

## **Airline Hub Strategies: A Tale of Two Airport - Robert Mayer - Cranfield University 2nd Istanbul Hub Seminar presentation summary**

### **English**

A lot of airlines in the world fly from more than just one airport in a single city. Examples to such airlines may be British Airways (BA), operating from London Heathrow (LHR), London Gatwick (LGW) and London City (LCY) airports; Delta Airlines (DL), operating from John F. Kennedy (JFK), Newark (EWR) and La Guardia (LGA) in New York; Turkish Airlines (THY), operating from Istanbul Ataturk Airport (IST) and Sabiha Gokcen Airport (SAW); Air France (AF), operating from Charles de Gaulle (CDG) and Orly (ORY) airports and Japan Airlines (JAL), operating from Haneda (HND) and Narita (NRT).

The question to be answered is what different strategies airlines follow when they operate from more than one airport in a city. It can be seen that different airlines have with different strategies when they operate different hubs in the same city. Some airlines operate unique networks from different airports whereas some airlines have overlapping routes. In the case of THY, majority of the routes served from SAW are also operated from IST. Therefore the airline is duplicating its service instead of complementing it with the second airport. For other major carriers such as AF, BA, DL, and JAL however there are a few overlapping destinations served by different airports and destinations are spread across airports based on domestic, international and leisure traffic.

The weekly seat share of major airlines across different airports in a single city is also different for different airlines. Particularly in the case of BA, THY and Japan, one airport has a dominant market share while the second one has a smaller share. However for Delta, the share of seats is almost half and half for both airports. There are also some differences in domestic and international weekly seat shares across different airports.

In addition, there are some differences in average aircraft size across different airports within a single city operated by the same airline. Airlines mostly operate larger aircraft from the bigger airport.

Moreover, there are differences in flight frequency of airlines from different airports within the same city. For instance, in terms of flight frequency there is not much difference between IST and SAW for THY. For the other major airlines, the airport with strong domestic network has a much higher frequency than the internationally focused airport. In the case of AF the frequency from ORY is much higher due to airlines strong focus on domestic network. Similarly BA frequency is slightly higher at LHR, Delta's frequency is higher at La Guardia and JAL's frequency is higher at Haneda.

The same differences can be seen for Low Cost Carriers that are operating from different airports within the same city.