Abstract:

Traveling within the United States is extremely costly. Low-cost airlines such as Southwest Airlines do exist but they do not provide the prices and efficiency that Ryanair, a United Kingdom based airline, does. Traveling throughout Europe is cheap and easy, jet setting to an Italian villa, when one lives in the middle of London would be considered completely normal. The United States is an enormous country, and unfortunately airline companies and airports do not provide easy, cheap methods of flying around the country. As a student or middle-class citizen, travel throughout the United States should be accessible and viable. If airline companies could lower their prices, or create competition amongst low-cost carriers, U.S. citizens would be able to travel more frequently. Traveling is essential to the prosperity, well-being, and overall knowledge of any individual. In addition, it would eliminate the stigma that comes with being an American, of being unworldly and uneducated. According to the World Economic Forum’s (W.E.F.) Travel and Tourism Competitiveness Report, “{Travel} also has significant social and cultural benefits because of its potential to promote understanding and international relationships. These socioeconomic dimensions make tourism a vital component of globalization.” According to the Social Identity Theory, “a person has not one ‘personal self,” but rather several selves that correspond to widening circles of group membership. Different social contexts may trigger an individual to think, feel, and act on basis of his personal, family, or national ‘level of self.” Which means that different people are directly
affected by their surroundings whether it is people or places. It is extremely important to travel and explore different surroundings in order to improve oneself.

Travel boosts the economy and creates awareness, “As the global economy enters deeper into a climate of uncertainty in 2009 with reduced investment and declining consumer spending, coupled with an increasing focus on fiscal policy to stimulate economic activity, it becomes more important than ever for countries to sustain and maximize the benefits of tourism,” according to W.E.F. Companies such as Ryanair and EasyJet, who have created airlines that follow the Southwest Airlines Low Cost Leadership model, have made travel within the United Kingdom easy and user-friendly. Through eliminating “free” services such as snacks and drinks, minimizing baggage allowances, removing seat assignments, allowing for quick flight turnarounds, choosing airports with lower terminal fees, advertising within the airplane, and using one standard jet for all flights, airlines can lower their costs and increase travel within the United States.

FirstResearch.com and other databases provide excellent information on the airline industry, marketing information can be gathered online and through publications. The websites of the separate companies are useful for images, industry information, and company information.
Chapter 1: Introduction:

The United States needs an airline that follows the basic rules and behaviors of Ryanair in the United Kingdom. The U.S. needs this airline because its citizens can benefit from travel in multiple ways. The experiences that can be gained from travel will improve both commerce and social well-being.

The Ryan Family started Ryanair in 1985 in Ireland. According to the Ryanair website, the Cathal and Declan Ryan started with the financial backing of one million pounds given to them by their father, Tony Ryan, who owned and founded Guinness Peat Aviation, one of the largest aircraft leasing companies in the world. The Ryan Family began Ryanair with a crew of twenty-five making one flight from Waterford in southeast Ireland, to London Gatwick. In 1986, Ryanair began its first flights from Dublin to London challenging British Airways and Air Lingus’ high rates with a £99 flight and a half price round trip. Thus begun the first airfare wars in Europe.

In the 80’s Ryanair suffered a massive £20 million loss and was forced to reform the entire company. A new CEO, Michael O’Leary was brought in, and with another £10 million of the Ryan’s financial backing the company was able to function again. O’Leary was encouraged to travel to the United States to study the essentials of Low Cost Leadership in the airline industry. The company he studied was Southwest Airlines. During the Gulf War in 1991
air travel collapsed, due to Ryanair’s recent developments it still managed to make a profit.

In 2001 Ryanair began Europe’s largest travel website, there very own Ryanair.com. Offering the cheapest rates alongside advertisements for hotels, transportation, and entertainment for each destination.

Ryanair based its business model after Southwest Airlines, which began as a small Texas airline and has grown into one of the most unique, admired airlines in the United States. The Southwest website states getting passengers “to their destinations when they want to get there, on time, at the lowest possible fares, and make darn sure they have a good time doing it.” Southwest was also the first airline company to create a webpage and ticketless travel. Unfortunately, Southwest does not have a significant amount of competition in the United States. Therefore the average cost of a Southwest plane ticket is $110.52, and once taxes and a return trip are added, the total is not considered “affordable.”

