

Organisational behaviour in the airline sector

EasyJet



Carolina Covali – 2112320 – Chapter 2

Florin - Cristi Movilianu – 2112865 Chapter 4 and 5

Laura Bolca – 2112586 – Chapter 1

Mihail Cristian – 2112321 – Chapter 3

Introducing the Modern Workplace – LCBB4003

Lecturer – Sadeque Imam Shaikh

Table of contents

INTRODUCTION	3
1. EASYJET PROFILE.....	3
1.1. ESTABLISHMENT	3
1.2. MISSION AND VALUES	3
1.3. SERVICES	4
1.4. COUNTRIES OPERATING	4
1.5. PARTNERSHIPS	5
2. ORGANIZATIONAL STRUCTURE AND PERFORMANCE	6
2.1. LEGAL FORM	6
2.2. DIRECTORS	6
2.3. ORGANIZATIONAL STRUCTURE	7
2.4. MARKET SHARE	8
2.5. FINANCIAL PERFORMANCE.....	9
2.6. STAKEHOLDERS	9
2.7. SHAREHOLDERS	9
3. HOW DOES LEADERSHIP INSPIRE AND MOTIVATE.....	10
3.1. LEADERSHIP.....	10
3.2. SKILLS OF A LEADER	10
3.3. ACTIONS THAT INSPIRE	11
3.4. MOTIVATION	11
4. CHARACTERISTICS OF A MANAGER	13
5. TEAMWORK IN AN ORGANISATION.....	14
5.1. TEAMWORK	14
5.2. TYPES OF TEAMS	15
5.3. TEAM DEVELOPMENT.....	15
CONCLUSION	16
REFERENCES	17
BIBLIOGRAPHY	20
APPENDIX	21

Introduction

EasyJet plc is a British business that promotes the concept of low cost which was founded by Sir Stelios Haji-Ioannou in 1995.

This report will give an image of Easyjet from its beginnings until nowadays, which includes a discussion about organisational structure, financial performance and how leadership and management have an impact on any team.

1. EasyJet profile

1.1. Establishment

Sir Stelios Haji-Ioannou, a British entrepreneur of Cypriot heritage, established EasyJet. He is the descendant of a prosperous, ship-owning family, and he used his father's start-up capital to launch a succession of Easy-branded businesses.

EasyJet was founded in March 1995 with headquarters at easyLand at Luton Airport in order to provide low-cost flights throughout Europe. The initial flights were on November 10, 1995, from London Luton to Glasgow, then on November 24, 1995, to Edinburgh. The first flight was promoted with the slogan "Making flying as affordable as a pair of jeans – £29 one-way" (easyJet Corporate, 2022).

The British populace embraced it because of its inexpensive prices and straightforward operation. EasyJet is the leading budget airline in the United Kingdom, with a wide range of destinations across Europe and the rest of the world. "Orange culture" is a term for this.

EasyJet plc is a Public Limited Company that was incorporated on March 24, 2000, and has its registered office at Hangar 89 at London Luton Airport in Luton, Bedfordshire, United Kingdom (Companies House, 2022).

A company is considered to have the legal status of a public limited company if it has offered shares to members of the general public and, as a result, owns only a limited number of its shares. Any individual has the opportunity to acquire a PLC's stock or company share and can do so either privately during the process of the initial public listing or through trading on the stock exchange market. The shares of a public limited company are available to be acquired or claimed by any individual, as the firm makes them available to the general public (Gordon, 2021).

1.2. Mission and values

EasyJet's goal is to make journeys easy, enjoyable, and accessible for all of its passengers, regardless of whether they are travelling for business or pleasure. To accomplish this, the

company's mission is to ensure that all of Europe is connected without interruption and to offer the friendliest greeting in the air (easyJet Corporate, 2022).

The company is following a set of values which are the base of its strategy (easyJet Corporate, 2022):

- Safe and responsible: the protection of our customers and team safety comes first.
- On our customers' side: Always keep the customer in mind and make an effort to see things from their perspective.
- In it together: one team.
- Always efficient: always prioritise the things that are important while maintaining efficiency.
- Forward thinking: predict what tomorrow will require and take actions now which will influence the future.

1.3. Services

The primary service offered by easyJet is flight availability across Europe. Also is offering, in addition to the flight services, several other services, such as car rental, hotel booking, vacation packages, tours and activities (easyJet, 2022).

As a component of the additional services, easyJet has formed a collaboration with Uber Eats to enable returning passengers to place orders for food from a specialised menu at Sainsbury's supermarkets upon their arrival (Future Travel Experience, 2021).

1.4. Countries operating

	 SEATING CAPACITY	 NUMBER OF CREW	 ENGINE TYPE	 CRUISING SPEED	 RANGE OF AIRCRAFT	 NUMBER OF AIRCRAFT
AIRBUS A319	156	2 pilots and 4 cabin crew	CFM56-5B	520mph	1,711 miles	126
AIRBUS A320CEO	180/186	2 pilots and 4 cabin crew	CFM56-5B	520mph	2,445 miles	168
AIRBUS A320NEO	186	2 pilots and 4 cabin crew	CFMLEAP-1A	520mph	2,520 miles	20
AIRBUS A321NEO	235	2 pilots and 5 cabin crew	CFMLEAP-1A32	520mph	4,598 miles	4

Figure 2 EasyJet fleet (easyJet Corporate, 2022)

Over 300 aircraft operate for EasyJet, which connects more than 150 airports in 35 countries via nearly 1000 different routes. The airline has connections to destinations in Europe, the Middle East, and North Africa, and it provides service to 19 airports in the United Kingdom. The size of the EasyJet fleet grew throughout the years leading up to the Covid-19 pandemic. In 2021, the number of available aircraft began to diminish as a direct result of the various difficulties brought by the pandemic.

