

Name Surname ; Zebiba Hussen

Student id ;1913292

NAME OF THE MODULE; Workplace culture and its impact
on organisational efficiency

Lecturer Name ; Richard Ashaye

module code ;BMSW5105

CONTENTS

REPORT BRIEF.....	3
1 INTRODUCTION.....	3
2 ORGANIZATIONAL CULTURE.....	5
2.1 ORGANIZATIONAL CULTURE & STRUCTURE OF EASYJET PLC.....	6
2.1.1 ARTEFACTS IN ORGANIZATIONAL CULTURE.....	6
2.1.2 VALUES IN ORGANIZATIONAL CULTURE.....	7
2.1.3 ASSUMPTIONS IN ORGANIZATIONAL CULTURE.....	7
2.2 IMPORTANCE OF ORGANIZATIONAL CULTURE.....	8
2.3 EASYJET ORGANIZATIONAL CULTURE AND STRUCTURE IMPACTS ON FINANCIAL AND NON FINANCIAL PERFORMANCE.....	8
3 PESTEL ANALYSIS OF EASY JET.....	9
3.1 POLITICAL.....	10
3.2 ECONOMICAL.....	11
3.3 SOCIAL FACTOR.....	11
3.4 TECHNOLOGICAL FACTORS.....	11
3.5 ENVIRONMENTAL FACTORS.....	12
3.6 LEGAL.....	12
4 PORTERS FIVE FORCE MODEL.....	13
4.1 PORTERS FIVE FORCE MODEL OF EASY JET PLC.....	14
4.1.1 THREAT OF NEW ENTRANTS.....	14
4.1.2 BARGAINING POWER OF SUPPLIER.....	15
4.1.3 BARGAINING POWER OF BUYER.....	15
4.1.4 THREATS OF SUBSTITUTE PRODUCTS OR SERVICES.....	15
4.1.5 RIVALRY AMONG THE EXISTING COMPETITORS.....	15
5 ETHICAL APPROACHES OF EASY JET PLC.....	16
6 REFERENCES.....	17

REPORT BRIEF

The report is based on the Easy Jet Company which operates in the EU and is known for its innovative approaches for passenger safety and customer services. Established in 1995, the company has been base to more than 308 aircrafts and 927 routes across 34 countries. The report will cover introduction part, the organizational culture and structure and how these impact on financial and non-financial performance of the company. The external and internal environment affecting the company and the key drivers for change in practices and approaches at Easy Jet Plc. The ethical approaches for organizational culture and its benefits. At the end of the report, recommendations will be provided to improve performance and actions.

1 INTRODUCTION

EasyJet Plc is an airline company that owns by British firm with headquarter located at Luton Airport. The company operates with both domestic and international schedule services on more than 927 routes across 34 countries (EasyJet, 2023). The company is also listed in the London Stock Exchange and FTSE 250 index. The company is owned by Easy Group holdings and Greek-Cypriot Businessman Stelios Haji-Ioannou with largest shareholding of 15.2%. The company has more than 13,000 employees and has gain enough expansion through combination of acquisitions and low cost air travel. According to reports the airline carried out around 69.7 million passengers in 2022 which makes it the second largest budget airline in Europe in terms of passengers carried behind Ryanair.

EasyJet, founded in 1995 by Greek-Cypriot entrepreneur Stelios Haji-Ioannou, emerged as a pioneer in the low-cost airline industry (BBC, 2002). Inspired by Southwest Airlines, EasyJet adopted price elasticity as a cornerstone of its operations, attracting customers with competitive fares. With its first wholly owned aircraft in 1996, EasyJet expanded internationally, facing competition and even investigations. Operating from London Luton Airport, the airline prioritized cost efficiency, reflecting in its paperless office concept. Despite initial challenges, EasyJet's low-cost model reshaped the aviation landscape, making air travel more accessible, and marking the beginning of the easyGroup conglomerate's success (Alberto & Minh, H 2019).

EasyJet, following the business model of Southwest Airlines adapted for the European market, prioritizes high aircraft utilization, quick turnarounds, and cost-cutting measures. Similar to Ryanair, both airlines avoid selling connecting flights and complimentary snacks, opting for a focus on charging for extras. Notably, they maintain a young fleet, differing from Southwest. EasyJet's initial strategy minimized union involvement but evolved in the 2000s to accommodate unions (Forbes, 2023). While seat allocation was initially optional,

since 2012, all passengers receive numbered seats, allowing additional fees for specific seat choices. This strategic shift optimizes boarding efficiency and revenue generation.

