

Ryanair Harvard Case Solution & Analysis



Recommendations

- Price the Price**
Display price of competition
"Stop unnecessarily pricing people off"
-Michael O'Leary CEO
- Loyalty Schemes**

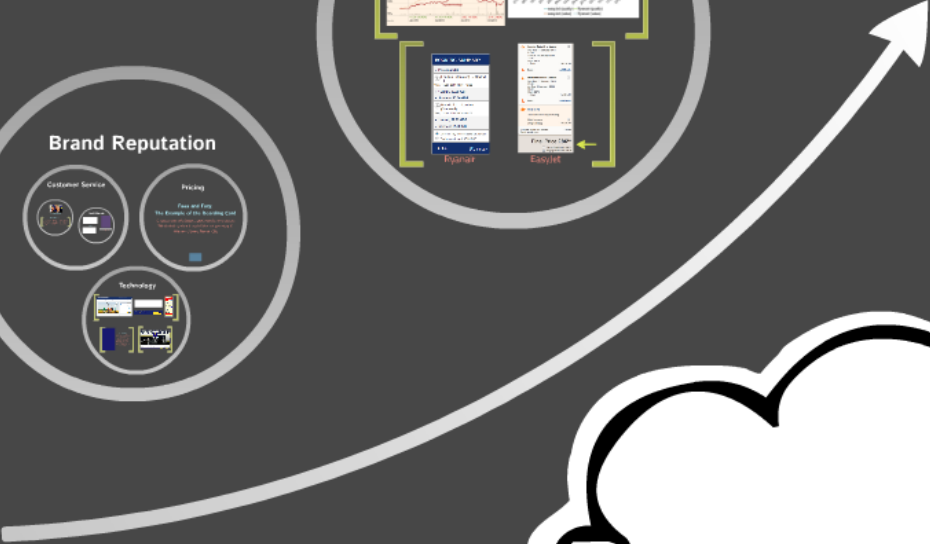
Challenges

Brand Reputation

- Customer Service**
- Pricing**
Fares and Fees
The Benefits of the Bagging Club
- Technology**

How does Ryanair keep prices low?

