, 35% were diversified charter operators, and 23% were full-service carriers

	Year	Number	Airline
Pioneer	Pre-1992	1	<i>Ryanair (founded in 1985 as a regional operator, restructured as a LCC in 1990/91*)</i>
	1993	1	<i>Norwegian</i>
	1994	0	
	1995	1	<i>easyJet</i>
	1996	2	<i>Debonair, Virgin Express</i>
	1997	0	
	1998	3	<i>Air Berlin (founded in 1978, launches Mallorca shuttle and seat-only low cost services in 1998**), Color Air, Go Fly</i>
Early Adaptor	1999	0	
	2000	2	<i>Basiq Air, Buzz</i>
	2001	0	
	2002	6	<i>Bmibaby, Germanwings, Goodjet, HLX, MyTravelite, SkyEurope</i>
Mainstream LCCs	2003	13	<i>Air Polonia, Air Scotland, dba, EU Jet, FlyGlobespan, FlyingFinn, Germania Express, Get Jet, Iceland Express (now WOW), Jet2, Snowflake, VBird, WindJet</i>
	2004	6	<i>FlyMe, FlyNordic, MyAir, ThomsonFly.com, Vueling, Wizz Air</i>
	2005	4	<i>Air Turquoise, CentralWings, Sterling, Transavia.com (Transavia founded in 1965, established subsidiary low cost brand Basiq Air in 2000, merged Basiq Air and Transavia to form transavia.com***)</i>
	2006	2	<i>Click Air, Zoom UK</i>
	2007	0	
Late Adopters	2008	1	<i>VolareWeb</i>
	2009	1	<i>Star1</i>
	2010	0	
	2011	0	
	2012	0	

*Classification of European LCC market Entry (Budd.et,2014 pp.-9)*



According to Dobruszkes, 2017, in the development of the low-cost carriers may be somehow the regional airports are becoming out of focus day by day. To implement the low-cost carriers the purpose of the idea of liberalisation in the aviation market of Europe may be in the direction of shifting its original positions and priority.

## 2.2 Theory and Models

**ARIMA Model:** in the discussion of the impact of liberalisation on a low-cost carrier in the field of aviation sector of Europe it is essential to have a look on the ARIMA model. Using the Arima model understanding of the effect will be more clear. The abridged form of Autoregressive Integrated moving average is known as ARIMA model (researchgate.net, 2019). The model is based on the working process which is related to the statistics and data collection method involving economic and statistic calculations (Nõmmik and Kukemelk, 2016). This model is originated for the more straightforward analysis of time series. Application of the model is related to moving objects or the objects that are not stationary (Reynolds-Feighan, 2017). With the help of the model, it will be easy to understand the rate of using the aircraft as a medium of transport in the upcoming future by the traveller (Sarilgan, 2016). The index of transportation of the commuter shows us how the liberalisation in low-cost carrier increases the number of aircraft passengers.

**Theory of Planned Behavior:** the theory of planned behaviour of the passengers will be helpful to get the broad idea of the behavioural changes of the commuters that occurs in them with liberalisation in the low-cost carrier's services. Icek Aizen is the originator of the theory of planned behaviour (McLaughlin, 2018). He has established this theory in the year of 1985. With the help of the method, the changes in the passenger from the time of liberalisation in the aviation sector of Europe can be assessed on a particular perspective (Maertens and Grimme, 2019). Lower costing of a product always attracts the customer as well if the ticketing price of the airlines is decreased without decreasing the quality of facilities that it provides its customers always increase the chances of higher business and increase the profit ratio too (Naletina *et al.* 2018).

**Theory of TRIZ:** Genrich Altshuller is the inventor of the TRIZ theory. He has established this theory in the year 1946. The meaning of the term TRIZ is theory of inventive problem-solving. The concept of this brings another perspective for the analysis of the impact of liberalisation in

the aviation sector of Europe in low-cost carrier (Li, 2018). The aviation industry is the most developed sector in the industrial world. Development of an area involves access to a large number of customers and here in this sector it is related to the increasing number of passengers (Scharpenseel, 2017). But due to the high cost of the ticket, a large number of passengers avoid airlines travelling as it is out of their budget (Koo *et al.* 2016). This is a real problem a real barrier in the growth of the aviation industry as it is not able to give access to the vast number of commuters (Spasojevic *et al.* 2018). With the view to solving this issue, the concept of liberalisation came into existence in the context of Europe (Halpern *et al.* 2016).

**Theory of Air Traffic Flow Management:** another essential concept is the theory of air traffic flow management. With the increasing amount of the volume of the air traffic, the necessity of the active air traffic management for maintaining the data of air flow is much-needed one (Efthymiou and Papatheodorou, 2018). Air traffic flow management is a complicated job to perform. Originating a well-researched model to give strong support to the controller of the air traffic is helping to provide the passenger with a better and safe journey (Fu *et al.* 2015). It is also reducing the cost of the operations which ultimately lowering the value of the carrier.

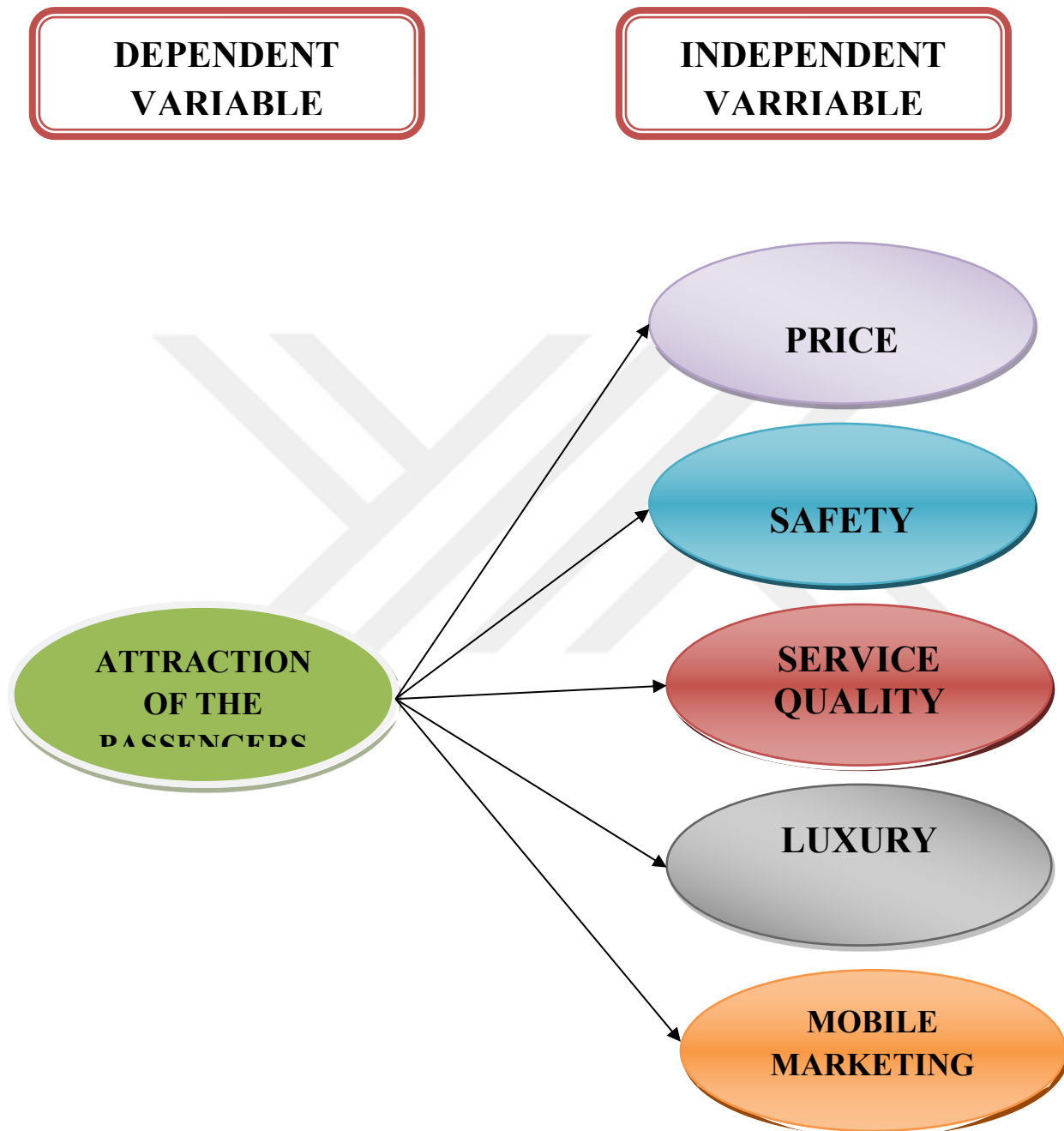
### 2.3. Gap of the Literature

The primary objective of the discussion in the section gap of the literature is to find the limitations of the journals and the researcher of the memoirs that are read before the starting of the untitled project on the topic of the impact of the liberalization in the aviation market of Europe and its effect on the low cost carriers (Button, 2016). During the study of the journals, it has been noticed that the researcher is left some spaces in the time of collecting data. The insufficiency of the data and statistics is one of the essential reasons for the aligned limitations of the journals (Castro and Fraga, 2017). Some factors affect the growth and popularity of the low-cost carriers among ordinary people even after the liberalisation of the aviation market has done for an extended period (Cruciol *et al.* 2015). The awareness of the facilities that the airline's operators provides to its passengers regarding choosing the airlines as the medium of travelling is the reason for the backlog (Tang and Deng, 2016). The proper advertisements are needed for the awareness of the facilities among the ordinary people is not organised yet (Delaplace and Dobruszkes, 2015). Theory and models are helpful to understand the process of the topic, and these also play a crucial role to follow the further recommendations that are needed to trace the exact condition and to develop the aviation market (Duygun *et al.* 2016).

