



**AN ASSESSMENT OF HOW TO ACHIEVE COMPETITIVE
ADVANTAGE AND ALLEVIATE ORGANIZATIONAL
WEAKNESSES: INSIGHT FROM BRITISH AIRWAYS**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS
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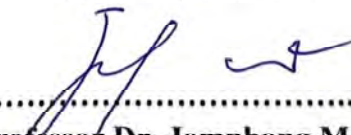
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This Independent Study has been Approved as a Partial Fulfillment of the Requirement
of an International Master of Business Administration in International
Business Management

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Declaration

I, HE TING, hereby certify that the work embodied in this independent study entitled "AN ASSESSMENT OF HOW TO ACHIEVE COMPETITIVE ADVANTAGE AND ALLEVIATE ORGANIZATIONAL WEAKNESSES: INSIGHT FROM BRITISH AIRWAYS" is result of original research and has not been submitted for a higher degree to any other university or institution.

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JUNE 10, 2023



Title: An Assessment of How to Achieve Competitive Advantage and Alleviate Organizational Weaknesses: Insight from British Airways
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Degree: Master of Business Administration
Major: International Business Management

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ABSTRACT

The most of the small and medium-sized airlines have just been established, there are still some problems such as small operation scale, low assets, low brand awareness, and lack of sales market resources. Therefore, how to formulate an appropriate competitive strategy under the background of fierce industry competition, enhance the competitive advantage and the dominant position of the sales market, has become a problem that newly established small and medium-sized airlines need to think about. The Objectives of this study were 1). To evaluate and analyze the competitive advantages and disadvantages of the airline. 2). To develop operational strategies according to the company's strengths and weaknesses. 3). To enhance the airline's competitive advantage.

This study used qualitative research method. This study takes British Airways as the research background, sorts out the competitive strategy theory, integrates the existing resources of the enterprise, analyzes the environment in which the enterprise is located, and applies the theoretical research related to the competitive strategy through the PESTEL model, the five forces model, and the SWOT theory. British Airways has utilized service differentiation as a competitive edge, therefore, managed to sustain its operations in the competitive airline business. Secondary research has been utilized to collect text data from various peer-reviewed articles, journals, and books to assess how competitive advantage and weaknesses alleviation has been achieved by British Airways. Content analysis is used to analyses data and ethical considerations being adhered to during the entire research process. From information acquired, British Airways has focused on its strength of service provision hence managed to offer services in the premium segment with the use of service differentiation competitive strategy.

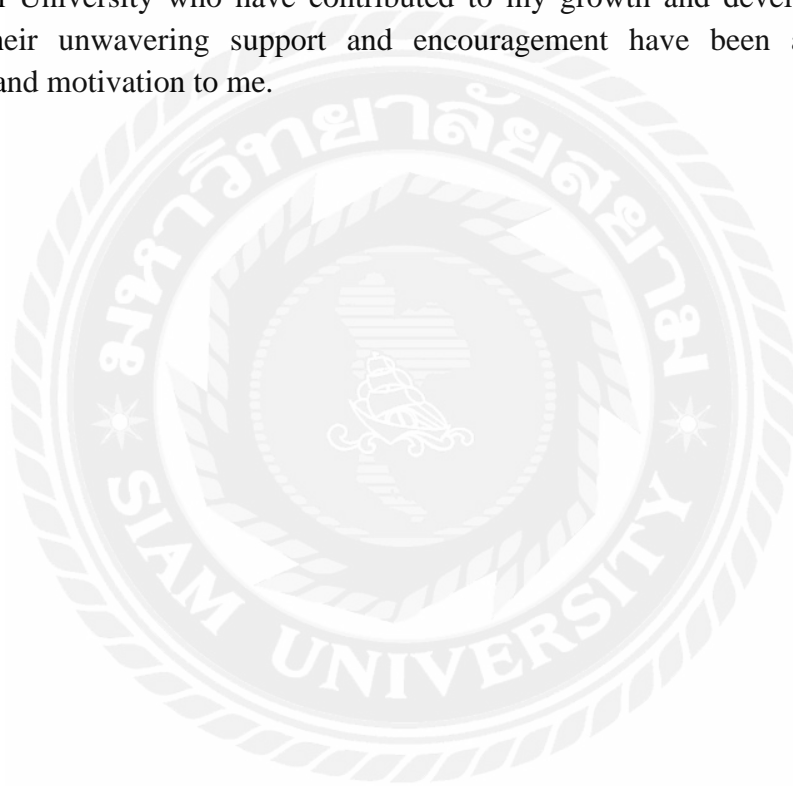
Keywords: competitive advantage, organizational weaknesses, british airways, competitive strategies.

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1. Introduction

1.1 Research Background

How to determine the enterprise's competition strategy and how to maintain the stable, sustainable, and healthy development of the enterprise must be determined according to the environment where the enterprise is located and the specific situation of the enterprise itself. Although in recent years, with the development of the national economy, British Airways has made great progress compared with the past, but there is still some gap compared with the structural adjustment of the air transport industry that has been completed (Airways, 2017). The aviation industry is a typical survival of the fittest industry, and the operating environment of airlines is characterized by extreme turbulence and uncertainty. It should be seen that this uncertainty brings the possibility of breaking the old pattern and rising rapidly (Bryman, 2015). Under this circumstance, all aviation companies are facing the problem of readjusting their behaviors and concepts in the competition, whether in order to maintain the leading edge or strive to catch up (Jones, Harrison, & Felps, 2018). Therefore, it is necessary to continuously strengthen the research and adjustment of corporate strategy.

At the same time, in the context of an increasingly open sky, more and more foreign airlines will enter the UK, and domestic airlines will have to face the difficult choice of deregulation and reduced protection (Karami, 2017). The world's major airlines rely on their huge capacity and assets, rely on developed central airports, have basically completed the adjustment of the air transport industry structure, achieve economies of scale, and realize the alliance, large-scale and grouping of airlines. Computer booking system, frequent flyer reward system, multi-level fare structure and other means, gradually expand the tentacles of the air transport market to all parts of the world, coupled with its advanced and mature air transport management experience and means, make it an excellent choice for British Airways. It is in a disadvantageous position on international routes and seriously lacks market competitiveness, so there is still a big gap between the British civil aviation industry and other high-end air transport countries, and the overall international competitiveness is still weak (Krippendorff, 2018). With the entry of foreign airlines and the popularity of low-cost airlines, the competition among airlines is becoming more and more fierce, British Airways is facing huge challenges.

The value chain theory has been in existence for 20 years. It makes up for the defect that the previous competitive strategy analysis only considers the impact of the market structure on the profitability of the enterprise, and the analysis of the enterprise itself is obviously insufficient. It is widely used in the strategic analysis process of various industries. Every business has its own unique value chain (Amankwah-Amoah, 2014). The competition of enterprises is actually the competition of the enterprise value chain. For airlines, the value chain is an important tool for enterprises to diagnose the competitive advantage and find the way to create and maintain the competitive advantage. The airline can carry out the competition cheaper or better than its

competitors. value activities to gain a competitive advantage, manifested in significant differences in check-in operations, crew policies and aircraft operations.

Second, in addition to analyzing the value chain, strategies developed by organizations can help achieve an advantage over competitors as this is critical to their survival. According to Ali & Anwar (2021), business competition is inevitable due to the existence of different needs and expectations of customers. Tastes and preferences create a niche in which companies can venture, increasing competition in their respective industries. Distanont & Khongmalai (2020) point out that competitive advantage determines the success or failure of any business, as strategies aligned with competitive advantage focus on identifying ways to outperform another company, thereby increasing profit margins. When developing a competitive advantage strategy, the ability to understand organizational strengths and weaknesses is critical to developing an appropriate strategy (Jones, 2018). For example: If a company is known for its efficient service delivery, employees should be trained to take advantage of this perception, thus using resource-based theory as a competitive strategy. However, it becomes important for every business to understand the environment in which it operates to develop an effective business strategy. Focusing on capabilities and resources, as a way to determine the right competitive strategy, helps brands not expose their weaknesses and, therefore, deprive competitors of the opportunity to increase market share by offering better products to attract customers.