Mission Statement



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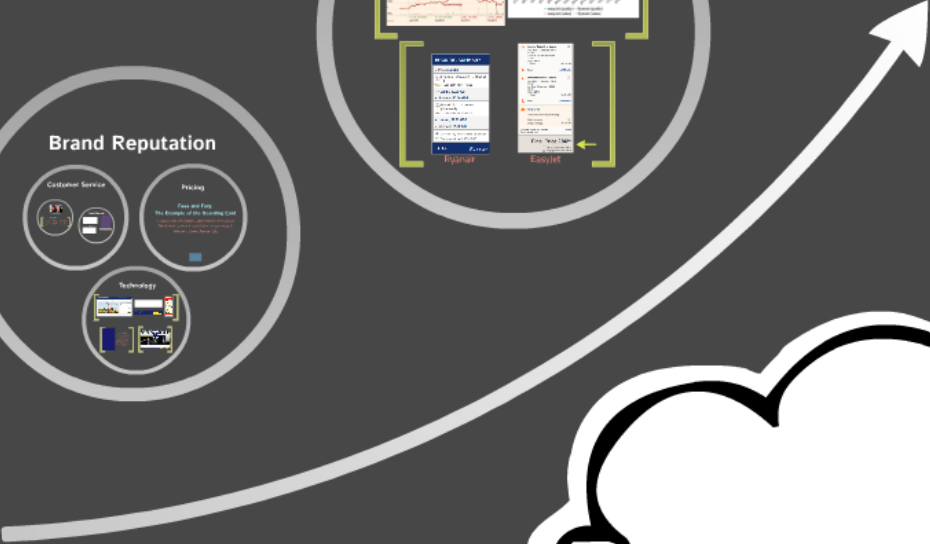
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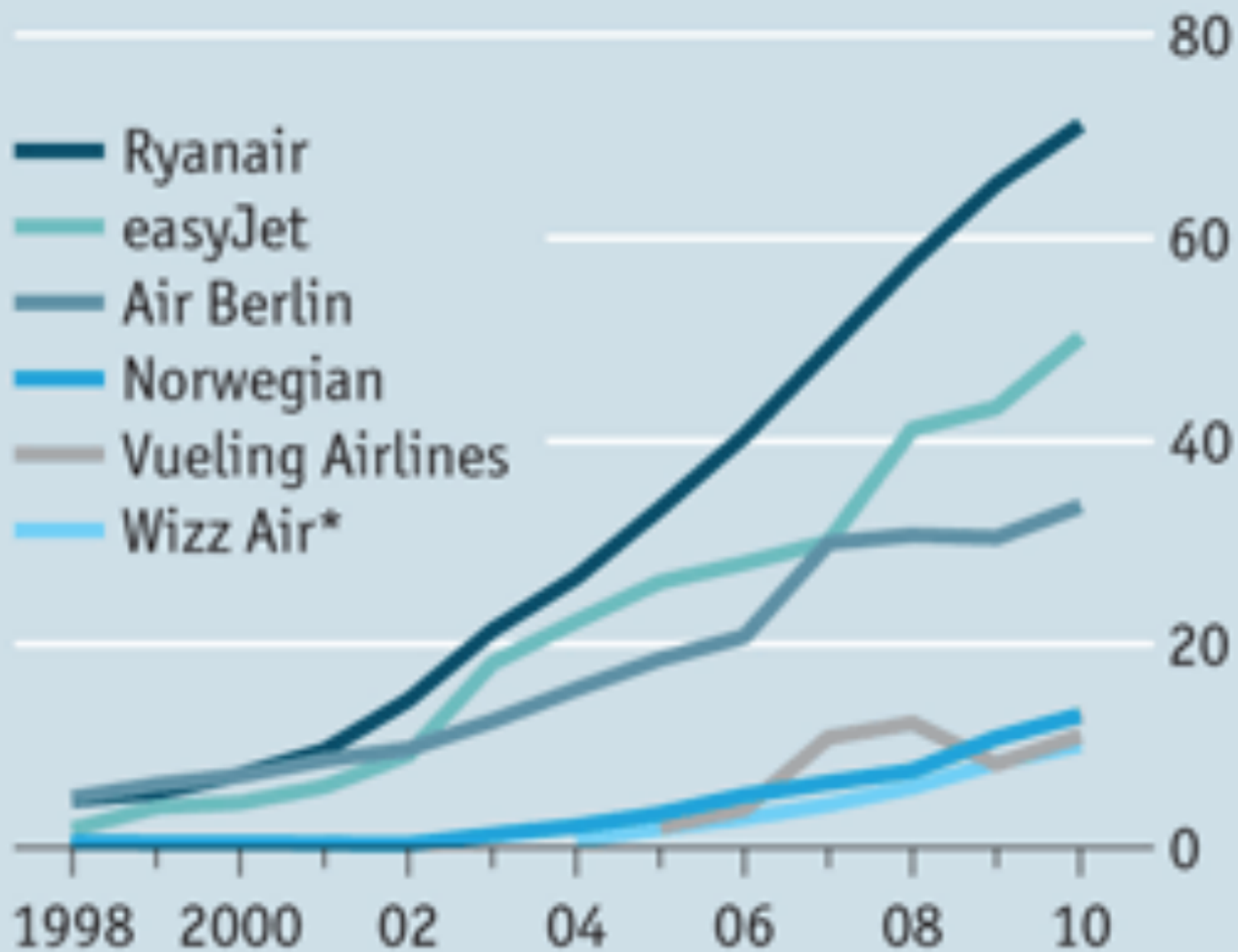
Mission statement

Ryanair's objective is to firmly establish itself as Europe's leading low-fares scheduled passenger airline through continued improvements and expanded offerings of its low-fares service. Ryanair aims to offer low fares that generate increased passenger traffic while maintaining a continuous focus on cost-containment and operating efficiencies.



Reaching cruising altitude

European low-cost carriers, passengers, m



Source: Aviation Economics

*2010 estimate



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Brand Reputation

Customer Service



Pricing

Fees and Fury: The Example of the Boarding Card

On passengers who forget to print their boarding passes:
"We think they should pay €60 for being so stupid."

-Michael O'Leary, Ryanair CEO



Technology

