



THE AIRLINE INDUSTRY –

SPECIAL REFERENCE WITH “EMIRATES AIRLINE”

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This is to certify ANCY GEORGE, a student of Executive BBA (Program), Roll No 500031532 of UPES has successfully completed this dissertation report on “**THE AIRLINE INDUSTRY – SPECIAL REFERENCE WITH “EMIRATES AIRLINE”**” under my supervision. Further, I certify that the work is based on the investigation made, data collected and analyzed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfillment for the award of degree of Executive MBA.

Signature

A handwritten signature in blue ink that reads 'Anuja.R'.

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Table of Contents

Acknowledgment.....	ii
Table of Contents.....	iv
List of figures.....	v
List of Tables and Illustrations.....	vi
Acronyms & Abbreviations.....	vii
Executive Summary / Abstract.....	ix
Chapter 1. Introduction.....	11
1.1 objectives of study	13
1.2 limitation	13
1.3 research methodology	14
Chapter 2. Literature review	15
2.1 financial performance	22
2.2 the milestones in emirates incredible journey	23
Chapter 3. The airline industry –an overview.....	37
3.1 strategic management at airline industry	43
Chapter 4. emirates hellow tomorrow	46
4.1 Emirates airline	50
Chapter 5 Summary findings suggestion and conclusion	94
Chapter 6 Bibliography	100

LIST OF FIGURES

1. THE ROUTE MAP OF EMIRATES AIRLINE	51.
2. AIRBUS A380.....	56
3. AIRPORT TERMINAL	58
4. RETIRED PASSENGER FLEET	66
5. SERVICES	
❖ First class.....	69
❖ Business class.....	71
❖ Economy class.....	71

LIST OF TABLES AND ILLUSTRATIONS

1. EMIRATES GROUP FINANCIAL PERFORMANCE.....	22
2. EMIRATES FLEET.....	65
3. EMIRATES RETIRED FLEET.....	66
4. EMIRATES SKY CARGO FLEET.....	66
5. EMIRATES FREQUENT FLAYER PROGRAMME QUICK STATISTICS.....	80

ACRONYMS & ABBREVIATIONS

ACAS	Airborne Collision Avoidance System
API	Advanced Programming Interface
ASTM	American Society for Testing and Materials
ATC	Air Traffic Controllers/Control
CAA	Civil Aviation Authority
CFR	Code of Federal Regulation
COA	Certificate of Authority
CPA	Closest Point of Approach (corresponds to separation distance "d")
CPU	Central Processing Unit
DMA	Direct Memory Access
DSP	Digital Signal Processing
EADS	European Aeronautics Defense & Space
EMI	Electro-Magnetic Interference
FAA	Federal Aviation Authority
HALE	High Altitude Long Endurance
ICAO	International Civil Aviation Organization
IFR	Instrument Flight Rules
ITAR	International Trade in Arms Regulations
NASA	National Aeronautics and Space Administration
PCB	Printed Circuit Board
ROT	Rate of Turn
RTCA	Radio Technical Communication for Aeronautics
RVSM	Reduced Vertical Separation Minima
SAR	Synthetic Aperture Radar
SBC	Single Board Computer
SDRAM	Synchronous Dynamic Random Access Memory

VIII

TCA	Time to Closest/Nearest Approach
TCAS	Traffic alert and Collision Avoidance System
UAS	Unmanned Aerial System
UAV	Unmanned Aerial Vehicle
ULP	Ultra Low Power
VFR	Visual Flight Rules
WP	Way Point

EXECUTIVE SUMMARY/ ABSTRACT

An emirate is an airline based at Dubai International Airport in Dubai, United Arab Emirates. It is the largest airline in the Middle East, operating over 2,500 flights per week, from its hub at Terminal 3, to 120 cities in 70 countries across six continents. The company also operates four of the world's ten longest non-stop commercial flights from Dubai to Los Angeles, San Francisco, Dallas, and Houston. Emirates is a subsidiary of The Emirates Group, which has over 50,000 employees, and is wholly owned by the government of Dubai directly under the Investment Corporation of Dubai. Cargo activities are undertaken by the Emirates group's Emirates Sky Cargo division.

Air transport forms a unique global network linking people countries and cultures and plays a vital role in the further integration and development of the world. The airline industry provides transportation services for passengers as well as cargo through scheduled air routes. An effective marketing strategy plan includes definition of the business, description of products and services, profile of target customer and define their position.



The UAE is a federation state formed on December 2, 1971 and is composed of seven emirates. The emirates included in the UAE are Abu Dhabi, Dubai, Ajman, Fujairah, Sharjah, Ras Al- Khaimah, and Umm Al-Qaiwain. The United Arab Emirates, one of the world's fastest growing tourist destinations.

Emirates was one of the world's fastest-growing airlines. Revenues increased by about \$100 million a year, approaching \$500 million in 1993. It carried 68,000 tons of cargo and 1.6 million passengers that year. The Gulf War, ironically, had benefited Emirates by keeping other airlines out of the area. Emirates was the only airline to continue flying in the last ten days of the war, although it had to cover increased insurance premiums and higher fuel costs.

Emirates are the national carrier in United Arab Emirates. It is the largest airline in the Middle East, operating over 2,500 flights per week, from its hub at Terminal 3, to 120 cities in 70 countries across six continents. Cargo activities are undertaken by the Emirates group's Emirates Sky Cargo division. In the years of following its founding, the airline expanded both its fleet and its destinations. In October 2008, Emirates moved all operations at Dubai International Airport to Terminal 3, a new terminal exclusively dedicated to Emirates to sustain its rapid expansion and growth plans.

Emirates won many awards for excellence in different years. In 2001 and 2002, it was said to be the best by Skytrax. It was regarded the 9th best Airline in 2007. It was ranked as four-star Airline. Emirates Airline has achieved more than 300 awards due to its excellent service and cheerful hospitality. In February 2011, Air Transport World gave Emirates Airlines the title of "Airline of the Year" for 2011.

CHAPTER 1
INTRODUCTION

Aviation provides the only transportation network across the globe and it is crucial for global business development and tourism enrichment. Air transportation is one of the most important services to offer both significant social and economic benefits. By serving tourism and trade, it contributes to economic growth. It also provides jobs and increases tax revenues. Air transportation is essential for the fast movement of people and cargo shipments around the world. Finally, air transportation improves the quality of people's lives by broadening their leisure and cultural experiences. It gives a broad choice of holiday destinations around the world and is an affordable means to visit distant friends and relatives. A major player in the air transportation industry is the airline.

The Emirates Group is composed of Emirates Airlines, airport services provider Dnata (the Dubai National Air Transport Association), other transportation-related activities, and a hotel group. Owned by the government of Dubai, Emirates has flourished under the sheikdom's "wide open skies" policy, which has brought more than 100 foreign airlines to Dubai's efficient airport, the busiest in the Middle East.

The airline, simply known as Emirates, is renowned for luxurious in-flight service as well as consistently profitable growth. It is unique among long-haul airlines in its resistance to joining a global alliance such as the Star Alliance or Oneworld. Emirates does, however, participate in code-sharing arrangements with several carriers and has a minority holding in Sri Lankan Airlines.

Emirates Airlines is part of the Emirates Group which has built a global reputation for aviation, travel and tourism. The Emirates Hub is located at the Dubai International Airport. The group is owned by the Dubai Government. The Emirates is connected to all continents in the world with one hundred and three destinations in sixty five countries. The Airlines is spreading its wings to new destinations with more destinations with its brand new fleet. The cargo business of Emirates Airlines is carried out by Emirates Sky Cargo Division. With more than 50 business units and associated firms, Emirates group is one of the largest employers in the Middle East.

By definition and function, the human eye is one of the most important and complex systems in the world. Basically, its job is to accept images from the outside world and transmit them to the brain for recognition and storage. In other words, the organ of vision is our prime means of identifying and relating to what is going on around us.

1.1 OBJECTIVES OF STUDY

General Objectives:

- To acquire a vibrant knowledge about airline industry and get through awareness regarding their operation.
- To study the importance of marketing in the airline industry.
- To know about the various marketing techniques used by airlines.

Specific Objectives:

- To identify the marketing strategies adopted by Fly Emirates.

1.2 LIMITATIONS OF STUDY

- Every study has its limit, so does this study the major limitation was the time constraint.
- Another limitation of primary data is that they are very much time consuming and the researcher cannot be sure whether the information received is relevant, accurate, current and unbiased.
- We will get only a vague idea about the work.
- Hence this research mainly depends up on secondary data.
- But secondary data may not always provide all the necessary data that is required for the project.

1.3 RESEARCH METHODOLOGY

Research comprises defining and redefining of problem, collecting, organizing and evaluating data, making deductions and reaching conclusions.

Research Problem

The need for selecting the “The Airline Industry -Special Reference With “Emirates Airline” for the study is because airline has increased demand and they need an effective marketing strategy to survive in the highly competitive environment. In the compatative field they have their own ideas and their on working procedure ompled with some other airlines. from so many years they having a valuable place in this field.and they are providing satisfaction to customers. The study required both Primary and Secondary data.

Souces of Data

The data for this study is collected is from Primary and Secondary sources. The Secondary Data and the relevant material were collected from the magazines, company profiles, broachers etc...

The Primary Data source for the study is the customers of Fly Emirates.

CHAPTER - 2
LITERATURE REVIEW

LITERATURE REVIEW

The Emirates Group is composed of Emirates Airlines, airport services provider Dnata (the Dubai National Air Transport Association), other transportation-related activities, and a hotel group. Owned by the government of Dubai, Emirates has flourished under the sheikdom's "wide open skies" policy, which has brought more than 100 foreign airlines to Dubai's efficient airport, the busiest in the Middle East.

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The so-called "Emirates business model" is the business model that lies at the heart of Emirates's commercial success. Its main ingredients are a lean workforce comparable to a low-cost carrier and a flat organisational structure that allows the airline to maintain low overhead costs.

Some industry analysts believe the airline is second only to Ryanair on a cash cost per seat basis due to lower operating costs at its Dubai base. This enables it to serve secondary destinations profitably by connecting these via its global hub in Dubai.

Emirates has not joined any global airline alliance, stating that unless an airline is the lead participant in such an alliance - e.g. Lufthansa in the Star Alliance or Air France in SkyTeam, individual alliance members' freedom of action is compromised by the imposition of common alliance goals that mainly serve the interests of the alliance leaders.

Emirates operates an all-widebody fleet, largely composed of Airbus A380s and Boeing 777s. This results in lower unit costs compared to other large airlines operating a mix of narrow- and widebody fleets and allows the airline to use the aircraft's cargo capacity

to increase its revenues and total profits. Since Dubai International Airport does not have any night flying restrictions, Emirates achieves a higher utilisation of its aircraft than competitors. It also has lower staff costs than longer established rivals, because in Dubai there are no unions and there is an abundance of cheap labour from India and Pakistan

The established network carriers in Europe, Canada and Australasia, i.e. Air France-KLM, Lufthansa, British Airways, Air Canada, Qantas and Air New Zealand, perceive Emirates' strategic decision to reposition itself as a global carrier as a major threat because it allows air travellers to bypass traditional airline hubs such as London-Heathrow, Paris-Charles de Gaulle, Frankfurt Airport and Amsterdam Schiphol on their way between Europe/North America and Asia/Australia by changing flights at Dubai instead.

Some of these carriers, notably Air France and Qantas, have accused Emirates of receiving hidden state subsidies and of maintaining too cozy a relationship with Dubai's airport authority and its aviation authority, both of which are also wholly state-owned entities that share the same government owner with the airline. They also allege that Emirates is able to reduce its borrowing costs below market rates by taking advantage of its government shareholders' sovereign borrower status. They claim that this government support cross-subsidises the airline, masking its true financial performance.

Fuel subsidies

Many airlines have accused Emirates of receiving fuel subsidies from the Government of Dubai. The airline has denied these accusations, stating that it purchases its fuel at the same price, as well as on the same terms and conditions, as every other commercial airline at all airports at which it operates. In FY 2007/08, fuel accounted for more than 30% of Emirates total expenditure, comparable with other international long-haul carriers such as British Airways, Lufthansa, Qantas or Singapore Airlines.

Airport user charges

Emirates has also defended itself against competitor accusations claiming it pays discounted airport user charges at its home base. The airline rejected these claims, stating that it paid the same user charges at Dubai as everyone else, which were similar to those prevailing at other comparable airports in the region, including Abu Dhabi, Doha, and Bahrain.

Local taxes

Many airlines have accused Emirates of having an unfair advantage, since it does not have to pay local taxes. The airline rejects these claims as misleading by clarifying that in the absence of income or corporate taxes in the UAE all airlines operating to and from Dubai benefit from this tax-free environment. In this context, Emirates also stresses that it has paid the Government of Dubai dividends to the tune of US\$776 million, in return for US\$10 million in seed capital gifted to the airline at its inception in 1985.

Sixth freedom traffic

Emirates robustly defends itself against recurring claims accusing it of stealing other airlines' transfer passengers. It points out that its detractors have carried international passenger traffic between different third country points on their networks via their hub airports for decades, and that Emirates is entitled to do the same. Emirates furthermore points out that this enables it to offer regional passengers based in or near important secondary cities

such as Glasgow, Newcastle, Düsseldorf, Hamburg, Nice, Venice, Brisbane or Perth convenient, worldwide one-stop connections via its global hub in Dubai.

Relationship between Emirates and the Government of Dubai

Emirates has countered rivals' frequent accusations that its ownership by the Government of Dubai amounted to a direct subsidy, representing an unfair competitive advantage not enjoyed by most other airlines, by stating that it was a fully fledged commercial

enterprise run at arm's length from the Dubai government, despite being wholly owned by it.

Labour cost advantages

Some airlines have claimed that being based in Dubai gives Emirates an unfair labour cost advantage over other airlines. Emirates has countered this by stating that it faces the same costs to attract and retain staff recruited from around the world on expatriate terms and conditions as other airlines. The airline points out that the total cost of expatriate employee benefits amounts to more than US\$400 million per annum.

Canadian expansion Emirates Airbus A340-500



Emirates started flying to Canada on 29 October 2007, operating three weekly non-stop services on the Dubai-Toronto route.

Emirates has experienced very high capacity factors on its Canadian services, averaging 90% since the start of operations between Toronto and Dubai. This has already resulted in substitution of an Airbus A380-800 "superjumbo" for the smaller Boeing 777-300ER widebody originally used on this route. However, the current bilateral agreement between the UAE and Canada restricts Emirates to only three flights per week between Dubai and Canada. In addition to operating daily between Dubai and Toronto to give business and leisure passengers greater flexibility, the airline would like to add other cities such

as Calgary and Vancouver to its UAE-Canada schedule. The Canadian Government has stated it does not see the need for more services in response to these requests.

