



Market Competition and Strategic Analysis of Emirates Airlines

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Abstract

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<p>This article conducts an in-depth analysis of Emirates Airlines, exploring its market competitiveness and strategy through literature research, SWOT analysis, PESTEL analysis, Porter's Five Forces model, and comparative analysis. Research has found that Emirates has built a vast route network and provided high-end services by leveraging Dubai's advantageous geographical location, shaping an outstanding brand image and strong financial performance. Despite facing challenges such as high operating costs and route dependence on hubs, the recovery of the global aviation market, sustainable development, and technological innovation also bring opportunities for it.</p> <p>The article compares and analyzes the differences between Emirates Airlines and other airlines in terms of resource capabilities, service quality, route network, financial indicators, market competition strategy, internationalization strategy, and sustainable development strategy. It summarizes its successful experience in route layout, service innovation, and sustainable development, providing valuable reference for international and Chinese airlines.</p> <p>The study concludes that further research can be conducted in the areas of emerging technology applications, sustainable development, international cooperation, and customer loyalty in the future.</p>
Key words Emirates Airlines, Market Competitiveness, Strategic Analysis, SWOT Analysis, PESTEL Analysis, Porter's Five Forces Model

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1 Introduction

1.1 Research Background

1.1.1 Current Status of Global Aviation Industry Development

The development trend of the global aviation industry is complex. Before the epidemic, the industry continued to expand, and the global air passenger volume increased from 8.8 billion to 9.1 billion in 2018-2019. However, the COVID-19 has led to a sharp decline in the number of flights, a sharp decline in the demand for passenger transport and freight transport, and difficult operation of airlines. With the adjustment of epidemic prevention and control policies, although the aviation industry is gradually recovering, the progress varies in different regions, and the market is full of uncertainty. Nowadays, the global aviation market is fiercely competitive, and traditional large airlines occupy an important position with their brand, route, and service advantages; Low cost airlines attract passengers with prices and challenge the market share of traditional airlines; Emerging airlines have emerged through differentiated positioning and innovative models. The development of aviation alliances has also changed the competitive landscape, with members enhancing their competitiveness through cooperation.

The COVID-19 pandemic has had a huge impact on the aviation industry. In terms of passenger transportation, people's willingness to travel has decreased, and international travel restrictions have significantly reduced the number of cross-border flights. After being initially affected, freight has rebounded due to the development of e-commerce. The epidemic has changed people's travel habits and needs, with a greater emphasis on health and safety. Online work has reduced the demand for business travel. Airlines are strengthening hygiene and disinfection, adjusting flight schedules, increasing cargo investment, and seeking policy support for this.

1.1.2 Aviation Industry in the Middle East Region

The aviation industry in the Middle East is developing rapidly and has become an important growth pole for the global aviation industry. It is located at the intersection of Asia, Africa, and Europe, with a strategic location that is advantageous. It is an important aviation transit hub, facilitating airlines to open up long-distance international routes and attracting a large number of transit passengers. At the same time, the economic development and rise of tourism in Middle Eastern countries have driven an increase in demand for air transportation, with Saudi Arabia becoming a popular tourist destination and passenger traffic continuing to rise. To meet the demand, Middle Eastern countries are vigorously building and expanding airports, such as King Salman International Airport in Riyadh,

Saudi Arabia. The competition among airlines in the region is fierce, with Emirates, Etihad Airways, Qatar Airways, and others having strong competitiveness in the global market.

1.1.3 The Status and Influence of Emirates Airlines

Emirates is an important player in the Middle East and global aviation industry. It has built a huge airline network with Dubai as its hub, connecting numerous cities on all continents around the world, and holds a key position in global air transportation. In terms of service quality, Emirates continuously innovates cabin services, catering, and entertainment to provide passengers with high-quality experiences, winning a good reputation and high customer loyalty. In terms of brand building, we aim to enhance our visibility and reputation by collaborating with sports events and cultural activities. In terms of fleet management, we have an advanced fleet that is continuously updated to improve operational efficiency and fuel economy.

1.2 Research Purpose and Limitations

Research objective: This study aims to comprehensively analyze the market competitiveness and strategy of Emirates Airlines. By analyzing its internal strengths and weaknesses, external opportunities and threats, clarifying its competitive position in the global aviation market, revealing key success factors, providing reference for other airlines, helping them formulate effective competitive strategies, and enhancing market competitiveness. Research has found that Emirates has built a huge route network, provided high-end services, created an excellent brand image, and achieved strong financial performance by leveraging Dubai's superior geographical location. However, it also faces challenges such as high operating costs and reliance on hub routes. However, the recovery of the global aviation market, the trend towards sustainable development, and the promotion of technological innovation have brought new opportunities for it. In comparison with other airlines, Emirates has demonstrated unique advantages in route layout, service innovation, and sustainable development. Its development model provides valuable reference for international and Chinese airlines.

Research limitations: There are multiple limitations in the research process. Difficulty in obtaining data, some key operational data and internal strategic information are not publicly available, such as details of internal cost accounting and some route profit data, which affects the accuracy of analysis. The unique Middle Eastern cultural background and management model of Emirates Airlines increase the difficulty of understanding and may lead to deviations in its strategic interpretation. When using analysis methods such as SWOT, PESTEL, Porter's Five Forces, etc., it may be difficult to accurately select key factors or grasp the relationships between various factors due to lack of proficiency in application, which affects the reliability of conclusions. In the process

of writing a paper, there may also be issues with illogical content and unclear hierarchy, which can affect readers' understanding of the research content and the credibility of the conclusions.

1.3 Research Meaning

Theoretical significance: The in-depth study of Emirates Airlines provides rich practical cases for the market competitiveness and strategic management theory of the aviation industry. Its successful experience in route layout, service innovation, and other aspects provides a new perspective for enterprise strategic management research. The application of multiple analytical methods helps to expand the application research of relevant theories in the aviation industry and promote the deep integration of theory and practice.

Practical significance: A comprehensive analysis of Emirates' market competitiveness and strategy can provide valuable experience and reference for other aviation enterprises. Its approach in responding to market competition and improving service quality can help peers formulate development plans and enhance competitiveness. It also helps aviation industry practitioners grasp industry trends and enhance their professional competence. The government can formulate industrial policies based on research results, promote the coordinated development of the aviation industry with other industries, and enhance the contribution of the aviation industry to economic growth.

1.4 Research Methods and Innovation Points

This study intends to use literature research method, SWOT analysis method, PESTEL analysis method, Porter's Five Forces model method, and comparative analysis method. A comprehensive analysis of Emirates Airlines. Starting from its development history and operational status, we will delve into the company's internal resources, capabilities, strengths and weaknesses, as well as the opportunities and challenges it faces externally. At the same time, we will analyze the industry's competitive environment and market position. Comprehensively revealing the constituent elements of the company's market competitiveness, clarifying its strategic formulation and implementation, and summarizing successful experiences and problems faced, providing valuable references for other airlines in route network layout, service improvement, sustainable development, market competition strategies, and helping the aviation industry better develop in the complex and ever-changing market environment.

This study has multiple innovative aspects. One is to comprehensively apply multiple analytical methods, break through the limitations of previous single or few methods, and comprehensively analyze Emirates Airlines from multiple perspectives, constructing a more systematic analytical framework. The second is to take Emirates Airlines as the research object and provide new

practical cases for strategic management theory in the aviation industry. Its successful experience enriches the application of relevant theories in the aviation field. The third is to focus on the company's initiatives in sustainable development and digital transformation, such as carrying out solar photovoltaic projects and utilizing social media to improve service quality, providing cutting-edge practical experience for other airlines.

2 Theoretical Framework

2.1 Research Method

2.1.1 Literature Research Method

The literature research method collects data through academic databases, industry reports, and news information, such as the Haaga Helia online library ProQuest. Search for relevant academic literature on platforms such as China National Knowledge Infrastructure, refer to reports from the International Air Transport Association and well-known consulting firms, pay attention to professional aviation websites and newspaper reports, and obtain rich research materials.

2.1.2 SWOT Analysis Method

The SWOT analysis method evaluates from both internal and external perspectives (Richard W. Puyt, Finn Birger Lie & Celeste P.M. Wilderom 2023, 10, 2304). The internal advantages include a strong route network and hub advantages, excellent service quality and brand image, advanced fleet and technology investment, and strong financial strength and profitability; The disadvantages are high operating costs, excessive reliance on Dubai hub for routes, and limited bargaining power due to market competition pressure. External opportunities lie in the recovery and growth of the global aviation market, opportunities brought by sustainable development, and technological innovation driving industry transformation; Threats include geopolitical and policy risks, uncertainty of public health events, intensified industry competition, and fluctuations in fuel prices and exchange rates.

2.1.3 PESTEL Analysis Method

The PESTEL analysis method analyzes the macro environment of Emirates Airlines from six dimensions: politics, economy, society, technology, environment, and law. Politically, the political situation in different countries affects the approval of flight routes; The economic situation influences people's willingness to travel; Sociocultural differences affect service preferences; Technological progress provides development opportunities; Environmental pressure drives exploration of sustainable development; Changes in laws and regulations have raised higher requirements for operations.

2.1.4 Porter's Five Forces Model Method

Porter's Five Forces Model is used to analyze the competitive situation in the industry. Existing competitors pose a significant threat, with both traditional and emerging airlines vying for market

share; Potential entrants bring competitive pressure; High speed rail poses a substitute threat in short and medium distance travel; Aircraft manufacturers and fuel suppliers have strong bargaining power; Buyers' bargaining power gradually increases due to information transparency.

2.1.5 Comparative Analysis Method

Comparative analysis method selects Lufthansa, Singapore Airlines, Qatar Airways, etc. for comparison. Comparing differences in route network, service quality, market share, and operational strategies, clearly demonstrating Emirates' competitive advantages and improvement directions, providing strong support for a comprehensive evaluation of its market competitiveness and strategy.

2.2 Current Research Status at Home and Abroad

2.2.1 Abroad Research Status

The research on the market competitiveness and strategy of Emirates Airlines abroad presents multidimensional characteristics.

If research shows, Emirates stands out in the global aviation industry with its outstanding service innovation and strong brand building. Hafiz Hisan, Norhafeza Ahmad Badruddin & Khairul Huda Yusof (2024, 48) used Michael Porter's Five Forces model for qualitative analysis, which mentioned that Emirates has unique advantages in operational management. Its advanced fleet management strategy effectively reduces operating costs, and Emirates' market expansion strategy and route layout centered in Dubai have brought significant competitive advantages. Kaitano Dube, Godwell Nhamo & David Chikozzi (2021, 10, 2022) used a mixed research method to integrate multi-channel data such as Flightradar24, ICAO, IATA, and combined content and thematic analysis. Its research points out that fuel costs account for a significant proportion of airline operating costs, and oil price fluctuations have a significant impact on airline profitability. In addition, research has shown that in oligopolistic market structures, a few large airlines dominate, while in emerging markets or highly competitive regions, competition between airlines is more diversified. This also reflects the need for Emirates Airlines to adjust its fleet structure reasonably based on market changes and environmental requirements in order to maintain cost advantages in fleet management. Ludovit Nastisin, Beata Gavurova, Radovan Bacik, Nella Svetozarovova & Richard Fedorko (2021, 1) Through online reputation analysis of multiple airlines worldwide, it was found that service quality directly affects customer satisfaction, which in turn affects the market competitiveness of airlines. Among them, factors such as flight punctuality, baggage handling services, and cabin services have attracted much attention. The quality of cabin services, such as the attitude of cabin crew and the quality of catering, also has a significant impact on

customer satisfaction. Some studies have shown that Emirates is actively promoting digital transformation and improving service quality in multiple aspects (Normans Media Ltd 2024). Tatyana Kim & Ali Osman Kusakci (2023, 67) and others found through their research on Emirates Airlines' social media strategy that it continuously adjusted its strategy before and after the COVID-19 pandemic, demonstrating the company's ability to flexibly adjust its strategy based on market changes to enhance its connection with passengers and market influence. Walter Leal Filho, Artie W. Ng, Ayyoob Sharif, Jitka Janová, Pınar Gökçin Özuyar, Chinmai Hemani, Graeme Heyes, Dennis Njau & Izabela Rampasso (2023, 983) used bibliometric analysis and multi case study methods to analyze 772 literature and case studies of 20 large commercial airlines. They found that the aviation industry is an important source of carbon emissions in the tourism industry. Although the industry has taken measures in sustainable development, achieving the 2050 emission reduction target still faces challenges, such as uneven distribution of sustainable aviation fuel (SAF) infrastructure. When discussing Emirates Airlines' initiatives in sustainable development, it was mentioned that the company actively explores diversified development paths in response to climate change challenges, including collaborating with relevant enterprises to carry out solar photovoltaic projects, which reflects its strategic layout in energy sustainability and helps enhance market competitiveness.

