



TOGETHER WE FLY

SMAD 442-001: Functions of Corporate Communication

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COVER LETTER

April 17, 2017

John E. Walker
Chief Communications Officer
Delta Air Lines, Inc.
P.O. Box 20706
Atlanta, Georgia 30320-6001

Dear Mr. Walker:

Delta Air Lines has defined innovation ever since it first took flight, starting with its humble roots in farm county Georgia. While it now flies more passengers every year than any other airline in the world, *Delta* is committed maintaining its reputation as a thought leader and continues to lead in both industry and society. *Delta* is proud to introduce its new initiative, “Together We Fly,” a thoughtful and impact-making diversity effort that reiterates the company’s commitment to inclusion and larger social change.

“Together We Fly” recognizes that diversity goes beyond diversity of thought. Its new campaign includes hiring more ethnically diverse staff, and expanding its cultural sensitivity training that is mandatory for all *Delta* employees. It also means expanding the cultural horizons of its passengers, giving them the option to fly to new destinations and to recognize the unique local traditions and communities that set them apart.

Delta will accomplish these objectives with a comprehensive communications plan, including targeting traditional and social media outlets, including literature and stickers in-flight, and sponsoring an event with the *American Civil Liberties Union (ACLU)*. This cross-platform campaign will bring current *Delta* customers together as well as demonstrate to new customers and extended audiences that *Delta* is committed to diversity, inclusion and thoughtful corporate practices across the board.

Together We Fly.

Sincerely,



Jane Doe



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Purpose

Delta Air Lines is committed to its longstanding reputation as a thought leader and customer-oriented airline. Consequently, because of a recent turn in political climate and actions performed by *Delta* employees and affiliates, *Delta* is releasing the “Together We Fly” campaign to foster dialogue on acceptance and inclusion among both its supporters and the general public.

Target Audience

The campaign aims to target a specific group of potential customers, those belonging to ethnic and social minorities. Particularly, the Arab community, those living in metropolitan areas, frequent travelers and those who identify with the VALS “innovator” type will be targeted.

Situation Analysis

Delta Air Lines is a successful and well-known airline with employees across the world. However, in recent years, *Delta* has been the source of controversy for racist actions and statements made by employees, only compounded by recent political discourse in the world surrounding acceptance and inclusion.

Preliminary Research

A survey completed by *Delta* determined inclusivity, price, flight/time options and customer service as the most important factors when choosing an airline, with most respondents claiming they would stop giving an airline business if they were known to be discriminatory.

Case Study Analysis

Delta has faced backlash for two airline attendants in particular that discriminated against passengers for speaking Arabic and for being black, respectively. As a result, reputation suffered.

Budget

The campaign will stick to a budget covering the costs of production, materials, and promotion.

Theme and Strategies

ACLU Event

Delta Air Lines will sponsor a benefit dinner for the *American Civil Liberties Union* to promote the campaign's goals. The celebrity-attended event will highlight the importance of inclusion in modern society and will serve as an open dialogue to discuss the topics.

Brochure, Sticker

Stickers and brochures will be distributed in-plane for *Delta* customers. Both items will serve as a hard-copy reminder of the campaign, reaching new audiences and further demonstrating *Delta's* commitment to diversity and inclusion.

Media Strategies

Press Release

Delta Air Lines will disseminate a press release announcing an event in collaboration with the *American Civil Liberties Union (ACLU)*. The release will be issued directly to targeted journalists at diverse traditional media outlets to increase the awareness of the campaign and readers of various backgrounds will learn of *Delta's* new initiative.

Social Media Engagement

A social media engagement initiative sharing the "Together We Fly" campaign will be cross-posted on various platforms by both *Delta* and the *ACLU*. This allows for consumers to share the campaign among their followers and increase the reach to publicize the cause to more constituents.

Evaluation Plan

The campaign's effectiveness will be judged by tangible, digital, and event engagement.



SWOT

SWOT

Delta ensures that it is aware of its strengths and weaknesses according to its overarching “Rules of the Road” document that guides employees on brand values and practices. This document specifically instructs team members “do not shy away from recognizing strengths and great performance or openly discussing business challenges and reaching specific plans for remediation.” *Delta* intends to expand these efforts and maintain their applicability to modern situations.

Strengths

Delta has been voted number one in the *Business Travel News* Annual Airline survey for six years in a row (Delta, 2017). *Delta* is arguably the largest grossing airline as their sales hovered at 40.5 billion dollars in 2015 (Statista, 2017). Having expansive reach, the airline flies to 57 countries and six continents. *Delta* is a member of the SkyTeam alliance which includes three other airlines, *AirFrance-KLM*, *Alitalia*, and *Virgin Atlantic*. *Delta* has a strong support system and easy access to resources due in part to the alliance with the major airlines previously mentioned. *Delta* is a large employer, with over 80,000 employees staffed. *Delta* also has a strong presence in Atlanta, Georgia, where the company is headquartered in the world’s largest airport hub. It offers flights to numerous cities across the United States, as well (Delta Air Lines, 2017). In terms of branding, *Delta* is well-known, with a strong reputation and recognition. *Delta* also has been decreasing their carbon footprint and continuously ranks as an airline that is innovative in reducing fuel emissions (2015 Corporate Responsibility, 2015).

Weaknesses

One of *Delta*’s internal weaknesses includes the 2017 lawsuit relating to sexual misconduct of employees and allegations of customers being discriminated by their race. In 2016, staff aboard a flight did not believe OB-GYN Tamika Cross was a doctor when she tried helping an unconscious passenger (Miller, 2016). That same year *YouTube* celebrity Adam Saleh was asked to leave the plane after his unassuming conversation in Arabic scared a large portion of passengers (Bromwich, 2016).

Additionally, *Delta* is only focused on the North-American market, and serves only three international hubs. In August 2016 power outages in Atlanta resulted in *Delta Air Lines* stopping hundreds of flights, leading to frustrated customers and allegations of outdated technology (Carey,

2016). The incident of 2016 is part of a list of scandals *Delta* has dealt with in the past. In 2005, the company filed for bankruptcy. In 2010, US News ranked *Delta Air Lines* as the worst airline company, citing a high percentage of delayed flights, pricey baggage fees, and an increase in customer complaints (Shami, 2011).

Opportunities

Delta has the opportunity to garner more support from ethnic minorities who may have biases about the airline. After being featured in the media over the past few years *Delta* needs to make a corporate stance that promotes diversity of customers, employees, and even destinations. *Delta* can also expand to more locations throughout the United States and internationally. On March 1, 2017, *Delta* will begin offering included meals for in cabin passengers, with plans to expand the meal offerings to 10 other major domestic markets (Sirna, 2017). *Delta* has an opportunity to continue to expand its flight food offerings to all markets and flights. Similarly, *Delta* can continue to enhance on-board experience for passengers in other ways.

Threats

Delta may have to compete against other airlines who already have a positive reputation with minorities. The airline needs to add extra incentives for minorities to choose *Delta* over others. Additionally, *Delta* is threatened by many governmental regulations. The airline industry is an oligopoly, and *Delta* could face issues if there is significant policy change. President Donald Trump placed a temporary ban on traveling to 7 countries, which impacted the airline industry overall (White House, 2017). *Delta* has an obligation to cooperate with regulations set forth by the executive office, but in the process of doing so could damage reputation.



SITUATION ANALYSIS

SITUATION ANALYSIS

Company Background

Delta through the years

Delta Air Lines originated as the *Huff Daland Dusters*, an agricultural airline, in Macon, Georgia on May 30, 1924, making it the oldest operating airline in the United States. In 1928 C. E. Woolman purchased *Huff Daland Dusters* and renamed it *Delta Air Service*. The next year *Delta* launched its first commercial passenger flight from Dallas, Texas to Jackson, Mississippi. In 1934, the company officially adopted the name *Delta Air Lines* (Timeline, 2016). In 1941, *Delta* moved its headquarters from Monroe, Louisiana to Atlanta, Georgia. In 1953, *Delta* began international service with flight destinations to the Caribbean and Caracas. Trans-atlantic service began in 1978, with *Delta* flying a route between Atlanta and London. The next year the airline celebrated its 50th anniversary and became “the first airline in the world to board one million passengers in one city in one month (Atlanta in the month of August)” (Timeline, 2016).