The Canadian Government has claimed that Air Canada might be adversely affected by increased competition from Emirates and that this could undermine its viability. Emirates has refuted these claims, stating that there was no direct competitive overlap between it and Air Canada, since the latter (before 2015) did not operate services to the UAE or to any points in the Middle East, Africa or the Indian subcontinent, places where Emirates' flights are always busy. Emirates also stated that this would benefit Air Canada as many of Emirates' Canadian passengers were transferring to/from points on Air Canada's extensive North American network through its Toronto hub.

German expansion A330-200 taking off at Düsseldorf Airport



Emirates commenced flights to Germany in July 1987 with the launch of scheduled services on the Dubai-Frankfurt route. As of 2009, Emirates operates 49 weekly passenger flights from Dubai to Germany, serving Frankfurt, Munich, Düsseldorf and Hamburg. Emirates also operates eleven weekly all-cargo flights from Dubai to Germany. Germany is Emirates' second-biggest market in Europe (after the United Kingdom), carrying over one million passengers between Dubai and Germany during the 2007/08 financial year.

Ever since 2007, Emirates wanted to fly to additional German cities, specifically Berlin and Stuttgart.

In March 2009, Lufthansa said that it saw a competitive imbalance between Emirates and itself in the Germany-Dubai air travel market, effectively accusing the UAE carrier of stealing its transfer passengers between North America, the Middle East, Africa, India and the Far East. It also alleged that there were material differences in handling fees at Dubai Airport and unequal opportunities for the two airlines in each other's home markets. The latter relates to Emirates' heavy reliance on so-called "sixth freedom" traffic rights that enable it to carry passengers, cargo and mail between Germany and third countries via its hub in Dubai to fill most of the space on its Germany-Dubai flights, as a result of there being insufficient origin and destination traffic.

Emirates has countered Lufthansa's claims by pointing out that its proposed German expansion would result in a "win-win" situation for both sides that would actually grow the German economy through additional economic activity generated, as a result of stimulating the air transport market between the two countries.

An order of Germany's Federal Office for Goods Transport to Emirates to desist from price leadership on routes leaving Germany for non-European Union (EU) destinations and forcing it to raise relevant business class fares by up to 20% has been the focus of the latest disagreement between the UAE carrier on one hand and the German government and Lufthansa on the other. Despite the Federal Office for Goods Transport's insistence that it has not singled out Emirates unfairly by demanding similar remedial action of other airlines regarding fares charged on non-EU routes out of Germany, Andrew Parker, Emirates' Senior Vice-President, denied any knowledge of this being the case. He termed the German Federal Office for Goods Transport's decision "anti-consumer" and "commercially nonsensical".

2.1 financial performance

The group's profits however were down 72% for the 2008/09 fiscal year. Its profit of 1.49bn dirhams (\$406m; £255m) for the year to 31 March compared with a 5.3bn dirham profit for the previous year.

Emirates Group financial performance

Year ended	Turnover (AEDm)	Expenditure (AEDm)	Operating profit	Net profit/loss (AEDm)	Shareholder's funds (AEDm)
31 March 1999	4,442.9	4,130.2	312.7	312.959	-
31 March 2000	5,113.8	4,812.9	300.9	▼300.900	-
31 March 2001	6,921.4	6,365.2	745.0	▲531.3	2,816.5
31 March 2002	7,814.5	7,188.9	738.6	▲603.0	3,549.2
31 March 2003	10,240.1	9,138.3	1,124.1	1,048.5	4,429.7
31 March 2004	14,012.8	12,154.8	1,907.4	1,747.3	5,763.7

31 March 2005	19,091.8	16,396.5	2,805.4	▲ 2,600.0	8,768.7
31 March 2006	24,239.2	21,353.5	2,942.6	▲ 2,799.4	12,241.2
31 March 2007	31,131.6	27,607.9	3,634.8	▲ 3,456.3	14,863.6
31 March 2008	41,916.4	36,536.5	4,696.2	▲ 5,325.3	18,866.6
31 March 2009	46,258.8	44,706.0	3,040.1	▼ 1,489.0	18,962.5

2.2 The milestones in Emirates' incredible journey

The story of a firm whose success story is intertwined with the incredible development of Dubai could be nothing but fascinating. Against a backdrop of regional unrest and volatile global economies, progress has been maintained at a rapid pace in every year of Emirates' and dnata's existence. A combination of business acumen, ambition and savvy investment set in motion a series of events which have propelled Emirates and dnata to amongst the most respected and recognised brands in the world.

2012

- Emirates joins Boeing in Seattle to celebrate the unveiling of its 1,000th 777. The landmark aircraft becomes the 102nd to join Emirates' Boeing 777 fleet.
- Rio de Janeiro, Buenos Aires, Dublin, Lusaka, Harare, Dallas, Seattle, Ho Chi Minh City, Barcelona, Lisbon and Washington join the Emirates network, while a cargo-only service launches to Liege.
- dnata acquires a majority stake in Travel Republic, the largest privately owned online travel agency in the UK, representing one of the biggest transactions in the company's history.
- Marhaba celebrates its 20th anniversary and unveils new look.
- In tennis, Emirates becomes the Official Airline of the US Open and title sponsor of the Emirates Airline US Open Series.
- Emirates becomes the Team Sponsor of cricket's Indian Premier League side Deccan Chargers.

2011

- Emirates places the largest single order in Boeing's history - 50 777-300 ER aircraft, worth \$18 billion in list price. The order also included 20 777-300 ER options valued at US\$ 8 billion.
- The Emirates Group posts a record profit of AED 5.9 billion (US\$1.6bn) for the financial year
- Basra, Geneva, Copenhagen, St Petersburg and Baghdad are added to the Emirates network, while a cargo-only service is launched to Erbil.
- Shanghai, Johannesburg, Munich and Rome are added to Emirates' A380 network.
- Emirates becomes the Partner and Official Airline of Real Madrid.
- Emirates and the Victoria Racing Club announce a new five-year sponsorship agreement.

- Emirates SkyCargo completes its first 100 per cent paperless freighter flight between Nairobi and Amsterdam.
- Emirates agrees to sponsor the 'Emirates Air Line', a cable car across London's River Thames.
- AeroMobile, Emirates' inflight mobile phone service provider, reaches its five millionth user and Emirates launches Wi-Fi internet connectivity for its A380 fleet.
- dnata unveils a new company philosophy and fresh visual branding.
- dnata announces a global investment of US\$70 million in new equipment and facilities.
- dnata acquires a 50 per cent interest in Wings Inflight Services, a South African catering services provider.

2010

- Emirates celebrates its 25th anniversary marking a quarter of a century of success and remarkable growth.
- New routes to Tokyo, Amsterdam, Prague, Al Medinah al Munawarah, Madrid and Dakar launch, while cargo-only operations to Almaty, Bagram and Campinas commence.
- The Emirates Group posts an increased profit of AED 4.2 billion (US\$1.1bn) for the financial year ending 31 March 2010.
- Emirates orders 32 additional A380s at the Berlin Air Show along with GP7200 engines by Engine Alliance. It also orders 30 additional B777-300ERs at the Farnborough Air Show.
- Emirates is part of celebrations in South Africa an Official Partner of the FIFA World Cup.
- Emirates SkyCargo operates the first paperless flight between Mauritius and Dubai with all shipments carried processed electronically.

- Emirates SkyCargo sets a new record by operating the longest ever non-stop freighter flight of 17.5 hours between Sydney and New York.
- dnata acquires Mercator Asia in Thailand, its first overseas IT subsidiary.
- dnata ground handling welcomes the first commercial flight to land at the new Dubai World Central – Al Maktoum International.
- dnata officially opens its ‘baggage hub control centre’ across all three terminals at Dubai International Airport.
- dnata becomes the 4th largest catering provider worldwide by acquiring Alpha Flight Group Ltd.

2009

- dnata acquires two of the UK’s leading ground-handling operations at London Heathrow Airport and Manchester Airport.
- dnata opens Afghanistan’s first internationally recognised one stop travel shop in the country’s capital, Kabul.
- Emirates launches flights to Durban and Luanda.
- Emirates begins operations of the Airbus A380 on the Sydney, Auckland, Bangkok, Toronto and Seoul routes.
- Emirates becomes the world’s largest operator of Boeing 777s with the delivery of its 78th B777 aircraft.
- Wolgan Valley Resort & Spa, Australia’s first conservation-based resort and Emirates Hotels & Resorts’ first property outside of Dubai, welcomes its first guests.
- Arsenal Soccer Schools Dubai – a joint venture between Emirates and Arsenal - opens its doors.
- dnata marks its 50th anniversary at the Dubai Airshow.
- Al Maha Desert Resort & Spa celebrates its 10th anniversary.

- Skywards, with more than five million members, marks its 10th anniversary with a new look and an enhanced programme.
- Premier Inn, a joint venture between the Emirates Group and Whitbread plc, opens its second hotel in Dubai at Silicon Oasis.
- The millionth Emirates passenger uses their own mobile phone on an aircraft equipped with the AeroMobile system.
- The largest ever Emirates' TV advertising campaign to date – “Meet Dubai” – airs around the world.
- Emirates opens its Community Health Education Society (CHES) home for HIV-positive children in Chennai, India. 2008
- dnata acquires a 23% share of worldwide corporate travel company, Hogg Robinson Group (HRG), the largest share of the company, which gives dnata access to a network of 120 countries.
- dnata purchases a 49% share in Mind Pearl, a global contact centre outsource organisation, which sees dnata expand across three continents in their offering of contact centre outsource solutions.
- dnata's cargo operation joins forces with Kanoo, UAE and SDV International Logistics, France to create one of the UAE's largest logistics solutions providers, Freightworks.
- The company moves into the new multi - million dollar Emirates Group Headquarters.
- The Emirates- dedicated Terminal 3 opens in October and within a month 500,000 passengers had flown out the terminal.
- Emirates SkyCargo begins operations out of Dubai Cargo Village's new Mega Terminal, with a capacity to handle 1.2 million tonnes annually.
- The first Emirates flight to Los Angeles touches down, while flights are also launched to San Francisco and Cape Town.

- Emirates becomes the first international carrier to introduce an in-flight mobile phone service.
- Emirates takes delivery of three A380s and aviation history is made when its first A380 touches down in New York.
- The 10,000th cabin crew member joins the Emirates team.
- New Emirates sporting facility The Sevens hosts record crowds at the Emirates Airline Dubai Rugby Sevens.

2007

- dnata enters the European market for the first time with the take over of Jet Aviation Handling AG, the airport handling division of Swiss-based Jet Aviation Group.
- Emirates stuns the world by signing contracts for 120 Airbus A350s, 11 A380s and 12 Boeing 777-330ERs, worth an estimated \$34.9 billion, at the Dubai Air Show.
- New Engineering Centre and Engine Test Cell are officially opened.
- The Emirates Harbour Hotel & Residence and the Marina Hotel open their doors.
- The addition of Sao Paulo to the network represents the first non-stop flight between the Middle East and South America.
- Emirates Flight Catering begins operations at its new \$120 million facility at Dubai International.

2006

- Emirates signs an agreement for 10 Boeing 747-8F in a deal worth \$3.3 billion.
- Emirates seals \$195 million partnership deal with Fifa – the world governing body of football –and also buys the rights to screen every match played at the Germany World Cup on flights.
- Arsenal play their first match at the new Emirates Stadium.

- Sheikh Ahmed says Emirates is at the heart of Dubai's Dhs300 billion investment in aviation and aerospace.
- Emirates SkyCargo signs \$2.8 billion order for 10 Boeing 747-8Fs.

2005

- Emirates Group workforce totals 25,000 people from 124 countries around the world, making it Dubai's biggest employer.
- Passenger traffic continues to rise with 12.5 million recorded in the year.
- Emirates orders 42 Boeing 777s in a deal worth \$9.7 billion, the largest Boeing 777 order in history.

2004

- Emirates orders four Boeing 777-300ERs, with nine options, in a \$2.96 billion deal.
- The SkyCargo fleet is increased with three Airbus A310-300s added to its six Boeing 747s.
- Emirates makes its first flight to North America – a non-stop 14-hour flight to New York's JFK Airport. This marked the first non-stop passenger service from the Middle East to North America, a continent which Mr Flanagan described, in aviation terms, as the most important in the world.
- Emirates signs a £100 million deal with English Premiership side Arsenal, which includes naming rights to its new stadium for 15 years and shirt sponsorship for eight years, starting from the 2006/07 season.
- dnata opens its first regional travel outlet in Kuwait.

2003

- CAE and Emirates join forces to open the \$100 million Emirates Aviation Training Centre which boasts numerous full-flight simulators.

- Emirates shocks the industry at the Paris Air Show with the biggest deal in civil aviation history - a staggering order for 71 aircraft at a cost of \$19 billion.
- Daily service from Dubai to Sydney starts on the first A340-500 to join the fleet.
- The A340-500 features revolutionary in-flight entertainment system – including 500 channels in all classes, while every seat is equipped with a phone.
- After carrying 8.5 million passengers, an increase of 26%, the airline posts an incredible profits increase of 94 per cent to Dhs907 million from Dhs468 million.
- dnata is given a new corporate logo – a globe cushioned by a stylised runway represented by a curving green strip.

2002

- Four million passengers vote in the Skytrax internet poll and Emirates is again named Airline of the Year.
- Global passenger levels drop by four per cent but Emirates figures rise 18.3 per cent to 6.8 million.
- Cargo across the world plunges nine per cent but Emirates enjoys an increase of 19.5 per cent to 400,000 tonnes.
- Group announces \$275 million investment in new hangar complex at the Emirates Engineering Centre.

2001

- Emirates SkyCargo Centre – with a capacity to handle 400,000 tonnes a year – opens.
- Emirates signs £24 million deal to sponsor English Premiership football club Chelsea for four years.
- In a survey of 2.7 million airline passengers by Skytrax Research, Emirates was voted Airline of the Year.

- Emirates takes delivery of its 18th Airbus A330-200 and orders two more, making it the biggest A330 operator in the world.
- With rivals reeling from September 11 and Boeing and Airbus in a weak bargaining position, Emirates stuns the world by announcing a \$15 billion order for 15 A380s, eight A340-600s, three A330s and 25 Boeing 777s.

