



LUFTHANSA



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The Team

LUFTHANSA



109,509

Employees

32,770

Total Revenue €m

319

Subsidiaries &
Equity Investments



VALUES



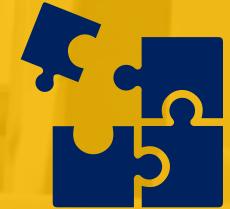
Integrity



Safety



Reliability



Innovation



Customer Orientation



Sustainability

STRENGTHS

- Star Alliance leader: Lufthansa.
- Aviation IT provider: Lufthansa.
- German engineering image.
- Corporate prestige symbol.
- 100,000+ strong workforce.
- Global network: 200+ destinations.
- Strong brand through sponsorship.
- Exclusive customer services.
- Cargo and logistics presence.

OPPORTUNITIES

- Government stability
- Tax policy
- Exchange Rate Advantages
- Luxury Travel
- Demographics
- Digitalization
- Aircraft Technology
- Data Security
- Sustainable Aviation Fuel
- Climate Change Awareness
- Consumer Protection
- Safety Compliance

WEAKNESS

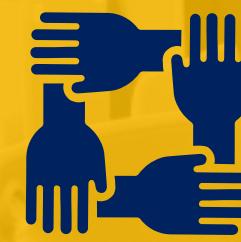
- Cyclical vulnerability affects Lufthansa.
- Low-cost competition threatens market share.
- High operating costs hinder competitiveness.
- Complex structure hampers adaptability.
- Workforce interconnectivity challenges flexibility.
- Incidents impact brand, demand safety investments.

THREATS

- Regulatory changes
- Pandemics
- Fuel Prices
- Economic Downturn
- Digital Disruption
- Remote Work Trends
- Data Breaches
- High Technology Costs
- Stringent Emission Regulations
- Climate Change Impact
- Labor Disputes
- Data Privacy

SW
OT

5 FORCES ANALYSIS



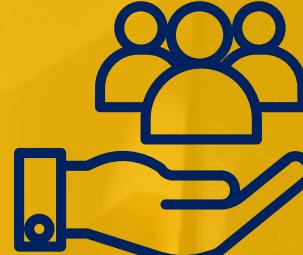
Rivalry among
competitive firms



Customer bargaining
power



Supplier bargaining
power



Threat of
substitutes



Threat of new
entrants

COMPETITIVE ANALYSIS



Turkish Airlines



Air France - KLM



Emirates



British Airways - IAG

COMPETITIVE ANALYSIS



18 BILLION USD



28 BILLION USD



33 BILLION USD



13 BILLION USD

COMPETITIVE ANALYSIS



12 BILLION USD



33 BILLION USD



28 BILLION USD

33 BILLION USD



13 BILLION USD



RESOURCE BASED VIEW (RBV)

- TANGIBLE RESOURCES



Facilities

Infrastructure

Land

Equipment

Material

RESOURCE BASED VIEW (RBV)

- INTANGIBLE RESOURCES



**Brand
Reputation**

**Intellectual
Property**

Database

Relationships

**Marketing
Rights**



VALUE

- Financial Resources
- Local food products
- Employees
- Patents
- Distribution Network
- Cost Structure
- Research & Development

INAMITABILITY

- Financial Resources
- Local Food Products
- Employees
- Patents
- Distribution Network

