

Lufthansa

P. Schulz et al.

Lufthansa in Its Competitive Environment Martin Albers, 2008-06 Seminar paper from the year 2007 in the subject Business economics - Business Management, Corporate Governance, grade: 2,1, University of Sunderland (University of Sunderland), course: Contemporary Management, 27 entries in the bibliography, language: English, abstract: After five years of vast losses, especially for the IATA Carrier, which are all scheduled airlines, 2007 will be a successful year for the airline industry, with a forecasted profit of \$8.5 billion. The early 21st century marked the industry with high losses and consolidation. Due to the reason that the industry sector highly depends on the external environment: the terrorist attacks of September 11th 2001, magnified by the weak economic conditions in many major countries and more recently the Iraq War and SARS epidemic, have made the last five years unhappy ones, especially for most of the scheduled airlines. In addition to that, the liberalisation of the European aviation market enabled low cost airlines to reshape the competitive environment and to make significant impacts in the world's domestic passenger markets, which have previously been largely controlled by full service carriers. The overall market situation is dominated by increasing pressure on cost and productiveness. The global market trend forces a high company concentration that strengthens market positions. Lufthansa - Germany's national carrier was faced, like all other national carriers with the above-mentioned problems and had to find its way out of the crisis. The central question of this report is: With which tools did Lufthansa solve these problems? And are these tools sufficient to be competitive for future developments? This report paper is dealing with the developments in airline business illustrated with the example of Germany's national carrier, the Lufthansa AG, and the enormous company restructuring toward an ideal global player in a highly competitive environment. By analysing the internal and external influences, p

Lufthansa's Strategic Challenges when a Star Alliance Member Exits Andrea Utz, 2015-02-13 Bachelor Thesis from the year 2013 in the subject Business economics - Business Management, Corporate Governance, grade: 1,9, , language: English, abstract: The airline sector is a viable and fast changing industry. This became evident especially after the announcement of the fusion between the insolvent company American Airlines and US Airways in February 2013. This begs for the question, how Lufthansa will be affected, as a member of Star Alliance, after the exit of US Airways. The thesis will analyse Lufthansa's competitive advantage within the dynamic airline industry based on a strategic analysis of its internal and external environment. Furthermore, with the help of a scenario analysis, potential future situations will be examined and underlined by a management interview given by a CEO from the airline industry. Summing up, even if US Airways exited Star Alliance, it has no substantial influence on the competitive advantage of Lufthansa as a member of Star Alliance. The study concludes it is very important to find a new partner in order to gain access to the growing emerging markets especially in the Middle East where demand and hubs will grow significantly over the next decades.

Lufthansa Ronald Edward George Davies, 1991

The influence of differing market characteristics on Lufthansa's strategies and operations Andreas Rostin, 2005-07-21 Seminar paper from the year 2004 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, Georgetown University, course: International Business, language: English, abstract: The airline industry has historically been an extremely volatile and in general unprofitable industry. According to financial reports compiled by the International Air Transport Association and the International Civil Aviation Organization (ICAO), aggregate industry-wide operating losses for the

period 1985-2003 totaled \$11.7 billion. Not all airlines, however, have been responsible for this poor overall performance. In the past ten years, Lufthansa German Airlines (Deutsche Lufthansa AG) has transformed itself from a struggling state-owned carrier into one of the most profitable airlines worldwide by positioning itself in the upper echelon of the lucrative premium travel market. Serving as an indicator for this successful transformation, Air Transport World – the leading monthly magazine covering the global airline industry – selected Lufthansa as its “Airline of the Year” for both 1994 and 2000. This paper will analyze Lufthansa’s award-winning business model by focusing on the airline’s position in its three major markets: the European Union, the North Atlantic and China. After briefly outlining the current state of the airline industry in general and presenting a short company profile of Lufthansa, it will look into the following questions: In what way do differing economic, political and social conditions influence Lufthansa’s strategic decisions in its home market – the European Union – in comparison to the North Atlantic market? When giving answers to this question, the paper will focus particularly on competition distortion stemming from heavy U.S. government involvement in the airline industry and what measures Lufthansa has taken in order to gain a competitive advantage over its U.S. counterparts. It will then turn its attention to Lufthansa’s home market by evaluating the impact of the recent entry of low-cost carriers and analyzing Lufthansa’s reaction to this challenge. Finally, the paper will assess the airline’s potential in the Chinese market. In what way does this market differ from the ones examined before? Has Lufthansa been able to take advantage of the ample business opportunities China has to offer or have governmental regulatory obstacles hindered Lufthansa from maximizing its potential in this region? The paper will conclude by suggesting that Lufthansa will need the involved governments to tackle infrastructure and regulatory shortcomings in order to fully exploit its potential and cement its position as an industry leader.

