

CRITICAL PROCESS DETERMINATION APPLICATION IN A LOW-COST-ORIENTED AIRLINE

Ahmet Selim SÜZER

Istanbul Rumeli University, Turkey

aselim.suzer@rumeli.edu.tr

Abstract: The aim of this research can be summarized as determining the priorities in process improvement by determining the critical processes as a result of the evaluation of the impact of the processes on the critical success factors and the current execution competence of the processes of the airline, whose marketing strategy is focused on low cost. Thus, it is thought that it will be possible to determine which of the airline operation processes may be more critical for low-cost airlines and to reveal the processes that are priority to be developed in process improvement studies. It is also aimed to create a general template for identifying critical processes in low-cost businesses. To determine the critical processes of a low-cost airline in this study, the decision matrix will be used. As a result of the study, it can be said that the processes that need to be developed in the airline in question can be determined.

Keywords: process, critical process, critical success factor, low cost airline

1 INTRODUCTION

The critical process can be defined as a series of activities that obtain an input and add value to it and offer it as a product or service to internal and external customers, or it can also be defined as a set of interrelated transactions that will create a service or product that provides consumer satisfaction. For airline companies, certain processes are involved in the transportation of passengers and cargo from one point to another; ticket process, check-in process, etc. Considering the effect on passenger satisfaction, it can be stated that the processes perceived by the passenger are more critical in choosing the airline.

Critical Success factors can be expressed as the factors that have critical importance in the activities of the business in achieving its

strategies and therefore its goals. Accurate determination of critical success factors plays a key role in the critical process management of businesses. The qualification of an enterprise as successful varies according to the field of activity or sector, competitive strategy, natural environment and period in which it operates. Airlines operate in a highly competitive industry. It is important to determine the competitive strategies correctly in the success of the airlines. Correctly determined strategies will determine what critical success factors will be for your business. It can be stated that these critical success factors will ensure that the process improvement works of airline companies will determine the critical processes correctly and ensure that the priorities of the business in developing itself are made in accordance with the strategies. It can be said that the following

competitive strategies are applied in airlines today:

- Cost leadership strategy;
- Differentiation strategy;
- Focused strategy.

According to these strategies, it can be stated that critical success factors will differ for airlines. Low-cost airlines are businesses that aim to provide services to passengers or cargo at lower prices by running their processes at lower costs compared to airlines that implement a differentiation competitive strategy. The process development efforts of low cost oriented airlines will vary as critical success factors differ from airlines implementing other strategies. In addition, since each airline's need for improvement in processes will be different, process improvement efforts may vary from airline to airline. The aim of this research can be summarized as making process improvement application by identifying critical processes in an airline whose marketing strategy is low cost focus. In this application, the method of determining the priorities in process improvement will be followed by determining the critical processes as a result of the evaluation of the impact of the processes on the critical success factors and the current competence of the enterprise to perform the processes. Thus, it is aimed to determine which of the airline operation processes may be more critical for low-cost airlines and to reveal the processes that are priority to be developed in process improvement studies.

In this study, a decision matrix was used to determine the critical processes of a low-cost airline. In this method, first of all, the effect of the processes on the critical success factors in the low-cost airline is determined by the total impact table. Then, the improvement needs matrix, which determines the level of improvement needs of this airline's Processes, will be revealed in line with the opinions of the participants. Finally, by making use of the data to be obtained from these two matrices, a decision matrix that

enables the determination of critical main processes will be prepared and it will be tried to determine which of the critical processes of a low-cost airline should be developed.

