

## Assessing the Effects of the COVID-19 Pandemic on the Aviation Sector and Exploring Strategies for Industry Recovery

Roba Hasaneyya<sup>1</sup>, Khadija Mohammed<sup>2</sup>, Swathi Shankar<sup>3</sup>, Ignatius Fernando<sup>4</sup>,  
Chaitanya Sonambekar<sup>5</sup>, Nikita Garg<sup>6</sup>

Kuwait University<sup>1,2</sup>

Mumbai University<sup>3,4,5</sup>

Dr. A.P.J. Abdul Kalam Technical University<sup>6</sup>

Correspondence Email: [Roba.Hasaneyya@cba.ku.edu.kw](mailto:Roba.Hasaneyya@cba.ku.edu.kw)

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#### ABSTRACT

One of the most impacted industries among all, is the Airlines industry. Airlines need to study the consequences of a pandemic, what is important is that they adapt to the uncertainty and complex changes. Companies must understand how to manage their capabilities, strategy, mission, and vision, with a fast and changing environment. Each airline can get the benefit of having a low-cost strategy and use the cargo shipment strategy that makes it easy to ship different products. Basically, reaching efficiency and effectiveness to lead the uncertain changes. For the research report it considers the highly affected industry in covid era. Qatar airways operated in a high premium business model but in covid times, demand of the luxury segment got affected. Indigo does their business mainly in India, so they are the worst hit in these times since India shows the second highest number of covid cases in the world. Due to the resurgence of Covid-19, Cathay Pacific have struggled with staff rostering due to Hong Kong's strict quarantine rules.

**Keywords:** Alliances, Airline Industry, Contingency, Impact of Covid-19, Safety Measures, Strategy of Airlines

## **INTRODUCTION**

Airlines are known as a globalized industry. The airlines industry opens the economic growth, global trade, tourism, and investments (Tahanisaz & Shokuhyar, 2020). Understanding the airline industry's role in creating a worldwide network is important. The airline industry initiates economic growth and eases international trade and tourism as well. Entering an airline industry isn't easy, barriers of entry to the airline industry include high startup costs, like the cost of the airplanes, the competition in the industry, and the required economies of scale the company must reach in order to be effective, productive with less costs. Several airlines have divided up price categories based on service offers such as full service and low cost, which means price differentiates the service (Sulistya & Ginaya, 2020).

Stakeholders and partners must know how to work together to reach the benefits of the air transport, and the most important thing is to sustain the growth of aviation by having alliances to connect more people and break the traditional competition and make it better. Airlines form and participate in international alliances getting various benefit (Seo, 2020). Alliances in aviation industry operates a basic strategy to stimulate competition and it has increased over time (Cobeña, Gallego, & Casanueva, 2019). Partnering and making alliances can benefit consumers and so for the airline company itself as well as linking countries and cities together. Just like the Oneworld alliance that includes Qatar airways, Cathay Pacific, and they will soon add Indigo to the alliance. Such an alliance that connects partners to provide the best benefit for any airline member, the ease and smooth check in, and easy search for the suitable airline company to travel with, opening more destinations, and creating a Global network.

Regarding the effect of covid-19: the Oneworld alliance is known for its dedication to the safety measures for their members and the airport hubs during this time. Acknowledging the disruption of the pandemic could affect the aviation sector much more than the emergency (Abate, Christidis, & Purwanto, 2020). Covid-19 pandemic has triggered the crisis for air transportation industry and in response to Covid-19, all worldwide destinations have enforced travel restrictions, bans, or quarantine measure (Suk & Kim, 2021). The ongoing pandemic crisis has created fertile and hostile environment for companies and industries to transform their value chain and innovate (Amankwah-Amoah, 2021). The pandemic of Covid-19 that resulted in a great fall of the massive aviation industry is something expected, since the global rapid spread of Covid-19 increases restrictions and the demand of the air travel is challenging, no wonder the costs of the industry is strongly affected with great losses and the barriers to exit from the industry will create more losses if the airline companies didn't figure it out in leading the crisis and survive. Changing the structure and strategies of each airline organization is required, as what is required is the role of management and understanding the market. And corporations instead of competing can also help in the survival. Understanding the mission, vision, and strategy, understating the structural and contextual dimensions of the organizations is important as well.

