



LAN Airlines Takes on the World: Acquisition of TAM

Jorge Tarzizán, Fernando F. Suarez, Greg Collier

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LAN Airlines Takes on the World: Acquisition of TAM is a multimedia case study on the origin and making of the largest airline in Latin America, a true global contender that boasts one of the largest market cap in the airline industry. The case covers the origin of LAN Airlines in Chile and its successful expansion into other Latin American countries, the rise of TAM as the main Brazilian airline, and the acquisition of TAM by LAN to form a combined corporate entity, LATAM. The case describes the unusual business model that LAN has so successfully implemented and the challenges LATAM will face to realize the expected synergies from the merger. The case also discusses the competitive challenges that the new combined entity should expect in Brazil, where two aggressive low-cost operators (one of them founded by David Neeleman, the founder of JetBlue Airlines in the U.S.) are rapidly expanding and gaining market share.

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