1.2 Research Problems

In this study, the focus is on how British Airways has managed to gain a competitive advantage and mitigate weaknesses in the highly competitive aviation industry. Developing a successful competitive strategy to help brands increase their market share or the ability to survive in the current business environment where information is readily available has become a challenge. Nikolskaya et al. explain that businesses must understand their environment in order to make sound decisions that help them not only survive in the market, but also grow. Competition is a challenge to business sustainability, as brands depend on the income of customers who may change their preferences for products or services based on trends or perceptions. The liberalization of the internet, information across social platforms and the presence of online influencers have transformed the business environment, with each brand seeking to attract and retain customers in a unique way every day (Malik, 2019).

1.3 Objective of the study

Companies are implementing strategies that can help them gain a competitive advantage, and the most effective way is to understand your strengths and weaknesses before developing any strategy. In this study, the focus was on assessing how to gain a competitive advantage in the presence of organizational weaknesses. To achieve this, British Airways will be used as a case study to see how the airline has managed to stay afloat despite weaknesses and challenges in the aviation industry.

1. To evaluate and analyze the competitive advantages and disadvantages of the airline.
2. To develop operational strategies according to the company's strengths and weaknesses.
3. To enhance the airline's competitive advantage.

1.4 Scope of the study

A company's ability to gain a competitive advantage due to increased revenue helps brands perform better. Amankwah-Amoah (2018) pointed out that in addition to gaining a competitive advantage position, firms should also strive to improve their performance relative to their competitors. However, maintaining the competitive advantage gained requires brands to understand internal strengths and weaknesses, as this not only helps companies develop the right business strategy, but also helps them outperform the average performance of their respective industries. The focus of this study is to assess how British Airways can achieve a competitive advantage while mitigating airline weaknesses. In this view, the research will closely follow British Airways' performance and how the brand has managed to gain a competitive advantage to remain sustainable in a highly competitive industry. As a service industry, the assessment focuses on how brands can change their operations to realign company operations to market needs and expectations, thereby sustaining the brand's operations in the industry.

1.5 Research Significance

Information about how a brand achieves its competitive advantage is important to every business entity. The challenge facing businesses in the current business environment is to decide on appropriate strategies to sustain their operations in addition to increasing revenue. In this study, the focus is on how British Airways can gain a competitive advantage in the face of financial and other related weaknesses. An assessment of the business strategy that British Airways has implemented in its operations will provide the necessary guidance for the management of other brands to mitigate weaknesses while gaining a competitive advantage in the service industry. The research will provide the key knowledge managers need to make informed decisions related to gaining a competitive advantage in their respective industries.

At the beginning of the establishment of British Airways, with the help of a good external environment and correct competition strategy, relying on extraordinary development, it has become a new star of local aviation with a high starting point and high standards. At the beginning of this century, due to insufficient estimation of the future form, there were many problems in the development of the company: excessive introduction of various models, resulting in high operating costs and reduced profitability. As a local airline, British Airways, due to its small scale and weak competitiveness, faces an increasingly competitive external environment. If it does not have a correct strategy, it will be eliminated in the new competitive environment. Strategy is the countermeasure and strategy to seek to win in the long-term

competition. Strategic management analyzes the opportunities and threats of the industry environment to the enterprise, analyzes the advantages and disadvantages of the enterprise, finds out the gaps, and then solves the current problems and sets the direction of future efforts. Strategy is more and more important to the survival and development of enterprises. As a local aviation enterprise, in order to seek new development, it must establish an overall competition strategy in the practice of reform and development that not only conforms to the characteristics of the enterprise itself, but also adapts to the ever-changing new environment at home and abroad, and gradually formulates a development vision and effective strategy. measures, doing something and not doing something in a highly competitive market. This paper hopes to establish a competitive strategy suitable for the development of British Airways by analyzing the opportunities, threats, advantages, and disadvantages of British Airways, to obtain competitive advantages and become stronger in the fierce competition.

2. Literatures Review

2.1 Aviation industry

2.1.1 Definition of civil aviation

Civil aviation refers to the use of all types of aircraft to engage in all aviation activities except those of a military nature, including national defense, police, and customs. It is called civil aviation. Civil aviation enterprises refer to all kinds of enterprises engaged in civil aviation industry, among which the most important ones are air transport enterprises, that is, the airlines we often say. They master aircraft for production and transportation, and are the main source of production income of the civil aviation industry. Other types of aviation enterprises, such as fuel, aviation materials and sales, all carry out activities around transportation enterprises. The business of airlines is mainly divided into two parts: one is the use, flight maintenance and management of aircraft, and the other is the operation and sales of the company.

In terms of classification, it can be divided into two parts: commercial aviation and general aviation. Commercial aviation, also known as air transport, refers to the aviation activities of commercial passenger and cargo transport by aircraft. Its operation shows that it is a kind of commercial activity with the purpose of making profits. It is also a transportation activity. This aviation activity is an integral part of transportation, and together with railway, highway, waterway and pipeline transportation, it forms the national transportation system. Although air transport is less than other transport modes in terms of transport volume, due to its fast and long-distance transport capacity and high efficiency, its ranking in the total output value has been continuously improved, and it plays an irreplaceable and growing role in the wave of economic globalization and international exchanges. ① After commercial aviation is divided as a part of civil aviation, the rest of civil aviation is collectively referred to as general aviation, so general aviation covers a wide range of contents and can be roughly divided into agriculture, industry, flight training and other categories. Air transport market characteristics Air transport has public, paramilitary and basic characteristics. The state must regulate it to a certain extent in

order to facilitate the smooth operation and development of the economy and safeguard the public interests. Therefore, the perfect competitiveness of the air transport market is ruled out. Air transport has the characteristics of capital, information, technology intensive, security risk and operation risk, which requires economies of scale. There are only a few suppliers, which is conducive to concentrating human, material and financial resources, promoting the development of air transport industry and achieving economies of scale. Air transport industry is an economic industry involving national sovereignty and aviation rights and interests. Direct or indirect control by the state can more effectively safeguard national sovereignty and aviation rights and interests. Therefore, most countries in the world implement exclusive operation and duopoly monopoly of international routes, and domestic scheduled air transport implements oligopoly operation to improve social and economic benefits and external competitiveness.

2.1.2 British aviation industry

Britain is one of the first countries in the world to establish the aerospace industry. It has two global top 10 enterprises, RORO and BAE. More than 3000 companies are engaged in the aerospace industry, producing components including wings, engines, aviation structures and other advanced systems for almost all major aircraft models. The total annual operating revenue of these companies is up to 40 billion pounds, 90% of which are exported. The UK also has the Royal Society of Aeronautics, the world's oldest and most influential aviation and aerospace professional society. There are also two major aviation industry clusters in the UK - the southwest aviation industry cluster and the central aviation industry cluster.

The research, development and manufacturing level of British aerospace industry is at the forefront of Europe and even the world. There are about 490 companies in the UK engaged in the aerospace industry, with 111000 direct employees and 126000 indirect employees. The main core enterprises include Rolls Royce, Airbus, Bombardier, Augusta Westland, Spirit Aecosystem and GKN. In 2014, British aviation industry earned 29.2 billion pounds, an annual growth of 5%, including 26.3 billion pounds of exports. The total value of orders delivered by British enterprises before 2031 exceeds 474 billion pounds. Britain is one of the countries that use the most space data and technology in the world.