In 2000, *Delta Air Lines* launched SkyTeam, a global alliance among *AeroMexico*, *Air France*, and *Korean Air* and also launched the official *Delta.com* website. *Delta Air Lines* and *Northwest Airlines*, the nation’s third and fourth largest airlines both coincidentally file for bankruptcy on September 14, 2005. Ironically, these two airlines would eventually merge (Perez, 2005). *Delta* spent the next few months restructuring, including reducing costs and reorganizing routes. Pilots agreed to a temporary pay decrease of 14%. *Delta* also purchased the rights from *United Airlines* to fly nonstop from New York City (JFK) to London (Delta Air Lines, 2006). In November 2006, *US Airways* made an 8 billion dollar offer to takeover *Delta* (Sorkin, 2006). *Delta*, with the direction and guidance of Ketchum, launched a national public affairs campaign called “Keep Delta my Delta” in an effort to persuade opposition to the deal. The campaign was successful, as *US Airways* dropped its bid (“Keep Delta”, n.d.).

On April 30, 2007 *Delta* emerged from its bankruptcy. Soon *Northwest Airlines, Inc.* emerged with *Delta*, under the *Delta* name. In 2009 the company celebrated 80 years of service and expanded with a joint venture with *Air France-KLM* (Mergent, Inc., n.d.).

Executives

Delta Air Lines has a strong corporate governance, comprised of several C-Suite positions and a well-established Board of Directors. *Delta* is led by CEO Ed Bastian, who acquired the position in

May 2016 and has been with the airline for nearly twenty years (Delta Air Lines, n.d.). Ed Bastian typically serves as the spokesperson for *Delta*, but primarily to discuss financial ongoings and other positive aspects of the company. In December 2016, Bastian was interviewed on a *Fox Business* segment, where he discussed new services the airline is offering, such as in-flight meals and a luggage tracking application, as well as financial success and updates to the airline industry overall (Delta CEO, 2016).

The current Chief Communications Officer is John “Ned” Walker, who returned to the position on January 1, 2017 after previously serving in the role from 2008 until 2014. Kevin Shinkle previously had the position from May 2014 until the end of 2016 (Ned Walker, 2016).

Of *Delta’s* top eight executives, seven are male, and all eight are Caucasian (Delta Leadership, n.d.). The company is lacking diversity in terms of race and gender in its leadership. Competitor *United Air Lines* lists 21 main executives, with nineteen being male and almost all being Caucasian (Company Leadership, n.d.). As of 2017, the airline industry as a whole lacks substantial diversity in its leadership roles.

Employees

Delta employs over 80,000 people worldwide (Delta, 2017). This number includes 13,000 pilots and 22,000 flight attendants, whom *Delta* claims have even more competitive selection rates than students applying to *Harvard*. Over 100,000 applications are received for many flight attendant positions and demeanor and sociability are taken into account just as much as experience. Flight attendants undergo rigorous training, including CPR certifications, fire-stopping lessons, conflict management solutions, and learning how to treat diverse customer bases (Thomas, 2015). Because of *Delta’s* flexible scheduling, some attendants work as little as 45 hours a month if they are less selective about timings and locations (Gillet, 2016), yet the *Delta* average flight attendant makes roughly \$41,000+ a year (“Working At Delta Air Lines”, 2017).

With an employee-ranked *Glassdoor* rating of over 4.3/ stars, and a 95% CEO approval rating, *Delta* is known for treating its employees very well. Over 90% of current and former employees claim they would recommend working at *Delta* to a friend, hence why it was featured on *Glassdoor’s* 2016 “Best Places to Work” list as #21 (“Working At Delta Air Lines”, 2017).

Delta is also well-known to distribute large amounts of its profits to employees; for example, in 2016 over 7,000 workers in the Twin Cities alone received an average payout of \$16,000, roughly one fifth of their entire average salaries. This sets *Delta* apart from other carriers, as in

2016 it dramatically reduced its debt and became the first US-based airline to have its credit rating restored to the lowest investment grade (Painter, 2016). For pilots in particular, pay raises are common, even upwards of 30% over four years thanks to a new contract voted into existence in December of 2016. Some of these pay raises are said to reward pilot loyalty for those that stayed with the company despite massive decrease in pay after 9/11 (“Delta Pilots Are Getting a 30% Pay Raise”, 2016)

Racial Discrimination

United Air Lines discrimination

United Air Lines, a direct competitor of *Delta Air Lines*, has received tremendous praise in recent months for how it handled an incident of racism that occurred on one of its flights. A white male American passenger asked a woman of Middle Eastern descent whether she had a bomb in her suitcase, to which she responded “no.” He continued to berate her, screaming that all the “illegals” needed to leave the country and insisting that she was dangerous. He turned to her boyfriend when she stopped responding and accused him of being an illegal citizen because of his Indian heritage. A flight attendant quickly came to the woman’s aid when he witnessed what was going on, and removed the man and his companion from the vicinity. Passengers cheered on as he was removed, yelling “this isn’t Trump’s America” (“Goodbye racist”, 2017).

The flight attendant apologized for the incident anyway to the woman and Jonathan Guerin, a spokesman for *United Air Lines*, told *FoxNews.com* that the man and his female companion were removed for “inappropriate language” and “making others feel unsafe.”

However, the man and his companion were booked on another flight later in the evening (“Man removed from United Airlines”, 2017).

Delta Air Lines discrimination, example 1

Within the last few months, *Delta* has been under fire for discriminatory scandals, including one particularly viral incident with a *YouTube* celebrity, Adam Saleh, allegedly kicked off of a plane for speaking Arabic. *Delta* states that multiple passengers had expressed alarm to the flight attendants on board because Saleh was speaking Arabic on the phone to his mother, and he was consequently asked to leave *Heathrow Airport* in London. Saleh, on the other hand, filmed the incident and his reaction to getting kicked off the flight, stating that *Delta* was discriminating against him for speaking Arabic. Saleh then posted the footage online, sparking outcry against the

airline. *Delta* continued to state that Saleh and his friend Slim Albaher “sought to disrupt the cabin with provocative behavior, including shouting.” It stood by its decision despite extreme backlash on social media and on the news, claiming “what is paramount to *Delta* is the safety and comfort of our passengers and employees...It is clear these individuals sought to violate that priority” (*Delta*, 2016).

The story caused great skepticism because of Saleh’s *YouTube* channel, which primarily features him doing pranks and especially makes light of American Muslim stereotypes. One such video features Saleh fitting himself into a suitcase, pretending to make it through the TSA screenings without getting caught, though when interviewed Saleh says the differentiating quality to the video he uploaded regarding the racist allegations was that it was shot on his phone. In the video, he says “you guys are racist,” describing the confrontation. “Six white people against us bearded men.” He claims that he would never shoot a video for *YouTube* on his phone, and *Delta* confirmed that his video equipment was in his suitcase at the time of the incident. Other parties confirm the interaction that Saleh described, though many noted that there was great tension and verbal exchange between him and the woman who initially asked him to speak English and Saleh became heated (Bromwich, 2016).

Saleh’s manager told *CNN*, “I can assure you that is not a stunt. I don’t think anybody in their right mind would do this as a stunt. This is not a prank. It is as real as it gets.” Following up, *Delta* stated that over 20 customers on board complained and that it takes discrimination very seriously (Croffie, 2016).

Delta Air Lines discrimination, example 2

Delta faced a second discriminatory crisis around the same time. This second incident involved an African-American female, a medical doctor being ignored in favor of a white male doctor flight attendants arbitrarily deemed more “credible.” In 2016, Dr. Tamika Cross was on board flight from Detroit to Minneapolis when a woman two rows ahead of her screamed that her husband was unresponsive. Flight attendants asked if a medical doctor was on board, and she responded yes. However, the flight attendant who approached her infamously called her “sweetie” and asked her to put her hand down. When Dr. Cross questioned her why, the attendant told her they wanted “actual” doctors who could prove their credentials. The woman’s husband ultimately received help from a white male who apparently had proof of his medical expertise.

Dr. Cross took to *Facebook* to share her story, a post re-shared over 43,000 times. After

it went viral, *Delta* called Dr. Cross several times but she initially did not respond. *Delta* says it is “troubled” by accusations of discrimination and that behaviors like the flight attendant expressed are not tolerated by the company culture. However, *Delta* said ultimately the flight attendants have to make their best judgments in medical emergencies. Eventually, Cross met with *Delta* in person for a formal apology and also had an opportunity to speak with CEO Ed Bastian about the experience (Delta uses, 2016).