As a result of this study, it can be said that process improvement studies vary according to both the strategy followed and the competence of the company's processes to be implemented. It can be emphasized that if the business implements a cost leadership marketing strategy, the critical success factors are different, if the critical success factors are different, the strategies of the business are important in determining the critical process. Although there are similarities in terms of processes affecting critical success factors in airlines that implement these strategies in general, it can be stated that critical process determination studies may also differ for airlines that implement the same marketing strategy, since the performance of the airlines' processes is different. In addition, it was also stated in the meeting that critical process improvement studies would be continuous, as the effects of processes on critical success factors may vary depending on both the performance of the business and the other airlines with which it competes. Although there are many methods for process development, it can be stated that the decision matrix used in this study is an effective method in critical process studies, since it is created as a result of the evaluations of the managers themselves.

2 LITERATURE REVIEW

2.1 *Critical Process and Critical Process Management*

The critical process is the process of converting some inputs into usable outputs with the help of humans or machines. The critical process is a transformation that adds value to the product, and the efficiency of this transformation will give the efficiency of the use of resources (Soyates, 2003, p. 11). A process is

an activity that creates added value on various inputs used to achieve an intended output. A critical process is a set of interrelated and interactive, identifiable, measurable and interdependent value-creating activities that transform inputs into a specific benefit or output for the customer. (Ayanoglu and Turan, 2003, p. 195; Tobacco et al., 2004, p. 40). The critical process can be defined as a series of activities that obtain an input and add value to it and offer it as a product or service to internal and external customers, or it can also be defined as a set of interrelated transactions that will create a service or product that provides consumer satisfaction (Keçecioglu, 2003, p. 1). All processes of businesses are important, but it can be said that critical processes play a greater role in achieving the goals of the business.

In order for the business to reach its goals in a time determined during the strategy formation phase, what needs to be done must be clearly determined and the path to be followed must be revealed. It is also critical for an enterprise to develop successful strategies in terms of showing that the work and responsibilities are fulfilled effectively in that enterprise and the future planning is done correctly (Konyalilar, 2021, p. 54).

A process hierarchy should be established in order to manage and structure critical processes well and to create strategies. The main thing in this configuration is the scope of the processes. The hierarchy is structured in such a way as to go into details starting from the process with the largest scope.

The process hierarchy in the aviation industry can be expressed as four levels: main processes, operational processes, support processes and management processes (Ayanoglu and Turan, 2003, p. 196-197)

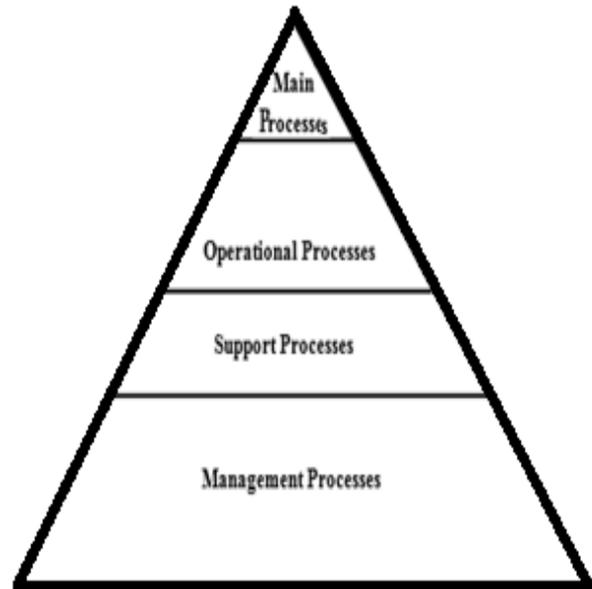


Figure 1. Process Hierarchy

With its most basic definition, critical process management is the series of activities carried out to ensure the continuous and regular monitoring and development of processes (Bozkurt, 2002, p. 7). The definition of critical processes in organizations, the assignment of teams and process owners, their continuous analysis and monitoring are called critical process management. If critical process management does not include continuous improvement activities, it is not possible to talk about process management fully. Critical process management is the set of activities carried out to ensure that the processes in the business are analyzed, monitored and developed continuously and periodically in order to meet customer requirements and make it sustainable (Delen, 2007, p. 19).

