

**Strategic Management Course – University of San Jose-Recoletos (USJ-R)
Case Study with SWOT Analysis – Southwest Airlines**

I. EXECUTIVE SUMMARY STATEMENT

Southwest Airlines strived to be and achieved being the leader in the air carrier industry in the United States. Its brand was built on its core values of FUN and LUV both for the employees and the customers. Southwest Airlines remained committed to its culture that transcended from top to bottom. Its pursuit of customer happiness began with prioritizing employees first then customers second. This allowed Southwest Airlines to provide the highest quality customer service, which was its mission. It consistently triumphed over its competitors by focusing on its low – fare brand, growing revenue responsibility, optimizing its network and containing its costs. Aside from its culture, Southwest Airlines also capitalized on its Boeing 737. It utilized only one type of aircraft for cost efficiency.

Southwest Airlines had a strong foundation and foothold on employee satisfaction, customer satisfaction, and corporate culture. In 2007 to 2009, Southwest Airlines' growth in domestic flights plummeted as well as its profitability. Southwest Airlines remained the only carrier that flew domestically and had no international flights. With several other obstacles faced by the air carrier industry, such as increases in the price of fuel, terrorist attacks, and economy – wide recession, Southwest Airlines needed to increase its number of flights to improve its profitability.

Southwest Airlines was strong in almost every aspect of the business. With the opportunity of broadening its reach, it can use these strengths to expand its business by opening international flights to Mexico and Colombia. It can utilize its current knowledge and strategies to enter into new markets. Southwest Airlines will continue to offer its low – cost, low – price, no frill travel, provide high – quality customer service and be at par with the international standards of efficiency for its international flights.

Opening international flights through purchase of new Boeing 737 aircrafts will enable Southwest Airlines to offer more flights. International routes are fuel efficient since it has longer haul flights thus consuming lesser amount of fuel. With two additional aircrafts, Southwest Airlines will expand its reach to Mexico and Colombia 3 times a week (one flight per day 3 times a week). These additional flights will in effect increase Southwest Airlines' revenue thus improving profitability.

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Charles W. L. Hill, Gareth R. Jones



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Understanding Strategic Management Anthony Henry, 2008 This succinct textbook takes students through the key stages of Strategic Management Analysis Formulation and Implementation with an emphasis on providing students with the essential tools of analysis It is a student friendly introduction to the subject packed with real life examples which clearly illustrate complex theoretical concepts

Strategic Management of Health Care Organizations Peter M. Ginter, W. Jack Duncan, Linda E. Swayne, 2025-12-22 Updated guide on essential strategic management practices for health care organisations Strategic Management of Health Care Organizations delivers an essential framework for leading health care organisations through strategic management examining the processes of strategic thinking consensus building and documentation of that thinking into a strategic plan and creating and maintaining strategic momentum This Ninth Edition contains numerous updates on the rapid advancements in the field of health care different health care settings and natural disasters in a healthcare context with revisions to existing content reflecting the latest research and methodology in the field This book shows readers how to Map and analyse external issues trends and events in the general environment the health care system and the service area Conduct a comprehensive service area competitor analysis and perform an internal analysis to determine competitive advantages and disadvantages Develop directional strategies identify strategic alternatives and make rational strategic decisions Create effective value adding service delivery and support strategies and translate service delivery and support plans into specific action plans Strategic Management of Health Care Organizations provides health care management students and health care administrators with essential foundational guidance on strategic management concepts and practices tailored to the unique needs of the health care industry

Case Studies in Strategic Management: A Practical Approach Sanjay Mohapatra, 2011

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Jones,1998 *Strategic Management Theory* Charles W. L. Hill,Gareth R. Jones,2001 *Strategic Management of E-Business* Stephen Chen,2001-08 Stephen Chen s textbook helps students develop the knowledge and skills required take part in the formulation and implementation of strategies for businesses competing in electronic markets Strategic Management Fred R. David,2003 For undergraduate courses in Strategic Management Strategy and Business Policy Designed in functional four color this book offers a popular practitioner oriented perspective focuses on skill building in all major areas of strategy formation implementation and evaluation and weaves three very contemporary themes throughout each chapter globalization the natural environment and e commerce Forty one cases are included Coverage includes corporate and organizational structure marketing concepts financial tools and techniques strategy implementation issues as well as extensive integration of global issues and concerns and how global issues and idiosyncrasies relate to specific concepts For anyone interested in the fields of Strategic Management Strategy and Business Policy **Cases in Strategic Management** Sanjay Dhir,Sushil,2019-04-16 This book shows how strategic management can be practiced in the context of flexibility It discusses strategic formulation and implementation perspectives and practices including vision and mission general environment analysis industry analysis competitive advantage resource and capability view generic strategies business level strategy corporate level strategy international strategy change and turnaround strategic implementation and strategic controls as well as flexibility embedded in these concepts It can be used as a primary textbook for managerial programs for executives and as a supplementary case textbook for core MBA courses Exploring Strategic Formulation and Strategic Implementation concepts from a flexibility perspective it is also an excellent companion to leading strategic management textbooks **Business World** ,2000-07 **Research & Development** ,2007-05 **Competence-Based Innovation in Hospitality and Tourism** Harald Pechlaner,Elisa Innerhofer,2016-04-14 Dr Pechlaner and Dr Innerhofer the editors of Competence Based Innovation in Hospitality and Tourism argue that the industry operates within highly challenging and competitive environments Changing environmental and market conditions continually force hotel businesses and service providers to offer their customers new and modified products and services in order to remain competitive those which respect value perceptions of markets and sustainable stakeholder reactions This then raises the question of how innovations within this industry must be developed in order to achieve competitive differentiation The book demonstrates that the development and analysis of successful innovation strategies should integrate the resource based view and its advancements the competence based view as well as the dynamic capabilities approach and the relational view Resource based strategic management approaches view the firm as a bundle of resources and competences They point to the importance of firm specific resources and competences in explaining variations in competitive positions and performance differentiation between companies The challenge of hospitality and tourism is to develop resources and competences that drive innovations This book will serve to advance the status quo of tourism research literature by combining innovation

theories with network theories and tourism and destination development by illustrating the development of cooperative competences and innovations in tourism and by showing in a tailored way how the challenge of the development of resources and competences that drive innovations in tourism can be managed *Technology and Innovation Management* ,1999 80 papers selected from PICMET 99 as representative of the field R & D ,2007 WIE International Student Edition Management John R. Schermerhorn,John R., John R Schermerhorn,2007-03 What are the qualifications that today s managers must have What skills are needed to move ahead in a company Now in its ninth edition this book uncovers the dynamics of management in the context of a challenging and new work environment Readers will learn about the responsibilities of a manager and what this means for their future careers through practical examples that are interwoven with core concepts and theories

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