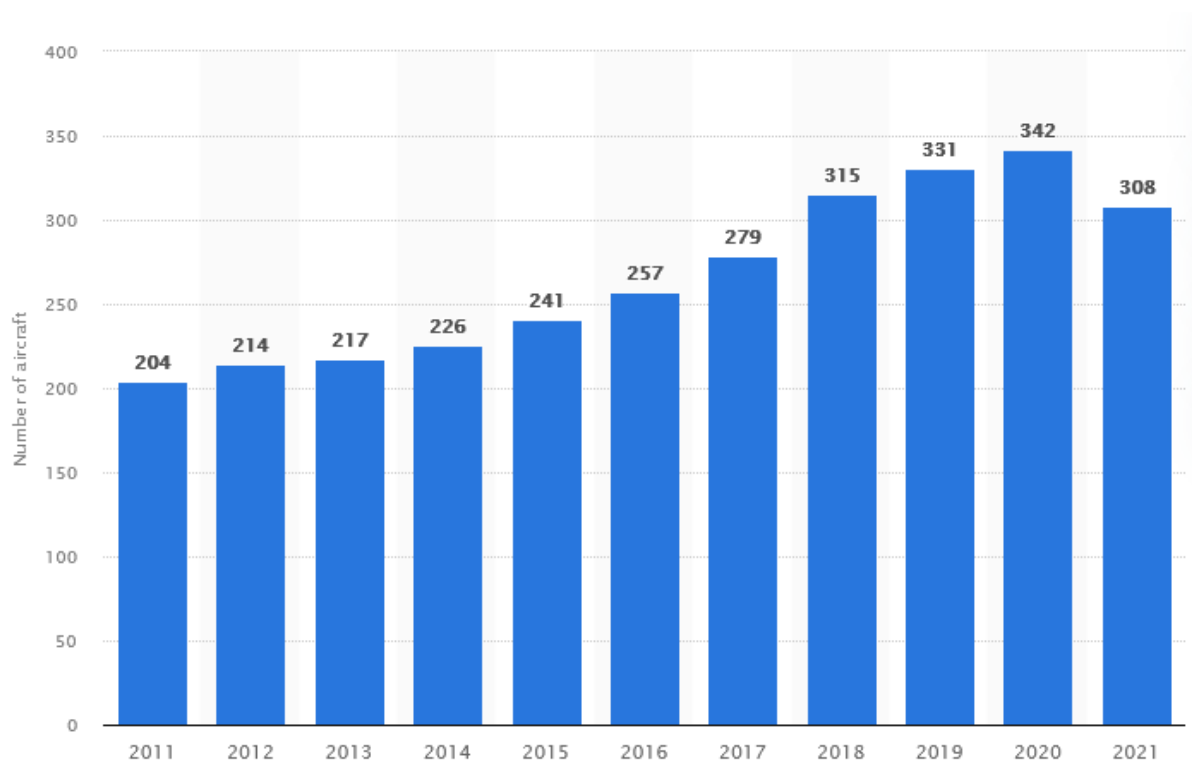


Figure 1 Number of aircraft in the easyJet fleet from 2011 to 2021 (Statista, 2022a)

Despite the fact that the fleet is shrinking, they have one of the industry's youngest fleets, with an average age of 6.9 years, and intend to have up to 100 new aircraft with higher fuel efficiency by the end of 2022 (easyJet Corporate, 2022).

Following the most recent shareholder's meeting, EasyJet has announced that it has placed an order for an additional 56 aircraft from the Airbus A320neo family. Deliveries of these aircraft are scheduled to commence in the year 2026 (Airbus, 2022).

1.5. Partnerships

The relationship that develops between individuals who run a business together with the intention of making a profit is known as a partnership (Partnership Act 1890).

In 2017, EasyJet became the first European low-cost carrier to offer a global airline connections service with the launch of their "Worldwide by easyJet" brand. Self-connect and sales partnership opportunities are offered through a digital and virtual portal by Worldwide by

easyJet, which makes the process quick and easy. Worldwide by easyJet is now connecting all easyJet airports across its network, and it has increased the number of partner airlines that it is connecting consumers (easyJet Media Centre, 2022).

Although it is the most recent airline to join the platform Worldwide by Easyjet, Norse Atlantic Airways is not the only airline to do so. The airline Emirates, Etihad, Virgin Atlantic, China Airlines, and many others that provide connections throughout North America, Asia, the Middle East, and Europe are all featured as part of this platform (Worldwide by Easyjet, 2020). Other collaborations that involve easyJet include one with UNICEF which raised money to support children all over the world and another with GKN Aerospace to speed the adoption of hydrogen in the aviation industry (easyJet Media Centre, 2022).

2. Organizational structure and performance

2.1. Legal form

EasyJet is established as a public limited company under applicable law.

The Companies Act of 2006 defines a limited company as one in which the owners' legal responsibility is constrained to the total number of shares that they possess. There are two distinct categories of limited companies: private and public. A public limited company can normally allow members of the public to contribute to the organization's share capital, whereas a private limited company is one in which the public does not have access to any of the firm's shares (Companies Act 2006).

2.2. Directors

A board of directors is an elected group of shareholders' representatives. Every public listed business is obliged by law to have a board of directors. The board is responsible for preserving the interests of shareholders, defining management policies, supervising the corporation or organisation, and deciding on significant problems facing the firm or organisation (Corporate Finance Institute, 2022a).

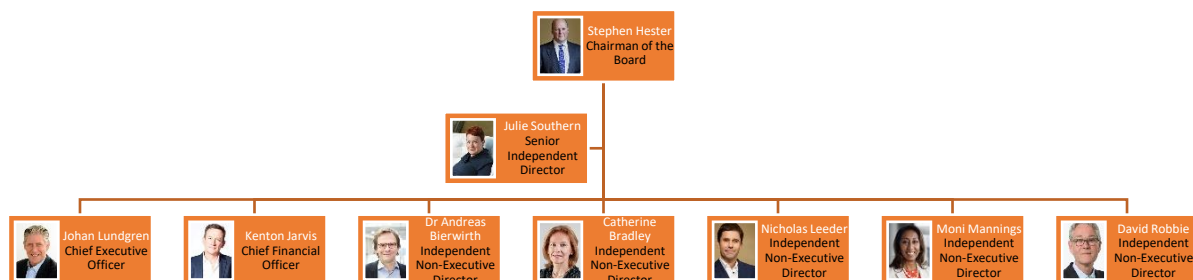


Figure 3 Board of Directors (easyJet Corporate, 2022)

2.3. Organizational structure

The organisation structure is defined by Daft (2008) as the formal tasks assigned to specific people and departments; formal reporting interactions, such as levels of authority, decision