There has never been before such a significant and prolonged decrease in air passenger demand in the airline business. Hollinger (2020) stated that the travel and hospitality industries are in dire straits where 60% of the world's commercial aircraft have been grounded (Albers & Rundshagen, 2020). Previous crises, such as SARS in 2003 or the 9/11 terrorist attacks in 2001, were geographically or temporally limited. As a result, predicting when airlines will be able to resume operations and when flight operations and consumer demand will recover to pre-COVID-19 levels becomes extremely difficult. Current forecasts place the recovery of global traffic to 2019 levels between 2023 and 2025. The massive drop in demand, along with the anticipated multi-year recovery phase, is posing numerous issues for the aviation sector, the first of which is surviving and generating money when there is practically no demand. While the current focus is on survival, how airlines handle the recovery period is equally important.

Qatar Airways' vision statement is "to become a world-class carrier and cargo service provider with global reach". It is a national airline of Qatar and become one of the best airlines in the world (Wang, 2021). To uphold the phrase, the organization focuses on three factors: product quality, product reliability, and world-class network reach, with 122 aircrafts increasingly covering across six continents and 120 destinations. Its purpose statement is to "Deliver Excellence in Everything We Do". Qatar Airways has subsequently become one of the world's fastest growing airlines, with extraordinary growth averaging double-digit increases year on year. The airline has grown under the innovative leadership of Chief Executive Officer His Excellency Mr. Akbar Al Baker, who was appointed CEO in 1996 and has been key in transforming Qatar Airways into an award-winning and excellent carrier.

IndiGo airlines have the mission to provide quality and reliable air travel facilities to the young, price conscious & first-time travelers. Adding to its mission to be the best in the industry the airlines have a long-term vision as well. IndiGo Airlines also has a well-defined Vision Statement that addresses all the basic components of a good vision statement. They know that their customers are the "Middle Class Consumers", they know that they "Want to become India's largest airline", they meet the demands through their well-defined 3 Pillars of: "Affordable Prices, On Time Performance and Hassle-free Travel Experience".

Over the past decade, IndiGo Airlines has had a holistic approach and circumvented success. With a proper mix of Marketing, Pricing, Functional and Corporate Level strategies, it has successfully established itself as one of India's leading LCC. Some of the strategies that IndiGo has deployed have been explained from a theoretical basis and purely subjective. Cathay Pacific's vision is to make the most admired airline in the world. Ensuring safety comes first. Providing service straight from the heart. Encouraging product leadership. Delivering superior financial returns. Providing rewarding career opportunities. The main mission of Cathay Pacific is to increase their profit margins. In their concern for survival, Cathay Pacific states that their main criteria is developing superior financial returns. Their concern for employees is 'providing rewarding career opportunities. It takes a market-oriented approach and adopts a business strategy based on the needs and wants of customers. The market-oriented approach is in direct contrast to the production orientation, where a firm's activities are geared towards existing technologies, products, and production processes.

## **LITERATURE REVIEW**

The coronavirus outbreak has led to a huge impact on many organizations and industry all over the world (Liew, Liew, Lim, Lim, & Qonitah, 2022). The Covid-19 pandemic has affected the airlines industry severely and halted global aviation for months, long-haul carrier Qatar Airways in September 2020 reported revenue losses of almost \$2bn, blaming the coronavirus pandemic. The uncertainty of the pandemic outbreak, travel restriction, and broader controls had led to a lower air travel demand from the society (Nair et al., 2021). WHO also declared that tourism is the most affected sector by the pandemic Covid-19 (Espinoza et al., 2021). Partial reason for their losses was also because of the new rules of accounting which further added to their losses as per Qatar Airways. The demand for flights has been lower over the fears of the virus, which wreaked and created havoc on the international businesses of the aviation industry. During that year, Qatar Airways slashed almost 50,000 employees. The management is very confident of emerging back stronger from this difficult period and continuing to innovate.

Qatar Airways which come under the network airlines is expected to bounce back to its pre-covid levels by the end of Financial Year 2022. Acknowledging that aviation sector has positive economic spin-offs on other facets of economy (Dube, 2023). Amid the pandemic Qatar Airways has toppled Air New Zealand to become the world's best carrier at a time when the aviation industry is badly hit by the pandemic, according to an aviation safety and product rating agency, AirlineRatings.com. It appraised Qatar Airways for its dedication and commitment to continue to operate. It was the first carrier to complete IATA Operational Safety Audit (IOSA) and the first to be fully audited and compliant for Covid-19 by both AirlineRatings and Skytrax. The group chief executive of Qatar Airways said in a statement that they have witnessed some of the darkest days ever seen by the aviation industry, but the Doha-based airlines continued to operate. Since the pandemic, Qatar Airways has flown over 2 million passengers and carried over 250,000 tons of medicine and aid to areas impacted by the coronavirus (Gaurav, 2021).

