

DRIVING AIRLINE BUSINESS
STRATEGIES THROUGH
EMERGING TECHNOLOGY

NAWAL K. TANEJA

Driving Airline Business Strategies Through Emerging Technologies

Nawal K. Taneja



Driving Airline Business Strategies Through Emerging Technologies:

Driving Airline Business Strategies through Emerging Technology Nawal K. Taneja, 2017-03-02 In the rapidly evolving airline industry new technologies play an increasingly critical role in the delivery of real and perceived value in reducing costs enhancing revenue and improving customer service and customer safety security This book focuses at a senior executive level examining the key forces affecting the airline business and their potential in terms of short and long term strategies The author discusses the role of emerging technology on the airline industry defined very broadly and including computers information databases aircraft telecommunications Internet wireless speech recognition face recognition etc His argument is that technology should not only be an enabler of business strategy but crucially the driver of business strategy The central theme is the vital interaction between technology and business strategy across a wide spectrum of functions executives sharing their insights of what is needed in terms of revolutions in consumers technologies and productivities What has held airlines back are not so much legacy systems but legacy mindsets organizational structures and processes as well as the intelligent selection investments and implementation of value adding technologies The book is the outcome of the author's own experience while working with a number of airlines and his participation in many discussions with practitioners in the airline and technology firms

Strategic Airline Retailing and Solutions Nawal K. Taneja, 2023-11-07 While airlines have been looking into the next generation of retailing practices for several years developments since the beginning of 2020 have accelerated the need to take retailing to a new paradigm A singular focus now is the ever changing demands of the current and next generation of customers and employees and managing their values Examples of customer needs include a mobile first approach rich content augmented and personalized end to end services with seamless consistent and contextualized experiences While these concepts of retailing are not new the challenge has been in bringing them to reality due to a the constraints of legacy systems and processes while transitioning to next generation retailing systems b the inaccessibility of real time data coming from a wide variety of sources such as online shopping social media and operations c the inability to monitor real time behavior of customers and employees d the lack of effective collaboration and cooperation within the travel ecosystem and e the increasing lack of trust on the part of customers This book provides a framework and technologies to convert retailing concepts from shopping to fulfillment into reality by a renovating an airline's core and ancillary products b progressing faster on digital and organizational transformation journeys to make better data based decisions about retailing c getting better at managing customer value by knowing who the customers are d empowering supporting and listening to employees to meet their expectations e asking the right questions to solve complex retailing problems relating to customers competitors and stakeholders and f questioning common held beliefs about the airline business This book is indispensable for all airline executives and senior managers as well as airline and airport commercial managers It will also be enormously beneficial for retailers dealing with airlines and airports

The Passenger Has Gone Digital and Mobile Nawal K.

Taneja,2016-02-24 Technology is changing expectations in the airline industry Passengers want to be in control and they expect airlines to become solution providers and aggregators of value to provide them with personalized services Airline employees expect to be given the tools to do their jobs and to meet passenger expectations Airline executives expect to make returns that are reasonable and relatively stable through business cycles All of these expectations can be met by airlines through the effective and efficient leveraging of information and technology to shift from being operations and product centric to becoming customer centric and dramatically improving the overall passenger travel experience throughout the travel cycle In this new book by world renowned airline expert Nawal K Taneja the 7th in a series with Ashgate the author explores and explains the game changing opportunities presented to the industry by new generation information and technology He shows how information and technology can now drive not just enable an airline s strategy to become truly customer centric at a personalized level while at the same time enabling the operator to reduce costs enhance revenues reduce risks and become much more flexible and agile by better managing complexity **Flying Ahead of the Airplane**