2000

- The Sheikh Rashid Terminal opens, increasing the capacity at Dubai International to 22 million passengers a year.
- Frequent flyer loyalty programme Emirates Skywards is launched.
- Sheikh Ahmed announces Dubai Government is to invest \$500-600m in the new Terminal 3 - with a capacity for 20 million passengers a year.
- Emirates becomes the first airline to sign up for the Airbus A380 when it orders seven, with an option on five more, at the Farnborough Air Show.
- Emirates buys another six Boeing 777-300s.
- Mr Flanagan is made a Commander of the British Empire.

1999

- Emirates enters the hotel property market with the opening of the Al Maha Desert Resort & Spa.
- The first of 17 new generation Airbus A330-200s arrive in Dubai.
- Emirates Group's workforce totals 11,000.
- dnata enters the South East Asian airport services market with the launch of dnata Philippines Inc.
- The airline capitalises on the UAE's growing ties with Australia and a deal is struck to add Sydney, Brisbane and Perth to the Melbourne route.

- Emirates sponsors the Melbourne Cup, the biggest meeting in Australia's horse racing calendar, and the nation's cricket team at the World Cup.
- The livery of the Emirates fleet is updated with a modern, dynamic design.
- Passenger arrivals at Dubai International hit the 11 million mark.

1998

- Emirates increases its capacity by 26 per cent as passenger figures hit 3.7 million, while cargo levels go up to 200,000 tonnes.
- Group takes a 43 per cent stake in Air Lanka, which is renamed SriLankan.
- Emirates is voted Best Airline in the World at prestigious OAG Awards.
- The \$540 million Terminal 2 is opened at Dubai International.

1997

- Emirates makes a \$2 billion order for 16 Airbus A330-200s.
- Airline defies high fuel prices to again post record profits as passenger figures top three million and the cargo haul hits 150,000 tonnes.
- Emirates takes delivery of six Boeing 777-200s, giving it new long-haul capabilities.

1996

- Airline takes delivery of its first Boeing 777-200 and becomes the first airline to show live footage of take-off and landing. Its maiden flight to London is followed by Emirates' inaugural flight to Melbourne.
- Emirates becomes title sponsor of the world's richest horse racing event - the Dubai World Cup.

1995

- As the airline celebrates its 10th birthday, it has a fleet flying to 34 locations in the Middle East, Far East and Europe.

- Emirates enters the African market, with flights into Johannesburg, Nairobi and Kenya.
- Sheikh Ahmed's aim for more Emiratis to forge careers with Emirates starts to take shape as the first pilots graduate from Emirates' training programme.
- Emirates Flight Training Centre opens.

1994

- Emirates is the first airline to equip an Airbus fleet with an on-flight fax facility.

1993

- Emirates becomes the first airline to introduce telecommunications on an Airbus – in all three classes.

1992

- Emirates becomes the first airline to install video systems in all seats in all classes throughout its fleet.
- Emirates convinces the French government to allow it to fly into Paris.
- \$2 million terminal exclusive to Emirates is opened at Dubai International.
- Emirates becomes first airline to order a \$20 million Airbus full-flight simulator.

1991

- On January 17, Emirates grounds its fleet for several hours as the battle to liberate Kuwait begins. Operations resume and Emirates' maintains 90 per cent of its normal services during the first month of the conflict.
- Emirates finally gets a slot at the busiest international hub in the world – London Heathrow.
- Shortly after the arrival of another Airbus A300-600R, taking its fleet to nine, Emirates orders seven Boeing 777s, with an option for seven more, in a \$64.5 million deal.

- As the airline celebrates its sixth anniversary, 25,000 passengers a week are being flown to 23 destinations.

1990

- Sheikh Ahmed signs up for three more Airbus A310-300s at the Asean Aerospace exhibition in Singapore.
- Emirates bucks the industry trend and continues to expand despite the Iraqi invasion of Kuwait and adds Manchester to its schedule.

1989

- Flights are added to Singapore, Manila and Bangkok.

1988

- Damascus is added to the Emirates route network, giving it a total 12 destinations in just 38 months of business.

1987

- Deals are struck to fly into London's Gatwick Airport, as well as Istanbul, Frankfurt and Male, the capital of the Maldives.
- On July 3, A6-EKA flies from Toulouse to Dubai as Emirates takes delivery of its first bought aircraft.
- The Airbus A310-304 is designed to Emirates specifications, giving the airline the opportunity to fully implement its commitment to offering a superior flying experience than its rivals.

1986

- The network grows with traffic rights acquired into Amman, Colombo, Cairo and Dhaka.

- Investment in infrastructure and expansion costs see Emirates posting losses for what would be the only time in its history.

1985

- Sheikh Mohammed introduces Mr Flanagan to his uncle and future Emirates chairman Sheikh Ahmed bin Saeed Al Maktoum.
- Mr Flanagan embarks on ambitious mission to launch an airline with \$10 million in five months.
- Sheikh Ahmed and future president Tim Clark join Mr Flanagan's team.
- Pakistan International Airlines agrees to wet-lease Emirates two aircraft.
- Deals are struck to fly into Karachi, New Delhi and Bombay.
- On October 25 Flight EK600 departs Dubai International for Karachi.
- Sheikh Mohammed gifts two Boeing 727-200s to the airline.

1978

- Maurice Flanagan moves to Dubai to become director and general manager of dnata.

1984

- Sheikh Mohammed bin Rashid Al Maktoum and Mr Flanagan discuss launching an airline in Dubai.
- Mr Flanagan is among a 10-man team which produces a business plan for the new airline – to be named either Dubai Airlines or Emirates airline.
- Sheikh Mohammed opts for Emirates and the decision is made to build the airline on top of dnata, which was already the sales agent for 25 airlines.
- Maurice Flanagan moves to Dubai to become director and general manager of dnata.

1960

- Sheikh Rashid bin Saeed Al Maktoum opens the airport and implements innovative open-skies policy.

1959

- dnata is established by the Dubai Government with just five staff to provide ground handling services at the new Dubai International Airport.

CHAPTER 3
THE AIRLINE INDUSTRY - AN OVERVIEW

Few inventions have changed how people live and experience the World as deeply as the invention of the airplane. World War II, like World War I, brought new life to the airline industry. During the both world wars, government subsidies and demands for new airplanes vastly improved techniques for designing and building them. World War II brought tremendous long run gains for the development of the air transportation industry including, a large body of experienced pilots, a large collection of aircrafts used in the war field and above all the increased public interest to fly due to the motivation given by the experienced military personnel. Following the Second World War, the first commercial airplane routes were set up in Europe.

The next dramatic step in commercial aviation was the adoption of jet liners during the 1950's. This provided increased travel speeds, smoother flights and enlarged passenger - seating capacity.

The airline industry again leaped forward in the 1970's with the introduction of wide-bodied aircrafts like Douglas DC-10, Boeing747 etc. The advantage was the increase in passenger comfort and seating and freight capacity. The 1980's witnessed still further improvements in aircraft technology.

The industry has progressed to the point now where it would be hard to think life without air travel. It has shortened travel time and altered our concept of distance, making it possible for us to visit and conduct business in places once considered remote. Many airlines foresaw a future explosive demand for civil air transport, for both passengers and cargo. The global airline industry, counting both domestic and international carriers, is a giant industry. As the airline industry grew, new brands of airlines started coming up and so did the travel industry's dependency on it. If the airline industry could be described in three words, they would be "intensely competitive market".

Air transport forms a unique global network linking people countries and cultures and plays a vital role in the further integration and development of the

world. It is increasingly accessible to a greater number of people who can now afford to travel by air for leisure and business purposes.

The airline industry operates in an environment where carriers are constantly pressured by government regulations, intense competition and high fixed costs. Approximately 80% of costs are fixed or semi-variable. Agency commissions, food and ticketing fees are the only costs that depend on the number of passengers traveling. Once a route structure is established and aircraft is determined, crew and staff size are permanent. Major cost components include labor, aircraft maintenance, debt servicing, fuel and aircraft delays. It is difficult for airlines to control many of these costs. Labor flexibility is limited because of union constraints, aircraft maintenance necessary, and becomes increasingly expensive as each plane ages, debt costs average around 65% and fuel prices are generally uncertain. An airline can attempt to purchase new aircraft to avoid maintenance costs, but this in turn will drive up its debt liability. Similarly, although higher travel demand increases revenue, this demand creates airport congestion and greater air traffic control delays which negatively impact profitability. Approximately twenty-three airlines operate in sixteen countries in the Middle East.

Airlines in this regions share similar needs for cost reduction. The most common areas include user charges, taxation, security, insurance and fuel. Another concern that aids in congestion is the restrictions posed on air space. In order to maximize revenues and capacity, airlines frequently calculate ratios such as load factor (passenger-kilometers expressed as a percentage of available seat-kilometers), revenue passenger kilometers (the number of revenue passengers carried on each flight stage by the flight stage distance) and available seat miles (the number of passenger seats available for sale on each flight stage by the stage distance). These numbers enable carriers to measure how effectively they are spreading their fixed costs.

Emirates Airlines directly competes with Middle East carriers such as Kuwait Airways, Gulf Air, Pakistan International, Qatar and Royal Jordanian Airlines, w service

Dubai and other cities in the United Arab Emirates. If Emirates Airlines decides to expand a route from Dubai to New York, they will continue to compete with various Middle East airlines, as well as American, European and Asian airlines such as United, Northwest, British Airways and Malaysian Airlines.

Some of the salient features of air transport are:

- Over 1.8 billion passengers use the world's airlines for business and leisure travel. Research indicates that by 2012, this number could exceed 2.3 billion.
- Air transport is essential for world business-creating jobs and opening a new market opportunities by attracting businesses to locations in the developed and developing world. It moves products and services quickly over long distances enabling economic and social participation by outlying communities.
- Air transport provides 28 million direct, indirect and induced jobs worldwide, a figure that is expected to rise to 32 million and more by 2020.
- The combined direct, indirect and induced employment created at airports is 4000 jobs per million passengers served. The location of the airport creates an economic ripple effect, attracting other industries and business activities, and secondary support functions.
- Over 40% of world trade of goods (by value) is carried by air.
- Aviation is directly linked to the tourism industry, generating receipts of 700 million euro per day, and creating considerable employment in the aircraft and engine manufacturing industries and related activities.

The airline industry is classified into four categories by the Department of Transportation (DOT):

- International - 130+ seat planes that have the ability to take passengers just about anywhere in the world. Companies in this category typically have annual revenue of \$1 Billion or more.

- National - usually these airlines seat 100-150 people and have revenues between \$100 million \$1 billion.
- Regional - companies with revenues less than \$100 million that focus on short-haul flights.
- Cargo - these are airlines whose main purpose is to transport goods.

Aviation Industry, Aviation Sector

The airline industry provides transportation services for passengers as well as cargo through scheduled air routes. The aviation industry derives its revenues from regular ticket fees and freight charges. Other major components of the aviation sector include:

- Air traffic control
- Helicopter and private charter services
- Airport management
- Express delivery service

History of the Airline Industry

The pioneers of the airline industry, the Wright Brothers invented the first airplane in 1903. The first modern airliner, Boeing 247, was launched in 1933. It traveled at 155 miles per hour and had a capacity of ten passengers. Boeing 747 was launched by PanAm in 1969. This highly sophisticated aircraft had four engines and a seating capacity of 450. The airline industry initially fell under the category of a public utility service, with government agencies establishing the air routes and prices. However, with the Airline Deregulation Act of 1978, the industry became market driven.

Demand and Supply Drivers of the Airline Industry

The Demand drivers of the airline industry include:

- Ticket prices
 - Passenger income levels
 - Access to and suitability of other modes of transportation
 - Frequency of services
 - Safety
 - Random factors such as terror threat

The Supply drivers of the aviation industry are:

- Behavior of competition
 - Government regulation
 - Cost of resources (fuel, labor, maintenance, technology)

Airline Industry: Major Players

The European airline giants dominate the aviation industry. British Airways reported annual revenues of GBP 8,593 million in 2008. Lufthansa reported annual revenues of Euro22.4 billion in 2007. Qantas, Australia's largest airline, reported annual revenues of a\$12.6 billion for 2007. The other major passenger airlines include Cathay Pacific, the Emirates, US Airways, Japan Airlines, Air France-KLM and Southwest Airlines. Cathay Pacific won the 2009 Airline of the Year title in the famous World Airline Awards, replacing Singapore Airlines as the 'world's best airline.' Among the freight carriers, FedEx is the world's largest, with total revenues of US\$ 37.953 billion in 2008.

The global aviation sector generated revenues of \$430 billion in 2007, with over 2,076million passengers traveling by air. According to the US Bureau of Labor Statistics, the airline industry provided employment to around 487,000 people in 2006 in America alone.

3.1 STRATEGIC MANAGEMENT AT AIRLINE INDUSTRY

- Key Success Factors

To maintain airlines companies' success, various key factors should be implemented for this purpose:

1. Differentiation

Airline companies tend to differentiate by providing advanced services. For example, providing the aircraft with the latest technology, such as wide seats, e-ticketing (as mentioned in 5 porters section) will attract customers and distinguish the company among other companies. (Ex: British Airways).

2. Strong Brand Name

Obtaining a strong brand name plus building a base of loyal customers are the carriers' companies most concern. It guarantees that customers will stick with the strong brand name company and ignore any attractive offers from other competitors. Some airline companies utilize some techniques to have a retain customers, such as offering a flyer mile to win a free ticket if the points were completed (ex: American Airline).

3. Alliances

Airline industry is moving toward establishing alliances between companies. This will let companies to share resources via linking their networks to build a wide base of customers, develop services and increase number of routes. Additionally, it results in sharing experience and decreasing the operation costs. Ex. British Airways is a member of largest airline alliance known as "One world".

4. Relations with supplier

Airline companies must build a strong relation with suppliers by setting long-term contracts with them. Such relations will benefit the airlines companies, because this will keep them in the safe side even if there was any change in the pricing strategy (ex.

increasing costs) in the future as there is a contract between them. The PEST analysis is the best way that leads companies to change their strategies.

- Key Competitors

- British Airways

British Airways is ranked #2 in Europe and one of the biggest in the world. They have 300 planes and 216 destinations in 94 countries. The key success factors of British Airways are: it's a member of the largest alliance and it is known of its technology projects in offering unique services, such as touch screens service and being the first in implementing full flat beds.

- Qatar Airways

Qatar Airways was established in 1994. It has 44 fleets linking 69 international destinations. Its services and events, gives the company special position amongst its competitors. The success of Qatar Airways comes from its aggressive growth plan that includes the construction and development of the new Doha international airport, which will include the world's largest aircrafts' hangers to be used for maintenance of Qatar Airways. Additionally, by 2009 Qatar Airways plans to get 36 aircrafts from Airbus, including two A380, for Qatar Airways.