Since the 1970s, the United Kingdom has implemented the space industry development policy focusing on international cooperation to promote the development of its space industry through international cooperation. In the 21st century, the British government has formulated and implemented a long-term strategy for aerospace. The strategy has three core long-term goals: first, to enhance the UK's position in astronomy, planetary science and environmental science. Through the use of space, we will continue to deepen our understanding of the universe, the solar system, the Earth and life itself, enhance our ability to understand and predict the Earth system, and consolidate and strengthen Britain's basic capabilities in science, technology, engineering, etc. Second, focus on cost-effectiveness, and strive to obtain the highest value in the scientific and economic fields through space activities. The third is to

develop innovative space systems and use space technology to improve the quality of life of residents. Due to the special high-tech content of the industry, many universities in the UK have established cooperation with many multinational airlines such as Boeing, Rolls Royce, British Space Agency, etc., to focus on development and research. In terms of professional branches, aerospace engineering is mainly divided into industrial design, composite materials, air/fluid dynamics, satellite and geophysics, control, and exploration, etc. These universities and their specialties include: aerodynamics of Southampton University, dynamics, power transmission and automatic control, industrial design of Bath University, composite materials of Imperial University of Technology, aerospace and design of Bristol University, aerospace materials, structure, military aircraft of Sheffield University, power propulsion system of Loughborough University, aerospace engineering of Manchester University, Satellite and navigation of the University of Nottingham, aerospace engineering management and space mission analysis and design of the University of Glasgow. In terms of employment, British Airways ranks second in the world. Rolls Royce is the world's leading engine manufacturer, and most aircraft manufacturing companies in the world choose its aircraft engines. British enterprises are also the preferred partners for other key aircraft parts. At present, the United Kingdom has attracted a large amount of international investment in the aviation industry. Among them, Airbus and General Electric, the world's largest two large aircraft manufacturers, have settled in Wales, the important place of British aviation industry. More than 150 companies in aviation related industries have employed more than 20000 employees in Wales, forming a strong aviation industry cluster.

2.1.3 Research on aviation service enterprise strategy

The development of foreign aviation service enterprises is relatively mature, and relevant research results are updated rapidly. In 2016, Graham Francis, in exploring the multi market contact competition of American Airlines, focused on the factor of asymmetric market interests, and identified the largest market occupier in the region. With the help of their own market voice, they can often defeat their competitors and reduce their market competitiveness by lowering prices and putting in transport capacity. In 2019, in order to study the strategic position of the international cargo airline (Cargolux Airlines International) in the global air cargo supply chain, Baxter conducted a qualitative study using the Porter Five Forces Model. The results show that the airline should cooperate with major airlines and establish an air cargo market hub centered on Italy based on the development of portfolio products.

In 2020, Sabih pointed out that strategic cooperation is the production, distribution and development of existing resources of products and services to gain competitive advantages for the department. Airlines can use strategic cooperation technology to support the development of economy, finance and management, expand and optimize the route network, increase the market share of civil aviation and improve the attractiveness of passengers. The mode of cooperation between airlines can provide passengers with more flight options and save transit and waiting time. The research results indicate that the Star Alliance is progressiveness in quantity and quality.

Many domestic scholars also keep pace with the times in their research on aviation service enterprise strategy. In 2007, Yi Nan and Huo Guoqing used the theory of enterprise resource advantage to analyze the core competitiveness that aviation enterprises in China should have, which includes a variety of resources and capabilities within aviation enterprises. They pointed out the key resources that aviation enterprises need to use to enhance their core competitiveness and should play seven aspects of capabilities. Aviation enterprises can enhance their competitive advantages through the interaction of these resources and capabilities. In 2016, Chen Bin, Feng Guangdong and others systematically combed and analyzed the factors restricting the development of general aviation by using the PEST analysis model. At the same time, they compared the development background and situation of developed countries and China, and proposed strategies to promote the steady development of China's general aviation industry. The research points out that the lack of progressiveness of navigation technology, especially low altitude navigation technology, is the key factor for China's general aviation industry to lag behind the developed countries such as Europe and the United States. Future development should focus on the innovation and progress of navigation technology.

In 2017, Wu Qingsheng, based on the current development of China's civil aviation industry, pointed out five key elements for the development of aviation enterprises, and put forward suggestions for improvement from a strategic perspective in view of the competitiveness of domestic aviation enterprises. In 2019, Xia Yuanpeng, taking the aircraft marketing strategy of an enterprise as the starting point, combined with the marketing characteristics of China, summarized and studied the marketing development strategy suitable for the company's development. In 2020, Liu Yu paid attention to the increasingly fierce competition of commercial aviation service companies. In order to promote the rapid growth and development of an aviation service company, he analyzed the competitive environment of the studied aviation service companies using the five forces model and SWOT analysis method, and based on this, formulated a strategy that fits the actual positioning of commercial aviation service companies. In 2020, Li Rui took China's general aviation industry as an example to conduct a policy analysis of the strategic emerging industrial system. The author deeply analyzed the imbalance in the use of policy tools and the imbalance in the supply and demand of policy tools in recent years, and formulated targeted policies to improve and optimize the development of general aviation. In 2021, Sun Huaping and Zhou Di analyzed the development status of Zhenjiang Aerospace Industrial Park, which is in the leading position in the development of general aviation industry in Jiangsu Province, analyzed the three major advantages of Zhenjiang's general aviation development in terms of geographical location, industrial foundation and talent training, analyzed the key factors restricting development, put forward new development ideas, refined the development carrier and new development mode.

2.2 Competitive advantage

Decisions made by management regarding the operation of the brands in their respective divisions can lead to their growth and sustainability or failure. The primary

role of management is to develop strategies to help the business achieve its mission and vision, while keeping shareholder objectives intact (9 Anwar, 2018). As providers of capital, every shareholder must benefit, as this is essential to encourage them to continue investing in the brand. The strategy developed by management must ensure that brand sustainability is a major consideration, as the lack of this indicates that the brand has no long-term goals. Competitive advantage is a state that every brand strives to achieve because it promotes brand growth and sustainability regardless of the industry (Ali & Anwar, 2021). Malik believes that strategies designed to help brands gain a competitive advantage must provide companies with better and unique ways of operating to outperform their competitors (Kumar, 2018). Competition can lead to brand failure because customers are important in providing revenue, but competition provides customers with multiple solutions or products, thus reducing the revenue of a single brand. Consistent with this, competition limits brand dominance, especially in perfect markets, and management is therefore obliged to develop a competitive strategy that will ensure business growth. The current business environment presents challenges for businesses as there is readily available information that brands can imitate strategies implemented by other brands; therefore, management considers the importance of competitive strategies that cannot be imitated (Seo, 2020). Resource-based theory is one of the main strategic foundations that brands can use, especially leveraging the capabilities of their employees to achieve desired business goals.

2.2.1 PESTEL analysis method

PESTEL analysis method is a commonly used analysis tool, it grasps the macro environment through the analysis of four factors, and evaluates the influence of these factors on the enterprise's strategic goals and strategy formulation.

Political factors: refers to the political forces and related laws, regulations and other factors that have actual and potential influence on the organization's business activities. When the political system and system, the attitude of the government to the business of the organization changes, and when the government issues laws and regulations that are binding on the operation of the enterprise, the business strategy of the enterprise must be adjusted accordingly.

Economic factors: refers to a country's economic system, economic structure, industrial layout, resource status, economic development level, and future economic trends. The key elements that constitute the economic environment include the trend of change and development, the level of interest rates, the degree and trend of inflation, the unemployment rate, the level of disposable income of residents, the level of exchange rates, and so on.

Social factors: refer to the national characteristics, cultural traditions, values, religious beliefs, education levels, customs and other factors of the members of the society where the organization is located. The elements that make up the social environment include population size, age structure, ethnic structure, income distribution, consumption structure and level, and population mobility. The population

size directly affects the market capacity of a country or region, and the age structure determines the types and promotion methods of consumer goods.

Technical elements: technical elements not only include those inventions that cause revolutionary changes, but also include the emergence and development trends of new technologies, new processes, new materials, and application prospects related to enterprise production. In the past half century, the most rapid changes have occurred in the field of technology. The rise of high-tech companies such as Microsoft, Hewlett-Packard, and General Electric has changed the world and the way of life of human beings. Similarly, non-profit organizations such as hospitals and universities with advanced technology are more competitive than similar organizations without advanced technology.

2.2.2 SWOT analysis method

SWOT analysis method, also known as situation analysis method, is often used to formulate group development strategies and analyze competition pairs. It is a method that can objectively and accurately analyze and study the reality of a unit. SWOT represents strengths, weaknesses, opportunities, and threats respectively. The analysis draws conclusions through comprehensive evaluation and analysis of advantages, disadvantages, opportunities, and threats, and then adjusts enterprise resources and strategies to achieve the enterprise's goals.

Competitive advantage (S) refers to the ability of an enterprise to surpass its competitors, or something unique to a company that can improve its competitiveness. For example, when two enterprises are in the same market or can provide products and services to the same customer group, if one enterprise has a higher profit rate or profit potential, then we think that this enterprise has more competitive advantages than the other enterprise.

