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# The Airasia Story

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Iron Bird Monika  
Low-Cost Carriers in Emerging Countries  
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Flying High  
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Inside the Cockpit & the Trading Room

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The Global Airline Industry  
Twelve Years of Turbulence  
Marketing Cases from Emerging Markets  
FLIGHT 73  
Flying High  
Globalising and Sustaining an Asian Brand  
Airasia 200 Success Secrets - 200 Most Asked  
Questions on Airasia - What You Need to Know  
Airline Operations and Management  
Strategic Management

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## **TOBY PATIENCE**

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*De- and Reconstructing  
Leadership Flipside*  
Digital Content  
Company Inc.  
Extensively revised  
and updated edition of  
the bestselling  
textbook, provides an  
overview of recent  
global airline industry  
evolution and future  
challenges Examines  
the perspectives of the

many stakeholders in  
the global airline  
industry, including  
airlines, airports, air  
traffic services,  
governments, labor  
unions, in addition to  
passengers Describes  
how these different  
players have  
contributed to the  
evolution of  
competition in the  
global airline industry,  
and the implications  
for its future evolution  
Includes many facets  
of the airline industry

not covered elsewhere in any single book, for example, safety and security, labor relations and environmental impacts of aviation Highlights recent developments such as changing airline business models, growth of emerging airlines, plans for modernizing air traffic management, and opportunities offered by new information technologies for ticket distribution Provides detailed data on airline performance and economics updated through 2013

Iron Bird Monika

William Palmer

As a boy, Tony Fernandes wanted to be a pilot, a footballer or a racing driver. By 2011 he'd gone one better: founding his own airline and his own formula one team, and

becoming Chairman of Queens Park Rangers, helping them reach the Premier League again after a 15-year absence from the top flight. Flying High is the memoir of an exceptional business leader; the man who created Asia's first budget airline, democratizing air travel in Asia and building AirAsia into a multi-billion-dollar company in the process. Published as Tony returns as the face of the second series of Apprentice Asia, this inspiring personal story will be a major global publishing event.

Low-Cost Carriers in Emerging Countries

Oxford University Press  
'What a life. Tony Fernandes has accomplished amazing things - and who's to

say what he can go on to achieve?' Sir Richard Branson The inspiring story of business hero and Apprentice Asia star Tony Fernandes As a boy, Tony Fernandes wanted to be a pilot, a footballer or a racing driver. By 2011 he'd gone one better: founding his own airline and his own formula one team, and becoming Chairman of Queens Park Rangers, helping them reach the Premier League again after a 15-year absence from the top flight. Flying High is the memoir of an exceptional business leader; the man who created Asia's first budget airline, democratizing air travel in Asia and building AirAsia into a multi-billion-dollar company in the process. Published as

Tony returns as the face of the second series of Apprentice Asia, this inspiring personal story will be a major global publishing event. Tony Fernandes studied at Epsom College, UK, and the London School of Accountancy. He worked for Virgin Communications and Warner Music before acquiring AirAsia and relaunching it as Asia's first low-cost carrier in 2001/2. He is currently Group CEO of AirAsia, Chairman of QPR football club and owner of the Caterham F1 team. Tony has been awarded a CBE, titled twice by the King of Malaysia and awarded the Legion d'Honneur by the French government. He has also received awards from major business media outlets including

theInternational Herald Tribune, Business Times, Business Week, Fast Company and Forbes.

*Dragged Off* Ufuk Publishing House Seminar paper from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, Copenhagen Business School, language: English, abstract: This project will outline Tan Sir Anthony Francis Fernandes (Anthony Fernandes) role in the raise of Malaysian based AirAsia, which was named Malaysia Airlines at that time, from being a company close to bankruptcy at 2001, when it was bought by him for a symbolic amount of \$0.25 USD to one of the most successful

airlines in the world. Fernandes chose to set up an airline in the one of the toughest times of the airline industry; Right after the 9/11 attacks in with hundreds lost their lives and costumers were too scared to fly, additionally were the oil prices quite high and along with the acquisition there came a debt of \$11 million USD. (e.g. White 2010) Despite this unfortunate starting position he did not fail. Already in 2002 one year after the acquisition Fernandes was able to take the first profits and in 2008 the revenue already reached 877 million USD. (e.g. Times 2010) He was awarded as "Asia Businessman of the Year" by the Forbes magazine also he became member of

the French Legion of honor (for his contribution in aviation industry) and in 2011 her majesty Queen Elizabeth II honored him by appointing him as a Commander of the British Empire. He was honored for his work to promote commercial and educational links between the UK and Malaysia. (e.g. Times 2010) The question arising is how did Tony Fernandes manage to turn a business idea likely to fail in such a big success?