Scope:
Ryanair flies to 41 Bases in 24 Countries

<table>
<thead>
<tr>
<th>City 1</th>
<th>City 2</th>
<th>City 3</th>
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<tbody>
<tr>
<td>Albany</td>
<td>Indianapolis</td>
<td>Orlando</td>
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<td>Albuquerque</td>
<td>Long Island (MacArthur)</td>
<td>Panama City Beach</td>
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<td>Boise</td>
<td>Little Rock</td>
<td>Providence</td>
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<tr>
<td>Boston Logan</td>
<td>Los Angeles (LAX)</td>
<td>Raleigh-Durham</td>
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<td>Buffalo</td>
<td>Louisville</td>
<td>Reno</td>
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<td>Burbank</td>
<td>Lubbock</td>
<td>Sacramento</td>
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<td>Chicago (Midway)</td>
<td>Manchester</td>
<td>St. Louis</td>
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<td>Cleveland</td>
<td>Midland/Odessa</td>
<td>Salt Lake City</td>
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<td>Columbus</td>
<td>Milwaukee</td>
<td>San Antonio</td>
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<tr>
<td>Corpus Christi</td>
<td>Minneapolis/St. Paul</td>
<td>San Diego</td>
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<td>Dallas (Love Field)</td>
<td>Nashville</td>
<td>San Francisco</td>
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<td>Denver</td>
<td>New Orleans</td>
<td>San Jose</td>
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<td>Detroit (Metro)</td>
<td>New York (LaGuardia)</td>
<td>Seattle/Tacoma</td>
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<td>El Paso</td>
<td>Norfolk</td>
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<tr>
<td>Ft. Lauderdale/Hollywood</td>
<td>Oakland</td>
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<td>Ft. Myers/Naples</td>
<td>Oklahoma City</td>
<td>Tucson</td>
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<td>Harlingen/South Padre Island</td>
<td>Omaha</td>
<td>Tulsa</td>
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<tr>
<td>Hartford/Springfield</td>
<td>Ontario</td>
<td>Washington, DC (Dulles)</td>
</tr>
<tr>
<td>Houston (Hobby)</td>
<td>Orange County</td>
<td>West Palm Beach</td>
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</table>
Ryanair in the United States would be on a similar scope to that of Southwest in that it would fly to and from the main cities in the United States. It would be similar to Ryanair in that it would fly into terminals that are not located in the hubs of cities such as instead of flying into Los Angeles Airport (LAX) they would fly into Burbank-Pasadena Bob Hope Airport (BUR). At the moment Southwest pays $4.7 million to rent out terminal space at LAX. In order to lower costs and keep ticket prices down, the airline needs to fly into airports that do not charge high rental fees to lease terminal space at airports.

Services:
Ryanair in the United States is committed to getting its passengers to their destinations in a simple, direct, efficient manner. Ryanair is dedicated to customer service, in that employees are polite and helpful. No snacks and drinks are provided, however they are for sale. Baggage is limited, and Ryanair charges per pound on overweight baggage. Seat assignments are first-come, first-serve, and seats do not recline. In addition, quick flight turnarounds are essential to the profit of Ryanair in the United States, therefore encouraging passengers to exit the vessel in a timely manner and quickly preparing the vessel for it’s next flight is imperative.

