



## Keio Business School

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# Kansai International Airport Co., Ltd

Two years have passed since the Kansai International Airport was opened. This is 5  
the first international airport in Japan to operate on a 24-hour basis, but  
there are still problems of various kinds that have yet to be resolved. Among  
them is the rapid jump in the number of international flights from 194 a week (13  
countries and 28 cities) in the initial stage to 560 a week (35 countries, 74  
cities) in September 1996 (Reference 4). This, when combined with domestic 10  
flights, represents about 120,000 takeoffs and landings a year, or roughly two-  
thirds the airport's capacity of 160,000 a year, and concern is being felt that  
in the near future it may end up being too small to meet the demand (Reference 7).

The Japanese economy has endured a long period of stagnation since the bubble 15  
burst, but economists are predicting a full recovery is around the corner. In  
this light and considering Japan's role in the world economy in the next century,  
the issues facing the airline industry are indeed huge.

In this case study we look at trends in the industry, and focus especially on the 20  
part that Kansai International Airport has played and is likely to play in the  
future.

## Background

Kansai International Airport was opened on September 4, 1994. Central to the 25  
expansion of the world's airline industry and international air travel has been  
international airports that operate around the clock, and with Kansai's opening,  
Japan at last joined the group of countries with airports that provide this

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Fujieda, assisted by a doctoral candidate, Mr. M. Ishikawa, and Keio Alumnus, Mr. H. Murase,  
as a basis for class discussion rather than to illustrate either effective or ineffective  
handling of an administrative situation. The author of this case extends his appreciation to  
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