- Singapore Airlines

Singapore Airlines is one of the most respected travel brands founded in 1947. It has a fleet of 90 aircrafts and it flies to more than 60 cities in 30 countries. Many factors cause Singapore Airlines success, such as young and efficient fleets, educated staff, top ranked travel gateway and its low cost airlines known as "Tiger Airways", plus it's a member of star alliance airline networks.

- American Airlines

American Airlines was founded in 1930 and is positioned as the largest airline in the world in terms of the total passengers transported of 80 million yearly. It has the highest number of aircrafts that reach up to 991 and serve 172 cities with five main hubs.

Also it is first to launch the loyalty program "frequent flyers". All of these are considered as the key success of this airline.

CHAPTER 4

EMIRATES HELLO TOMORROW



UNITED ARAB EMIRATES [UAE]



By now, we've all seen the ads and read the glowing magazine profiles about the world's most luxurious airline, Dubai-based Emirates: the flat beds in private quarters, the lobster and champagne, the Zen-like shower spa, the polished staff that caters to your every need. As the 30-year-old company brings glamour, service and comfort back to air travel, it continues to expand aggressively into key global markets threatening to leave U.S. carriers in its wake, forcing them to rethink their service offerings, marketing strategies and their very business plans.

Emirates' slick marketing efforts, aimed at not only business travelers but also the everyday flying public, are at the heart of its grand plans. To make the brand more accessible to the average flier, the airline and agency StrawberryFrog came up with the current "Hello Tomorrow" push. Launched in 2012, the campaign "portrays a multicultural, tech-savvy company aimed at worldly consumers," explains Scott Goodson, CEO of the agency.

No images of actual aircraft appear among the stories of people of different backgrounds crossing each others' paths. "Our consumer studies showed that frequent travelers are most passionate about getting to know new people, not so much about what they eat on the plane or how big their seat is," says Goodson.

Top of mind for today's generation of travelers is adventure, points out Boutros Boutros, Emirates' syp of marketing and brand. American newlyweds who "used to honeymoon in Florida or Mexico are now considering destinations in the Indian Ocean like the Maldives or Seychelles," he notes.

Still, Emirates' ad budget in the U.S. is a fraction of its rivals. Last year, the carrier spent just \$2.4 million on TV spots, compared to United's \$24.8 million and Delta's \$15.9 million, per Kantar Media. Sponsorship of sports tournaments is where Emirates has focused its marketing muscle. As a partner in the FIFA World Cup, Emirates invested some \$100 million over four years, joining other blue-chip sponsors Adidas, Coca-Cola, Hyundai, Sony and Visa. The airline enlisted Impact BBDO to showcase soccer superstars Cristiano Ronaldo and Pelé in a popular spot set aboard an Emirates cocktail lounge.

The airline's stylish flight attendants, with their red hats, white veils and tan suits, are a big part of its marketing strategy, even showing up at the sports events Emirates sponsors. "Our Cabin Crew members are our most recognizable brand ambassadors—their uniforms are instantly identified with Emirates, which is a brand visibility boon at televised live events," explains Boutros.

Because of their perpetual financial pressures, marketing by U.S. airlines tends to focus on the practical. But for Emirates, advertising creative has much less to do with the size of the seat or the vintage of the champagne. "Our brand positioning celebrates an open and global mind-set, curiosity and an energy to embrace opportunities," says Boutros. Importantly, the airline also sees itself as a cultural ambassador. "Emirates connects

cultures and creates meaningful experiences that are shaping the world,” says Maurice Flanagan, the airline’s founder and recently retired vice chairman. “We invite travelers to try the unfamiliar, create new ideas and form new visions.”

Despite being famous for its luxury, the reality is, that’s only part of the Emirates story. While premium seats at legacy airlines are far more profitable than economy seats, the opposite is true at Emirates. Its profits are in the back of the plane—not the front—according to sources, making filling those seats a priority. (While a first-class, round-trip ticket from New York to Milan on Emirates goes for \$6,900, an economy seat is reasonably priced at \$800.)

The rise of Emirates has rivals stateside plenty worried about their global hegemony. Until recently, Emirates flights from New York, Boston and other U.S. cities have stopped at Dubai International Airport, which made it easier for North American and European airlines with direct flights to compete. But this month, it introduced the New York to Milan route, signaling a battle royale with legacy carriers like United, Delta and American (not to mention Alitalia), which reap 40 percent of their profits from premium travelers. And Emirates, which is wholly owned by the oil-rich government of Dubai, is just one of a handful of well-financed Persian Gulf airlines, including Etihad Airways and Qatar Airways, with an eye on the U.S.

“Full-service legacy carriers in the U.S. and Europe are facing serious disruption, with fierce competition from Gulf-based carriers on long-haul routes and pressure from low-cost carriers on short-haul routes,” notes Raymond Kollau, founder of the aviation news site [Airline Trends](#). “Their margins are getting squeezed on both sides.”

The Internet is making a tough situation even tougher. Along with finding the lowest available fares for a given seat, seasoned travelers are using sites like SeatGuru and Routehappy to discover and compare all the products and services offered on competing business- and first-class flights.

4.1 EMIRATES AIRLINE

An emirate is an airline based at Dubai International Airport in Dubai, United Arab Emirates. It is the largest airline in the Middle East, operating over 2,500 flights per week, from its hub at Terminal 3, to 120 cities in 70 countries across six continents. The company also operates four of the world's ten longest non-stop commercial flights from Dubai to Los Angeles, San Francisco, Dallas, and Houston. Emirates is a subsidiary of The Emirates Group, which has over 50,000 employees, and is wholly owned by the government of Dubai directly under the Investment Corporation of Dubai. Cargo activities are undertaken by the Emirates group's Emirates Sky Cargo division.

During the mid- 1980s, Gulf Air began to cut back its services to Dubai. As a result Emirates was conceived in March 1985 with backing from Dubai's royal family, whose Dubai Royal Air Wing provided two of the airline's first aircraft. It was required to operate independent of government subsidies, apart from \$10 million in start-up capital. The airline became headed by Ahmed bin Saeed Al Maktoum, the airline's present chairman. In the years of following its founding, the airline expanded both its fleet and its destinations. In October 2008, Emirates moved all operations at Dubai International Airport to Terminal 3, a new terminal exclusively dedicated to Emirates to sustain its rapid expansion and growth plans.

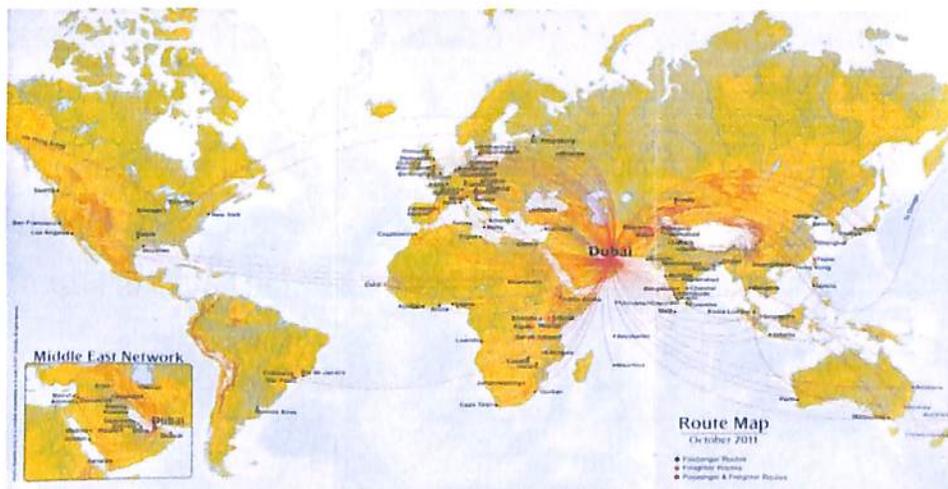
Emirates operates a mixed fleet of Airbus and Boeing Wide-body aircraft and is one of only nine airlines to operate an all-wide-body aircraft fleet, whose centerpiece is the Boeing 777. Emirates also has orders for 90 Airbus A380s with 20 of them already in service and became the second operator of the Airbus A380-800 after Singapore Airlines when their first aircraft was delivered on 28 July 2008. An emirate has won numerous awards and is an industry bellwether for aircraft purchases, purchasing over 130 aircraft in 2007 alone.

In February 2011, Air Transport World gave Emirates Airlines the title of "Airline of the Year" for 2011. The award has been given based on recognition of its commitment to safety and operational excellence, customer service trend-setters, financial condition including a 22-year consecutive annual profit. The airline also received the 1000th Boeing 777 airframe and 102nd purchase of the airliner with a B777-300ER.

HEAD OFFICE

The airline's head office is in the Emirates Group building in Al-Garhoud, Dubai. The building is located on Airport Road, across from the site of the Emirates Engineering Centre in 2004. A tunnel connects the building to Dubai International Airport. Construction on the building, worth 275 million New Zealand dollars, began in 2004. Construction was scheduled to end in mid-2006, with staff progressively moving in over the following year. Emirates self-financed the construction. Over 6,000 employees work in the building. Previously the airline's head office was the Airline Centre along the Flame Roundabout in Dubai.

THE ROUTE MAP OF EMIRATES AIRLINE



HISTORY

During the mid-1980s, Gulf Air began to cut back its services to Dubai as it was concerned it was providing regional feeder flights for other carriers. As a result Emirates was conceived in March 1985 with backing from Dubai's royal family, and was required to operate independent of government subsidies, apart from US\$10 million in start-up capital. Emirates leased a new Boeing 737-300 and an Airbus 300B4-200, both from Pakistan International Airlines which returned in 1987. The Royal Family's Dubai Royal Air Wing also provided the airline two used Boeing 727-200 Adv. The airline's first flight, flight EK600, was Dubai -Karachi on 25 October 1985.

Emirates became profitable within its first nine months. During its first year, it carried about 260,000 passengers and 10,000 tons of freight. To highlight the Airline's early success, Gulf Air, during Emirates first year of operations, suffered a 30% drop in profits, and a loss the following year. By 1986, the airline was adding new destinations such as Colombo, Dhaka, Amman and Cairo to its route network. On 3rd July, Emirates received its first bought aircraft, an Airbus A310 (registration A6-EKA), and with two examples, launched daily non-stop services to Gatwick on 6 July 1987. The airline in 1987 added Frankfurt via Istanbul, and Male (Maldives). This was followed by an expansion into the Far East market in 1989, with flights to Bangkok, Manila and Singapore, and Hong Kong in 1991. During the first decade of operations, Emirates recorded strong growths averaging 30%. This was despite the lack of a regional network, as its main competitor Gulf Air dominated traffic in the region.

INCORPORATION AND GROWTH

Emirates airline had become one of the world's fastest growing airlines by the early 1990s. Revenues increased by about \$100 million each year, approaching \$500 million in 1993. It carried 68,000 tons of cargo and 1.6 million passengers in the same year. The Gulf War had helped Emirates by keeping other airlines out of the area. Emirates were

the only airline to continue flying in the last ten days of the war. By the winter of 1991, the Emirates fleet was grounded for several days, as the liberation of Kuwait begun. Operations resumed weeks later. The airline saw the arrival of another Airbus A300-600R, taking its fleet to nine, Emirates ordered seven Boeing 777s, with an option for seven more, in a US\$645.5 million deal in the same year. As the airline celebrated its sixth anniversary, 25,000 passengers a week were being flown to 23 destinations. A year later, Emirates opened their own US\$2 million terminal at Dubai Airport.

A partnership agreement with US Airways entered in the fall of 1993 allowed Emirates to offer services around the world. It previously had cooperation agreements with Cyprus Airways. By 1994, the airline was connecting 32 destinations with its 15 aircraft. At this time Emirates was the sixth largest airline in the Middle East.

Emirates took in revenues of \$643.4 million in the year ending 30 March 1994. The airline had 4,000 employees and carried two million passengers a year between 34 destinations with a fleet of 18 Airbus aircraft. In spite of the large capital expenditures, the Dubai government had laid out only \$50 million since the airline's inception. In October 1995, the Emirates Group launched Mercator an IT solutions company.

A total of 92 air carriers were flying to Dubai Airport and Emirates faced intense competition at its home base. It carried about three million passengers a year to Dubai International Airport in the mid-1990s. Emirates continued to expand during the late 1990s. The growing cargo business accounted for 16 percent of the airline's total revenues. By 1995, it has a fleet flying to 34 locations in the Middle East, Far East and Europe. Emirates also opened it own Flight Training Centre in 1995.

In 1997, Emirates was flying a dedicated freighter to Amsterdam, a point not on its network of passenger routes, in cooperation with KLM. It carried about three million passengers during the year. The same year, Emirates made a \$2 billion order for 16 Airbus A330-200s, and carried over three million passengers and 150,000 tons of cargo. The airline also took delivery of six Boeing 777-200s, giving it new long-haul capabilities.

Emirates opened a, \$65 million training center in January 1997. The airline was then able to provide simulator training for its crew members and flight and maintenance personnel. A record group profit of AED 371 million was achieved in 1997-98. Emirates executives planned a slowdown in the airline's growth in the late 1990s to stabilize its expansive route network.

In May 1998, Emirates paid the Government of Sri Lanka \$70 million for a 40 percent stake in SriLankan Airlines (formerly known as Air Lanka). As part of the deal, Emirates received a 10 year contract to manage SriLankan. In January 2008, Emirates announced that it would give back management of SriLankan Airlines to the Government of Sri Lanka, effective April 2008. Emirates plans to sell its stake in SriLankan Airlines to the Government of Sri Lanka during June 2010. In 1998, the airline opened a \$540 million Terminal 2 at Dubai International Airport, and increased its capacity by 26 per cent as passenger figures hit 3.7 million, while cargo levels went up to 200,000 tones. Galileo Emirates was established to consolidate the distribution of travel solutions, primarily the Galileo Reservation System, in the existing markets of the UAE, Oman, Bahrain, Qatar, Pakistan and Sri Lanka.

Modern History

Emirates announced an order in April 2000 as the first launch customer for the Airbus A3XX (later named Airbus A380), the largest civil aircraft ever built. The deal comprised five Airbus A380-800s and two Airbus A380-800F. The deal was confirmed on 4 November 2001 and Emirates announced orders for 15 more A380-800s at the same time. Also announced was an order for 6 Boeing 777's. Emirates justified its order saying that purchasing the 481- to 656-passenger super jumbo to was to maximize its use of scarce takeoff and landing slots at crowded airports like London Heathrow. In the same year the new Sheikh Rashid Terminal opened, increasing the capacity at Dubai International to 22 million passengers a year. The loyalty program of Emirates, Skywards was also launched. Sheikh Ahmed also announced that Dubai Government is to invest \$500-600m in the new Terminal 3 - with a capacity for 20 million passengers a year.