Competitive disadvantage (W) refers to something that a company lacks or does badly, or some condition that will put the company at a disadvantage. Factors that may lead to internal weaknesses include:

1. Lack of competitive skills and technologies
2. Lack of competitive tangible assets, intangible assets, human resources, and organizational assets
3. Competitiveness in key areas is losing

Potential opportunities faced by the company (O): Market opportunities are major factors affecting the company's strategy. The Company's managers should identify each opportunity, evaluate the growth, and profit prospects of each opportunity, and select the best opportunities that can match the Company's financial and organizational resources and maximize the Company's competitive advantage potential.

Potential development opportunities may be:

1. Expansion trend of customer base or product segment
2. Transfer of skills and technologies to new products and businesses to serve a larger customer base

3. Forward or backward integration
4. Lower barriers to market entry
5. Ability to acquire and merge competitors
6. Strong market demand growth and rapid expansion
7. Opportunities to expand to other geographic regions and expand market share

External threats to the company (T): In the external environment of the company, there are always some factors that threaten the company's profitability and market position. The Company's managers shall timely identify the threats that endanger the Company's future interests, make evaluations, and take corresponding strategic actions to offset or mitigate their impacts. The company's external threats may be:

1. The emergence of strong new competitors that will enter the market
2. Substitutes capture the company's sales
3. The growth rate of major product markets declined
4. Adverse changes in exchange rates and foreign trade policies

Using SWOT analysis method, we should use various investigation and research methods to analyze various environmental factors in which the company is located, namely external environmental factors and internal capacity factors. External environmental factors include opportunity factors and threat factors. They are the positive and negative factors that the external environment has a direct impact on the development of the company. They belong to objective factors and generally fall into different categories such as economic, political, social, demographic, product and service, technological, market, and competitive factors; Internal environmental factors include advantages and disadvantages. They are positive and negative factors that exist in the development of the company. They are active factors and generally classified into different categories such as management, organization, operation, finance, sales and human resources. When investigating and analyzing these factors, we should not only consider the company's history and current situation, but also consider the company's future development.

Secondly, the factors obtained from the survey are ranked according to their priorities or impact. In this process, the direct, important, massive, urgent and long-term influencing factors on the development of the company are prioritized, while the indirect, secondary, minor, non-urgent and short-term influencing factors are ranked behind. After completing the analysis and construction of environmental factors, corresponding action plans can be formulated. The basic idea of making the plan is to give full play to the advantages, overcome the weaknesses, take advantage of the opportunities, and defuse the threats; Consider the past, based on the present, and focus on the future. By using the comprehensive analysis method of system analysis, various environmental factors that need to be considered are matched and combined to obtain a series of optional strategies for the future development of the company. The SWOT matrix can be constructed by considering the four dimensions of SWOT analysis.

2.3 Research framework

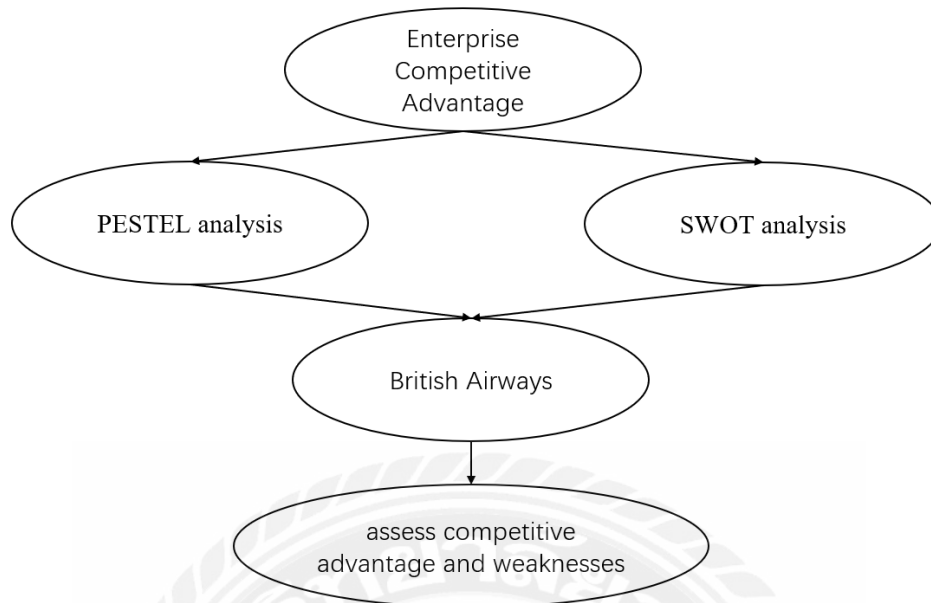


Figure 1. Research Framework

3. Research Methodology

This study used qualitative research method. The process of conducting the research will focus primarily on determining how British Airways manages to gain a competitive advantage while managing its weaknesses. Lacking an inherent sense of how to effectively gain a competitive advantage in the aviation industry, the interpretivist philosophy is exploited as it advocates different perspectives and perceptions using data relevant to the social phenomenon being investigated (Bryman, 2015). To understand British Airways' competitive advantages and how brand weaknesses are mitigated, we used descriptive data, with a focus on obtaining non-statistical data (Kumar, 2018). Based on this consideration, in addition to using grounded theory as a research strategy, qualitative data was also used. Flick's (2015) grounded theory focuses on deriving results from research, rather than examining whether collected data aligns with established frameworks. An explanatory research design is used because it attempts to explain a social phenomenon (Neuman, 2016). Using interpretive design can help provide more information about the relationship between competitive strengths and brand weaknesses, and how to effectively mitigate identified weaknesses. Descriptive data were collected using secondary research that involved the use of existing data related to the research topic. A major advantage of using secondary research is that it is less time-consuming than primary research (Saunders, 2011). Secondly, this paper takes British Airways as the research background, sorts out the competitive strategy theory, integrates the existing resources of the enterprise, analyzes the environment in which the enterprise is located, and applies the theoretical research related to the competitive strategy through the PESTEL model, the five forces model, and the SWOT theory. In the actual company

operation activities, it provides a certain reference significance for the related research of the same type of company.

Secondary research means that data is obtained from peer-reviewed articles, journals, and books. Corporate websites and databases such as Google Scholar, business source complete, and Emerald are some of the databases that provide relevant data related to research topics. Data collected using content analytics is analyzed using content analytics. There are different views on how competitive advantages lead to the success of British Airways, while mitigating brand weaknesses to ensure brand sustainability, and the presence of content analysis provides an opportunity to obtain the required information related to topics of interest (Nikolskaya, Pasko, Anikina, & Lebedeva, 2018). In content analysis, patterns, regularities, and similarities of topics present in descriptive data are sought to achieve stated research goals (Krippendorff, 2018). In completing the study, ethical, validity and reliability aspects have been considered. Ethical considerations range from obtaining permission from relevant authorities to ensuring that information from a variety of sources is cited and cited. In terms of reliability and validity, data collection methods play a vital role in ensuring that data is reliable and thus the information obtained. The validity of the research is ensured using recent peer-reviewed articles, journals, and books.

4. Analysis of the Study

4.1 Introduction of British Airways

British Airways Plc (BA) is the UK's largest international airline industry. BA focuses on international and domestic operations, providing transportation services, customer travel and ancillary services (Data Monitoring, 2008). British Airways flies to more than 300 destinations and more than 33 million passengers, with revenues in excess of £8.7 billion in 2007/08 (British Airways, 2008). British Airways (BA) was nominated as the first airline in the world to participate in a plan to reduce greenhouse gas emissions (2002) and to allow passengers to print boarding passes online (2004) (British Airways, 2008).

British Airways (BA)'s main base is located at London Heathrow Airport in west London, England. British Airways also has significant business at Gatwick Airport. It also has a base at London City Airport (LCY), and its subsidiary BACityFlyer is the largest operator of LCY. BA has previously operated a prominent hub at Manchester Airport. The Manchester business and international services outside London were sold due to lack of profitability. Passengers wishing to travel internationally via BA for UK regional destinations. BA services in common operate from Terminal 5, except for some short-haul flights in Terminal 1 and some long-haul flights in Terminal 3. British Airways serves 150 destinations, including six domestic destinations.

