

# When Efficiency Meets Disruption: The IndiGo Scheduling Crisis of 2025

**Ms. Arpitha Shanbhogue**

Assistant Professor, Management Studies, Primus School of Management Studies

## Abstract

Case study on Indigo

Indigo Airlines which is one of the best Airlines in the Airline Industry and considered as one of the largest and most profitable low-cost carrier. Holding a market share of 60 %. Indigo Airlines has its Headquarters at Gurgaon, Haryana India. Its known for optimum cost strategy, by using a single aircraft type. Its major Business Strategy is to offer point to point Aircrafts to all destinations, through various routes available. Though the Airlines does not provide complementary meals, nor any source of Entertainment, the Airlines still holds a huge demand in the Industry due to its frequent availability to all the places, majorly domestic places. Also it has a Charter Airlines business model widely used for trips and tours during vacations, it is operated by getting into a contract with travel agencies in order to sell the tickets to huge number of passengers. With all these Indigo Airlines has been the most profitable airlines for consecutive 10 years. But yet it had to face a crisis during the year 2025. The Crisis was majorly about the scheduling of the flights during the winters, As the Directorate General of Civil Aviation (DGCA) of the Government of India had announced the changes in Flight Duty Time Limitation (FDTL) of the Pilots and increased their rest time period and the reduced night time duties. Because Indigo Airlines failed to adapt to the changes and to make necessary arrangements to implement the changes, The Airlines could not schedule the prescribed or permitted number of departures, for about 10 days in the month of December and the Airlines had to cancel about 4500 flights which affected over 10 lakh passengers, and costed a compensation of ₹ 24. Crores. The new rules also had reduced the night landings for the crew members which majorly led to the operational issues for Indigo. The performance rate of the airline for the on-time performance drastically dropped of from 90.2% to 67.7%. Which affected the market share and the reputation of the airlines. The Indigo Airlines failed to make prior arrangements to adapt to the new change, which also showed some amount of rigidity towards the change and their inclination towards the original rules. The passengers also started to loose trust on the Airlines operations, as many passengers could not perform the things as per plan. Also a proper response from the airline authorities was not received by the passengers during this situation of crisis which left the passengers clueless and in a panic state. The Airlines has found it really difficult to gain back the trust of the passengers till date.

1. How did IndiGo Airlines' failure to adapt to the revised Directorate General of Civil Aviation (DGCA) Flight Duty Time Limitation (FDTL) rules impact its operational efficiency and customer trust?
2. What strategic changes should IndiGo Airlines implement to better manage regulatory changes and avoid similar crises in the future?
3. In what ways did the lack of effective communication during the crisis influence passenger perception, and how could the airline have improved its crisis management approach?