Towards the end of 2000, Emirates Airline was planning to start ultra-long-haul service to the East Coast and West Coast of the United States as well as nonstop flights to Australia and Argentina. Traffic continued to grow at a rate of 20 percent in 1999-2000.

In 2001, Emirates Sky Cargo Centre opened with a capacity to handle 400,000 tons a year. Emirates was also voted airline of the year by research consultancy Skytrax. Emirates took delivery of its 18th Airbus A330-200 and ordered two more, making it the biggest A330 operator in the world. The airline also announced an order worth \$15 billion for 15 A380s, eight A340-600s, three A330s and 25 Boeing 777s. A year later, the airline was again named airline of the year by Skytrax. Passenger level on Emirates in the 2001-02 financial year reached 6.3 million passengers, and cargo crossed 400,000 tones. The Group also announced a \$275 million investment in new hangar complex at the Emirates Engineering Centre. Galileo Emirates was further expanded when the business acquired the distribution rights for Sudan and Tunisia.

In early 2003, the Emirates flight catering was formed out of Emirates Abela Catering Company. Emirates flight catering employed over 5,400 staff. In its first year, the catering company produced over 16 million meals with a daily average of 45,000 meals. In the end of 2003, Emirates ordered 71 aircraft at a cost of \$19 billion. In the financial year ending March 2003, Emirates carried 8.5 million passengers, an increase of 26%, and the airline posted an increase in profits of 94 per cent to Dhs907 million from Dhs468 million from the previous year. Dnata also launched its services in Kuwait.

In 2004, Emirates ordered four Boeing 777-300ERs, with nine options, in a \$2.96 billion deal. The SkyCargo fleet is increased with three Airbus A310-300s added to its six Boeing 747s. Emirates also signed a £100 million deal with English Premiership side Arsenal, which included the naming rights to its new stadium for 15 years and shirt sponsorship for eight years, starting from the 2006/07 season. By the end of 2003, Dnata began operations in Kuwait.

In 2005 the Emirates Group workforce totaled 25,000, making it Dubai's largest employer. Passenger traffic also continued to rise with 12.5 million recorded that year.

Emirates ordered 42 Boeing 777s in a deal worth \$9.7 billion, the largest Boeing 777 order in history at the Dubai Air show in 2005. In April 2005, Dnata started operations in Saudi Arabia. In June, Dnata bought over Changi International Airport Services, with Temasek Holdings retaining shareholding. In July, Emirates flight catering began operations at its new food point facility – a 10,000 square metre facility capable of producing 30 million meals annually.

In early 2006, Emirates flight catering began operations at its new \$120 million catering facility dedicated to service the flights of Emirates Airline.

In 2009, Emirates became the world's largest operator of the Boeing 777 with the delivery of the 78th plane. In 2010, at the Farnborough Air show, the airline placed an order for 30 Boeing 777s, worth \$9.1 billion, bringing total spending for aircraft in the year to over \$25 billion. In 2011, at the Dubai Air show, Emirates placed another order for another 50 777s, worth about \$18 billion, which its Chairman claims to be the single largest order for Boeing.

AIRBUS A380



3

Emirates announced an order in April 2000 for the Airbus A3XX (later named Airbus A380), the largest civil aircraft ever built. The deal consisted of five Airbus A380-800s and two Airbus A380-800Fs. The deal was confirmed on 4 November 2001, and Emirates announced orders for 15 more A380-800s at the same time. Two years later

Emirates again placed an order, this time for 21 A380-800s. In April 2006, Emirates ordered two more A380-800s, and cancelled their two orders for the freighter variant. In 2007, Emirates ordered 15 A380-800s, bringing the total number ordered to 58. Emirates justified its order saying that purchasing the 481- to 656-passenger Superjumbo was to maximize its use of scarce takeoff and landing slots at crowded airports such as London Heathrow.

An Emirates Airbus A380-800 landing in Hamburg Finkenwerder Airport to receive final paint-job. Emirates Airbus A380 on final approach to Charles De Gaulle Airport (2010). In November 2005, the first A380-800 in full Emirates livery was flown to Dubai, where it was displayed at Dubai Air show 2005. On 20 November 2005, Emirates ordered 42 Boeing 777s, to help with its expansion. This order came one day after Airbus announced that the A380-800 Superjumbo would be delayed by another six months. A third delay was announced on 3 October 2006, pushing the initial delivery of the first A380-800 to October 2007. The announcement was met with anger by Emirates' President Tim Clark, who threatened to cancel their Airbus order as it was affecting the airline's expansion plan, saying that "It's very serious. This will do us serious damage." In total as of April 2008, Airbus paid as much as \$110 million during 2007 in compensation for the late delivery of the A380-800 to Emirates for the delays. During the same year, on 1 August, Emirates flew its first A380-800 flight, with 489 passengers, from Dubai to New York City's John F. Kennedy International Airport.

In February 2009, Emirates raised many issues concerning its A380. Emirates gave a 46-page presentation in Toulouse, informing Airbus officials about heat-damaged power cables, defective engines and numerous malfunctions, many reportedly caused by the two showers installed in the aircraft.

On 8 June 2010, at the Berlin Air Show, Emirates ordered an additional 32 A380s worth US\$11.5 billion. The deal was the biggest single order for the world's largest passenger aircraft. This latest order, added to the 58 A380s previously ordered, brings the total to 90. Emirates expect all 90 super jumbos to be delivered by 2017. None of the

additional 32 jets are intended to replace existing A380s; although Emirates received its first A380 in 2008, it does not expect to retire these early airframes before 2020. Later in June 2010, Tim Clark, the president of Emirates, hinted at further orders for A380s.

Emirates aim to operate over 120 Airbus A380s when new airport space is available. The target implies a future Emirates order for 30 of the world's largest airliner, worth US\$10 billion at list prices, at an unspecified date. If the airline went ahead with its growth plans it would have an A380 fleet worth over US\$40 billion.

TERMINAL 3



Dubai International Airport's Terminal 3 was built exclusively for the use of Emirates at a cost of \$4.5 billion and officially opened 14 October 2008. Terminal 3 is the third largest building in the world by floor space, with over 1,500,000 m² (370 acres) of space. The Terminal has annual capacity of 27 million passengers, and with the expansion of Concourse 3, will have an annual capacity of 43 million passengers by 2011, once concourse 3 is complete. The new concourse 3 will be exclusively for the A380- 800.

In May 2011, Paul Griffiths, chief executive of Dubai Airports revealed that Emirates will eventually take over the operation of Concourse 1, along with concourse 2 and 3 which it will already be operating, by 2018.

Corporate Management

The airline is a subsidiary of The Emirates Group, which itself is a subsidiary of the Dubai government's investment company, Investment Corporation of Dubai. The airline has recorded a profit every year, except the second, and growth has never fallen below 20% a year. In its first 11 years, it doubled in size every 3.5 years, and has every four years since.

In 2010 Emirates paid dividends worth AED956 million (US\$260 million), compared to AED2.9 billion (US\$793 million) in 2009. The government has received Dhs7.1 billion from Emirates since dividends started being paid in 1999 for having provided an initial start-up capital of US\$10 million and an additional investment of about US\$80 million at the time of the airline's inception, the Dubai government is the sole owner of the company. However, it does not put any new money into it, nor does it interfere with running the airline.

Structure and employment

Emirates have diversified into related industries and sectors, including airport services, engineering, hospitality services, catering, and tour operator operations. Emirates has seven subsidiaries and its parent company has more than 50.

Emirates employed a total of 38,797 staff at the end of the fiscal year on 31 March 2011. Its parent company, The Emirates Group, employed a total of 49,950 employees of which 10,785 were cabin crew, 2,237 were flight deck crew, 1,904 were in engineering, and 9,084 were listed as other.

The primary focus for Emirates and its employees is to deliver superior customer service. In turn, Emirates provides its employees with benefits such as comprehensive health plans and paid maternity and sick leave. Another strategy employed by Emirates is to use profit sharing and merit pay as part of their competency based approach to performance management.

BRANDING

From 2004, the airline changed its slogan to Fly Emirates. Keep discovering In 2008, Emirates launched a slogan mainly revolving around their route network of 100 destinations in 59 countries across six continents – Fly Emirates. Keep Discovering and Fly Emirates. To over Six Continents. Most recently Emirates launched a campaign to promote Dubai as a destination using the slogan Fly Emirates. Meet Dubai.

Other slogans used in the past by the airline include:

- Emirates. The Finest in the Sky
- Be good to yourself. Fly Emirates
- When was the last time you did something for the first time? Fly Emirates.
- Fly Emirates. Keep Discovering
- Hello Tomorrow

Emirates introduced a new design in August 2008 for its 16,000 uniformed staff, designed by Simon Jersey plc. The off board uniform includes the Emirates hat, red kick-pleats in the skirts, more fitted blouses and the return of red leather shoes and handbags. For the onboard uniform, male and female cabin crew wear service waistcoats in place of the previously worn service jackets and tabards. The male flight attendants wear a chocolate brown suit, featuring pinstripes, with a cream shirt and a caramel, honey and red tie. Both male and female Pursers wear this chocolate brown color, but with no red featured.

Since its formation in 1985, though to a limited extent until all aircraft were repainted, Emirates airplanes carried a section of the United Arab Emirates flag on the tail fins, calligraphy of the logo in Arabic on the engines and the "Emirates" logo on the fuselage both in Arabic and English. The color scheme used since 1985 was changed in

November 1999 to the one still in use today. This change saw the modification of logotype, the enlargement and move of the English logo (the Arabic remaining smaller) towards the front of the aircraft and a different, flowing flag on the tailfin. Some newer aircraft such as the Airbus A380-800 have the Emirates logo painted on the belly of the aircraft. Emirates aircraft also have the FIFA World Cup logo on them, as Emirates is the official airline sponsor.

In cricket, Emirates sponsors Cricket Australia, Lord's Taverners, and Pro Arch Tournament. Their branding also features on International Cricket Umpires shirts. Emirates have also become an official partner of the International Cricket Council until 2015. This deal gives emirates association with all major ICC tournaments, including the 2011 and 2015 ICC Cricket World Cups, ICC Champions Trophy and ICC World Twenty20. Emirates are the Twenty20 shirt sponsor of Durham County Cricket Club and hold the naming rights to the Chester-le-Street Riverside Ground now known as Emirates Durham International Cricket Ground.

The Dubai International Racing Carnival, Melbourne Cup Carnival, and the Australian Jockey Club's Autumn and Spring Carnival. Emirates are also major sponsors of English Premier League club Arsenal. In August 2009 the Scottish Junior Football Association announced that Emirates would sponsor their Scottish Cup competition. In 2011, Emirates sponsored the cross-Thames gondola lift, Emirates Air Line in London. They are also the major sponsor of the Deccan Chargers team of Indian Premier League, the largest domestic Cricket tournament in the world. Starting with the 2012 season, Emirates will sponsor the US Open Series, a six-week summer tennis season leading up to the US Open. Their sponsorship runs till 2019.

DESTINATIONS

Emirates operates over 2,300 flights every week across its network of over 122 destinations in over 65 countries on six continents from its hub in Dubai. Several new destinations are added each year.

Alliance

Emirates are currently not a member of any of the three global airline alliances – One world, Sky Team and Star Alliance. In 2000, however, the carrier briefly considered joining Star Alliance, but opted to remain independent of the three alliances. The reason for this was later revealed by senior vice-president of the airline's commercial operations worldwide that, "Your ability to react in the marketplace is hindered because you need a consensus from your alliance partners."

Code share Agreements

As of April 2012, Emirates has code share agreements with the following airlines:

- Air India
- Air Malta
- Air Mauritius
- Garuda Indonesia (future Sky Team member)
- Japan Airlines (One world)
- Jet Airways
- JetBlue Airways[120]
- Korean Air (Sky Team)
- Oman Air
- Philippine Airlines
- South African Airways (Star Alliance)
- Thai Airways International (Star Alliance)
- United Airlines (Star Alliance)

4.5 FLEET

Emirates operate an exclusively wide-bodied aircraft fleet making up from 3 aircraft families: the Airbus A330/A340, Airbus A380 and the Boeing 777. In keeping with its policy of maintaining a young fleet, which stands at an average of 6.7 years in December 2011, it renews its fleet frequently. The airline also ranks as the largest in the world by international seating capacity, according to the latest annual report by IATA.

On 30 July 2009, Emirates received its 45th Boeing 777-300ER making it the world's largest operator of Boeing 777s with 84 in the fleet as of July, 2010. In July 2008, Emirates received its first Airbus A380-800 and in August 2008, it became the second airline to fly the Airbus A380-800, after Singapore Airlines.

In the 2009/10 fiscal year, Emirates added 14 new aircraft to the fleet which included 10 Boeing 777s and 3 A380-800s. Emirates have one of the world's highest fleet-utilization rates at about 18 hours a day.

On 11 June 2010, Emirates put in £8 billion to Airbus for another 32 A380s bringing the A380 fleet to 90 when delivered. The airline has confirmed that they have aborted a planned deal for 30 A330-300s and 30 more A350-1000s announced in July 2008 and are currently in talks with Boeing for smaller wide-body aircraft. On 19 July 2010, Emirates announced a deal with Boeing at the Farnborough Air Show, to buy 30 Boeing 777-300ER at a value exceeding \$9 billion.

Emirates will begin phasing out 31 older wide bodies – A340-300s and 777 "Classics" from February 2011. Emirates plans to have as many as 260 aircraft by 2018.

Emirates have hinted that it will make a large order at the Dubai Air show in 2011 possibly for more A380's. On 13 November 2011, Emirates placed an order for 50 Boeing 777-300ER valued at \$18 billion with options for another 20.