In terms of carbon reduction, some studies focus on the sustainable aviation fuel market, emphasizing that the aviation industry actively seeks ways to reduce emissions in response to environmental challenges (Globe Newswire 2023). Walter Leal Filho, Artie W. Ng, Ayyoob Sharif, Jitka Janová, Pınar Gökçin Özuyar, Chinmai Hemani, Graeme Heyes, Dennis Njai & Izabela Rampasso (2023, 983) comprehensively evaluated the carbon reduction measures of the aviation industry in the context of climate change, involving multiple aspects such as technological innovation and operational management.

2.2.2 Domestic Research Status

From the perspective of carbon emissions in the aviation industry, there are some shortcomings in existing research in China, such as focusing more on the international aviation industry and less on domestic or regional research; The research conclusions on the driving factors of carbon emissions in the aviation industry are inconsistent; Most discussions on carbon emissions only rely on scenario analysis, which cannot reflect the actual situation; There is also limited research on estimating the future emission reduction space of China's civil aviation industry and how to achieve international aviation industry emission reduction targets based on current national emission reduction policies and aviation industry emission reduction targets. In addition, there is a lack of

research in China that combines scenario analysis, BPNN, and Monte Carlo methods to evaluate the uncertainty of future carbon emissions trends in the civil aviation industry.

Lishan Yang, Yu-Jie Hu, Honglei Wang, Chengjiang Li, Bao-Jun Tang, Binli Wang & Hefu Cui (2023, 117624) Multiple methods have been used to predict carbon emissions in the aviation industry. By using the Delphi method to obtain key driving factors, including demand, fuel, technology, economy, etc; Using backpropagation neural network (BPNN) to predict carbon emission trends under different scenarios; Using Monte Carlo simulation for uncertainty analysis, set the probability distribution of each influencing factor to obtain the probability distribution of future carbon emissions; We also referred to relevant methods to calculate carbon emissions; Quantified the uncertainty of the future development of China's civil aviation industry, predicted its carbon emission path, and found that China's civil aviation industry can effectively help the country achieve its carbon peak and carbon neutrality goals. However, to achieve the global aviation net zero carbon emission target, there is significant pressure to reduce emissions, and measures such as using sustainable aviation fuels are key to reducing emissions.

Yue Hu, Liang Dai, Kurt Fuellhart & Frank Witlox (2024, 102567) and others focused on the Chinese aviation market and constructed a theoretical framework to explore the competition of airlines in the combination of domestic hub routes. By analyzing network structure and interaction, clustering network types, clarifying hub classification and competitive situation, they provide important basis for understanding the competitive landscape of the Chinese aviation market, assisting policy formulation and airline strategic decision-making.

2.3 Definition of Research Scope

This study focuses on the market competitiveness and strategy of Emirates Airlines, with a time span of nearly 5-10 years, and may trace back to the early stages of its establishment if necessary. The specific data cited in this article are all quantitative data. The data sources are diverse, including academic databases, industry organization reports, professional media information, as well as company websites and financial reports. From a global perspective, this study aims to comprehensively analyze the company's position, advantages, and future development direction in the global aviation market by studying its market performance in major operating regions such as the Middle East.

2.4 Overlay Matrix

Investigative questions	Theoretical framework (chapter)	Results (chapter)
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What are the development history and characteristics of each stage of Emirates Airlines?	3	3
What are the external macro environmental factors that affect Emirates Airlines?	2.1.3	4.1
What is the industry competition situation facing Emirates Airlines?	2.1.4	4.2
What are the internal advantages and disadvantages of Emirates Airlines?	2.1.2	5.1, 5.2
According to the SWOT analysis of Emirates Airlines, how can the company become better?	2.1.2	5.5
What are the differences in resources and capabilities between Emirates Airlines and other airlines?	2.1.5	6.1
How competitive is Emirates in terms of its route network?	2.1.5	6.2
What is the financial condition and profitability of Emirates Airlines?	2.1.5	6.3
What market competition strategies has Emirates implemented? How effective is it?	2.1.5	7.1

What is the internationalization strategy and implementation status of Emirates Airlines?	2.1.5	7.2
What is the sustainable development strategy and achievements of Emirates Airlines?	2.1.5	7.3
What insights does the development model of Emirates Airlines provide for international airlines?	2.2.1	8.1
What insights does the development model of Emirates Airlines provide for Chinese airlines?	2.2.2	8.2

3 Development History of Emirates Airlines

Since its establishment, Emirates Airlines has embarked on a distinctive development path in the global aviation industry, which can be divided into the following key stages:

Phase One (1985): Establishment and Launch. In 1985, Emirates Airlines was established in Dubai as a wholly owned enterprise by the Dubai government, with an initial start-up capital of 10 million dirhams. At the beginning of its establishment, the company was relatively small, with only 2 leased aircraft and operating only 3 routes. Although Emirates Airlines is still in its infancy in various aspects at this time, Dubai's unique geographical location and strong support from the UAE government provide strong guarantees for its future development.

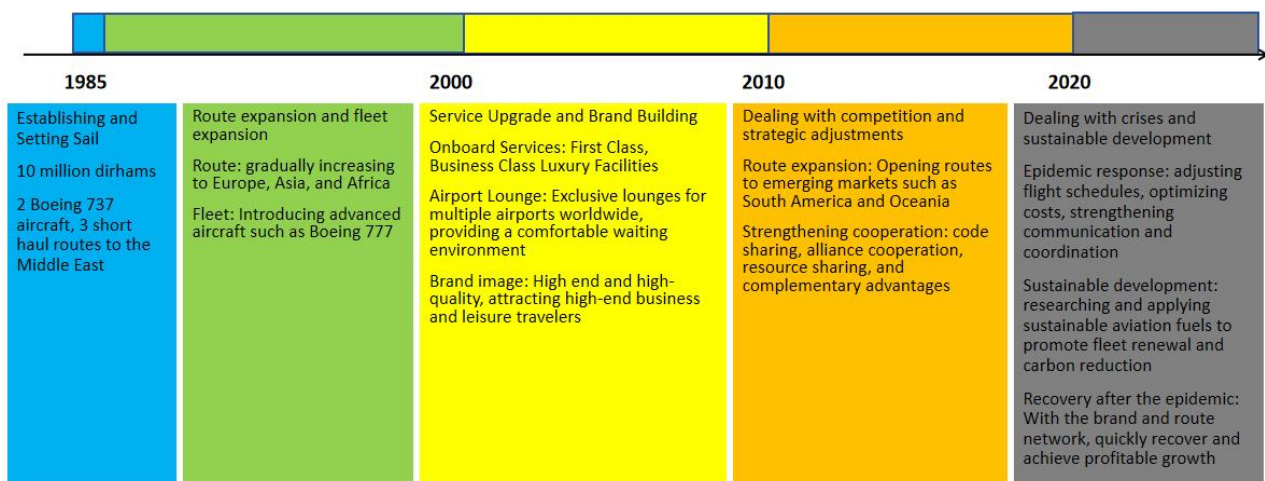
Phase 2 (1985-2000): Route expansion and fleet expansion. During the period after its establishment, Emirates actively expanded its route network. It gradually increased its flights to Europe, Asia, and Africa. In 1990, it opened routes to major European cities such as London and Paris, which became an important milestone for Emirates to enter the international market. At the same time, in order to meet the growing market demand, Emirates continues to expand its fleet size and introduce advanced models such as the Boeing 777. The addition of these new aircraft models not only enhances the transportation capacity of airlines, but also greatly improves service quality.

Stage Three (2000-2010): Service Upgrade and Brand Building. Entering the 21st century, Emirates Airlines has focused its development efforts on service improvement and brand building. In the field of in-flight services, the company is committed to creating the ultimate experience for passengers, providing luxurious facilities such as private suites, reclining seats, and high-end dining for first-class and business class passengers. In addition, Emirates has carefully crafted exclusive lounges at multiple airports around the world, providing passengers with a comfortable and pleasant environment while waiting. Through this series of efforts, Emirates has successfully established a high-end and high-quality brand image, attracting a large number of high-end business and leisure travelers.

Stage Four (2010-2020): Responding to Competition and Strategic Adjustments. With the increasingly fierce competition in the global aviation industry, Emirates is facing severe challenges from other airlines. In order to stand out in the competition, the company has implemented a series of targeted strategic adjustments. On the one hand, it continues to expand its route network and increase investment in emerging markets, such as opening routes to regions such as South America and Oceania, further expanding its market coverage; On the other hand, Emirates has strengthened its cooperation with other airlines, achieving resource sharing and complementary

advantages through code sharing, alliance cooperation, and other means, greatly enhancing its market competitiveness.

Phase 5 (2020 present): Crisis response and sustainable development. In 2020, the COVID-19 suddenly brought a heavy blow to the global aviation industry, and Emirates Airlines was also hard to escape. During the epidemic, the number of flights sharply decreased, and the demand for passenger and freight transportation plummeted, putting enormous operational pressure on the company. In this difficult situation, Emirates has taken a series of proactive measures, such as adjusting flight schedules in a timely manner, optimizing operating costs, and strengthening communication and coordination with the government and partners. At the same time, the company is placing increasing emphasis on sustainable development, intensifying research and application of sustainable aviation fuels, actively promoting fleet upgrades to reduce carbon emissions and achieve sustainable development goals. It is worth mentioning that after the epidemic gradually eased, Emirates quickly resumed operations and gradually achieved profit growth with its strong brand influence and perfect route network.



Nowadays, Emirates occupies an important position in the global aviation industry. Looking back at its development history, each stage is closely connected, witnessing its transformation from weakness to strength. From a difficult start when it was founded, to continuously expanding routes and improving services, and then to responding to crises and actively promoting sustainable development, Emirates has always sought opportunities in challenges and constantly broken through itself. With the continuous changes in the global aviation market, Emirates is expected to maintain its leading position with rich experience, strong strength, and innovative spirit, and achieve greater achievements in route expansion, service upgrades, sustainable development, etc., bringing better services to global passengers and writing a more brilliant chapter.

4 Analysis of the External Environment of Emirates Airlines

It is crucial to analyze the external environment when studying the development of Emirates Airlines. The external environment covers many aspects, and a single dimensional analysis is difficult to comprehensively grasp. Therefore, PESTEL analysis and Porter's Five Forces model analysis aim to explore the external factors that affect Emirates Airlines from different perspectives. PESTEL analysis comprehensively examines the impact of the macro environment on its operations from six dimensions: politics, economy, society, technology, environment, and law, helping to understand the overall background of the company's development. The Porter's Five Forces model analysis focuses on the competitive situation of the industry, clarifying the competitive pressures of existing competitors, potential entrants, substitutes, suppliers, and buyers, etc., allowing everyone to have a clear understanding of Emirates' competitive position in the industry and providing a solid foundation for future discussions on the company's strategy and development.

4.1 Pestel Analysis

4.1.1 Political

The political situation in the UAE is stable, and policies strongly support the development of the aviation industry. The Dubai government actively promotes the construction of aviation hubs and has introduced a series of preferential policies, such as tax incentives, land use incentives, etc., creating favorable conditions for the operation and expansion of Emirates Airlines. In the fiscal year 2024, the Dubai government announced a 20% increase in investment in the aviation industry, which will help Emirates Airlines further expand its route network and upgrade its infrastructure (Emirates Airlines 2024). At the same time, the United Arab Emirates maintains good diplomatic relations with numerous countries, with increasing bilateral and multilateral air transport agreements. As of 2024, it has signed relevant agreements with over 150 countries, providing the possibility for Emirates to open up new routes and increase flight frequencies, effectively promoting its international business expansion.

4.1.2 Economic

The development trend of the global economy has a significant impact on Emirates Airlines. With the gradual recovery of the global economy and the flourishing development of international trade and tourism, people's travel demand continues to increase. In the fiscal year 2023-2024, global air passenger volume increased by 15%, and Emirates Airlines' passenger volume also increased, reaching 51.9 million passengers, which brought it abundant income (Emirates Airlines 2024). In

addition, the diversified development strategy of the UAE economy has achieved results, and the contribution of non oil industries to the economy continues to increase. The aviation industry, as a key part of it, has received more resources and support. At the same time, Dubai, as a regional financial and trade center, provides strong economic support and vast market space for Emirates, helping it enhance its competitiveness in the global market.

4.1.3 Social

The changes at the social level have also brought opportunities and challenges to Emirates Airlines. With the improvement of people's living standards, the demand for tourism and business travel is becoming increasingly diversified, and consumers are paying more attention to the travel experience. Emirates Airlines has continuously improved its service quality, such as creating luxurious and comfortable cabin environments, providing a wide range of in-flight entertainment facilities and cuisine, to meet the needs of different passengers, thereby increasing customer satisfaction and loyalty. In addition, the increasing attention of society to sustainable development has prompted Emirates Airlines to actively adopt environmental measures to meet the expectations of society.