*AirAsia Malaysia 2001*  
Penguin UK

An airline has over 50 different brand touchpoints at which it can choose to operate exactly as it has in the past or to exceed expectations at each step and become truly exceptional. This book aims to highlight 10

exceptional airline brands which are thinking differently about branding, and executing brilliantly. There is an exceptional breed of airlines that continue to win in their markets because they dare to think differently. They dare to challenge the conventional wisdom and industry norms. Some proactively borrow concepts from consumer industries; some choose to put customers at the heart of their business; some choose to empower their staff to lead the brand. Yet, they all aim to create an experience that the customers will appreciate, pay for and share about - in their own different ways. This book sets a new direction on and a new

attitude towards airline marketing.

Flying High SIRI SDN BHD

Though we routinely take to the air, for many of us flying remains a mystery. Few of us understand the how and why of jetting from New York to London in six hours. How does a plane stay in the air? Can turbulence bring it down? What is windshear? How good are the security checks? Patrick Smith, an airline pilot and author of Salon.com's popular column, "Ask the Pilot," unravels the secrets and tells you all there is to know about the strange and fascinating world of commercial flight. He offers: A nuts and bolts explanation of how planes fly Insights into safety and security

Straight talk about turbulence, air traffic control, windshear, and crashes The history, color, and controversy of the world's airlines The awe and oddity of being a pilot The poetry and drama of airplanes, airports, and traveling abroad In a series of frank, often funny explanations and essays, Smith speaks eloquently to our fears and curiosities, incorporating anecdotes, memoir, and a life's passion for flight. He tackles our toughest concerns, debunks conspiracy theories and myths, and in a rarely heard voice dares to return a dash of romance and glamour to air travel. *Ask the Pilot* Penguin "The well-respected author team strike the ideal balance between the latest academic

theory and real-world practice, making this the most applied SHRM textbook written in an eminently student-friendly format."-- Source inconnue.

### **The AirAsia Story**

Penguin UK

OA tribute to the legacy of one of the world's great airlines and the men and women who for six decades were the soul of the company. Baldwin and Kriendler have created a compelling book which captures much of the joy, adventure and spirit which was Pan Am. ONEdward S. Trippe, Chairman, Pan Am Historical Foundation. *Flying High* Marshall Cavendish International Asia Pte Ltd  
Not many of us can claim to have pounded

the streets of Kuala Lumpur as part of a 21km run, fallen off Mount Murud, Sarawak's tallest mountain (and survived!), or sailed down the Linggi River in Negeri Sembilan in search of crocodiles. But Sharon Cheah can! And that's only scratching the surface of her whirlwind tour of Malaysia. This was a journey that spanned five years as Cheah, a Malaysian journalist, set the goal of visiting every state in East and West Malaysia, to really get to know her homeland. The result? A fascinating series of travel essays spanning history, culture, religion, environment, food, and myth and archaeology. From a homestay in Kelantan to visiting one of the top three rainforest



research centres in the world (in Sabah), come discover Malaysia as you've never seen it before. Malaysia Bagus! Life In The Skies: Everything you want to know about flying Epigram Books

The AirAsia India 2017 (AAI) case presents the situation faced by Tony Fernandes, the CEO of the AirAsia group of companies, in 2017, when he had to respond to the changes in aviation policy made by the Ministry of Civil Aviation (MCA). As per the changes, an airline operating in India could start its international operations without having five years of domestic flying experience provided it deployed 20 of its aircraft or 20% of the total capacity, whichever was higher, for domestic

operations. Operating international flights was more lucrative than domestic routes as the price difference between domestic and international aviation turbine fuel was substantial. By July 2017, AAI had a fleet size of only eleven planes. If Fernandes decided to fly international, he had to buy another nine aircraft. Before that he had to turnaround AAI's domestic operations. The company was struggling to achieve its breakeven even after three years of domestic operations.