For airline companies, certain processes are involved in the transportation of passengers and cargo from one point to another. It can be stated that especially the processes perceived by the passenger, such as the ticket process, the check-in process, are more critical for the airline, and

are effective in choosing the airline. The processes perceived by an airline passenger can be stated as follows (Köksalınış, 2019; Babilacque et al., 2013):

- Reservation and ticket sales process: This process includes services such as pricing of tickets, easy access to the ticket distribution network, communication with the salesperson.
- Cargo sales process: Cargo transportation is the processes related to the sale of services.
- Check-in: It is the process where the passenger delivers their luggage and receives the boarding card.
- Boarding: It is the section where the passenger is transferred from the terminal to the plane.
- Under-flight services: It is the processes related to loading cargo, baggage, and transferring needs such as water to the aircraft,
- Technical services: Processes such as maintenance services and troubleshooting. Fueling the aircraft is also included in this process.
- Flight crew planning process: The process of matching cabin and cockpit crew to flights,
- Flight Planning process: The process by which flight fuel quantity, route, speed, level are planned,
- In-flight services: Services provided to the passenger before the flight, on the flight and after the flight,
- Flight process: The services related to the performance of the captains during the flight process, for example, the very shaking of the plane in flight, a soft landing reflect this process.
- Transfer to the terminal and delivery of baggage: Services related to the transfer of the passenger to the terminal and the delivery of their luggage after the aircraft has been parked at the destination.

2.2 Critical Success Factors

Critical Success factors can be expressed as the factors that have critical importance in the

activities of the business in achieving its strategies and therefore its goals. Accurate determination of critical success factors plays a key role in the critical process management of businesses. Qualification of an enterprise as successful varies according to its field of activity or sector, competitive strategy, natural environment and period in which it operates (Acılar and Karamaşa, 2011). Therefore, it can be said that critical success factors that are not determined in accordance with the conditions will prevent the process development studies from moving in the right direction. In particular, it can be emphasized that the competitive strategy of the enterprise is important in determining the critical success factors. These strategies can be summarized as follows (Doğan, 2017):

- Cost leadership strategy,
- Differentiation strategy,
- Focused strategy.

Airlines operate in a highly competitive industry. For this reason, it can be said that determining the strategies correctly can provide a competitive advantage as well as making it easier for them to identify critical success factors and make process improvement studies in line with their strategies. Critical success factors can also be useful for sticking to a strategic analysis by examining the character of the sector in general at the beginning. For example, being successful in non-transportation services can mean different things for an airline that implements a differentiation strategy and an airline that implements a cost leadership strategy. Therefore, it can be said that there is a connection between critical success factors and competitive strategies (<https://gbr.pepperdine.edu/2010/08/airline-industry-key-success-factors/>).

In particular, it can be said that after the deregulation, the obligation of the airlines to comply with certain price policies and the privatization of the flag carrier airlines differentiate the applied competitive strategies.

It can be stated that cost-oriented airlines generally offer the process of transporting passengers and cargo, which is the most basic service of airlines, from one point to another with a cost leadership strategy. It can be said that they have tended to make a profit with high occupancy rate by costing this process low cost and providing ticket prices at affordable prices.

The aim of this study can be reported as determining the critical success factors for cost-oriented airlines and making an application study in which the processes that should be prioritized in process improvement studies are determined in accordance with these factors. (<https://www.mbaskool.com/business-articles/marketing/865-critical-success-factors-for-devising-strategies-for-airline-players.html>). Thus, it can be said that for low-cost airlines whose critical success factors are generally the same, critical process determination will be revealed as the general lines of activity.