4.1.4 Technological

The rapid development of technology has brought many opportunities for Emirates Airlines. In terms of digital transformation, the company actively introduces advanced technologies to improve operational efficiency and customer experience. For example, using artificial intelligence to optimize customer service, understanding customer needs through big data analysis, and achieving precise marketing; Introducing biometric technology and contactless check-in kiosks to improve the convenience and security of airport services. In terms of aircraft technology, the fleet is constantly updated, adopting more advanced and energy-efficient aircraft models such as A350, Boeing 777X, etc. These aircraft not only have higher fuel efficiency, but also provide passengers with a more comfortable flying experience. At the same time, the development of technology has also prompted Emirates Airlines to continuously innovate in aviation safety, communication and navigation, ensuring safe and smooth flights (Emirates Airlines 2024).

4.1.5 Environmental

The aviation industry's impact on the environment is receiving attention, and Emirates Airlines is actively responding. One is to vigorously invest in sustainable development projects and cooperate with Etihad Clean Energy Development Company to carry out solar photovoltaic projects with a capacity of 23177kWp and an expected annual power generation of 34301960kWh, which can reduce carbon dioxide equivalent emissions by more than 13000 tons (Disco Digital Media, Inc.

2024); The second is to actively explore the use of sustainable aviation fuel (SAF), with a 30% increase in the number of flights using SAF in the 2023-2024 fiscal year and plans to expand its usage ratio; The third is to reduce fuel consumption and emissions in aircraft operations by optimizing flight procedures and using more efficient engines. In addition, many efforts have been made to reduce waste, protect wildlife and habitats, such as implementing closed-loop recycling programs, supporting related conservation projects, etc. These measures are conducive to reducing carbon emissions, enhancing environmental image, demonstrating its sense of responsibility and action in sustainable development, and also in line with the trend of industry development and society's expectations for enterprises (Emirates Airlines 2024).

4.1.6 Legal

The aviation industry is strictly regulated by laws and regulations, and Emirates Airlines must comply with relevant international and domestic laws. Internationally, it is necessary to follow the standards and regulations of the International Civil Aviation Organization (ICAO), such as carbon emission limits, flight safety standards, etc; Domestically, it is necessary to comply with the aviation regulations and policies formulated by the UAE government. In recent years, environmental regulations have become stricter, and its operations must comply with regulations, otherwise it will face penalties such as fines (Emirates Airlines 2024).

In addition, there are constantly changing consumer rights protection laws. Nowadays, consumers value their own rights, and governments around the world have strengthened their protection efforts. For example, when flights are delayed or cancelled, the law requires airlines to provide timely and accurate information and provide reasonable compensation. Emirates Airlines must strictly comply with regulations to avoid legal disputes that may damage its reputation and economic interests.

P	Political	<ol style="list-style-type: none"> 1. The situation is stable and policies support the aviation industry. 2. The Dubai government is supporting the construction of aviation hubs with preferential policies and increased investment. 3. Good diplomatic relations, multiple aviation agreements among countries, promoting international business expansion.
E	Economic	<ol style="list-style-type: none"> 1. The global economic recovery has driven the growth of air passenger volume and revenue. 2. The UAE's economy is diversified, and the aviation industry is receiving more support. 3. Dubai provides economic support and a vast market to enhance competitiveness.
S	Social	<ol style="list-style-type: none"> 1. Diversify travel needs and improve service quality to enhance satisfaction and loyalty. 2. Society pays attention to sustainable development and encourages the adoption of environmental protection measures.
T	Technological	<ol style="list-style-type: none"> 1. Digital transformation improves efficiency and experience (applications such as AI and big data). 2. Update the fleet and adopt advanced energy-saving aircraft. 3. Multi domain innovation ensures safe and smooth flight.
E	Environmental	<ol style="list-style-type: none"> 1. Invest in sustainable projects and collaborate on solar energy projects to reduce emissions. 2. Increase the use of sustainable aviation fuel. 3. Optimize operations to reduce consumption and carry out environmental protection related work.
L	Legal	<ol style="list-style-type: none"> 1. Comply with international and domestic aviation regulations (ICAO standards, domestic policies). 2. Responding to changes in environmental protection and consumer rights protection regulations. 3. Improve mechanisms to avoid legal disputes and enhance satisfaction with complaint handling.

Overall, PESTEL analysis shows that the external environment in which Emirates Airlines operates is a combination of opportunities and challenges. In terms of politics, stabilizing the situation and providing policy support to facilitate its expansion; Economically, global and domestic economic growth provide development momentum; At the societal level, changes in consumer demand drive the improvement of services while also addressing the demands for sustainable development; Technological progress brings opportunities for operational and experiential improvement; Positive environmental measures are conducive to shaping a good image; At the legal level, strict adherence to many regulations is required.

Emirates should make full use of favorable political, economic, technological and other factors to continuously expand routes, optimize services, update its fleet, and further consolidate its market position. In the face of the challenges posed by society's increasing demands for environmental protection and stricter legal supervision, it is necessary to continuously strengthen environmental actions, improve legal management, ensure compliant operations, and achieve sustainable and high-quality development in a complex and ever-changing external environment.

4.2 Analysis of Porter's Five Forces Model

This study drew on the research methods of a certain literature (Hafiz Hisan, Norhafa Ahmad Badruddin & Khairul Huda Yusof 2024, 48) and used Porter's Five Forces model to analyze the industry competition situation. But this article focuses more on the competitive position of Emirates in the global aviation market, and combines the latest industry data and development trends, such as analyzing existing competitors and potential entrants of Emirates, which is more in line with the current market situation.

4.2.1 Threat from Existing Competitors

The global aviation market is fiercely competitive, with Emirates Airlines facing numerous and strong competitors. In the international market, companies such as Delta Air Lines compete with them on transatlantic and intra American routes due to their large domestic market and global route network (Disco Digital Media, Inc. 2024); Lufthansa Group has a deep foundation in the European market, a large number of customers, and a well-established route layout, competing for customers in the round-trip European flight business (Lufthansa Group 2024); Singapore Airlines, Qatar Airways, and others in Asia should not be underestimated, as they have improved their service quality and fleet updates, competing on routes connecting Asia and other regions (Qatar Airways Group 2024; Singapore Airlines 2024).

In the fiscal year 2023-2024, Emirates Airlines has a global passenger market share of approximately 3.5% (Emirates Airlines. 2024. Emirates Airlines 2023-2024 Annual Report). Although it is in the leading tier, its competitors continue to optimize their services, such as Singapore Airlines' organic high-quality services and advanced entertainment systems (Singapore Airlines 2024) and Qatar Airways' creation of efficient hubs, all of which threaten its market share (Qatar Airways Group 2024).

4.2.2 Potential Entrant Threat

The aviation industry is capital intensive, technically demanding, and strictly regulated, posing high barriers for potential entrants. A huge amount of funds are needed for purchasing aircraft, building infrastructure, training personnel, etc. The cost of purchasing a Boeing 787 aircraft can reach hundreds of millions of dollars. It is also difficult to obtain airline resources, and it is necessary to negotiate with governments and airports of various countries to obtain permits. Moreover, consumer brand loyalty to existing airlines is also a barrier. Emirates Airlines has been operating for many years and has accumulated high visibility and a large number of loyal customers (Emirates Airlines 2024).

However, with the rise of emerging economies and the emergence of local or new airlines, they enter the market with local advantages and government support. For example, emerging airlines in the Gulf region, supported by local governments, may pose a certain threat to Emirates in the regional market, but it is difficult to challenge its global market position in the short term.

4.2.3 Threat of Substitutes

In long-distance travel, there are limited alternatives to air transportation. Although high-speed rail is developing rapidly in some regions, its operation scope is mostly concentrated in specific areas,

making it difficult to replace the advantages of long-distance and fast travel by air, such as intercontinental travel, where air is still the fastest way.

In the short distance travel market, high-speed rail, long-distance buses, self driving, etc. have certain competition for air transportation. Some European countries have developed high-speed rail networks, which have attracted some passengers who originally chose short haul flights within 1000 kilometers due to their advantages such as high punctuality and stable prices (Emirates Airlines 2024).

However, Emirates' business focus is on long-distance international routes, and the impact of substitutes on its overall business is relatively small.

4.2.4 Bargaining power of suppliers

Emirates' suppliers include aircraft manufacturers (Boeing, Airbus, etc.), aviation fuel, materials, as well as food and onboard supplies suppliers.

In terms of aircraft manufacturers, Boeing and Airbus dominate the field of large passenger aircraft manufacturing, with strong bargaining power. The purchase price of new aircraft is high and delivery is affected by their production capacity and order arrangements. However, Emirates has a large procurement scale and bargaining chips. When making bulk purchases, favorable terms such as price discounts can be negotiated.

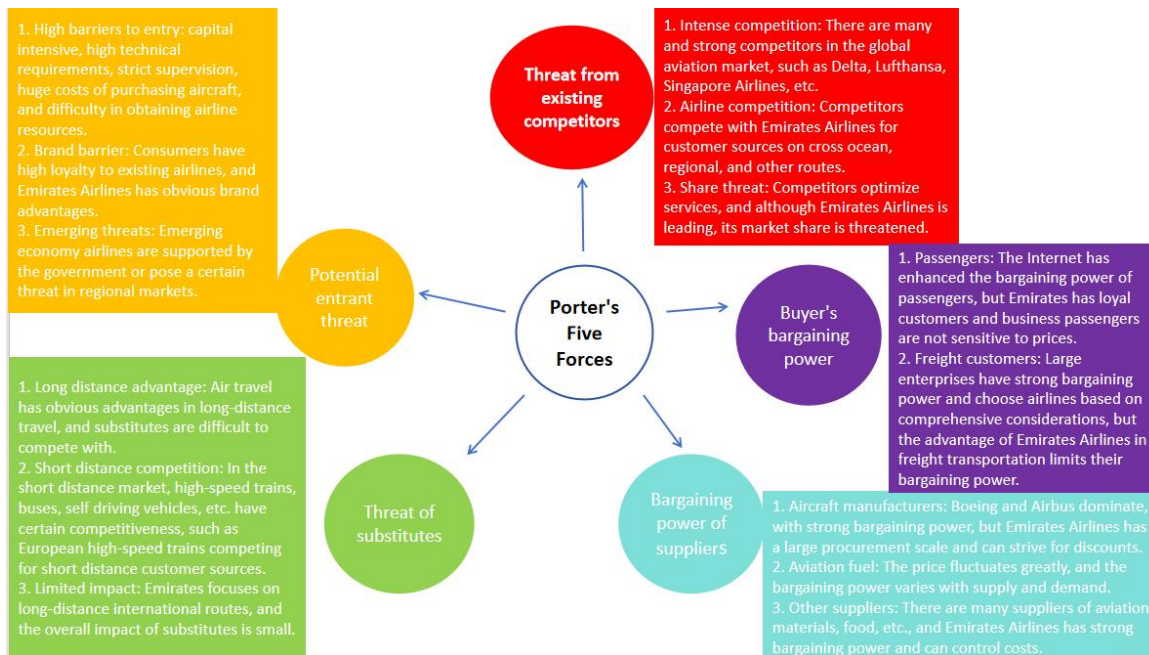
In terms of aviation fuel supply, the global fuel market prices fluctuate greatly, and the bargaining power of fuel suppliers changes with the supply and demand relationship. When oil prices rise, their ability increases, and when supply exceeds demand, Emirates Airlines has greater bargaining space.

There are many suppliers of aviation materials, food, and onboard supplies, and the market competition is fierce. When cooperating with Emirates Airlines, they have strong bargaining power and can select suppliers with reasonable prices and reliable quality through bidding to control procurement costs (Emirates Airlines 2024).

4.2.5 Buyer's bargaining power

Buyers refer to both passengers and freight customers. For passengers, the development of the Internet has made information more transparent and enhanced its bargaining power. However, Emirates has a group of customers with high loyalty and low price sensitivity, such as business passengers who are willing to pay high prices for high-end services, thanks to its high-quality service, wide route network and good brand image.

In terms of freight customers, large enterprises have strong bargaining power when choosing freight airlines, and will comprehensively consider factors such as price, transportation efficiency, and service quality. For example, multinational e-commerce companies strive for preferential prices and high-quality services based on a large number of orders. However, Emirates Airlines has advanced cargo facilities and efficient logistics networks in the cargo market, which can provide reliable cargo services but also limit the bargaining power of cargo customers (Emirates Airlines 2024).



According to Porter's Five Forces model analysis, Emirates is facing a complex competitive landscape in the global aviation market. The threat of existing competitors continues to exist, and strong rivals in various regions are constantly challenging its market share, which requires Emirates Airlines to continuously improve its services and optimize its route network. Although potential entrants face many barriers, the emergence of new airlines from emerging economies still brings certain regional competition pressure, which cannot be taken lightly. The impact of substitutes on its long-distance business is relatively small, but its short distance business is affected by high-speed rail and other factors, so it is necessary to pay attention to market dynamics. In terms of bargaining power between suppliers and buyers, Emirates Airlines has both advantages and challenges. Large scale procurement can cope with some suppliers, while the advantage of the freight market can limit customer bargaining, but it needs to balance costs and services.