**Aircraft Types:**

Ryanair and Southwest, both very prominent airlines, operate Boeing 737-800 aircraft. The Boeing 737 aircraft was originally derived from previous low-cost airplane models 707 and 727. This aircraft is a jet airliner, with a narrow body and single aisle. The 747 are a short to medium series airplane, and are the best-selling airliner in history. According to Max Kingsley-Jones from FlightGlobal “The Boeing 737 has reached an historic milestone with the delivery of the 6,000th aircraft, almost exactly 42 years after the twinjet first took to the air. The delivery makes the 737 by far the most produced jet airliner in history.” The 737-800 seats 162 passengers with two classes, and 189 passengers in a one-class layout. It competes with the A320 aircraft, which only seats 150 passengers, and was used by Air France for a short period of time before being disposed of. Ryanair in the United States would use a Boeing 737-800 aircraft because of proven success.
throughout history with this aircraft and it’s typically low-cost functions. According to First Research, “a new Boeing 737-700 is about $60 million. The actual price airlines pay for new planes can be substantially lower than the list price, especially if they place big orders. A large market exists for used aircraft, which can have a useful life of 20 years or more.”

737-800 Technical Characteristics

<table>
<thead>
<tr>
<th>Passengers</th>
<th>162</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Typical 2-class configuration</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Typical 1-class configuration</strong></td>
<td>189</td>
</tr>
<tr>
<td>Cargo</td>
<td>1,555 cu ft (44 cu m)</td>
</tr>
<tr>
<td>Engines (maximum thrust)</td>
<td>CFMI CFM56-7</td>
</tr>
<tr>
<td>Maximum Fuel Capacity</td>
<td>6,875 U.S. gal (26,020 L)</td>
</tr>
<tr>
<td>Maximum Takeoff Weight</td>
<td>174,200 lb (79,010 kg)</td>
</tr>
<tr>
<td>Maximum Range</td>
<td>3,060 nautical miles (5,665 km)</td>
</tr>
<tr>
<td>Typical Cruise Speed</td>
<td>0.785 Mach</td>
</tr>
<tr>
<td>(at 35,000 feet)</td>
<td></td>
</tr>
<tr>
<td>Basic Dimensions</td>
<td></td>
</tr>
<tr>
<td>Wing Span</td>
<td>112 ft 7 in (34.3 m)</td>
</tr>
<tr>
<td>With Winglets</td>
<td>117 ft 5 in (35.8 m)</td>
</tr>
<tr>
<td>Overall Length</td>
<td>129 ft 6 in (39.5 m)</td>
</tr>
<tr>
<td>Tail Height</td>
<td>41 ft 2 in (12.5 m)</td>
</tr>
<tr>
<td>Interior Cabin Width</td>
<td>11 ft 7 in (3.53 m)</td>
</tr>
</tbody>
</table>

Source: Boeing.com

**Markets Served:**

Companies in the airline industry provide scheduled air transportation of passengers and cargo. Depending highly on the well-being of the United States economy, if businesses and people are not consuming, airlines cannot thrive. Focusing on domestic passenger flights, which take up about 30 percent of the industry, airlines carry passengers, cargo, and mail. Ryanair in the United States would serve the middle to lower-class traveler, who is not
Business Plan: Ryanair in the United States.

willing to spend a lot of money on a flight. Efficiency is key in running a low-cost airline; therefore Ryanair in the United States would have a “get-in, get-out” mentality.

**Target Consumer:**

The reason behind bringing Ryanair to the United States is to increase travel among students and the younger generation. In addition, this airline will be in high competition with companies such as Southwest and JetBlue, which would hopefully bring competitive prices down. The target customer is enticed by Ryanair’s motto, “At Ryanair we guarantee you the lowest fares on the Internet.” The target customer does not mind a “no frills” experience; they want to arrive at their destination on time and at a low cost, which is evidenced by Southwest customers.

**Competition:**

Ryanair’s main competition in Europe is EasyJet. In the United States, Ryanair would be competitive with companies such as Southwest and JetBlue. Using the same Low-Cost Leadership Model, Southwest and Ryanair operate in similar ways. Vincent Grimaldi de Puget, a leading brand strategist, wrote an article entitled “French Accent-Ryanair Slow on Emotion.” In this article, he discussed Ryanair’s emotionless advertising, but he also compared Ryanair to Southwest extensively. According to Puget, “With an estimated 5.8 US cents per passenger per kilometer, Southwest still demonstrates that its business model gives it a sustainable cost leader position.” In addition, he stated, “Ryanair is on a crusade to reverse that
trend. Its estimated 4.8 US cents per passenger per kilometer makes the Irish carrier more efficient than Southwest. As a result, its message could be entirely focused on low fares, but this is not the case.”

