

November 2, 2016

Dear Russell Investments International Case Competitor,

The case being used in the 2016 Russell Investments International Case Competition is **Emirates Airline: Connecting the Unconnected** by Juan Alcácer and John Clayton, Harvard Business School, January 2014 (9-714-432).

### **Charge to students**

You are outside consultants, and you have been hired by the top management at Emirates Airline to address the following questions:

1. What route expansions should Emirates pursue over the next five years? Identify the countries and the city/cities within those countries. Justify your recommendations by analyzing:
  - a. Emirates' current strengths, weaknesses, opportunities and threats (SWOT)
  - b. The factors driving market demand in the recommended countries/cities

Notes:

- Expansion could mean new routes or increased service on existing routes.
  - Your analysis and recommendations should be for the present time (November 2016), *not the date of the case*.
  - You are encouraged to recommend at least three route expansions.
2. What are the challenges involved in the routes that you selected in question #1, and how can Emirates overcome these challenges?

You have 10 minutes for your presentation, and the judges will ask you questions for 10 minutes after that. The judges will expect every team member to speak at some point during the presentation and/or Q&A period.

Please arrive at your designated presentation rooms 15 minutes before your transition time. This will ensure we remain on schedule.

Good luck!

The Global Business Center