In the future, Emirates should leverage its own advantages, deepen differentiated services, and consolidate customer loyalty; Actively exploring emerging markets and reducing regional

competition risks; Continuously focusing on technological development, improving operational efficiency and service quality, in order to maintain a leading position in fierce market competition and achieve sustainable development.

In summary, the external environment in which Emirates operates is complex and ever-changing, with opportunities and challenges intertwined. It has development advantages in politics, economy, technology, and other aspects, but it is challenged by the high demands of society for environmental protection, increasingly strict legal supervision, and fierce industry competition. Emirates needs to firmly grasp favorable conditions, continuously expand routes, improve services, update its fleet, and deepen its differentiated competitive strategy. At the same time, actively respond to environmental and legal requirements, strengthen environmental actions and legal management. In addition, emerging markets have enormous potential and should accelerate their development pace, reduce regional competition risks, and improve operational efficiency through technological innovation, in order to maintain a leading position in the global aviation market and achieve long-term sustainable development.

5 Comprehensive SWOT Analysis of Emirates Airlines

SWOT analysis is an effective research tool for exploring the development status of Emirates Airlines in depth. It can systematically and comprehensively sort out the strengths and weaknesses within the company, as well as the opportunities and threats brought by the external environment, and provide key basis for the company's strategic planning. The research of Richard W. Puyt, Finn Birger Lie & Celeste P.M. Wilderom (2023, 10, 2304) mainly focuses on the origin of SWOT analysis. Although it is different from the theme of this study, it provides key theoretical and analytical methods support for this research and has multiple important implications for the study of this paper.

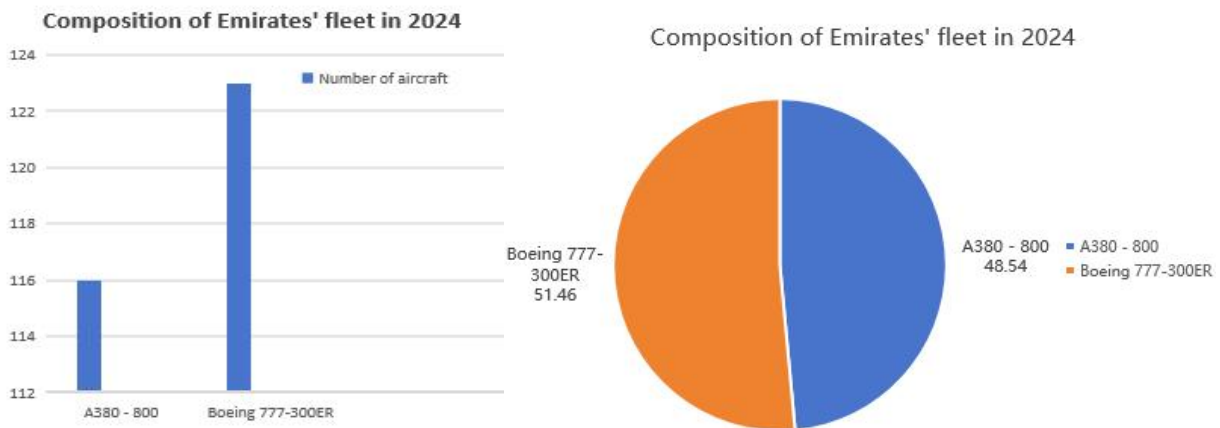
For a company like Emirates, which holds an important position in the global aviation market, its operational status is influenced by a combination of multiple factors. If only analyzing one aspect separately, it is difficult to accurately grasp its overall competitive situation and future development direction. Therefore, this chapter will analyze these factors in detail by segmenting strengths, weaknesses, opportunities, threats, and constructing a SWOT matrix, in order to clearly outline the development profile of Emirates Airlines and provide solid support for exploring how to enhance its competitiveness and formulate scientific development strategies in the future.

5.1 Strengths

Firstly, a strong airline network and hub advantages. Emirates Airlines has Dubai as its hub, with routes connecting 151 airports and 79 countries. Dubai has a superior geographical location and has built a large and efficient route network, benefiting over 61000 passengers per week. In the fiscal year 2023-2024, the company transported 51.9 million passengers and transported 2.2 million tons of goods. By collaborating with numerous code sharing, intermodal, and other service partners, we have expanded our service scope and enhanced our market coverage capabilities (Emirates Airlines 2024).

Secondly, excellent service quality and brand image. Emirates is committed to providing high-end luxury services, with a variety of cabin options for in-flight services, complete facilities for head and business class, and excellent economy class space and entertainment systems. The in-flight entertainment system has over 6500 channels of ICE content. Ground services are convenient and efficient, with head and business class cabins and exclusive lounges. With excellent service, we have won multiple international awards and have a high level of recognition and reputation (Emirates Airlines 2024).

Thirdly, advanced fleet and technological investment. The fleet is modernized, large in scale, and of relatively low age. As of 2024, there are 116 A380-80, 123 Boeing 777-300ER and other advanced aircraft models, and multiple wide body aircraft will be ordered in 2023. The new aircraft model has high fuel efficiency and advanced facilities, improving flight safety and comfort. We have invested heavily in technology research and development applications, carried out solar energy projects to reduce traditional energy dependence and carbon emissions, provided excellent digital services, and utilized online systems and new technologies to improve airport service efficiency and safety (Emirates Airlines 2024).



Fourthly, strong financial strength and profitability. In the fiscal year 2023-2024, Emirates Airlines' net profit reached a historic high of 17.2 billion dirhams, with a revenue growth of 15%. A good financial condition enables it to be resilient in competition, able to make strategic investments, and ensure the sustainable development of the company (Emirates Airlines 2024).

5.2 Weaknesses

Firstly, higher operating costs. The fluctuation of aviation fuel prices has a significant impact, and the rise in oil prices will significantly increase costs. In addition, the procurement and maintenance costs of aircraft are high, and a large amount of funds need to be continuously invested to ensure the advanced fleet. At the same time, in order to provide high-quality services, there is also considerable investment in manpower, onboard facilities, and services. In the fiscal year 2023-2024, even with a decrease in fuel prices, fuel costs still account for 33% of total expenditures, putting pressure on profitability (Emirates Airlines 2024).

Secondly, the route is overly dependent on the Dubai hub. Although Dubai's geographical location is conducive to building a global airline network, excessive reliance carries risks. In the event of force majeure such as natural disasters, political turmoil, or public health events, it may cause widespread flight delays or cancellations, affecting operations and service quality. Additionally,

Dubai Airport's operating capacity may limit route expansion. For example, during the COVID-19 epidemic, the frequency and capacity of Emirates flights were greatly impacted, and the number of available seat kilometers in the 2020-2021 fiscal year decreased significantly (Emirates Airlines 2024).

Thirdly, market competition pressure leads to limited bargaining power. In the global aviation market, Emirates is facing dual competitive pressures from traditional and low-cost airlines. Traditional airlines have a deep foundation and a large customer base in their respective regions, constantly improving services and optimizing routes to compete for market share; Low cost airlines rely on low price strategies to attract price sensitive passengers and compete fiercely on popular routes. This limits the bargaining power of Emirates Airlines when negotiating with suppliers, making it difficult to obtain the best prices and terms in areas such as fuel procurement and aircraft leasing (Emirates Airlines 2024).

5.3 Opportunities

Firstly, the recovery and growth of the global aviation market. The global economic recovery, improvement in living standards, and increased demand for international tourism and business travel have created a vast market space for the aviation industry. According to IATA's forecast, global air passenger volume will continue to grow in the future, and with the rise of emerging economies, people's demand for air travel will rapidly increase. Emirates Airlines can take this opportunity to expand its route network, increase flight frequency, increase investment in emerging markets in Asia and Africa, and strengthen exchanges with local areas (Emirates Airlines 2024).

Secondly, opportunities brought by sustainable development. Society is increasingly concerned about environmental protection, and the aviation industry is actively exploring sustainable development, with SAF research and application becoming an important direction. Emirates Airlines actively promotes the use of SAF, increasing the number of flights using it by 30% in the 2023-2024 fiscal year. Increasing investment can not only reduce carbon emissions and enhance environmental image, but also meet the demand for green aviation and enhance competitiveness. At the same time, the government and relevant institutions have introduced supportive policies to create a favorable policy environment (Emirates Airlines 2024).

Thirdly, technological innovation drives industry transformation. Digitization, artificial intelligence, big data and other technologies are widely used in the aviation industry, which can help Emirates improve efficiency and services. For example, using artificial intelligence to optimize flight scheduling, utilizing big data analysis to achieve precise marketing, launching personalized services, and introducing new technologies to enhance airport service convenience and safety. In

addition, emerging technologies such as electric aircraft and hydrogen fuel cell aircraft are being developed and tested. If there is a breakthrough, Emirates Airlines is expected to be the first to apply them and enhance its competitiveness (Emirates Airlines 2024).

5.4 Threats

Firstly, geopolitical and policy risks. The aviation industry is susceptible to geopolitical influences, unstable international political situations, trade frictions, and policy changes in various countries, which can have adverse effects on the operation of Emirates Airlines. For example, political conflicts may cause route disruptions and flight reductions, aviation policy adjustments may increase operating costs, limit market expansion, and regional instability may lead to a decrease in passenger travel demand, affecting flight occupancy rates and revenue (Emirates Airlines 2024).

Secondly, the uncertainty of public health events. The COVID-19 epidemic has hit the global aviation industry hard, and Emirates Airlines has also been affected. The demand for international travel has declined, flights have been canceled, and revenue has declined sharply. Such events may still occur in the future, and their uncertainty poses a threat to the operation and development of Emirates Airlines. It may lead to strengthened border controls, restricted personnel mobility, and affected passenger traffic. It may also trigger an economic recession, reduce travel willingness and ability, and impact demand in the aviation market (Emirates Airlines 2024).

Thirdly, industry competition has intensified. The global aviation market is fiercely competitive. In addition to traditional and low-cost airlines, emerging airlines continue to emerge and receive government support, developing rapidly and actively competing in route layout, service quality improvement, and other aspects. Airlines often offer discounts and services to attract customers, but there are also price wars in popular markets that compress profit margins. This makes it difficult for Emirates Airlines to expand its market share and requires significant investment in marketing and service upgrades to maintain competitiveness (Emirates Airlines 2024).

Fourthly, fuel prices and exchange rate fluctuations. Aviation fuel is the main cost, influenced by various factors, with frequent and unpredictable price fluctuations. Rising prices will increase operating costs and compress profits, while a significant increase in oil prices will erode profits. There are also risks associated with exchange rate fluctuations. Emirates Airlines' revenue and costs involve multiple currencies, and exchange rate fluctuations affect the translation of financial statements and actual income, resulting in exchange gains and losses, and affecting its financial condition and operating results (Emirates Airlines 2024).

5.5 SWOT Matrix

	Strengths: 1. Powerful route network and hub advantages 2. Excellent service quality and brand image 3. Advanced fleet and technological investment	Weaknesses: 1. Higher operating costs 2. The route is overly dependent on the Dubai hub 3. Market competition pressure leads to limited bargaining power
Opportunities: 1. The recovery and growth of the global aviation market 2. Opportunities brought by sustainable development 3. Technological innovation drives industry transformation	SO: 1. With the help of a strong route network and brand influence, increase the expansion of routes in emerging markets to meet market growth demands. Taking advantage of the global aviation market recovery opportunity, increase new routes and flight frequencies, and expand market share. 2. Combining sustainable development opportunities, increase investment in the research and application of sustainable aviation fuels, enhance environmental image, and attract environmentally conscious passengers. Utilize technological innovation, optimize operational processes, improve service quality, and further consolidate brand advantages. 3. Utilize technological innovation to drive industry transformation, actively introduce advanced technologies such as artificial intelligence, big data, etc., optimize flight scheduling, enhance customer service experience, and strengthen market competitiveness.	WO: 1. In response to high operating costs, leverage the benefits brought by the growth of the global aviation market, increase investment in new technology research and application, improve operational efficiency, and reduce costs. Utilize technological innovation to optimize flight scheduling and fuel management, reducing fuel consumption. 2. Utilize sustainable development opportunities and technological innovation to explore diversified development paths and reduce dependence on the Dubai hub. Invest in emerging aviation technologies, develop point-to-point direct flight routes, and reduce dependence on a single hub. 3. Utilize technological innovation to enhance service differentiation and strengthen bargaining power in market competition. By analyzing big data to understand customer needs, providing personalized services, and improving customer loyalty, we can gain a more advantageous position in negotiations with suppliers.
Threats: 1. Geopolitical and policy risks 2. Uncertainty of public health events 3. Industry competition intensifies 4. Fuel prices and exchange rate fluctuations	ST: 1. With strong financial strength and brand image, strengthen risk management and respond to geopolitical and policy risks. Establish a risk early warning mechanism, adjust the route layout and operation strategy in advance, and reduce the risk impact. 2. Utilize advanced fleets and technological investments to enhance the ability to respond to public health emergencies. Strengthen aircraft disinfection and epidemic prevention measures, use technological means to optimize passenger screening for COVID-19, ensure passenger safety, and enhance passenger confidence. 3. Utilize brand and service advantages to respond to the threat of intensified industry competition through differentiated competition. Continuously improving service quality, launching distinctive services, enhancing customer satisfaction and loyalty, and consolidating market position. 4. Utilize financial strength and technological means to strengthen risk management of fuel prices and exchange rate fluctuations. By signing long-term fuel supply contracts and using financial instruments to hedge exchange rate risks, the impact of price fluctuations on the company can be reduced.	WT: 1. In response to the high operating costs and excessive reliance on the Dubai hub for routes, in the face of geopolitical and policy risks, as well as intensified industry competition, optimize operational processes, improve resource utilization efficiency, reduce operating costs, and expand emerging market routes to reduce dependence on the Dubai hub and enhance risk response capabilities. 2. In view of the limited bargaining power caused by market competition pressure and the uncertainty of public health events, strengthen customer relationship management, improve service quality, enhance customer loyalty, in order to cope with the impact of competition and emergencies on business, stabilize market share, and enhance bargaining power. 3. Faced with the threat of fuel price and exchange rate fluctuations, as well as intensified industry competition, increase investment in technology research and development, explore sustainable development technologies, reduce fuel consumption, improve operational efficiency, enhance service levels through digital transformation, achieve differentiated competition, and reduce the impact of external factors on profitability.