Chapter 2: Target Market

Overview of Airline Industry:

According to First Research, there are 500 companies in the United States airline industry that generate annual revenue of about $130 billion. The three major companies include Delta, American Airways, and United, along with FedEx and UPS that offer express deliver by air. The 50 largest airline companies are responsible for 80 percent of the entire airline industry profits. The airline industry is continuously growing and expanding as globalism is taking place in other industries internationally. According to Stanford University, air travel has increased by seven percent over the past decade. As developing countries grow, governments are realizing the profits that can be made from tourism and are developing their land by building resorts and tourist attractions to boost their economies. Budget airlines using vessels such as the Boeing 747; have made it possible for people to travel worldwide at an affordable cost. In addition, as companies grow and begin to invest worldwide, business travel has also gone up.

Market Analysis:

State of Current Economy:

The 21st century has been a constant roller coaster ride for the Travel and Tourism Industry in the United States, and all over the world. Beginning
with September 11th and the continuous threats of terrorism on the airline and transportation industries, to natural disasters and epidemics, and finally in 2008, the unpredictable fuel prices. In addition, 2008 marks the real estate market crash, the near dissolution of stock markets, consumer spending similar to that of the Great Depression, and the declaration that many and most countries had entered a recession.

**Air Market Trends:**

According to W.E.F. “There are many reasons to expect that demand for all kinds of travel will decline in the coming years. The financial crisis and economic recession are bringing about tighter credit conditions, high consumer debt, decreased housing wealth, stagnant wages, and rising...
unemployment, all of which are leading to a contraction in travel demand, particularly business travel." The travel industry saw its biggest decline in business since 2003, when economy class travel slowed from six percent to one percent in 2008. The International Air Travel Association (I.A.T.A.) estimates that in 2008, the total loss of revenue for airlines was 52 billion US dollars.

![Figure 1: Air booking evolution: Global Distribution System (GDS) world-wide](image)

Source: Grisolia, 2008. Note: From May 2008, the worldwide demand has been decreasing in comparison with 2007.

**Market Demand to Fly:**

On a more positive note, according to FirstResearch, “Worldwide airline passenger and cargo demand is expected to rebound slightly in 2010, but unstable fuel prices could thwart industry recovery.” There was a decline in passenger traffic of 4.1 percent in 2009, but is predicted to increase to 4.5 percent in 2010 according to I.A.T.A. Unfortunately, if fuel prices were to
increase even one dollar the entire industry would suffer another $430 million in fuel expenses.

Chapter 3: Competitive Analysis

Other Airlines in Marketplace:

The smaller airlines include:
Southwest Airlines
Alaska Airlines
Allegiant Air
Cape Air
Expressjet Airlines
Frontier Airlines
Frontier Flying Service
Go! Mokulele
Great Lakes Airlines
Hawaiian Airlines
Horizon Air
Island Air
JetBlue Airways
Midwest Airlines
Pacific Wings
Spirit Airlines
Sun Country Airlines
USA 3000
Vacation Express
Virgin America

Other Airline Routes:
Southwest flies 67 cities in 34 states; Delta Airlines flies 48 domestic routes, for example. Many of the bigger airlines are in partnerships with other smaller airlines and international carriers. The intention of this project is to propose that Ryanair is brought to the United States; therefore comparisons of low-cost airlines Southwest and JetBlue are pertinent to this project.

JetBlue:

Originally named “NewAir,” JetBlue Airlines was incorporated in 1998 in Delaware. With headquarters in New York City, JetBlue is based in the John F. Kennedy International Airport. As a United States Airline, JetBlue serves 60 destinations in 20 states, and eleven countries in South America, including Puerto Rico and the Caribbean. The map below is courtesy of the JetBlue website.
As one of the only airline companies that made a profit in the United States after September 11th, JetBlue looks “to bring humanity back to air travel,” according to JetBlue founder David Neeleman. With televisions on every seat, in-flight entertainment, and Satellite radio, JetBlue aims to distinguish themselves from other low-cost airlines.