The chief executive of Qatar Airways says that the resilience is weak, and recovery will take a long period of time. The airline industry warned of a need for more cooperation in creating vaccine passports to see some positivity. Since there is a boost in the cargo, the airline is flying roughly 70% of its normal schedule. On an average airline across the globe were flying only 40% of their capacity. The airline carried 32.3 million passengers in the last fiscal year, compared to 29.4 million the prior year.

Qatar Airways has officially inked an agreement with RwandAir, deepening their partnership. The move will allow travelers on both carriers to access over 160 destinations across the networks from their hubs. Qatar Airways purchased a 49% stake in early 2020 to grow its presence in Africa. Qatar Airways has strategic location which maximize their ability to connect people from West and East within eight hours flight (Fetais, Al-Kwif, Ahmed, & Tran, 2020). This is in addition to these airline's decision to offer frequent flyer reciprocity, allowing passengers to earn and use their miles on any airline. This latest partnership will help support the recovery of international air travel and offer unrivalled connectivity with expectations of becoming a major player in Africa in various destinations.

Airline Alliance group Oneworld has partnered with travel tech company Sherpa to provide up-to-date information on its Covid-19 portal. It is an agreement between airlines to share revenues on a route and to coordinate together on route planning and scheduling. The portal was first launched in July 2020 as a customer resource for information on health and wellbeing measures, which will assist the customers in knowing what to expect prior to embarking on their travel. It has partnered with 14 airlines along with Qatar Airways and Cathay Pacific.

IndiGo's CEO Ronojoy Dutta said "From where things stand currently, it is impossible for our company to fly through this economic storm without making some sacrifices, in order to sustain our business operations therefore, after carefully assessing and reviewing all possible scenarios, it is clear that we will need to bid a painful adieu to 10 percent of our workforce. To overcome the impact of covid -19 Indigo raised up to Rs 3000 crore through QIP. The 2nd wave of covid-19 wave hit the airline industry. Close to 20 countries-imposed travel restrictions from India like flight suspension. The requirement of covid negative test report by many states has hit domestics travel also so, indigo airline raises 3000 cores for their working capital of business.

Indigo airline announces to leave without pay scheme for senior employees to tide over impact of covid-19 2<sup>nd</sup> wave. Senior employees will have to go compulsory and leave without payments for up to 4 days per month till September 2021 as passenger traffic is reduced due to the second wave of COVID-19. Employees in band B and A have not impacted in this WLP program. Majority of employees are under A and B Which is the lowest band in the organization.

Indigo airline converted covid crises into new business opportunities. To begin with, the airline has converted its 10 aircraft into freighters. IndiGo, and many other airlines, carry cargo in the belly of the plane, the average carrying capacity is between 6 and 9 tons. Comparing that to these 10 all-cargo planes which can carry 17-20 tons per flight. As passengers' revenues tanked during the lockdown, IndiGo and its rival ramped up their cargo operations due to high demand for transporting essential supplies. The sharp rise in the international cargo rates - from about \$1,000 per ton to \$3,000 per ton during the lockdown has further improved the viability of cargo flights. Though it's not clear how much IndiGo benefitted from the high cargo rates.

To achieve pre-COVID numbers, IndiGo Airlines, which is one of India's largest domestic sector airlines, recently launched a creative initiative called "Vaxi Fare scheme for passengers". According to Vaxi Fare Scheme, passengers who have got the first or both doses of the Covid-19 vaccine will get a 10 per cent discount on airfare on single, return, and multiple journeys across India. Cathay Pacific Airways Ltd., with its subsidiaries Hong Kong Dragon Airlines Limited (Cathay Dragon), Hong Kong Express Airways Limited (HK Express) and AHK Air Hong Kong Limited (Air Hong Kong), operated 235 aircraft immediately prior to the onset of COVID-19, directly connecting Hong Kong to 119 destinations in 35 countries worldwide (256 and 54 respectively with codeshare agreements), including 26 destinations in the Chinese mainland (Cathay Pacific Airways, 2020).

Passenger revenue decreased by 72.2% to HK\$10,396 million in the first half of 2020. RPK traffic decreased by 72.6%. This loss of revenue reflects the precipitous drop in passenger demand resulting from the extensive travel restrictions, border controls and quarantine arrangements which were implemented around the world in response to the pandemic. In total, the airlines carried 4.4 million passengers in the first six months of the year, 76.0% fewer than in 2019 (Cathay Pacific Airways, 2020).

