

## **Executive Summary**

The airline industry will move to a new era with changing demand of global passengers in the coming years. The airlines will be transformed from commodities providers of transformation to full journey planners with the enhanced customer experience. In order to align with those changes, global airlines are taking necessary actions from last few years.

Emirates Airline is one of the world largest and fast growing airline. It operates from its hub in Dubai, United Arab Emirates. This report provides a study of the continuous growth achieved through transformational leadership by Emirates Airline by focusing five years of timeline, which starts from year 2012 to 2016.

The study was conducted through the participation of small number of stakeholders of Emirates Airline. The data were gathered to the study through qualitative data collection methods. Primary data were collected through the interviews and focus group discussions conducted with senior managers and senior employees of the airline. The interviews conducted with the passengers were strengthen the data volume of the study. The secondary data were mainly gathered through the online sources relevant to Emirates Airline.

The existing literature relevant to the study was reviewed to establish the framework for the study. The similar kind of studies conducted during last few years were used to map the theoretical background with relevant to the real world factors. The study explains the success story of Emirates Airline by explaining the involvement of transformational leadership to achieve the business excellence. Further, the business strategy execution, performance management process and adoption of technology and innovation are the other contributing factors for the business excellence that directly affected through that leadership.

The study provides insights to the managers and business organizations to operate businesses in a successful way in a competitive and challenging environments. It highlights the applicability to the studied constructs which leads to achieve the business excellence in Emirates Airlines to other business environments.

**Keywords:** Airline Industry, Business Excellence, Business Strategy, Continuous Growth, Performance Management, Transformational Leadership