**Japanization** Kogan Page Publishers

"If you look at Southwest Airlines, and I admire what they do, they've been the most successful airline in the industry." --Gerard

Arpey, CEO, American Airlines "Through extensive research Jody Hoffer Gittel gets to the bottom of what has sustained Southwest Airlines' positive employee relations and high performance through good and bad times." -- Thomas A. Kochan, professor, MIT Sloan School of Management, MIT Global Airline Industry Program In an industry with losses in the billions, Southwest Airlines has an unbroken string of 31 consecutive years of profitability. The Southwest Airlines Way examines how the company uses high-performance relationships to create enormous competitive advantage in motivation, teamwork, and coordination among employees. It

then goes further to show how any company can foster these powerful cooperative relationships and explains how to: Lead with credibility and caring Invest in frontline leaders Hire and train for relational competence Use conflicts to build relationships Make unions its partners, not its adversaries Build relationships with its suppliers  
**Bold** Springer Science & Business Media  
 In the twelve years following 9/11, American Airlines lost billions of dollars and endured years of crisis and turmoil. Financial upheaval, the crash of Flight 587, grueling confrontations with labor, a rival's push to acquire the company, and a challenging fight

with the government tested the mettle and fortitude of its top executives. Against all odds, American found a way to save what was once the world's largest airline from certain ruin. Told through the eyes of American's chief lawyer, this insider's story of intrigue of the unfolding events is set against a personal look at the innermost workings of the sexiest industry in the world.

*Understanding Air France* 447 Harvard Business Review Press

This case presents the situation faced by Tony Fernandes, Vice-President of Warner Brothers, ASEAN region, in 2001, when he had to decide whether he should be venturing into the aviation business by acquiring an existing

airline or drop the idea altogether. Fernandes was interested in starting a budget airline in Malaysia on the lines of low-cost airlines in the USA and Europe. Along with two close associates, he had presented a proposal to Mahathir bin Mohammad, the Prime Minister of Malaysia, to start a low-cost airline. Mohammad rejected the proposal and suggested that Fernandes could consider buying an existing airline. Malaysia had four scheduled airlines including Malaysian Airlines (MA), the national carrier, AirAsia Sdn. Bhd (AAB) and two regional airlines, Pelangi Air and Berjaya Air. A senior officer from Diversified Resources Berhad-

Heavy Industries Corporation of Malaysia (DRB-HICOM) had suggested that Fernandes might consider buying AAB and entering the aviation business in Malaysia. This case provides adequate information on the background of Fernandes and his team, the performance of AAB, the opportunities and constraints in the Malaysian air transportation industry and the profiles of leading low-cost airlines, to enable the participants to discuss the pros and cons of acquiring AAB and arrive at a decision. Conceptually it helps the participant to build the concept of entry through the acquisition mode as opposed to setting up a new

company. In the larger context, it involves the participants in evaluating a strategic opportunity for a new entrant.

**Pan American World Airways Aviation History Through the Words of Its People**

Taylor & Francis

How and why accidents happened ? How pilots manage and handle in-flight emergencies ? How cabin crew deal with various challenging situations ? How to make money from the markets and secure your financial future ? Written by an AirAsia captain and former Singapore Airlines cabin crew, the book brings readers to explore the aviation world and the world of finance. It shares many of their fascinating stories in their respective years of

flying. The book also discusses the many misconceptions about the airline industry the general public have. In the final part of the book, the author shares his investing strategies as a licensed investment adviser.

*Malaysia Bagus!* Mango Media Inc.