Schroeder V. Lufthansa German Airlines ,1988

Customer Relationship Management: Lufthansa P. Schulz et al.,2008-08-22 Project Report from the year 2007 in the subject Business economics - Customer Relationship Management, CRM, grade: 86%, Macquarie University (Graduate Accounting and Commerce Centre), course: MKTG814, Managing Customer Relations (post-graduate unit), 19 entries in the bibliography, language: English, abstract: Lufthansa is Germany’s aviation flagship company and also one of the major airlines operating on a global scale. Established in 1926, Lufthansa currently is one of the biggest members and also founders of the Star Alliance, the world’s most important airline cooperation. Divided into five strategic business segments (passenger business, logistics, Maintenance Repair Overhaul, catering and IT services), the following report will focus on the passenger business segment and Lufthansa’s activities in terms of customer relationship management (CRM) in this division. Being one of the first airlines to have established a customer loyalty program, Lufthansa successfully runs its frequent flyer concept Miles & More (Lufthansa, 2007). In a competitive environment like the aviation business, relying on a loyal customer base which generates a major part of the company’s revenue is one of the key drivers for success. Due to cost pressure in the late 1990’s and the crisis in the aviation business after the terror attacks in 2001, airlines more than ever before recognized and appreciated the value of a relationship to its important profitable customer segments. Thus CRM strategies have become increasingly relevant for Lufthansa and other airlines. Lufthansa’s CRM strategy in the passenger business segment is concentrated within the Miles & More program. Different statuses of memberships are designed to attend to customers throughout the stages of customer’s lifetime and therefore represent the value of the customer for the company. Beneath the Miles & More surface, an accurate value chain is required. The value chain contains Lufthansa’s Customer Portfolio Analysis, IT and Database Integration, Value Proposition Development and Customer Lifecycle Management. These factors

combined enable Lufthansa to create a state of the art CRM system.

Strategic assessment of the Lufthansa Group's introduction of Eurowings and its associated new strategy Erik Somssich, 2017-03-31 Seminar paper from the year 2017 in the subject Business economics - Business Management, Corporate Governance, grade: 1,7, University of applied sciences, Cologne, course: Strategic Corporate Management, language: English, abstract: The purpose of this assignment was to analyse the Lufthansa Group's new strategy, evaluate the opportunities and the weaknesses of this concept, and to develop further recommendations for action.

Lufthansa 95 Success Secrets - 95 Most Asked Questions on Lufthansa - What You Need to Know Karen Lambert, 2014-12-02 The Most-Advanced Lufthansa Guide Available. There has never been a Lufthansa Guide like this. It contains 95 answers, much more than you can imagine; comprehensive answers and extensive details and references, with insights that have never before been offered in print. Get the information you need--fast! This all-embracing guide offers a thorough view of key knowledge and detailed insight. This Guide introduces what you want to know about Lufthansa. A quick look inside of some of the subjects covered: Lufthansa Flight 2904 - Notable passengers, Lufthansa Flight 181, Lufthansa Flight 005, Lufthansa Flight 592 - Flight, Lufthansa Technik, Lufthansa Flight 615 - The hijacking, Lufthansa CityLine - History, Lufthansa Flight 502 - Probable cause, Augsburg Airways - Cooperation with Lufthansa, Lufthansa Flight 181 - The Lufthansa crew, Frankfurt Airport - Lufthansa First Class Terminal, Lufthansa Consulting, Sofia Airport - Lufthansa Technik-Sofia, Lufthansa (disambiguation), Lufthansa Flight 2904 - Details about the design features of the aircraft, Lufthansa Technik - Products, Lufthansa Flight 181 - Rome, Lufthansa CityLine - Fleet, Lufthansa Flight 592 - Aftermath, Lufthansa Cargo, Lufthansa Flight Training - Airline Training Center Arizona, Lufthansa Flight 540 - Bibliography, Lufthansa cargo hub dispute - Operations and subsidiaries, LSG Lufthansa Service Holding AG - Financial figures, Lufthansa Flight Training - Fleet, Lufthansa Flight 181 - Bahrain, Lufthansa Consulting - Cooperations, PrivatAir - Operated for Lufthansa, DB Class 403 - Lufthansa Airport Express, Lufthansa Systems, Lufthansa cargo hub dispute - Accidents and incidents, Lufthansa Regional - Fleet, Lufthansa Flight 005 - Aircraft, Lufthansa Flight 181 - Operation Feuerzauber, Lufthansa Flight 502 - Aircraft, Deutsche Lufthansa (East Germany) - Route network, and much more...

