FLYING HIGH
in a Competitive Industry

Secrets of the World’s Leading Airline

Loizos Heracleous Jochen Wirtz Nitin Pangarkar

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Flying High in a Competitive Industry
Secrets of the World’s Leading Airline
Authors: Loizos Heracleous, Jochen Wirtz and Nitin Pangarkar

Singapore Airlines (SIA) is widely acknowledged as one of the world’s leading airlines, if not the best airline, globally. This book provides insights into a simple but intriguing question: How has SIA managed to outperform other flag carriers for decades in an industry where it is notoriously difficult to succeed consistently?

This revised edition of *Flying High in a Competitive Industry* begins with an analysis of the airline industry and its key trends, moving on to a broad outline of SIA’s strategic drivers of success. Empirical research was conducted at SIA to gain a deeper understanding of its strategy, core competencies and internal organisation, innovation processes and human resource practices, in order to instill strategy lessons that can inform the strategies of any organisation competing in intensely competitive industries.

This book ends with some strategic lessons that apply to any organisation that aims to achieve sustainable success in hypercompetitive markets.

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Case Study Strategy and Organisation at Singapore Airlines – Creating a Global Champion

About the Authors
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Jochen Wirtz is an associate professor of marketing at NUS, the founding director of the UCLA – NUS Executive MBA Program, and an associate fellow of the Said Business School, University of Oxford.

Dr Wirtz is a leading authority in the field of services marketing. *Services Marketing – People, Technology, Strategy*, (2007, 6th edition, Prentice Hall), which he co-authored with Professor Christopher Lovelock, is the bestselling services marketing text book worldwide, and *Essentials of Services Marketing* (2009, Prentice Hall), which he co-wrote with Lovelock and Professor Patricia Chew, is the world’s first full-colour services marketing text.

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