In summary, Emirates holds a significant position in the global aviation market, and its SWOT analysis presents a complex situation. In terms of advantages, the airline network, services, fleet technology, and financial strength have built strong competitiveness; In terms of disadvantages, high operating costs, route dependence, and limited bargaining power urgently need to be improved. There are abundant external opportunities, and market recovery, sustainable development, and technological innovation provide growth space; However, threats such as geopolitics, public health, competition, and price fluctuations should not be underestimated.

Emirates needs precise measures in the future. Utilize a strong brand and airline network to rapidly expand in emerging markets and seize the dividends of market recovery. At the same time,

increase investment in sustainable development, meet social environmental protection needs, and enhance brand reputation. In the face of threats, it is necessary to strengthen risk management, diversify route risks, and respond to geopolitical and public health shocks. In terms of cost control, utilizing technological innovation to optimize operations and reduce fuel and labor costs. Through a reasonable strategic layout, Emirates Airlines is expected to continue consolidating its leading position in the industry and achieve steady and long-term development in an environment where opportunities and challenges coexist.

6 Comparative analysis of market competitiveness of Emirates Airlines

To accurately evaluate the market competitiveness of Emirates Airlines, it is not enough to analyze it solely from one's own perspective. It is also necessary to compare it with other airlines. The comparison of resources and capabilities, market competitiveness based on airline network, and market competitiveness based on financial indicators can be deeply compared from multiple key dimensions. In the comparative analysis of resources and capabilities, resources such as fleet, routes, human resources, as well as operational management and service innovation capabilities will be compared to highlight the resource advantages and capability characteristics of Emirates Airlines in the industry. In the comparative analysis of market competitiveness based on route networks, comparing the number of routes, coverage, connectivity, and targeted market layout can clearly demonstrate the competitiveness of its route network. In the comparative analysis of market competitiveness based on financial indicators, by comparing financial indicators such as profitability, asset liability status, and operational efficiency, the advantages and disadvantages of Emirates in finance are intuitively presented, comprehensively demonstrating its competitive position in the global aviation market.

6.1 Comparative Analysis of Resources and Capabilities

6.1.1 Comparative Analysis of Resources

Firstly, fleet resources. As of 2024, Emirates Airlines has a large and modern fleet, including 116 A380-800 and 123 Boeing 777-300ER and other advanced aircraft. Compared with American Airlines, although the fleet size is not as large, the proportion of large wide body aircraft is better, which can better meet the needs of long-distance and high-capacity routes (Hafiz Hisan, Norhafeza Ahmad Badruddin & Khairul Huda Yusof 2024, 48). The aircraft is about 10.1 years old, younger than many airlines, with a high proportion of new models, low maintenance costs, high fuel efficiency, and advanced cabin facilities, which can enhance passengers' flying experience. Advanced technology can also reduce fuel consumption and operational costs (Emirates Airlines 2024; Alexandra Horobet, Marinela Luminita Emanuela Zlatea, Lucian Belascu & Dan Gabriel Dumitroscu 2022, 384).

Secondly, route resources. Emirates has built a wide and efficient route network with Dubai as its core hub, covering 151 airports and 79 countries, expanding its market through collaboration with 31 codeshare partners and 118 intermodal partners. Compared with Singapore Airlines, the latter has fewer routes covering countries and regions, with a focus on Asia and some European and American markets (Singapore Airlines 2024), while Emirates Airlines, with its geographical advantage in Dubai, has a well-established route layout in Europe, America, Asia, Africa, and the

Middle East, connecting numerous cities in Africa and providing convenience for personnel and material exchanges, with obvious advantages (Emirates Airlines 2024).

Thirdly, human resources. Emirates Airlines attaches great importance to attracting and cultivating a diverse talent pool, with employees from over 170 countries, which is conducive to meeting the needs of passengers with different cultural backgrounds. We invest heavily in employee training and provide comprehensive professional training courses for various positions. Low cost airlines, in order to control costs, invest less in training and have uneven service quality, while Emirates Airlines relies on high-quality human resources to ensure high levels of flight safety and service quality (Emirates Airlines 2024).

6.1.2 Comparative Analysis of Abilities

Firstly, operational management capability. In terms of flight punctuality, Emirates has maintained a high level in recent years, improving it by optimizing flight scheduling and strengthening cooperation with airports. Due to the complex environment in Europe and other factors, Lufthansa's on-time performance fluctuates from time to time (Lufthansa Group 2024). In terms of cost control, although Emirates Airlines provides high-quality services, it is also optimizing its cost structure, establishing long-term partnerships with suppliers, and striving for favorable price terms. However, compared to low-cost airlines, cost control is more difficult due to differences in service standards and operating models. Low cost airlines rely on simplifying processes and adopting a single aircraft model to reduce costs (Emirates Airlines 2024).

Secondly, service innovation capability. Emirates Airlines has outstanding service innovation, with excellent ICE entertainment system for in-flight services, providing a variety of entertainment options. Some airlines have relatively single entertainment systems and slow updates. In ground services, luxurious lounges are set up for head and business class passengers, equipped with high-quality facilities, and new technologies such as biometric recognition and contactless check-in equipment are introduced to improve efficiency. Traditional airlines have slow innovation in ground services, while low-cost airlines are limited by costs and invest less in service innovation. Both onboard and ground services are relatively basic, which is in stark contrast to Emirates Airlines 2024.

Thirdly, marketing capability. In terms of brand promotion, Emirates actively engages in global marketing, such as sponsoring well-known sports events (becoming an official partner of the NBA, Wimbledon tennis tournament, etc.) and collaborating with well-known brands, greatly enhancing the brand's global visibility and reputation (Afaqs 2024). Outstanding performance on social media platforms, with a large number of followers on social networks such as Instagram, Facebook, and

YouTube, and high brand awareness and favorability. Often ranked among the top in brand value evaluation, it is one of the airlines with high brand value in the global aviation industry. Some airline brand promotions lack coherence and global influence. In terms of frequent flyer programs, its Skywards program provides members with rich rewards and privileges. As of 2024, the membership group is large and active, and some airlines lack attractiveness in rewards and personalized member services, making it difficult to improve customer loyalty (Emirates Airlines 2024).

Fourth, the ability to apply technology. In the application of aviation technology, Emirates is exploring sustainable development technologies and collaborating with Etihad Clean Energy on solar energy projects, using solar power in engineering centers to generate electricity, leading the industry. Many airlines are still exploring this (Disco Digital Media, Inc. 2024). In terms of digital services, using big data analysis to achieve precise marketing and personalized recommendations, passengers can easily operate through official websites and mobile devices. However, some airlines have encountered difficulties in digital transformation and have poor service experience (Normans Media Ltd 2024).

Emirates has significant advantages in terms of resources and capabilities. The fleet, routes, and human resources are abundant and of high quality, laying a solid foundation for its operation; Operations management, service innovation, marketing, and technological application capabilities have also demonstrated outstanding performance, making it highly competitive in the global aviation market. However, there are still challenges in cost control and other aspects, and there is a gap compared to low-cost airlines.

Emirates needs to continue leveraging its advantages, such as expanding into emerging markets with an advanced fleet and extensive route network, and consolidating customer loyalty through service innovation and marketing capabilities. At the same time, we should learn from the experience of low-cost airlines, optimize cost structure, and enhance cost control capabilities. By continuously strengthening its advantages and addressing its weaknesses, Emirates is likely to maintain its leading position in the fiercely competitive aviation market.

6.2 Comparative Analysis of Market Competitiveness Based on Airline Network

6.2.1 Number and Coverage of Flight Routes

As of 2024, Emirates Airlines has expanded its routes to 151 destinations in 79 countries (Emirates Airlines 2024). Lufthansa is an important force in the European aviation industry, with a dense network of routes built around Europe to facilitate the travel of European passengers (Lufthansa Group 2024). Singapore Airlines has built a route system connecting multiple continents with its

advantageous location in Singapore, and has significant advantages in the layout of Asia Australia routes (Singapore Airlines 2024). Qatar Airways is developing rapidly and its route network is constantly expanding, with a growing influence on routes connecting the Middle East and other regions (Qatar Airways Group 2024).

In contrast, Emirates' route network covers a wider range, reaching more countries and cities, providing passengers with more travel options, and outstanding global reach. Taking Africa as an example, its routes cover more cities than several other airlines, effectively promoting personnel and economic exchanges between Africa and the world (Emirates Airlines 2024).

6.2.2 Airline Network Connectivity

The connectivity of airline network is the key to measuring the competitiveness of airlines, and the operational efficiency and convenient transfer connection of hub airports are particularly important.

Emirates Airlines has Dubai as its core hub, which is located in a key position connecting the East and the West. In the fiscal year 2023-2024, Dubai Airport operates efficiently, with increasing flight takeoffs and passenger throughput, providing strong support for Emirates Airlines.

Lufthansa's Frankfurt and Munich airports have strong transit capabilities in Europe and good flight connections, which can meet the transit needs of passengers in Europe and globally (Lufthansa Group 2024); Singapore Airlines' Changi Airport, with its excellent service and efficient operation, has performed outstandingly in terms of transit convenience and punctuality, attracting many passengers to transfer (Singapore Airlines 2024); Qatar Airways' Hamad International Airport has advanced facilities, continuously optimized transit services, and a good transit experience.

However, Emirates' advantage in the Dubai hub is more significant. Dubai Airport has multiple terminals and strong capabilities in handling flights and passengers. Emirates Airlines has reasonable flight schedules and efficient transfer connections, allowing passengers to quickly transfer and better meet global travel needs. It is more competitive in terms of route network connectivity (Emirates Airlines 2024).

6.2.3 Targeted Layout for Different Markets

In terms of route network layout, Emirates has a precise market positioning. For the business travel market, significant investment has been made in major business cities and emerging economic markets in Europe and America, such as New York, London, Paris, and other places with high flight frequencies, to meet the needs of business travelers for timeliness and convenience. This competes with Lufthansa's layout in European and European business routes, Singapore Airlines

connecting Asia and European and American business routes, and Qatar Airways serving the Middle East and global business routes.

In the tourism market, with the diversification of global tourism demand, Emirates Airlines actively opens routes to popular tourist destinations such as Bali and Maldives. Singapore Airlines has performed well in connecting famous tourist cities in Asia with other regions, while Qatar Airways continues to expand its tourism routes. In contrast, Emirates' route network is more comprehensive and can better meet the different needs of business and tourism travelers.

In addition, Emirates also expands its route coverage and connectivity through code sharing and intermodal partnerships with other airlines. For example, partnering with Qantas to facilitate travel between two continents and enhance its competitiveness in the global aviation market (Emirates Airlines 2024).

Overall, compared to Lufthansa, Singapore Airlines, and Qatar Airways, Emirates has significant advantages in the number, coverage, connectivity, and targeted market layout of its route network. It can better adapt to market and passenger demands, occupy a leading position in the international aviation industry, and lay a solid foundation for its sustainable development.

In the competition of route network competitiveness with competitors such as Lufthansa, Singapore Airlines, Qatar Airways, etc., Emirates' advantages are fully demonstrated. It has a wide number and coverage of routes, excellent connectivity, and better targeted layout for different markets such as business and tourism. This enables it to fully meet the diverse travel needs of passengers, stand out in the global aviation market competition, and provide strong support for business expansion and market share increase.

However, Emirates still needs to be prepared for danger in times of peace. With the development of the global aviation industry, competitors may continuously optimize their route networks. In the future, Emirates needs to continue to pay attention to market dynamics and changes in passenger demand, further expand routes, improve hub operation efficiency, and deepen market segmentation layout. By continuously innovating and improving, consolidating its own route network advantages, maintaining a leading position in the complex and ever-changing international aviation market, and achieving sustainable high-quality development.