*Airline Operations and Management: A Management Textbook* presents a survey of the airline industry, with a strong managerial perspective. It integrates and applies the fundamentals of several management disciplines, particularly operations, marketing, economics and finance, to develop a comprehensive overview. It also provides readers with a solid historical background, and offers

a global perspective of the industry, with examples drawn from airlines around the world. Updates for the second edition include: Fresh data and examples A range of international case studies exploring real-life applications New or increased coverage of key topics such as the COVID-19 pandemic, state aid, and new business models New chapters on fleet management and labor relations and HRM Lecture slides for instructors This textbook is for advanced undergraduate and graduate students of airline management, but it should also be useful to entry and junior-level airline managers and professionals seeking to expand their

knowledge of the industry beyond their functional area.

Strategic Human Resource Management

John Wiley & Sons

Game-changing disruptions will likely unfold on your watch.

Be ready. In *Dual Transformation*, Scott Anthony, Clark Gilbert, and Mark Johnson propose a practical and sustainable approach to one of the greatest challenges facing leaders today: transforming your business in the face of imminent disruption. *Dual Transformation* shows you how your company can come out of a market shift stronger and more profitable, because the threat of disruption is also the greatest opportunity a leadership team will ever face. Disruptive

change opens a window of opportunity to create massive new markets. It is the moment when a market also-ran can become a market leader. It is the moment when business legacies are created. That moment starts with the core dual transformation framework:

Transformation A: Repositioning today's business to maximize its resilience, such as how Adobe boldly shifted from selling packaged software to providing software as a service. Transformation B: Creating a new growth engine, such as how Amazon became the world's largest provider of cloud computing services. Capabilities link: Fighting unfairly by taking advantage of

difficult-to-replicate assets without succumbing to the “sucking sound of the core.” Anthony, Gilbert, and Johnson also address the characteristics leaders must embrace: courage, clarity, curiosity, and conviction. Without them, dual transformation efforts can founder. Building on lessons from diverse companies, such as Adobe, Manila Water, and Netflix, and a case study from Gilbert’s firsthand experience transforming his own media and publishing company, *Dual Transformation* will guide executives through the journey of creating the next version of themselves, allowing them to own the future rather than

be disrupted by it. *Maisy Goes on a Plane* Pramugari Beauty & Fashion An excellent ready AirAsia reference. There has never been a AirAsia Guide like this. It contains 200 answers, much more than you can imagine; comprehensive answers and extensive details and references, with insights that have never before been offered in print. Get the information you need--fast! This all-embracing guide offers a thorough view of key knowledge and detailed insight. This Guide introduces what you want to know about AirAsia. A quick look inside of some of the subjects covered: Philippines AirAsia - History, East Malaysia - Transport, AirAsia - Indonesia AirAsia, AirAsia - Frequent-flyer

program, Ninoy Aquino International Airport - Terminal 4 (Manila Domestic Passenger Terminal), AirAsia Japan - Former fleet, Kuching - Air, AirAsia India - Management, Team Lotus (2010-11) - Formation, KLIA2, Low cost carrier - Innovative practices, AirAsia - AirAsia India, AirAsia - Fleet renewal, Flight attendant - Notable flight attendants, The Amazing Race Asia 1 - Marketing, AirAsia Zest - Retired, London-Stansted - Latest developments, Sepang - Economy, GP2 Series - 2011, Airline codes-T, Tune Group, Melbourne Airport - Avalon Airport, AirAsia X - Future expansion, List of companies of the Philippines - Travel leisure, Narita Airport - LCC service, Business class - Discount carriers, Suvarnabhumi Airport - Plans to re-open Don Mueang for domestic flights, Thai AirAsia - Marketing, Thai AirAsia - Fleet, Tune Group - Sponsorship, Tony Fernandes - Achievements and awards, Tony Fernandes - AirAsia, AirAsia Japan - Part 1: Joint-venture with All Nippon Airways (August 2012-October 2013), 2011 Formula One season - Team changes, List of companies of Malaysia - A, Indonesia AirAsia - Fleet, AirAsia - AirAsia Japan, Flight reservation system - Overview, Philippines AirAsia - Fleet, and much more...  
[Dual Transformation](#)  
 IdeaPress Publishing  
 Tony Fernandes,  
 pendiri dan CEO Group



