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BODHIBRATA NAG, ASHOK BANERJEE

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AIRPORT EXPRESS METRO LINE: THE TURNAROUND STORY¹

INTRODUCTION

June 28, 2013, Mr. Sharat Sharma, the Director (Operations) of Delhi Metro, had just returned to his room after a meeting with Delhi Metro Rail Corporation Board. The Board emergency meeting was convened following a notice issued by Reliance Infrastructure-CAF unilaterally abandoning the Airport Express Metro Line (AEML) concessionaire contract. The Board had given him the full responsibility to takeover the line. Mr. Sharma mulled over the options to make this line financially viable. He had to take a final call in regard to the options for turnaround of an ailing initiative.

The large HD screen on his wall showed a constant stream of passengers boarding and alighting from different stations of Delhi Metro. Mr. Sharma watched them, and wondered what to do in the coming months. He knew it would be a long uphill task, but he was confident of success, and had full faith in the capability of his team..

¹ The authors wrote this case solely to provide material for class discussion. The authors wish to express their gratitude to Mr. Sharat Sharma, Director (Operations), Delhi Metro Rail Corporation for providing support to the authors for preparation of this case.

Bodhibrata Nag of the Indian Institute of Management Calcutta and Ashok Banerjee, developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.

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