2.3 Low Cost Oriented Airlines

Low-cost airlines are businesses that aim to provide services to passengers or cargo at low prices by executing their processes at lower costs compared to businesses that implement a differentiation competitive strategy. It can be stated that it is desired to gain a competitive advantage by offering the basic service of transporting passengers, baggage and cargo from one point to another at the most affordable price. It can be stated that they try to achieve this strategy through practices such as employing personnel with the lowest wage, designing the cabin section of the aircraft as fully economy class, keeping the seat spacing at a minimum level and generating more income with more seats, selling in-cabin treats for an additional fee, obtaining additional income for baggage above the defined weight by keeping the passenger's right to carry baggage and hand baggage at a minimum weight and similar applications. It can be stated that low-cost airlines also generate income from ancillary services. It can be stated

that in low cost-oriented airlines, savings are made in some services and additional income is obtained for these services (Mutlu and Sertoğlu, 2018).

Low-cost airlines apply the cost leadership strategy not only for their own internal processes, but also for the businesses they serve. For example, if there are two or more airports in the city, they can contribute to their cost strategies with low service payments by using the airport, which does not have heavy traffic, for operation (Akpınar, 2019, p. 12). By simplifying their fleet structure, these airlines reduce their costs by not incurring additional personnel and training fees. Generally, it can be said that their fleet consists of one type of aircraft. It can be said that there are factors that must occur after the activities of the enterprises that implement the cost strategy in order to reach their goals and strategies. These factors affect success and can be stated as follows (<https://www.id1.de/2019/10/25//6-most-important-kpis-for-airline-operations-and-performance-analysis/>):

Safety: It can be said that the problems that occur in terms of safety in the operations of the airline companies and their reflection on the passengers and the public are important factors in the preference of the airline. If avoiding personnel expenses and other expenses in order to perform a low-cost operation affects safety and this is reflected in the processes perceived by the passenger, it will cause the passenger not to prefer the airline regardless of the price (Cohen, 2015, p.35).

Cost: The basis of the strategies of low cost-oriented airline companies is generally to carry out all their processes at a more affordable cost than their competitors. For this reason, cost leadership can be counted as a critical success factor for these businesses. For this reason, the contribution of all processes to low cost focus can be expressed as a critical success factor.

Solidity ratio: The occupancy rate indicates how much of the aircraft's current seat capacity,

as a percentage, has been sold for one flight. Airlines operating with high fixed costs need to operate with a high occupancy rate in order to reduce their unit costs. Especially for cost-oriented airlines, high occupancy rate airlines have determined their strategies to sell tickets at low prices and achieve high occupancy rates. It can be stated that if they fail to do this, they will not be able to continue their activities.

Income: For low-cost airlines, it is important to generate income not only from ticket revenues, but also from all activities such as additional baggage revenues and in-flight catering revenues. Thus, they can increase their profit margins by adding additional income to the ticket revenues they sell at low prices. For this reason, the contribution of processes to activities that will generate additional income, such as excess baggage handling fees and in-flight catering fees, is important for low-cost airlines.

Timely Departure: The most important service for the passenger is to reach the destination on time. It can be said that the first part of performing this service is taking off on time. It can be stated that the timely execution of the operations of the airlines, which has a complex process structure, depends on the

correct execution of the processes of the operation. For this reason, the contribution of processes to the critical success factor of on-time departure is important in process improvement studies.

Arrival On Time: Just because a flight takes off on time does not mean it will arrive on time. Airline operations may land at another square instead of the destination for many reasons during the flight phase. Therefore, it can be reported that the reduction of such problems is of critical importance for the success of airlines.

3 METHOD

Purpose of the research: The aim of this research can be summarized as making process improvement application by identifying critical processes in an airline whose marketing strategy is low cost focus. In this application, the method of determining the priorities in process improvement will be followed by determining the critical processes as a result of the evaluation of the effect of the processes on the critical success factors and the current competence of the enterprise to perform the processes.