## **2.4. Comparative study of the variables**

There are specific dependable variable and independent variable on which the development and growth of the aviation sectors depend. The attraction of the passengers towards the low-cost carriers is increasing due to some factors these factors are termed as a dependent variable and undependable variable (Van de Vijver, 2016). Price of the cards is the barrier of the coming of the passengers to fetch the facility (Wang *et al.* 2016). Lowering of the amount of the tickets is removing the restriction to passengers for boarding. The second variable is safety (Widmann, 2016). Protection of the passengers is another criteria which can attract the customer for travelling on air. The proper arrangement of the safety procedure is also mandatory to check for the passengers before travelling. The third independent variable is the service quality of the airlines that it offers to its customers (Yan *et al.* 2016). Service quality of the variety of airlines differences the profit level of that company. Depending on their service quality the airline organisations are attractive the commuters to travel. That is why a good variety of service is an essential catalyst in the growth of the airlines business (Zhang *et al.* 2016). The fourth independent variable is luxury that the airline's company offers to its passengers while they are travelling. Luxury provided by the variety of companies is one of the points of the attraction for the various types of passengers (econstor.eu, 2015). The other independent variable is mobile marketing (citeseerx.ist.psu.edu, 2018). This is the time for smartphones. Smartphones are the device that is available to all people. Smartphones are so smart that using it; any work one can do (jstor.org, 2019). It is a substitutional device of computers as it can serve most of the purposes of a network with the help of a variety of applications. The facility of online mobile ticket booking, getting all the information about airlines and many more facilities are now available which also cause of attraction for the people to travel on air.

## 2.5 Conceptual framework



**Fig 2: Conceptual Framework**

(Source: Created by Author)

## 2.6 Conclusion

After studying the entire literature review, it can be quickly concluded that the impact of liberalisation in the aviation market of Europe on the low-cost carrier is positively accorded. Under the literature review chapter, the in detail analysis of the aviation market has been done through the discussion of the empirical review, with the help of variety of theory and models that can and do influence the aviation sectors for a long time. The elaborate discussion of dependent and independent variables are also made to make understand and to present provide a more unobstructed view of the entire scenario. It can be stated that liberalisation has a considerable influence in the development of the low-cost carrier as the alternative options for the middle-class people to travel. From the time of occurrence of liberalisation in the aviation market of Europe, it has taken a good start and still moves on successfully.

## **Chapter 3: Methodology**

### **3.0 Introduction**

The research methodology of the research will help the researcher to meet his objectives. The topic is all about the findings and analysis of the effects of liberalisation in the aviation industry. The case study of the Ryanair is followed while doing this research. First, the researcher has made a research outline; then a research onion is also produced; the entire research work is done by following that structure. Then the researcher has used some particular technique that is also discussed briefly. Every research work is done by following a specific philosophy; researcher has also mentioned that which is related to the research topic. A specific design is used while doing this research work. Finally, the researcher has also given a brief description of the data collection method and what kind of data is used in this research. The ethics code of the research work is strictly followed in this research. According to the progression of the study then it is obtained that quantitative data is used in this research.

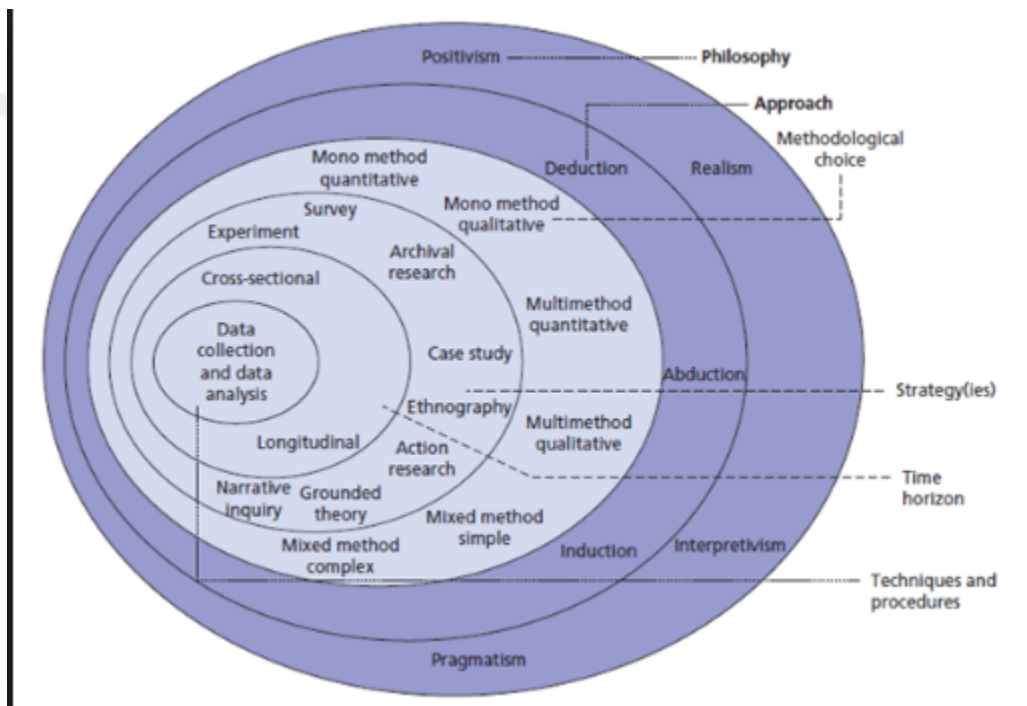
### **3.1 Method outline**

The research topic is focussed how the aviation industry is benefited by the liberalisation process and its impacts on the market according to the case study of Ryanair. The researcher has done analytical research on this topic. The researcher has depicted an outline before starting this research. In this outline, the synopsis of the entire research methodology is reflected.

- a. Research method: Using the different way in a single topic might bring hazard in the research method so to eradicating this complication the researcher has used mono-method in the entire research as only secondary data is used in this research.
- b. Research onion: The research onion is the complete structure of the research methodology.
- c. Research design: The complete research work is done with the secondary data and those are analysed. An explanatory research design is used in the research.
- d. Research approach: Several approaches can be used while doing research. The researcher will develop the existing data so that the deductive approach is used in this research.
- e. Research Philosophy: According to the data provided in the research the researcher has used the pragmatism approach in this research.

### 3.2 Research Onion

Research onion consists of six layers, in which methods, techniques, procedures, and strategies are mentioned. The researcher follows the research onion to maintain a balance in research work proceeding. Saunderson established this model in his research methodology book, which is being developed by the researchers now. Research approaches, methods and techniques vary with the variation of topics. The selection of those is made easier by the help of research onion.



**Fig 3: Research onion**

(Source: Created by Saunders)

### 3.3 Research method

Mono method, multi-method and mixed methods are used in several types of study according to the requirements. Mono method is using a single process (either primary or secondary analysis) in work, whereas multi and mixed mode refers to using both the techniques together in work. In this research, only secondary data analysis is done, so **mono-method** is followed here. These methods remove the complexity of using several techniques and methods in the same work.

### 3.4. Research validity and reliability

Reliability of a research refers to measurement consistency. Validity and reliability are important concepts in a research. Using these terms on a regular basis gives a proper sense of the terms. Researchers consider different aspects for assessing the reliability in a research.

