

ABSTRACT

As airline and hub competition becomes fiercer, airline-airport co-operation becomes a necessary option for both main carrier airlines and hub airports to face this competition together. The inter-dependency between airlines and airports in producing air-transport services is tight, i.e. their destinies are inter-twined. Their existence as viable economic entities depends upon market performance of each other. This leads to the assumption that the relation of airlines – airports serves as an example case for dyadic alignment.

Although many research has been carried out regarding forms of co-operation, little is known about specifically alignment at the business process level of airline and airport operators, eg KLM and AAS.

The aim of this research is to determine Factors for Alignment for specific inter-dependent business processes at airline and airport operators. For research purposes the research question is formulated as follows:

Which factors determine alignment of dyadic business processes of airline and airport operators?

Answers to this research question are to increase the understanding of the effect of different factors upon alignment. This research has a theoretical as well as a practical value. It develops a theoretical Delft Factors for Alignment (DFA) model. This enables subsequent development of analysis tools that quantitatively and qualitatively measure the performance of Factors for Alignment. For practical purposes, it identifies issues and maps differences and similarities present between airline and airport operators within their specific dyadic business processes. These dyadic processes are *Environmental Capacity, Network Planning, Infrastructure Planning* and *Aircraft Stand Allocation*.

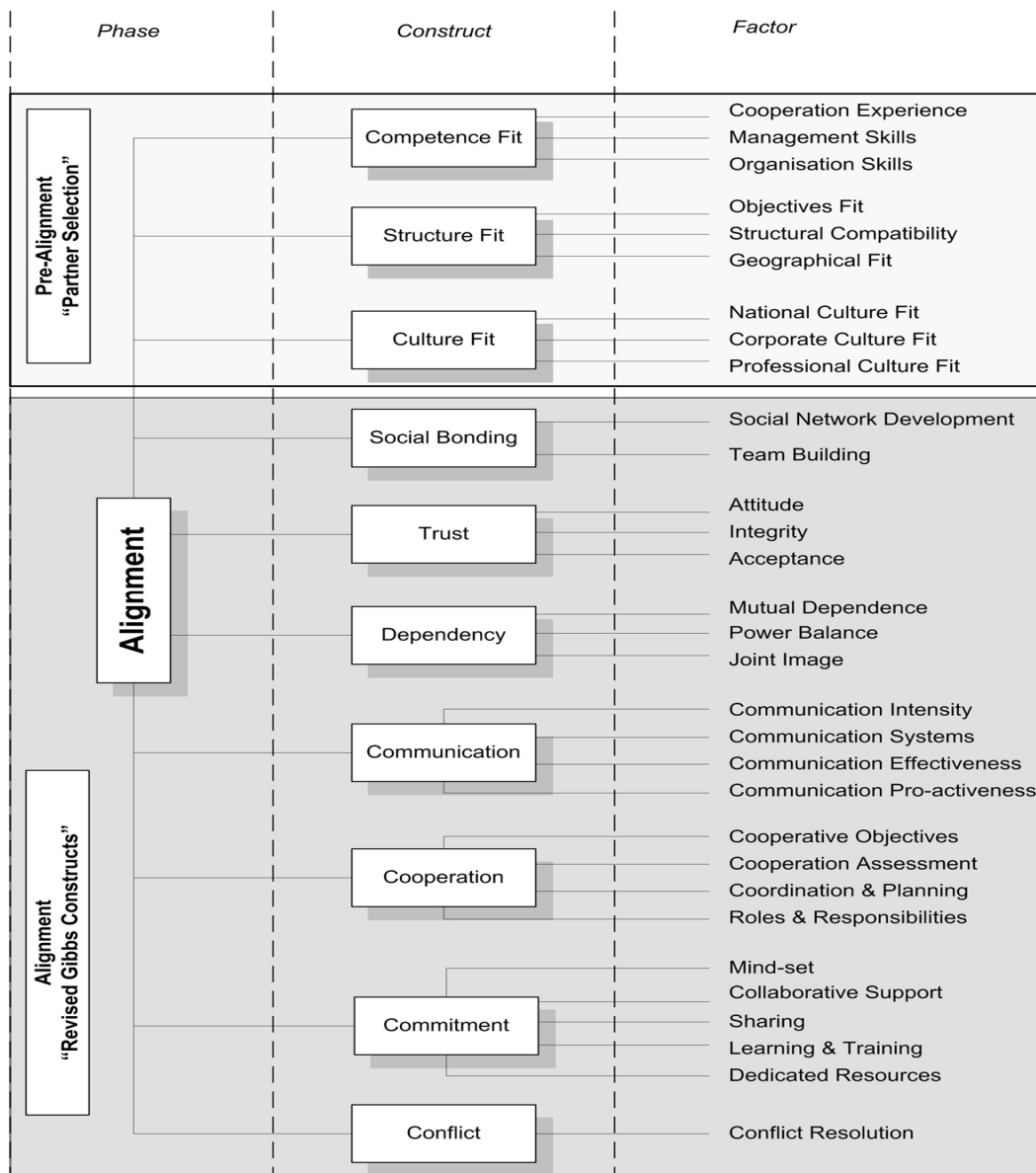
This research is based upon the assumption that alignment of the dyadic business processes of airline and airport operators is achieved by addressing the issues affecting alignment regarding various subjects within each business process, as indicated by employees of these firms.

