

**Indigo airlines
Harvard Case
Solution & Analysis**



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Introduction

India's aviation grew by leaps and bounds since liberalization in the Indian Aviation Sector.

Factors:

- Purchasing power of middle class
- Low fair
- Growth of tourism

Indigo resorted to measures.

Company Profile

2006: Established and started operating.

2010: 3rd rank.

2011: International.

2012: Change in rank.

Reason for success.

Services

- On ground services
- In Flight Services
- Premium Services

Product

- Core Product
- Supplementary Product
- Augmented Products

Price and Process

Price

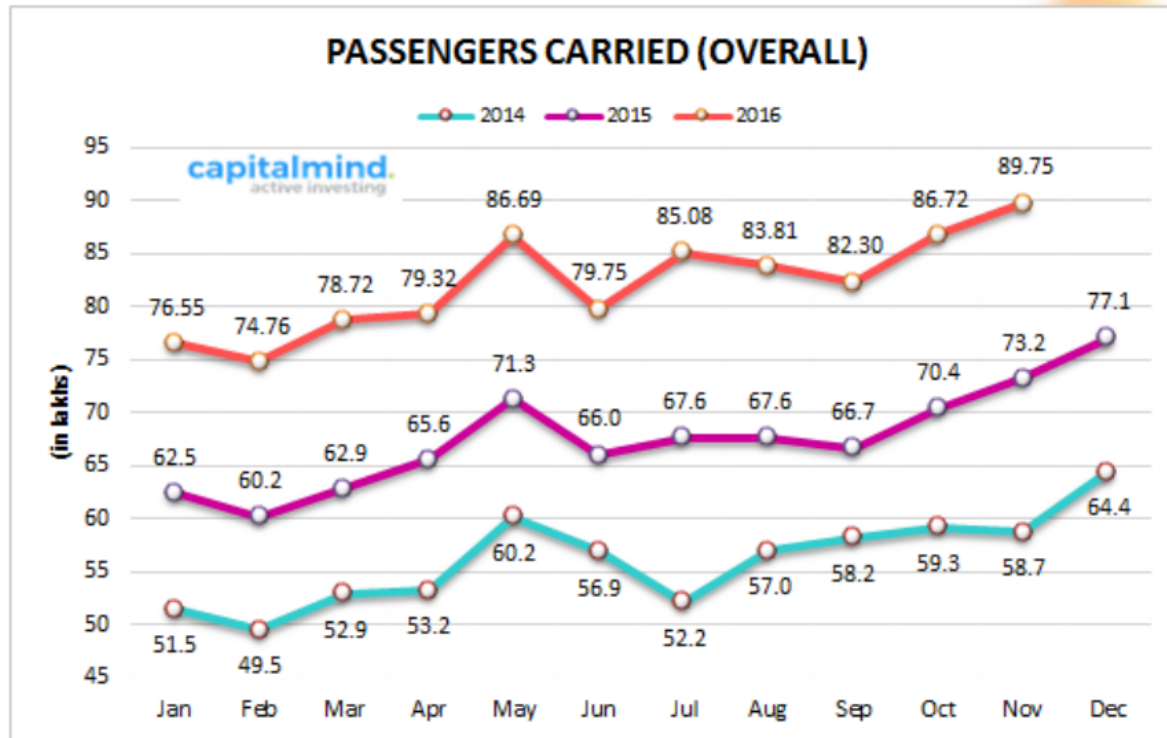
- cheap fares opened the gates for the middle income group
- competitive advantage when travelers are comparing prices
- control department plays a major role in maintaining the cost by the company
- Discounts and concessions

Process

- The process is related to the service delivery for the customers .
- honest if a flight is delayed
- transparent

Growth Analysis

Passengers Carried



	Dec-15	Jan-16
Air Asia	2.4%	2.3%
Air Costa	0.7%	0.8%
Air India	16.7%	16.0%
Air Pegasus	0.3%	0.3%
Go Air	8.3%	8.1%
Indigo	35.6%	35.6%
Jet Lite	2.8%	2.7%
Jet Airways	18.2%	18.7%
SpiceJet	12.7%	13.2%
Trujet	0.4%	0.4%
Vistara	2.0%	2.0%