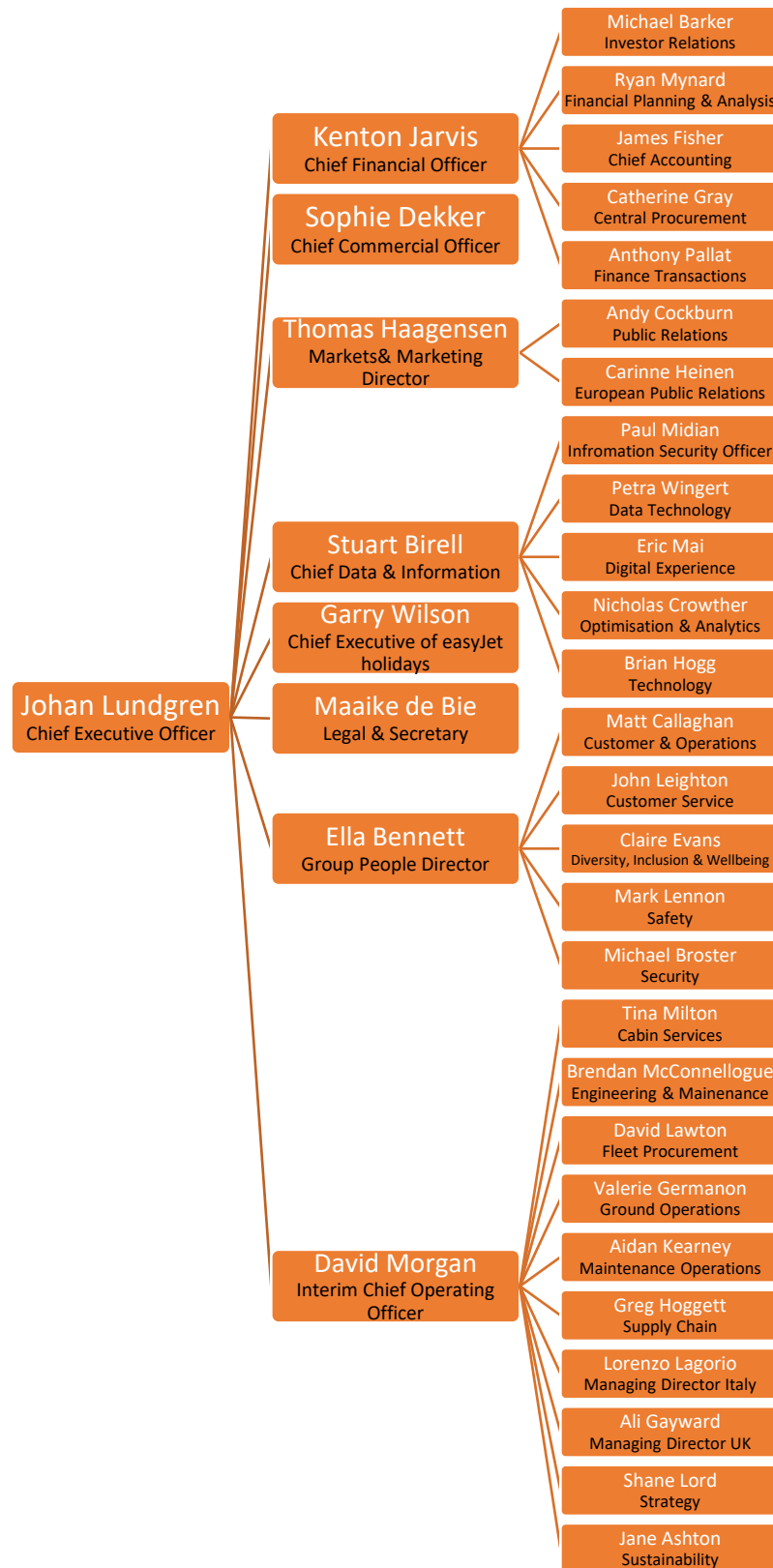


Figure 4 Organisational chart of easyJet (The Official Board, 2019)

responsibility, number of levels of hierarchy, and span of decision-makers control; and the development of systems to ensure the effective synchronisation of employees throughout different department.

The organisational structure of EasyJet is arranged hierarchically, with Johan Lundgren serving as the company's CEO and extending down to the ground employees and cabin crew. Johan Lundgren has the highest authority at easyJet, however, he is assisted by an executive team that contributes in several organisational areas.

Although easyJet has a control span of 8, the company's hierarchical organisational structure will also have 13 000 employees, including more than 4 000 pilots, and 7 000 members of the crew by end of September 2021 (easyJet Corporate, 2022).

When it comes to human capital, the repercussions of the Covid-19 pandemic are still being felt. The number of workers at EasyJet dropped from 15 000 in 2019 to 14 000 in 2020, before the outbreak started (Macrotrends LLC, 2022).

The restructuration continues in 2021, reaching 13 000 people. Even though they had to let go of several employees, the company's Glassdoor rating of employee satisfaction stands at 4.2 out of 5.0, which is the highest in the travel and hospitality industry (easyJet Corporate, 2022). Because airports and airlines lost around 191,000 European aviation employees when the COVID epidemic was at its height, now, there aren't enough people to manage this year's recovery in traffic volume (Elton, 2022).

2.4. Market share

The COVID-19 pandemic had a devastating effect on the aviation sector, eliminating two decades of worldwide traffic volume in a short amount of time. Airlines were on the verge of bankruptcy, and several have already shut down operations despite government backing for the whole sector. Compared to other European airlines, easyJet's performance in Europe was poor. As Ryanair's largest rival, had a total of 72,4 million passengers in 2021, easyJet had only 29,47 million passengers in 2021. Lufthansa,

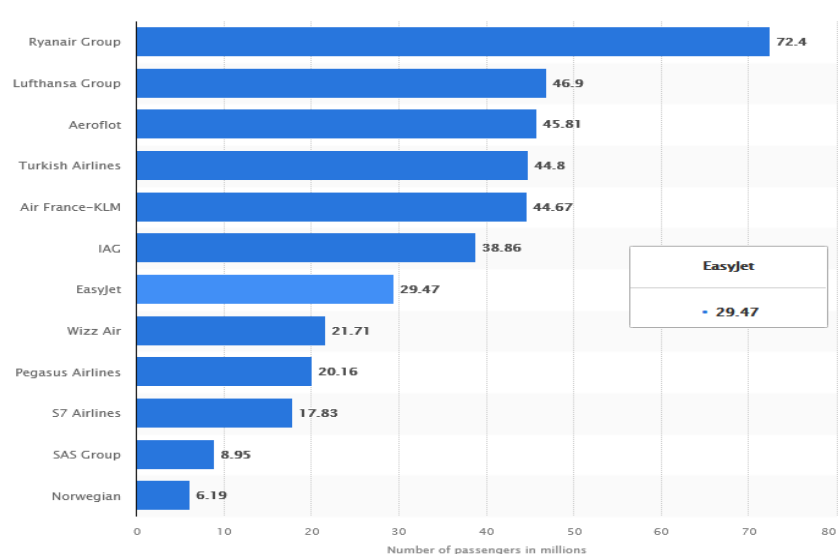


Figure 5 Leading airlines in Europe in 2021, based on passenger traffic (Statista, 2022b)

Aeroflot, Turkish Airlines, Air France, IAG, Wizz Air, Pegasus Airline, S7 Airlines, SAS Group, and Norwegian are among easyJet's other competitors (Statista, 2022a).

2.5. Financial performance

Profit is the primary goal of every business. The amount of profit or revenue generated by a firm is used to assess its financial health. The financial statements, such as the balance sheet, income statement, and cash flow, may be used to examine the financial performance.

These financial statements are typically created and reported at the end of each fiscal year, semester, or trimester. It all depends on what he's looking for.

Revenues grew by 524 percent, to £1498 million in 1st half of 2022 from £240 million in 1st half of 2021, thanks mostly to expanded capacity flown and more goods that continue to generate income. Despite a rise in revenues, easyJet nonetheless recorded a loss of £557 million in the first half of 2022, which is lower compared to the same period of the previous year, when they reported a loss of £645 million (easyJet Corporate, 2022).

Although now the situation is getting better, easyJet declared the first ever annual loss in November 2020. Due to the effect of the COVID-19 pandemic, easyJet carried just 48,1 million passengers in the fiscal year ending September 30, 2020, a decrease of 50 percent from the previous year. Therefore, the loss before taxes was £1,273 million compared to £430 million in profit for 2019 (Georgiadis, 2020).

2.6. Stakeholders

A stakeholder is according to Edward R. Freeman “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p.46).

The key stakeholders that have an interest in easyJet or are affected by the company's activities are the customers, owners, employees, suppliers, investors, regulators, trade unions and non-governmental organisations.

2.7. Shareholders

EasyJet's shareholders are the company's most important stakeholders. They are the ones who have invested in easyJet and are the ones that provide firms with the funding they need to expand.

Individuals, companies, and organisations may all be shareholders in the same company. One share of stock or an investment fund is all that is required to be considered a shareholder in a firm. If a company is healthy and profitable, it will often pay out dividends to its owners. They may vote on certain corporate matters and run for a place on the board of directors, a title sometimes known as a shareholder. (Corporate Finance Institute, 2022b).

Since November 2022, EasyJet has been offered to the general public on the London Stock Exchange (LSE) under the ticker code EZJ. As of the end of July 2022, the company had a market valuation of £3.03 billion (London Stock Exchange, 2022).

Individuals, companies, and investment groups such as Credit Suisse Asset Management hold 6.26 percent of the shares, Polys Haji-Ioannou holds 5.77 percent, Clelia Haji-Ioannou holds 5.77 percent, Hargreaves Lansdown Stockbrokers Ltd. holds 3.83 percent, Stelios Haji-Ioannou holds 3.72 percent, Société Générale SA holds 3.54 percent, and many others (MarketScreener, 2022).

3. How does leadership inspire and motivate

3.1. Leadership

Leadership refers to the way in which single individual influences the goals or objectives of one or a group of people and persuades those other people to move in the same purposeful and committed manner as the leader while also cooperating with the other people in the group (Jaques and Clement, 1994).