Cathay Pacific Airways introduced substantial available seat kilometers capacity reductions in the first six months of 2020, amounting to 29% in February, 73% in March, and 97% in April and May. Overall, capacity was decreased by 65.7% for the first six months of 2020 compared to the same period in 2019. Cargo increased by 44.1% to HK\$2.71 in the first six months of the year. There was an imbalance between capacity and demand in the cargo market, which led to higher cargo revenues compared to the first half of 2019. Cargo revenue in the first half of 2020 was HK\$11,177 million, an increase of 8.8% compared to the same period in 2019 (Cathay Pacific Airways, 2020).

The Hong Kong flag carrier has been hit hard by the pandemic like its industry peers, with Cathay operating at just 8% of its usual passenger capacity as it forecast "substantial" losses for a third consecutive half. Cathay Pacific has developed their loyalty programs into broader lifestyle brands, adding more miles-earning opportunities through e-commerce, dining, and hotel stays, as Qantas has long done. The brand "Cathay" will allow users to purchase services and goods through the airline only in Hong Kong at first, which will be expanded globally later, adding that a credit card in conjunction would be launched soon.

The global pandemic continues to have a devastating impact on aviation and the hard truth is that it fundamentally restructures the group to survive. Cathay Pacific Airways slashed 5,900 jobs and ended its regional Cathay Dragon brand, joining peers in cutting costs as it grapples with a plunge in demand due to the coronavirus pandemic. The airline would also seek changes in conditions in its contracts with cabin crew and pilots as part of a restructuring that would cost HK\$2.2 billion (\$283.9 million).

## **RESEARCH METHOD**

This research has several purposes to achieve in this paper. First, this research aims to understand the impact of Covid-19 on the Airline Industry. Second, to study the challenges faced by the Airline Companies during the pandemic. Third, to evaluate the impact of IndiGo Airlines, Cathay Pacific Airways & Qatar Airways. Fourth, to analyze how the airlines overcame the covid-19 pandemic. Lastly, to ensure that this project becomes a reliable source of information for future reference. To achieve those purposes, this research uses several data. Secondary Data is the viable source of information which can be easily available and cost-effective. Thereby in this research project, the sources of this secondary data were collected from newspaper articles, blogs, interview articles of the airline management, website of the airline companies & interim reports of the companies. The above sources were collected and analyzed from the company's perspective for the project's development. Most of these data are reliable since they are written & published by industry experts which makes this research project, a dependable source of information to the topic. The different types of resources had to be used to understand the hurdles faced by the airlines that were affected due to the pandemic and thereby encompass them to provide solutions to overcome their challenges. This secondary data collection was conducted to study the different aspects of airline business so that it can help to have a comparative analysis of the airlines. Thus, this helps to formulate the better outcomes and provide favorable suggestions which can easily be implemented by the companies.

## **RESULTS**

Many industries are affected due to Covid-19, but the transportation industry and airlines companies have been hit immensely, the success and how a company can lead the uncertainty is something that isn't easy. Regarding Qatar Airways, in terms of the evaluations, it was ranked to be the fourth globally in 2019 and declined in 2020 to ninth place. This decline is due to many reasons: the Qatar government giving priority to support for the health sector, and the closure laws imposed in some countries that hindered flights. As mentioned, Qatar Airways in 2021 won the title of the best airline in the world, due to their strategy.

Qatar airways rating is earned from Skytrax, Skytrax is well known and recognized as a global Benchmark of airline standards around the world. As the airlines that would earn their ratings from Skytrax would improve their quality of not only the customers' experience for airlines but also for the airports across the world. Skytrax uses the quality scale of 1-star through an exclusive 5-star airline award. Moreover, Skytrax does not include customer reviews. Relating that to the success of Qatar airways that it wasn't from customers perspective, as it was from their mission, vision, and competence. Qatar Airways became the first global airline in the world to achieve the esteemed 5-Star COVID-19 Airline Safety Rating by international air transport rating organization, Skytrax. Moreover, the success of Qatar airways based on Skytrax ratings is because of the severe COVID-19 hygiene and safety standards and the procedures they follow from the flight check-in to the on-board aircraft, including a full review of procedural efficiency checks, visual observation of hygiene and safety at all the stages for the passenger's voyage. In addition, the achievement and commitment throughout 2020 and 2021, Qatar airways commitment in providing the assurance to their passengers across the world and continues to deal with the ongoing impact and challenges of the crises. No wonder their success is derived from the day they existed. As business administration students we know the success of organizations come from recognizing the core competencies they have and how they can manage to relate that to their external environment considering suppliers, customers, and even competitors! As their vision mentions to be the top destination management company in Qatar through innovation, delivering unique and exclusive experiences according to the customer's needs and ambition.