salah satu maskapai terbaik di dunia, dikenal sebagai sosok yang berani mengambil sikap dan apa adanya. Ditulis dalam kurun waktu 3 tahun, buku ini mengisahkan transformasi Tony dari seorang akuntan sederhana menjadi salah satu miliarder yang diperhitungkan di Asia dan dunia saat ini. Bagi Tony, AirAsia adalah dongeng, tak selalu menyenangkan dan punya masa gelap. Di tangannya, Tony berhasil menyulap AirAsia dari perusahaan yang semula hendak tamat—dililit banyak utang, defisit hampir 1 juta USD per bulan, punya sedikit rute, dan tak jelas masa depannya—menjadi sebuah industri besar di Asia. Inilah kisah 16

tahun perjuangan Tony melawan orang-orang yang meremehkannya hingga berhasil mewujudkan mimpinya. Dan akhirnya, pesan Tony kepada semua pemimpi di dunia sederhana saja: Beranilah bermimpi karena sebagian impian bisa menjadi kenyataan. Prolog Sebuah Kotak Penuh Mimpi Musik latar: “Dreams” oleh The Corrs Beberapa tahun lalu, seorang teman lamaku saat masih bersekolah dulu, Gerry Wigfield, tiba-tiba saja menghubungiku. Bahkan di ujung sambungan telepon jarak jauh pun aku bisa mendengarnya begitu bersemangat. “Tony, ibuku menemukan sesuatu milikmu.” “Apa itu, Gerry?” “Ah, ceritanya panjang. Aku

akan memintanya mengirim barang itu kepadamu lain kali kalau kau sedang berada di London.” Saat itu aku sedang tinggal di Kuala Lumpur selama beberapa bulan untuk urusan bisnis, jadi kuakui bahwa percakapan ini tak lama kemudian terlupakan dari benakku. Beberapa hari setelah aku tiba kembali di London dan apartemenku di Chester Square, bel pintu berbunyi. Aku melangkah ke pintu dengan pakaian piama, tak bisa menebak siapa atau apa yang menungguku di balik pintu. Seorang petugas pos berdiri di sana sambil membawa sebuah paket sepanjang kira-kira satu meter dan setinggi tiga puluhan

sentimeter, dibungkus dengan kertas berwarna cokelat, dengan namaku tercetak rapi di atas stiker putih. Saat dia menyerahkan kotak itu, aku bersiap memegang sesuatu yang berat, namun ternyata ringan. Aku meletakkannya di meja di koridor, menandatangani tanda terima, dan menutup pintu. Untuk beberapa alasan, ingatan tentang panggilan telepon dari Gerry muncul di benakku dan aku pun segera menyobek kertas pembungkus paket itu. Beberapa detik kemudian, sambil berdiri di tengah sobekan kertas cokelat, aku mulai paham. Aku sedang menatap sebuah kotak karton biru yang agak penyok dengan ujung-

ujung dari kulit yang dikeraskan, gembok dari kuningan, dan tali pengikat dari kulit di ujungnya. Itu kotakku dari masa sekolah dulu, Epsom College. Sudah tiga puluh tahun aku tak melihatnya. Pada penutup kotak ada tiga stiker: logo West Ham United, Qantas Airways, dan tim Williams di Formula One. Aku menjentikkan kuncinya dan mengangkat penutup kotak. Di dalamnya ada dua kaset C90: album Arrival-nya ABBA dan The Royal Scam-nya Steely Dan, beserta sebuah bungkusan berisi mi kering yang biasa dikirim oleh ibuku dari Kuala Lumpur. Isi kotak itu membuatku gamang. Dulu aku merasa hancur. Kenangan tentang Mum, pindah ke

Inggris, dan kehidupan masa sekolah membanjiri benakku. Kotak tersebut, baik bagian dalam maupun luar, mewakili semua mimpi yang pernah kualami ketika aku sedang bertumbuh besar: aku menyukai olahraga, musik, dan pesawat terbang. Apa yang membuatku merasa meluap-luap pada saat itu adalah saat menyadari bahwa impian masa kecilku telah menjadi kenyataan. Sejak lulus dari Epsom, aku telah mendirikan bisnis musik, bekerja sama dengan beberapa bintang pop terbesar dunia dan membawa bandband Malaysia dan Asia ke tingkat dunia. Aku telah mengambil alih sebuah klub sepak bola Inggris dan digendong di bahu para pemainnya di