There are different types of validity. They are:

- **Face validity:** it is a method that is used for measuring the “*construct of interest*”. This can be measured quantitatively. This method is considered to be weak for providing any evidence.
- **Content validity:** this method is used for measuring the intention of “*construct of interest*”. This is not measured quantitatively.
- **Criterion validity:** this method is used to measure the correlation of scores with variables.
- **Discriminant validity:** this method is not correlated with variables and is distinct conceptually.

Reliability of the research needs to be considered before discussing topics related to journals and books. Three types of reliability are considered by researchers. They are:

- **Test-retest reliability:** a construct that is assumed by a researcher has to be consistent, as the results that are obtained after the research are the same. This measure is used on a group of people at one time, and is then again used on the same group of people at a different period of time.
- **Internal consistency:** this measures the responses of people for different items at the same time. Therefore, determines that the results are correlated.
- **Inter-rater reliability:** there are behavioral measures that involve judging an observer. This measures the extent of consistency in the judgments of observers. This is assessed using quantitative statistics.



### 3.4 Research approach

Research approaches consist of several procedures which help the researcher to execute several stages of research. It starts from natural assumption to brief procedure along with sample collection, data analysis, interpretation and many more. The research approach is of two types the first stage is data collection, and another stage is data analysis. The collected data will be analysed in different approaches. First one is a deductive approach, and another is the inductive approach.

Inductive approach: Data are collected from different sources. Data can be collected by using two different techniques qualitative and quantitative. According to the topic the researcher has used **qualitative data**, but a few numbers of quantitative data is also used for statistical analysis. The researcher has used this approach for elaborating the existed theories and models. The researcher needs to give more time to operate this research.

Inductive approach: the researcher can develop the existing theories and models by using this approach. The researcher can gather information from a different journal, books, and websites. He does not need much time for doing this research.

According to the research, the research has used a **deductive approach**. All the data are derived from journals books and websites. The principal reason to undertake a deductive approach is to make the result highly active (Kothari, 2004).

### 3.5 Research philosophy

Research philosophy helps to select appropriate methods to gather relevant data. The researcher has compared several philosophies before reaching any decision related to the selection of research philosophy. They are as follows:

- a. Positivism: Positivism generally deals with the natural factors that help to know the actual reality. This approach is also known as value-free-approach. This approach shows that if any matter is proven by a mathematical operation, then it can be considered as positive or real. This needs a hypothesis and mathematical data to complete research.
- b. Post-positivism: This deals with real-world entities. This shows that every observation consists of some error and fails to reach its target. This also informs that whatever mathematical operation is done by the topic is incomplete and wrong according to the situations. Sometimes

the gap which is obtained from the mathematical operation can be reversible (O'Connell *et al.* 2016).

c. Realism: This also deals with facts like post-positivism. This philosophy shows that if scientists are publishing any report without mathematical operation, this is the unrealistic one. Researchers use this to know the ultimate reality behind the issues.

d. Interpretivism: Researcher use this to understand the differences between several sociological factors. The critical factor of this research is to find out relevant social objective conclude from a social perspective.

e. Pragmatism: This philosophy influences the researcher to incorporate new ideas and positions in the performance. It helps to avoid any disagreement in the real world. It provides the practical senses of the research.

According to the research, ***pragmatism*** approach can be used with the concerned matter.



**Fig 4: Research philosophy**  
(Source: Created by researcher)

### 3.6 Research design

Research design consists of a set of methods or procedure that can be used for data collection and analyses. Research structure should follow some design. There are different types of research design. They are explanatory design, exploratory design, and descriptive design.

Exploratory design: This design is used only when the researcher is unable to gather previous information. This design is used only for the research problem. This design will not give any solution to the problem. The researcher will have a better understanding of the problem by using this design.

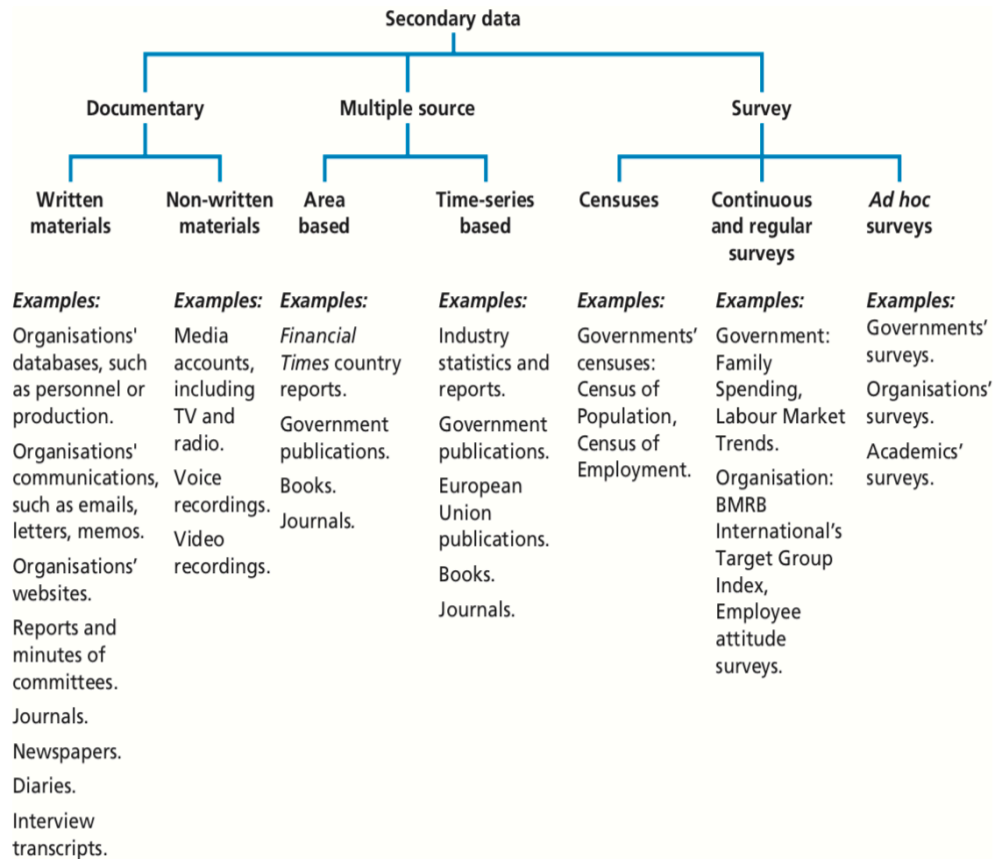
Descriptive design: This design only states the two primary objectives of the research what and why. Descriptive research designs give an overall outlook of the topic. The researcher will find out the answers to why and what regarding the topic. Regarding the topic, the many questions will arise in the researcher's mind if the entire research is done by descriptive design perspective researcher will be able to solve out the queries (Bilotkach *et al.* 2015).

Explanatory design: This research design helps to understand different reasons, causes and the overall impacts. This design is also known as casual research design. This design helps the researcher for getting a better understanding of the topic. This design focuses on the impacts and factors of a particular matter. There are a lot of advantages to using explanatory research design. The researcher can get different information from several sources.

According to the topic here the researcher has used the *explanatory research* design. The topic is to find out the impacts of liberalisation of the European Union's aviation industry. Here the researcher has found the positive and negative of the liberalisation in aviation sector and how the passengers are satisfied with it. The case study of Ryanair airlines is followed in this research, and the researcher has also shown how this case study is relevant to the topic.

### **3.7 Data Collection method**

Every researcher needs a sufficient amount of data for research. Here the researcher has also used different data. The data collection method is an essential step for any research. Generally, there are two types of data collection method they are primary data collection method and secondary data collection method. Primary data are the original type of data which the researcher gather for a particular purpose (Moreno-Izquierdo *et al.* 2015). Secondary data are the existed data, and these data are already discovered. The researcher can gather secondary data from different journals, books, online articles and websites. Before collecting all the data, the researcher needs to be very careful regarding the relevance of the topic (Borbély, 2016). Sometimes this happens that collected information is not validated. According to the topic, the researcher entirely depends on secondary data. At the time of collecting secondary data, the researcher has followed different journals, books, articles and websites (Ashby, 2015). Here a considerable number of data is collected from different journals and websites. According to the case study of Ryanair airlines, the management strategies and the reviews of the passengers help the researcher to complete his research (Rajaguru, 2016).