6.3 Comparative Analysis of Market Competitiveness Based on Financial Indicators

Nowadays, the global aviation market is fiercely competitive, and many international airlines such as Emirates, Singapore Airlines, Lufthansa, Qatar Airways, etc. are striving to expand their markets and improve their efficiency. Financial indicators are key to measuring the operational and

development potential of airlines. By comparing and analyzing the financial indicators of these companies, we can understand Emirates' position in the global aviation market. This not only helps Emirates clarify its advantages and formulate strategies, but also provides reference for industry researchers, investors, and practitioners, helping them grasp the market competition pattern and development trends.

6.3.1 Profitability Comparison

From the perspective of net profit indicators, Emirates Airlines has achieved remarkable results in the 2023-2024 fiscal year, with a net profit of up to 17.2 billion dirhams. This outstanding performance is due to its extensive route network attracting a large number of passengers, as well as outstanding results in cost control and operational efficiency. During the same period, Qatar Airways' net profit was 6.111 billion Qatari riyals, with a total revenue of 80.961 billion Qatari riyals (Qatar Airways Group 2024); Singapore Airlines' net profit reached SGD 2.675 billion, with a total revenue of SGD 19.013 billion (Singapore Airlines 2024); Lufthansa's net profit was 1.38 billion euros, with a total revenue of 37.581 billion euros (Lufthansa Group 2024). By comparing the conversion units, it can be seen that Emirates Airlines' net profit scale and growth rate give it a significant advantage in terms of profitability, creating higher value for shareholders (Emirates Airlines 2024).

Further analysis of profit margin indicators shows that Emirates' total revenue is 119.9 billion dirhams, with a net profit margin of 14.2%. Qatar Airways' net profit margin is 7.55%, facing pressure to increase profit margins in the fiercely competitive aviation market in the Middle East; Singapore Airlines' net profit margin is 14.07%, and it faces challenges in improving its profit margin due to intensified regional market competition and rising costs; Lufthansa's net profit margin is approximately 3.67%, influenced by factors such as competition in the European market and operating costs. The high profit margin of Emirates Airlines fully demonstrates its strong cost control ability and efficient operational level, making it more profitable in market competition. This not only lays a solid foundation for its current market competition, but also provides strong financial support for its future sustainable development and strategic layout, making it more competitive and promising in the global aviation industry (Emirates Airlines 2024).

Airline Company	Total Revenue	Net Profit	Net Profit Margin
Emirates Airline	119.9 billion dirhams	17.2 billion dirhams	14.20%
Singapore Airlines	19.013 billion Singapore dollars	2.675 billion Singapore dollars	14.07%
Qatar Airways	80.961 billion Qatari riyals	6.111 billion Qatari riyals	7.55%
Lufthansa Airlines	37.581 billion euros	1.38 billion euros	3.67%

6.3.2 Comparison of Asset and Liability Status

As of March 31, 2024, Emirates' total liabilities were 117.468 billion dirhams, total equity was 46.464 billion dirhams, and total assets reached 163.932 billion dirhams. Its asset liability ratio is within a reasonable range, calculated to be approximately 71.67%. A stable asset liability structure provides a solid guarantee for it to cope with market risks, and sufficient cash assets enable it to have stronger liquidity in the face of emergencies or strategic investments (Emirates Airlines 2024).

Qatar Airways Group's total liabilities are SAR 73.504 billion, total equity is SAR 45.187 billion, and total assets are SAR 118.691 billion (Qatar Airways Group 2024), with a calculated asset liability ratio of approximately 61.93%; Singapore Airlines has total liabilities of SGD 27.52 billion, total equity of SGD 16.745 billion, total assets of SGD 44.265 billion, and a calculated debt to asset ratio of approximately 62.17% (Singapore Airlines 2024); Lufthansa's total liabilities are 26.184 billion euros, total equity is 11.612 billion euros, total assets are 46.301 billion euros, and the calculated asset liability ratio is approximately 56.55% (Lufthansa Group 2024).

Airline Company	Total Liabilities	Total Equity	Total Assets	Asset Liability Ratio
Emirates Airline	117.468 billion dirhams	46.464 billion dirhams	163.932 billion dirhams	71.67%
Singapore Airlines	27.52 billion Singapore dollars	16.745 billion Singapore dollars	44.265 billion Singapore dollars	62.17%
Qatar Airways	73.504 billion Qatari riyals	45.187 billion Qatari riyals	118.691 billion Qatari riyals	61.93%
Lufthansa Airlines	26.184 billion euros	11.612 billion euros	46.301 billion euros	56.55%

Overall, Emirates' asset liability ratio is higher than Qatar Airways, Singapore Airlines, and Lufthansa, but still within a reasonable range. This level of debt, combined with its massive total assets, indicates that it is more proactive in utilizing debt leverage to drive business development. Emirates has sufficient cash assets, and in the event of unexpected situations or strategic investment needs, it has stronger ability to allocate funds and liquidity. This provides strong financial support for expanding its business, updating its fleet, and responding to market changes. In terms of asset liability management, Emirates has developed a unique model that can effectively control risks while leveraging financial leverage and strong financial reserves to lay a solid foundation for competition and sustainable development in the global aviation market.

6.3.3 Comparison of Operational Efficiency

In terms of operational efficiency, seat utilization is an important indicator. The seat utilization rate of Emirates Airlines in the 2023-2024 fiscal year reached 79.9%, indicating that its flight resources have been efficiently utilized, which can attract a large number of passengers and effectively improve the operational efficiency of flights (Emirates Airlines 2024). Qatar Airways did not directly provide seat utilization rates in its 2023-2024 fiscal year report, but in the process of expanding its route network, seat utilization rates are constantly being optimized; Singapore Airlines' seat utilization rate is 88%, striving to improve seat utilization in regional market competition (Singapore

Airlines 2024); Lufthansa's seat utilization rate is 83.1%, influenced by competition in the European internal market and seasonal demand fluctuations (Lufthansa Group 2024).

Emirates' flight resource utilization efficiency is quite high, which can attract a large number of passengers and provide solid support for the improvement of flight operation efficiency. In actual operation, Emirates has achieved a high passenger occupancy rate with its extensive route network, continuously optimized service experience, and effective marketing strategies.

Comparing comprehensive financial indicators, Emirates stands out in terms of profitability, asset liability management, and operational efficiency. Leading in net profit and profit margin, demonstrating strong profitability and cost control capabilities; Reasonable asset liability ratio, ample capital reserves, and great potential for risk resistance and development; The seat utilization rate is high and the operational efficiency is considerable. This puts it in a favorable position in the global aviation market competition. However, the market environment is constantly changing, and Emirates Airlines cannot relax. Continuous attention should be paid to competitor strategies to prevent economic, policy, and other risks. In the future, we should continue to optimize routes, improve services, and consolidate our profit advantages; Reasonably control the scale of liabilities, balance leverage and risk; Further tap into potential, improve operational efficiency, maintain leadership, and achieve sustainable development.

In summary, by comparing with Lufthansa, Singapore Airlines, Qatar Airways, etc., it can be seen that Emirates has significant advantages in market competitiveness. In terms of resources and capabilities, the fleet, routes, and human resources are outstanding, with leading capabilities in operational management, service innovation, and more; The number, coverage, connectivity, and market targeted layout of the airline network have shown excellent performance; Financial indicators show strong profitability, reasonable asset liability management, and high operational efficiency. But it also faces challenges such as cost control, and the market competition is fierce with a constantly changing environment. Emirates needs to consolidate its advantages, continuously optimize its route network, improve service quality, and utilize financial advantages for strategic investment in its future development. At the same time, drawing on the experience of peers, improving shortcomings, strengthening risk management, and actively responding to various risks are necessary to maintain a leading position in the global aviation market and achieve long-term stable development.

7 Strategic Comparative Analysis of Emirates Airlines

To study the strategy of Emirates Airlines, it is not only necessary to understand its own strategy, but also to compare it with other airlines in order to more clearly see the characteristics and effects of its strategy. This chapter includes three sub chapters: comparative analysis of market competition strategies, comparative analysis of internationalization strategies, and comparative analysis of sustainable development strategies. Comparative analysis of market competition strategy is to compare Emirates' differentiation, cost leadership, and concentration strategies with other airlines, in order to clarify its advantages and uniqueness in market competition. Comparative analysis of internationalization strategies reveals their advantages and challenges in the process of internationalization, including international market entry modes, market strategy adjustments in different regions, and strategies for responding to international market risks. Comparative analysis of sustainable development strategies is to compare its differences with other airlines in terms of sustainable development concepts, goals, and green aviation strategic initiatives, showcasing its leading position and innovative practices in sustainable development, and providing reference for other airlines.

7.1 Comparative Analysis of Market Competition Strategies

7.1.1 Differentiated Competitive Strategy

Emirates Airlines implements differentiated competition in services, products, and brands. In terms of service, we provide high-end luxury experiences, such as luxurious seats in business class and first class, customized catering; On the product side, we offer premium economy class and other specialty cabins; On the brand level, we enhance our image by collaborating with Hollywood celebrities and sponsoring top sports events. For example, its premium economy class attracted over 375000 passengers in the 2023-2024 fiscal year (Emirates Airlines 2024).

Qatar Airways also focuses on improving service quality, providing luxurious in-flight services and comfortable seats (Qatar Airways Group 2024), but in terms of service diversity and innovation, Emirates is superior. Emirates continues to innovate in the update of in-flight entertainment systems and personalized services. Singapore Airlines is renowned for its high-quality service (Singapore Airlines 2024), but in terms of diversified and high-end brand marketing, Emirates' global brand promotion activities are more extensive and in-depth.

7.1.2 Implementation and Effectiveness of Cost Leadership Strategy

Emirates controls costs by optimizing operational processes, improving resource utilization efficiency, and negotiating favorable terms with suppliers. In the fiscal year 2023-2024, although

the total cost has increased, after excluding fixed costs such as depreciation and amortization, the growth is basically matched with the operating scale. In the cost structure, fuel costs account for 33%, and fuel consumption is reduced through fleet updates and route optimization (Emirates Airlines 2024).

Lufthansa has also taken a series of measures in cost control, such as optimizing operational processes and fleet management. However, due to the high cost environment and complex operational structure in the European market, its net profit margin for the 2023-2024 fiscal year is only 3.67%, far lower than that of Lufthansa Group 2024. This indicates that Emirates is more effective in implementing its cost leadership strategy, which can better balance costs and benefits, enhance profitability and price competitiveness.

7.1.3 Centralized Strategy Focuses on Segmented Markets

Emirates focuses on the high-end business passenger market and the tourism market in specific regions. Provide fast boarding, in-flight office facilities and other services for high-end business travelers; Targeting specific tourism markets such as popular tourist cities in the Middle East, Europe, and Asia Pacific regions, we have launched customized tourism products (Emirates Airlines 2024).

In contrast, although Delta Air Lines also focuses on the business passenger market, due to fierce competition in the domestic market, its services and products are more focused on mass market demand, and its focus and refinement in high-end business services are not as good as Emirates Airlines. Qantas mainly focuses on the domestic market in Australia and the international tourism market closely related to Australia. In terms of the breadth and depth of its layout in global segmented markets, it lags behind Emirates Airlines (Disco Digital Media, Inc. 2024).

Emirates has performed well in its market competition strategy. Its differentiated competitive strategy gives its services, products, and brands unique characteristics, leading some competitors; The cost leadership strategy effectively controls costs, achieves good profitability, and has significant advantages in balancing costs and benefits; The centralized strategy accurately positions high-end business and specific tourism markets, with refined services and extensive market layout. However, market competition is constantly changing and competitors are also developing. Emirates should continue to innovate differentiated services, strengthen cost control advantages, and deeply tap into the potential of segmented markets to cope with competitive challenges and consolidate its advantageous position in the global aviation market.

7.2 Comparative Analysis of Internationalization Strategies

7.2.1 International Market Entry Mode and Expansion Path

Emirates entered the international market mainly through the establishment of new routes and cooperation with other airlines. With Dubai as the hub, we continuously open up new routes to the world, and cooperate with numerous airlines through code sharing, intermodal agreements, etc. to expand our market coverage. For example, in the fiscal year 2023-2024, agreements were signed with 8 new partners (Emirates Airlines 2024).

In addition to establishing new routes and collaborating, Lufthansa has also strengthened its market position in specific regions through the acquisition of some airlines, such as Swiss International Airlines and Austrian Airlines, in order to enhance its influence in the European market (Lufthansa Group 2024). However, in terms of the speed and breadth of global route expansion, Emirates has gained more advantages in connecting East West routes in recent years due to Dubai's superior geographical location, with a considerable number of new routes opened and coverage areas.

Singapore Airlines focuses on expanding its international market through close cooperation with Star Alliance members. Utilize the network advantages of the alliance to achieve resource sharing and customer source exchange (Singapore Airlines 2024). However, compared to Emirates' active construction of a global route network with itself as the core hub, Singapore Airlines' autonomy and independence in route layout are slightly lacking, and its entry speed in some emerging markets is relatively slow.