Nawal K. Taneja,2016-04-15 Airlines willing to develop insight from foresight relating to the expected step phase changes will eventually improve their margins However the backward looking airline managed using old strategic levers and short term metrics will cease to exist merge shrink become more dependent on government support or become irrelevant Management innovations are not going to deliver the required improvements innovation within management is essential for airlines survival In Flying Ahead of the Airplane Nawal Taneja analyzes global changes and thought provoking scenarios to help airline executives adjust and adapt to the chaotic world Drawing on his experience of real airline situations worldwide the author concludes that there is a gulf between what executives are doing now and what they need to do to stay ahead of the curve To close this gap the author suggests that airline executives focus on just three relevant initiatives a aligning business and technology strategies b redesigning organization structures to centralize the role of the scheduling function and c developing relevant brands that integrate social networking technology To support this third initiative the book provides insights on branding from 20 fascinating non aviation case studies from around the world Flying Ahead of the Airplane will assist practitioners in airlines of every size to integrate future trends into their mainstream thinking and launch flexible business models to manage risk and compete effectively in the flattening world Airline Industry Nawal K.

Taneja,2016-06-23 Many business sectors have been and are being forced to compete with new competitors disrupters of some sort who have found new ways to create and deliver new value for customers often through the use of technology that is coupled with a new underlying production or business model and or a broad array of partners including in some cases customers themselves Think about the disruption created by Apple by the introduction of the iPod and iTunes and by Netflix within the entertainment sectors using partners within the ecosystem think of Uber that didn t build an app around the taxi business but rather built a mobility business around the app to improve customer experience Airline Industry considers

whether the airline industry is poised for disruptive innovations from inside or outside of the industry Although airlines have a long history of continuous improvements and innovation few of their innovations can be classified as disruptive innovations The few disruptive innovations that did emerge were facilitated for example by new technology jet aircraft and government policy deregulation Now there are new forces in play customers who expect to receive products that are more personalized and experience based throughout the entire journey new customer interfaces via social media advanced information systems and analytics financially powerful airlines based in emerging nations and the rise of unencumbered entrepreneurs who think differently as well as platform focused integrators

Looking Beyond the Runway Nawal K. Taneja, 2016-12-05 The global airline industry facing significant changes and discontinuity is prompted and forced to deal with a new normal Who would have imagined a few years ago that a significant percentage of consumers in the US now prefer to fly low cost airlines instead of full service airlines because they perceive the product to be better airlines would generate up to a third of their total income from non ticket revenue many low cost airlines would add complexity to their original simple business models through the development of code share agreements the use of global distribution systems and travel agents to distribute their seats Jetstar a low cost subsidiary of Qantas would grow faster and be more profitable than its parent a survey carried out by Ryanair would show that 42 percent of passengers would be willing to stand on short one hour flights if they could pay 50 percent less than seated passengers passengers could pay as little as US 2 000 for a transatlantic Business Class ticket on top brand airlines Lufthansa would have ownership in airlines based in Austria Belgium Italy Switzerland Turkey the UK and the US and that it would continue to pursue equity ownership in airlines based in Poland and Scandinavia or the Japanese and Canadian governments would struggle to find different ways to bail out their heretofore flag carriers To deal with this upcoming new normal airlines have to go beyond their short term circumstantial strategies they need strategic renewal of their ageing business model In this candidly written book Nawal Taneja explains what will separate the winners from the losers He maintains the leaders will be the airlines that 1 exploit this crisis driven change to their best advantage 2 learn to work around the airline inherent constraints that prevent them from running their businesses just like other businesses 3 learn from successes and failures of other global enterprises 4 sharpen their business intelligence analytics and strategic agility and 5 proactively explore the pockets of growth in this emerging markets century To help airline executives become informed of new competitive games the author analyzes numerous business sectors such as auto hospitality retail technology and entertainment For example relevant lessons can be learned from the strategic mistakes made by the US automakers Likewise emergent and compelling insights can be gained in superior customer experience from Ritz Carlton and Zappos and in value creating innovation from Cirque du Soleil and Zipcar The book also features a multitude of forewords from airlines and related businesses to provide readers with multiple perspectives on the changing landscape in the global airline industry Nawal Taneja is a career analyst of the global airline industry with wide ranging experience in the aviation industry academia

and public policy Encouraged by industry executives he has written five other books for practitioners in the global airline industry including FASTEN YOUR SEATBELT The Passenger is Flying the Plane and Flying Ahead of the Airplane