*Types of secondary data (Source: Saunders et al, 2012)*

### 3.8 Research Ethics

At the time of doing any research, the researcher needs to follow some ethics as it is an integral part of the research methodology. There is some principle in research ethics those are:

- Transparency:** The researcher has to do his work transparently. The information which the researcher have gathered must be original, and all the pieces of information should be shared in the research work. The gap or miscommunication in the research will show different types of result.
- Protecting confidentiality:** The researcher has to keep in his mind that he will not disclose any personal or confidential data of the relevant company. This will violate the ethics of the research. According to the case study, the researcher needs to follow the reference of Ryanair airlines. Here the researcher cannot disclose the details of employees or the customers.

c. Obtain all information: The researcher needs to provide all the information correctly, and all will be relevant to the topic. All the data has been obtained from different sources like books, journals, online articles websites and the reviews of the passengers. Usually, a secondary type of data is used in this research.

d. Decreasing harming mentality: This should be kept in mind that while the research will be done the researcher need to be careful about the reputation of the company or organisation. The researcher cannot use anything abusive which will create a negative impact on the company. According to the reference of Ryanair airlines company the researcher need to give probable information regarding the topic and cannot use anything negative for abusing the company.

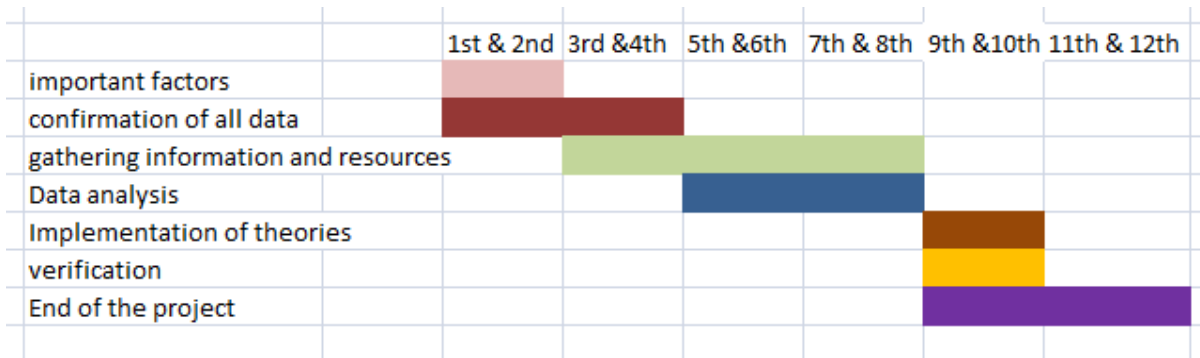


**Fig 5: Research ethics**  
(Source: Created by author)

### **3.9 Research limitations**

The researcher cannot provide all the data; this will violate research ethics. The researcher cannot expose all the confidential document of the related organisation or company. Sometimes the researcher cannot get all the information correctly as he is using a secondary source of data.

### 3.10 Time horizon



**Fig 6: Time horizon**

(Source: Created by researcher)

### 3.11 Conclusion

This chapter consists of research method, research designs, research approach and research philosophy. The researcher has researched by using mono-method. The complete research has done by using deductive research approach as the researcher is using secondary data. The explanatory design is used. The researcher has also used the pragmatism approach in this research. The collected secondary data are analysed by using SPSS software, and bar charts are provided according to the relevant findings. The researcher should keep in his mind that research ethics will be maintained throughout the research.



## **Chapter 4: Findings and analysis**

### **4.0. Introduction**

Research has been done on Ryanair Company by searching through different journals and websites available on the internet, which has provided several data regarding the company. Questions have been taken for this research for analysing the data found from different resources. This analysis will help in developing a better understanding of the concerned topic. This chapter provides a critical analysis of the company. A SWOT analysis has been done listing the strengths, weaknesses, opportunities, and threats of the company. PESTEL analysis has also been done to show the strategies taken by the company. The analysis below has used secondary data to make charts using SPSS.

### **4.1. Findings**

Ryanair was established in 1985 and is one of the leading European airlines which has a low carrier cost. It carries a large number of passengers till the report of 2016. It has its employee growth of 12,438 as of 2017. Ryanair offers the lowest fare possible to its customers and is, therefore, intense competition to the newbies in the industry. Ryanair operated in the European routes in the 90s and gradually spread its wings to the route of Dublin-London, which enabled the company to increase its route between the UK and Ireland (Tan, 2016). Ryanair became the first low-cost carrier aviation company to carry more than a billion customers, in 2017. In the company's continuous efforts to create innovative and new ancillary revenue, the company was awarded many different awards, namely, "FTE Europe", "FTE Ancillary (2018)" and "Future Travel Experience Ancillary Silver" awards. Strategically expanding the capacity and providing low costs has resulted in the company to make a profit of 95% and \$1.5 billion (Bakker, 2015). The liberalization of the aviation market of EU generates responses that can be compared with the domestic market of US. The effects of liberalization have made innovations and have resulted in the expansion of several new routes and forced a competition on the routes that already exist.

The airline's strategy includes a combination of market penetration which results in its increased market rates. The success evidence can be seen in the financial results and the increased number of passengers. In 2000, the company had opened ten new routes and had also launched a new website. Ryanair had also opened a new base on Frankfurt-Hahn and announced their partnership

with Boeing. The launching of new websites has increased by booking by 94%, which also can be connected to the company's opening of 20 new routes. The company had a rapid expansion in 2003 and added 100 new "Boeing 737-800" series. The company re-launched 13 new routes in May and also launched its base in Italy. The company also got the title of being the most popular by Google in 2004 and also continued to add and expand new routes to the network that they already had. Ryanair has also become UK's "most favourite" overriding British Airways (Bilotkach *et al.* 2015).

Despite all the cost related problems that Ryanair has faced, the company has still risen and survived in the market. The implementation of several strategies has helped the company to grow and survive. Ryanair and also been regarded as the "most punctual airline" in recent times. This airline is also considered as the "second largest" (Caban *et al.* 2108). The goal of the company is to satisfy its customers by offering the lowest prices at the maximum comfort of the people travelling. The company has eliminated the factors as free drinks, meals offered in-flight, advanced assignment of seats to travellers and so on. Ryanair gives features which are necessary to the customers as baggage handling, reservations of seats in advance, frequent departures and on-time facilities consistently. These factors influence and add up to the structure of the company and will enable the company to expand its features (Costa and Almeida, 2018).

Ryanair has its objective to establish itself firmly as the leading passenger airline in Europe. This can be achieved through continuous improvement and expansion of its services. Low fares of Ryanair are designed in such a way that it stimulates demands, especially from business travelers and leisure travelers who are time conscious. The fares of the company are set based on flights demands. Fare campaigns are also run periodically by Ryanair to promote these campaigns. Ryanair promotes a strategy to give the best customer experience among its competitors. Reports that are issued by AEA, suggests that the company has achieved punctuality that is better than before, has lost comparatively less luggage, and has cancelled less number of flights. Flight delays are discussed over in conference calls that mention the details of the delays and logs to make sure that the main reason is identified and solved quickly. Surveys are conducted on a regular basis to measure the satisfaction of customers. Frequent services are given by Ryanair on short flights. Ryanair also offers non-stop and direct routes to avoid costs for providing connecting services to passengers. Secondary airports are favored by Ryanair for choosing its flight routes. Convenient transportation is offered to regional and major airports that are less

congested. Operating costs of the company are considered to be lower than any other company. Ryanair has adopted a strategy to narrow the fleets for controlling the costs of aircraft acquisition. Ryanair purchases aircrafts from a single company, which enables it to control its costs related to personal training, purchasing spare parts and also maintaining them. This enables the company to offer a flexible schedule of equipments and crews. Ryanair has made agreements with contractors for aircraft, passenger and ticket handling which can be cost-efficient. Facility of Internet booking has allowed the company to eliminate commission of travel agents and also costs of reservation systems. The passenger revenues are scheduled directly through its own website. Bookings on internet have grown rapidly and have allowed enhancements of future systems. Ryanair prioritizes safety of its crew and passengers and also has a policy of aircraft maintenance according to the standards of EU. The company also provides ancillary services that are connected with passenger services. The company distributes car rentals, travel insurance and accommodations with the help of its website. This has allowed Ryanair to increase its sales and also reduces its costs. It has also expanded its services to Morocco and continental Europe. The growth of Ryanair will increase continually by increasing its routes and service frequency. The company has also connected airports with the networks that already exist. *[Referred to Appendix 1]*

## **4.2. Analysis**

### ***PESTEL ANALYSIS***

This framework is used to understand the effect of external environmental factors on Ryanair company. This analysis is used to understand the impact of all the six factors that can affect the growth strategy of the company, its market strategy, and business (Cline, 2016).