In addition, their success is also derived from the strategic partnership contracts with many airlines in different countries, in May of the year 2020, it concluded a partnership contract with American Airlines stating to place the Qatar Airways logo on 1,000 domestic flights, and in January of this year, a contract was signed a partnership contract between the company and Iberia Airlines stating that Qatar Airways passengers are allowed to go to 36 destinations on the Iberian Airlines, in addition to Qatar Airways' sponsorship of the Spanish club Barcelona and being a company within the One world alliance, which is the best airline alliance in the world and in May of this year, the company entered into a contract with the International Air Transport Association, according to the contract, to train the employees of the union in Qatar Airways to know environmental sustainability. As mentioned previously, Qatar Airways succeeded in overcoming the Corona crisis, recovering from its loss, and strengthening its marketing strategy and we find that Qatar Airways has taken all safety standards and precautionary measures until it became the first company to complete an Operational Safety Audit (IOSA) and the first to be fully audited and compliant with anti-Covid-19 measures by both Airline Ratings and Skytrax. According to the Arabic-speaking Sputnik News website, the CEO of Qatar Airways said that the company returned about two billion dollars to its customers when they canceled their flights after the spread of the Coronavirus, and this is evidence of the company's credibility with its customers, which reported good and excellent evaluations among the company's customers. In fact, the service in Qatar Airways is very beautiful and elegant.

Moreover, the offered recommendations as follows. First, enhancing trips to the Arab region and giving priority to Arab citizens in reservations. Second, enhancing the transport of goods and the creation of a subsidiary company specialized in air transport only. Third, the company can also create a football club and it will be the first airline to take this picture. And the company's announcement of random golden cards to promote the audience to attend the World Cup matches. Fourth, for joining alliances, they would become bigger and grow better while alliances help the organizations to become a learning organization that would make it innovative in the face of uncertainty.

## **DISCUSSION**

Although the great impact of corona virus on IndiGo airlines. It is worth noting that domestic flights in India decreased from the beginning of June of this year due to the outbreak of the virus significantly. The BBC reported that millions of religious Hindus gathered in the town of Haridwar in the Himalayas, to participate in the religious Kumbh Mela festival, amid the country's suffering from a devastating second wave of the Coronavirus. The marketing strategy and systems used by Indigo Airlines depends first and foremost on offering comfort to its customers during the flight, since it is a small airline, it cannot conclude partnership contracts with major international companies.

Mentioning Indigos' most important marketing methods, which is direct marketing during Trips: providing comfortable services such as assisting passengers with special services and carrying heavy equipment on board the plane. And the features of attracting customers directly, such as full assistance during the flight, free Wi-Fi, and the possibility of booking directly before takeoff.

So, for the rating of indigo airlines, it was certified by Skytrax as a 4-Star Low-Cost Airline for the quality of its airport, onboard products, and staff services. Indigo provides a good low cost for both domestic and international flights with a good cabin staff service. Based on the customers' opinions about the company's services provided, the majority agreed that the services provided are very good for the paid amount and are very comfortable.

Some customers mentioned that what distinguishes these airlines from any other airlines in Asia is the cleanliness and the reservation registration very quickly and this is what prompted Qatar Airways to accept the conclusion of a contract with it in 2017, and for the recommendations for Indigo that may benefit in the future. First, trying to conclude a lot of contracts with large airlines in Asia, such as Russian and Chinese airlines, and this will help increase the company's profitability and level. Second, attempting to provide the company's services in some countries such as: Arab countries, South America, and Canada. Third, trying to offer the recreational class and working on finding ways to buy more planes. Lastly, trying to provide exclusive services that are distinctive in them.

Following of how some organizations can really be successful at the beginning and they can keep their success and growth going is the most important factor for Cathay pacific success and growth is the entry into China's market, as Chinas' market is the world's most gainful market with the large population of 1.3 billion and surged past Japan. We can say that China is an attractive market for Cathay Pacific and many airlines worldwide. Cathay Pacific is called the "Heart of Asia" as they tried to follow the strategy of thinking globally and acting locally when they would develop the marketing brand image.