Table 1. Airlines Operating in Turkey

| Airline company | Number of Passenger Aircraft | | Seat Capacity | | Capacity Change (%) |
|--|------------------------------|------|---------------|--------|---------------------|
| | 2014 | 2015 | 2014 | 2015 | |
| THY A.O. | 224 | 258 | 43.250 | 50.983 | 17,9 |
| Pegasus Hava Taşımacılık A.Ş. | 46 | 58 | 8.364 | 10.827 | 25,4 |
| Güneş Ekspres Havacılık A.Ş. | 53 | 54 | 9.672 | 10.167 | 5,1 |
| Onur Air Taşımacılık A.Ş. | 21 | 28 | 4.809 | 7.137 | 48,4 |
| Atlasjet Havacılık A.Ş. | 18 | 20 | 3.594 | 3.954 | 10,0 |
| Borajet Hav. Taş. Uçak Bak. Onar. A.Ş. | 8 | 14 | 635 | 1.341 | 111,2 |
| Turistik Hava Taşımacılık A.Ş. | 10 | 10 | 1.849 | 1.890 | 2,2 |
| Hürkuş Hava Yolu Taş. Ve Tic. A.Ş. | 8 | 8 | 1.520 | 1.440 | -5,3 |
| Ihy İzmir Hava Yolları A.Ş. | 6 | 7 | 1.116 | 1.302 | 16,7 |
| Tailwind Havayolları A.Ş. | 7 | 7 | 1.218 | 1.218 | 0 |
| Total | 401 | 464 | 76.297 | 90.259 | 18,3 |

Source: Shake it, 2016

Research Method: In this study, a decision matrix was used to determine the critical processes of a low-cost airline. In this method, first of all, the effect of the processes on the critical success factors in the low-cost airline is determined by the total impact table in line with the opinions of the participants. Then, the improvement needs matrix, which determines the level of improvement needs of this airline's

Processes, will be revealed in line with the opinions of the participants. Finally, by making use of the data to be obtained from these two matrices, a decision matrix that enables the determination of critical main processes will be prepared and it will be tried to determine which of the critical processes of a low-cost airline should be developed.

Table 2. Participant Features

| Sections of Participants | Duties | Code |
|--------------------------------------|------------------------|------|
| Strategic Planning Department | manager | G1 |
| Strategic Planning Department | Chef | G2 |
| Ground Services-Passenger Services | manager | G3 |
| Technical | Line Maintenance Chief | G4 |
| Dipatch | Chef | G5 |
| Team Planning | manager | G6 |
| Cabin | Amir | G7 |
| Ticket sales | manager | G8 |
| Ground services-Check-in and luggage | manager | G9 |

Working Group and Data Collection

Method: The data for this study were obtained by interviewing low and middle level managers in a low cost oriented company from airlines operating in Turkey in the table 1 below. In the research, the name of the airline will not be given, but the airline will be used as a singular. The codes and titles of the interviewees are shown in the table2 below. In this interview, they were first asked to identify the critical success factors for the airline business. Then, they were asked to determine the jointly determined critical success factors and the effect matrix coefficient that determines the effect of the processes on these factors. Finally, their opinions were taken on the coefficients that determine the development need matrix of each process. By creating a decision matrix in line with these data, critical processes and the need for improvement of these processes were tried to be determined by prioritizing them.

4 RESULTS

As a result of the interviews with the participants and the literature review, the critical success factors were determined as income, cost, on time departure, on time arrival, occupancy rate and flight safety. The impact matrix below showing the impact of general airline operation processes on these factors is shown in Table 3. In addition, the improvement matrix of the airline operation processes was determined as in table 4 in line with the opinions of the participants. In addition, the decision matrix created by using these matrices is shown in Table 5. Inferences made from the findings section will be reported in the conclusion section:

Impact Matrix: In the total impact matrix, the interviewees determine the impact of the processes on the critical success factors by giving one of the numbers 0, 1, 2, 3, 4 as shown below. The sum of these numbers for each process

shows the effect of that process on the critical success factors. The first process is given in detail in order to show how the average effect is determined as a result of the values given by the participants to the critical success factors for the effect of the process. Then, the average of the value given by the participants for the contribution of all processes to the critical

success factors will be shown in the tables and the effect of each process will be determined.