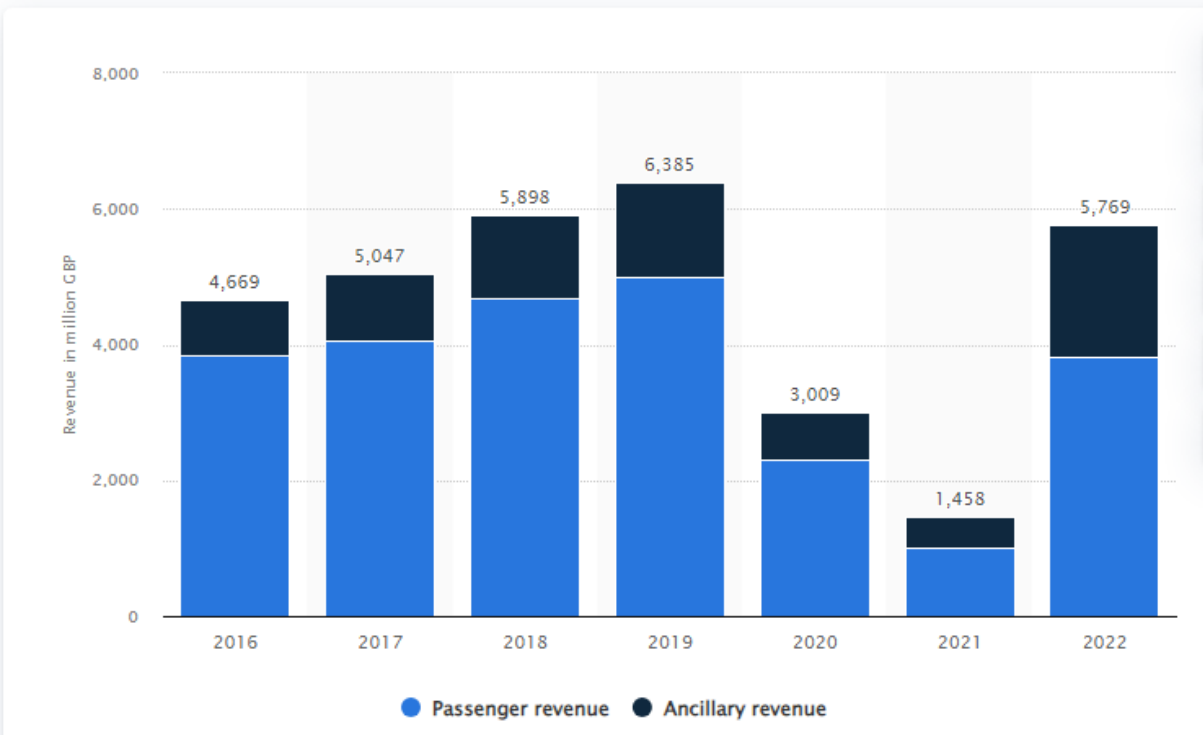


FIGURE 1: REVENUES ASSOCIATED WITH EASY JET PLC COMPANY (STATISTA, 2023)



FIGURE 2:EASY JET COMPANY (BBC, 2023).

2 ORGANIZATIONAL CULTURE

Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that characterize an organization (Akam, 2018). It encompasses the unwritten rules, norms, and customs that guide how members of the organization interact with each other and with external stakeholders. Organizational culture is often considered the "personality" of an organization, shaping its identity and influencing how employees perceive their work environment.

Organizational culture is a set of established guidelines that offer employees direction and shape their behavior within a company. This intricate system is composed of shared beliefs, values, and assumptions that collectively create a distinctive psychological and social environment within the organization (Chi3n et al, 2020). The underlying principles and values contribute to a unique atmosphere that influences how employees interact and operate within the company. This analysis delves into the organizational culture of EasyJet Plc, examining it through the lens of Hofstede's organizational culture model, which provides insights into the cultural dimensions and dynamics shaping the company's internal environment.