British Airways is the UK's largest airline in terms of airlines and fleet size, a testament to the brand's ability to fly to over 70 different countries and serve more than 40 million passengers (Payne, Cruz-Suarez & Prado, 2018). As a premium segment airline, a business strategy for British Airways is to differentiate its operations from other brands in the industry. Competitive advantages lead to brand

success, but when brand weaknesses are mitigated, brand success is guaranteed. This is because the evaluation of a brand leads to the identification of its strengths and weaknesses to make informed decisions about how to allocate resources efficiently.

British Airways has identified resource-based theory as a competitive strategy to help the brand do business in aviation (Graf-Vlachy, 2021). By offering differentiated services, the airline has succeeded in attracting and retaining customers; therefore, revenue flow is assured. Providing quality service to existing customers is one way to grow your customer base through referrals, which is one of the best marketing tools for businesses to achieve business success and sustainability. As explained by Distanont & Khongmalai (2020), the competitive strategy focuses on offering unique services or goods to target customers, thus, allowing them to choose brands where they need to consider different brands. This shows that brands must be able to understand their customer base and their strengths and weaknesses in order to provide customers with better services or goods.

4.2 SWOT Analysis

4.2.1 Strengths

British Airways has built a strong brand image as the UK's leading airline due to the trust and loyalty demonstrated by its customers. Strong brand recognition also brings economies of scale advantages. British Airways has launched a new subsidiary called OpenSkies, which only offers business class for traffic between the US and major European countries. British Airways has huge aircraft capacity due to its main operating base hub, Heathrow Airport, and with the merger with Iberia, British Airways aims to become the second largest airline in Europe after Air France. British Airways offers its customers a different loyalty program to ensure re-travel only from their airline.

On the other hand, Emirates has built a strong brand image in the market with different advertisements and many sponsorships. One of Emirates' key strengths is its focus on diversified markets, and entering the cargo market is very beneficial for the company. Emirates has built its corporate culture by listening to and identifying the needs of its customers. Emirates' costs are also low, around 30% lower than its European rivals. With the recent opening of Terminal 3 at Dubai International Airport, and the ability to continuously update through improved services, the Emirates airline has an edge over its competitors. Emirates president Tim Clark said the airline had beaten expectations in the past, even as the airline's jet fuel price rose from \$1.68 to \$2.78 a gallon at the end of the year.

4.2.2 Weaknesses

As British Airways opens its new Terminal 5 at Heathrow, the company faces staff training issues, which has resulted in cancelled flights and complaints of lost luggage. In addition, higher fuel prices lead to higher fares. The economic slowdown in the UK and the US has affected British Airways because the company is very vulnerable to financial instability. Bankruptcy in the US has severely reduced British Airways' premium bookings. The Heathrow and New York routes are heavily trafficked and form an important part of British Airways' revenue. As a result, the

decline in premium bookings impacted the company's profitability. British Airways was also hit by higher non-fuel costs such as staff and landing fees.

For Emirates, there are also weaknesses associated with it, such as its lack of success in all its diversification and approach, which has become a weakness of the company. Analysts have accused the company of placing too much emphasis on high-end acquisitions and diversification, despite the consequences of those decisions. It's also a weakness for the company as the US is a major market for the airline industry and Emirates doesn't cater to many parts of the US.

4.2.3 Opportunities

If British Airways bought Iberia outright with its current 13% stake, it would be the world's largest airline with a combined market value of around 5.5 billion euros. British Airways has the opportunity to expand more in emerging markets such as the Middle East, India and China. Another opportunity for British Airways is now to improve operating conditions at Heathrow's Terminal 5. Companies should focus on the lowest travel costs that meet customer needs. With the addition of British Airways' fuel-efficient aircraft, it can minimise damage to the environment, as protecting the environment has become an important issue around the world. Companies should also see customer interest in new places and develop new routes where possible.

On the other hand, the opportunity for Emirates is that it can use its well-developed infrastructure business to enter emerging markets with less developed Internet applications. Like British Airways, the emirate has the opportunity to introduce new routes by observing customer interest. Dubai and the Middle East are also more developed for tourism and business purposes, which has allowed Emirates to grow. Emirates does not pay income tax, so this also brings tax benefits to it. This saves about \$250 million annually. Also, due to the proximity of India and Pakistan to Dubai, this gives airlines the opportunity to have a large pool of cheap labor available. The benefits of cheap labor at Emirates can be seen from the figure, which is as high as 18% of the company's total operating budget, compared to Lufthansa's 27% and United's 29%. many. Percentage of labor cost.

4.2.4 Threats

The current threat to British Airways comes from the current economic slowdown, higher fuel prices and a weaker pound. The global recession has severely affected air transport. Tourism is moving towards including more green practices. The EU has put pressure on all airlines to limit carbon emissions across the EU. After the September 11, 2001 incident, airline security measures were tightened. Intense competition from low-cost airlines, cruise and rail transport also constitutes a larger share of the travel market. Low-cost airlines are increasingly finding affordable new routes for their customers. Another concern for British Airways is the power of unions. The union had already staged several strikes in August 2004 and 2005. Fuel costs could also be at risk as the political situation in Iraq supports higher oil prices, which will add £100m to British Airways.

However, Emirates also faces serious threats from rivals Qatar Airways and Etihad Airways. Due to political instability in the Middle East, there could be a negative impact on Emirates. Although Emirates' cargo commercial and passenger businesses have successfully met their targets, higher oil prices impacted net income in the previous quarter. Oil prices were affected by demand for more commodities trading, as brokers did not disclose actual figures for shortages of raw materials.

4.2.5 Challenges

A still has some challenges to address in developing its climate change plan. As companies operate in an uncertain environment, the political environment is only one part of the overall environment, but it brings challenges such as climate change. BA has undertaken a variety of initiatives to address and address these challenges, from gaining insight into how to address them, maintaining debate with governments and seeking their cooperation. (British Airways SWOT Analysis, 2006).

BA has to face many threats from competition, except for security threats like after the 9/11 terrorist attacks, because it is considered one of the most profitable airlines in the world, so for them, leading the industry competition has become All the more intense, because not only do they have to face threats like rising fuel costs, but they also have to operate at low cost. BA helped save nearly \$38 million through keymetric's 2006 transformational online program.

Operating profit has dropped to 80%, which shows the absolute and largest drop in traffic due to low customer confidence. The challenge is largely since so many costs have become hot air balloons and keep going higher, and it would be bad for the company if they burst. The cost balloon includes fuel costs, staff costs, engineering costs, landing fees, and many others, in addition to more operational costs due to delayed transfers to Terminal 5, such as cargo handling costs, trucking fees, transportation costs, ground equipment, IT and a strong euro exchange rate, etc. Emirates was the first to enter the market, opening routes to West African regions such as Nigeria and Ghana. There is also the challenge of dealing with many multilingual issues and double-byte website issues in order to continue to enter the market and feel a presence in both countries. Due to the emirate's international presence, in order to manage the data that travels globally via the Internet, the company decided to disseminate SDLTridion's content management solution. Such a decision enables Emirates to cater to a wider and diverse audience. Customers from all over the world now have access to the generic information available to them (Simon, 2007).

4.3 PESTEL

4.3.1 Political

Political factors are playing an increasingly important role in the aviation industry. Political factors are increasingly important for several reasons, including the role of political stability in driving growth, the role of government policies in market attractiveness and creating an enabling environment for doing business, and the impact of government oversight and regulation on economic growth. The overall

aviation market in a region. The aviation industry is largely influenced by government policies in the world's major aviation markets such as the UK and the US. In addition, the political environment and level of political stability in the UK also directly affect the profitability of airline brands. The UK aviation industry is heavily regulated by EU legislation and the areas most affected by regulation include operator licensing, traffic rights, safety regulations and personnel licensing. In the UK, the main body overseeing the regulation of the aviation industry is the Civil Aviation Authority. In addition to safety standards, environmental and safety issues, the CAA oversees consumer rights.

