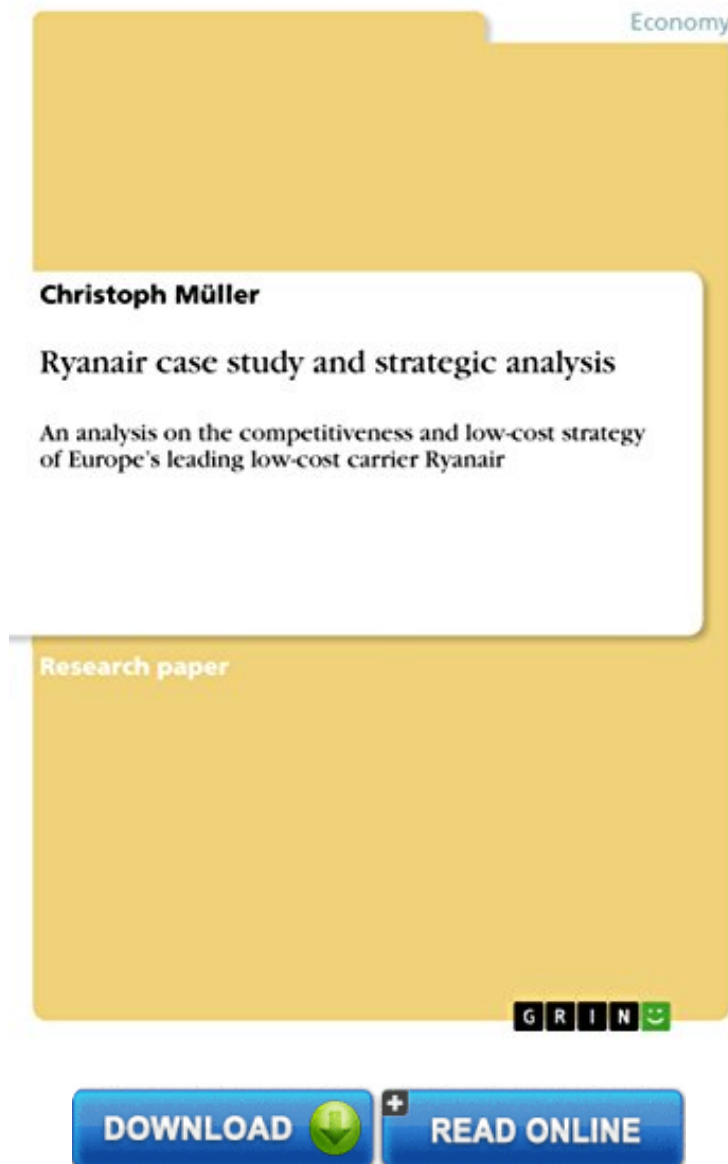


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Ryanair case study and strategic analysis: An analysis on the competitiveness and low-cost strategy of Europe's leading low-cost carrier Ryanair

Christoph Müller

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Research Paper (undergraduate) from the year 2011 in the subject Business economics - Company formation, Business Plans, grade: A, The University of Surrey, course: Business Strategy, language: English, abstract: This report conducts a competitive analysis of Europe's leading low-cost carrier Ryanair. For this purpose, various concepts and frameworks of the strategic paradigm are applied, such as Michael Porter's Five Forces and Value Chain Analysis, SWOT or Resource-Based View. When it comes to Ryanair's external environment the report provides extensive information on the external factors that are having a significant impact on Ryanair's low-cost strategy and its economic viability. For example, it takes into account recent global incidents, such as the volcanic eruption in Iceland or the public turmoil in Libya. Furthermore, based on the competitive analysis recommendations are made on Ryanair's future direction and as to how it can sustain and extend its strategic position. In particular, this part deals with strategic human resource management, corporate social responsibility, lean thinking and diversification. Due to the complexity of the aspects covered in this report and the need to clarify some of them more comprehensively, appendices are provided to promote understanding.