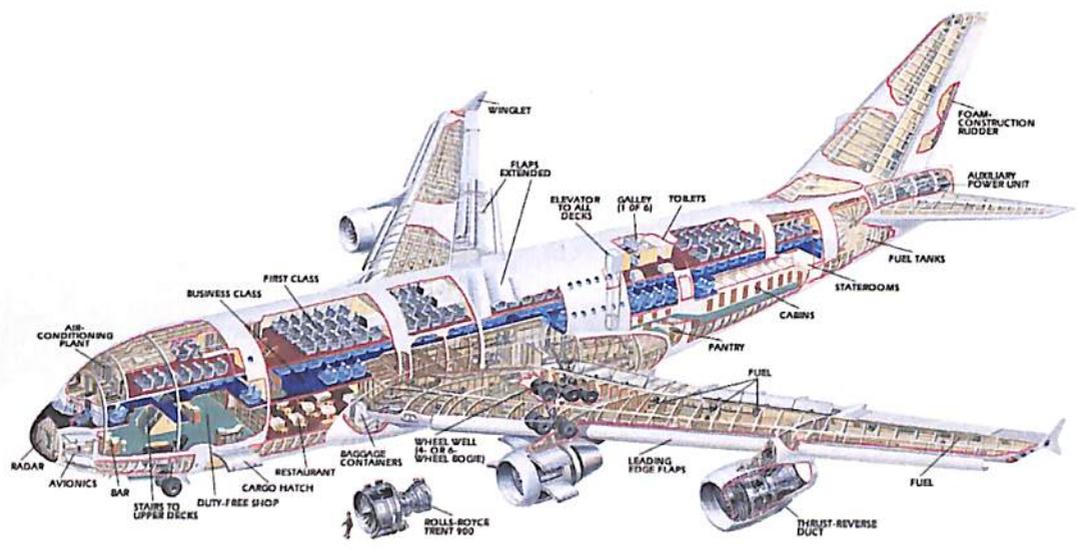
Current Passenger Fleet

The Emirates passenger aircraft fleet consists of the following wide body aircraft as of April 2012 with an average age of 6.5 years.

Emirates Fleet

Aircraft	Total	Orders	Passengers				Notes
			F	J	Y	Total	
Airbus A330-200	26	—	12	42	183	237	
			—	27	251	278	
Airbus A340-300	8	—	12	42	213	267	All to be withdrawn by 28 Feb 2013
Airbus A340-500	10	—	12	42	204	258	
Airbus A350-900	—	50	TBA				
Airbus A350-1000	—	20	TBA				
Airbus A380-800	22	68	14	76	399	489	Largest operator of the A380
			14	76	427	517	
Boeing 777-200	3	—		42	304	346	
Boeing 777-200ER	6	—	12	42	236	290	
Boeing 777-200LR	10	—	8	42	216	266	
Boeing 777-300	12	—	12	42	310	364	

Boeing 300ER	777- 73	69	8	42	304	354	Largest operator of the 777
			12	42	304	358	
			12	42	310	364	
			—	42	395	427	
			—	42	400	442	
Total	168	220					



Retired passenger fleet

Emirates Retired Fleet

Aircraft	Total	Operations	
		S	F
Boeing 737-300	1	1985	1987
Boeing 727-200	3	1985	1994
Airbus A330-200	3	1999	2012
Airbus A310-300	11	1987	2007
Airbus A300B4	1	1985	1988
Airbus A300-600R	6	1989	2002

Cargo

Emirates Sky Cargo is the air freight division of Emirates. It began operations in October 1985, the same year Emirates was formed. Since then it has been the main cargo division of Emirates, and the anchor cargo airline at Dubai International Airport.

Emirates Sky Cargo Fleet

Aircraft	Total	Orders	Cargo capacity	Notes
Boeing 747-400F	5	—	117,000 kg (260,000 lb)	operated by Atlas Air and TNT Airways

Boeing 777F	5	3	103,000 kg (230,000 lb)	one operated by TNT Airways
Boeing 747-8F	—	10	140,000 kg (310,000 lb)	1st Dubai Aerospace Enterprise
Total	10	13		

ENVIRONMENTAL RECORD

The airline claims to have lower emissions than other airlines due to its fleet which has an average fuel burn of less than four liters for every 100 passenger kilometers it flies. Cargo division of the airline uses a similar hub-and-spoke network of operations.

Fleet efficiency

- Emirates has stated that its versions of the A380-800 will offer fuel economy of 3.1 liters per 100 passenger km. Emirates A380-800s also feature the Engine Alliance GP7200 engines, which save 500,000 liters of fuel per aircraft per year.
- The company uses a program called "Flex tracks". The technology is used to plan and optimize routes efficiency and load factor. Passenger load factors were 81.2% in the 6 months to September 2010.
- Emirates has invested in a program called "tailored arrivals". This allows air traffic control to uplink to aircraft en route. It first determines the speed and flight profile from the air onto the runway, this allows the crew to accept and fly a continuous descent profile, saving fuel and emissions.

SERVICES

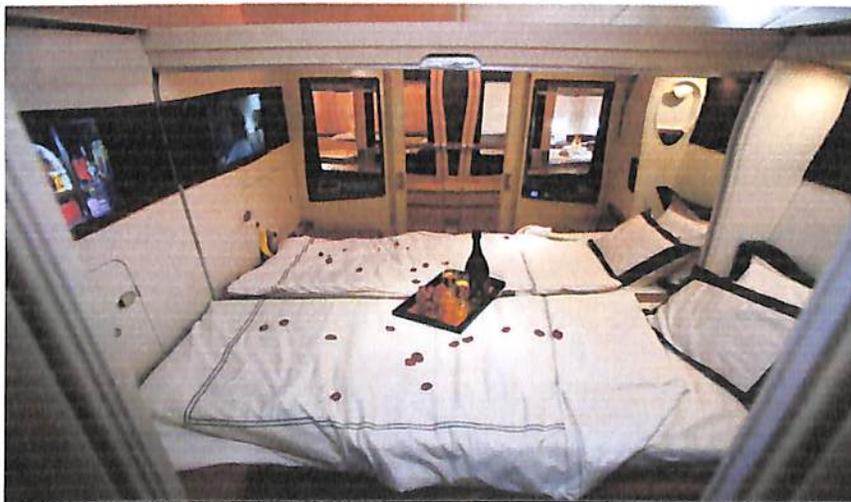
Cabin

❖ First Class

There are 3 types of first class seating; the full suite with doors, flat bed 'Sky cruiser' seat (without doors) and 'Sleeper' seats. The full suite options come complete with closing doors to ensure privacy, a mini-bar, a coat rack and storage. They also feature the ICE system on a 23 in (58 cm) LCD screen. The seat converts into a 2 m (6 ft 7 in) fully flat bed. Private suites are available on all A380-800, A340-500, Boeing 777-200LR aircraft, as well as 27 of 39 3-class Boeing 777-300ER aircraft.

'Sky cruiser' seating is available on the remaining 12 Boeing 777-300ERs, Boeing 777-200s and Boeing 777-300s feature seat that extend to flat beds using integrated passenger seat control, along with the ICE system and a 19 in (48 cm) screen. First class seats may also include a personal minibar. 'Sleeper' seating is available on 3-class A330-200 and A340-300 aircraft. The seats feature a pitch of 72 inches (A330-200) and 86 inches (A340-300) and lie nearly flat.

On its newly delivered A380-800, first class features private suites, two shower-equipped lavatories and spa, and access to the first/business class bar area and lounge. Premium class seating is located on the entire upper deck of A380-800 aircraft.



❖ Business Class

Business class on Boeing 777-200LRs, Boeing 777-300s and 29 of 39 3-class Boeing 777-300ERs as well as 5 of 14 2-class 777-300ERs feature seats with a 60 in (150 cm) pitch that recline to 79 in (200 cm)-long, angled lie-flat beds. Amenities include massage function, privacy partition, winged headrest with six-way movement, two individual reading lights and an overhead light per seat, in-seat power supply, USB Ports and an RCA socket for laptop connection, over 600 channels of entertainment on ICE, shown on a 17 in (43 cm) wide TV screen.

The A340-500s have deeply reclining sleeper seats which have a 60 in (150 cm) pitch and are 18 in (46 cm) wide. All A340-500 aircraft feature the ICE system in all three classes. The Boeing 777-200s and remaining 777-300ERs have deeply reclining seats which are almost lie-flat. They have a 58 in (150 cm) pitch and are 20.5 in (52 cm) wide. The Boeing 777-200s also feature the ICE system. On Airbus A330 aircraft and A340-300s, the seats are standard business class recliners and feature a leg rest and seat back screens. These business class seats are smaller than other business class seats in the Emirates fleet as these aircraft are used predominantly on short-medium haul routes.

On Airbus A380-800 aircraft, the seats recline to form a fully flat bed and are equipped with personal mini-bars. Due to the unique staggered layout, half of the business class seats on Emirates A380 are 9 inches shorter than the others, at only 70 inches long. Business class passengers also have access to an on-board bar at the rear of the aircraft. Business class passengers have the ability to customize and save seat and in-flight entertainment settings to a memory key for re-use on future flights



❖ Economy class

Emirates Economy Class offers a 31–32 inch seat pitch (79–81 cm) and standard seat width (except on the Boeing 777 fleet). The seat features adjustable headrests, a 600–1000 channel ICE In-Flight-Entertainment and in-seat laptop power-outlets on newer aircraft and laptop recharging facilities in galleys in older aircraft. There is additional recline on A380 Economy Class seats.



In-Flight Entertainment System

Emirates became the first airline in the world to introduce a personal entertainment system on a commercial aircraft after introducing the world's first seat-back screens in 1992. All three classes feature a personal in-flight entertainment (IFE) system on Emirates aircraft. There are three types of entertainment system on Emirates: ice; ice Digital Widescreen; and Emirates tv&radio.

Emirates have won the award for best in-flight-entertainment from Skytrax for their ICE system every year since the system's inception in 2003. At present, almost 70% of the fleet has the ice in-flight entertainment and by 2011 the entire Emirates fleet is set to have the system. ICE offers more channels than any other in-flight entertainment system.

Emirates TV&radio is also offered mainly on short haul routes, and 30% of the Emirates fleet offers passengers with 15 video and 26 audio channels, as well as 50 video games. Also available are BBC headlines, an air show and external cameras giving a bird's eye view from the plane.

ICE

- ICE (Information, Communication, and Entertainment) is the in-flight entertainment system operated by Emirates.

Introduced in 2003, ICE is available on all new aircraft and features between 600 and 1200 channels to all passengers. ICE is found on the airline's Airbus A380-800, Airbus A340-500, Boeing 777-300ER/ULR and Boeing 777-200LR/ULR aircraft. It is also available on all Boeing 777-300 aircraft which have all been retrofitted.

In July 2007, Emirates introduced ICE Digital Widescreen, an updated version of ICE. It offers over 1200 channels of entertainment (up from 600) available to all passengers. ICE Digital Widescreen is available on all new aircraft.

- **Information**

The system is based on the **3000i** system from Panasonic Avionics Corporation. ICE provides passengers with a direct data link to BBC News. ICE is the first IFE system to be connected directly to automatic news updates. This is complemented by ICE's Air show moving-map software from Rockwell Collins. Exterior cameras located on the aircraft can be viewed by any passenger, through the IFE system, during takeoff and landing. Emirates was also one of the first airlines to introduce high-speed, in-flight Internet service along with Singapore Airlines, by installing the Inmarsat's satellite system and became the second airline in the world to offer live international television broadcasts using the same system.

- **Communication**

ICE also contains a link to an in-flight email server which allows passengers to access, send or receive emails for US \$1 per message. ICE also contains a seat-to-seat chat service. In November 2006 the airline signed a deal with mobile communications firm Aero Mobile to allow in-flight use of mobile phones to call or text people on the ground, on selected 777s. The service was first introduced on a commercial service between Dubai and Casablanca on 20 March 2008.

- **Entertainment**

The ICE system includes movies, music, and video games. ICE offers over 130 on-demand movie titles and 15 video on demand channels, 60 prerecorded television channels, 350 audio channels, and around 50 video-game titles. ICE can also be accessed in 10 languages such as English, French, German, Spanish, Arabic, Korean, and Japanese. Since 2003, all entertainment options are available on-demand to all classes with options to pause, forward, and rewind them.

Emirates now feature docking capability for Apple Inc.'s iPod portable music and video player as of mid-2007. This allows the device's battery to be charged, but also allows integration with Emirates' in-flight entertainment (IFE) system. This also enables the IFE system to play music, television shows, or movies stored on the iPod, as well as function as a control system.

GROUND SERVICES

Passengers may check-in between two to 48 hours prior to flight departure. This may be done over the counter or at the lounge within the airport. Self-service kiosks are also available at Dubai International Airport, as well as at certain stations of the Dubai Metro.

Alternatively, they may check-in through the Internet or by short message service. Online printing of boarding passes is available through Internet check-in. Passengers on short trips may also check-in on their return flight upon departure from the city of origin.

LOUNGES

First and business class passengers, as well as Skywards Gold and Silver members, have access to Emirates Lounges. The airline has 32 lounges in 28 cities. Skywards Silver members can use the lounge in Concourse 1 at Dubai Airport. At airports in which Emirates does not operate a departure lounge, a third party departure lounge is usually provided for First and Business class passengers as well as Skywards Gold members.

CHAUFFEUR-DRIVE

First and business class passengers can make use of complimentary chauffeur-driven airport transfers in selected cities.

AIRPORT AVIATION SERVICES

- **Dnata**

Dnata is an aviation services company, comprising Dnata Airport Operations, the largest ground and passenger handling company at Dubai International Airport, Dnata Cargo, responsible for dealing with much of the 1.3 million tons of cargo passing through Dubai International Airport, and Dnata Agencies, a Dubai based travel agency, acting on behalf of a number of major carriers, including Aeroflot, Aer Lingus, Airblue, British Airways, Swissair and United Airlines.

- **Changi International Airport Services.**

Changi International Airport Services (CIAS) offers a comprehensive range of ground handling services to more than 30 scheduled airlines in Singapore.

ENGINEERING SERVICES

- **Emirates Engineering**

Emirates engineering supports the expansive fleet of Airbus and Boeing aircraft operated by Emirates Airline together with those of thirty other airlines through third party maintenance contracts.

The division can manage and implement all aspects of aircraft engineering support, such as maintenance, safety and logistics. It also has an engine test cell facility It also

occupies the Emirates Engineering Centre which opened in late 2006 on a 136-acre (0.55 km²) site at Dubai International Airport.

Its seven fully air-conditioned hangars for heavy and light maintenance, together with a paint hangar, cover an area equivalent to 17 football pitches and have the capacity to meet the service requirements of an Emirates fleet which is growing at the rate one new aircraft every month. Each hangar has an entrance gate 88 meters wide and every bay can accommodate any size of aircraft with an engine thrust of up to 150,000 pounds, including the Airbus A380, which is 73 meters long with an 80-metre wingspan and a tail 24 meters high.

AIRPORT AVIATION SERVICES: CATERING

- **Emirates flight catering**

Emirates Flight Catering Company has over 5,400 employees and provides in-flight catering and support services for airlines at Dubai International Airport. It provides the catering for all Emirates flights, and also for other airlines operating at the airport. In 2009, Emirates was voted by Skytrax, the fourth best onboard catering in Business Class, and second best catering in Economy Class.