By making use of interviews and questionnaires within both firms it is found that the issues present within four dyadic business processes of these firms, at three different levels of decision making, can be modeled by the developed DFA model. The model identifies the most potential of Factors for Alignment of their dyadic business processes. It is proven that the DFA model is a diagnostic tool in finding the Factors for Alignment of dyadic business processes airline and airport operators by creating a structured ordering of the issues by interviews and questionnaires.

The research question, as formulated above, is answered by primary and secondary Factors for Alignment per business process. This also implies that the DFA model is effective for analysis of dyadic business processes.

The research methodology has proven to be viable. This would encourage application for research of other dyadic business processes at airline and airport operators, which could also strengthen their competitive advantage.

Below the Delft Factors for Alignment model (DFA model) and the Priority of Factors for Alignment for Business Process airline and airport operators.



Priority of Factors for Alignment for Business Process airline and airport operators.

	X	Y
HIGH	Corporate Culture Fit	Corporate Culture Fit
	Coordination & Planning	Coordination & Planning
	Roles & Responsibilities	Roles & Responsibilities
	Cooperation Objectives	Cooperation Objectives
	Objectives Fit	Objectives Fit
	Structural Compatibility	Structural Compatibility
	Mutual Acceptance	Mutual Acceptance
	Power Balance	Power Balance
	Collaborative Support	Collaborative Support
MEDIUM	Attitude	Attitude
	Integrity	Integrity
	Communication Effectiveness	Communication Effectiveness
	Sharing	Sharing
	Organisational Skills	Organisational Skills
	Joint Image	Joint Image
	Communication Systems	Communication Systems
	Dedicated Resources	Dedicated Resources
	Management Skills	Management Skills
	Team Building	Team Building
	Mutual Dependence	Mutual Dependence
	Communication Pro-activeness	Communication Pro-activeness
	Cooperation Assessment	Cooperation Assessment
	Mind-set	Mind-set
Learning & Training	Learning & Training	
Conflict Resolution	Conflict Resolution	
LOW	Cooperation Experience	Cooperation Experience
	Geographical Fit	Geographical Fit
	National Culture Fit	National Culture Fit
	Professional Culture Fit	Professional Culture Fit
	Social Network Development	Social Network Development
	Communication Intensity	Communication Intensity

In this table one can see that Corporate Culture fit, Coordination & Planning, Roles and responsibilities and Cooperation Objectives are the most important factors for alignment for airline and airport operators in order to align their business processes.

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