According to John Sculley, leadership centres on vision, thoughts, and path, and it involves more about motivating individuals with direction and objectives rather than with the everyday execution of those directions and objectives. A leader needs to possess the ability to draw on resources outside his or her own competence. He has to be able to persuade other individuals to complete tasks without literally hovering over them with a to-do list, but he also needs to be able to motivate them (Bennis, 1995).

Talented Leader is the name of a programme offered by easyJet that is intended to provide people involved with all of the resources they require to succeed in one or more of their developing functions. This is accomplished by encouraging the improvement of leadership abilities while participants work trying to obtain a leadership qualification (easyJet Careers, 2022).

3.2. Skills of a leader

Skill is often described as the acquired capacity to bring specified outcomes with the highest degree of confidence; frequently with the least amount of time and effort (Knapp, 1963).

A leader has a variety of traits, which are defined as unique attributes, talents, or individual qualities that are commonly seen as long-lasting (Visser and Courtice, 2011):

- ✓ Morally driven – Concern for the welfare of mankind along with all other living beings, together with the ability to follow own internal moral code.

- ✓ Systemic thinker – Capacity to see the overall system's connection and interdependence at all levels, as well as how adjustments to specific portions of the system affect the overall framework.
- ✓ Open-minded – Constantly pursuing fresh information and various perspectives, challenging conventional thinking, and being open to have his one personal belief questioned.
- ✓ Empathetic – High degrees of the ability to comprehend his feelings and those of others, honesty, personal modesty, and the capacity to recognise his role and effect in a given circumstance.
- ✓ Visionary – Bringing energy, ingenuity, enthusiasm, and bravery to the position; determined to achieve outcomes, and capable of balancing enthusiasm and ideology with vision and reality.

Although a leader must possess a wide range of abilities, each individual should concentrate on his or her own particular set of capabilities in order to succeed.

3.3. Actions that inspire

Inspiration is a condition of enhanced desire that drives people to carry out on their ideas and bring them to reality (Oleynick et al., 2014).

To be able to inspire others around you as a leader, you must be able to give support when the team has setbacks while doing a job and be close to them when they experience difficulties outside of work. Leaders must motivate and promote team spirit across their colleagues while also fostering their personal growth. Leaders are responsible for inspiring their colleagues to work together and foster a spirit of cooperation, all while supporting the personal growth of their teammates and driving the company toward its objectives. Additionally, an inspirational leader has to be able to give the appropriate motivation, feedback, control and trust to their team members while simultaneously implementing any new changes inside the organisation (Truptimayee, 2019).

EasyJet cultivates talent, embraces diversity, and focuses constantly on the development of others. The "Talented Leaders" initiative is working toward achieving this objective, which is to develop potential leaders for the future (easyJet Careers, 2022).

3.4. Motivation

According to Johnson & Johnson (2003), the term "motivation" refers to the extent to which people are willing to push themselves in order to accomplish targets that they consider to be significant and valuable.

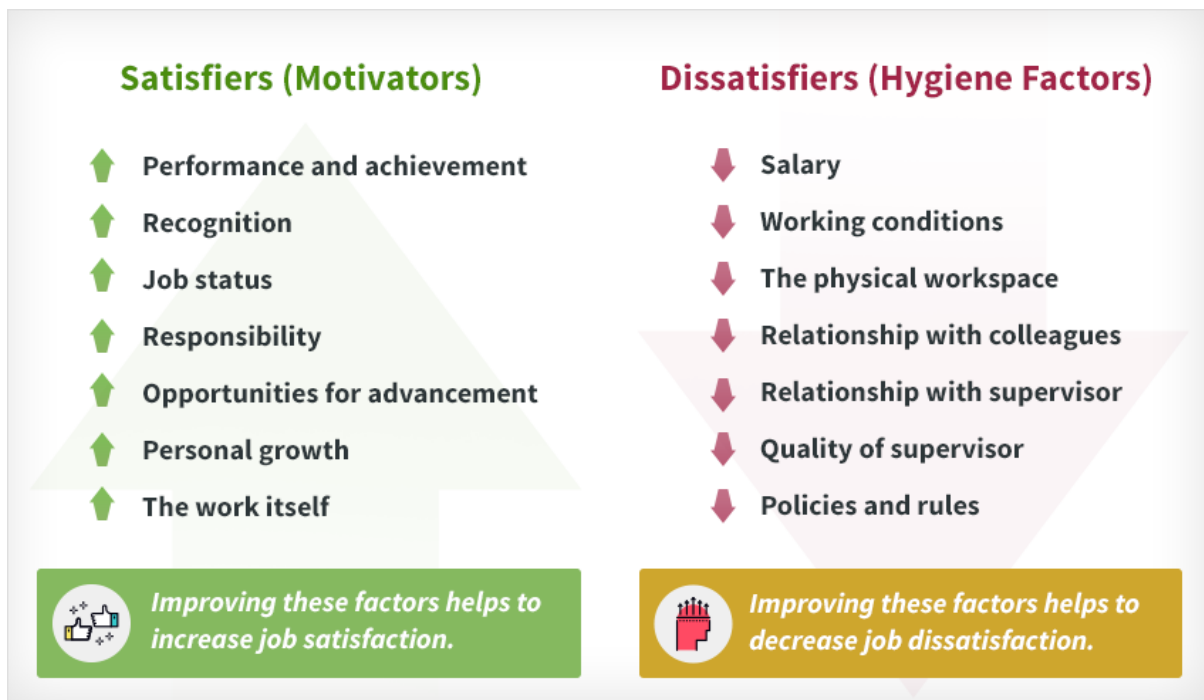


Figure 6 The two-factor theory (Nickerson, 2021)

People's necessities, emotions, and ambitions are what motivate them to act in the way they do today, and the term "motivation" refers to the inner desires, worries, and goals that drive their actions (Walker and Miller, 2010).

Motivation is difficult to understand since it is a continuous process that is goal-oriented.

It is well-known that Herzberg (1959) introduced the two-factor theory, which he divided into motivators (satisfiers) and hygiene (dissatisfiers) components. There can only be one motivation or one hygiene element at a time, he said, not both.



Figure 7 Maslow's Hierarchy of Needs (Heveya, 2022)

According to Maslow (1943), individuals are motivated to satisfy certain needs, some of which are more essential over others. Maintaining our well-being is our primary basic need, and meeting this need will be the motivating force behind all of our efforts. At that point, we'll focus on the next goal, which will work as a catalyst for us to keep going. Maslow's hierarchy of needs is a theory of motivation in which five areas of human needs influence an individual's behavioural intentions.

When qualified workers with the relevant skills are identified and assigned to suitable jobs, organisations achieve their best levels of performance. Employees are satisfied when they are able to fulfil all of their responsibilities because it enables them to concentrate on what they're good at in their job.

4. Characteristics of a manager

According to George Terry (1953), management is a unique process that consists of planning, organising, executing, and monitoring, which is carried out to identify and realise the goals with the help of both assets and people.

In many circumstances, the manager is in charge of supervising and directing the work done by a team. Additionally, the manager is accountable for developing and managing work processes, protocols, and guidelines that facilitate and promote the optimal effectiveness of the department's employees and other assets (Fayol, 1930).

An effective and efficient management of resources is not an easy task, which is why the position of manager calls for a certain set of skills.

In his study, Robert Katz highlighted three crucial types of management skills (Peterson and Van Fleet, 2004):

- Conceptual skills: This category represents managers' knowledge and ability to think creatively and generate ideas. He or she can view the big picture, assess and identify problems, and then develop new solutions. It would be ideal if all managers had these talents, but they are essential for those at the executive level.
- Human skills: Allowing workers to freely express themselves without fear of criticism or embarrassment is a key quality of a manager with strong human skills. Understanding, leading, motivating, supporting, motivating, communicating, solving problems, and developing team spirit are all characteristics of an effective manager. The fact that we all deal with people on a daily basis requires human skills at all levels of management.