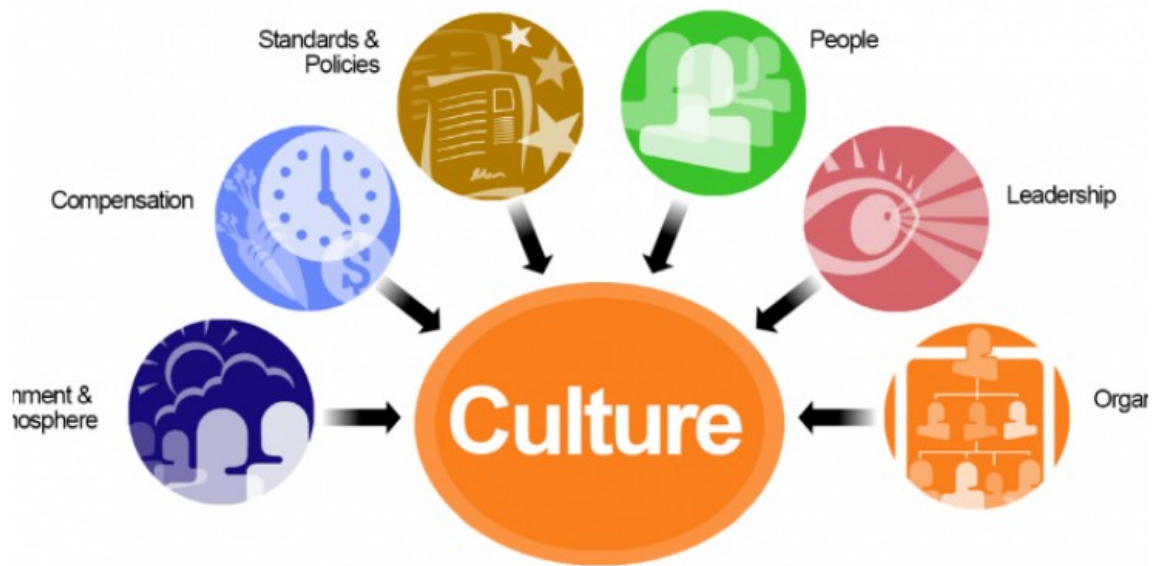


FIGURE 3: THE ORGANIZATIONAL CULTURE (AKAM, 2018)

2.1 ORGANIZATIONAL CULTURE & STRUCTURE OF EASYJET PLC

The company aims to be clear and precise in expressing its views to the public and stakeholders. A good vision statement should be short but cover everything important, giving a glimpse into what the business is about and its future plans. This helps people like investors and customers understand what the company believes in and where it's headed. When we think about the culture of the organization like it's in a circle, there are three parts. The outer part is the things you can see, like how people act (EasyJet, 2023). In the middle, there are the values and beliefs, which are the shared ideas guiding everyone. Deep down inside, there are the underlying assumptions, which are the ingrained thoughts shaping how the organization sees.

2.1.1 ARTEFACTS IN ORGANIZATIONAL CULTURE

The outermost layer of the organizational culture circle for EasyJet Plc is made up of artefacts, which are the tangible and visible elements representing the company's culture. These are things that you can see and touch, like the company's open door policy, the way offices are set up, and the official dress code for employees. These cultural artefacts are easily noticed by people outside the company, but understanding their meaning and significance might not be straightforward (Schein, 2023). While the open door policy, office layout, and dress code are observable, decoding the deeper cultural values and beliefs that they reflect requires a more in-depth understanding of the company's internal dynamics.

2.1.2 VALUES IN ORGANIZATIONAL CULTURE

EasyJet Plc has some important beliefs and principles that guide how they do things, but you can't always see them like you can see office layouts or dress codes. These are called core values, and they're like the shared goals and standards that make EasyJet who they are. For EasyJet, important core values include being accountable, valuing diversity, aiming for quality, working together, having passion, being honest and having integrity, and showing leadership. Even though you can't see these values, the bosses at EasyJet know it's crucial to talk about them a lot (Schein, 2023). They want everyone in the company to understand and follow these values, making sure that the way people act and work together reflects what EasyJet stands for.

