After viewing the first chapter which concerns with the study introduction, the literature review in the second chapter which takes the airline industry and alliances overview in addition to taking some airlines, then the researcher has reviewed the Study approach in the third chapter, while in the fourth chapter the researcher has analysed the collected data and discuss it. So, in this chapter the researcher has made it for review the study summary, results and recommendations.

Study summary

An airline alliance is an agreement between two or more airlines to cooperate on a substantial level. The three largest passenger alliances are the Star Alliance, Sky Team and One world. Alliances provide a network of connectivity and it is convenience for international passengers and international packages. Alliances also provide convenient marketing branding to facilitate travelers making inter-airline code share connections within countries. The ability of an airline to join an alliance is often restricted by laws and regulations or subject to approval by authorities. So, antitrust laws play a large role.

Joining any alliance has a different impact on airlines and it is a matter which can be influenced by the period of joining the alliance, the firm size, the airline management techniques, the international price increasing, the economic status, the political situation, the natural disasters and airlines resources.

In addition the study has proved that joining alliance has not impacted positively on the short term on the airlines on the profitability, economic efficiency and productivity domain, while it has a great impact on the traffic and increasing the destinations numbers and frequencies of the flights.

From the literature review and the empirical study’s results, the results of the study can be summarized as follows:

1. Currently, there are three major global alliance groups, the largest alliance group is Star Alliance, followed by Sky Team alliance then One World alliance. In addition to, most of the top 50 airlines in the world are members of these alliance groups.
2. Joining an alliance will affect on increasing the traffic volumes through the number of destinations and frequencies.
3. As the global alliance networks get strengthened, the frequent flyer programs (FFP) are becoming very powerful for attracting frequent travelers to global network carriers.
4. Some alliances contribute to productivity enhancement, economic efficiency and profitability gains for there partners. However, the effects of alliance formation on partner airlines' productivity, economic efficiency and profitability depend largely on the scope of the joining period.
5. Joining an alliance doesn’t associated with making huge profitability on the short term.
6. Joining an alliance may be contributed to revenue growing, but this matter doesn’t mean profit growing.
Major strategic alliances have brought a profound change in the way airlines route their traffic, not only on intercontinental routes, but also, on domestic routes. Alliance partners generally increase traffic routing via their intercontinental alliance gateway airports after joining the strategic alliances. Even if alliance partners themselves do not promote traffic via their alliance hubs, the high frequency and convenient services between alliance hubs will induce increasing proportions of passengers to route their travel via alliance hubs.

The revenue passenger statistics presented in chapter four demonstrate that there was a sharp increase in passenger traffic for the joined airlines in the alliances. The main purpose of joining an alliance for airlines is to make a competitive advantage, keep their market share and avoid any loss or bankruptcy. In the current environment, joining an alliance has become almost a prerequisite for smaller airlines, to enable them to remain competitive particularly in the liberalized markets.

As alliances have grown, they have become increasingly selective about new partners and are imposing stringent requirements for entry. The alliances help their members in overcome any crisis they face by organized steps.