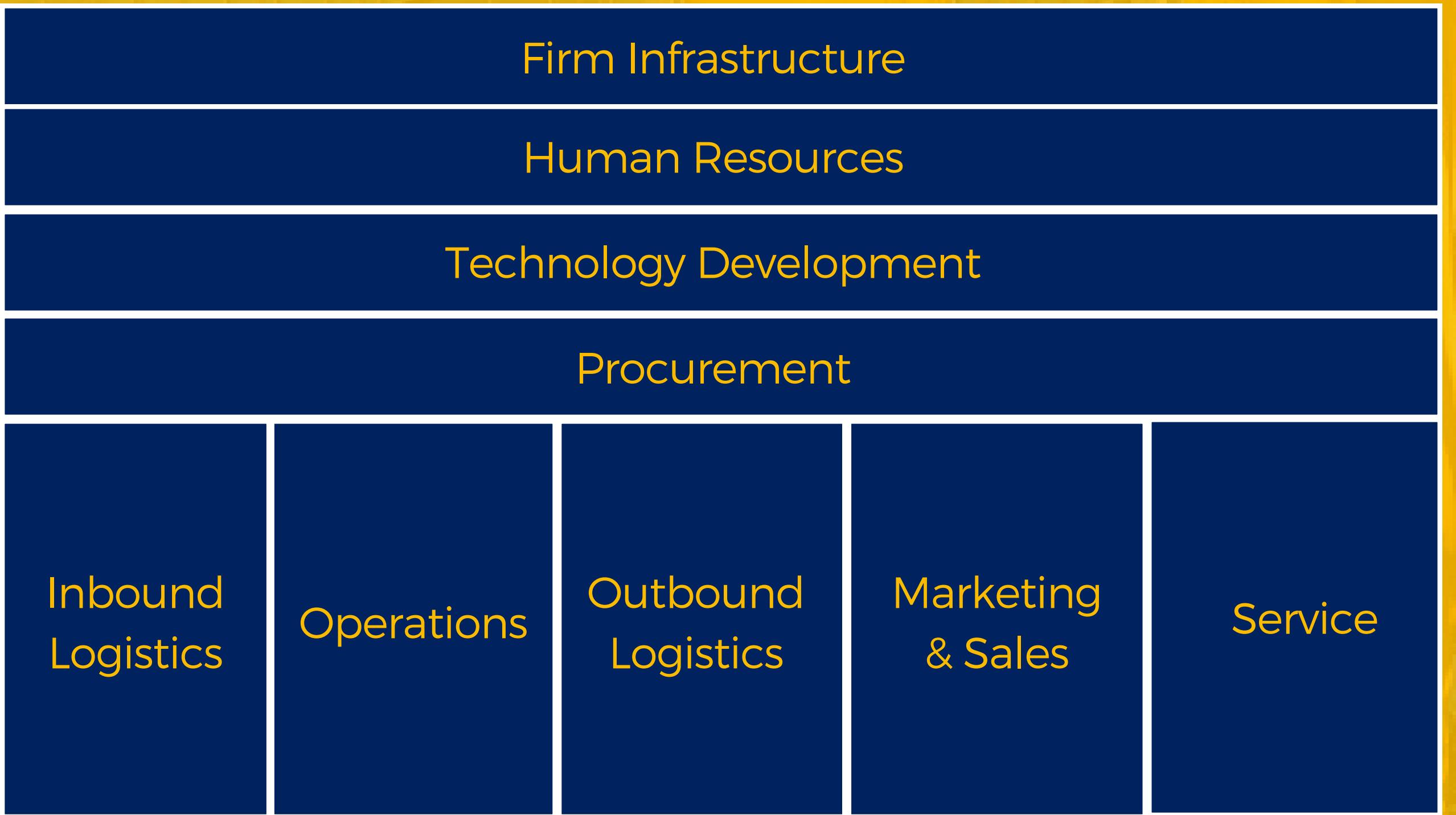
RARITY

- Financial Resources
- Local Food Products
- Patents
- Distribution Network

ORGANIZATION

- Financial Resources
- Patents
- Distribution Network

Value Chain Analysis



Value Chain Analysis



Inbound
Logistics

Operations

Outbound
Logistics

Marketing
& Sales

Service

Value Chain Analysis





BUSINESS STRATEGY





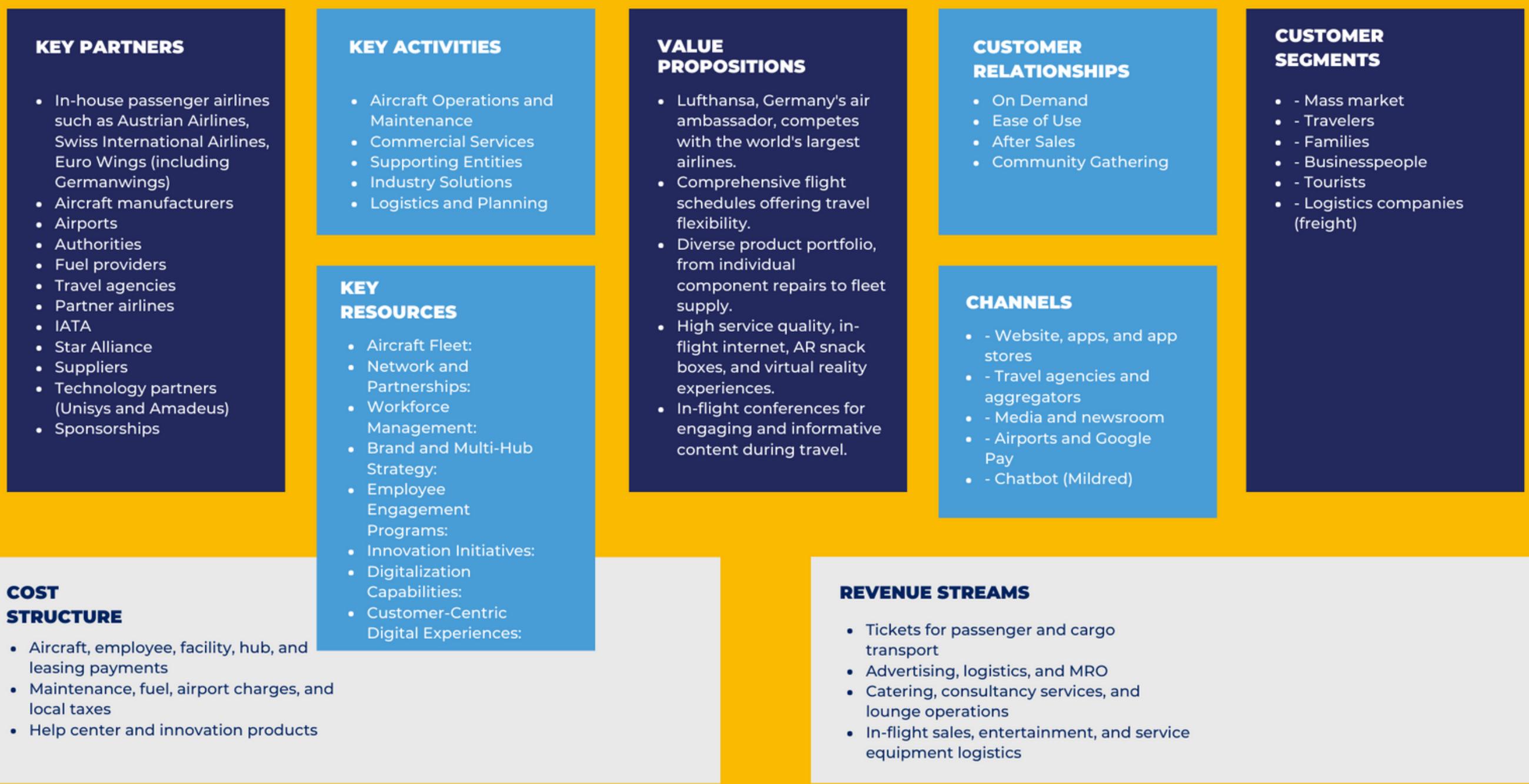
BUSINESS STRATEGY

- **Value Creation:**
 - Measures Adjusted Return on Capital Employed as a key indicator.
- **Value Configuration:**
 - Utilizes a flexible interpretation of value configuration, encompassing the value chain and resource assembly.