2.1.3 ASSUMPTIONS IN ORGANIZATIONAL CULTURE

Assumptions are like hidden beliefs and philosophies that form the bedrock of EasyJet Plc's organizational culture. Even though employees might not be aware of these deeply ingrained ideas, they are crucial in shaping the company's core values and the behaviors that are visible to everyone. These assumptions are the unspoken, foundational thoughts that influence how things are done within the organization. While they may not be explicitly stated, they subtly guide decision-making and actions, contributing significantly to the overall culture of EasyJet Plc. Understanding and acknowledging these underlying assumptions is key to comprehending the essence of the company's values and behaviors (Schein, 2023).

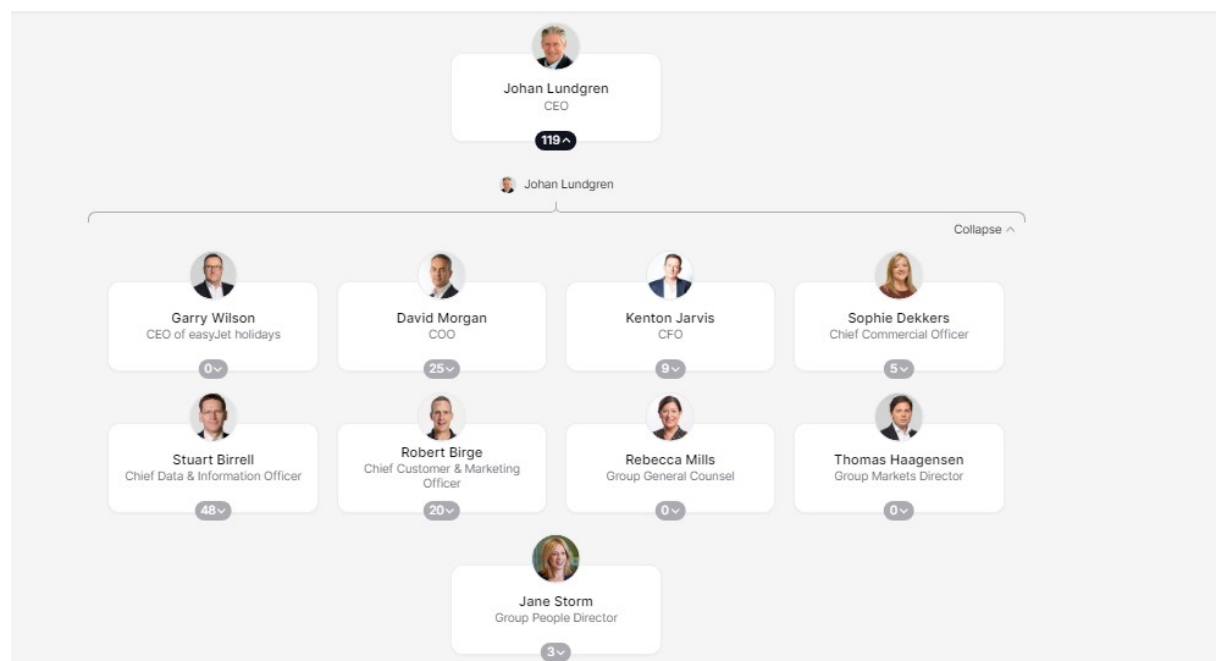


FIGURE 4: THE ORGANIZATIONAL CULTURE AND STRUCTURE OF EASY JET PLC (THE ORG, 2023)

2.2 IMPORTANCE OF ORGANIZATIONAL CULTURE

EasyJet Plc works together and what they believe in is super important in today's competitive business world. EasyJet really cares about its way of doing things, making sure everyone on the team shares the same goals. This helps everyone at EasyJet focus on the right things, do their best, and feel strongly connected to the company. There are a few reasons why understanding how EasyJet works is so crucial. First, it helps them figure out how ready they are for changes and new things. Knowing the company's culture guides them in making smart moves (Easyjet, 2023). Second, it shows how well employees fit into EasyJet's way of doing things, affecting how much they enjoy their work and how good they are at it. Lastly, understanding the company's culture helps EasyJet spot any differences between how things are now and how they want them to be, so they can make improvements where needed.