The JetBlue Airways fleet consists of 151 aircraft carriers as of March of 2010. Using 110 Airbus A320-200’s and 41 Embraer 190 aircrafts, JetBlue’s average fleet age is 4.6 years.
Southwest:

Southwest was incorporated in Texas in 1971 with three Boeing 737 aircraft. Today, Southwest operates more than 33,200 flights per day, using 541 Boeing 737 aircraft serving 69 US cities. Southwest’s fleet has an average age of 10.5 years.
Chapter 4: Services

Mission/Vision:

Ryanair in the United States will have a similar mission to that of Southwest and JetBlue. Southwest states, “The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.” JetBlue states, “Above all else, JetBlue Airways is dedicated to bringing humanity back to air travel. We strive to make every part of your experience as simple and as pleasant as possible.” Ryanair offers the mission statement: “Ryanair’s objective is to firmly establish itself as Europe’s leading low-fares scheduled passenger airline through continued improvements and expanded offerings of its low-fares service. Ryanair aims to offer low fares that generate increased passenger traffic while maintaining a continuous focus on cost-containment and operating efficiencies." Ryanair in the United States would offer a combination of the above mission statements. Ryanair in the United States would offer excellent customer service at the lowest price, guaranteed.

Scope:

Ryanair in the United States would serve domestic flights only. It
would not cover an international scale. Ryanair in the United States would have flights out of every city that Southwest does; therefore they would be rival airlines.

**Target Market:**

Ryanair in the US is targeting American individuals who choose not to travel because of the high prices in airfare. Therefore the target market is students and lower to middle class people. In addition, cheap and efficient travel is attractive to business people. Through the use of effective marketing these target markets can be reached efficiently.

**Airports:**

Unlike JetBlue and Southwest, Ryanair in the US will use secondary airports only. The whole point of the airline is to provide the lowest price air tickets, if Ryanair was to use primary airports such as Los Angeles or San Francisco, prices would most likely be competitive with JetBlue and Southwest which defeats the purpose. Ryanair in the US may not have the convenience of an airline that uses a primary airport, but it has a price that makes the extra effort worth it.

**Routes/Frequency/Schedule:**

Ryanair in the US also makes money through a quick turn around. Flights land, guests leave the aircraft in a timely manner, new guests board the plane, and the next flight is off. Pending re-fueling and security checks, Ryanair in the US will be in and out in an hour or so. Thus, depending on the route, aircrafts will be doing as many trips as is feasible in a given day.
**Product Offering/In-flight Entertainment:**

Seats in a Ryanair aircraft do recline, however there is no in-flight entertainment, and all products must be purchased on board the aircraft. Seats are comfortable, but by no means are they luxurious. The entire plane will be one class, because there is no assigned seating.

**Boarding Process:**

Passengers can pay an extra $20 to board the aircraft first; obviously there is a limit to how many passengers can have this special status. Basically seating is on a first-come, first-serve basis, and passengers may line up at the gate to enter the aircraft.

**Catering:**

Aircraft advertising will determine the products sold and distributed on-board Ryanair flights. If a company advertises with Ryanair, their product may be sold on board. Ryanair in the US does not distribute any free beverages or food items. However a beverage and food cart will travel down the aisle during any given flight.

**Kiosk/Online Check-In:**

Ryanair is a low-cost airline; therefore all reservations and bookings are done through an online system. All telephone bookings cost an additional five dollars. Online check-in is available, in addition to paying for luggage. Every passenger is limited to one carry on bag; all other luggage must be checked through and paid for in accordance with weight. This can all be done at home, at the convenience of a computer. Customers are even encouraged to
weigh luggage at home on a scale, and to enter the weight online, and pay for it along with the price of a ticket. Online check-in is five dollars, but allows the passenger to go directly to their gate without checking in once at the airport. Kiosks are available at the airport, along with few Ryanair personal. Online booking and check-in is a major player in Ryanair’s success and low-budget way of doing business.

