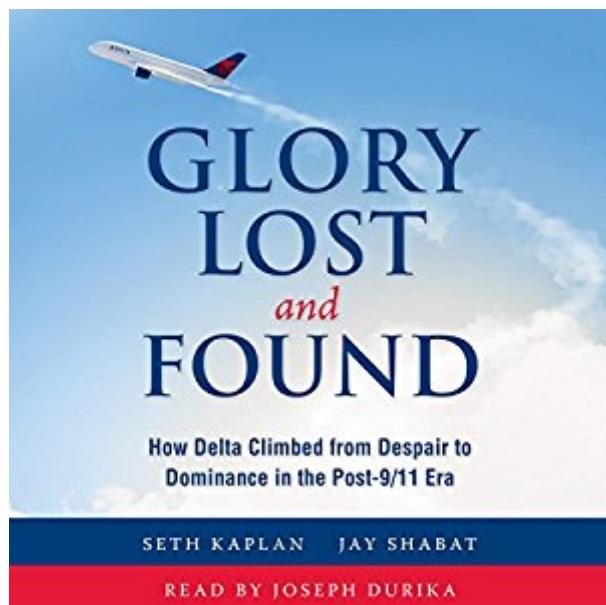


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# Glory Lost And Found: How Delta Climbed From Despair To Dominance In The Post-9/11 Era



## 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.

Lost in this indiscriminate mass of overwhelming detail is a good book struggling to get out. The two authors have done most of the hard work of collecting the info, they desperately needed a really good editor armed with a chainsaw to hack away at least half of the material and take a scalpel to the rest. And fact check, because there are things they get wrong -- not necessarily big things, but when you insist on throwing every detail, however tenuously related to Delta, into the book, inevitably you're going to get some things wrong, and when you do, it casts doubt on everything else. And some stuff is really tenuous -- pages devoted to a capsule history of what happened in the financial crisis, for instance. The details of what caused the financial crisis are only relevant in such a book to the extent they can be tied to what happened to Delta -- and they're not. And there is some stuff missing. Richard Anderson, CEO until recently, is a key figure in the turnaround of Delta and driving it to what is, today, probably the best run airline in the US. OK, so what made him the right guy for the job? Not covered. I did finish this, but at the end my mind was numb from the endless, unnecessary, intrusive and exhausting detail.

This book is a must read for anyone that flies and anyone in the business world. The airline industry has been much maligned in the past decades and this book explains the factors that led to such criticism--the one exception, though, was Delta. But even Delta wasn't immune to the 9/11 attacks and subsequent run up in oil prices. This well written book explains how Delta managed a turnaround that not only returned Delta to profitability but made it one of the world's leading airlines and a much beloved brand (a rare accomplishment). Fliers will learn more about the complex industry that helps and frustrates while business people learn lessons from one of the most improbable turnarounds in history.

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.

It's a wonderful story of Delta and how the company has changed over the past 15 years, for worse and then for better. Really well done with lots of great details for every aviation geek. A must read!!

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.

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.

Solid journalism that tells the story of the industry since 9/11, with a focus on Delta, but very insightful on other us airlines too. Great read for someone considering entering the industry. Easy to skim read when the authors get into the weeds.

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