2.3 EASYJET ORGANIZATIONAL CULTURE AND STRUCTURE IMPACTS ON FINANCIAL AND NON FINANCIAL PERFORMANCE

The relationship between organizational culture and structure plays a crucial role in shaping the performance of a company like EasyJet. EasyJet's organizational culture is deeply rooted in cost efficiency, mirroring the low-cost model inherited from Southwest Airlines. The emphasis on minimizing costs permeates the culture, affecting decision-making at all levels. The culture at EasyJet reflects adaptability and innovation, essential in the dynamic aviation industry .It encourages employees to find efficient solutions and embrace technological advancements for operational improvements. A customer-centric culture is evident in EasyJet's commitment to providing affordable air travel. This customer focus is essential for building brand loyalty and sustaining competitiveness in the industry (EasyJet, 2023).

Similarly, EasyJet's organizational structure is characterized by its flat and decentralized nature. This structure enables quick decision-making and promotes flexibility, allowing the airline to respond rapidly to market changes. The functional segmentation in EasyJet's structure ensures specialization in different areas of operations, contributing to efficiency and expertise development within each department. The alignment of organizational culture with a focus on cost efficiency directly contributes to EasyJet's ability to maintain low operating costs, a key factor in achieving profitability in the highly competitive airline industry. The company's innovative and customer-centric culture helps identify revenue-generating opportunities (EasyJet, 2023). This can include ancillary services, strategic partnerships, and continuous improvement in services to attract and retain customers.

Furthermore the impact of the above on non-financial performance shows that the adaptability and innovation culture contribute to high employee morale and engagement.

Employees are encouraged to propose and implement improvements, fostering a sense of ownership and commitment. EasyJet's customer-centric culture aligns with providing affordable travel options, enhancing customer satisfaction. Satisfied customers are more likely to become repeat customers, contributing to long-term success. The decentralized and flat organizational structure enables quick responses to operational challenges, ensuring a high level of service reliability and operational excellence.

3 PESTEL ANALYSIS OF EASY JET

PESTEL analysis is a strategic management tool used to assess and analyze the external macro-environmental factors that can impact an organization (Elodie, 2023). It stands for Political, Economic, Social, Technological, Environmental, and Legal factors. A PESTEL analysis involves identifying and examining these key factors to understand their potential impact on business operations and decision-making.



FIGURE 5: PESTEL ANALYSIS (ELODIE, 2023)

3.1 POLITICAL

Political factors significantly impact EasyJet's operations, given its operation in multiple European countries. Political instability, like government changes, may lead to alterations in regulations affecting aviation policies and taxation, potentially affecting profitability. Relations between European countries can disrupt flight schedules due to political tensions or conflicts. Brexit has introduced regulatory changes, impacting EasyJet's ability to operate freely within the EU, potentially altering its business model. The airline is subject to various regulations, including safety standards, environmental rules, and labor laws, influencing costs and operational efficiency (The strategy story, 2023). Terrorism threats may prompt increased security measures, impacting costs and passenger experience while potentially reducing demand in certain regions. Changes in government support or subsidies within the

aviation sector could create an uneven playing field for EasyJet, depending on national policies.

3.2 ECONOMICAL

EasyJet's fortunes closely align with economic shifts. During economic upswings, increased business and leisure travel heighten demand for flights, benefiting EasyJet. Conversely, economic downturns often lead to reduced travel as people cut back, potentially decreasing the demand for the airline's services. Operating across diverse countries exposes EasyJet to currency exchange rate fluctuations, impacting costs and revenues. Fuel costs, a significant expense, are influenced by oil price fluctuations, directly affecting EasyJet's profitability. Economic variables like inflation and interest rates impact borrowing costs for crucial expenditures like aircraft purchases. Consumer financial well-being is pivotal; when people are financially secure, they tend to spend more on travel, positively impacting EasyJet (The strategy story, 2023). Conversely, economic uncertainties, high unemployment, and reduced consumer confidence may decrease air travel demand, impacting the airline. Periods of low unemployment and heightened consumer confidence, however, can boost demand for air travel.