Stadion Wembley setelah kami berhasil mendapatkan promosi ke liga utama. Aku telah berdiri di garis start di Grand Prix dengan mobil Formula One-ku sendiri. Aku telah mengambil alih sebuah maskapai penerbangan kecil dan mengubahnya menjadi bisnis kelas internasional yang mengangkut 70 juta penumpang setiap tahunnya. Mengubah semua impian itu menjadi kenyataan—perjalanan dari menempelkan stiker pada kotak itu hingga membuka pintu untuk petugas pos sekitar tiga puluh tahun kemudian—terkadang terasa begitu menyesak dan meremukkan hati, namun penuh kehebohan dan

kegembiraan. Perjalanan tersebut juga menorehkan kisah yang nyaris mustahil dan sungguh tak terduga. Namun, marilah kita mulai dari awal, ketika masa kecil dan masa sekolahku tidak menunjukkan tanda-tanda semua impian itu akan menjadi kenyataan.[]  
 [Non Fiksi, Bisnis, Karir, Kaifa, Mizan Publishing]  
*The Air Asia Story*  
 McGraw Hill Professional  
 A Vietnamese Refugee, a Viral Video, and the United Airlines Scandal That Started It All “His refusal to give up his seat on a United Airlines flight, and the ensuing assault he suffered, is emblematic of how far we, the people, still have to travel to create a world with liberty and justice

for all.” —Marlena Fiol, PhD, globally recognized scholar and speaker and author of *Nothing Bad Between Us*. Dr. David Dao was dragged off United Express Flight 3411 on April 9, 2017 after refusing to give up his seat. In the tradition of contemporary immigrant stories comes a personal narrative of the many small but significant acts of racial discrimination faced on the way to the American Dream. The unseen effects of discrimination. The United Airlines scandal of 2017 garnered over a million views on YouTube. A result of an overbooking overlook, security officials forcibly removed Dr. Dao after refusing to give up his seat. He awoke in the hospital

to a concussion, a broken nose, several broken teeth, and worldwide attention. Things aren't always fair for an immigrant, but according to Dr. Dao, you can prevail if you firmly advocate for yourself. A response to a lifetime of oppressive acts. Why was Dr. Dao so adamant on his right to a seat? His entire life had led to that moment. A Vietnamese refugee, he fled his home country during the fall of Saigon. He was stranded in the Indian Ocean, immigrated to the United States, enrolled in medical school for a second time, built a practice, and started a family—all the while battling the effects of discrimination and what he had to embrace as a result.

This is his story. If you are moved by immigrant stories, or books like *America for Americans*, *Minor Feelings*, *How to Be an Antiracist*, or *The Making of Asian America*, then you'll want to read Dr. David Dao's story, *Dragged Off*.

Soar National Geographic Books  
**FLIGHT 73** is a harrowing journey through the events of the Pan Am Flight 73 hijacking. This book will take readers on a harrowing journey through the events of the notorious Pan Am Flight 73 hijacking. 'Flight 73' is a gripping non-fiction story of the tragic event that took 20 lives and shocked the world on September 6th 1986. With gripping detail and captivating

narrative, readers can expect to gain a comprehensive understanding of the tragedy and its aftermath. By reading this book, readers will:

- Uncover the real story behind the hijack of Pan Am Flight 73 - Experience the tragedy through the eyes and hearts of the survivors
- Transform their understanding of terrorism and its effects - Gain insight into the events leading up to the hijacking

What's included in the book? - A detailed account of the hijacking. - Insightful interviews with the survivors - Details of the investigations and court proceedings. Take a deep dive into this captivating story and unlock the real story behind the tragedy of Pan Am

Flight 73. 'Flight 73' is a Non-fiction, based on the true events that had happened on 6th September, 1986 while Pan-Am Clipper 73 was hijacked on the ground in Karachi, Pakistan. Nearly 361 passengers, ground crew and 13

flight attendants spent 16 hours as hostages of the terrorists. When the 747's alternate power system failed, the panicked terrorists opened fire, leaving 20 dead. Read how the terror