**Customer Loyalty Program:**

Ryanair in the US will have a credit card option. It will provide benefits such as spending a certain amount of money and getting a free flight one way. It will be a Visa or Mastercard, and therefore accepted at vendors that support those credit card companies. In addition, it will track money spent at Ryanair and provide bonuses such as boarding the vessel before the other passengers, and free luggage allowances.

**Airport Lounges:**

Ryanair is a low-cost airline, therefore no airline lounges are provided.

**Aircraft Selection:**

In summary, Ryanair in the US will operate using Boeing 737-800 aircraft. Boeing 737 aircraft are used by most low-cost airlines because they are fuel-efficient, moderately sized, and reliable. Ryanair in Europe currently operates using 202 aircraft that hold 189 passengers.

**Strategy for Growth:**

Ryanair in the US will grow based on the excellent product that is being offered: a cheap flight that will get an individual from A to B. The
company will grow naturally from reputation and excellent service. An excellent marketing plan will also be crucial to the growth of the company.

**Competitive Advantage:**

Ryanair in the US is providing something that other low-cost carriers do not. The lowest price, bottom line. This is an amazing advantage to have over other airlines. The low price offered will encourage consumers to travel, it will take away from the perception that air travel is dehumanizing.

**Chapter 5: Marketing Plan:**

**Strategy:**

Much of the Ryanair budget will go toward marketing and advertising within the first years of operation. Getting the word out there that the company is offering something different and competitive with existing companies is crucial. A marketing team will be essential to the survival of the company and its launch. In addition, a public relations team will work closely with the marketing team in order to implement only the best strategies and tactics.

**4 P’s:**

Marketing a business is crucial to the development and growth of any company. Each of the “four p’s,” product, price, place, and promotion are a variable that allows business managers to strategize and target the correct consumer and make a profit while doing so. According to Perdue University:
1. **Product:** The right product to satisfy the needs of your target customer.

2. **Price:** The right product offered at the right price.

3. **Place:** The right product at the right price available in the right place to be bought by customers.

4. **Promotion:** Informing potential customers of the availability of the product, its price and its place.

**Product:**

The product is the service being offered: a flight at a cheap price, with the best service possible. Ryanair in the US will provide a direct flight from a secondary airport to another, the flight will be on time as much as possible, customer service will be excellent, and the focus will be to have repeating customers.

**Price:**

According to First Research, “Airlines lease terminals; ticket counters; gates (sometimes called “slots”); and maintenance facilities from airports.” In addition, employees must be paid, and fuel must be covered. This means that flights need to always be full, and turnaround time at airports needs to be extremely efficient. In order to be competitive, Ryanair in the US will always have ticket prices under $100. First Research states “Airlines measure their performance using a number of metrics. Revenue passenger-miles (RPM) measures the number of paying passengers and the distance flown. Available seat-miles (ASM) measures the number of seats and the distance flown. Load
factor, which measures how much of a carrier’s capacity is used, is calculated by dividing RPM by ASM.” Airline companies will use complicated computerized pricing techniques that analyze price sales and offer different prices at different times depending on the time and the popularity of a flight. Airlines also may sell blocks of tickets to different online ticket vendors at a discounted price, according to First Research.

**Place:**

The following forms of vendors will sell tickets for Ryanair in the US: Internet (direct from Ryanair website), Internet (through a 3rd party such as Expedia), call center, airport ticket counters, travel agents, or cooperate sales. According to First Research, Internet travel sites such as Expedia, Travelocity, and Orbitz are crucial to ticket sales; in addition, airlines own reservation websites are becoming increasingly popular as well. First Research states, “Most ticket sales occur via computerized reservation systems (CRS) that show the various flight options between cities. Airlines pay fees to CRS operator for tickets bought through their system, such as Sabre, Worldspan, and Galileo, which are accessed by travel agents and online sites.”