3.3 SOCIAL FACTOR

Sociocultural shifts strongly influence travel behaviors, potentially impacting EasyJet's services. Trends like the rise of eco-tourism or remote work and digital nomadism can alter travel patterns, affecting the destinations people seek. With growing environmental awareness, there's heightened scrutiny on aviation's ecological impact, influencing customers to consider alternatives to flying, potentially impacting EasyJet's demand. Changes in demographics, including age, gender, income, and education levels, can also affect EasyJet; for instance, an aging population may shift demand for specific destinations or services. Operating internationally, EasyJet must navigate cultural variations, influencing aspects from marketing strategies to customer service practices. Health and wellness trends, especially relevant during pandemics, may impact travel demand, with concerns about health risks potentially decreasing air travel interest (The strategy story, 2023). The enduring effects of the COVID-19 pandemic, such as a preference for less crowded destinations and heightened hygiene standards, could persist, shaping future travel behaviors.

3.4 TECHNOLOGICAL FACTORS

The travel industry has undergone a transformative shift with the advent of online booking systems, a revolution that EasyJet, like many airlines, has embraced. This technology allows

customers to seamlessly book flights, check-in, and manage their bookings. Any advancements or shifts in how customers use these online systems can significantly impact EasyJet. With the surge in smartphone usage, there's a growing expectation for airlines to provide mobile services like boarding passes and flight updates through notifications. EasyJet must stay abreast of these technological trends to meet evolving customer expectations. While in-flight entertainment and connectivity options are more pertinent to long-haul flights, EasyJet, being a budget airline, needs to carefully consider the cost-benefit analysis of implementing such technologies (The strategy story, 2023). Technological strides in aircraft design and fuel efficiency hold considerable sway over EasyJet's operations, offering cost reduction and aligning with environmental targets. The integration of artificial intelligence and automation, from customer service bots to predictive maintenance, could enhance EasyJet's efficiency and customer service. As services increasingly shift online, cybersecurity becomes paramount for EasyJet to safeguard against data breaches or cyber threats that could harm its reputation and incur substantial costs. Additionally, as sustainability gains prominence, technological developments in biofuels or electric aircraft present avenues for EasyJet to align with more eco-friendly practices.

3.5 ENVIRONMENTAL FACTORS

Climate change poses risks to EasyJet, causing unpredictable weather disruptions and increased operating costs. The aviation industry's carbon emissions contribute to climate change, subjecting airlines to regulatory pressure and potential investments, such as the EU's Emissions Trading System. Sustainable aviation fuels, though pricier, gain importance amid tightening carbon emission regulations. Noise pollution regulations, particularly near residential areas, may impact EasyJet's operations (The strategy story, 2023). Waste management scrutiny pushes airlines, including EasyJet, to reduce and improve recycling efforts. The construction of airports affects local biodiversity, requiring attention to minimize impact, potentially influencing EasyJet's expansion plans and route development.

3.6 LEGAL

EasyJet navigates a complex legal landscape encompassing aviation regulations, influencing safety standards and passenger compensation. Employment laws impact hiring, benefits, and working conditions, potentially altering labor costs like minimum wage shifts. Given the reliance on digital technologies, adherence to data protection laws, including GDPR, is paramount. Environmental laws, spanning carbon emissions and waste management, shape EasyJet's sustainability efforts. Brexit-related legal changes pose implications for operational freedom and customer compensation regulations. Stringent health and safety

regulations, governing aircraft maintenance and onboard procedures, underline EasyJet's commitment to passenger and crew well-being.

4 PORTERS FIVE FORCE MODEL

Porter's Five Forces Analysis is a strategic management framework developed by Michael Porter. It provides a structured approach to assessing the competitive forces within an industry, helping businesses understand the dynamics that shape their competitive environment (Mind tools, 2023). The framework identifies five key factors that influence the level of competition and attractiveness of an industry.

- 1) **THREAT OF NEW ENTRANTS** - Examines barriers to entry for new competitors.
- 2) **BARGAINING POWER OF BUYERS** - Assesses the power of customers to influence prices and terms.
- 3) **BARGAINING POWER OF SUPPLIERS** - Analyzes the influence of suppliers over the industry.
- 4) **THREAT OF SUBSTITUTE PRODUCTS OR SERVICES**- Considers the availability of alternatives to a company's products or services.
- 5) **INTENSITY OF COMPETITIVE RIVALRY** - Examines the degree of competition among existing firms in the industry.



