

Case Title: Delta Air Lines, Inc.

Unique ID: MHE-FTR-056-1259927628

Revision date: May 13, 2017

Abstract: The case begins with Ed Bastian, Delta's CEO, reflecting on his one-year anniversary. Ed took over at Delta following its successful recovery from the 2008 "great recession" and then experienced multiple challenges, including: pilots demanding and receiving increased pay and multiple instances where thousands of flights were cancelled due to information technology issues. Delta Air Lines also faces a shift toward a more diverse population in the United States, and increased competition from rapidly expanding airlines from the Middle East such as Etihad Airways, Emirates, and Qatar Airways. More recently, European ultra-low cost carriers such as Norwegian Air Shuttle or Iceland's WOW have entered selected transatlantic routes, connecting the U.S. East Coast to Europe. Historically, Delta had focused more on activities associated with aircraft operations and maintenance, and customer service. However, Delta Air Lines' recent problems suggest a need to focus on Delta's technology infrastructure and human resource management. In considering everything going on internally at Delta and in its industry, CEO Bastian wonders—what other challenges have been overlooked?

Concepts: External Analysis, Competition, Internal Analysis, Business Strategy, Strategic Positioning, Innovation, Technology, Corporate Strategy, Strategic Alliances, Mergers & Acquisitions, Organizational Culture, Organizational Change, Organizational Structure, Strategic Leadership.

Context:

- Ticker Symbol: DAL
- Protagonist: Ed Bastian, CEO
- Country: USA
- Industry: Airlines
- Sector: Air travel
- Company Employee Count: 85, 214 (2017)
- Company Revenue: \$39.6B (2016)
- Event Year: 2017

Teaching Note: Available