**Promotion:**

Search Engine Optimization is crucial to the success of the Ryanair in the US’s success. Making sure that the website is the top hit for all individuals seeking a cheap flight in the US is essential. Internet marketing is extremely important to the growth of the business and a very affordable form
of advertising. Using Google's pay per click program and Google AdWords Ryanair in the US will pay Google for the amount of users that visit their website from Google’s search engine. In addition, Ryanair in the US will use Gmail advertising that allows the email server to draw key words from emails and then advertise a product that is mentioned in the email. To reach the younger demographic Social Media Marketing is an excellent tool. Internet sites such as Facebook and Myspace will also be crucial to the growth of the company. Targeting the younger demographic that travel, is extremely important. Facebook can recognize if a user is in a certain area and advertises to that demographic. In addition, Facebook recognizes individuals’ interests, and advertises to those interests. For example, if a person were to be interested in “travel,” “New York,” or “adventure,” an advertisement for Ryanair would be displayed along the sidebar of the browser. According to First Research, “Major airlines use broadcast, print, and online advertising. Marketing alliances – for example, with other airlines, travel organizations, and destination sites – and code-sharing agreements have become commons ways for airlines to effectively expand the number of markets they serve and the passengers they can reach.” Promotions in magazines and on television are the most common forms of advertising and are effective when the message is memorable and is what a person associates with the company.
Chapter 5: Risk Plan

A risk plan is essential to every business in the case of an emergency of any kind. It is important for a business and its employees to be aware of crucial steps to take in the case of any situation that is out of the ordinary. Using specific, well-planned tactics to quickly and efficiently fix an issue is vital to the success of any company.

Fuel Cost:
According to First Research, “The operating cost of an airplane is often expressed in cents per seat mile, with typical values between 15 and 20 cents. Cost per available seat mile is often dependent on maintenance costs and the cost of fuel.”

According to the WEF oil prices dropped as low as $45 per barrel in 2008, but with the recession predicted to end in the next two years the International Energy Agency predicts that oil prices will return to $100 per barrel as soon as economies around the world begin to recover.

**Safety/Air Flight Liabilities/Weather:**

A crisis management team will be crucial to Ryanair in the US. With crisis management plans set up, organization is the key to success. As long as employees are aware of how to handle every situation properly and effectively, Ryanair in the US will thrive in crisis situations. In flight safety is
of huge importance, and as in most flights promotion of safety practices and security will be highlighted and held in the highest regard. Weather is something that cannot be prepared for, sometimes flights are delayed and people’s travel plans do not work out, through excellent customer service and compensation any weather issues can be easily resolved.

**Terrorism:**

September 11th cause the entire airline industry to rethink the way it does business. Providing adequate security and regulations on individuals that use air travel is extremely important. In addition, making people feel safe when they fly is just as important.

**Conclusion:**

The United States has developed a stigma that it cannot seem to shake: that its people are uneducated and unworldly. The value of bringing Ryanair to the United States is not measurable by numbers and market comparisons it is measurable through change. Changing people into knowledgeable individuals who have seen things that cannot be seen in the town they grew
up in. Traveling means using a map, trying new foods and drinks, meeting different kinds of people, experiencing culture that is different from one’s own. Traveling allows one to see the world through the eyes of another, and the ability to do so can change someone’s entire outlook on life. Traveling allows an individual to strive for more, when one experiences suffering in a poorer region, or extreme success, it creates a standard of measurability that cannot be gained through anything but experience and travel.

This project is a medium of communicating the utmost importance of travel and the affect it can have on an individual. If people in the United States had an affordable, easy means of travel they may be able to open their eyes and view the world through something other than what television has to offer.

The personal reason that I wrote this senior project is because I am originally from South Africa. Travel has changed my life in many different ways. I have studied abroad in college, and traveled with my family frequently. Travel has made me into a worldly, wise, smart, and assertive person. Without travel I would not have the sympathy that I do for others, and the knowledge that I do of the world. As a traveler from America, people from other countries are constantly scrutinizing American’s for their lack of knowledge and basic street smarts. They are constantly talking about how Americans are obnoxious, rude, and ignorant. I believe that this should be changed. My business plan to bring Ryanair to the United States is working toward changing this. Through travel and exploration, over time Americans will be able to change the stigma that they have acquired.
References:


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