- **Technical skills:** The ability to master the procedures, processes, and equipment employed in a certain area of an organisation is referred to as technical skills. Managers can do their jobs well because they have the "know-how" competencies. Technical abilities are primarily needed of low-level management since they are engaged in the real processes of an organization; however, as a manager advances, these skills become less vital.

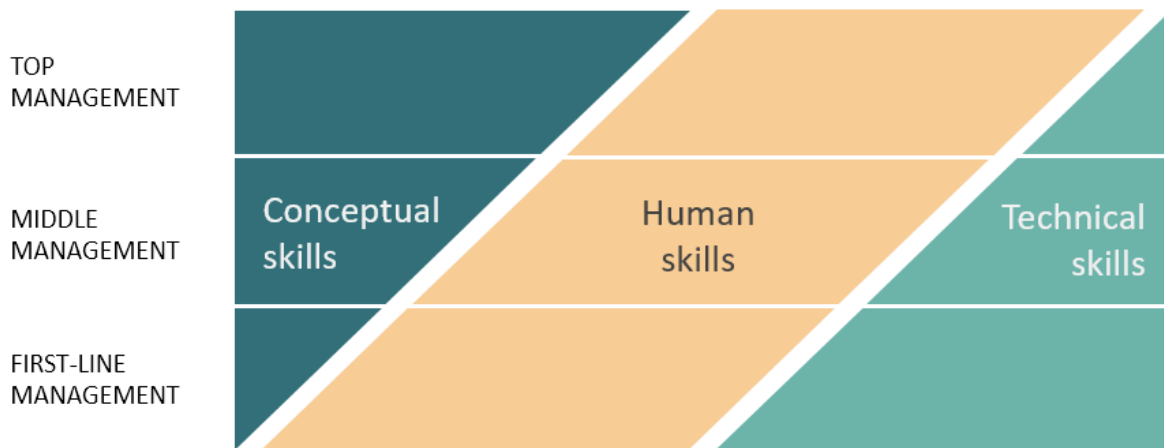


Figure 8 Three types of managerial skills (ManagementMania, 2012)

EasyJet offers several management positions, including upper-level management, which requires more conceptual abilities, and lower-level management, which requires more technical skills, since they are responsible for the safety and security of the flight's crew and passengers. There are strict requirements for cabin crew positions with easyJet, including a minimum of one year of flying experience in the preceding 36 months (easyJet Careers, 2022).

5. Teamwork in an organisation

5.1. Teamwork

It is necessary for effective teamwork to cultivate an environment in which all members of the team are prepared to participate and engage to establish and promote a pleasant, productive, and collaborative environment. Instead of pursuing individualised goals that are in competition with one another, teams need to be given working environments that are sufficiently adaptable so that they may achieve their objectives thru collaboration and social interdependence. (Luca and Tarricone, 2001).

According to James Scarnati (2001), the definition of teamwork is a mechanism of collaboration that makes it possible even for ordinary individuals to do remarkable things.

A team includes two or more individuals who have joined forces to accomplish a common objective.

5.2. Types of teams

There are two different kinds of groups that may be created within an organisation. Formal groups are formed to achieve a certain objective or carry out a particular activity that is directly connected to the purpose of the organisation. On the other hand, informal groups come into existence on their own as a direct result of the social requirements of particular individuals (Kareemulla and Ravichandran, 2017).

Because of the strict regulations governing the airline industry, the teams at easyJet tend to be quite formal. Despite this, they promote a "one team" mentality that pushes everyone to do their best work together and continuously improve, whether that means coming up with new and better ideas or tackling increasingly difficult challenges (easyJet Careers, 2022).

5.3. Team development

Bruce W. Tuckman (1965) developed the model that is now the most well-known framework for the procedure of creating a team. According to Tuckman, the process consists of five stages: forming, storming, norming, performing, and adjourning.

➤ **Forming:** during this stage, all team members may experience a range of emotions, from excitement to be in a new team to anxiety because they don't know the members. In addition, the team will now establish a defined structure, objectives, and member roles (Stein, 2019).

➤ **Storming:** during this phase, team members will work to address any disagreements that have arisen. Although team members may disagree or even be critical of the team's initial objective or aims, they will nonetheless try to achieve the desired outcomes and pass the disagreements (Stein, 2019).

➤ **Norming:** having resolved their conflicts and learned to appreciate one another's contributions, the members of the group are now in a position to enhance their productivity (Stein, 2019).

➤ **Performing:** at this point, the team's dedication to its objective is at an all-time high, and its members' skillsets are at a high level. As a consequence, they will make substantial gains in achieving their goals (Stein, 2019).



Figure 9 Tuckman's model (AnalystZone, 2018)

➤ Adjourning: at this point, the team concludes as part of their accomplishment of the organization's objectives (Stein, 2019).

The majority of the teams at easyJet adhere to the same concept, with the adjourning stage being reserved only for those teams that are project-based.

Conclusion

EasyJet plc is a British company that has thrived in its development throughout the years and this is seen in its financial performance. The aviation sector as a whole was impacted by the Covid-19 outbreak, but Easyjet was able to keep losses to a minimum.

EasyJet's culture supports teamwork, diversity, and the safety and security of its employees and customers, which are embedded in the company's mission and core values.

References

- Airbus (2022). *EasyJet confirms order for a further 56 A320neo Family aircraft*. Available at: <https://airbus.com/sites/g/files/jlcbta136/files/2022-07/EN-Press-release-easyJet-order-56-A320neo.pdf> (Accessed 21 Jul. 2022).
- AnalystZone (2018). *Tuckman's Team Development Stages Model - Business Analyst Facilitation Skill*. Available at: <https://youtube.com/watch?v=AA13-7gPJ38> (Accessed 1 Aug. 2022).
- Bennis, W. (1995). *On becoming a leader*. Reading, Mass. Addison-Wesley.
- Companies Act 2006.c. 46 Part 1 Available at: <https://legislation.gov.uk/ukpga/2006/46/part/1/crossheading/types-of-company> (Accessed 22 Jul. 2022).
- Companies House (2022). *EASYJET PLC*. Available at: <https://find-and-update.company-information.service.gov.uk/company/03959649> (Accessed 1 Jul. 2022).
- Corporate Finance Institute (2022a). *Board of Directors*. Available at: <https://corporatefinanceinstitute.com/resources/careers/jobs/board-of-directors/> (Accessed 25 Jul. 2022).
- Corporate Finance Institute (2022b). *Shareholder*. Available at: <https://corporatefinanceinstitute.com/resources/knowledge/finance/shareholder/> (Accessed 27 Jul. 2022).
- Daft, R. (2008). *Management*. 8th ed. Mason, Ohio, Usa: Thomson Southwestern.
- easyJet (2022). Available at: <https://www.easyjet.com/en/> (Accessed 28 Jul. 2022).
- easyJet Careers (2022). *easyJet Careers*. Available at: <https://careers.easyjet.com/talented-career-programmes/leaders/> (Accessed 28 Jul. 2022).
- easyJet Corporate (2022). *easyJet plc*. Available at: <https://corporate.easyjet.com/> (Accessed 29 Jul. 2022).
- easyJet Media Centre (2022). *Home*. Available at: <https://mediacentre.easyjet.com/> (Accessed 31 Jul. 2022).
- Elton, C. (2022). *Travel chaos: Gatwick airport cancels 4,000 summer flights*. Available at: <https://euronews.com/travel/2022/06/17/gatwick-is-the-latest-airport-to-cancel-thousands-of-summer-flights-is-yours-on-the-list> (Accessed 26 Jul. 2022).
- Fayol, H. (1930). *Industrial and general administration*. Translated by C. Storrs. London: Pitman & Sons Ltd.
- Freeman, R.E. (1984). *Strategic Management: a Stakeholder Approach*. Boston: Pitman, p.46.
- Future Travel Experience (2021). *easyJet launches food delivery partnership with Uber Eats*. Available at: <https://futuretravelexperience.com/2021/09/easyjet-launches-food-delivery-partnership-with-uber-eats/> (Accessed 7 Jul. 2022).