Innovations in Logistics and Supply Chain Management Technologies for Dynamic Economies Luo, ZongWei,2012-03-31 This book disseminates supply chain management and applied logistic theories technology development innovation and transformation in various economy sectors upon current advancing technological opportunities and market imperatives

Provided by publisher **Financial and Non-Financial Determinants of Business Performance: Financial Market and the Real Economy Perspectives** Piotr Łasak,2023-11-14 Running a business today is becoming more complex than two or three decades ago The world is becoming increasingly open and globalized and the production processes of goods and provision of services are inscribed in global supply and value added chains Large corporations are doing well in such a market but small and medium sized enterprises often find it increasingly difficult to function In addition apart from the processes exerting pressure on enterprises operating in the real economy as a result of financial globalization the scope of financial entities banks investment funds stock exchanges was also increasing Knox Hayes Pi tkowski asak 2022 In developed countries enterprises also encounter many challenges related to the traditional corporate finance dimension despite a better situation The current Issue published in the Journal of Entrepreneurship Management and Innovation Volume 19 Issue 4 2023 is aimed at considering the nexus of topics related to the various aspects of the functioning of financial and non financial enterprises The main purpose of the articles is to focus on selected problems related to the financial aspects of business activity The considered problems were presented in the context of contemporary processes taking place in the environment of enterprises These include on the one hand far reaching digitalization and the use of advanced technologies and on the other hand processes belonging to the Environment Social and Governance ESG area A description of the situation faced by many enterprises including financial institutions undergoing digital transformation is presented in the article written by asak and Wyci lak 2023 Digitalization processes not only lead to far reaching digitization of enterprises and related dilemmas regarding corporate governance but also the transformation of entire sectors of the industry The banking sector is the best example of this The question arises what is the pattern of behavior of digital platform partners in the situation of transformation of this sector and platformization of banking services The paper aims to present the dynamic pattern of behavior among partners stemming from the tensions between governance costs and co created value within platforms in banking services The study provides a taxonomy of digital platforms in banking highlights the values of the most typical platforms namely blockchain based and cloud based platforms and discusses the potential implications of the platformization of banking services One of the key contemporary perspectives of business activity is looking through the prism of the need for a responsible and sustainable approach This is the perspective embodied in the approach referred to by the term ESG Sustainable business models considering the ESG principles in the company s operation are based on financial

and non financial reasons The paper written by Zio o Szaruga and Spoz 2023 aims to examine the relationship between financial and non financial factors in enterprises and indicate for which groups of enterprises the relationship of ESG financial performance is most visible in the context of building sustainable business models and the ability to adapt to sustainability It was found that large enterprises with a solid financial position simultaneously get better non financial results In each of the analyzed aspects large enterprises with an excellent financial standing did better The conclusion presented by Zio o Szaruga and Spoz 2023 does not change the fact that small and medium sized enterprises play a key role in the economic growth of emerging economies The paper by Amoa Gyarteng and Dhliwayo 2023 examines the impact of capital structure and profitability on the short term solvency of nascent SMSs in Ghana building on the liability of the newness framework The study demonstrates that financing decisions and financial performance are crucial mitigating factors for the potential risks of default and failure faced by nascent SMEs Notably the study finds that an appropriate balance between debt and equity financing raises the working capital ratio and thus reduces the liability of newness which is a major challenge faced by nascent SMEs The analysis also identifies that return on equity ROE is a crucial driver of short term solvency for nascent SMEs Declining profitability is manifested by a decrease in operating profits and cash flows The resulting cash flow shortages can cause the company to fall behind on payments and obligations leading to short term insolvency with all the adverse consequences All these conclusions might be valuable for enterprises in other developing countries Operational and financial market performance is a crucial determinant not only for SMEs but also for larger companies Such type of businesses is presented in the paper by Ya ar and Gerede 2023 The article shows how complex are the processes accompanying the functioning of such enterprises as airlines This paper refers to the competitiveness of such airline companies and the conditions determining their favorable market position and long term competitive advantage The market position of such companies is influenced by such factors like firm maturity its size financial resources and some technical dimensions number of flights fleet homogeneity This means that despite the processes taking place today the business performance of such entities as airlines still depends on the classic factors described in the literature of corporate finance The contemporary opportunities resulting from the dynamic development of information technology contribute to the development of new forms of financing business activity One such form is crowdfunding The paper by Nose and Hosomi 2023 is dedicated to the equity crowdfunding ECF issue in the Japanese context The research provides an answer to the question of what makes equity crowdfunding successful The Signaling Hypothesis and Lack of Financial Literacy Hypothesis were tested Despite the research is focusing more on investors side it also sends an important signal to the business considering crowdfunding as a source of funding The conclusions can be helpful for start ups planning ECF campaigns in the future The company s position on the market may also depend on factors other than financial performance and recently it has depended to an increasing extent on environmental social and governance performance defining corporate sustainability performance

