

Case: Emirates Airline: Connecting the Unconnected

Preparation questions:

1. While most airlines struggle to generate profits consistently, Emirates Airline has demonstrated strong growth and financial performance over many years. How does their founding location in Dubai help Emirates in achieving superior performance?
2. What are the strengths of Emirates' Dubai-based hub-and-spoke model? What are the weaknesses?
3. What considerations are important in Emirates' choices of new flight destinations? How would you describe Emirates' strategy in choosing locations to be served with their flights?
4. The attractiveness of Emirates' flight destinations may change over time. Provide examples illustrating how changes in flight destination characteristics (the general economic situation, the relationships with the host government, the presence of other airlines, etc.) can make these destinations more attractive or less attractive for Emirates.