Merger Talks between Lufthansa and Turkish Airlines Tim Wiebusch, 2014-05-05 Seminar paper from the year 2013 in the subject Business economics - Investment and Finance, grade: 1,0, University of Applied Sciences Wildau (Institute of Technology), language: English, abstract: During the last visit of the Turkish Prime minister Recep Tayyip Erdogan in Germany in November 2012 the German chancellor Angela Merkel told him that she would like the two countries to work on a joint management and operations of the two airline giants, Lufthansa (LH) and Turkish Airlines (TK). Erdogan seemed quite flattered about the offer responding later in an interview with the Turkish media (translated quote): "During my visit to Germany, Chancellor Merkel offered to establish joint management for LH and TK. And I have responded positively to Merkel's offer. We have already had plans for joint projects and I hope to take such a joint step together." Since then there have been numerous rumours in the news about a possible merger between LH and TK. The intent of this paper is to discuss what is behind these rumours and analyse the possibility of such a merger. For this purpose we have split the paper in four parts. In the first part we will talk about the present situation of the European aviation business, specifically in the case of LH and TK. We are also going to introduce the two companies and analyse several aspects of them i.e. past development, performance of the last years, current financial situation and company strategy. Additionally we will

present the strengths and weaknesses of each company and the challenges they are facing at the moment. In the second part we will analyse what possible benefits could arise from a merger of the two companies and briefly outline some of the challenges the airlines will have to overcome to make a merger successful. In the third part the possible forms of cooperation will be discussed. Finally in the fourth and last part, we will assess the future perspective and the external impact of such a merger. Throughout the paper we try to focus on corporate finance aspects of mergers and acquisitions.

Lufthansa-Bordbuch Deutsche Lufthansa,1982

Strategic Analysis of Lufthansa's Introduction of Eurowings Maxim Lachmann,2016-02-04 Seminar paper from the year 2015 in the subject Business economics - Operations Research, grade: 1,7, , language: English, abstract: The aviation industry has changed in the recent years rapidly. Twenty to thirty years ago the aviation was too expensive for the most people and a network of international air connections often did not exist. Nowadays the aviation belongs almost to an everyday business, whether professionally or privately. At the end of the 70s there was an air traffic revolution, the concept of the low cost carrier (LCC) started. The LCC is a provider of the basic products, such as low service on board, seat comfort and free baggage drop off. 1 The first LCC was the southwest airlines from the USA. Up to the 90s Southwest offered LCC connection in US; without competitors in this business area. In 1990 the Irish airline Ryanair was founded and was the first LCC in the European (EU) area. The airlines are facing new challenges: more clientele, more fair flight prices in comparison to the competition and in addition high margins. For a long time such scheduled airlines like LH Group, KLM- Air France and British Airways-Iberia were the representative airlines in the EU. People have spent a lot of money for having a full service on Board (luggage, food, etc.) and were often dissatisfied about constantly rising prices for the flight tickets. With the origin of LCC, the market has changed enormously. Yearly scheduled airlines announce customer decline and decreasing profits. What is the reason for that? Are the LCC responsible for it? Do the scheduled airlines have to rethink their strategies to be still competitive in the market?