The catering facility servicing the airline's flights has a design capacity of 115,000 meal tray set-ups per day. The company provided over 25.5 million meals in 2007. Official figures have not been released for 2008, however 27 million meals are estimated to be produced. The daily average meal uplift is 115,000.

- **Alpha Flight Services Pty Ltd (Australia)**

Alpha Flight Services is a leading onboard catering operator and has been supplying all Emirates airline flights departing Australia since 2008.

Emirates Group has a 49 per cent interest in the company, which provides in-flight catering at nine airports in Australia, including all major international gateways, serving 16 customer airlines with over seven million meals a year.

IT

- **Mercator**

Mercator is the IT division of Emirates Group, launched in 1985 to serve the business technology requirements of Emirates and Dnata, but is now a fully fledged worldwide provider of airline and airport "solutions". The IT division employs more than 2,000 staff in Dubai, with additional resources in India.

RETAIL

- **Emirates High Street**

Emirates High Street is an online store which stocks over 400 products, such as luxury goods, electronics, and luxury holiday packages. Customers use Skywards Miles, earned by members of Emirates airline's frequent flyer loyalty scheme, to buy products.

- **Emirates Leisure Retail**

Emirates Leisure Retail's core business is establishing, managing and franchising a wide-range of restaurants, cafes, bars and leisure facilities in the GCC.

- **Sirocco**

Sirocco is a joint venture between Emirates and Heineken International which manages the sales and marketing of a range of beverages in the Middle East. It handles brands such as Heineken, Amstel Light, Budweiser, Tiger, Carling and Sol, and – following Heineken's acquisition of Scottish & Newcastle – Bulmers and Strong bow. With a market share of 60% in Dubai, it is the leading operator in the UAE, as well as Oman, Bahrain and Qatar.

RISK MANAGEMENT AND SECURITY

- **Emirates Group Security**

Emirates Group Security is an organization that is responsible for security measures throughout the Emirates network.

It covers all Dubai passengers and cargo terminal users, company facilities and staff accommodation. Emirates Group Security also investigates theft, document fraud, misappropriation and all breaches of security against the interests of the company and its customers.

- **Tran guard Group**

Tran guard Group is a security services provider in the Middle East with an annual turnover exceeding AED600 million and more than 38,000 full-time employees. It is also one of the region's largest operators in business support services, facilities management, cash management, security technology, training, events management and airport services. Established in 2001 as a support service provider to the numerous brands operating under the Emirates Group.

Its cash management business operates from the company's headquarters in Dubai's Airport Free zone which also houses the largest cash processing facility in the region, while an additional facility was recently opened in Abu Dhabi.

TOUR OPERATOR AND EVENTS MANAGEMENT

- **Congress Solutions International**

The company is a subsidiary of Emirates providing administrative support, managing data, and coordinating third party suppliers such as venues, catering, and accommodation. It deals with conferences and provides support to delegates, as well as providing leisure and recreational activities for visiting delegates.

CSI has hosted large events such as the Global Travel and Tourism Council, which around 1,300 delegates attended. It also hosted on behalf of the World Economic Forum and the government of Dubai, a summit on the Global Agenda attended by 700 business, government and academia representatives.

- **Gulf Ventures**

Is another destination management company that provides tourist operations in the United Arab Emirates and Oman?

- **Arabian Adventures**

Arabian Adventures is a destination management company, providing services to the different tour operators, incentive houses, meeting organizers, businesses and cruise lines.

FREQUENT-FLYER PROGRAM

Emirates use Skywards as their frequent-flyer program. Skywards is a four-tier frequent-flyer program operated by Emirates. It is used by over 5.72 million customers. The three primary tiers are Blue; Silver which requires 25,000 tier miles for entry; and Gold, which requires 50,000 tier miles for entry.

Emirates Frequent Flyer Programme

The Emirates Skywards Frequent Flyer Programme is one of the best known airline loyalty programmes from one of the biggest airlines in the world.

The Skywards Frequent Flyer Programme is one of the most successful airline frequent flyer programmes in the world within its international brand recognition backed by one of the most recognized airlines.

Skywards offer three levels of membership Blue, Silver and Gold. Passengers flying in business class receive 50% more than the amount of points of economy passengers and first class receive twice the points to make getting those extra flights all

the more quicker. As a Silver tier member of Skywards you receive 1.25 times the points accrued for the booking and for gold tier members 1.50 times the points.

Extra baggage is provided to skyward members with 12 kgs in additional baggage allowance for silver and 16 kgs for gold over and above the ticketed baggage allowance.

To maintain or earn silver and gold tier Skywards membership 25,000 or 20 sectors is required for silver between 1 January and 31 December each year of 50,000 or 40 sectors for gold tier membership.

Emirates offer other wonderful benefits for business and first class passengers with a chauffeur service to and from the airport in over 40 destinations. This service is a fantastic additional service highlighting the importance of the customer in any Emirates experience.

Silver and gold skyward members receive free entry into the Emirates lounge in Dubai as an added bonus. Gold members are entitled to access to the lounge for them and one guest even travelling economy on the Emirates network such are the benefits.

Emirates have a number of internationally leading companies where points can be accrued and code share agreements in place with Continental Airlines, Japan Airlines, Jet Airways, Kingfisher Airlines, Korean Air, South African Airways, United Airlines and Virgin Blue.

Emirates Frequent Flyer Programme Quick Statistics

Airline:	Emirates
Airline Programme Name:	Skywards
Earning Points:	1 Point per Mile

Alliances:	Continental Airlines, Japan Airlines, Jet Airways, Kingfisher Airlines, Korean Air, South African Airways, United Airlines & Virgin Blue
Points Validity:	Points expire 3 years after earning points
Membership Levels:	Blue, Silver and Gold
Extra Luggage:	12kg Silver & 16kg Gold
Fee to Join:	Nil
Minimum Points Earned:	Based on Miles per destination
Airport Lounge Membership:	Emirates Lounge

EMIRATES SPONSORSHIPS

Emirates has been committed to sponsorship in both the UAE and around the world for over twenty years, beginning with the first powerboat race held in Dubai, in 1987.

His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman and Chief Executive, Emirates Airline & Group, sees sponsorship as vital in the airline's marketing strategy. "We believe sponsorships are one of the best ways to connect with our passengers. They allow us to share and support their interests and to build a closer relationship with them," he said.

1. Football sponsorships

Football is a truly global sport and consequently has always been an important strand to Emirates' sponsorship portfolio. Through the acquisition of sponsorship rights with

governing bodies and leading clubs teams, Emirates has arguably become one of the most prominent brands within football.

Emirates' sponsorship of FIFA sits centrally to its football strategy and facilitates connection with football fans across the world, through events such as the FIFA World Cup, the FIFA Women's World Cup and the FIFA Club World Cup. Emirates' relationship with FIFA began as a World Cup Sponsor for the FIFA World Cup Germany 2006 TM and Emirates now holds Official Partner status in an agreement running from 2007-2014.

A partnership with the Asian Football Confederation allows Emirates to be visible within the important markets in Asia.

1. Rugby sponsorships

Boasting a rich heritage within the game, Emirates' extensive portfolio of top class rugby sponsorships was best demonstrated when becoming the first Worldwide Partner of Rugby World Cup 2011. As a true supporter of the game, Emirates strives to make rugby and Rugby World Cup as accessible as possible, transporting rugby fans all over the globe to their ever-expanding network of destinations.

2. Tennis sponsorships

Emirates tennis portfolio includes some of the most high profile events on the ATP and WTA Tour. The recent acquisition of the Emirates Airline US Open Series, which culminates in the US Open, the fourth and final slam of the tennis calendar year, builds on Emirates' existing relationships with the BNP Paribas Open and the Rogers Cup. In addition to the North American tournaments, Emirates sponsors the Dubai Tennis Championship which is played within close proximity of Emirates global headquarters.

3. Horse Racing Sponsorships

Emirates and horse racing have been synonymous for a number of years and it now forms an important part of our sponsorship portfolio. As a true enthusiast of the sport, Emirates is involved in some of the biggest carnivals and races across the world including

the Melbourne Cup Carnival, the Dubai World Cup, the Dubai International Racing Carnival and the Singapore Derby.

4. Golf Sponsorships

Emirates sponsors over 15 golf events across the world and is one of the most prominent brands within golf, most notably after becoming a partner of the 2010 Ryder Cup.

5. Cricket Sponsorships

Cricket continues to be a great brand fit for Emirates which is highlighted through a number of high profile relationships including the ICC, ICC Elite Umpires and Kings XI Punjab.

Since Emirates first became involved in sponsorship, cricket has been a fundamental part of its strategy. Cricket offers great synergy for Emirates in terms of the key cricket nations, its reach and Emirates' major route networks.

Emirates cricket portfolio ranges from the global to regional sponsorships, but they all provide a platform to connect with fans. Emirates are proud to be associated with the ICC and all their events which include the Cricket World Cup, World Twenty20 and the Champions Trophy.

6. Collingwood Football Club

Emirates is proud to be the main sponsor of Collingwood Football Club, one of the biggest sporting institutions in Australia.

Collingwood Football Club is the most supported club in the Australian Football League (AFL) and one of the most followed clubs of any sport in Australia. This was enough to convince Emirates to become a Premier Partner of the Melbourne-based club. The AFL season runs from March to September every year with the Emirates logo

proudly displayed on the front of their Guernsey. In addition to this, Emirates gets branding on Collingwood's training apparel and match day signage.

7. Arts and Cultural sponsorships

In addition to the airline's extensive portfolio of sports sponsorships, Emirates is dedicated to the growth of global arts and culture through a number of sponsorships around the world.

Through partnerships with the Emirates Airline Festival of Literature, the Dubai Summer Surprises shopping festival, the Skywards Dubai International Jazz Festival and the Dubai International Film Festival, Emirates supports the UAE's economy and its cultural development. The events bring the finest talents in the world of music and performing arts to Dubai, creating a vibrant and culturally diverse experience.

On a global scale, Emirates' commitment to global arts and culture is reflected through its sponsorship of the Melbourne and Sydney Australian Symphony Orchestras. The two orchestras combine the finest classical music talents of their respective cities, so it is only fitting that Emirates, which combines best-in-class products for a memorable flying experience, is principal partner to the Australian Symphonies.

Emirates through their frequent flyer programme Skywards, is an official partner of the multi-award winning Skywards Dubai International Jazz Festival hosted at the Dubai Media City Outdoor Amphitheatre.

➤ Skywards Dubai International Jazz Festival

As one of the Middle East's premier music festivals, the Skywards Dubai International Jazz Festival attracts over 30,000 visitors (record in 2009) to two stages with over 12 performances featuring more than 120 international artists. In recent years, the Skywards Dubai International Jazz Festival has seen performances from artists as diverse as John Legend, David Gray, ELO, Freddy Cole, Kool and the Gang and James Blunt.

Skywards was announced as the title sponsorship of the Skywards Dubai International Jazz Festival in 2003. Although Skywards takes centre stage with this event, Emirates is also a major sponsor of the Jazz Festival.

TRAINING

➤ Emirates

The aviation college is an education and training facility which gives graduates training in the airline industry. The college opened in 1991, offering a range of professional vocational training programmes. More than 1700 aerospace engineers and technicians and 2000 air traffic controllers have graduated from the college, while the number of full-time students has increased from 300 to 1100 between years 2004 and 2009.

➤ Emirates CAE Flight Training

Emirates-CAE Flight Training provides aviation-related courses for commercial carriers in the Middle East, Europe, Africa and Asia, primarily aimed at flight deck crew and airline maintenance personnel. The joint venture between Emirates Group and CAE Inc of Canada is located in the Emirates Aviation College campus, near Dubai International Airport.

ECFT, as the joint venture is known, is the first facility of its kind in the Middle East to be qualified to both Joint Aviation Authorities (JAA) and Federal Aviation Administration (FAA) standards. The 14-bay centre houses 10 full-flight simulators: two Airbus A320/ACJs, an Airbus A330/340, a Boeing 777, two Boeing 737 NG/BBJs, a Gulfstream IV and a Gulfstream V/550, a Hawker 800/800XP and a Bell 412 helicopter simulator.

EMIRATES AIRLINE MARKETING ANALYSIS

In order to success in a business, many of the corporate will develop their own marketing plan. An effective marketing strategy plan includes definition of the business, description of products and services, profile of target customer and define their position.

In this paper, the effectiveness of Emirates Airline, one of the world's famous airlines, mainly focusing on passenger services will be evaluate by their marketing orientation by marketing management orientation, and two productive marketing matrixes, Ansoff (Ansoff, 2011a) and BCG (BCG, 2011a).

➤ Mission

Emirates mission is to commit the highest standards in everything they do. The recent promotion slogan is "Keep discovering" well describe their objective. "The Emirates Group has spread its wings into every aspect of travel and tourism to become a leading global corporation in its field" (The Emirates Group, 2011a).

➤ Corporate Background

Emirates Airline is a well-known international airline subsidiary to the Emirates Group. She is the flag carrier of Dubai, United Arab Emirates hub in Dubai International Airport Terminal 3. With current fleet-size of 146 aircraft, the airline operates with 106 destinations in 60 countries across six continents. In 2010, Emirates ranked the sixth largest international airline in terms of passenger carried and the biggest airline in terms of passenger kilometers flown. Emirates, with more than 50,000 employees across its network also actively participate in the aviation and tourism industry with various businesses such as ground handling and travel service, Dnata; cargo services, Sky Cargo; tour operator, Arabian Adventures; hotels and aircraft engineer services, Emirates Engineering. This combination makes the corporation a very comprehensive travel and tourism operation in the Middle-East area.

EMIRATES AIRLINES CASE ANALYSIS

Introduction

The case study involves a detailed analysis of the factors that shape up the organizational environment of Emirates, one of the world's most reputed international airlines. Emirates Airlines is owned by the government of Dubai, which is located in United Arab Emirates. Emirates Airlines has been operating for more than twenty years.

Political Environment

The growth and success of Emirates Airlines can be largely attributed to the consistent backing of the government. The support of the local government has certainly provided the necessary impetus to Emirates Airlines to move ahead of its competitors. The primary reason behind this is that Emirates Airlines is owned by the state government. A number of policies and regulations have been implemented by the government which is favorable for the growth of the airlines.

The open sky policy adopted by the government supports the expansion of the airlines. The open sky policy permits other countries to establish routes to Dubai. This particular policy enables Emirates Airlines to establish a strong connection with countries all over the world and thus maintain its status as a reputable international airline. As of now, Emirates Airlines are connected to about hundred different destinations in sixty countries, worldwide. The open sky police have enabled Emirates Airlines to extend its services to the secondary markets like Manchester and Newcastle in Britain, Hamburg and Düsseldorf in Germany or Kochi and Kolkata in India. Moreover, this particular policy minimizes the scopes of government interferences in the running of the airline. As a result, the airline authorities have the liberty to implement effective business strategies, without facing obstacles like stringent government rules and regulations.