- **POLITICAL**

These factors play an essential part in deciding the profitability in the market. Regulations that are maintained in Service sectors should be analysed by the company before taking any steps. Pricing regulations should be checked, and steps should be taken accordingly. Trading partners should be, and employee benefits should be made mandatory. The politics of different countries and their relationship with each other has an impact on the airline industry. Airline companies should follow the political policies and rules that are set by the government. Aviation market has been liberalized by EU for two decades. First directive was adopted in 1983, for the

liberalization of services related to inter regions. 1994 was the second time when the directive was adopted. These directives made the free flying of all the airlines between the member states. Ryanair, was enabled to fly freely between all the European countries. Along with liberalization, the politicians developed the airline companies to satisfy the demands of all the customers. Ryanair in 2012 did not follow these rules (Gheorghe et al. 2017). It was the most significant "low-cost carrier" in Europe. The company believed that the taxation policies which were added were not good for the company's revenues. Frequent terrorist attacks on countries like France, UK, Germany and Belgium in the past years has impacted the air industry largely. These attacks have affected the tourism industry to a great extent. The government has stepped up to curb these issues. Terrorist attacks if not stopped, then the demand for travelling by air will reduce tremendously, which will affect Ryanair (Goldman and Schulte-Strathaus, 2017).

- ECONOMIC

Increased fuel rate is a factor that affects the whole air industry. The margins of profit of Ryanair have reduced due to the increase in fuel rates. The company has been able to increase its revenue as the passenger volume has increased. The rising rate has reduced because of recession in political and economic factors. Costs of fuel and energy are also the cause of the low flight rate (Gössling *et al.* 2017). The changes in the economy within the countries are also the reasons for reduced flight rates. The stability of the economy should be checked, and the infrastructure of the Airlines industry should be checked. The level of education in the economy should be checked, and steps should be taken accordingly. Rate of unemployment and inflation rate should be kept under control (YAŞAR *et al.* 2017).

- SOCIAL

Customers prefer to travel by fast trains rather than airlines on a short journey. Ryanair attracts people who are travelling for business purposes. The less the cost a company has to spend on airlines, the more preferred an airline company becomes. Economic growth has expanded flying during holidays (Koo *et al.* 2016). These have opened opportunities for countries which were not reachable before. Customers spend a fortune on ancillaries if the tickets cost less. Culture of the society has an impact on environment of the company. Beliefs and attitudes of the customers play an important part in understanding the customers and their demands. The power structure, hierarchy and class structure should be checked (Halpern and Graham, 2017).

- TECHNOLOGICAL

Ryanair has a fleet of "Boeing 737s" currently which are considered to be the best-used airline. The company can, therefore, gain spare and also maintenance services on their terms because of crew assignments, schedule flexibility, limited cost of training of staffs. Experience of customers has increased due to the rise of modern platforms of technology. Ryanair has also improved its websites and apps related to ticket bookings which have maximised its revenues (Meleo *et al.* 2016).

- ENVIRONMENT

Ryanair is a brand name which is socially responsible for making the environment better. The company has purchased planes that are equipped with modern technologies that reduce pollution. The company also cuts down unnecessary luxuries which may produce waste or cause pollution. "Boeing 737-800 NG" is operated by Ryanair and gas emissions in the lowest intensity. The company has taken strong initiatives for the betterment of the environment (Napoli, 2017).

- LEGAL

Ryanair has been subjected to different lawsuits and disputes legally by countries like the UK, and France, regarding the company's deals with airports and airline bodies. The company is also subjected to a lawsuit by the European Commission because of receiving aids at a European airport. Ryanair has faced Government interference from Ireland, who is not in support of the merger between Aer Lingus and Ryanair. Modes of transport have their own social regulations apart from the social legislations of EU. The countries that are included in the regulations of EU need to use the legislative applications. This will push the legal factors to have a better and fair working environment. Laws protect the rights of airlines and passengers. The external environment of a country is related to the legislation of the country. An example can be taken of the attack of 9/11; the President founded the TSA with a mission of protecting the transportation system and ensuring the freedom of people.

### ***SWOT ANALYSIS***

This analysis evaluates the factors that are responsible for having an impact on the aviation industry and also on Ryanair Company. This highlights the external and internal factors, namely the weaknesses, strengths, threats and opportunities of the company. These demonstrate the factors for the company's success and show its strengths (Tsiotas and Polyzos, 2015).

- Strengths

The company was established in a European market which covers 1800 routes and 200 destinations. It has a strong marketing reputation and branding and an aggressive pricing strategy. The airline has its reputation as one of the "biggest budget". "Air transport world magazine" has declared that the airline of Ryanair was the most profitable one in the world. Ryanair was also designated as "World's Favourite" in THE ANNUAL REPORT OF 2006. The balance sheet of Ryanair is strong, and it has maintained its shareholder returns consistently. The low cost of Ryanair has attracted good competition. The company operates flights which are "point-to-point" and also within a short distance.

- Weaknesses

The labour relations and the changes in the compensation of employees have impacted the business of the company. Expanding the fleet aggressively can lead to overcapacity in the future. Ryanair is based on the low-cost airline market in Europe. The economic structure may have weakened due to overusing of cash reserves. The company is stubborn in its rules as it refuses to back down on EU commission. The company is dependent on its CEO Michael O'Leary.

- Opportunities

The company has an excellent opportunity to increase its ancillary revenues through Ryanair. It focuses on the experience of its customers through the AGB program. The company has a chance to decline its segment of the charter flight. Ryanair has a chance to build new routes. Ryanair has brought many new planes which increases its opportunity to carry a larger capacity of customers. It has an opportunity to increase its revenue by advertising on websites and its airlines (Njoya, 2017).

- Threats

The company has many competitors like, ThomsonFly, BMI baby and Easyjet, which are regional carriers and are low cost. Recession in the economy of the country could result in less income. The company if, does not follow the state rules, could face restrictions imposed by the EU Commission. Ryanair also faces threats by other means of transportation like trains or buses which are comparatively cheaper (Kieckhäfer *et al.* 2018). The fluctuations in the price of fuel can also pose a threat to the company. Ryanair also faces threats due to the increase of Corporation Tax rates in Ireland.

### **Findings of the shareholders of Ryanair**

The company has significant shareholders who contribute to the earnings of the company. After the research done on the company, it has been found that Fidelity Management & Research Co. contributes the major part of the company (5%) and Allianz Global Investors GmbH contributes the least (1%). Michael O'Leary, the CEO of the company contributes 4% to the company, Jupiter Asset Management Ltd and Baillie Gifford & Co contribute 3 and 2% respectively. The company supplies its private aircraft and handling of its passengers. These companies contribute to a large portion of the company's equity and shares (Roberts and Griffith, 2019) *[Referred to Appendix 2]*.

### **Findings of the number of passengers who travel with the company in 2018**

This displays the total passengers that Ryanair carries from April to October in 2018, in a million. The company has managed to expand the passenger numbers from previous years. The company has grown in each year and has been able to expand its customer base in a vast range, by advertising and offering standard services. The number of passengers that travel each year has grown from 76 million in 2012 to 130 million passengers approximately in 2018 (Njoya, 2016). Ryanair has managed to increase its passenger base despite the traffic problems and cost problems of its own. It has been found out that more than 200, 000 had cancelled their flights because of hostile weather conditions and strikes of cabin crew. The company still had managed to increase the number of passengers by 4%, despite the cancellations (irep.ntu.ac.uk, 2019) *[Referred to Appendix 3]*.