Two months after the incident, *Delta* released a new policy that will no longer require doctors to present medical identification in these situations. They also said that they will launch new diversity and inclusion training sessions for their flight attendants, though these trainings are already in place (Stafford, 2016).

Impact for Delta

Even if these instances were not racially motivated, *Delta* still faces repercussions. These allegations have significantly damaged the brand’s reputation for two reasons. First, both allegations went viral, reaching massive audiences. Second, after a particularly polarizing election, the potential of racism being perpetuated by a business or organization is not culturally tolerated. These allegations, among others, are significantly impacting profit margins, with *Delta’s* fourth quarter profits falling 36.5 percent (Delta Air profit, 2017).

With social media firing shots at *Delta* left and right, it is unclear that the brand can make a full recovery in terms of its image. A quick Google search of *Delta* yields articles titled, “A brief history of Delta and racism,” and it is clear that discrimination has become associated with its brand image. However, many other airlines, like *United*, have faced similar allegations, and it is nearly impossible to find an airline without a scandal due to the number of total employees that work for each corporation.

What can save *Delta* from further damage are its employee rave-reviews and continuous investment in diversity training for staff at all levels. *Delta* has been proactive in reaching out for comment when a racist incident occurs, and has continuously reiterated its commitment to inclusion.



PRIMARY RESEARCH

PRIMARY RESEARCH

Sample

An exploratory *Delta* survey questioned 221 people ages 18-40+, with the large majority (92.8%) of respondents being between the ages of 18-25 during the week of February 24, 2017. The survey was most popularly distributed heavily to university students, and consequently, the results best represent the attitudes and experiences of young consumers. *James Madison University* was represented most strongly in numbers, and the university is predominantly White. This is further demonstrated by the fact that 75.7% of all survey respondents identified themselves as Caucasian. The remaining 24.3% of respondents represented all races, and their experiences are particularly important to note as the survey asked about perceptions of inclusion and the degree to which airline behaviors in this category influences consumer purchasing decisions.

Procedure

The *Delta* survey was carried out on *Google Forms* using multistage sampling methods, particularly convenience sampling and cluster sampling. This was to ensure that data was readily available to analyze quickly and efficiently. The survey was live for five days in February of 2017 and participants could stop participation at any point. Several members of the research team reached out to their broad networks to acquire responses to the survey. Using personal *Facebook* updates on behalf of the researchers, group-specific *Facebook* pages, and email blasts, the research team spread the survey to a wide range of constituents. The majority of responses were given by the *James Madison University* community, specifically those involved in Greek organizations, and those linked to it through familial and friendly ties.

Results

Delta discovered that survey respondents are frequent leisure travelers who are concerned with flight pricing, yet hold justice and equality near to their hearts; many (42% of) respondents claimed that they would refuse to buy from or have an extremely negative image of an airline whom they were aware of committing an act of discrimination. A further 41.6% of respondents claimed that discrimination would at least negatively impact their image of the company, and only 16.4% of respondents stated that it would have no impact on their purchasing decisions/image of the company. While 96.4% of respondents claimed they had never witnessed an act of discrimination

firsthand, the potential losses for an airline proved far too great to overlook the importance of treating customers equally.

As a whole, participants are mainly worried about price when it comes to air travel. In terms of flying to new and more diverse destinations, most survey participants (59.1%) chose “promotions with local hotels and rental car agencies.” *Delta* is using this information to its advantage in its upcoming campaign to get the best results from constituents and increase sales to destinations less traveled.

Besides a history of discrimination, survey participants also cited price as the top reason they would not fly with a certain airline, followed by poor reputation regarding customer service and then poor safety records. However, a majority (50.9%) of respondents also demonstrated a strong willingness to share good flight experiences both online and in person, and were originally most frequently enticed to fly with an airline based on flight promotions. When on the actual flight, respondents cited offering food, providing entertainment, and hiring hospitable flight attendants as some of the top ways an airline can make them feel comfortable and enjoy their flight.

Delta prides itself on being a forward-thinking airline with innovative staff cherry-picked for their service orientation and dedication to their careers. However, the survey demonstrated that customers in this day and age demand respect, equal treatment and affordable flight options for a global community. In response, *Delta* will work towards gaining a better reputation regarding diversity initiatives, customer service, and affordability for various destinations.

To see graphs of results, please refer to Appendix A.

Direct quotations:

“I would no longer travel with them until they address the problem. I will not contribute towards the paycheck of someone who doesn’t respect people who are just like me.”

“Yes, even though price is the first thing I look into when I am considering an airline, if I know that the airline does something that I am against, even if they are the cheapest flight, I won’t book them.”

“If the airline didn’t [sic] respond and come out to speak against their employee then I’d stop using the airline, even if that meant a more expensive option.”



TARGET AUDIENCE

TARGET AUDIENCE

Potential Customers - Minorities

Nickname: *The underdogs*

Demographics

The campaign aims to target a specific group of potential customers, those belonging to ethnic and social minorities. Minorities are not only immigrants from other countries but also those of less popular faiths or different sexual orientation/identity. The three fastest-growing ethnic groups in United States are Hispanics, African Americans and Asian Americans. *Delta*, however, has not spent enough time or resources on the targeted Arab-American minority demographic. This segment is college educated or in the process of finishing their upper-level studies.

Behavioristics

Travel in the United States has been increasing at a steady rate, with international demand increasing by 2.6% in 2016 (DOT, 2016). This segment are the “thinkers” who travel to foreign countries at least three times per year. A specific ethnic minority that is especially important to target is the Arab American community, given that *Delta* has had its own publicized issues with this group and the new administration has been tightening travel policy to target Muslim or Muslim country origin travelers, analysis by *ForwardKeys* shows a resulting 37.5% decrease in bookings from Middle Eastern countries (ForwardKeys, 2017).

Geographics

Approximately 94% of Arab-Americans live in metropolitan areas (Arab American Institute, 2011). The highest concentrations of this minority group can be found in California, New York, and Michigan (Arab American Institute, 2011). The underdogs are discount users, meaning they would not purchase *Delta* tickets at full price, but perhaps if discounted. They would consider purchasing full price if the service was improved, which is the goal of the campaign. Ethnic minorities are medium users in the travel industry. They buy plane tickets for family weddings, funerals, and family vacations. Ethnic minorities most likely have family in their home countries who they visit. They travel for personal reasons and want to find the cheapest flight that works for their schedule.

Media and Technology

They are early adopters and because they are very sociable, are always connected digitally. About 38% percent of experiencers own a smart phone or tablet (Strategic Business Insights, 2017).

VALS

The minorities are experiencers and believe that friends are extremely important. They are early adopters of fashion and technology trends and shifts. Some descriptors of this segment could be “hip” and “connected.” Their median age is 24 and earn on average \$70,000 annually (Strategic Business Insights, 2017).

Allies

Nickname: *The supporters*

Demographics

The supporters are well-educated, many having received their masters. Members of this segment ascribes to a variety of religions; Islam; Christianity; and Judaism, to name a few. Because the supporters are also immigrants to the United States themselves and are most likely sponsored by their governments to work abroad, this segment is not identified by one single ethnicity.

Geographics

Allies for *Delta* could include a variety of entities such as travel agencies, embassies, and multi-cultural centers. People who work at these groups are experienced business travelers. It is important to reach such entities because they are hubs for foreign communities. Washington D.C. is an area populated with this segment because of the embassies and other international governmental entities.

Behavioristics

They have the reputation and power to influence big groups of people. The total travel and tourism exports that the United States gained from travelers from the Middle East was \$4,664,000,000 in 2012 (ITA, 2012). In the same year, business travel accounted for 18% of all Middle Easterners' main purpose of travel (ITA, 2012). This segment is comprised of semi-sole users and in terms of user-rate variables, they are heavy users. This audience buys plane tickets to conferences, meetings, interviews, and the like. In 2012, about 12% had their work directly arrange travel, when adding up employees who book their own tickets and get reimbursed we can safely assume that ticket price is a secondary concern (ITA, 2012). This group is made up of individuals who most likely travel for work more than for personal reasons. They are comfortable with traveling and have high standards.

Media and Technology

They are heavy users of technology and typically have the most advanced devices. They use social media to keep in touch with friends, colleagues, and family around the world but are not overly obsessed with their social media presence.