However, in addition to government control of the airline industry and other challenges of a political nature, the uncertainty brought about by Brexit has also had a clear and profound impact on airline brands. Some of the major issues arising from Brexit will affect air travel, including border, customs and immigration laws. Things won't happen overnight, and both the UK and the EU are working to resolve all issues by the end of 2020. The UK government has also taken steps to make travel from key markets such as the US and other Western countries easier for travellers. However, when it is part of the EU, there are no barriers to cross-border travel between EU countries and the UK. No customs or passport related hassles. These things will change after Brexit on January 31, 2020. Airlines need to consider several things to overcome the short- and long-term negative impacts of Brexit. All aspects of the business that airline brands must focus on overcoming the challenges posed by Brexit include economic and financial, regulatory, corporate governance and strategy, operational strategy and consumer and customer relations. British Airways has taken a sensible approach to managing the impact of Brexit, announcing to its customers that its flights will operate on a normal schedule post-Brexit.

4.3.2 Economical

Economic factors and changes in the economy also have a direct impact on the business of the UK aviation industry. The economic conditions of a country or region directly affect the profitability of airline brands operating in that region. Whether it's economic stability, unemployment levels or GDP, all of these factors affect air travel and flight operators. The economic slowdown has negatively impacted airline profitability and revenue. However, the economic environment in the UK has been fraught with uncertainty since the Brexit announcement in 2016. The UK economy has since been battered by uncertainty over Brexit.

The big disadvantage of Brexit is the economic slowdown. While the UK economy is slowing, many large companies are also moving their headquarters from the UK to the EU. However, despite the erosion of economic confidence and slowing economic growth, unemployment in the UK remains low. Some of the major factors helping British Airways maintain its growth rate profitability include higher investment in strategic areas, a growing focus on customer experience and the ability to adapt its business and operating model to changing economic conditions. Even amid the economic uncertainty caused by Brexit, the company posted decent revenue growth. British Airways' total revenue in 2018 rose 6.1% from the previous year to

£13,021 million, from £12,271 million in 2017. Over the same period, its operating profit rose 10.3% to £1.952 billion from £1.769 billion.

4.3.3 Social

Societal factors, including demographic changes, also play an important role in the aviation industry. The main target market for airline brands such as British Airways is millennials, who have different travel habits than previous generations, and who appear to be spending more on air travel in key Western markets than baby boomers. Consumers and their safety and convenience have become the focus of flight operators and regulators, while an airline's social image and reputation have become important factors affecting business profitability. In addition to customer experience, British Airways has a strong focus on operational efficiency, reliability and social image. In recent years, the company has focused on sustainability and is investing in areas where it can minimize its impact on the environment. In addition to social image, other social factors also have a direct impact on the aviation industry. Fears of the coronavirus have hit the industry hard. In addition to the closure of multiple airports around the world, several airlines, including Flybe in the UK, have been severely affected. Flybe has ceased operations due to the coronavirus. The coronavirus outbreak has exacerbated Flybe's funding challenges. Other airlines including British Airways and Ryanair have also cancelled several flights. British Airways will cancel 216 flights from March 16 to 28 due to the coronavirus outbreak, according to the BBC. British Airways is canceling flights to major destinations including New York, Italy, France, Austria, Belgium, Germany and Ireland. Fears of the coronavirus have spread through society, causing people to reduce travel to foreign destinations. This is bound to affect the operations and revenue of flight operators such as British Airways.

4.3.4 Technology

Technology is the core factor driving the development of the aviation industry. In addition to more fuel-efficient and safer aircraft models, the development of better sales and service technology also contributes to the faster development of the global aviation industry. Digital technology has also helped airlines expand their customer base and market themselves more effectively. British Airways is investing in technology to improve the fuel efficiency of its fleet and provide passengers with a superior customer experience. Additionally, as part of its future strategic plan, British Airways has decided to invest more in technology to ensure greater efficiency, better service and higher profitability. The company is also planning a digital transformation to take full advantage of converged technologies in its daily operations around the world. Over the past few years, the company has made technical improvements in several areas, including its website, to simplify the booking process and improve the BA application. This has led to more customers booking tickets directly from the company's website. Technology is a key driver of operational efficiency Customer satisfaction In the aviation industry, British Airways is also recognizing its benefits in improving fleet efficiency and customer satisfaction. Other areas where companies have introduced new technologies in recent years include process automation, cargo handling, onboarding, and more. The entire IAG Group is working to improve the

way companies process data and analytics to increase system efficiency and enable a growing customer base. In addition to launching new, more fuel-efficient aircraft, the IAG Group (the parent company of British Airways) is exploring other ways to reduce its carbon footprint, which is critical to operational efficiency and the company's reputation. IAG also uses machine learning to efficiently extract data in its business processes. In 2019, British Airways added 4 Airbus A350 aircraft. A strong focus on technology has helped British Airways tackle key challenges posed by Brexit and coronavirus with greater efficiency and effectiveness.

4.3.5 Environmental

Environmental factors are now a central concern for airline operators and aviation authorities. The impact of aviation on the environment is a central concern for regulators around the world. However, British Airways has taken some firm steps in this direction to minimise its environmental impact and make its business model more sustainable. Sustainability is now one of the core areas of strategic importance for the brand, which continuously invests in improving the fuel efficiency of its fleet and reducing its carbon footprint.

As parent company of British Airways, IAG has pledged to reduce its carbon footprint to zero. As part of its plan, called flight path net zero, the company plans to achieve net carbon dioxide emissions by 2050. The company plans to reduce its net carbon dioxide emissions by at least 20% by 2030. British Airways also plans to offset the carbon emissions of its domestic flights in the UK, achieving net-zero carbon emissions by 2020. The company is also constantly exploring new ways and technologies to control carbon emissions. While there are several reasons behind the growing focus on sustainability, some of the main ones include a better reputation and social image, UK government incentives and improved operational efficiency and customer satisfaction.

4.3.6 Legal

Legal considerations are one of the most important issues for the entire aviation industry, including the UK market. Compliance is critical for all airlines, including British Airways, as non-compliance can result in hefty fines and damage to the brand's reputation. In addition to customer convenience, passenger safety and environmental impact, there are laws related to labour and several other areas of operation that require British Airways to remain compliant in its domestic and overseas markets.

There are several laws governing the UK aviation industry, which were largely governed by EU regulations prior to Brexit. While the CAA is the main regulator in the UK, there are other international regulators that oversee the operations of international airline brands. In addition to laws relating to operations, labour law is also an important area affecting British Airways. The company faced a major challenge in the form of a pilot strike in 2019. The company failed a legitimate attempt to stop the planned strike and later had to agree to pay to avoid disruption. Such cases, whether related to labor or consumer rights or passenger safety, can damage a company's image and cause operational disruption and losses in the form of hefty fines.

5. Conclusion and Recommendation

5.1 Conclusion

5.1.1 Create a market-oriented and efficient organizational structure

Strategy is implemented through the organization. Managers' strategic choices determine the form of organizational structure. Strategy can only be successfully implemented if strategy and structure are properly aligned. Without a sound organizational structure, the selected strategy cannot be implemented effectively. Globalization, the Internet and the speed of decision-making are three fundamental trends of the 21st century, which drive the perspective of organizational structure to the outside, and flexible interaction and interdependence are some of the organizational characteristics of strategic execution and success. Only by adjusting the organizational structure in a timely manner can the management efficiency and the ability to adapt to the market be enhanced. Organizational structure flattening is an inevitable trend of airline organizational structure reform. At present, the organizational structure of many companies in the world tends to be flat, or delegated to managers and employees who are closest to the market and customers. The distinctive feature of its business philosophy and organizational culture is that it is customer-centric, and maximizes corporate benefits while satisfying the interests of customers. The organizational structure of British Airways and most civil aviation companies is a functional organizational structure, which has not yet been completely born out of the structure formed under the planned economic system. Functional type can gain efficiency through specialized division of labor, which is conducive to the mastery of professional knowledge and skills, and obtains centralized control over strategic decision-making. However, the challenge faced by functional organizations is the coordination between various departments. Specialized division of labor leads to limitations of employees' thinking and differences in priorities between departments while obtaining professional level. The same business is often divided by different departments. In order to implement it, there are too many horizontal departments, overlapping responsibilities, and unclear responsibilities; in the level setting, the level setting is too detailed, making it difficult for cadres to flow; in the functional design, only the functional system is emphasized but the corresponding accountability system is ignored. Arrangements; lack of design of synergistic mechanisms, resulting in the separation of different organizations and barriers to information exchange. As companies grow in size and markets become more diverse, resulting in numerous products and projects of strategic importance, an organizational form is needed to provide the critical skills and resources needed. Maintenance troubleshooting requires the assistance of experts from production, flight, safety and even human resources departments; the development of special service projects requires close cooperation and coordination from marketing, ground service, cabin, operation, finance and other departments. In the setting of the internal organization of British Airways, the management level should be reduced as much as possible, and the same business should be classified as much as possible, reflecting the high unity

of responsibilities, rights and interests and rapid response to the market, to achieve flat management, and to simplify the organization. , reduce costs and improve efficiency. These temporarily allocate manpower and resources to site functions where they are most needed, and can be accomplished by a matrix organization.