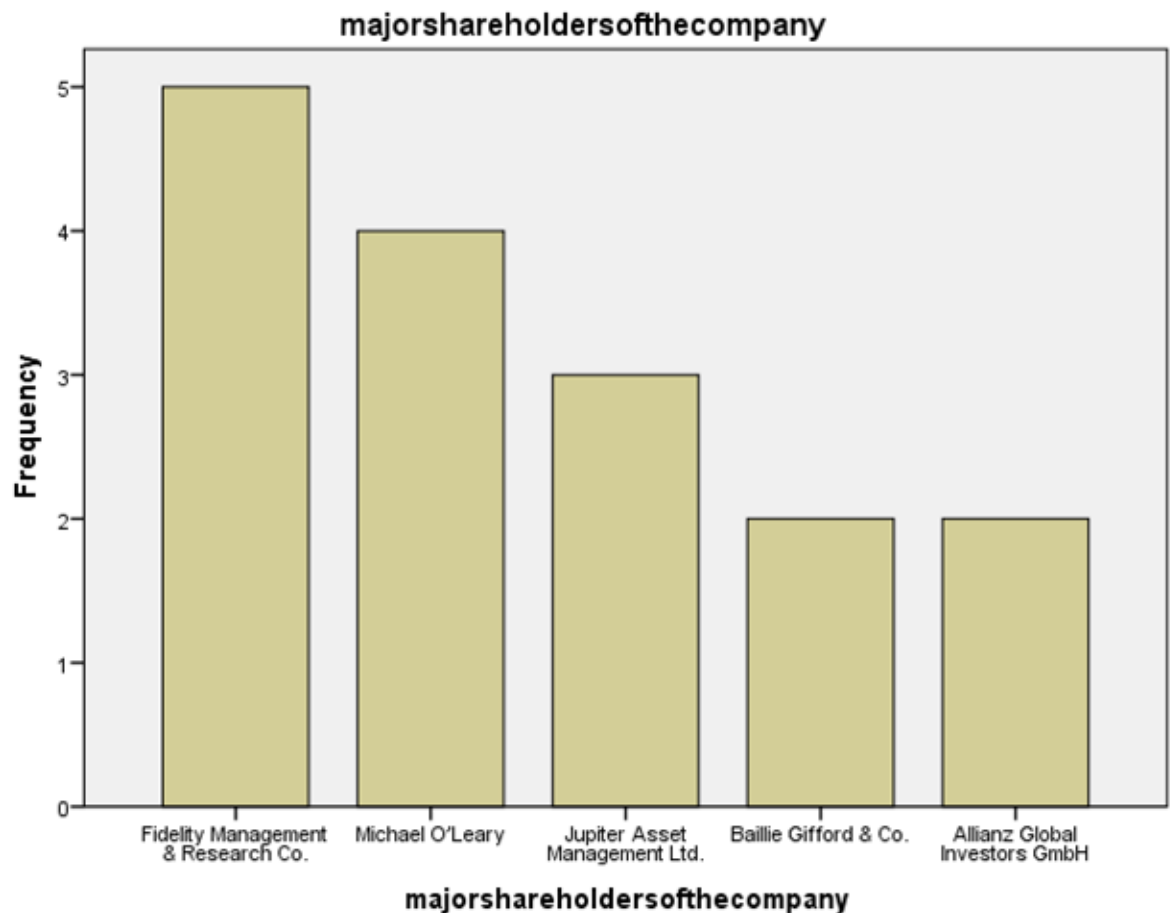
### **Findings of the annual revenue of Ryanair from 2015-18:**

The company was able to deliver a strong performance, despite adverse conditions of trading which was a result of overcapacity. The rise in fuel prices and a low fare condition also added to the problems. The company had purchased 25% of the capital approximately, the fare was cut down, and unit costs were reduced. Shortage of staffs and strikes caused by cabin crew has reduced the annual revenue *[Referred to Appendix 4]*.

### **Findings on customer reviews from websites:**

The reviews on different websites suggest that the customers are more or less satisfied with the services and facilities provided by the airline company. Ryanair provides the best value for money, according to customers. The inflight entertainment that the flight offers is worse,

according to some customers. The flight attendants were also polite and friendly according to the customers. The customers recommend travelling by the company if the instructions that are provided are followed. *[Referred to Appendix 5]*



**Fig 7: Major shareholders of the company**

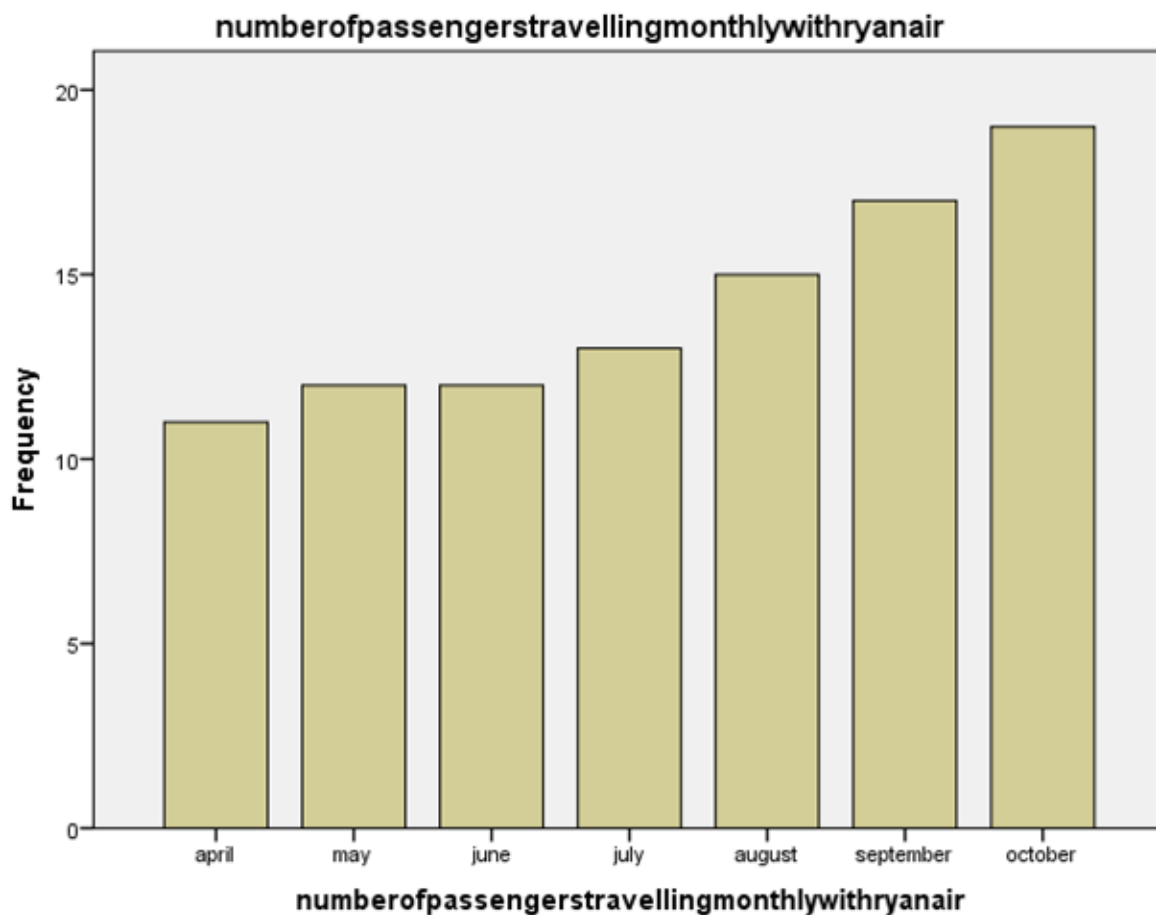
(Source: Created by the researcher)