The scoring factors are:

0: Ineffective

1: Little Impact

2: Medium Effective

3: Effective

4: Very efficient

Table 3. The Effect of Ticket Sales Processes on Critical Success Factors

| Participants | Critical Success Factors | | | | | | Total Impact |
|--------------|--------------------------|-------------|----------------|------------------|-----------------|-----------------------------|--------------|
| | Income | Lower costs | Solidity ratio | Timely Departure | Arrival on Time | Safety | |
| G1 | 4 | 2 | 4 | 0 | 0 | 0 | 10 |
| G2 | 4 | 1 | 3 | 0 | 0 | 0 | 8 |
| G3 | 4 | 1 | 3 | 0 | 0 | 0 | 8 |
| G4 | 4 | 1 | 4 | 0 | 0 | 0 | 9 |
| G5 | 4 | 1 | 3 | 0 | 0 | 0 | 8 |
| G6 | 4 | 2 | 4 | 0 | 0 | 0 | 10 |
| G7 | 4 | 1 | 4 | 0 | 0 | 0 | 9 |
| G8 | 4 | 1 | 3 | 0 | 0 | 0 | 8 |
| G9 | 4 | 2 | 4 | 0 | 0 | 0 | 10 |
| | | | | | | Average Total Impact | 8.8 |

Table 5. Process Improvement Needs Table

| Processes | The current situation | targeted | Difference |
|--------------------------------|-----------------------|----------|------------|
| Ticket Sales Process | 2.8 | 4 | 1.2 |
| Cargo Sales | 1 | 2.8 | 1.8 |
| Check-In | 2.8 | 4 | 1.2 |
| Boarding | 3.2 | 4 | 0.8 |
| Under Aircraft Loading | 3.1 | 4 | 0.9 |
| Technical services | 2.8 | 4 | 1.2 |
| Team Planning | 2.4 | 4 | 1.6 |
| Flight Planning Process | 3.2 | 4 | 0.8 |
| Inflight Services | 2.5 | 4 | 1.5 |
| Flight Process | 2.5 | 4 | 1.5 |
| Delivery of Luggage | 2.8 | 4 | 1.2 |

1 point: Insufficient, 2 points: Not Competitive, 3 points: Competitive, 4 points: Example Model

Table 4. Average Impact Table of Processes

| Processes | Critical Success Factors | | | | | | Total Average Impact |
|--------------------------------|--------------------------|-------------|----------------|------------------|-----------------|--------|----------------------|
| | Income | Lower costs | Solidity ratio | Timely Departure | Arrival on Time | Safety | |
| Ticket Sales Process | 4 | 1.3 | 3.5 | 0 | 0 | 0 | 8.8 |
| Cargo Sales | 2 | 1 | 1 | 0 | 0 | 0 | 4 |
| Check-In | 3.1 | 2.1 | 2,2 | 2.5 | 2.0 | 2.5 | 14.4 |
| Boarding | 3.0 | 2.2 | 2.2 | 2.8 | 2.0 | 2.5 | 14.7 |
| Under Aircraft Loading | 1 | 3 | 1 | 2.8 | 2.0 | 3.2 | 13 |
| Technical services | 3.1 | 3.8 | 3 | 3.1 | 3.3 | 3.5 | 19.8 |
| Team Planning | 1 | 3.8 | 3 | 3.2 | 3.3 | 3.5 | 17.8 |
| Flight Planning Process | 1 | 3.8 | 1 | 3 | 3.2 | 3.2 | 15.2 |
| Aircraft Cabin Services | 3.3 | 3.1 | 3.2 | 3.3 | 2.5 | 3.1 | 18.5 |
| Flight Process | 3.5 | 3.5 | 3.5 | 3.3 | 3.3 | 3.5 | 20.6 |
| Delivery of Luggage | 3.2 | 2.5 | 3.2 | 0 | 0 | 0 | 8.9 |