Regarding the Rating from Skytrax, Hong Kong's leading airline was mostly affected by the pandemic. In 2021 Cathay Pacific was certified as a 5-Star Airline among six international companies that had the same rating. Moreover, Cathay Pacific is one of the most important international companies in the field of aviation, as previously explained



how the Corona pandemic affected it, Cathay Pacific's global ranking, in 2017 was ranked fifth globally, in 2018, it fell to seventh globally, and in 2019 it reached fourth place, and in 2020, according to the large losses incurred by the company, it fell to fifth place, and because of this, the decline also took place to the sixth place in the behalf of 2021.

Cathay Pacific were born with a purpose and have the ambition of their airline, aiming one day to cross the vast Pacific Ocean from China. Cathay Pacific Company succeeded in overcoming the Corona crisis through several steps: first, it improved safety standards and applied full precautionary measures in its flights, then, the company improved the filtering and ventilation system. According to BBC News, it was mentioned that the only good thing in the aircraft is that the ventilation system includes really powerful filters which means that from our point of view they are relatively safer, as they have a performance comparable with those used to maintain clean air in operating rooms in hospitals and clean industrial rooms and this is one of the most important forms of indirect marketing, where the most important thing for a passenger is hygiene and health standards, and the free insurance for its customers against the Corona virus by default when booking a flight with the airline and the insurance also covers medical expenses related to the virus, including hospitalization.

From the customers perspective in Trip Advisor the company holds an excellent degree in all the services it provides on board, and the site has nominated it as the best global airline in the world for 2017 and 2018. It is worth noting that what distinguishes it from other airlines is that the level of its flights to the African continent does not differ even in the greatest details from any other destination. Indicating some suggestions to help it recover from the effects of the Corona crisis, which it may have suffered from so far. First, finding various sources of financing, such as: selling a share of its fixed capital to one of the other airlines. Second, trying to increase the number of destinations that the company's flights reach. Third, trying to reduce the salaries of senior managers in the company. In the end, expecting the rankings of the three companies in the coming years: Qatar Airways will occupy the first place for two years from the first, IndiGo Airlines will enter the club of the largest airlines in the world by 2030, and Cathay Pacific we expect that it will get the title the best airline in the world in 2025.

## **CONCLUSION**

The purpose of this report is to find out the impact of Covid-19 pandemic on the Airlines Industry and to study the challenges faced by the Airline industry during the Pandemic. To get the correct initiatives, the three successful Airline companies that are, Qatar Airways, IndiGo Airlines and Cathay Pacific Airways are taken to study. The Covid-19 pandemic has affected the airline industry severely and halted global aviation for months. However, it has been observed that the changing structure and strategies of each airline company is quite different from one another, as well as the various aspects of the Airline industry. Noticing that Qatar airways were mainly focusing on three aspects: Product quality, product reliability and world class network reach to become a world-class carrier and cargo service provider with global reach. Furthermore, IndiGo airlines mainly focused on providing quality and reliable air facility at reasonable prices. And Cathay Pacific's vision is to be the most admired airline in the world. Moreover, the main aim of the report is to acknowledge the actions and solutions taken by the Airlines industry to overcome the COVID-19 pandemic situation and to identify how the chosen companies took the correct measures to control and manage the situation.

It is worth noting that Skytrax ratings gave a unique hike to the success of Qatar airways and IndiGo airlines because of their severe COVID-19 hygiene safety standards and their procedures of flights Check-in to the onboard aircrafts during and after the Nobel pandemic situation of Qatar airways. And 4-Star low-cost airlines for quality of airport, staff maintenance and onboarding products of IndiGo airlines. And Cathay Pacific was certified for the 5-Star airline for safety standards and applied full precautionary measures in its flights. According to the collected data it is shown how and why the airlines industry had to experience immense loss of revenue due to the covid pandemic and bear a great financial crisis. The airline industry currently has no backup plan for this pandemic. Without a backup plan, the airline industry will have to face a great financial crisis in the future.

After reading this report one could get the point that it is necessary to take favorable safety measures at the right time according to the situation like Qatar airways did and without wasting time or waiting for the situation to get worse like Cathay pacific airways. Finally, it is ensured that this project becomes a reliable source of information for future references. The sample is relatively accurate in accordance with the current scenario and suggests adding the number of samples with a period to get the appropriate data of the present time.

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