7.2.2 Market Strategy Adjustments in Different Regions

In the European and American markets, Emirates focuses on high-end services and brand building, such as investing A380 aircraft on routes to New York and London, providing luxury services, and sponsoring events to enhance brand awareness. As a European domestic airline, Lufthansa has a strong foundation in Europe and America, with more competitive flight arrangements and understanding of local passenger needs. However, in terms of high-end service innovation and brand internationalization promotion, it is not as good as Emirates Airlines (Lufthansa Group 2024).

In the Asia Pacific market, Emirates has strengthened its route layout and market promotion, increased the frequency of flights to cities such as Sydney, and collaborated with local tourism agencies to launch distinctive products. Singapore Airlines holds a significant position in the Asia Pacific region due to its geographical location and brand reputation, catering to the needs of Asian travelers with its services (Singapore Airlines 2024). However, Emirates' flexible route layout and

diverse marketing have led to rapid market share growth, putting competitive pressure on Singapore Airlines.

In the African market, Emirates actively explores routes to connect major African cities with Dubai, collaborates with local partners to promote tourism, and enhances its own influence. Although Qatar Airways also has a route layout, its quantity and coverage are not as extensive as Emirates Airlines, and its deep cultivation, cooperation, and promotion efforts in the local African market are relatively weak (Emirates Airlines 2024; Qatar Airways Group 2024).

7.2.3 Strategies for Dealing with International Market Risks

Faced with the risk of exchange rate fluctuations, Emirates Airlines uses financial hedging tools to reduce risks, such as locking in major currency exchange rates such as the US dollar and the euro through forward foreign exchange contracts, to stabilize cost-benefit. Lufthansa's business is concentrated in Europe and relies on the euro zone currency. When dealing with non euro currency exchange rate fluctuations, its hedging strategy is not as flexible and effective as that of Emirates Airlines. With its global business layout and flexible financial operations, Emirates Airlines has an advantage in dealing with exchange rate risks (Lufthansa Group 2024).

In terms of political risk response, Emirates has diversified its market layout to diversify risks. Its routes cover the world, and political turmoil in a certain region has little impact on overall business. It also actively communicates with governments of various countries to adjust its operational strategies in a timely manner. However, some regional airlines have concentrated business and are sensitive to changes in the local political situation, making their operations vulnerable to shocks. In contrast, Emirates Airlines has a stronger ability to resist political risks.

In response to the risk of cultural differences, Emirates Airlines attaches great importance to cross-cultural management and integrates multicultural content into employee training. Crew members have multiple language abilities, and onboard services will provide catering and entertainment that conforms to local cultural customs based on different routes and destinations. Some European and American airlines invest less in cross-cultural management, which can easily lead to dissatisfaction when serving passengers with non Western cultural backgrounds due to cultural differences. Emirates Airlines has gained global recognition for its effective management of multiculturalism, enhancing customer satisfaction and loyalty (Emirates Airlines 2024).

Overall, Emirates' internationalization strategy has achieved significant results. In terms of entering and expanding into international markets, rapidly building a global airline network with unique models; Being able to flexibly adjust market strategies in different regions and accurately meet local needs; There are also effective strategies to deal with various international market risks.

However, the global aviation market is fiercely competitive and constantly changing, and other airlines are also continuing to develop. In the future, Emirates needs to continue to leverage its advantages, closely monitor market trends, continuously optimize its route layout and marketing strategies, strengthen its risk response capabilities, further enhance its competitiveness in the international market, and consolidate its leading position in the global aviation industry.

7.3 Comparative Analysis of Sustainable Development Strategies

7.3.1 Sustainable Development Concept and Goals

Emirates Airlines values environmental protection, social responsibility, and economic sustainability. In terms of environmental protection, with the goal of reducing carbon emissions, we plan to use sustainable aviation fuels and optimize fuel efficiency to reduce environmental impact; In terms of social responsibility, pay attention to employee welfare, support community development, and participate in public welfare; In terms of economic sustainability, long-term profitable growth is ensured through innovation and optimized operations (Globe newswire 2023).

Lufthansa also values sustainable development, setting carbon emission targets and participating in related initiatives (Lufthansa Group 2024). However, due to Dubai's abundant resources and government support, Emirates has more financial and policy advantages in investing in sustainable development projects, making faster progress in the research and application of sustainable aviation fuels, and achieving more aggressive goals.

Although Singapore Airlines has sustainable development goals and focuses on energy efficiency and reducing environmental impact (Singapore Airlines 2024), it is limited by its land area and resources and lags behind Emirates in terms of the scale and diversity of sustainable development projects. Emirates Airlines, with its geographical and resource advantages, can carry out large-scale airport energy conservation and emission reduction projects, as well as sustainable aviation fuel production cooperation (Emirates Airlines 2024).

7.3.2 Green Aviation Strategy Measures

Emirates is actively taking action in green aviation. In the fiscal year 2023-2024, it signed new supply agreements to use sustainable aviation fuel (SAF) in Dubai, Amsterdam, Singapore, and other locations. It also operated the first A380 demonstration flight to use 100% SAF, effectively reducing carbon emissions. Although Qatar Airways is also promoting the use of SAF, its scale and frequency are not as good as Emirates Airlines. Emirates, with its large fleet and global route network, has a greater advantage in promoting SAF applications and contributing more to carbon reduction.

In terms of optimizing aircraft fuel efficiency, Emirates upgraded its fleet by introducing more energy-efficient models such as A350 and B777X, resulting in a fuel efficiency improvement of approximately 22%. At the same time, optimize flight routes and operations to reduce fuel consumption. Lufthansa also pursues fleet modernization and fuel efficiency improvement, but due to limitations in European airspace and operational environment, the flexibility of flight route optimization is poor (Lufthansa Group 2024). By leveraging Dubai's advantageous geographical location, Emirates Airlines can better plan its flight routes, further improve fuel efficiency, and reduce carbon emissions (Emirates Airlines 2024).

It can be seen that Emirates has outstanding advantages in sustainable development strategy. Its sustainable development concept is comprehensive, its goals are radical and forward-looking, and it has achieved remarkable results in green aviation strategy initiatives. Whether it is the application of sustainable aviation fuel or the optimization of fleet fuel efficiency, it is at the forefront of the industry. However, sustainable development in the aviation industry is a long-term and constantly evolving process, and as global environmental requirements become increasingly stringent, other airlines are also catching up. Emirates should continue to increase investment and innovation in the field of sustainable development, consolidate its own advantages, and actively share experiences to drive the entire aviation industry towards a greener and more sustainable direction.

In summary, Emirates has achieved remarkable results in strategic implementation. In terms of market competition strategy, differentiation, cost leadership, and centralization strategies work together to make it stand out in the competition; The internationalization strategy helps it expand its territory in the global market and effectively respond to various risks; The sustainable development strategy aims to strike a balance between environmental protection and sustainable economic development, setting an industry benchmark.

However, the aviation market is dynamic and constantly evolving, with competitors making progress. In the future, Emirates will continue to strengthen its core competitiveness. Deepen differentiated services and create unique experiences that are difficult to replicate; Further optimize the cost structure and address the risk of cost fluctuations; Accurately cultivate segmented markets and explore potential demand. At the same time, keeping up with changes in the international market, flexibly adjusting the international layout, and enhancing risk resistance capabilities; Increase investment in sustainable development and promote the green transformation of the industry. Only in this way can Emirates maintain its leading position in the fierce global aviation competition and lead the industry development trend.

8 Inspiration and Reference for Other Airlines

8.1 Inspiration for International Airlines

8.1.1 Route Network Layout

Emirates has built a massive hub and spoke network centered around Dubai, covering a wide range of six continents worldwide. This layout pattern enables it to efficiently connect markets from different regions and enhance market influence. International airlines can learn from this hub airport based route network construction model, determine core hub airports based on their geographical location and market demand, and strengthen their radiation capabilities. On the one hand, actively expanding routes to emerging markets, deeply exploring regions with growth potential, increasing flight frequency, and optimizing route combinations to enhance market share in the global market. On the other hand, we should focus on the coordinated development of domestic and international routes, improve the connectivity and coverage of the route network, reduce dependence on a single market, and enhance the overall stability and risk resistance of operations (Emirates Airlines 2024).

8.1.2 Differentiation between Services and Products

Emirates is positioned as a high-end luxury airline, continuously innovating in services and products, committed to providing passengers with the ultimate experience. On board, it provides luxurious seat configurations, diverse entertainment systems, and high-quality dining services; On the ground, various facilities and services are also provided to enhance the passenger experience. Other international airlines can draw inspiration from it, clarify their service positioning based on their target customer groups, and create differentiated services and products. In terms of service, we conduct in-depth research on customer needs, provide personalized services, and meet the diverse needs of different passengers. In terms of products, we will increase investment in innovation, such as integrating more cultural elements and interactive functions into in-flight entertainment systems, and creating unique food experiences in catering services to enhance our competitiveness in the market (Emirates Airlines 2024).

8.1.3 Strategy of Sustainable Development

Firstly, sustainable aviation fuel (SAF) applications. Emirates is actively promoting the use of SAF and setting clear goals to increase its proportion in fuel use, providing direction for international airlines to address carbon emissions issues. International airlines should attach importance to the application of SAF, establish usage goals and schedules, strengthen cooperation with suppliers and research institutions, promote SAF research and production technology progress, improve

supply stability, quality, and reduce costs, and promote sustainable development of the industry (Emirates Airlines 2024).

Secondly, fleet updates and technological upgrades. Emirates continues to update its fleet, introducing advanced energy-saving aircraft models that significantly improve fuel efficiency. International airlines should keep up with the trend of aircraft technology development, increase the introduction of new energy-saving aircraft, and eliminate old high energy consuming models. Actively participate in aircraft technology research and development cooperation, explore new materials and engine technologies, reduce energy consumption and carbon emissions, and achieve sustainable operational development (Emirates Airlines 2024).

Thirdly, operational optimization and energy conservation and emission reduction. In operation, Emirates utilizes advanced information technology to optimize flight scheduling, route planning, and aircraft maintenance plans, reducing empty loads and delays, and lowering energy consumption. International airlines can use technologies such as big data analysis and artificial intelligence to comprehensively optimize their operational processes, accurately predict demand, arrange flight resources reasonably, optimize flight parameters, strengthen aircraft maintenance management, and further reduce carbon emissions (Emirates Airlines 2024).

It can be seen that Emirates' successful experience in route network layout, service and product differentiation, and sustainable development strategy provides valuable reference for international airlines. If international airlines can make reasonable use of these experiences, optimize their own route networks, improve their service and product differentiation levels, actively promote sustainable development, they will have more advantages in the fiercely competitive global aviation market. However, each airline operates in a different environment and needs to flexibly adjust its strategies based on its own actual situation when learning from it. Future international airlines should continue to pay attention to industry trends, explore innovation, and transform these experiences into driving forces for their own development, achieving sustainable and high-quality development.

8.2 Inspiration for Chinese Airlines

8.2.1 Hub Route Combination

Firstly, optimize the layout of hub airport routes. Chinese airlines can learn from Emirates' radial route network model. At present, China has important aviation hubs, but there is still room for improvement in terms of global radiation capabilities and trunk branch connections. We should strengthen the route layout planning around these hubs, open more routes to emerging markets and economic centers, enhance trunk and branch connections, improve transit functions, and

attract more transit passengers. For example, referring to the Dubai hub model, encrypting flights, optimizing schedules, improving operational efficiency, and enhancing competitiveness in the global aviation market.

Secondly, strengthen market demand analysis and dynamic adjustment of flight routes. Chinese airlines should learn from Emirates Airlines and flexibly adjust their routes based on market demand. Utilize big data to deeply analyze the travel demand characteristics and changing trends of different regions, seasons, and passenger groups, and adjust routes and flight frequencies in a timely manner based on this. Increase flights to popular tourist destinations during peak tourism seasons, increase the number of business routes during peak business hours, optimize routes with insufficient demand, avoid resource waste, and improve operational efficiency.

Thirdly, improve the operational efficiency of hub airports. Emirates has achieved efficient operations at its Dubai hub. Chinese airlines' hub airports should optimize operational management, improve runway utilization, and shorten flight turnaround times. Strengthen collaboration with various departments at the airport, optimize check-in, security check, baggage check-in and other processes, and enhance passenger experience. Utilizing advanced information technology to achieve flight information sharing and collaborative decision-making, reducing flight delays, and enhancing the competitiveness of hub airports.

8.2.2 Brand Building and Service Enhancement

Firstly, create a unique brand image. Emirates Airlines is committed to shaping a high-end, luxurious, and innovative brand image, leveraging unique cabin designs, high-quality services, and partnerships with internationally renowned brands to enhance brand recognition and appeal (Emirates Airlines 2024). Chinese airlines can learn from its experience, combine their own cultural characteristics to explore brand value, and create aviation brands with Chinese characteristics. For example, incorporating traditional Chinese cultural elements into cabin decoration and catering services to showcase cultural charm and enhance differentiation competitiveness in the international market.