VALS

This segment relate closests to the VALS Type:Innovators group. They have international exposure through their work, make high numbers of financial transactions, and are future oriented (Strategic Business Insights, 2017). This segment is always taking in information they are exposed to at work and while traveling.

Primary Target Audience

The most important audience to reach is without a doubt the Arab-American community, or the underdogs. With regular media attention, news reports, and politics all connecting back to this group *Delta* could take a different approach that would make them stand out. Making a statement- no less a campaign- shows a deliberate act of sympathy on the part of *Delta*. In times of crisis, the corporation should not hide and instead be as polite, neutral, and inclusive as possible. The campaign's slogan "Together We Fly" represents diversity in the consumers and employees- without this large group the title would be meaningless. Some Muslim-Americans or Middle Easterners are very wealthy and have great buying power that can contribute to *Delta's* success. Think of Saudi Arabians and their revenue earned from oil sales- and the number of Saudis living in the US which has jumped 93% from 2010 to 2014 (Pfeiffer, 2016). There are almost four million Arab Americans in the US and *Delta* needs to convey why their airline is the safest and most inclusive amongst the rest in today's world.



COMMUNICATION OBJECTIVES

COMMUNICATION OBJECTIVES

It is very important to *Delta Air Lines* that all passengers feel welcomed aboard every flight. Beginning with the purchase of a ticket, *Delta* wants to provide every customer with the best service. In light of recent events reflecting on the treatment of passengers from all backgrounds, *Delta* would like to ensure its constituents, past passengers, and future flyers that the company is committed to giving a great flight experience. Through the campaign, *Delta* aims to create an inclusive environment for all, raise brand awareness, and increase ticket sales to all flights and destinations.

- 1.** To create an inclusive environment for all constituents and expand diversity in employment by a minimum of 15% by the year 2018.
 - a.** This is in line with one of *Delta's* core values: "embrace the opportunity to give back to the places and communities where we live, work and serve" (*Delta*, n.d.).
 - b.** By expanding diversity in employment and demographics among flyers, *Delta* aims to create a welcoming environment for all constituents. It is important that all of *Delta's* constituents can identify with one another through language, skin color, and experiences.
- 2.** To raise brand awareness among all stakeholders with an increase in *Facebook* likes and *Twitter* engagement by a minimum of 10% by the year 2018.
 - a.** By dedicating specific time and resources to social media engagement, the campaign will expand the company's online reach. The larger presence on social media will entice consumers to interact with *Delta* and stay up to date on the latest promotions and brand developments.
- 3.** To increase sales for all flights around the world by a minimum of 7% by the year 2018.
 - a.** This objective corresponds with the amount of growth *Delta* wants to see in annual revenue (*Delta*, n.d.).
 - b.** By creating a set standard and information template for all flights and destinations, *Delta* will provide constituents with equal access to promotions all around the world. With consistency in *Delta* promotional materials, constituents will be more informed and likely to fly to areas less traveled.



MESSAGE STRATEGY

EVENT

Delta Air Lines will host a benefit dinner called “Together We Fly, Together We Succeed” in collaboration with the *American Civil Liberties Union (ACLU)* to further promote the many different cultures that *Delta* serves. The event will be held on June 20, 2017 and commence at 6 p.m., a day that is well-known to many as World Refugee Day. About 200 guests will be invited to attend, varying from politicians to *Delta* frequent flyers. The dress for this event is business casual. The event will be hosted at the *Jacob K. Javits Center* in Manhattan in New York City, just a short drive away from one of *Delta’s* main airport hubs at *John F. Kennedy International Airport*. To kick off the event, keynote speaker Julie Ehrlich, Assistant Dean for Strategic Initiatives & Chief of Staff with the *New York Civil Liberties Union (NYCLU)*, will present on issues including civil rights and inclusion. The presentation will speak to how everyone in attendance, including *Delta* and its constituents, can help further this important initiative (NYCLU, 2017). Other distinguished guests including Congressman John Lewis, a prominent civil rights activist who worked alongside Martin Luther King, Jr., and Edward Norton, an actor who stepped in to raise funds for a Syrian refugee, will be present alongside Ehrlich (Congressman, 2016).

The event will have a silent auction to win a week-long all-inclusive paid trip for two to a surprise foreign destination. This *Delta* donation will allow the company to use its services to further its mission and serve as a way to immerse the winner in a different culture and give a new perspective. The prize is in accordance with one of *Delta’s* objectives of the campaign to increase flight traffic to destinations all around the world, not just in places that are popularized by our current culture. Bidding for this prize will start at \$500 and the highest bidder will be announced at the end of the event--the winner must be present to receive the prize. The proceeds from the auction, both from the *Delta* package and other prizes including fine dining packages, Broadway tickets, and other Manhattan luxuries, will go directly to the *ACLU* initiative.

Meals will be catered by the culinary expertise of *Eat Offbeat*, a company started by refugees with roots in New York after co-founder and CEO Manal Kahi moved to the United States from Lebanon. Attendance per guest costs \$350, which goes to donation and meal. The meal being served is called the “Discoverer’s Trek,” which includes cuisine from places all over the world including Nepal, Eritrea, and Syria (Eat Offbeat, 2017).

After dinner, singer and avid *ACLU* supporter Sia will be set to entertain guests with a live performance. By recently matching \$100,000 in an *ACLU* funding drive in January, Sia initiated a

long string of donations by other famous performers including well-known artists John Legend and Son Lux and has since been a prominent face for the *ACLU* (Flanagan, 2017). After the performance, Sia will give final closing remarks about her experiences as an advocate and how the *Delta* initiative of inclusivity and diversity in the air affects everyone. The event is due to conclude by 11 p.m., shortly after the winners of prizes are announced.

PRESS RELEASE

The press release will serve as an easy-to-read, easily digestible source of information for journalists and general audiences alike. Its formatting is traditional public relations style, which ensures its easy transition into a news story or social media post. It is less than two pages so readers are not overwhelmed with too much information, while still getting the point across. It includes the *Delta* logo to ensure immediate brand recognition and contact information to ensure immediate access to media relations staff at headquarters.

To see press release, please refer to Appendix B.

STICKER

The sticker created by the *Delta* team serves as a brand statement and means of spreading brand awareness. The new “Together We Fly” campaign is incorporating the values of diversity and global awareness to move *Delta Air Lines* forward as a thought leader, and the sticker visually portrays this. By incorporating the visual components of a globe, the sticker is literally expanding the campaign across all borders. “Together We Fly” is represented artistically in the *Delta* brand colors, and the serifed font is engaging and aesthetically pleasing. By keeping the sticker at the size of 1 x 1.25 inches, the sticker can be utilized on water bottles, laptops or any household item.

To see the sticker, please refer to Appendix C.

BROCHURE

The brochure designed by *Delta's* team incorporates general facts and initiatives for the new “Together We Fly” campaign. By utilizing historical facts about the company in conjunction with modern rising statistics, the brochure presents *Delta* as a rising partner in the airline industry. The brochure highlights statistics of *Delta's* presence around the world and numerous hubs designed for the best customer care. With insights into *Delta's* online presence, the brochure encourages consumers to engage with the company on several levels. By creating a layout that incorporates pleasing imagery, consumers are enticed to learn more about *Delta's* newest initiative.

To see the brochure, please refer to Appendix D.

SOCIAL MEDIA ENGAGEMENT

Delta's social media engagement involves a *Snapchat* geofilter, a *Facebook* temporary profile picture and a *Facebook* cover photo. Both the geofilter and the temporary profile picture allow consumers and social media users to engage directly with the “Together We Fly” campaign, while the cover photo will serve as a way for *Delta* to communicate their campaign to their *Facebook* users. The color scheme used are the same colors from *Delta's* logos, creating a strong link between the brand and the designs. The *Snapchat* filter also uses various landmarks in its design from many continents, to highlight *Delta's* dedication to diversity and equality in its flight destinations.

To see the social media engagement pieces, please refer to Appendix E.



MEDIA STRATEGY

MEDIA STRATEGY

Throughout the “Together We Fly” campaign, *Delta* will use a variety of platforms including direct mail, email, internet, and social media. These platforms have been chosen for reasons including price, reach, and convenience for *Delta* constituents and frequent flyers alike. These reasons are specified for each of the following campaign message strategies consisting of a press release, a sticker, a brochure, and a social media engagement.