In this context very important research thread is the relationship between corporate sustainability performance and stability of dividend payouts This topic is presented in the paper by Matuszewska Pierzynka Mrzyg d and Pieloch Babiarz 2023 The research verifies many detailed interdependencies between the ESG performance of an enterprise and the propensity to pay stable dividends to the enterprise The possibility of financing business activity is determined by the situation in the banking sector The conditions of financing provided by banks are of particular importance in the case of developing countries where other forms of raising capital by enterprises are often limited Shaikh Tunio and Dagar 2023 paper discusses the relationship between banks funding liquidity capital funds and bankers lending activity in emerging markets This research firstly provides insight into the activity of financial companies in emerging markets and secondly informs the public and especially the business about the lending practices of the banking sector and in consequence on the financing opportunities in these economies These unique studies presented in this Issue enrich our knowledge about contemporary business activity The papers contribute to understanding the nature of business performance and link corporate finance issues with other mainly technological and social aspects Particular attention however is paid to the traditional conditions of operation and financing of enterprises At the same time however efforts were made to combine new business conditions including digitization The issues raised also concern processes ensuring sustainable development We want to express the hope that the papers presented here will be of interest to readers scholars and researchers worldwide They provide theoretical concepts and quantitative analyses and indicate pathways for further research Many of the presented areas require further in depth analysis

Straight and Level Stephen Holloway, 2016-12-14 This third edition of *Straight and Level* thoroughly updates the previous edition with extensive comments on recent industry developments and emerging business models The discussion is illustrated by current examples drawn from all sectors of the industry and every region of the world The fundamental structure of earlier editions now widely used as a framework for air transport management courses nonetheless remains unchanged Part 1 of the book provides a strategic context within which to consider the industry s economics Part 2 is built around a simple yet powerful model that relates operating revenue to operating cost it examines the most important elements in demand and traffic price and yield output and unit cost Part 3 probes more deeply into three critical aspects of capacity management network management fleet management and revenue management Part 4 concludes the book by exploring relationships between unit revenue unit cost yield and load factor *Straight and Level* has been written primarily for masters level students on aviation management courses The book should also be useful to final year undergraduates wanting to prepare for more advanced study Amongst practitioners it will appeal to established managers moving from functional posts into general management More broadly anyone with knowledge of the airline industry who wants to gain a deeper understanding of its economics at a practical level and an insight into the reasons for its financial volatility should find the book of interest