- **Value Capture:**
 - Successful marketing and celebrity-endorsed promotional campaigns contribute to Lufthansa's market leadership.
 - Attracts new customers through effective value capture strategies.





Business Model Canvas



RECOMMENDATIONS

Enhancing Competitive Positioning through Digital Transformation



Embracing Innovative Business Models

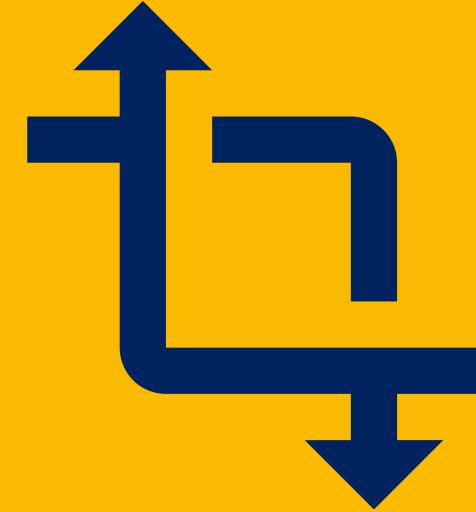


Innovation Processes and the 3 Horizons Model



RECOMMENDATIONS

Digital Transformation
Drivers



Sustainability and Eco-
Innovation





THANK YOU

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