FIGURE 6: PORTERS FIVE FORCE MODEL (MIND TOOLS, 2023)

4.1 PORTERS FIVE FORCE MODEL OF EASY JET PLC

4.1.1 THREAT OF NEW ENTRANTS

EasyJet Plc faces threats from new entrants in the Travel & Leisure sector, challenging its competitive position with innovative approaches and lower pricing strategies. To address this, EasyJet can innovate its products and services, attracting new customers and retaining existing ones. By building economies of scale, the company can lower fixed costs per unit, maintaining a cost advantage. Investment in research and development and continuous industry standard-setting deters new entrants, reducing the likelihood of extraordinary profits for competitors (Fern Fort University, 2023). Proactive strategies, including capacity

building and innovation, fortify EasyJet's competitive edge against emerging rivals in the dynamic travel industry.

4.1.2 BARGAINING POWER OF SUPPLIER

In the Travel & Leisure industry, where EasyJet Plc operates, the majority of companies source raw materials from various suppliers. However, if suppliers hold significant power, they can impact EasyJet's profit margins by demanding higher prices. This situation is common in the Consumer Services sector, where powerful suppliers exert influence over companies in Travel & Leisure. The consequence of heightened supplier bargaining power is a reduction in the overall profitability of the Travel & Leisure sector (Fern Fort University, 2023). To address this, EasyJet can employ strategies like building an efficient supply chain with multiple suppliers to mitigate dependency on a single source. Experimenting with product designs using alternative materials allows flexibility in the face of price fluctuations. Additionally, developing dedicated suppliers whose business relies on EasyJet creates a scenario similar to successful models adopted by companies like Wal-Mart and Nike. This diminishes the bargaining power of suppliers, ensuring EasyJet's sustained competitiveness in the market.

4.1.3 BARGAINING POWER OF BUYER

Buyers in the Travel & Leisure industry, like those of EasyJet Plc, seek the best at minimal cost, impacting long-term profitability. The greater and more influential the customer base, the higher their bargaining power for discounts and offers. EasyJet can counter this by building a large customer base, reducing individual buyer influence and streamlining operations. Rapidly innovating new products limits buyer bargaining power and curtails defection to competitors, reinforcing EasyJet's market position. These strategies mitigate the impact of demanding buyers in the industry, fostering sustained competitiveness.

4.1.4 THREATS OF SUBSTITUTE PRODUCTS OR SERVICES

The introduction of new products or services addressing customer needs differently can impact industry profitability. For instance, Dropbox and Google Drive serve as substitutes for storage hardware drives. The threat of substitutes is high when they offer a unique value proposition. To counter this, EasyJet Plc can adopt a service-oriented approach, focusing on meeting customer needs rather than just selling products. Understanding the core customer need enhances strategic positioning. Additionally, increasing switching costs for customers through loyalty programs or unique features deters them from opting for substitute products or services, safeguarding EasyJet's market share (Fern Fort University, 2023).

4.1.5 RIVALRY AMONG THE EXISTING COMPETITORS

Intense rivalry among existing players in an industry, as seen in the highly competitive Travel & Leisure sector where EasyJet Plc operates, often leads to price reductions and diminished industry profitability. This persistent competition poses challenges to the long-term profitability of the organization. To address this, EasyJet can implement strategies to mitigate intense rivalry among existing competitors. Building sustainable differentiation through unique offerings sets EasyJet apart, reducing direct price-based competition. Scaling operations enhances competitiveness, allowing EasyJet to better navigate industry challenges. Collaborating with competitors to expand the overall market size, rather than competing for a limited share, promotes collective growth and helps alleviate the impact of intense rivalry in the Travel & Leisure industry (Fern Fort University, 2023).

5 ETHICAL APPROACHES OF EASY JET PLC

Some of the ethical approaches of Easy Jet Plc are as follows.