Table 6. Processes Before and After Improvement Scores

| Processes | Average Total Impact Score | Need for Improvement Chart Average Difference Score | Result |
|--------------------------------|----------------------------|---|--------|
| Ticket Sales Process | 8.8 | 1.2 | 10.6 |
| Cargo | 4 | 1.8 | 7.2 |
| Check-In | 14.4 | 1.2 | 17.2 |
| Boarding | 14.7 | 0.8 | 11.7 |
| Under Aircraft Loading | 13 | 0.9 | 11.7 |
| Technical services | 19.8 | 1.2 | 23.7 |
| Team Planning | 17.8 | 1.6 | 28.4 |
| Flight Planning Process | 15.2 | 0.8 | 12.1 |
| Inflight Services | 18.5 | 1.5 | 27.7 |
| Flight Process | 20.6 | 1.5 | 30.9 |
| Delivery of Luggage | 8.9 | 1.2 | 10.6 |

5 CONCLUSION: (TOTAL IMPACT * DIFFERENCE)

In this study, it has been tried to determine the priority processes for the improvement of a

low cost oriented airline by applying process improvement in one of the companies operating in Turkey with a low cost marketing strategy. In this study, it can be stated that the critical success factors for a low-cost airline are determined in line with the opinions of the

participants in order to prioritize the processes. It was stated by the participants that low cost oriented airline companies generally try to maximize their revenues by minimizing their costs in their operations. For this reason, it is necessary to keep ticket prices lower than their competitors while carrying out their main aviation activities with minimum cost. Therefore, it can be said that the first two critical success factors are low cost and income from cheap tickets and income from by-products. It can be reported that as a result of the negotiation, it is necessary to provide the most optimum ticket sales possible in order to generate profit-making income from aviation activities. This phenomenon, which can be expressed as the occupancy rate, can be stated to be important for low-cost airlines as it will both reduce the effect of high fixed costs on unit cost and increase revenues. It can be said that the priority service that passengers want from airlines is to get from one place to another safely on time. It was stated by the participants that other expectations come later for the passengers and therefore safety and then timely operation can be emphasized as an important critical success factor. In other words, the safe delivery of on-time departure and on-time arrival can be expressed as key success factors not only for low cost airlines, but also for all airlines. When the participants were asked about which processes an airline perceived by the passenger, the processes seen in the table were reported. These processes can generally be defined as the processes that start with the purchase of a passenger's ticket and end at the point where he receives his baggage after the flight ends. It can be emphasized that the importance given to each of these processes by the passengers is important for them to prefer the airline, since an airline business needs to make a profit in order to continue its activities. Which of these processes is prioritized in a low-cost airline is determined by their contribution to critical success factors. In the research, the contributions of the processes to the critical

success factors were determined by creating an impact matrix in line with the opinions of the participants. The effect of a process on the success of the business can be evaluated by the efficient execution of that process and the extent to which it contributes to the achievement of business strategy and goals. In line with the opinions of the participants, it can be stated that the most impact is determined as the flight process, in which the captain's authority to manage the flight phase is evaluated. This matrix alone is not sufficient in determining the critical processes in process development applications. In addition, in line with the opinions of the participants, the development need matrix of the flight process, which indicates the ability or competence of performing the processes in the airline business, should also be created. The decision matrix created using these two matrices gave the result of which processes should be developed first. As a result of the decision matrix, it can be stated that the priority of the development of the processes is as follows:

Flight Process: It has been emphasized that there is a process related to the competence of the flight management from the cockpit crew starting the aircraft engines until the aircraft reaches the parking lot at the destination. Facts such as the way of landing and take-off, the occurrence of tremors due to turbulence in the flight, and informing the passengers about the flight can be stated as the results of this process. While the participants stated that they especially attach importance to this process, it can be stated in the decision matrix that it is the most prioritized process among the processes that the airline needs to develop. The importance of the process was emphasized by emphasizing that a problem experienced in this process negatively affected the passenger's perception of safety, in particular. It can be said that this process is the most important result not only for low cost airlines but also for all airlines. In the airline operations where the study was conducted, it can be said that the flight processes affecting the

safety of the cockpit crew have taken place in order to reach the destination on time in the last days, and in this case, the necessity of developing this process by the airline causes it to take priority in the study.