Global Airlines James Patrick Hanlon, 2007 Provides comprehensive insight into today s global airline

industry now in its 3rd edition *Computational Intelligence in Integrated Airline Scheduling* Tobias Grosche, 2009-02-26 In this text two planning approaches for integrated airline scheduling are presented One follows the traditional sequential approach and the other uses metaheuristics to offer a truly simultaneous approach to airline scheduling **Everyday Information** William Aspray, Barbara M. Hayes, 2011-03-04 An intimate everyday perspective on information seeking behavior reaching into the social context of American history and American homes All day every day Americans seek information We research major purchases We check news and sports We visit government Web sites for public information and turn to friends for advice about our everyday lives Although the Internet influences our information seeking behavior we gather information from many sources family and friends television and radio books and magazines experts and community leaders Patterns of information seeking have evolved throughout American history and are shaped by a number of forces including war modern media the state of the economy and government regulation This book examines the evolution of information seeking in nine areas of everyday American life Chapters offer an information perspective on car buying from the days of the Model T to the present philanthropic and charitable activities airline travel and the complex layers of information available to passengers genealogy from the family Bible to Ancestry com sports statistics as well as fantasy sports leagues and their fans obsession with them the multimedia universe of gourmet cooking governmental and publicly available information reading sharing and creating comics and text messaging among young people as a way to exchange information and manage relationships Taken together these case studies provide a fascinating window on the importance of information in the past century of American life Service Science and Logistics Informatics: Innovative Perspectives Luo, ZongWei, 2010-03-31 This book provides both business and IT professionals a reference for practices and guidelines to service innovation in logistics and supply chain management Provided by publisher **Designing Future-Oriented Airline Businesses** Nawal K. Taneja, 2016-04-22 Designing Future Oriented Airline Businesses is the eighth Ashgate book by Nawal K Taneja to address the ongoing challenges and opportunities facing all generations of airlines Firstly it challenges and encourages airline managements to take a deeper dive into new ways of doing business Secondly it provides a framework for identifying and developing strategies and capabilities as well as executing them efficiently and effectively to change the focus from cost reduction to revenue enhancement and from competitive advantage to comparative advantage Based on the author s own extensive experience and ongoing work in the global airline industry as well as through a synthesis of leading business practices both inside and outside of the industry Designing Future Oriented Airline Businesses sets out to demystify numerous concepts being discussed within the airline industry and to facilitate managements to identify and articulate the boundaries of their business models It provides material from which managements can set about answering the key questions especially with respect to strategies capabilities and execution and pursue an effective redesign of their business As with the author s previous books the primary audience is senior level practitioners of differing generations of airlines worldwide as

well as related businesses The material presented continues to be at a pragmatic level not an academic exercise to lead managements to ask themselves and their teams some critical thought provoking questions **Airways** ,2003 **Fasten Your Seatbelt: The Passenger is Flying the Plane** Nawal K. Taneja,2018-01-09 Fasten Your Seatbelt The Passenger is Flying the Plane is the fourth in a series written at the encouragement of practitioners in the global airline industry Core customers are beginning to seize control of the direction of the industry from airline management Customers are doing so due to deep dissatisfaction with what is being offered by traditional carriers across all areas including network product price customer service and the distribution system New airlines have clearly focused business designs with the discipline to reject non valued products or services In the US new airlines score higher in customer satisfaction offering lower fares and making larger operating profits This book is about customer behaviour and how to address it It provides detailed but easy to read practical discussion of the changes required on the part of airline management not only to think boldly but also to execute courageously and relentlessly ground breaking strategies to fly ahead of their customers As with previous books written by Nawal Taneja the primary audience continues to be senior level practitioners within the global airline industry in both traditional carrier and low complexity carrier segments The approach is impartial candid and pragmatic based on what is happening in the actual market place rather than theoretical business models *Transforming Airlines* Nawal K. Taneja,2020-03-19 This book provides a flight plan for riding the impending connectivity transformation curve It takes the perspective of actionability highlighting initiatives that executives in airlines and related businesses can use from the insights of multi industry executives The emphasis is on execution not on the concepts themselves There is a cluster of at least four distinct megatrends that may converge to form disruptive conditions 1 elevated expectations of existing and new customer segmentations those who expect available and accessible air mass transportation systems and those who expect connected services and seamless travel on different modes of transportation 2 new emerging technology incorporated in the air and ground vehicles that will create new opportunities for existing and new service providers to offer new value propositions 3 platforms developed around the ecosystem of customers and 4 the impact on travel that the fast changing demographic and economic characteristics of two major countries India and China These megatrends could lead existing or new businesses to create value propositions specifically dedicated to the new segments once each reaches a critical mass Drawing on the author s own experience in the airline industry and related businesses this book discusses the how relating to reimagining the business re entrepreneuring the organization innovating through partnerships reengaging with customers and employees and rebranding the business in response to these trends This book is recommended reading for all senior level practitioners of airlines and related businesses worldwide Re-platforming the Airline Business Nawal K. Taneja,2019-01-10 Airline business models continue to be shaped by powerful forces relating to customers complexities and regulators However at the same time there are emerging technologies that can help airlines cater to the needs of their changing customer bases and