- Georgiadis, P. (2020). *EasyJet posts first loss in 25 years as boss urges more state support*. Available at: <https://ft.com/content/c5a31ed4-804d-4f10-a4fa-45aa92117379> (Accessed 27 Jul. 2022).
- Gordon, J. (2021). *Public Limited Company - Definition*. The Business Professor. Available at: https://thebusinessprofessor.com/en_US/business-governance/public-limited-company-definition (Accessed 1 Jul. 2022).
- Herzberg, F., Mausner, B. and Snyderman, B.B. (1959). *The motivation to work*. 2nd ed. New York: John Wiley.
- Heveya (2022). *Sleep, the most Essential Human Need*. Available at: <https://heveya.sg/blogs/articles/sleep-the-most-essential-human-need> (Accessed 25 Jul. 2022)
- Jaques, E. and Clement, S.D. (1994). *Executive leadership: a practical guide to managing complexity*. Cambridge, Mass.: Wiley–Blackwell.
- Johnson, D.W. and Johnson, R.T. (2003). *Student motivation in co-operative groups*. In: Co-operative learning: The social and intellectual outcomes of learning in groups. Routledge Falmer, pp.136–176.
- Kareemulla, K. and Ravichandran, S. (2017). Groups in Organization. In: Human Resources Management. Available at: <https://naarm.org.in/focarsrepository/files/11.%20Groups%20in%20Organization.pdf> (Accessed 9 Aug. 2022).
- Knapp, B. (1963). *Skill in sport : the attainment of proficiency*. London: Routledge And Kegan Paul.
- London Stock Exchange (2022). *EASYJET PLC*. Available at: <https://londonstockexchange.com/stock/EZJ/easyjet-plc/company-page> (Accessed 1 Aug. 2022).
- Luca, J. and Tarricone, P. (2001). *Does emotional intelligence affect successful teamwork?* (conference proceeding) Available at: <https://ascilite.org/conferences/melbourne01/pdf/papers/lucaj.pdf> (Accessed 1 Aug. 2022).
- Macrotrends LLC (2022). *EasyJet Number of Employees 2015-2020*. Available at: <https://macrotrends.net/stocks/charts/EJTTF/easyjet/number-of-employees> (Accessed 25 Jul. 2022).
- ManagementMania (2012). *Managerial skills according to Katz*. Available at: <https://managementmania.com/en/managerial-skills-according-to-katz> (Accessed 29 Jul. 2022).
- MarketScreener (2022). *EASYJET PLC*. Available at: <https://marketscreener.com/quote/stock/EASYJET-PLC-10093880/company/> (Accessed 1 Aug. 2022).
- Maslow, A.H. (1943). *Theory of Human Motivation*. Wilder Publications, pp.370–396.

- Nickerson, C. (2021). *Herzberg's motivation theory (two-factor theory)*. Available at: <https://simplypsychology.org/herzbergs-two-factor-theory.html> (Accessed 29 Jul. 2022).
- Oleynick, V.C., Thrash, T.M., LeFew, M.C., Moldovan, E.G. and Kieffaber, P.D. (2014). *The scientific study of inspiration in the creative process: challenges and opportunities*. *Frontiers in Human Neuroscience*, 8(436). doi:10.3389/fnhum.2014.00436.
- Partnership Act 1890.CHAPTER 39 53 and 54 Vict Available at: <https://legislation.gov.uk/ukpga/Vict/53-54/39> (Accessed 22 Jul. 2022).
- Peterson, T.O. and Van Fleet, D.D. (2004). *The ongoing legacy of R.L. Katz*. *Management Decision*, 42(10), pp.1297–1308. doi:10.1108/00251740410568980.
- Scarnati, J.T. (2001). *On becoming a team player*. *Team Performance Management: An International Journal*, 7(1/2), pp.5–10. doi:10.1108/13527590110389501.
- Statista (2022a). *EasyJet: aircraft fleet size 2011-2020*. Available at: <https://statista.com/statistics/753863/number-of-aircraft-in-the-easyjet-fleet/> (Accessed 27 Jul. 2022).
- Statista (2022b). *Largest Airlines in Europe Based on Passengers*. Available at: <https://statista.com/statistics/1094759/largest-airlines-in-europe-based-on-passengers/> (Accessed 26 Jul. 2022).
- Stein, J. (2019). *Using the Stages of Team Development*. Available at: <https://hr.mit.edu/learning-topics/teams/articles/stages-development> (Accessed 1 Aug. 2022).
- Terry, G.R. (1953). *Principles of Management*. 6th ed. Homewood, Ill., R.D. Irwin.
- The Official Board (2019). *Org Chart EasyJet*. Available at: <https://theofficialboard.com/org-chart/easyjet> (Accessed 26 Jul. 2022).
- Truptimayee, R. (2019). *What is Leadership?* Available at: <https://economicsdiscussion.net/management/leadership/what-is-leadership/32116> (Accessed 26 Jul. 2022).
- Tuckman, B.W. (1965). *Developmental Sequence in Small Groups*. *Psychological Bulletin*, 63(6), pp.384–399. doi:10.1037/h0022100.
- Visser, W. and Courtice, P. (2011). *Sustainability Leadership: Linking Theory and Practice*. SSRN Electronic Journal. doi:10.2139/ssrn.1947221.
- Walker, J.R. and Miller, J.E. (2010). *Supervision in the hospitality industry: leading human resources*. 6th ed. New Jersey, USA: John Wiley & Sons.
- Worldwide by Easyjet (2020). *Worldwide by easyJet*. Available at: <https://worldwide.easyjet.com/> (Accessed 29 Jul. 2022).

Bibliography

Bradbury, A. (2006) *Successful presentation skills*. London; Philadelphia: Kogan Page.

Cottrell, S. (2019) *The study skills handbook*. 5th ed. London: Red Globe Press.

Saunders, M., Lewis, P. and Thornhill, A. (2019) *Research methods for business students*. 5th ed. Harlow, England: Pearson.

Appendix

Group presentation



Presentation contents

easyJet profile

Organizational structure

Financial performance

Leadership

Characteristics of a manager

Teamwork

Conclusion

References

easyJet profile

- EasyJet was founded in March 1995
- Headquarters at Hangar 89 at London Luton Airport in Luton, Bedfordshire, United Kingdom
- EasyJet is a Public Limited Company
- Company mission: ensure that all of Europe is connected without interruption and to offer the friendliest greeting in the air (*easyJet Corporate, 2022*).

The first flight was promoted with the slogan "Making flying as affordable as a pair of jeans – £29 one-way" (*easyJet Corporate, 2022*).



Picture 1 Ad campaign 1995 (easyJet, 2021)

3

easyJet profile

easyJet values

(*easyJet Corporate, 2022*):

- ✓ Safe and responsible
- ✓ On our customers' side
- ✓ In it together
- ✓ Always efficient
- ✓ Forward thinking

easyJet services

The primary service offered by easyJet is flight availability across Europe.

