

Emirates: Connecting Unconnected Harvard Case Solution & Analysis



Emirates: improving your connections



Emirates: connecting the unconnected
Jain, Simon and Louie



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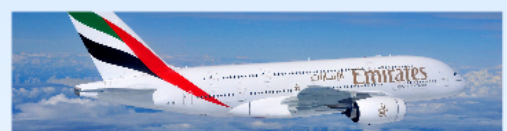


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Jamie, Simon and Louise



Unpacking:
"Connecting the unconnected"

- *Pioneering new routes*
- *Preemptive competition*
- *Utilise a single hub model with a south to south focus (BRICS)*
- *innovation*
- *close collaboration with plane manufacturers*
- *Deliver a premium offering.*
- *Close relationship with countries leadership*

So was the strategy a success?

- *You secured new routes : 120 destinations*
- *You blocked competitors from entering new markets : Sri Lanka*
- *The Dubai hub approach was successful : 6,751 international flights in 2012*
- *Premium offerings : First class suites, Shower/spa's, walk up bar*
- *You introduced innovations: Paradise CRM tool, Flex tracks, iFlex*
- *Your close collaborations with Airbus and Bowing - got you the planes that you needed*
- *Customers chose you : 1st in no. of international passengers*
- *Businesses chose you : 3rd in cargo*
- *You grew : 18.4% Growth in 2013*
- *You were profitable: 25 yrs of profit*

*But is this strategy
sustainable or are
Emirates heading for
turbulence?*



15 years



- Pioneering new routes ✘
 - Preemptive competition ✘
 - Utilise a single hub model with a south to south focus (BRICS) ✘
 - innovation ✔
 - Close collaboration with plane manufacturers ✔
 - Deliver a premium offering. ✔
 - Close relationship with countries leadership ✔
- 



Recommendations

- Continue user experience and technology innovation
- Continue your close relationship with the government and investigate a 2nd hub location with a tax free government relationship
- Further leverage your close collaboration with plane manufacturers
- Expand your premium offering "end to end journeys".