Selected Literature:

Belobaba, P., Odoni, A., Barnhart, C. (Eds.): The Global Airline Industry, 2nd edition, London, 2015.

Harvard Business Review: HBR's 10 Must Reads on Strategy 2-Volume Collection, Boston 2020.

Dixit, A, Nalebuff, B.: Thinking Strategically: The Competitive Edge in Business, Politics and Everyday Life, New York, 1991.

Bossidy, L., Charan, R.: Execution – The Discipline of Getting Things Done., New York, 2002.

Case Input:

Here are some *very rough* estimates for input factors for your term paper. You do not need to use these, but you may if you wish. Please keep in mind that figures are highly dependent on business model, cabin class mix, average stage length, legacy status of the airline, …

Long Haul:

Average Aircraft Productivity (Block Hours / Day): 13-15 BH/Day

Assumed Average Stage Length: 9 BH /Flight

Full costs per BH for a ~250-300 seat aircraft, e.g. 787-900 or 330-300: ~12000€/BH

Short Haul:

Average Aircraft Productivity (Block Hours /Day): 9-10 BH/Day

Assumed Average Stage Length: 2 BH / Flight

Full costs per BH for a ~180-200 seat aircraft, e.g. A320 or A321: ~9000€/BH