Lufthansa to Luftwaffe - Hitlers Secret Air Force Peter Dancey,2010-08-03 This book provides a complete history of the clandestine WW II Luftwaffe and its origins under the patronage of Lufthansa, secret training of its personel in Russia and Italy. Combat proving of its airplanes with the Condor Legion during the Spanish Civil War. Units, deployments, personel, airplanes and sub-types, thw 'secret weapons' and the world's first combat jets. Hitler's less than cordial relations with Goring, the RLM and German Aviation industry

The Lufthansa Heist Henry Hill,Daniel Simone,2015-08-01 The inside story—from the organizer himself—of the largest unrecovered cash haul in history. This full account brings readers behind the heist memorialized in Goodfellas, a crime that has baffled law enforcement for decades. From Henry Hill himself, The Lufthansa Heist is the last book he worked on before his 2012 death. On December 11, 1978, a daring armed robbery rocked Kennedy Airport, resulting in the largest unrecovered cash haul in world history, totaling six million dollars. The perpetrators were never apprehended and thirteen people connected to the crime were murdered in homicides that, like the crime itself, remain unsolved to this day. The burglary has fascinated the public for years, dominating headlines around the globe due to the story's unending ravel of mysteries that baffled the authorities. One of the organizers of the sensational burglary, Henry Hill, who passed away in 2012, in collaboration with Daniel Simone, has penned an unprecedented “tell-all” about the robbery with never-before-unveiled details, particulars only known to an insider. In 2013, this infamous criminal act again flared up in the national news when five reputed gangsters were

charged in connection to the robbery. This latest twist lends the project an extraordinary sense of timing, and the legal proceedings of the newly arrested suspects will unfold over the next year, continuing to keep the Lufthansa topic in the news.

Jahresbericht Deutsche Lufthansa (1953-),1987

Steering an outsourced handling agent at Lufthansa Cargo AG/ Miami, USA Daniel Effenberger,2005-04-08 Diploma Thesis from the year 2005 in the subject Business economics - Supply, Production, Logistics, grade: 1,7, Heilbronn University, 87 entries in the bibliography, language: English, abstract: "If an enterprise does not get the best people at the bottom of its management pyramid then some years down the line it is not go-ing to find them at the top, no matter how much outsourcing it might be doing." (Chorafas, D. N. (2003), p. 97) This diploma thesis will analyze the outsourcing partnership between Lufthansa Cargo AG (LCAG) and GlobeGround Inc. (GG) at the station Miami/ USA. The paper will represent the current situation, detect sensible subjects and will give recommen-dations to the local- (MIAFH/A) and the regional- (MIAFH) Handling-Management at LCAG in Miami. The main business of an airline is to offer transport services from Airport A to Airport B. The transported object can either be passengers, cargo or mail. In the 1990's air-lines followed the strategy to integrate more pre- and after-flight related services into their part of the value chain. Enormous pressures lead to changes in strategies. These pressures are mainly caused by the events of 9-11, SARS, the global reces-sion, the Iraqi war, the latest oil-price trend and not to forget the current exchange rate of the US\$1 2 . The yield per kg is also decreasing as there are more competitors on the market and even forwarders started to charter own equipment for flying goods around the globe.³ But, even if there are some break points in growth; several studies forecast an annual growth of air cargo of about 6% worldwide during the next years. ⁴ Outsourcing non-core businesses is one attempt to reduce overhead costs and to versatile the business for being more competitive. It often seems as the easy avail-able medicine to cure suffering businesses. The possible loss of know-how, control and quality of services is often neglected. Steering an outsourcing relationship is therefore one of the main tasks in such a cooperation and require, besides costs and time, also the according knowledge.

The finance strategy of Deutsche Lufthansa AG in the context of long-term financing theories Marc Munzer,2009-08-28 Seminar paper from the year 2009 in the subject Business economics - Business Management, Corporate Governance, grade: 1.3, University of Hull, language: English, abstract: Long-term financing and therefore the question of capital structure is essential for all kinds of business. Every organisation should take into account financing patterns in order to set up a target capital structure, which reduces the cost of capital. The optimal capital structure tends to rely on a variety of factors, such as industry, ownership structure, personal attitude to risk, nationality, and dimension of asymmetric information. Due to the significance, many theories regarding these matters have been developed with sometimes more contradictory explanations. This paper deals with the long-term financing patterns of the Deutsche Lufthansa AG. Firstly, the work gives a brief company's profile and investigates its capital structure. Further, the composition of shareholders' equity and debts are examined in order to critically asses Lufthansa's rationale for its financing mix. Finally, referred on relevant long-term financing theories, the work summarizes the findings. [...]