MARKET SHARE

Airline/ Month	MARKET SHARE											
	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
Air Asia	2.4%	2.3%	2.2%	2.2%	2.1%	2.2%	2.2%	2.2%	2.2%	2.3%	2.7%	2.8%
Air Costa	0.7%	0.8%	0.8%	0.7%	0.8%	0.7%	0.8%	0.8%	0.7%	0.6%	0.6%	0.6%
Air India	16.7%	16.0%	15.4%	14.7%	15.1%	15.6%	15.5%	14.8%	14.6%	14.7%	13.0%	12.9%
Air Pegasus	0.3%	0.3%	0.3%	0.2%	0.3%	0.2%	0.3%	0.2%	0.0%	0.0%	0.0%	0.0%
Go Air	8.3%	8.1%	8.0%	8.3%	8.5%	8.1%	8.3%	8.4%	8.0%	8.3%	7.9%	8.0%
Indigo	35.6%	35.6%	36.8%	38.4%	38.7%	38.5%	37.9%	39.8%	39.9%	40.0%	42.6%	42.0%
Jet Lite	2.8%	2.7%	2.8%	2.6%	3.0%	2.9%	2.8%	2.8%	2.8%	2.4%	2.4%	2.4%
Jet Airways	18.2%	18.7%	18.4%	17.6%	15.9%	16.1%	16.3%	16.3%	16.3%	16.2%	14.7%	14.9%
SpiceJet	12.7%	13.2%	13.1%	12.8%	12.9%	12.6%	12.7%	11.7%	12.6%	12.5%	12.9%	12.8%
Trujet	0.4%	0.4%	0.3%	0.4%	0.4%	0.5%	0.4%	0.3%	0.4%	0.4%	0.4%	0.6%
Vistara	2.0%	2.0%	2.0%	2.0%	2.3%	2.5%	2.8%	2.6%	2.4%	2.5%	2.7%	2.9%

Passenger Load Factor

Airline/ Month	MONTH-WISE SEAT FACTOR											
	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
Air Asia	82.7%	81.9%	85.5%	82.7%	84.8%	86.8%	90.2%	85.7%	83.3%	82.8%	78.3%	86.9%
Air Costa	87.1%	84.0%	87.1%	82.1%	84.0%	85.7%	81.5%	80.8%	70.8%	73.7%	70.7%	74.1%
Air India	86.7%	81.7%	79.9%	75.7%	78.9%	84.7%	82.0%	80.3%	77.7%	79.0%	71.8%	75.1%
Air Pegasus	82.2%	83.8%	85.4%	76.6%	78.1%	80.0%	82.2%	84.0%	0.0%	0.0%	0.0%	0.0%
Go Air	86.5%	84.9%	86.4%	86.3%	87.8%	88.6%	84.6%	90.3%	86.0%	89.4%	84.4%	87.3%
Indigo	88.5%	84.7%	86.0%	85.1%	85.8%	87.2%	77.9%	83.6%	82.1%	82.1%	84.9%	88.0%
Jet Lite	83.0%	82.5%	80.9%	77.0%	78.3%	80.9%	75.2%	80.9%	78.9%	77.5%	71.0%	74.7%
Jet Airways	83.8%	82.5%	83.0%	79.1%	78.5%	82.6%	79.1%	83.8%	81.7%	79.9%	75.5%	80.4%
SpiceJet	92.1%	92.1%	92.3%	91.1%	93.2%	93.5%	93.0%	92.0%	93.2%	93.5%	91.9%	92.5%
Trujet	82.7%	83.4%	78.9%	77.9%	78.1%	80.7%	81.0%	79.4%	77.7%	75.6%	75.8%	81.2%
Vistara	77.6%	74.8%	73.9%	74.7%	77.9%	80.1%	79.0%	75.2%	69.2%	72.7%	69.2%	74.4%

Benefits

- staff enjoys various bonuses, other periodic rewards and counseling service on work-related and personal issues.
- AON Best Employer Survey chose IndiGo as the best employer India 2016.
- management and administrative employees are provided with a range of incentives and loyalty bonuses to keep them motivated
- flight crew are also provided sector pay in relation to hours flown.
- cabin crew also receives commissions for in-flight sales

Recruitment Schemes

1. Cabin crew- candidate's educational qualifications, communication skills and personality traits are to be assessed.
Ab initio" training
2. Pilot –
To be an Indian national captain, the company requires pilots to have a minimum of 2,500 hours of flying experience and 300 hours of command experience. expatriate captains is to have a minimum of 4,000 hours of flying experience and 500 hours of command experience on A320 aircraft.
airlines also hire non-type rated pilots who complete a comprehensive training programme to become type-rated.