

Executive Summary: Operational Risk Mitigation Strategy (ORMS) Findings

To: Chief Operating Officer of United Air Lines Inc. (UA)

This report outlines quantified findings and suggestions following the analysis of United Air Lines' (UA) Operational Risk Mitigation Strategy (ORMS). The assessment highlights critical operational vulnerabilities in revenue protection (delays and cancellations), morning hub congestion, and ground crew efficiency

Operational Area	Critical Finding	Impact/Metric
Controllable Cancellations	43.7% of all cancellations are caused by controllable factors (Airline/Carrier).	UA's controllable cancellation rate is 6 per 1,000 flights compared to the network average of 4 per 1,000. The top 10 airports account for 63.5% of cancellation minutes.
Morning Hub Congestion	The 4 AM departure block exhibits severe delays.	UA's average departure delay at 4 AM is 95 minutes , significantly higher than key competitors (e.g., B6 at 36 minutes). The problematic period is 2:00 AM - 5:00 AM .
Ground Crew Efficiency	Taxi-out times at key airports are substantially above the network median.	Achieving the network median taxi-out of 14 minutes save a total of 128,577 minutes annually for UA. LGA and JFK alone offer potential savings of 77,051 and 41,347 minutes , respectively.
Cascading Route Delays	High accumulated arrival delays are concentrated at a few origin points.	Three of the top five high-impact routes for LAD (Late Accumulated Delay) in the UA operation originate at ORD . The ORD-LGA route is a top 5 LAD ratio route for both UA and the network

Strategic Recommendations

1. **Prioritize Controllable Factors:** Implement targeted process fixes at high-controllable-cancellation airports (e.g., ORD, IAD, LAX) to bring the UA cancellation rate down from 6/1000 to the network average of 4/1000.
2. **Mitigate 4 AM Delays:** Immediately focus on solutions for the **2:00 AM - 5:00 AM** hub congestion to reduce the severe **95-minute** average delay observed at 4 AM.
3. **Streamline Ground Operations:** Initiate programs to reduce taxi-out times at LGA and JFK to realize the potential of over **118,000 minutes** in annual savings through increased ground efficiency.
4. **Isolate ORD-Driven Delays:** Develop specific mitigation strategies for cascading delays on routes originating at ORD to address the concentration of high LAD ratios in the UA network.