2. Number of passengers (in millions) travelling monthly with Ryanair in 2018:

- April- 11
- May-12
- June-12

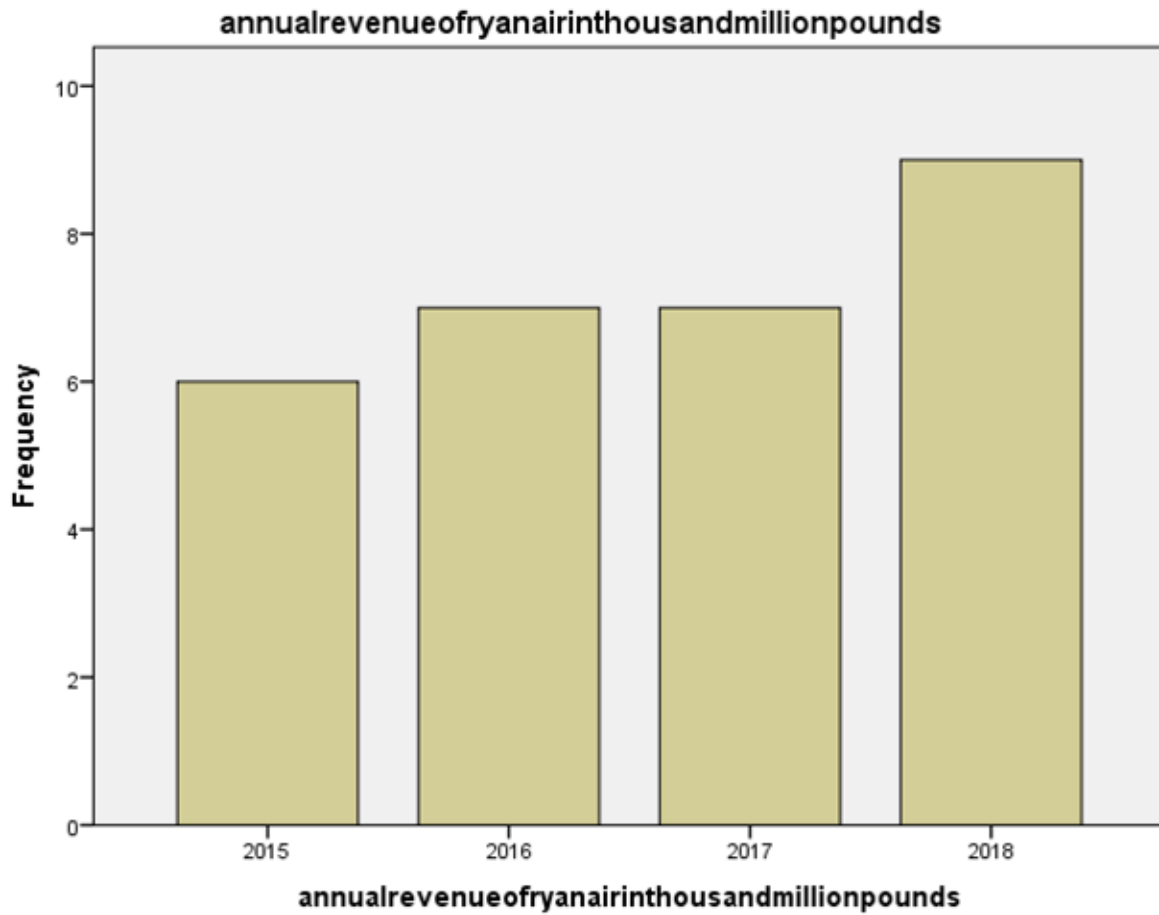


- July-13
- August-15
- September-17
- October-19



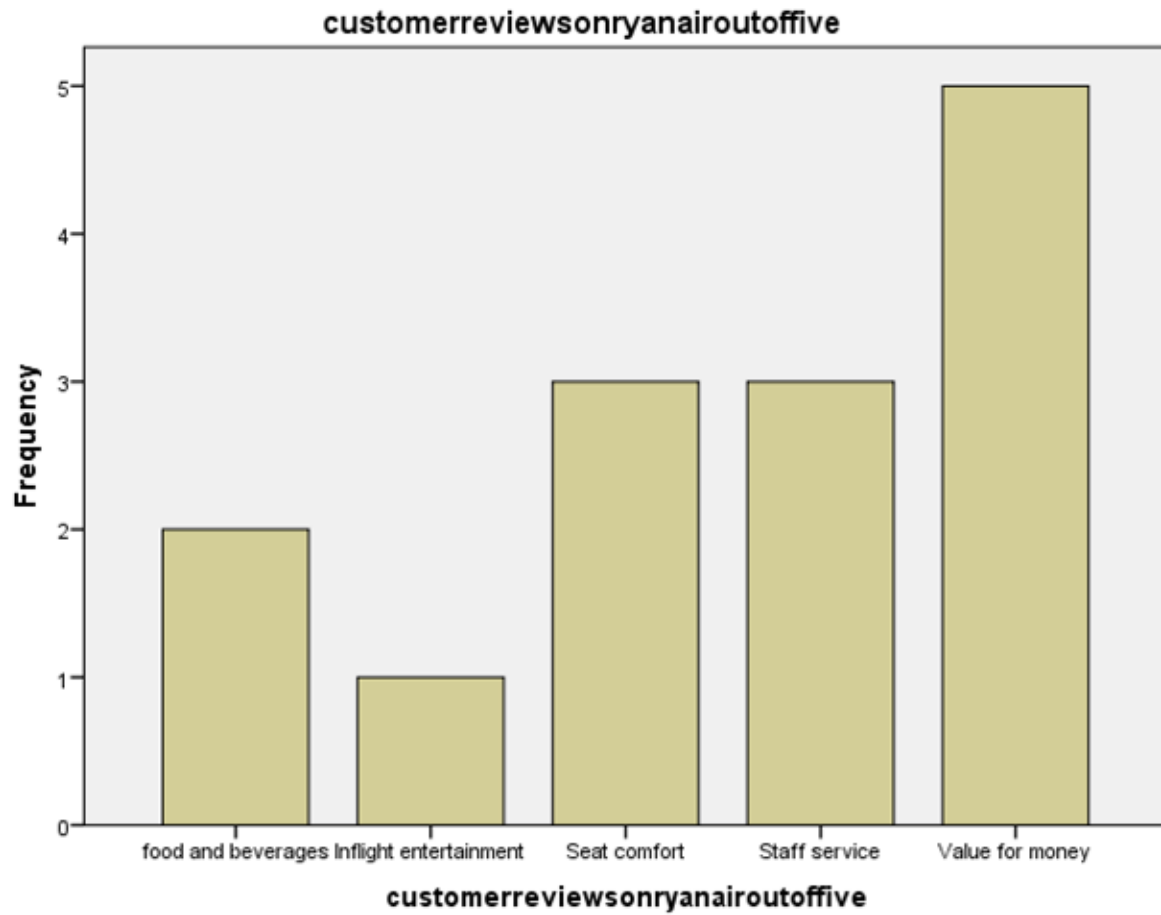
**Fig 8: Number of passengers travelling monthly with Ryanair**

(Source: Created by the researcher)



**Fig 9: Annual revenue of Ryanair (in a million pounds)**

(Source: Created by the researcher)



**Fig 10: Customer reviews of Ryanair (out of five)**  
(Source: Created by the researcher)

## **Chapter 5: Recommendations and conclusion**

### **5.0 Introduction**

This chapter is the ultimate conclusion of the research work. The researcher has given a complete overview of the chapter. The process of liberalisation is highly beneficial for the welfare of European airlines. Liberalisation promotes the incorporation of new strategies and techniques. They use the updated models and theories for the betterment of the industry. Here in this research, the case study of Ryanair airlines is followed. This completely captures Europe's aviation industry. These days the quality of the service of Ryanair airlines has become inferior. Problems are occurring in the company so strikes are repeatedly happening and services got interrupted. The researcher has recommended some steps regarding the issues of the matter.

### **5.1 Linking with the objectives**

Every research work is done by following a particular objective. Researcher has found some objectives while doing this research. The positive and negative impacts of the process of liberalisation have been described in a broader aspect. The case study is linked with and analyzed. Different strategies are also suggested that are helpful to increase the profit of the company. Liberalization has allowed the airlines to enhance the networks in the international markets. The growth of the carriers has increased the traffic, pricing and frequency. The share price of Ryanair has fallen this is occurring a loss in the business. Management committee needs to hold meetings with their shareholders.

The first objective of this research work is to analyze the positive and negative effects of liberalisation in European Union's aviation industry. Liberalisation has created a vast space for employment. Many skilled candidates have got chance to show their technical skill in aviation industry. Invention of new types of equipment, an adaptation of new models is the significant positive effects. The number of unemployed youth has decreased, so the national income of the country has increased. The entire aviation industry has come under one roof, and that is beneficial for the industry. Competition has been decreased, so the other companies are unable to capture their market. Ryanair is doing monopoly in European Union's aviation industry. They are providing service at a low price. They are opening new routes; this is truly helpful for the passengers. Extreme low price causes a massive loss in the business. They have become unable

to provide quality service to the passengers and the employees. Passengers are thinking of alternative airlines. These are the negative impacts of liberalisation.

Invention of new technologies, models, is going on rapidly. Ryanair is earning a considerable profit day by day. Their vision is to increase the number of passengers. The price of fare is affordable for every passenger. This strategy helps the Ryanair for gaining passengers loyalty, and they are providing maximum satisfaction to their passengers. They are contributing mainly to the economy of Europe. The number of employees at Ryanair is increasing day by day. The production has increased, and this indicates economic growth. Low-cost carriers attract passengers, and this is the vast source of income of Ryanair. These days Ryanair is facing a huge loss, and the little cost is responsible for it. Liberalization has impacted the economic growth, growth of traffic and also investigates the changes that have aroused due to this growth. The internal issues have grown like the employees are not getting their salary, so a large number of pilots have resigned from their job. Other employees are also quitting their job for not getting paid properly. They are doing strikes, and this brings a huge loss. According to the financial statement Ryanair has faced near about 30% loss in their business. This is diminishing the economic growth of the aviation industry. Liberalization effects are due to the competition and the gain of efficiency in the industry. These have also resulted in the externalization of total economy.