- 1) ENVIRONMENTAL SUSTAINABILITY** - EasyJet has invested in modern and fuel-efficient aircraft to reduce carbon emissions. Positions the company as environmentally responsible, aligning with growing consumer preferences for eco-friendly travel (Easyjet, 2023)
- 2) DIVERSITY AND INCLUSION** - EasyJet has initiatives to promote diversity and inclusion within its workforce. Fosters a positive work culture, improves employee morale, and enhances creativity and innovation.
- 3) CUSTOMER TRANSPARENCY** - EasyJet emphasizes transparent communication about fares, policies, and services. Builds trust with customers, enhancing brand reputation and customer loyalty.
- 4) COMMUNITY ENGAGEMENT** - EasyJet engages in community initiatives, supporting local causes and charities. Enhances the company's corporate social responsibility (CSR) image and strengthens community relations.
- 5) EMPLOYEE WELL-BEING** - EasyJet prioritizes employee well-being through various programs. Improves employee satisfaction, reduces turnover, and boosts overall productivity.
- 6) ETHICAL SUPPLY CHAIN PRACTICES** - EasyJet likely implements ethical practices in its supply chain, ensuring fair treatment of suppliers. Reduces the risk of negative publicity or legal issues related to unethical supplier behavior.
- 7) COVID-19 RESPONSE** - EasyJet's handling of the COVID-19 pandemic reflects ethical considerations, such as prioritizing passenger safety and providing flexibility

for impacted travelers. Demonstrates a commitment to customer welfare and helps maintain trust during challenging times.

6 REFERENCES

- Easyjet, 2023. "Making low cost travel easy". Corporate. EasyJet. [Online]. Retrieved from <https://corporate.easyjet.com/home/default.aspx>. [Accessed on 28th Dec, 2023].
- BBC, 2002. "EasyJet buys Go for £374m". BBC. [Online]. Retrieved from <https://web.archive.org/web/20231015185542/http://news.bbc.co.uk/2/hi/business/1990691.stm>. [Accessed on 28th Dec, 2023].
- Alberto, M. and Minh, H., 2019. EasyJet Plc Airlines: take-off to new opportunities (Doctoral dissertation).
- Statista, 2023. "EasyJet plc: revenue by segment 2016-2022". Statista. [Online]. Retrieved from <https://www.statista.com/statistics/1118930/revenue-segment-easyjet-plc/>. [Accessed on 28th Dec, 2023].
- Forbes, 2023. "EasyJet". Forbes. [Online]. Retrieved from <https://www.forbes.com/companies/easyjet/?sh=5597>. [Accessed on 28th Dec, 2023].
- BBC, 2023. "EasyJet ejected from the UK's list of top companies". BBC. [Online]. Retrieved from <https://www.bbc.com/news/business-52892398>. [Accessed on 28th Dec, 2023].
- Akam P, 2018. "Organizational Culture: The One-stop EVP Strategy". LinkedIn. [Online]. Retrieved from <https://www.linkedin.com/pulse/organizational-culture-one-stop-evp-strategy-sphri-acipm-chrm>. [Accessed on 28th Dec, 2023].
- The org, 2023, "EasyJet". The org. [Online]. Retrieved from <https://theorg.com/org/easyjet>. [Accessed on 28th Dec, 2023].

Chi6n, S.J., Charles, V. and Morales, J., 2020. The impact of organizational culture, organizational structure and technological infrastructure on process improvement through knowledge sharing. *Business Process Management Journal*, 26(6), pp.1443-1472.

Schein E, 2023. "THE THREE LEVELS OF ORGANISATIONAL CULTURE". Leadership Centre. [Online]. Retrieved from <https://www.leadershipcentre.org.uk/artofchangemaking/theory/3-levels-of-organisational-culture/>. [Accessed on 28th Dec, 2023].

Elodie, 2023. "Pestle analysis: A tool to understand the market". Waalaxy. [Online]. Retrieved from <https://blog.waalaxy.com/en/pestel-analysis/>. [Accessed on 28th Dec, 2023].

The strategy story, 2023. "EasyJet PESTEL Analysis". The strategy story. [Online]. Retrieved from <https://thestrategystory.com/blog/easyjet-pestel-analysis/>. [Accessed on 28th Dec, 2023].

Mind tools, 2023. "Porter's Five Forces - The Framework Explained". Mind tools. [Online]. Retrieved from <https://www.mindtools.com/at7k8my/porter-s-five-forces>. [Accessed on 28th Dec, 2023].

Fern Fort University, 2023. "Easyjet Plc Porter Five Forces Analysis". Fern fort university. [Online]. Retrieved from <http://fernfortuniversity.com/term-papers/porter5/lse/362-easyjet-plc.php>. [Accessed on 28th Dec, 2023].