5.1.2 Vigorously promote the construction of informatization, and gradually realize the informatization of operation and management

At present, Chinese airlines have generally introduced or developed facilities and technologies such as computer booking systems, e-tickets, and seamless transfer. Management and frequent flyer management and other information systems. However, there is a prominent problem of decentralization in informatization construction. Each information system exists in the form of "information islands", and information resources cannot be used comprehensively. In today's information age, the level of informatization of enterprise management and operation has an increasing impact on the competitiveness of enterprises. The informatization construction of S Airline should focus on the following tasks:

First of all, it is necessary to do a good job in the information planning and overall plan. S Airline should learn from the advanced experience of foreign airlines, and organize the formulation of enterprise informatization plans and specific implementation plans with high standards and a high starting point in accordance with the principles of overall planning and step-by-step implementation. Planning should pay special attention to the interconnection and resource sharing of various information systems, and avoid designing and building information systems in isolation.

The existing information systems should be integrated according to the overall plan. It is necessary to increase investment and use a certain percentage of operating income for the construction of information systems every year.

Secondly, focus on the informatization of production operation and enterprise management system. To build and improve the flight operation system and aircraft equipment system for flight operation management for the purpose of ensuring flight safety and normal flight; for the purpose of improving service quality and market competitiveness, passenger reservation system and cargo control for the air transport market system, flight information system, e-commerce and e-ticket system; billing and settlement system for sales revenue management for the purpose of speeding up capital turnover and shortening settlement time; for the purpose of improving economic benefits, for tariff, cost, revenue management Income management system and financial accounting system; a management information system for management agencies and decision-making levels for the purpose of improving management level and work efficiency.

5.1.3 Improve marketing capabilities

Facing the increasingly severe market situation and changing competition pattern, in order to further improve the company's overall profitability, cope with the

fierce market competition, and realize the connotative and sustainable development of market sales, S Airline should do the following work.

First, improve the level of income management and pay attention to the refined management of income. In order to further strengthen the income management, it is necessary to further update the concept and strengthen the income indicators. First of all, based on sales data, promote scientific management and improve the accuracy and precision of market forecasting; secondly, increase the supervision of flights, set up a special revenue quality monitoring team, seize the sales of competitive flights, and increase the tracking and tracking. Frequency: Reinforce the overall concept of the marketing department's revenue as a game of chess, bring flight control close to the market, communicate in-depth with the market and route management personnel, and flexibly carry out refined management of flights according to various conditions such as peak season, off-season, solo flight, stopover, and time. . The changes in the market can be judged by the situation, and the competitors know themselves and the enemy, so as to formulate a more accurate sales strategy.

Second, enhance the control of the base market, strengthen the competition and cooperation mechanism, and stabilize the base market. Controlling the base market is the key to the healthy development of the company. Facing the situation that the competition in the base market will become more intense and the market structure changes drastically, it is necessary to improve the price coordination mechanism of the airlines in the base, consolidate the market leader position of the base, and continue to increase the price of the market routes.

Control the strength, actively play the leadership role, and prevent the occurrence of vicious competition, so as to improve the overall revenue quality of the co-flight routes. At the same time, we should pay attention to the development of the surrounding markets of the base to further consolidate the advantages of the base. For competitors, we must adopt different market segmentation strategies to achieve the purpose of controlling the base market; for sales agents, we must strengthen scientific

And humanized management, to mobilize the tendency of agent sales companies to compete for flights.

Third, firmly establish the concept of "product" and further improve profitability from the cooperation with Air China. With the development of the times and the advancement of science and technology, the aviation market is no longer limited to point-to-point products. British Airways should design combination products and derivative products according to market segmentation. At the same time, in the cooperation with Air China, we should make full use of Air China's huge international and domestic airline network and sales network, constantly launch marketing products and transit connecting products that meet the market demand, develop more international transit products, and create new profit growth point, give full play to the existing route network resources, and maximize the revenue of the route network.

Fourth, build a strong brand of British customer service. British Airways should take the transformation of the call center system as an opportunity to expand service functions and provide passengers with diversified and personalized services, so that the level of customer service will have a qualitative leap. First, set up large-scale

customer service centers in Jilin, Qinghai and Yanshan to unify the image, service standards and processes, and create a brand effect; secondly, 96777 is the center to comprehensively provide one-stop services such as customer development and maintenance to attract customers and promote The rapid development of direct sales customers will further increase the total amount of direct sales and lay a solid foundation for consolidating the base market; once again, we will further improve the service functions for high-end customers and frequent travelers, and establish a customer satisfaction survey, return visit and complaint suggestion system to provide passengers with services. Good extension services, further strengthen the market competitiveness of the 96777 brand, and create a benchmark company service brand.

Fifth, focus on market development for high-end customers. The development direction of the competition in the aviation market is the competition among the mainstream customer groups, namely the business passengers. The major institutional customers and frequent flyers are the new battlegrounds for the airlines. Fully aware of the importance of this point, we should formulate a strategy for the system of personalized ticketing services, professional airport services, and colorful value-added services for major institutional clients. Improve the frequent flyer membership system and actively develop frequent flyer membership.

5.1.4 Improve service quality and implement service brand strategy

The implementation of brand strategy is an important part of the entire competition strategy of an enterprise. S enterprises should formulate a feasible brand strategy suitable for the development of the enterprise according to their own management level, product characteristics, market conditions and competitors. The implementation of brand strategy involves all aspects of business management, quality, market, promotion, etc. It is a systematic project.

First of all, grasp the key links of service awareness and quality management, and participate in all staff. On the one hand, we must deeply understand the importance and urgency of creating our own brand, and mobilize all employees to make contributions to striving for a famous brand. At the same time, it is necessary to fully estimate the difficulty and complexity of creating an independent brand, grasp the key links such as service awareness and quality management, and carry out work in a solid manner. This includes: establishing and improving a stricter quality assurance system, continuously improving service quality, and raising product quality to a new level; integrating corporate culture into brand management, and taking brand promotion and management as a focus of business management. It is necessary to do a good job in media promotion and promotion, and build a good brand image. For example, through advertising, we should not only make advertising serve the brand promotion, but also use advertising as a work of art to add added value to the brand image.

Secondly, the key to building a service brand is innovation. Innovation is the life of an airline. Only by constantly innovating and launching better and personalized service products can we maximize the satisfaction of passengers' needs, seize new

opportunities and meet fierce market challenges. Taking measures to provide differentiated products and services for passengers, whether goods, services or businesses, branding is a concept that is highly recognized by consumers. Brand strategy is also an important part of a company's competitive strategy. Brand is a symbol of excellent quality and excellent service, a guarantee to customers, and a manifestation of taste. With the development of social economy and the improvement of living standards, consumers' brand awareness has become stronger and stronger, and brand has become one of the main factors affecting consumers' purchasing decisions. At the same time, more and more companies have realized that today's market competition is essentially the competition of brands, and only by relying on brands can they create a sustainable competitive advantage. How to create, develop and manage a brand is the core of an enterprise's marketing strategy. In today's increasingly fierce competition of product homogeneity, the modern market economy is a "brand economy" in a sense, and the role of the brand exceeds that of physical assets to a certain extent, and is more and more important to the survival and development of enterprises.