In-flight Services: It can be transferred as services taken in the cabin, which starts with the arrival of the passengers on the plane and ends at the destination. It was determined by the participants as the second priority process in terms of both its effect on the success of the airline and the need for improvement. It has been reported that this process is important in terms of the quality perceived by the passenger. A comfortable journey, in-cabin temperature, lavatory services, information about the flight and after, and the friendly behavior of the crew are generally included in this process. In addition, it can be emphasized that the in-flight services process is important in terms of contributing to this dimension, as the food and beverages provided in the cabin in low-cost oriented businesses bring additional income. In the study, it was concluded that the airline company is not sufficient in terms of cabin crew quality and process competence required for the quality execution of this process due to its low cost strategy. This situation can be seen in the literature review, where it is generally observed in low-cost airlines.

Team Planning: The flight crew planning process is defined as the process of assigning both cockpit and cabin crews to flights by following national and international aviation legislation. The development of this process was also prioritized during the meeting, since it is important to take the necessary actions for the timely execution of the flight in terms of crew planning, as flights will not be performed without a crew. It has been stated by the participants that there are recently shortages of crew resources in airlines, some of which are due to the ineffectiveness of the crew planning process. This process also shows that not only the effect of the processes on the critical success factors,

but also the need for improvement of the process is important in determining the critical process. In the study, it can be reported that although the technical services affect the success of the enterprise more, the necessity of improvement of this process arises because the enterprise is not sufficient to perform the team planning process.

Technical Service: It has been concluded that if the technical problems occur especially while the passenger is on the plane, it has a significant effect on the critical success factors of the airline, as it causes the passenger to be uneasy in terms of flight safety. In addition, as a result of the evaluation of the process in terms of its current execution in the airline, it can be stated that the process still needs significant improvement. For this reason, there has been a process with a high score in the decision matrix. No matter how cheap the ticket price is for the passenger to choose the airline, it can be said that since safety is more important than all other factors, it is determined as the priority process to be developed by the participants in this process.

Shipping Sales: Although this process did not appear as a critical process, it was determined as the process that needed the most improvement in the study. The reason for this can be stated as the fact that this process has little effect on critical success factors. It has been stated that since low cost-oriented airlines target high occupancy rates with low ticket prices, they do not have the necessary capacity for cargo transportation and do not have a significant contribution to the success of the business. Therefore, it can be reported that there is no priority development process due to the impact of the cargo sales process on the performance of the business. Other processes were not included in the study as the development priorities in the decision matrix were very low due to both their impact on critical success factors and the current executive competence of the airline. As a result of this study, it can be said that process improvement studies vary according to both the

strategy followed and the competence of the company's processes to be implemented. If the business implements a cost leadership marketing strategy, it can be emphasized that the business strategies are important in determining the critical process, since the critical success factors will be different if the critical success factors are different. Although the impact on critical success factors is similar in terms of processes in airlines that implement similar strategies in general, it can be stated that critical process determination studies may also differ for airlines that implement the same marketing strategy, since the performance of the airlines in executing the processes is different. In addition, since the effect of the processes on the critical success factors can vary depending on both the performance of the business and the other airlines with which it competes, it can be stated that the critical process improvement studies should not be done once, but should be continuous as a result of the study. Although there are many methods for process development, since the decision matrix used in this study was created as a result of the evaluations of the managers themselves, it can be stated that it is an effective method in critical process studies.

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