In addition is offering (*easyJet, 2022*):

- Car rental
- Hotel booking
- Holidays packages
- Tours and activities
- Partnership with Uber Eats (*Future Travel Experience, 2021*)

4

easyJet profile

Over 300 aircraft operate for EasyJet, which connects more than 150 airports in 35 countries via nearly 1000 different routes. The airline has connections to destinations in Europe, the Middle East, and North Africa, and it provides service to 19 airports in the United Kingdom (easyJet Corporate, 2022).



5

easyJet profile

EasyJet became the first European low-cost carrier to offer a global airline connections service with the launch of their “Worldwide by easyJet” (easyJet Media Centre, 2022).

Partnerships from “Worldwide by easyJet”:

- Emirates
- Etihad Airways
- Icelandair
- Neos
- Singapore Airlines
- Virgin Atlantic
- China Airlines
- West Jet
- Sky Express
- Blue Air



6

Organizational structure

EasyJet is established as a public limited company under applicable law.

Organizational structure is hierarchical.

The company is supervised by a board of directors.

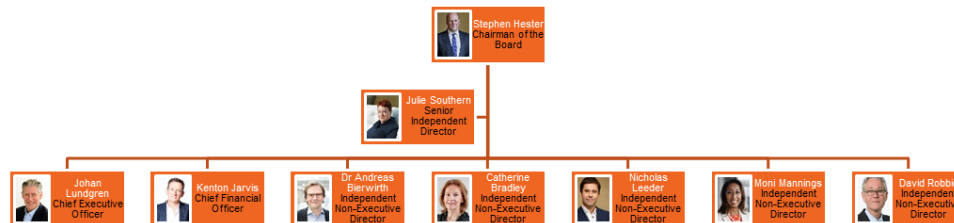


Figure 1 Board of Directors (easyJet Corporate, 2022)

Organizational structure

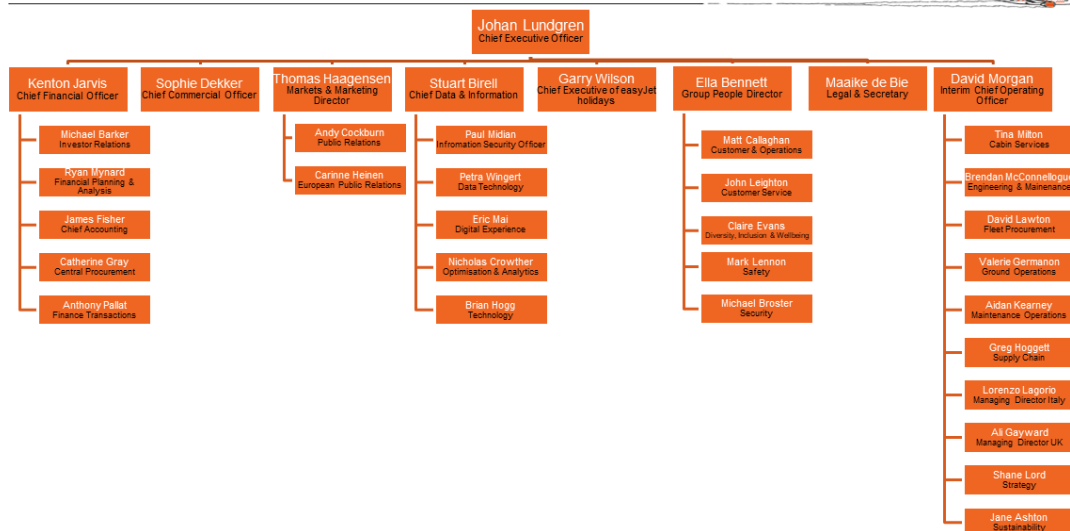


Figure 2 Organisational chart of easyJet (The Official Board, 2019)

Organizational structure

People

- ✓ easyJet has a control span of 8.
- ✓ Using a hierarchical structure.
- ✓ 13,000 employees: 4,000 pilots and 7,000 crew members (*easyJet Corporate, 2022*).
- ✓ The number of workers at EasyJet dropped from 15 000 in 2019 to 14 000 in 2020 due to the Covid-19 pandemic (Macrotrends LLC, 2022).
- ✓ Glassdoor rating of employee satisfaction 4.2 out of 5.0 (*easyJet Corporate, 2022*).

Market share

In 2021, Ryanair's greatest competitor of easyJet, had a total of 72,4 million passengers, whereas easyJet had just 29,47 million passengers (*Statista, 2022*).

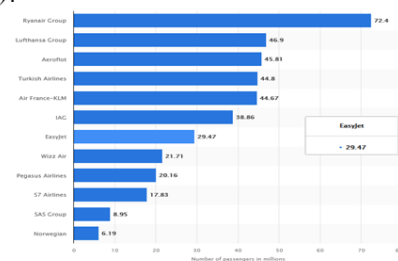


Figure 3 Leading airlines in Europe in 2021, based on passenger traffic (Statista, 2022)

9

Financial performance

easyJet Revenue in million

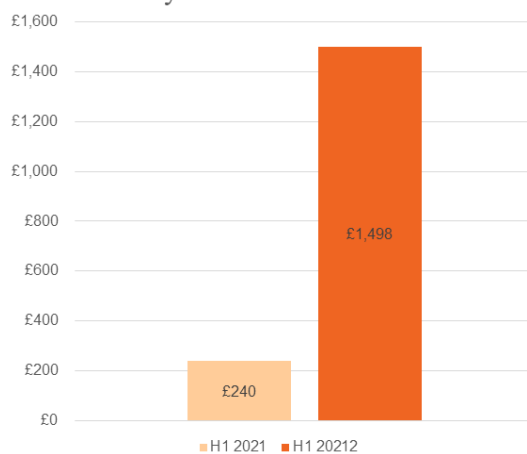


Figure 4 easyJet revenue (easyJet Corporate, 2022)

- The first half of 2022 saw a loss of £557 million for easyJet, down from £645 million the same time last year (*easyJet Corporate, 2022*).
- easyJet announced their first annual loss in November of 2020.
- Due to the COVID-19 pandemic, in 2020 easyJet transported with 50% less passenger compared to the previous year (*Georgiadis, 2020*).

10

Financial performance



Shareholders

- Since November 2022, EasyJet has been offered to the general public on the London Stock Exchange under the ticker code EZJ (*London Stock Exchange, 2022*).
- Market value at end of July: £3.03 billion.
- Top shareholders (*MarketScreener, 2022*):
 - Credit Suisse Asset Management 6.26%
 - Polys Haji-Ioannou 5.77%
 - Clelia Haji-Ioannou 5.77%
 - Hargreaves Lansdown Stockbrokers Ltd. 3.83%
 - Stelios Haji-Ioannou 3.72%
 - Société Générale SA 3.53%

11

Leadership

Leadership refers to the way in which single individual influences the goals or objectives of one or a group of people and persuades those other people to move in the same purposeful and committed manner as the leader while also cooperating with the other people in the group (*Jaques and Clement, 1994*).

Talented Leader is the name of a programme offered by easyJet that is intended to provide people involved with all of the resources they require to succeed in one or more of their developing functions (*easyJet Careers, 2022*).



Picture 5 easyJet office (easyJet Careers, 2022).