manage the complexities of the business In his previous books Nawal Taneja has deliberated on these forces and how the airline industry is poised for disruptive change that could come from within or outside of the industry He also discussed the point that the airline planning systems and process in use are neither contemporary nor sufficiently integrated to meet the changing needs of customers who now are looking for outcomes not products In *Re platforming the Airline Business To Meet Travelers Total Mobility Needs* Taneja not only reiterates the need for transformation of the airline business but provides a map of the transformational process This book proposes that different sectors of the aviation industry particularly airlines and airports should consider using not just a wide array of technologies Artificial Intelligence biometrics blockchain and the Internet of Things but also specifically designed customer centric platforms to make informed decisions and to develop and implement transformative strategies to meet travelers total mobility needs These technologies and platforms can enable airlines and airports to achieve scale and scope as well as agility and flexibility through strategic partnerships to offer intelligently aggregated travel related services right now Subsequently they will enable various members in the travel chain to provide solutions to travelers global mobility requirements effectively and with better experiences

Enhancing Medical Imaging with Emerging Technologies Sharma, Avinash Kumar,Chanderwal, Nitin,Tyagi, Shobhit,Upadhyay, Prashant,Tyagi, Amit Kumar,2024-04-15 The field of medical imaging is rapidly evolving with new technologies and techniques constantly emerging However this fast paced advancement brings challenges such as the complexity of imaging modalities the need for continuous education and training and the integration of emerging technologies like AI and robotics into existing healthcare systems Healthcare professionals and technology enthusiasts often need help to keep pace with these changes and may feel overwhelmed by the vast amount of information and possibilities in the field *Enhancing Medical Imaging with Emerging Technologies* offers a comprehensive solution to these challenges By providing a thorough introduction to medical imaging systems including the fundamentals of system theory and image processing the book serves as a foundational resource for understanding the complex world of medical imaging It covers various imaging modalities from conventional camera systems to advanced techniques like magnetic resonance imaging and optical coherence tomography offering readers a holistic view of the field This book is a valuable resource that inspires hope sparks curiosity and paints a vivid picture of the limitless potential of medical imaging

21st Century Airlines Nawal K. Taneja,2017-09-08 In *21st Century Airlines Connecting the Dots* Nawal Taneja addresses the challenges and opportunities facing the airline industry as it tries to innovate and create products and services that are radically different by connecting the dots at four key levels recognizing the implications of global events improving cross functional collaboration within the organization working more closely with the travel chain and providing much higher engagements with connectors within the social networks The book synthesizes insights gained from the experience of non traditional businesses such as Uber that have no physical assets and that focus on scalability through platforms as well as traditional businesses such as Mercedes Benz that are transitioning

from operators of physical assets to adapt to the on demand and sharing economies These insights show pragmatically that digitizing airline businesses would require digital mind sets digital technologies digital strategies and digital workplaces to explore new frontiers in value for both customers and airlines Moreover forward thinking airlines need to consider working with bimodal organizational structures in which one group optimizes current business models network fleet and schedule planning as well as revenue management while a second group explores innovative ways to add digital features to physical products to provide a consistent experience throughout the journey The book is written for all senior level practitioners of airlines and related businesses worldwide as well as senior level government policymakers

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