



Dogfight over Europe: RyanAir (A)

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Strategy and Analysis: Group 28



Background of Ryanair

- 1960: European Airlines are "inefficient, undercapitalized, and unprofitable"
- 1984: European Commission
 - NO Pooling Arrangements
 - NO Price Fixing
 - NO Gov. Subsidies
- 1985: Ryanair's first flight from Waterford to Gatwick
- 1986: Ryanair gained license to fly Dublin-London Route



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