Press Release

To kick off the campaign, *Delta Air Lines* will disseminate a press release announcing an event in collaboration with the *American Civil Liberties Union (ACLU)*. Together, the two companies will work to host an evening dinner with a keynote speaker. The release will be issued directly to targeted journalists at traditional media outlets, particularly *Fast Company*, *Bloomberg Businessweek*, *Latin Trade*, and *Diversity Business Magazine*, to name a few. These outlets are chosen for their significance in the business readership communities, and *Latin Trade* specifically is chosen for its commitment to diversity and wide readership among diverse communities. This will add to the awareness of the campaign and readers of diverse backgrounds will learn of *Delta*’s new initiative.

Specifically, the release will be sent through email, and through *Delta*’s and the *ACLU*’s websites and social media platforms. Email press releases will also be sent to loyal *Delta* passengers who are part of SkyMiles and those who have flown with *Delta* over the past six months to reach older consumers. To reach younger consumers, the release will be on the company’s respective websites and social media platforms as they tend to use more digital forms of communication, and so it can be shared on any form of social media if desired.

It is proven that when consumers see similar information in multiple places, retention and response rates are significantly higher—specifically when consumers receive information both physically and digitally,—according to *Harvard Business Review* (Hughes, 2012). By having the press release on these four different platforms, it is likely that *Delta* will see an increase in interaction and attendance.

Sticker

Stickers will be issued as hard copies to SkyMiles members through direct mail. SkyMiles members will be the only receivers of this as they are more likely to promote and share the *Delta*

values. The stickers will be small enough for the recipients to use on water bottles and laptops and are a simple way to utilize loyal members to increase visibility of the campaign.

Brochure

Along with being available in the seat pockets on *Delta* planes, brochures will also be accessible on the *Delta* Web site, in key airport hubs, mailed to SkyMiles members, and emailed to those who have flown with *Delta* over the past six months. Brochures that are in seat pockets and emailed to consumers allow for those who have already chosen *Delta* to learn more about what the airline has to offer in terms of destinations and opportunities. The brochures that are available on the *Delta* Web site and in airports will provide information to those who may be in the process of deciding which airline to use.

Social Media Engagement

The social media engagement will be utilized on *Facebook* and *Snapchat*. The official *Delta Air Lines* platforms account for a large number of constituents with the *Facebook* page approximating six million likes and check-ins (Delta: Likes, 2017). Specifically, since the engagement is being utilized as part of profile pictures on *Facebook*, they will be extremely visible and engage many of *Delta's* targeted social media users at once. The *Snapchat* filter will be utilized at the “Together We Fly, Together We Succeed” event cohosted by the *ACLU*. This will engage guests and promote the cause to others who are not in attendance.



EVALUATION PLAN

EVALUATION PLAN

Tangible Engagement

By means of tangible engagement, the communication plan will increase both onsite and offsite interaction. By placing brochures on the plane for in-flight entertainment, constituents will be encouraged to read. According to *Inflight Media Specialist*, an airline magazine or informational reading materials is proven to engage with a range of audiences, including decision makers, opinion leaders, and frequent flyer/traveller market (IMM International, 2017). In conjunction with running the brochures on flight, providing stickers to constituents from all bases is a means to provide a purposeful offline interaction. *Social Media Today* evaluated stickers as a way to leave a lasting impression with targets that can then be shared on motor vehicles, water bottles, laptops, and other objects (Social Media Today, 2017).

Digital Engagement

Implementing social media photos and filters that can be applied on personal pages will expand the reach of the campaign. Social media users will engage in this trend because applying a frame to a profile picture or creating a customized cover photo gives users control over their profile (Travis, 2016). Within the first 24 hours, one billion *Facebook* users applied the profile filter to show support for Paris following the attacks in 2015 (Strange, 2015). By announcing the social media campaign in conjunction with larger media strategies such as the event and brochure release, users will be more inclined to engage in the trend.

Event Engagement

The event will associate *Delta* with respected associations and organizations that are valued in the world of diversity and inclusion. The *American Civil Liberties Union (ACLU)* offers resources on workplace privacy, as well as educational breakdowns for individual rights. The *ACLU* has received recognition and awards for their work in multicultural leadership and eliminating stigma and profiling (ACLU, 2000). Using a press release to extend the event the media will make key markets aware of the event and efforts by *Delta* to unify the corporate world under values of inclusion.



BUDGET

BUDGET

Delta Air Lines, with an annual revenue totaling about 6.1 billion in 2016, has an impressive media budget of roughly 53 million annually (Bruell, 2016). *Delta* already has many options for constituents to stay updated on the company's latest news, and these platforms will be used within the campaign to reach those who already are interested in flying with *Delta* and to keep the cost relatively low.

Press Release

To send the press release to targeted journalists, through email and online platforms, there are a few expenses to keep in mind. In terms of sending the press release through email, *Delta* will spend little to nothing extra since SkyMiles members and many other *Delta* flyers already subscribe and receive monthly e-newsletters (Delta, 2017).

Assuming *Delta* already has a membership to wire distribution services, typical of companies of its size, the budget would be around \$500 total with *PR Newswire's WebReach Plus* option. With this service, *Delta's* press release will reach 1,400 Web sites, including *Yahoo! Finance*, and will be featured on *PR Newswire's Twitter* account with a reach of 112,000 constituents (PRNewsire, n.d.; Choose a plan, n.d.).

In terms of adding pieces of the press release to social media platforms, the information simply has to be added to each medium and the only cost would be general labor costs which already factor into *Delta's* budget. With that, the collaborative effort with the *ACLU* will not have to spend anything extra as the sponsor of this campaign.

Brochure

With an average of about 30 seats on each *Delta* airplane and approximately 800 aircrafts in flight, there are about 24,000 brochures that will be stuffed in seat pockets. Additionally, with *Delta Air Lines* flying into about 13 key hubs and roughly 200 brochures needed for each airport, another 2,600 brochures will be printed (Delta Air Lines, 2017). With each of the 27,000 brochures being one page and in full color, the price will only be about \$4,000, according to *Vistaprint* pricing information (Vistaprint, 2017). These brochures will have no extra distribution costs as they will be issued to the necessary airports and stuffed in seat pockets by *Delta* flight attendants. In terms of emailing, the link to the brochure will be added to the newsletter that is already sent out to

SkyMiles members and others who have subscribed, adding no extra cost.

The brochure will also be sent through direct mail to *Delta* SkyMiles members. Direct mail cost tends to vary depending on size and weight of each piece, but has special rates when sent in bulk. Specifically, *Delta* has about 91 million members of SkyMiles (Delta, 2017). Assuming that the brochure is created in-house, the cost will round up to be about \$335,000, according to the *United States Postal Service Business Price Calculator* (USPS, 2017).

Sticker

In addition to the brochure, SkyMiles members will also receive a sticker within the same envelope to remind them of the current campaign and as a way to help with promotions. With about 90 million constituents, a rectangular 1"x1.25" sticker size, and full artwork color, the cost will round up to be about \$700,000 (Next Day Flyers, 2017). This higher cost for stickers is acceptable since the rest of the initiative has a relatively low budget.

Social Media Engagement

Social media will be used to advertise the "Together We Fly" campaign through purchasing a *Snapchat* geofilter as well as using *Facebook*. To have a *Snapchat* geofilter available during *Delta's* event being held on June 20, 2017 for four hours, it will cost about \$200 for a "geofence" of about 950,000 square feet (On-Demand, 2017). This filter will be a simple and easy way to engage guests at the event while also promoting the initiative to others who are not in attendance.

The addition of *Facebook* cover photos and profile picture filters will cause little change to the current budget as the company already has the needed platforms and employees. The benefits will definitely outweigh the costs in this campaign effort with an automatic reach of approximately 6 million constituents (Delta: Likes, 2017). The only cost necessary is for the creative team at *Delta* in which the cost of employment is already factored into the overall budget.

Event

Since *Delta* has had positive past relations with executives at the *Jacob K. Javits Center*, Michael Ruberry, Vice President of Set-Up and Event Solutions, has allowed *Delta* to reserve a room at a discounted rate (Javits Center, 2017). Because the event is also being held on a Tuesday evening and not a weekend, Ruberry is offering the cost to be roughly \$90,000; this cost covers the

room and set-up fee, along with the cost to employ the abundance of servers throughout the event.

