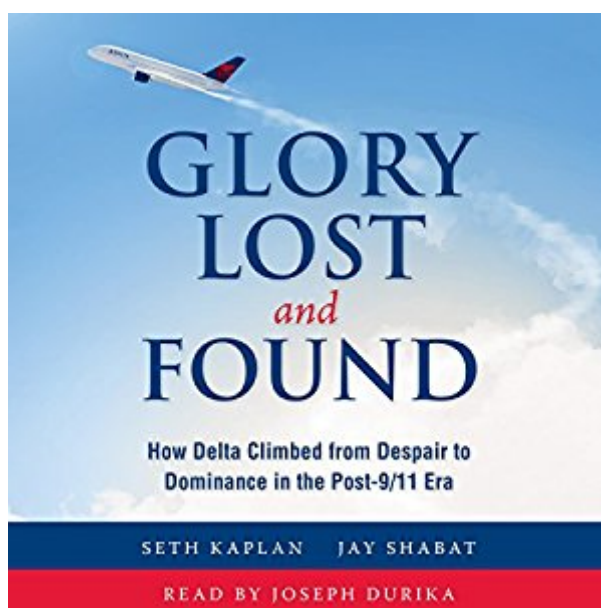


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# Glory Lost And Found: How Delta Climbed From Despair To Dominance In The Post-9/11 Era



## Synopsis

"When the history book is written on the restructuring of this industry, Delta will be the greatest turnaround story in it." - Delta CEO Gerald Grinstein, December 19, 2006 Its reputation was now as tattered as the interiors of its airplanes. Delta Air Lines, on September 14, 2005, was nothing like the world-beating company it had been just five years earlier, let alone decades before that. On this day, Delta found itself surrounded by lawyers, dejectedly filing for bankruptcy. Few believed it could ever reclaim its perch atop the US airline industry. But it did. *Glory Lost and Found: How Delta Climbed from Despair to Dominance in the Post-9/11 Era* tells the story of Delta's dramatic tumble into bankruptcy and how it climbed its way back to pre-eminence despite hurricane-force headwinds: high fuel prices, a hostile takeover bid, relentless competition, economic meltdowns, and geopolitical shocks. This book stems from a decade of research and countless interviews by *Airline Weekly's* Seth Kaplan and Jay Shabat. It's a profile in leadership: Delta became not only the greatest turnaround story in its own industry but also one of the greatest in the history of corporate America. Delta did the unimaginable by simultaneously resurrecting its finances and the spirits of its employees and customers. And while redefining itself, Delta also redefined an industry.

## Book Information

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## Customer Reviews

*Glory Lost and Found* helps readers understand the complexities of the industry, with a clinical explanation of how fuel and labor costs, route networks and fleet size make a successful airline. But the book is more than that. It's also a page-turner, with interviews of key executives that shed light

on some of the biggest events of the last 15 years. The book's blow-by-blow account of the 2006 hostile takeover attempt by US Airways is particularly engrossing. A great read overall.

The best book on the industry that I have worked in for the past 25 years - should be required reading for all airline management! At first I thought it was going to be a very long read with over 400 pages of excruciating detail, but it was a book I couldn't put down. I loved that it covered all areas of the airline industry like revenue management, GDS, fleet planning, government regulations, antitrust immunized joint ventures, and industry consolidation. I cannot say enough good things about *Glory Lost and Found*! I hope Seth Kaplan and Jay Shabat write another book soon I will be one of the first in line to purchase it.

Jay and Seth have managed to successfully translate on an easy and interesting way the last 15-20 years of history in the Airline Industry. *Glory Lost and Found* is, in my opinion a must read for those who want to understand how the strategic game of modern commercial aviation works.

*Glory Lost and Found* provides a detailed history of the airline industry from the dark days following 9/11 through the current state of the industry. The fall and rise of Delta Airlines and the factors which led to Delta's miraculous turnaround is described in great detail in the context of historical events of the past fifteen years. This is a very interesting and thorough account of the influencing forces and management strategies within a very complex and competitive industry.

Good airline industry read but lacked a linear focus and succession. While no carrier exists in a vacuum there were many abrupt transitions such as discussing Delta's international network makeover followed by Southwest fuel hedges a mere paragraph later. While there are many remarks attributed to senior leadership it would have been nice if they'd incorporated more from Delta rank & file especially since as the writers repeatedly assert Delta takes a different and more collaborative approach to labor relations with its largely unrepresented workforce. Too much of the labor relations angle focused on DALPA and Lee Moak specifically, which may lead uninformed readers to assume DL leadership disregarded other workgroups.

A fascinating story of much more than just Delta Air Lines. It's a detailed history of the airline industry, particularly all that has taken place since the events of 911. Written by insiders, who know and understand the business, it reveals how the airlines evolved into what they are today. The most

comprehensive look at the past 15 years that I know of. If you like airlines and the airline business, you'll enjoy this book.

I bought this for my wife. She's been with Delta for 27 years. She read the book and tells me that it's very well written and researched.

Great read, but a little biased being a long time Delta Employee. I just loved the behind the scenes deal making. Well done by two of the better industry journalists.

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