



United Airlines Flight 3411

United Express Flight 3411 is regularly scheduled to fly Sunday through Friday from Chicago's O'Hare airport to Louisville, with a planned departure of 5:40 pm CDT and an arrival of 7:02 pm CDT. Seating capacity is limited to 70 passengers.

Before boarding on April 9, 2017, flight 3411 was overbooked by one customer. Despite early attempts by United, via website/kiosk and multiple announcements at the gate asking for customers willing to take later flights, there were no volunteers. As a result, one customer who had not yet been given a seat assignment, was involuntarily denied boarding. This customer received a check as compensation and was booked on another United flight. The other customers were then called to board the plane.

At the same time, an earlier flight to Louisville originally scheduled to depart O'Hare at 2:55 pm CDT was experiencing a maintenance issue (it was unclear if this issue could be fixed, but regardless, it would depart after flight 3411). Booked on this flight were four crew members, scheduled to operate an early Monday morning United Express flight from Louisville to Newark. Without this crew's arrival in Louisville, United worried that it might have to cancel at least one flight on Monday (if not more) while disrupting more than 100 customers. United then booked these four crew members on flight 3411, creating the need to identify four customers who would not be able to take the flight.

United agents began to seek four volunteers while customers were already seated on this aircraft. The agent offered \$800 travel credit plus the cost of meals and hotel accommodations for the evening, but no customers were willing to accept the offer. The agent then followed the involuntary denial of boarding selection process to determine which customers would be asked to leave the airplane.

Once the four customers on flight 3411 were identified, the United supervisor spoke with two of the customers, a couple, who then departed the aircraft and received compensation. The next customers approached were Dr. Dao and his wife, and Dr. Dao refused to leave the plane. The supervisor was unable to convince Dr. Dao to depart the airplane. Given Dr. Dao's unwillingness to deplane, the supervisor left the plane and spoke to the United zone controller, who indicated that authorities would be contacted. The supervisor went back on the plane to request again that Dr. Dao deplane and advised him that the authorities would be contacted. At this point, one customer onboard the aircraft volunteered to change flights for \$1,000 but United needed two volunteers in order to avoid having to remove the Daos. No other customers would volunteer unless United could guarantee an arrival in Louisville later that night. Given the fact that the 2:55 pm CDT departure remained on a maintenance delay, with a possibility of cancelling, United could not make that commitment.

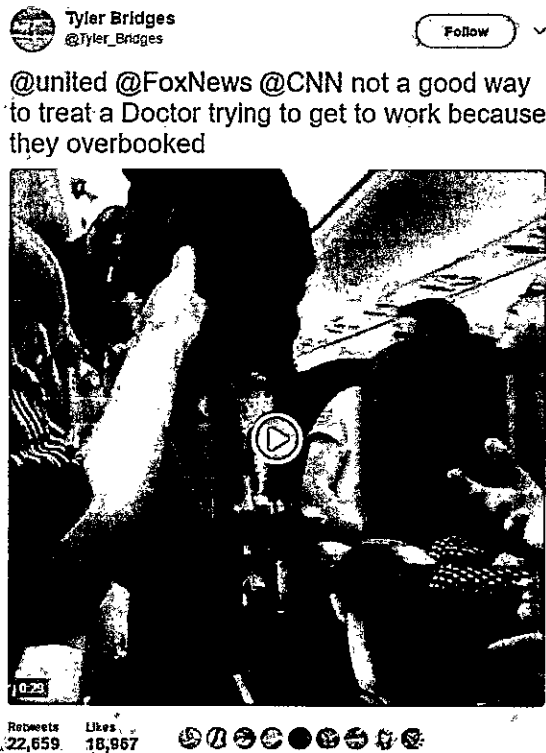
Officers from the Chicago Department of Aviation answered United's request for assistance. The security officers were unable to gain Dr. Dao's cooperation to depart the plane voluntarily.

At this time, the United supervisor left the airplane and attempted to call a manager about the situation, and Dr. Dao, as shown in video footage, was physically removed from his seat by the Chicago Department of Aviation Officers. After being forcibly removed from the aircraft, Dr. Dao ran back onto the airplane and Chicago Department of Aviation Officers removed him for a second time. He was later taken to the hospital.

All customers then deplaned. After approximately 40 minutes, the flight re boarded without the Daos and departed for Louisville at 7:21 p.m. CDT, two hours and two minutes later than scheduled. It arrived at Louisville at 9:01 p.m. CDT, two hours behind schedule.

You are the CEO of United Airlines and receive the account above, plus tweets such as these from your corporate communication department.

- **5:24 pm CDT:** a fellow passenger identified as Tyler Bridges on UA 3411 uploaded the video onto his Twitter account



- **6:30 p.m. CDT:** passenger Audra D. Bridges posts video on Facebook, adding further context to her husband's video. Her video shows an attempt by an officer to forcibly remove passengers from the plane
- **7:01 p.m. CDT:** now an hour and a half past the scheduled time of departure, passenger Jayse D. Anspach, of Louisville, posted a video on Twitter showing the

unknown passenger in Tyler Bridges' video being dragged off the plane by a Chicago Department of Aviation officer.



Jayse D. Anspach

@JayseDavid

Follow

@United overbook #flight3411 and decided to force random passengers off the plane. Here's how they did it:

8:01 PM - 9 Apr 2017

167,725 150,194

Given what you learned in class today, how would you respond?