Aside from location and service, *Delta* is inviting about 200 distinguished guests to attend the event. Sending out invitations will have no extra cost as they will be sent through email. While in terms of meal pricing, *Eat Offbeat* is catering at about \$15/person, making the cost for food to be about \$3,000 (*Eat OffBeat*, 2017). The money that is collected from the \$350 entry fee and extra donations will go directly to *Delta* and the *ACLU* for the “Together We Fly” initiative .

Finally, the keynote speaker, Julie Ehrlich, and performer, Sia, have agreed to attend and entertain guests for free as prominent followers and advocates of the cause. For the two-person all-expense paid trip to Thailand that will be auctioned at the event, *Delta* is putting forth about \$30,000. In the end, the event will cost *Delta* approximately \$123,000, while also racking up a large amount of donations to go towards the cause.

Budget Breakdown

All together, the budget for the “Together We Fly” campaign rounds up to be about 1.2 million. This is a cost that is completely feasible for *Delta* and its large media budget, especially for such an important cause. By using social media and online platforms for multiple message strategies, *Delta* is able to attract younger audiences while also saving itself from paying many unnecessary fees and allowing for environmental sustainability.

	Monetary	Percent (%)
Delta Air Line's Current Media Budget 2016	\$53,000,000.00	100.00%
Proposed Budget for "Together We Fly" Campaign	\$ 1,162,700.00	2.19%
Press Release		
Description	Monetary	Percent
Membership to PR Newswire Online Distribution	\$ 500.00	0.04%
Brochure		
Description	Monetary	Percent
Printing 27,000 full color brochures	\$ 4,000.00	0.34%
Sticker		
Description	Monetary	Percent
Printing approximately 90 million stickers	\$ 700,000.00	60.20%
Direct Mail		
Description	Monetary	Percent
Mailing brochure and stickers to 90 million SkyMile members	\$ 335,000.00	28.81%
Diversity Event		
Description	Monetary	Percent
Venue Rental at discounted rate	\$ 90,000.00	7.74%
Catering food at \$15/person	\$ 3,000.00	0.26%
Snapchat Geofilter	\$ 200.00	0.02%
Trip for 2 prize	\$ 30,000.00	2.58%



STATEMENT OF BENEFITS

STATEMENT OF BENEFITS

Due to *Delta's* most recent allegations of discrimination, the benefits of the campaign's digital media strategies implemented such as increased digital engagement via *Delta's* social media, brochures, and the *ACLU* sponsorship event are aimed to result in a more inclusive and diverse environment for all constituents and stakeholders of all races, genders, nationalities, religions and sexual orientations. Not only is this campaign aimed to represent marginalized groups, another goal is highlighting lesser visited and recognized destinations around the world to show that *Delta* is proud to serve its flyers from all parts of the world.

Strategies and Numbers

A few of its initiatives involve expanding diversity in employment by a minimum of 15% by the year 2018. This will help *Delta* represent more marginalized groups and advertise a safer environment for its flyers. Allocating specific resources to the social media presence will help achieve the goal of raising brand awareness among all stakeholders. This will result in an increase in *Facebook* and *Twitter* engagement by a minimum of 10% by the year 2018. *Delta* faced a lot of repercussions regarding its several allegations of discrimination such as its decrease in revenue.

Benefits

By expanding the online reach, *Delta* will have a more noticeable online presence which will entice consumers to interact with the company and stay updated on the latest promotions and brand developments. This, in turn, will ultimately increase sales. Strategies such as showcasing *Delta's* varied flight destinations, ranging from Los Angeles or Bangladesh, will increase brand recognition in several countries all around the world.

By increasing diversity in employment, this campaign will create a more inclusive environment for potential consumers. Sales will increase following increased brand awareness and interaction on social media from minority populations. The initiative will help restore the image of *Delta's* global, inclusive, and equal approach to all flight destinations including less popular and well-known destinations.



THEME AND STRATEGIES

THEME AND STRATEGIES

The theme of *Delta Air Lines'* campaign, "Together We Fly," embodies the clear aspects and goals of *Delta's* initiatives in diversity. While "Together We Fly" is a cheerful, eye-catching, and memorable slogan, the goal of the theme is to communicate three distinct aspects of diversity and inclusivity in *Delta Air Lines*. *Delta* wants all of its consumers, employees, and all other stakeholders to feel safe, represented and respected while flying or working with *Delta*. These initiatives will be clearly communicated to all stakeholders to ensure their awareness.

Diversity in Employment

First, *Delta Air Lines* wants to highlight diversity in employment. *Delta* wants to be a leader in these hiring initiatives and seen as an airline with a diverse staff. This includes, but is not limited to, people of all races, genders, nationalities, religions and sexual orientations. The initiative is especially important for *Delta's* flight attendants. By hiring diverse flight attendants, every flight from *Delta Air Lines* will present a safe and inclusive environment for all customers flying on the plane, and display distinct representation in their employees from all marginalized groups.

Diversity in Flight Destinations

Second, *Delta Air Lines* wants to highlight their diversity in flight destinations. *Delta* flies to a variety of destinations around the world and wants consumers to know that they are proud to serve consumers in all parts of the world. Whether it is a flight to Los Angeles or Bangladesh, *Delta* wants to communicate to all of its consumers that they will receive the same treatment, in-flight amenities, comfort and respect on every *Delta* flight, regardless of the destination. In addition, *Delta* is dedicated to promoting the diversity of each of its flight destinations and embrace the cultures of its destinations. This would include clearly showcasing locals of foreign countries in *Delta's* advertisements, rather than only focusing on westernized resorts and tourists. These important aspects of *Delta's* dedication to inclusivity is displayed in the "Together We Fly" brochure to communicate these initiatives to consumers.

Diversity in Advertising

Third, *Delta Air Lines* wants to showcase diversity in their advertising. *Delta* believes it is important to have representation from various races, genders, nationalities, religions, disabilities

and sexual orientations within its advertising campaigns so that all consumers feel represented in *Delta Air Lines'* advertising and welcome on *Delta's* flights. This includes representation of all marginalized groups in *Delta's* print campaigns, TV and radio commercials, all social media initiatives, brochures and informational pamphlets distributed by *Delta*.

Strategies

The “Together We Fly” campaign has clear strategies that help embody the overall theme of the campaign. *Delta Air Lines* is dedicated to ensuring that all marginalized and underrepresented groups feel at home in all aspects of *Delta Air Lines*. A strong strategy is using inclusive language. Language that is inclusive to all groups will be used in *Delta's* advertisements, on *Delta's* website and social media pages, inside *Delta's* main offices and on all *Delta* flights. It is important to make sure that all employees and customers and other stakeholders feel represented and welcome while with *Delta*, and inclusive language contributes to that representation.

Another clear strategy is to communicate all of *Delta's* diversity initiatives inside the “Together We Fly” brochure, which will be available to all consumers flying with *Delta* in the back pockets on plane seats and in all *Delta Air Lines* airport terminals. The brochure will also communicate new travel opportunities that *Delta* offers in different parts of the world. Finally, all employees will be undergoing diversity training to guarantee that all who fly on *Delta Air Lines* are treated with respect by *Delta* employees.



PRESENTATION

Take out your phone and meet us at
Kahoot.it
for the end of our presentation!

 **DELTA**

TOGETHER WE FLY

SMAD 442-001: Functions of Corporate Communication

Myriam Assaadi, Briana Bui, Christina Daly, Eliana Huffman, Sarah Orthwein, Sarah Winn, and Greta Wolking

April 17, 2017

Situation Analysis

Company Background

- Oldest operating airline in the US, founded in 1928
- CEO is Ed Bastian, with the company for 18+ years
- *Delta* flies to 322 destinations in 58 countries and employs over 80,000 people

"We--Delta's employees, customers, and community partners together form a force for positive local and global change, dedicated to bettering standards of living and the environment where we and our customers live and work."