12

Leadership

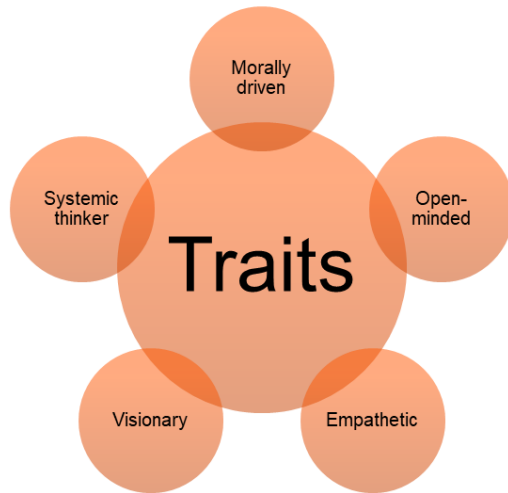


Figure 5 Traits (Visser and Courtice, 2011)

Actions that inspire (Truptimayee, 2019):

- give support when the team has setbacks
- be close to them when they experience difficulties outside of work
- motivate and promote team spirit
- supporting the personal growth of their teammates
- give the appropriate motivation, feedback, control and trust

13

Leadership



Figure 6 The two-factor theory (Nickerson, 2021)



Figure 7 Maslow's Hierarchy of Needs (Heveya, 2022)

14

Characteristics of a manager



Figure 8 Management (Terry, 1953)

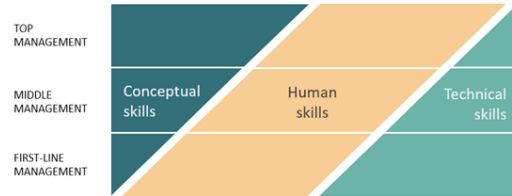


Figure 9 Three types of managerial skills (ManagementMania, 2012)

EasyJet offers several management positions, including upper-level management, which requires more conceptual abilities, and lower-level management, which requires more technical skills, since they are responsible for the safety and security of the flight's crew and passengers.

15

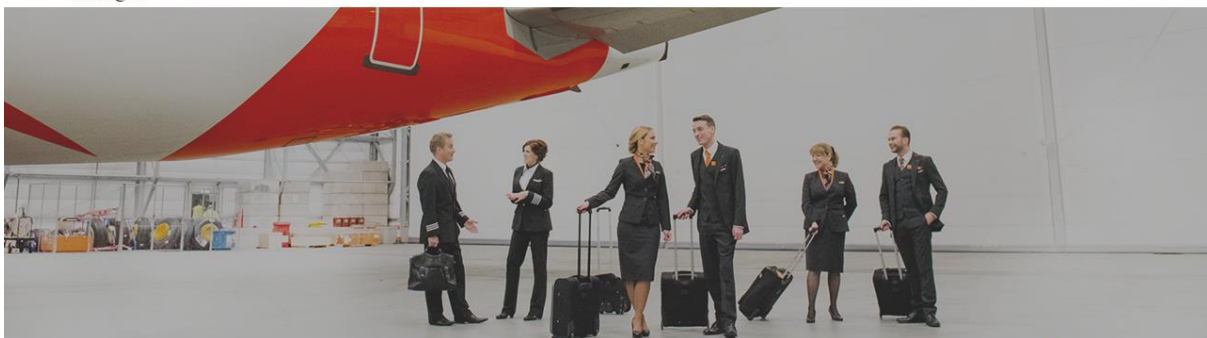
Teamwork

According to James Scarnati (2001) **teamwork** is a mechanism of collaboration that makes it possible even for ordinary individuals to do remarkable things.

Types of groups:

Formal

Informal



Picture 4 easyJet crew (easyJet Media Centre, 2022)

16

Teamwork



Figure 10 Tuckman's model (AnalystZone, 2018)

17

Conclusion

- ✓ British airline company EasyJet plc has done quite well financially during the years of its existence.
- ✓ Covid-19 had a widespread influence on the aviation industry, but EasyJet was able to limit its losses to a minimum.
- ✓ The mission and core values of EasyJet reflect a business culture that appreciates and promotes cooperation, diversity, and the security of its workers and customers.

18

References

- ❑ AnalystZone (2018) Tuckman's Team Development Stages Model - Business Analyst Facilitation Skill, YouTube. Available at: <https://youtube.com/watch?v=AAI3-7gPJ38> (Accessed: 1 August 2022).
- ❑ easyJet (2021) easyHistory | The easy family photo album. Available at: <https://easyhistory.info/> (Accessed: 6 August 2022).
- ❑ easyJet (2022). Available at: <https://easyjet.com/en/> (Accessed: 7 July 2022).
- ❑ easyJet Careers (2022) easyJet Careers. Available at: <https://careers.easyjet.com/talented-career-programmes/leaders/> (Accessed: 28 July 2022).
- ❑ easyJet Corporate (2022) easyJet plc. Available at: <https://corporate.easyjet.com/> (Accessed: 1 July 2022).
- ❑ easyJet Media Centre (2022) Home. Available at: <https://mediacentre.easyjet.com/> (Accessed: 31 July 2022).
- ❑ Future Travel Experience (2021) easyJet launches food delivery partnership with Uber Eats. Available at: <https://futuretravelexperience.com/2021/09/easyjet-launches-food-delivery-partnership-with-uber-eats/> (Accessed: 7 July 2022).
- ❑ Georgiadis, P. (2020) EasyJet posts first loss in 25 years as boss urges more state support. Available at: <https://ft.com/content/c5a31ed4-804d-4f10-a4fa-45aa92117379> (Accessed: 27 July 2022).
- ❑ Heveya (2022) Sleep, the most Essential Human Need. Available at: <https://heveya.sg/blogs/articles/sleep-the-most-essential-human-need>.
- ❑ Jaques, E. and Clement, S.D. (1994) *Executive leadership: a practical guide to managing complexity*. Cambridge, Mass.: Wiley-Blackwell.
- ❑ London Stock Exchange (2022) EASYJET PLC. Available at: <https://londonstockexchange.com/stock/EZJ/easyjet-plc/company-page> (Accessed: 1 August 2022).
- ❑ Macrotrends LLC (2022) EasyJet Number of Employees 2015-2020. Available at: <https://macrotrends.net/stocks/charts/EJ/JTF/easyjet/number-of-employees> (Accessed: 25 July 2022).
- ❑ ManagementMania (2012) Managerial skills according to Katz. Available at: <https://managementmania.com/en/managerial-skills-according-to-katz> (Accessed: 29 July 2022).
- ❑ MarketScreener (2022) EASYJET PLC. Available at: <https://www.marketscreener.com/quote/stock/EASYJET-PLC-10093880/company/> (Accessed: 1 August 2022).
- ❑ Scarnati, J.T. (2001) 'On becoming a team player', *Team Performance Management: An International Journal*, 7(1/2), pp. 5–10. doi:10.1108/13527590110389501.
- ❑ Statista (2022) Largest Airlines in Europe Based on Passengers. Available at: <https://statista.com/statistics/1094759/largest-airlines-in-europe-based-on-passengers/> (Accessed: 26 July 2022).
- ❑ Terry, G.R. (1953) *Principles of Management*. 6th ed. Homewood, Ill., R.D. Irwin.
- ❑ The Official Board (2019) Org Chart EasyJet. Available at: <https://theofficialboard.com/org-chart/easyjet> (Accessed: 26 July 2022).
- ❑ Truptimayee, R. (2019) What is Leadership? Available at: <https://economicsdiscussion.net/management/leadership/what-is-leadership/32116> (Accessed: 26 July 2022).
- ❑ Visser, W. and Courtice, P. (2011) 'Sustainability Leadership: Linking Theory and Practice', *SSRN Electronic Journal* [Preprint]. doi:10.2139/ssrn.1947221.