The government and the airlines share common goals and interests. Thus, regarding any important decisions, generally there is full support on the part of the government.

Emirates Airline, In flight Service Department In Managing Knowledge, Communication And Information

The In flight service department purpose is to deliver the five star in flight experience to our valued customers onboard. The best strategy to deliver the best experience to customers is to distribute outstanding knowledge among cabin crew about in flight product and services. With on ground appropriate training , cabin crew manage to have sufficient knowledge about basic product and services but to feed the cabin crew continuously with onboard update and change the management need to maintain a way that make the crew aware about the change so they can apply the change onboard in time.

Moreover, to make sure the cabin crew acknowledge the change and perform well with the company standard, there is assessment from time to time conducted by senior crew that will be filed in that particular crew's folder managed by cabin crew manager. This is one way to keep the cabin crew manager informed about particular crew performance, and its called cabin crew performance matter. Cabin crew performance assessment contain an area of development session so that the particular crew could know what area of improvement he/she has to work on and it said on the system the crew will have another assessment in some period of time. But it only says crew will have to do an assessment, and most of the time the other senior on the next flight doesn't know what is actually area of development of this particular crew member from the previous assessment. So the senior wouldn't notice whether this crew has already made an improvement or not. And this situation makes the next assessment repeating the previous one again and again.

Crew portal is another tool to share information towards all crew in the company, it is an online website designed to make cabin crew life easy for accessing their email

account, checking their roster, bidding and swapping for the flight, access any update from the company etc.,.

Leadership Analysis: Emirates Airlines

Introduction

Each and every organization is trying to use strategies that would sustain or enhance their competitive advantage in the market, and Emirate Airline is never an exemption. Accordingly, the corporate strategy and management of a business describes the process of directing and leading the business operations within the company by exhausting their available resources extensively in order to attain the organizational objectives. This includes business plan conceptualization and monitoring the implementation of the efficiency and effectiveness of the strategy. The company considers unique strategic management to identify and enumerate the aims of the company so as to come up with sound business practices to gain profit and satisfy the needs and demands of the target market (2004).

Aside from these, Emirates Airline is trying to be competitive and marketable through their leaders and the leadership styles that they are implementing and using. Primarily, the main goal of this paper is to analyze the strategies of Emirates Airline in order to sustain their competitive advantage. Moreover, this paper will also analyze the leadership style used within the company. This paper will also discuss the organizational behavior, its internal and external environment through the use of different marketing tools such as SWOT analysis and Pest Analysis.

Background of the company

Emirates Airline was founded on May 25, 1985 by the government of Dubai and was supported by which is the founder of Germania (German Airline). The airline industry has started its operations with flights to Mumbai and Karachi and then followed by Delhi in September. Today the industry is considered to be a subsidiary of The Emirates Groups which is headquartered in Dubai, UAE. The company has been

provided with different recognitions and in 2007 Emirates was noted to be the eight-largest airline in the global market in terms of international passengers being carried and also noted to be the fifth-largest in the global market in accordance with the scheduled international passenger-kilometers flown. Emirates are also known for being one of the only five airline industries that operates in the entire wide-body aircraft fleet.

It can be sent that since Emirates started its business operations, they are able to gain competitive position and advantage in the market place. Today's leaders of Emirates are considered to be the most influential and essential people in the company as they are the one who make everything possible for the industry. Sheik and other leaders of the company have been able to show their innate ability to lead the company efficiently and effectively.

The success of the company can also be attributed with their marketing and business strategies which are able to compete and stay competitive in the airline market.

Leadership Style in Emirates Airline

As mentioned above, the competitive advantage and position of Emirates can be attributed by their leaders. The leader of the company are composes of . Accordingly to , the success of the airline industry and the other Dubai-owned industries can be associated with the leadership style of family. It can be said that they are able to integrate patience as well as their will to attain consensus with the capability to act quickly and decisively.

The current leader is able to use a leadership style that brought the company where it is right now. can be considered as a charismatic leader as he was able to teach his subordinates to strived more to become productive members of the airline industry. In addition, has also been described to have comprehensive decision-making abilities which are greatly helped by the lean management structure.

In the case of Emirates leader, he can be considered as an influential and democratic kind of leader. It is known the leadership composes the aptitude and skills to inspire as well as influence the behaviour and the thinking of the people or the

subordinates. It is a process of social influence in which an individual can able to provide the support and assistance for others to achieve common goal (2005). It can be said that the decision of Emirates leader to requisition an extraordinary board meeting to deal with the issue and other leaders like Flanagan suggests that he is possess the democratic type of leadership. It can be perceived in the given case study that Emirates leader looked for final decisions made by the other members of the corporation especially the shareholders.

It can be said that one of the leadership styles that can be perceived with Emirates leader is a pacesetting style and also a leader which communicates the pressures of change. Accordingly, a pacesetting leader is described as the approach in which the leader sets a high standard of performance. He has the conscientiousness, the drive to achieve and the initiative but adopts the "Do as I do, now" policy, is low on empathy and collaboration and is impatient.

Emirates leader can be considered as perseverance and empowering leader as she made salient arguments when she associated the privileges of limited-liability construct to problems like Corporate Social Responsibility (CSR) and the expectations of the society for a corporation. Furthermore, he ha also argued that a leader must consider that the contexts of a limited-liability company, specifically given among employees should be broaden to attend to any aspects which affect the reputation of the company, particularly the perceptions that it generates for its care as well as consideration for the customers, human resources and the business environment.

Furthermore, another leadership characteristic of Emirates leader as leader is being an entrepreneurial leader (2005). He is perceived to have a strong achievement approach and sensible risk taking ability. In addition, Emirates leader has also the tendency to take actions quickly when there are opportunities.

Strategy Analysis

I indeed, making an organization successful in a specific setting needs crucial and detailed studies as well as investigation of the aspects which will generate the best results which will serve the organizational aims of company like Emirates Airlines. In this regard, the management of Emirates Airlines has always been constant to look out with its rivals companies and their overall status as well as events internally and externally. Accordingly, analysis of the status of the strategies and approaches as well as resources of the business is very important as it enables the company to determine how they will be able to sustain competitive advantage in the years to come. In addition, this also enables them to determine their strengths and how they will maximize their strengths and eliminates their weaknesses (2004).

Emirates Airlines has been considered to be at the forefront of industrial aviation throughout the years. The company successfully navigates through the company's different highs and lows. The management of the company has been able to lead the charge for innovating in the airline industry and championed their excellence. Having flights to more than different cities all over the world, Emirates Airlines corporate strategy gives importance with the diversity of their stakeholders, specifically with their clients. As the company is committed with the diversity of their clients, the diversification management approach of the company enables them to ensure that clients and communities receive excellent service provided by passionate and dedicated staffs and employees.

Emirates Airlines are in the business to provide the passengers with sage, dependable and most of all friendly transportation to their valued clients along with other relevant industrial services. The company is dedicated to make each flight memorable and special for clients. The safety, convenience and comfort are the company's most essential concerns as they provide quality airline service for their clients. The success of Emirates Airline is also attributing to the generic strategies which include focus-leadership strategy (2005). The current approach of Emirates Airliners is to put itself as

an airline industry leader with a focus strategy in the airline industry. In this regard, the management of Emirates Airlines expands their business to reach more clients which enable them to be more profitable (1997).

The marketing approach of Emirates Airline is also considered as a customer-oriented approach. The management has been able to cater each of various types of clients. They have been able to implement routes to a broader range of destination all over the world. It can be said that the strategy of Emirates Airlines is a good strategy and it enables the company to provide total commitment and support organizational operations. Through this strategy, Emirates Airlines outperform most of their competitors in the airline industry. Through the strategy used by the Emirates Airlines, they have been able to gain market share and improved the overall demand for air travel among clients (1994).

The major opportunity for Emirates Airlines is their ability to expand their business all over the world without compromising the value and importance they give for their clients in each nation. In addition, the company's diversity management approaches in handling customers are the key approach that they use to ensure that they always provide the needs and demands of their clients in the global market. On one hand, the threats of the company are the existence of airline industries which provide affordable and quality services like other airlines. Their weakness can also be drawn from their diversified markets. However, with the 24-hour customer service of the company, Emirates Airlines enables them to immediately meet the needs of the clients.

The business model of the airline industry has led to their commercial success in the aviation and airline industry. They are able to have a lean workforce that can be compared to low-cost carriers rather than conventional flag-carriers. In addition, the company has also a simple organizational structure which permits the airline to maintain low overhead costs and enables them to pay no income taxes on wages. Because of the low operating costs, Emirates has been considered to be second only to Ryan air in terms

of costs per seat. Hence, Emirates are able to serve and provide services on secondary destinations and connecting to different locations through their hub in Dubai (2008).

HOTELS AND RESORTS

➤ Emirates Hotels and Resorts

As of 1 November 2007, the Emirates Group has launched the first of the Emirates Hotels & Resorts Residences with The Harbour Hotel & Residence. This is a hotel and residential tower located in Dubai Marina. It is the first of six international properties expected to open in 2008.

ACCIDENTS AND INCIDENTS

- On 9 April 2004, an Emirates Airbus A340-300 operating a flight from Johannesburg to Dubai sustained serious damage during takeoff when it failed to become airborne before the end of the runway, striking 25 approach lights, causing four tyres to burst which in turn threw debris into various parts of the aircraft, ultimately damaging the flap drive mechanism. This rendered the flaps immovable in the takeoff position. The aircraft returned for an emergency landing during which the normal braking system failed as a result of the damage. The aircraft was brought to a stop only 250 metres from the end of the 3,400 metre runway using reverse thrust and the alternate braking system. In their report, South African investigators found that the Captain had used an erroneous take-off technique, and criticized Emirates training and rostering practices.
- On 20 March 2009, Emirates Flight 407, an Airbus A340-500 flying from Melbourne to Dubai failed to take off properly at Melbourne Airport, hitting several structures at the end of the runway before eventually climbing enough to return to the airport for a safe landing. In spite of the fact that no fatalities or injuries resulted from this accident, it was severe enough to be classified as an accident by the Australian Transport Safety Bureau.

CHAPTER 4
SUMMARY, FINDINGS,
SUGGESTIONS AND CONCLUSION

SUMMARY

Air transportation is one of the most important services to offer both significant social and economic benefits. By serving tourism and trade, it contributes to economic growth. It also provides jobs and increases tax revenues. Air transport forms a unique global network linking people countries and cultures and plays a vital role in the further integration and development of the world. The airline industry provides transportation services for passengers as well as cargo through scheduled air routes. An effective marketing strategy plan includes definition of the business, description of products and services, profile of target customer and define their position.

The UAE is a federation state formed on December 2, 1971 and is composed of seven emirates. The emirates included in the UAE are Abu Dhabi, Dubai, Ajman, Fujairah, Sharjah, Ras Al- Khaimah, and Umm Al-Qaiwain. The United Arab Emirates, one of the world's fastest growing tourist destinations.

Emirates are the national carrier in United Arab Emirates. It is the largest airline in the Middle East, operating over 2,500 flights per week, from its hub at Terminal 3, to 120 cities in 70 countries across six continents. Cargo activities are undertaken by the Emirates group's Emirates Sky Cargo division. In the years of following its founding, the airline expanded both its fleet and its destinations. In October 2008, Emirates moved all operations at Dubai International Airport to Terminal 3, a new terminal exclusively dedicated to Emirates to sustain its rapid expansion and growth plans.

Emirates won many awards for excellence in different years. In 2001 and 2002, it was said to be the best by Skytrax. It was regarded the 9th best Airline in 2007. It was ranked as four-star Airline. Emirates Airline has achieved more than 300 awards due to its excellent service and cheerful hospitality. In February 2011, Air Transport World gave Emirates Airlines the title of "Airline of the Year" for 2011.

FINDINGS

- ❖ Now a day's aviation industry is facing a huge competition between the carriers. To know about the need and taste of customers is very much important. As the major marketing technique Frequent Flyer Programme has great influence in customers. The competition among FFP of major airlines is also high. So that innovative methods will help for the success of airline marketing. FFP as a loyalty based programme airline can retain the existing customers.
- ❖ The Frequent Flyer programme of Emirates was found as an effective one. It has a wide variety of offers. It has been found that there is lot of existing customers.
- ❖ Emirates have a great market position plus it is a profitable airline which is measured as a competitive advantage, since it has the opportunity to compete and expand its business to gain higher profits.
- ❖ Emirates have successfully established their niche in the airline industry through innovative marketing strategies such as event sponsorships, sports sponsorships and destination promotions.

SUGGESTIONS

- ❖ In response to the threat of low cost airlines, Emirates shouldn't lower its fares after years of offering advanced services, instead it has to offer new low cost brand as a subsidiary of Emirates group serving economic travelers who are now customers of new low cost airlines, thus expanding the marketing share.
- ❖ Joining a global alliance will enable Emirates in increasing its destinations, offering more fare options for customers helping to solve problems of new low cost airline.
- ❖ Investigating technology is recommended for improving customer service and Emirates has to sign contract with an e-business company that offers airlines technology solutions. E-CRM strategy is a new technology that Emirates should implement since Internet users' number is increasing. It allows managing long term relationship with customers generally; Emirates should do analysis for internal and external factors and its competitors and develop new strategies to stay competitive in the maturity stage.

CONCLUSION

From this project I conclude that because of the proper strategy correlation procedure and good work environment leads emirates to a good position in the airline industry .In this competitive field they have their own ideas and their own working procedures compared to some other airlines . So from so many years they have a proper valuable place in the field and they providing satisfaction to customers there punctuality and they are keeping their rules that's why customer satisfaction is high for an airline customer satisfaction is a main part. Profit is a part, but more than that customer satisfaction is the main element

Marketing is a vital part of any successful business or campaign, especially in the airline industry. In a rapidly changing world, deciding on the best marketing strategy is of the utmost importance. As society becomes more and more technologically advanced, new marketing options crop up every day, and the most trusted methods of the past become tired and ineffective. In airline industry, marketing and sales promotion works hand in hand to get maximum output. Various airlines are using different marketing strategies and give preference to creative and innovative ideas, which eventually give the success stories. The airline industry is growing day by day; every airline is improving their facilities through expanding seat capacity, finding new routes, discounting fares etc. At present competency among airline is very high, so good marketing is necessary for the all airlines. Emirates Airline has been regarded the biggest in the Middle East and the national Airline of beautiful Dubai (UAE).The Airline is all owned by the government of Dubai.

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