The case study of Ryanair is relatable with the mentioned topic. The airline's industry always needs an updated model and technologies. Liberalisation helps to incorporate this. According to the case study, it has been noticed that the entire market of Europe's aviation industry is captured by Ryanair. They have introduced new models and strategies which are helpful for the industry. Ryanair is famous for its low costing strategy. One sector is liberalised means this organisation is bound to give every type of support, facilities to their employees and customers. Ryanair has got success here. They have given every possible comfort to their passengers and staffs. The safety and security system of customers and employees should be maintained. Here the negative impact of Ryanair is discussed as well. Sometimes they are using inferior quality's technologies and types of equipment. They are also unable to provide that standard quality service which they have promised to their customers. This case study has helped the researcher to meet his objectives.

Ryanair has faced a loss in their business, and they are unable to reach their profit margin also.

According to some research, a minute number of people are saying that management is responsible for such failure. They have incorporated some new strategies which will be fruitful for reaching their target.

## **5.2 Recommendations**

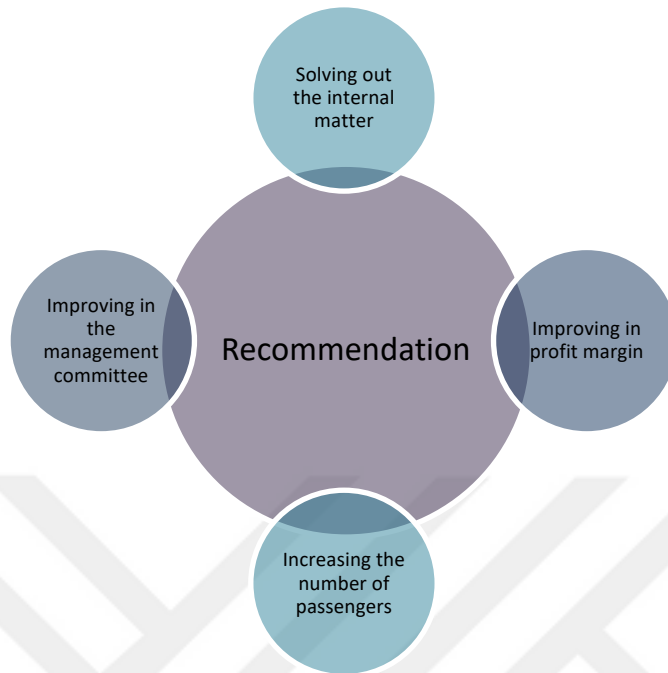
A few recommendations can be made regarding the topic which will help solve out the problems. A large number of positive sides have been mentioned and analysed, but the negative aspects will also be focused on. The researcher will not give more emphasis on the negative sides; instead, he can recommend some strategies and steps for the betterment of the company. Some recommendations are:

**Increasing the number of passengers:** The Company needs to have more passengers, for recovering their loss. They should open new routes as it will help them to earn more money to meet up their target. They should provide new strategies and attracting offers which will attract the customers.

**Solving out the internal matters:** The duty hours are not set up according to the staffs, and sometimes they are not paid for their over scheduling. This is problematic for the progression of the company. They need to schedule the time properly which will be good for the pilot, staffs and employees also. Most importantly they need to be adequately trained as it is the question of passenger's safety and security.

**Improving the management committee:** This is declining the progression of the company. The agitation which is created within the company needs to solve out by the management. They need to discuss all that matter which is creating problems and need to come at the conclusion. The friendly work environment should be given to its passengers. More efficient staffs should be employed.

**Improvement in the profit margin:** According to the report the margin has decreased, this needs to improve. They need to implement all the models which are fruitful for the company and those theories also. They can set up a standard price of shares and debentures. New routes will bring new customers, a little hike will not affect the customers' mind, but they should keep their promise of giving quality service. They need to capture the market as the customers do not feel the need to choose any other company.



**Fig 11: Recommendations**  
(Source: Created by author)

### 5.3 Conclusion

The research work is concerned with the positive and negative impact of liberalisation in the aviation industry. The liberalisation is no doubt a brilliant step for the development of the aviation industry. The liberalisation in European Union's aviation industry has set an example to the whole world. The researcher has put all the information which he had gathered. The brief of the research is given in the introduction section, and in literature review part the entire topic is critically discussed. The research methodology shows all the research steps and approaches which the researcher has followed. Secondary data are used for this research, so the journals, books and websites are used. A recommendation has also made for solving out the negative issues. Moreover, this dissertation entirely focussed in the sphere of research neatly and find out the flaws of this research.

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## Appendices

### Appendix 1: Descriptive statistics of Ryanair

Descriptive Statistics								
	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
majorshareholdersofthecompany	16	1	5	40	2.50	.354	1.414	2.000
Valid N (listwise)	16							

Statistics		
majorshareholdersofthecompany		
N	Valid	16
	Missing	83
Mean		2.50
Std. Error of Mean		.354
Median		2.00

Mode	1
Std. Deviation	1.414
Variance	2.000
Minimum	1
Maximum	5
Sum	40

majorshareholdersofthecompany					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fidelity Management & Research Co.	5	5.1	31.3	31.3
	Michael O'Leary	4	4.0	25.0	56.3
	Jupiter Asset Management Ltd.	3	3.0	18.8	75.0
	Baillie Gifford & Co.	2	2.0	12.5	87.5



	Allianz Global Investors GmbH	2	2.0	12.5	100.0
	Total	16	16.2	100.0	
Missing	System	83	83.8		
	Total	99	100.0		

Descriptive Statistics								
	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
numberofpassengerstravelling monthlywithryanair	99	1	7	433	4.37	.203	2.018	4.073
Valid N (listwise)	99							

Statistics		
numberofpassengerstravellingmonthlywithryanair		
N	Valid	99
	Missing	0

Mean	4.37
Std. Error of Mean	.203
Median	5.00
Mode	7
Std. Deviation	2.018
Variance	4.073
Minimum	1
Maximum	7
Sum	433

numberofpassengerstravellingmonthlywithryanair					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	april	11	11.1	11.1	11.1
	may	12	12.1	12.1	23.2
	june	12	12.1	12.1	35.4
	july	13	13.1	13.1	48.5

	august	15	15.2	15.2	63.6
	september	17	17.2	17.2	80.8
	october	19	19.2	19.2	100.0
	Total	99	100.0	100.0	

Descriptive Statistics								
	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
annualrevenueofryanairinthousandmillionpounds	29	1	4	77	2.66	.212	1.143	1.305
Valid N (listwise)	29							

Statistics		
annualrevenueofryanairinthousandmillionpounds		
N	Valid	29
	Missing	70
Mean		2.66

Std. Error of Mean	.212
Median	3.00
Mode	4
Std. Deviation	1.143
Variance	1.305
Minimum	1
Maximum	4
Sum	77

annualrevenueofryanairinthousandmillionpounds					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2015	6	6.1	20.7	20.7
	2016	7	7.1	24.1	44.8
	2017	7	7.1	24.1	69.0
	2018	9	9.1	31.0	100.0
	Total	29	29.3	100.0	

Missin g	Syste m	70	70.7						
Total		99	100.0						
Descriptive Statistics									
		N	Mini mum	Maxi mum	Sum	Mean		Std. Devia tion	Varia nce
		Statis tic	Statis tic	Statisti c	Statis tic	Stati stic	Std . Err or	Statis tic	Stati stic
customerreviewsonryan airoutoffive		14	1	5	50	3.57	.38 8	1.453	2.11 0
Valid N (listwise)		14							

Statistics		
customerreviewsonryanairoutoffive		
N	Valid	14
	Missing	85
Mean		3.57
Std. Error of Mean		.388
Median		4.00

Mode	5
Std. Deviation	1.453
Variance	2.110
Minimum	1
Maximum	5
Sum	50

customerreviewsonryanairoutoffive					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	food and beverages	2	2.0	14.3	14.3
	Inflight entertainment	1	1.0	7.1	21.4
	Seat comfort	3	3.0	21.4	42.9
	Staff service	3	3.0	21.4	64.3
	Value for money	5	5.1	35.7	100.0
	Total	14	14.1	100.0	

Missing	System	85	85.9		
Total		99	100.0		

## **Appendix 2: Major shareholders of the company**

- Fidelity Management & Research Co
- Michael O’Leary
- Jupiter Asset Management Ltd.
- Baillie Gifford & Co.
- Allianz Global Investors GmbH

## **Appendix 3: Number of passengers (in millions) travelling monthly with Ryanair in 2018:**

- April- 11
- May-12
- June-12
- July-13
- August-15
- September-17
- October-19

## **Appendix 4: Annual revenue of Ryanair (in thousand million pounds) from 2015-18:**

- 2015- 6
- 2016- 7
- 2017- 7
- 2018- 9

## **Appendix 5: Annual revenue of Ryanair (in thousand million pounds) from 2015-18:**

- 2015- 6
- 2016- 7
- 2017- 7
- 2018- 9