Secondly, improve the quality of service. Emirates Airlines offers luxurious seats, rich entertainment systems, and high-quality dining on board, while also pursuing the ultimate experience in ground service (Emirates Airlines 2024). Chinese airlines should learn from this high standard pursuit of service quality, optimize in-flight service details, such as improving seat comfort, enriching entertainment content, and improving catering quality; At the same time, strengthen ground service management, improve the efficiency and quality of services such as check-in, waiting, and transfer, in order to enhance brand reputation and increase customer loyalty.

8.2.3 Digital Operations

Firstly, utilize digital technology to optimize operational processes. Emirates Airlines has achieved intelligent and efficient operation processes such as flight scheduling, ticket booking, and baggage tracking through advanced digital technology (Emirates Airlines 2024). Chinese airlines should increase their investment in digital technology, utilize technologies such as big data and artificial intelligence to optimize operational decisions, improve flight punctuality, and reduce operating costs. For example, predicting passenger demand through big data analysis and arranging flight resources reasonably; Utilizing artificial intelligence technology to optimize the luggage check-in process and improve luggage handling efficiency.

Secondly, enhance the digital service experience. Launch convenient mobile applications and online service platforms to provide personalized services for passengers, such as online check-in, seat selection, flight updates, etc. Chinese airlines should further improve their digital service channels, optimize user interface design, and enhance the convenience and personalization of their services. By utilizing digital technology to collect and analyze passenger data, we can gain a deeper understanding of passenger needs, provide more accurate service recommendations, and enhance passenger satisfaction and stickiness.

8.2.4 Diversified Development

Firstly, expand aviation related businesses. In addition to its core transportation business, Emirates Airlines actively expands its aviation catering, maintenance, airport retail and other businesses, building a diversified layout to reduce risks (Emirates Airlines 2024). Chinese airlines can learn from this model and expand their business areas based on their own resources and market demand. For example, innovating and developing aviation catering, creating specialty food brands; Enhance aviation maintenance capabilities and provide services to other airlines.

Secondly, expand into emerging markets. Emirates Airlines is actively exploring emerging markets and laying out potential routes in advance (Emirates Airlines 2024). Chinese airlines should closely follow the national strategy, such as relying on the "the Belt and Road" initiative to strengthen the route connection with countries along the route. Taking China Eastern Airlines as an example, it can strengthen its route network construction in Southeast Asia, Central Asia and other places, meet business and tourism needs, and enhance its competitiveness in emerging markets.

Thirdly, carry out international cooperation and alliances. Emirates Airlines aims to enhance its global market competitiveness by establishing cooperative relationships with other airlines or joining aviation alliances to achieve route complementarity and resource sharing (Emirates Airlines 2024). Chinese airlines should actively seek international cooperation, carry out code sharing and

route cooperation with high-quality airlines, expand their international route network, and enhance their international influence. Actively participate in aviation alliances to achieve mutual benefit and win-win outcomes.

8.2.5 Sustainable Development of Carbon Emissions

Firstly, accelerate the promotion and application of SAF. A study using Delphi method, backpropagation neural network (BPNN), and Monte Carlo simulation has found that China's civil aviation industry can help the country achieve its carbon peak target, but achieving carbon neutrality and global aviation net zero emissions targets faces significant pressure and requires measures such as SAF application and technological upgrades (Lishan Yang, Yu Jie Hu, Honglei Wang, Chengjiang Li, Bao Jun Tang, Binli Wang & Hefu Cui 2023, 117, 624). Therefore, Emirates actively promotes the use of SAF, and Chinese airlines also need to increase investment. At present, the application of SAF in China is just beginning, and airlines need to cooperate with domestic research institutions and energy enterprises to carry out technology research and development and production. Develop application goals and timelines to gradually increase the proportion of SAF in aviation fuel. Actively participate in international cooperation projects and learn advanced technological experience. The government and industry associations should introduce policies such as tax incentives, subsidies, etc. to encourage airlines to use SAF.

Secondly, accelerate fleet updates and technological innovation. Chinese airlines can refer to the practice of Emirates Airlines in updating their fleet, develop a reasonable fleet renewal plan, eliminate old high energy consuming aircraft models, and introduce new energy-saving aircraft. When selecting aircraft, pay attention to fuel efficiency and environmental performance, choose high-efficiency engines and lightweight materials to reduce carbon emissions. Increase investment in research and development of energy-saving and emission reduction technologies, encourage internal innovation within enterprises, and explore technology solutions suitable for the Chinese aviation industry, such as optimizing engine performance and improving aerodynamic design.

Thirdly, strengthen the concept and management of sustainable development. Chinese airlines should integrate the concept of sustainable development into their strategic planning and daily operations. Establish a carbon emission management system to comprehensively monitor, evaluate, and manage carbon emissions. Set clear carbon emission targets, decompose them into various departments and business processes, strengthen employee environmental training, enhance environmental awareness, and make sustainable development a consensus among all employees. Strengthen communication and cooperation with international aviation organizations and other airlines, share experiences, and jointly promote the sustainable development of the global aviation industry.

The development model of Emirates Airlines provides valuable insights for Chinese airlines in various aspects. From route layout, brand services, to digital operations, diversified development, and carbon emission management, all of them are worth learning and drawing lessons from for Chinese airlines. However, the Chinese aviation industry has its own characteristics and cannot blindly apply them when learning from them. In the future, Chinese airlines should combine their national conditions and their own reality to transform these experiences into practical and feasible strategies. Continuously optimizing the route network, improving service quality, strengthening digital transformation and international cooperation, actively promoting sustainable development, thereby enhancing international competitiveness, achieving high-quality development of China's aviation industry, and occupying a more important position in the global aviation market.

In summary, the success of Emirates has provided rich and valuable experience for global airlines. International airlines should base their models on their own positioning and resources, optimize their route networks, innovate service products, and promote sustainable development according to local conditions, in order to adapt to the dynamic changes in the global aviation market. For Chinese airlines, in the process of reference, it is necessary to deeply integrate the characteristics and development trends of the domestic aviation market. In terms of route planning, closely expand international routes around national strategies and strengthen hub radiation capabilities; In terms of service, integrating Chinese culture into brand building and improving the level of refinement of services; In the process of digitization, fully utilizing domestic technological advantages to achieve intelligent upgrading of operations and services; In the process of diversified development, seize the opportunity of the "the Belt and Road" to expand emerging markets; In terms of sustainable development, actively cooperate with all parties to promote SAF application and technological innovation. Through these measures, Chinese airlines can gradually narrow the gap with international leading airlines, achieve the transformation from an aviation power to an aviation powerhouse, and play a more important leading role in the global aviation industry.

9 Conclusion and Prospect

9.1 Results

This study provides an in-depth analysis of the market competitiveness and strategy of Emirates Airlines, showcasing its outstanding performance and development path in the global aviation market. Since its establishment in 1985, Emirates has grown into a leading enterprise in the industry through precise decision-making and active expansion. The research has yielded the following important results:

One is the outstanding market position and brand influence. With Dubai as its hub, Emirates has built a global route network and provided convenient transit services. Through high-quality service and brand building activities, we have established a high-end and luxurious brand image, which is highly trusted by passengers (Emirates Airlines 2024).

The second is outstanding financial strength and profitability. In recent years, Emirates Airlines' net profit has significantly increased, its asset liability ratio is reasonable, and its asset size has expanded. Despite the impact of the pandemic, Emirates Airlines has been able to maintain stable operational profitability, demonstrating strong cost control, operational efficiency, and profitability (Emirates Airlines 2024).

The third is service innovation and leading customer experience. Emirates Airlines continues to upgrade its cabin and ground services, optimize its entertainment system and catering services, and create the ultimate experience for passengers, consolidating its competitive advantage in the market (Emirates Airlines 2024).

The fourth is that the sustainable development strategy has achieved significant results. Actively promoting sustainable aviation fuels, optimizing fuel efficiency, investing in solar energy projects, not only reduces costs, but also enhances environmental image and social responsibility, setting an example for the industry (Emirates Airlines 2024).

Fifth, the market competition strategy is flexible and effective. Faced with fierce competition, Emirates actively expands into emerging markets, strengthens cooperation, and enhances global market competitiveness. At the same time, customized services and products are provided for high-end business and specific tourism markets, consolidating and expanding market share (Emirates Airlines 2024).

The successful experience of Emirates provides valuable reference for international and Chinese airlines. International airlines can learn about their route layout, service differentiation, and

sustainable development strategies; Chinese airlines can draw inspiration from their development models in hub routes, brand services, digital operations, diversified development, and carbon emission management, thereby enhancing their international competitiveness.

9.2 Discussion on Future Research Prospects

Although this study comprehensively analyzed the market competitiveness and strategy of Emirates Airlines, there are still limitations. Future research can be expanded and deepened from the following aspects:

One is emerging technologies and market dynamics. Technology and market changes are fast, and emerging technologies are increasingly being applied in the aviation industry. Subsequent research can focus on the application prospects of technologies such as artificial intelligence, big data, and the Internet of Things, as well as their impact on the competitiveness of airlines. At the same time, attention should be paid to passenger demand and changes in emerging markets, providing support for airlines to formulate precise strategies.

The second is sustainable development and environmental policies. Sustainable development is an important trend in the aviation industry. Previous studies have found that the aviation industry is an important source of carbon emissions in the tourism industry. Although the industry has taken measures in sustainable development, achieving the 2050 emission reduction target still faces challenges, such as (Walter Leal Filho, Artie W. Ng, Ayyoob Sharif, Jitka Janov á, P ı nar G ö k ç in Ö zuyar, Chinmai Hemani, Graeme Heyes, Dennis Njau & Izabela Rampasso 2023, 983). In the future, we can delve into how airlines can achieve sustainable development goals through technological and management innovation, how to evenly distribute SAF infrastructure, evaluate the impact of environmental policies on operating costs and competitiveness, study best practices for addressing climate change, and provide references for sustainable development in the industry.

The third is international cooperation and alliance strategy. International cooperation and alliances are important ways for airlines to expand their markets and enhance their competitiveness. Future research can focus on how to optimize cooperation alliance strategies, reduce costs, improve service quality and customer satisfaction, study the impact of different cooperation models on global strategy and market positioning, and provide theoretical basis for airlines to formulate reasonable cooperation strategies.

The fourth is customer loyalty and personalized service. Customer loyalty is related to the competitive advantage of airlines. In the future, research can be conducted on how to enhance loyalty through personalized services and optimized experiences, explore the differences in perceived service quality and value among different customer groups, and explore how to use big

data and artificial intelligence to mine customer needs and provide more accurate and personalized services.

Continuously studying these aspects can provide more targeted and forward-looking strategic guidance for global airlines, helping them to address challenges, seize opportunities, achieve sustainable development, promote technological, market, and sustainable development progress in the aviation industry, enhance the overall competitiveness and service level of the global aviation industry, and better serve the global economy and personnel exchanges.

9.3 Conclusion

The global aviation industry is gradually recovering after facing many challenges, and the future is full of opportunities and variables. With the gradual recovery of the global economy, the demand for international tourism and business travel is expected to continue to grow, bringing broader market space to the aviation industry. The rapid development of technology will also inject new vitality into the industry, and the application of digital technology, artificial intelligence, sustainable aviation technology, etc. will continuously reshape the operation mode and service experience of the aviation industry.

In this context, the development model of Emirates Airlines provides valuable reference experience for the global aviation industry. Its successful practices in route network layout, service innovation, market competition strategy, international expansion, and sustainable development have pointed the way for other airlines. Each airline should actively learn from these experiences based on its own actual situation, continuously optimize its own strategy, and enhance its market competitiveness.

For the Chinese aviation industry, it is currently in a critical period of rapid development. China has a huge domestic market and constantly growing international travel demand, with enormous development potential. Chinese airlines can learn from the experience of Emirates Airlines, further optimize the combination of domestic hub routes, strengthen the connection with international routes, improve the operational efficiency and service quality of hub airports, and create aviation hubs with international influence. In terms of service quality, continuous innovation and improvement are necessary to shape a unique brand image and enhance competitiveness in the international market. At the same time, we will closely follow the trend of sustainable development in the global aviation industry, increase investment in sustainable aviation fuel applications, fleet updates, and research and development of energy-saving and emission reduction technologies, actively fulfill social responsibilities, and achieve a win-win situation for economic and environmental benefits.

Looking ahead, the competition in the global aviation industry will become increasingly fierce, and cooperation will also become closer. Airlines need to constantly adapt to market changes, actively respond to various challenges, seize development opportunities, enhance their own strength, strengthen international cooperation and exchanges, and jointly promote the global aviation industry towards a more efficient, green, and intelligent direction, making greater contributions to people's travel and the development of the global economy. The Chinese aviation industry will also play an increasingly important role in the global aviation market, achieving the transformation from an aviation power to an aviation powerhouse.

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