Individual Case Study Report. A Change of Leadership Style within the "Lufthansa Technik" Using Expert Interviews and SWOT-Analysis,2015-06-18 Seminar paper from the year 2014 in the subject Business economics - Business Management, Corporate Governance, grade: 1, University of Queensland,

language: English, abstract: The following case study report is based on my personal experiences during a 6 month internship within the HRDepartment of Lufthansa Technik AG (LHT). I worked in central personnel development, whose job is to provide systems and processes for succession, rotary and career planning and assist the managers in their role as the “first personnel developer” for their employees. Two personnel developers and I formed a project team to address the problematic issue of increasing employee turnover in the past years. All the information and data provided by the company has been translated from German into English and was gathered in 2013. The purpose of this report is to make recommendations to optimize the existing potential analysis tools of LHT. Executives were questioned about their beliefs and experiences using indepth interviews. Their opinions are integrated in the optimization process in order to produce a practical reference guide for identifying potential. I also use a SWOTanalysis to develop appropriate strategies by determining strengths and weaknesses and examining organisational behaviour (OB) factors. In addition, the statements of managers are analysed with regard to aspects of transformational leadership.

Lufthansa's Strategic Challenges when a Star Alliance Member Exits Andrea Utz, 2015-02-16 Bachelor Thesis from the year 2013 in the subject Business economics - Business Management, Corporate Governance, grade: 1,9, language: English, abstract: The airline sector is a viable and fast changing industry. This became evident especially after the announcement of the fusion between the insolvent company American Airlines and US Airways in February 2013. This begs for the question, how Lufthansa will be affected, as a member of Star Alliance, after the exit of US Airways. The thesis will analyse Lufthansa's competitive advantage within the dynamic airline industry based on a strategic analysis of its internal and external environment. Furthermore, with the help of a scenario analysis, potential future situations will be examined and underlined by a management interview given by a CEO from the airline industry. Summing up, even if US Airways exited Star Alliance, it has no substantial influence on the competitive advantage of Lufthansa as a member of Star Alliance. The study concludes it is very important to find a new partner in order to gain access to the growing emerging markets especially in the Middle East where demand and hubs will grow significantly over the next decades.

Strategic Marketing Approaches Within Airline Management: How the Passenger Market Causes the Business Concepts of Full Service Network Carriers, Low Cost Carriers, Regional Carriers and Leisure Carriers to Overlap Susanne Bölke, 2014-06 On the German passenger market, airlines approach different business concepts in order to cope with the threats and to be successful. The case of the Lufthansa Passenger Airline and its subsidiary Germanwings has been discussed many times currently. Together they have implemented a restructured concept of the Low Cost Carrier Germanwings in order to overcome their weaknesses. The purpose of this paper is to evaluate the potential of economic success of this strategy change. Therefore, the paper comprises three main areas. The first one is the theoretical part, which explains the differences between Full Service Network Carriers, Low Cost Carriers, Regional Carriers and Leisure Carriers. Secondly, the analysis takes place by applying Porter's five forces model. Subsequently, the strengths and weaknesses of the Lufthansa Passenger Airline and Germanwings are highlighted and the new business concept is introduced. Finally, all findings are put into relation using the SWOT-analysis.

Hub and Spoke vs point-to-point in airline logistics. The network strategy of Lufthansa Maxim Lachmann, 2016-04-13 Seminar paper from the year 2016 in the subject Business economics - Supply, Production, Logistics, grade: 1,7, University of applied sciences, Cologne, language: English, abstract: The paper provides insight into hub-and-spoke and point-to-point logistics of the airline industry. The author weighs up the advantages and disadvantages of both

strategies. This paper is dedicated to the most applied international logistic network systems, which are: hub-and-spoke and point-to-points. Airlines use these strategic networks in order to reduce different types of costs, optimize their network and flexibility of flight operations. The author elaborates on the different network strategies by putting his focus on one of the biggest German and European airline Lufthansa.

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