-Delta Air Lines, 2017

Racial Discrimination

- *YouTube* Star Adam Saleh allegedly kicked off plane for speaking Arabic (Bromwich, 2016)
- Female African-American being disregarded as a legitimate doctor when trying to help unresponsive passenger (Miller, 2016)

SWOT

SWOT

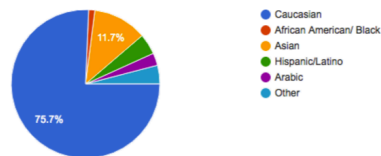
(S)TRENGTHS: Award-winning, large company	(W)EAKNESSES: Focus on North-American market
(O)PPORTUNITIES: Untouched ethnic minority market	(T)HREATS: Competition with prior support of minorities

Primary Research

Sample & Procedure

- Mainly university students ages 18-25
- Approximately 75% identified as Caucasian
- Shared mainly through social media
- Survey was open for 5 days

With which ethnicity do you identify? (222 responses)



Results

- 42% claimed they wouldn't fly with an airline accused of discrimination; 16 % said it would have no impact
- Survey pool was mainly concerned with price
- Majority of participants travel for leisure

*All results from 2017 Delta survey

Target Audience

The Supporters

- Business travelers (ITA, 2012)
- Heavy user-rate
- Influential
- VALS type: Innovators (Strategic Business Insights, 2017)
- Many located in Washington, D.C.



The Underdogs

- Ethnic minorities
- Travel to visit relatives
- California, New York, and Michigan (Arab American Institute, 2011)
- VALS type: “thinkers” (Strategic Business Insights, 2017)
- Primary target audience



Communication Objectives

Communication Objectives

1. To create an inclusive environment for all constituents and expand diversity in employment by a minimum of 15% by the year 2018.
2. To raise brand awareness among all stakeholders with an increase in *Facebook* likes and *Twitter* engagement by a minimum of 10% by the year 2018.
3. To increase sales for all flights around the world by a minimum of 7% by the year 2018

**Theme &
Strategies**

Theme & Strategies - **TOGETHER WE FLY**

- Diversity in:
 - Employment
 - Customer base
 - Destinations
- Strategy:
 - Use of inclusive language
 - Represent minorities

Message Strategy

Event - “Together We Fly, Together We Succeed”

- Benefit dinner with *ACLU*, June 20 at 6 p.m. in NY
- Keynote speaker: *NYCLU* Assistant Dean for Strategic Initiatives & Chief of Staff, Julie Ehrlich
- Closing performance by Sia, longtime *ACLU* supporter, and other celebrities will be in attendance
- Auction for trip to surprise destination to raise money

Press Release



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May 3, 2017
FOR IMMEDIATE RELEASE

Delta Air Lines to sponsor first annual benefit dinner for *ACLU* on Refugee Day this June **Airline event promotes diversity and inclusion as part of new campaign**

ATLANTA, Georgia—*Delta Air Lines* is sponsoring a benefit dinner at the Jacob K. Javits Center in New York, NY for the *American Civil Liberties Union* on Refugee Day, June 20, as part of the airline's new “Together We Fly” diversity initiative that promotes inclusion and acceptance across peoples.

Hosted at 6:00 p.m., the venue is a short drive away from one of *Delta's* main airport hubs at *John F. Kennedy International*, the event will highlight the importance of diversity and inclusion in modern society and will serve as an open dialogue to discuss the topics. Opening with Julie Ehrlich, Assistant Dean for Strategic Initiatives & Chief of Staff with the *New York Civil Liberties Union (NYCLU)*, the event will be broadcast live on *Delta's* Facebook page. Prominent political figure John Lewis and famous actor Edward Norton, who stepped in to raise funds for a Syrian refugee, have received invitations to attend. Singer Sia, longtime *ACLU* supporter, is expected to make an after-dinner performance. The airline will additionally host an auction for an all-expense paid trip for two to an under-traveled foreign destination, with remaining proceeds going to the *ACLU*. Other prizes include fine dining packages, Broadway tickets, and other Manhattan luxuries.

--more--

- Describes *ACLU* benefit dinner event and information
- Event time, location, and purpose described
- Ticket purchase instructions

Sticker



Brochure

WHO WE ARE
Delta is the oldest operating airline in the United States, founded in **1924**.



Delta flight patterns as of 1966

Starting as a small, domestic airline Delta has since flourished into a large, international company with over **180 million customers** annually.

Delta currently serves **302 destinations** spread over **58 countries** and partners in the sky with Air France-KLM, Alitalia, Virgin Atlantic, and Virgin Australia.

Delta has more than 80,000 employees working around the clock to make your Delta experience one that will keep us flying together.

CONNECT WITH US
Delta's committed to giving all passengers, employees, and constituents the best flight experience. With hubs all around the world, Delta aims to provide the best customer service and comfort throughout your journey, no matter where it may lead.

Delta wants to hear from you! Follow us @Delta



or reach out to our customer service associates at:

1030 Delta Blvd
Atlanta, GA 30354-1989
Phone: 404-715-2600



DELTA

TOGETHER

WE FLY



MISSION
"We—Delta's employees, customers, and community partners together form a force for positive local and global change, dedicated to bettering standards of living and the environment where we and our customers live and work."



WHERE WE ARE
14 HUBS AROUND THE WORLD
Atlanta, Boston, Detroit, Los Angeles, Minneapolis-St. Paul, New York JFK, New York LaGuardia, Salt Lake City, Seattle, Amsterdam, London-Heathrow, Paris-Charles de Gaulle, and Tokyo-Narita

ATL WORLD'S LARGEST AIRLINE HUB
1,000 daily departures to 219 world destinations

INITIATIVES
Delta is proud to present the "Together We Fly" campaign because celebrating differences is important within our business, among our customers, and around the world.

We celebrate the diversity of many things: travel destinations, our employees, and, most importantly, our loyal customers.

With hubs from Seattle to Tokyo, Delta aims to serve consumers all around the world.





Social Media Engagement: *Snapchat*



Social Media Engagement: *Facebook*




Media Strategy

Press Release

- Disseminated through email to targeted journalists, SkyMiles members, and those who have flown with *Delta* over the past six months
- Available on the *Delta* and *ACLU* websites and social media platforms

Brochure

- Distributed through direct mail to *Delta SkyMiles* members
 - Emailed to those who have flown with *Delta* over the past six months
 - Available in key airport hubs as well as in-flight
 - *Delta* website
- 

Sticker

- Along with the brochure, stickers will be distributed through direct mail to *Delta SkyMiles* members
- 

Social Media Engagement

- *Snapchat* geofilter at the “Together We Fly, Together We Succeed” event
- *Facebook* profile picture filter

Evaluation Plan

Event Engagement

- Co-sponsor event with the *American Civil Liberties Union (ACLU)*
- *ACLU* widely respected, work in advocacy, multicultural leadership, and eliminating stigma and profiling (ACLU, 2000)

Tangible Engagement

- In hand interaction using brochures on aircraft
- Reading materials reach all the important targets: decision makers, opinion leaders, and frequent flyers (IMM International, 2017)
- Stickers lasting impression with targets (Social Media Today, 2017)

Digital Engagement

- Applying a frame to a profile picture or creating a customized cover photo gives users control over their profile (Travis, 2016)
- Easier to stay up to date with friends and family in the digital realm
- Domino Effect

Budget

Cost Breakdown - 1.2 million budget

- Press release: \$500
- Brochure: \$340,000
- Stickers: \$700,000
- Social media: \$200
- Event: \$123,000

Statement of Benefits

Strategies and Numbers

- Represent more marginalized groups
- Advertise a safer environment for *Delta* constituents
- Expand diversity of employment by 15% by year 2018
- Increase *Facebook* and *Twitter* engagement by 10% by year 2018

Benefits

- Increased interactions → constituents stay up to date with promotions
- More inclusive and diverse environment → more consumers interested/recognized
- Increased ticket sales in lesser recognized destinations

Kahoot! Time

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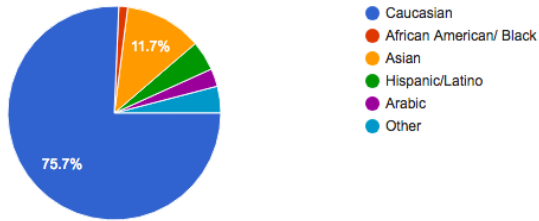


APPENDICES

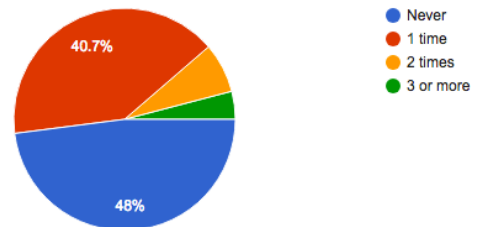
APPENDICES

Appendix A - Primary Research Graphs

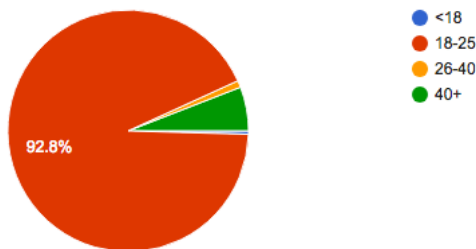
With which ethnicity do you identify? (222 responses)