Third, improving the quality of employees is the basis for shaping the company's brand. A brand is a promise to build a company into an airline that employees love to serve and passengers love to choose from. The brand is a promise not only to passengers but also to employees. Aviation service is different from other tangible products. Due to the unification of service process and sales process, service product form and process, and the particularity of service sales space and production space, aviation service products determine that the process of building a brand is a process for passengers to experience and interactive process. For the brand to truly exert its value, the most critical factor is employees, because employees directly deal with passengers, convey commercial information to passengers, and shape the company's commercial brand image. Therefore, improving the quality of employees is the basis for shaping the company's brand. By carrying out vocational education for employees, changing ideological concepts, constantly strengthening and adhering to the people-oriented service concept, and enhancing the awareness of active service; by strengthening personnel job training, improving employees' humanized and personalized skills.

5.1.5 Establish a mechanism for continuous improvement, continuous improvement to build customer value

The quality improvement process runs deep into strategic implementation and has become part of the pursuit of defect-free production, superior product quality, superior customer service and overall customer satisfaction. TQMB stands for total quality management (total management control) and is an umbrella term for the implementation of quality procedures in many companies around the world in the past 20 years. TQM was first used by several large US production companies in response to the success of Japanese and German competitors. After World War II, Japanese manufacturers followed the quality views of Americans Edward Deming and J.M.

Juran, and in the 1970s Japanese products gained an unquestionable reputation for their high quality. More and more companies are now adopting quality programs. TQM has become the most popular acronym in the management literature since MBO (Management by Objectives) theory. As a new corporate culture and business method, it is based on close attention to customer satisfaction, accurate measurement of every key variable in the business, continuous improvement of products, services and processes, and working relationships based on trust and teamwork. , pay attention to the pursuit of continuous improvement at all stages of operation, pursue 100% accuracy in various activities, encourage employee participation at all levels and grant relevant should rights.

Implementing a continuous improvement program involves changing the company culture, shifting to a total quality/continuous improvement philosophy that permeates the entire organization, and mobilizing all departments, especially those that lack customer-driven pressure, such as human resources, finance, and information. The purpose of TQM is to instill passion and commitment to do the right thing from top to bottom throughout the organization, and it requires no

Relentlessly pursue continuous improvement. Basic characteristics of TQM and continuous improvement programs:

(1) Define quality and customer value. Companies have a clear definition of quality and don't leave it to individuals to explain. Quality definitions should be made from the customer's perspective and communicated in writing.

Customer value is reflected in the combination of quality, price and speed. For customers, quality means high performance, competitive pricing, fast delivery and improvement as needed.

(2) Firm leadership. Senior managers' unswerving and long-term adherence to the concept of total quality management and continuous improvement.

(3) Close contact with customers and develop customer orientation. Communicate directly with customers, understand the needs of internal and external customers and unconditionally meet them.

(4) Establish a close cooperative partnership with suppliers to ensure that their supplies are ultimately consistent with customer needs.

(5) Facts take precedence. Create policies based on facts rather than personal opinions, apply existing statistical techniques to accurately measure every key variable in business operations, and then trace the root cause of the problem and solve the root cause.

(6) Carry out employee authorization and encourage the participation of all employees. Continuously increase employee participation in design, planning activities, and give greater decision-making autonomy. Employee participation, empowerment, participation in decision-making and training in quality techniques, statistical techniques and measurement tools are factors used to support and instill a commitment to customer value.

(7) Process improvement. Reduce waste and cycle time in all areas through cross departmental process analysis.

Comprehensively judging the international and domestic situation, due to the increased demand brought by consumption upgrading, the increased pricing power brought by the increase of market share, and other exchange gains brought by appreciation, the profitability of airlines will remain at a high level. The main challenges are still the possible high operating oil prices, airspace congestion, flight tension and other issues. From the perspective of overall supply and demand, the growth of transport capacity and flight volume in the next few years is constrained by the limited airspace capacity, and the competition is still fierce. As a regional high-end airline, British Airways, after fully analyzing the macro environment, understands the opportunities and challenges it faces. Through the analysis of the five forces model and internal resources, it finds its own advantages and disadvantages, and combines the competitive strategy theory to determine the competitive strategy of focusing on cost leadership. Further use the network coordination effect with Air China to build its own route network in domestic areas, determine a reasonable fleet structure according to market demand, and provide all-round high-quality services for passengers.

5.1.6 Research deficiencies and future research prospects

The operation under the current environment is also affected by the domestic market, policies and regulations, people's consumption concept, etc., involving many stakeholders. Limited by the research theme, this paper mainly conducts theoretical research and case analysis on the internal and external environment, competitive strategy and implementation suggestions faced by the main aviation industry. There is no systematic and in-depth analysis on how to carry out the deepening reform of civil aviation, freight transport and maintenance, which needs further research and discussion in the future. Based on previous research and industry experience, this paper conducts data research by using literature review, data analysis and enterprise research methods. However, due to the limited ability of individuals, the depth of research and the comprehensiveness of information materials cannot be immune from the impact of subjective factors. There are still some deficiencies in this study.

The topic of this paper is one of the long-term strategic problems faced by enterprises in the future development process. Future research can still be carried out in the following aspects:

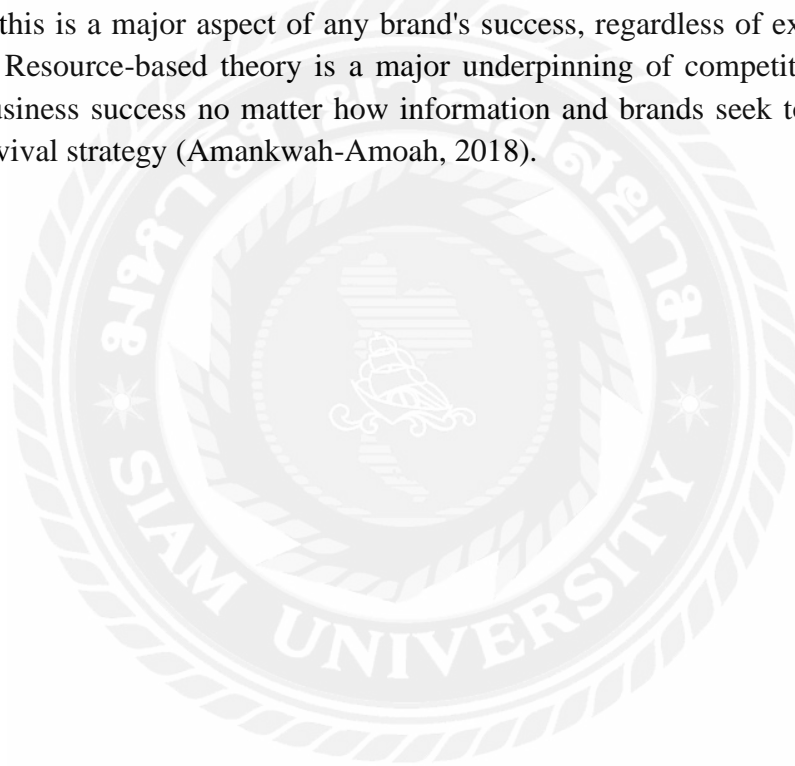
(1) The future research can take cost management as the starting point to carry out the research on the life cycle cost of general aviation equipment, which is conducive to the value chain-based approach, providing support for the warehousing of general aviation equipment, and saving the overall operating costs of aviation service companies.

(2) With the continuous introduction of favorable policies for general aviation in many countries, the general aviation market in the future will be huge. Research can focus on and tap the development potential of the general aviation market in the UK and even the world, and actively develop new products and peripheral products in the general aviation industry.

(3) The homogenization of general aviation enterprises, especially those related to aviation equipment services, is serious. Future research can focus on the homogenization of general aviation services and related countermeasures, laying a foundation for the sustainable development of relevant enterprises in the general aviation industry.

5.2 Recommendation

To be successful, you must effectively develop a competitive strategy and keep a close eye on brand success. This suggests that the primary obligation of management is to conduct a SWOT analysis, especially to identify internal aspects of business strengths and weaknesses, while taking advantage of external threats and opportunities to envision the future direction of the brand (Anwar, 2018). Every brand should focus on implementing a strategy to ensure that resources and capabilities are aligned, as this is a major aspect of any brand's success, regardless of external brand challenges. Resource-based theory is a major underpinning of competitive strategy, ensuring business success no matter how information and brands seek to imitate the enacted survival strategy (Amankwah-Amoah, 2018).



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