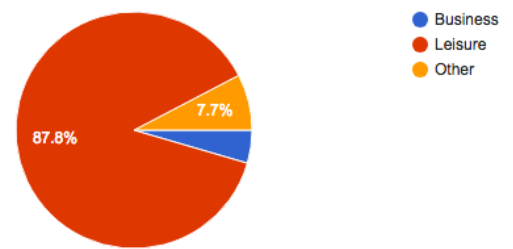
How frequently do you travel internationally (annually)? (221 responses)



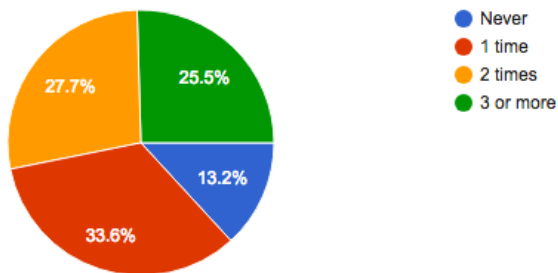
Please select the age range that best suits you. (221 responses)



What is your most common purpose for traveling? (222 responses)



How frequently do you travel domestically (annually)? (220 responses)



Appendix B - Press Release



Ned Walker, Chief Communications Officer
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Fax: (555) 5555555
media@delta.com

May 3, 2017
FOR IMMEDIATE RELEASE

Delta Air Lines to sponsor first annual benefit dinner for ACLU on Refugee Day this June **Airline event promotes diversity and inclusion as part of new campaign**

ATLANTA, Georgia--*Delta Air Lines* is sponsoring a benefit dinner at the *Jacob K. Javits Center* in New York, NY for the *American Civil Liberties Union* on Refugee Day, June 20, as part of the airline's new "Together We Fly" diversity initiative that promotes inclusion and acceptance across peoples.

Hosted at 6:00 p.m., the venue is a short drive away from one of *Delta's* main airport hubs at *John F. Kennedy International*, the event will highlight the importance of diversity and inclusion in modern society and will serve as an open dialogue to discuss the topics. Opening with Julie Ehrlich, Assistant Dean for Strategic Initiatives & Chief of Staff with the *New York Civil Liberties Union (NYCLU)*, the event will be broadcast live on *Delta's* Facebook page. Prominent political figure John Lewis and famous actor Edward Norton, who stepped in to raise funds for a Syrian refugee, have received invitations to attend. Singer Sia, longtime *ACLU* supporter, is expected to make an after-dinner performance. The airline will additionally host an auction for an all-expense paid trip for two to an under-traveled foreign destination, with remaining proceeds going to the *ACLU*. Other prizes include fine dining packages, Broadway tickets, and other Manhattan luxuries.

Delta's "Together We Fly" initiative encourages people to recognize what diversity can bring to the table and to reiterate the importance of inclusion across skies. The campaign highlights the local cultures of *Delta* travel destinations and offers deals to customers who utilize locally owned businesses during their travels.

--more--

Airline event promotes diversity - p.2

“Many people travel to experience new things, and here at *Delta* we feel that incentivizing our customers to learn about different peoples will bring us all together in a way that we haven’t been before,” says CEO Edward Bastian. “*Delta* is excited to reiterate our commitment to diversity and we believe the best way to do that for this event is to partner with the *ACLU*, an organization whose values closely reflect ours, and to help them further their mission of preserving and protecting civil liberties for all people,” he continues.

The event will be catered by *Eat Offbeat*, a company started by refugees and with roots in New York after co-founder and CEO Manal Kahi moved to the United States from Lebanon. The meal, called “Discoverer’s Trek,” includes cuisine from places all over the world including Nepal, Eritrea, and Syria.

General admission tickets are \$350 and can be requested on *Delta*’s website online. Dress code is formal and preference is given to individuals with a public track record of activism or community leadership.

For more information about the *ACLU* benefit dinner sponsored by *Delta*, please visit <http://www.delta.com/flytogether> or call Ned Walker, *Delta*’s Chief Communications Officer, at (404) 715-2554.

##

Appendix C - Sticker



WWW.DELTA.COM/FLYTOGETHER

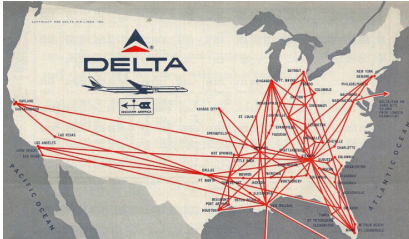


WWW.DELTA.COM/FLYTOGETHER

Appendix D - Brochure

WHO WE ARE

Delta is the oldest operating airline in the United States, founded in **1924**.



Delta flight patterns as of 1966

Starting as a small, domestic airline Delta has since flourished into a large, international company with over **180 million customers** annually.

Delta currently serves **302 destinations** spread over **58 countries** and partners in the sky with Air France-KLM, Alitalia, Virgin Atlantic, and Virgin Australia.

Delta has more than 80,000 employees working around the clock to make your Delta experience one that will keep us flying together.

CONNECT WITH US

Delta's committed to giving all passengers, employees, and constituents the best flight experience. With hubs all around the world, Delta aims to provide the best customer service and comfort throughout your journey, no matter where it may lead.

Delta wants to hear from you! Follow us

@Delta



or reach out to our customer service associates at:

1030 Delta Blvd
Atlanta, GA 30354-1989
Phone: 404-715-2600



 **DELTA**
TOGETHER
WE FLY

Appendix D - Brochure Continued

MISSION

"We—Delta's employees, customers, and community partners together form a force for positive local and global change, dedicated to bettering standards of living and the environment where we and our customers live and work.



INITIATIVES

Delta is proud to present the "Together We Fly" campaign because celebrating differences is important within our business, among our customers, and around the world.

We celebrate the diversity of many things: travel destinations, our employees, and, most importantly, our loyal customers.

With hubs from Seattle to Tokyo, Delta aims to serve consumers all around the world.



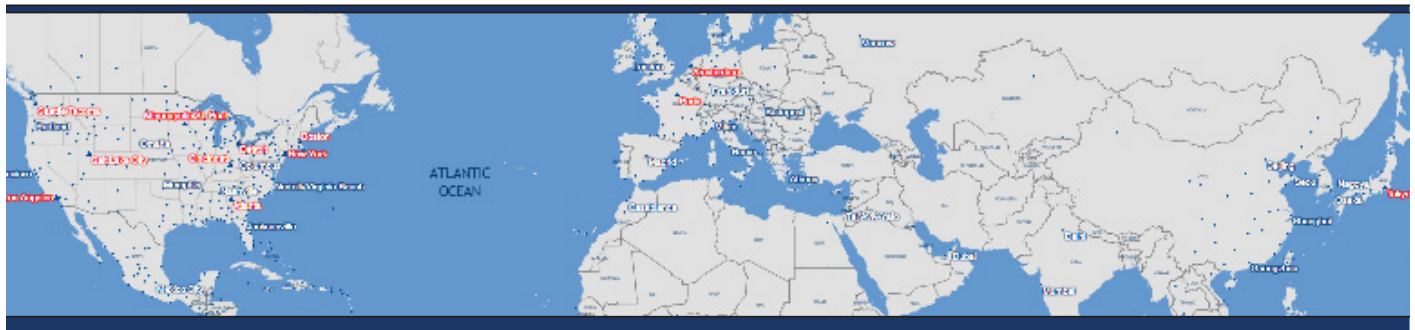
WHERE WE ARE

14 HUBS AROUND THE WORLD

Atlanta, Boston, Detroit, Los Angeles, Minneapolis-St. Paul, New York-JFK, New York-LaGuardia, Salt Lake City, Seattle, Amsterdam, London-Heathrow, Paris-Charles de Gaulle, and Tokyo-Narita

ATL WORLD'S LARGEST AIRLINE HUB

1,000 daily departures to 219 world destinations



Appendix E - Social Media Engagement

Together we Fly



Appendix E - Social Media Engagement Continued





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