



# Exceeding Customer Expectations During Challenging Times

Becoming a Company Recognized  
for Going Above & Beyond

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# The JetBlue story

- CEO David Neeleman sells his first airline, Morris Air, in 1993.
- Neeleman goes on to help launch WestJet, a successful Canadian low-fare carrier.
- In 1999, Neeleman secures \$130 million in capital funding with a desire to bring “humanity back to air travel.”
- JetBlue launches service on February 11, 2000.

# The Facts

- Based in New York
- Key markets are New York, Boston, Orlando, D.C., L.A. and Bay area
- Launched service in February 2000
- Serving 46 destinations with over 400 flights daily
- A320 and E190 mixed fleet
- Serving 20 million Customers in 2006
- Over 11,000 Crewmembers and still growing

# Where we fly



# Our Customer Promise

From day one we promised to:

**Bring Humanity Back to Air Travel**

Our mission remains the same six years later.



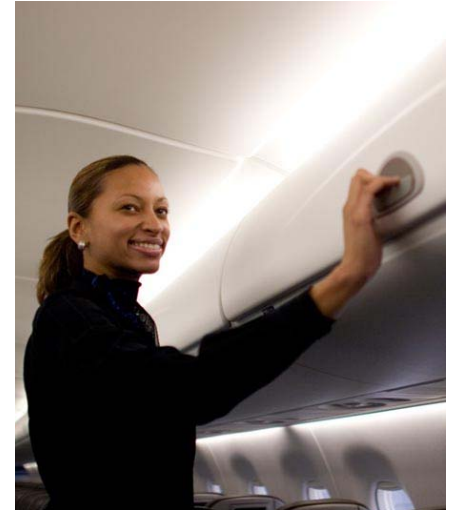
# Bringing Humanity Back to Air Travel

- The JetBlue Experience
  - Low Fares
  - Quality Product
  - Great Customer Service



# Our Product

- Core quality product
  - Assigned, comfortable leather seats
  - First-class entertainment
  - Generous snack service
  - Headsets, Shut-Eye Service
  - Free wireless Internet access at JFK and LGB
- Available upgrades
  - FOX InFlight™ Premium Entertainment
  - Upgraded headsets
  - Meals to go at gates
  - Best Cellars wine program/cocktail service



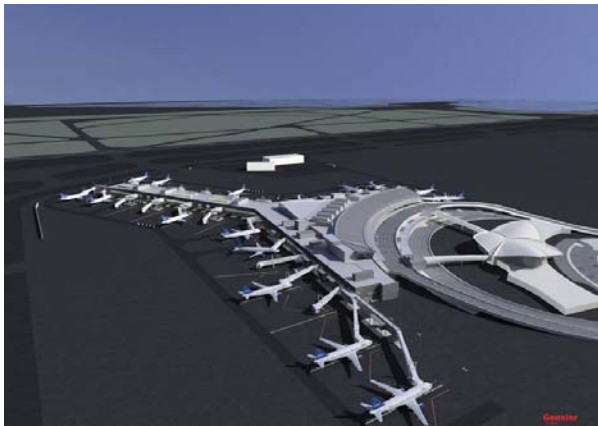
# Great Customer Service

- Making travel enjoyable and hassle-free
  - Empowered Crewmembers who love to serve our Customers
  - No overbooking and free standby one flight prior
  - Avoid canceling flights whenever possible
  - Focus on Customer recovery
- Listening to our Customers
  - Unsolicited feedback: “Speak Up” on website and response within 24 hours
  - Solicited feedback: Market Metrix Customer Satisfaction Survey

# A New Home at JFK

- Terminal 5

- The historic Saarinen Terminal
- 640,000 square foot facility
- Customer friendly technology and innovative airport processes
- Targeted completion date in 2009



# 2006 Awards and Accolades

- **Best Domestic Airline**  
*Travel + Leisure, 2006 World's Best Awards*
- **Highest Low-Cost Carrier Customer Satisfaction**  
J.D. Power and Associates 2006 North America Airline Satisfaction Study
- **Best Domestic Airline for Value**  
*Travel + Leisure, 2006 World's Best Values Awards*
- **Best Low Cost/No Frills Airline**  
OAG, 2006 Airline of the Year Awards
- **Best Airline Value**  
*Entrepreneur Magazine*
- **Passenger Service Award**  
*Air Transport World Magazine*
- **Best Domestic Airline**  
*Condé Nast Traveler, 2002, 2003, 2004, 2005*

# Key Takeaways

- How JetBlue has maintained “cult like” levels of customer loyalty and how to accomplish the same level of success for your organization.
- How JetBlue uses a Servant leadership approach for continued growth.
- A crewmember-focused approach: The substantial impact of employee satisfaction on customer loyalty

# Loyalty at JetBlue

- JetBlue builds loyalty because of the things the competitors can't duplicate
- Crewmembers earn loyalty with their attitudes and actions
- Loyalty declines when we “become like other airlines”

# Listening to the Customer

- **Customer Commitment**

JetBlue receives more than 1,000 emails from customers every day, and the Customer Commitment team responds to every single one. Made up of 35 Crewmembers, this team works through email and phone communications to keep and recover JetBlue Customers, and to provide feedback to specific departments.

- **Customer Feedback**

The 15 Crewmembers on the Customer Feedback team collect, analyze, and report on all customer compliments, complaints, and questions collected through various channels of customer feedback, including Speak Up at [jetblue.com](http://jetblue.com) and the Customer Satisfaction Survey.

# What is Servant Leadership?

Servant-Leadership is a practical philosophy which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. Servant-leaders may or may not hold formal leadership positions. Servant-leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment.\*

# JetBlue Principles of Leadership

- Treat your people right
- Do the right thing
- Communicate with your team
- Encourage initiative and innovation
- Inspire greatness in others

# JetBlue Leadership

- **The Business of the Business:** a series of initiatives to give all JetBlue Crewmembers information about the airline business and business principles. The goal is to develop a common business language across the company and to give us the information we need to make the best decisions possible.

# A crewmember-focused approach

- 1. Employees that interact with customers are in a position to develop awareness of and respond to customer goals and needs.
- 2. Satisfied employees are motivated employees; that is, they have the motivational resources to deliver adequate effort and care.
- 3. Satisfied employees are empowered employees; in other words, they have the resources, training, and responsibilities to understand and serve customer needs and demands.
- 4. Satisfied employees have high energy and willingness to give good service: at a very minimum, they can deliver a more positive perception of the service/product provided.
- 5. Satisfied employees have enough emotional resources to show empathy, understanding, respect, and concern.

# The Five Crewmember Values

- **Safety:** It always comes first. We each wear the hat of the Chief Safety Officer. It's everyone's job to ensure a safe environment and experience for our Customers and each other.
- **Caring:** Respect and understanding are the hallmarks of who we are. Caring is what brings the JetBlue Experience to life.
- **Integrity:** Doing the right thing. It's the only way to do business, so we communicate openly and honestly. That's how we earn trust--from each other and our Customers.
- **Fun:** Work should be a friendly environment—a place that you like. The equation is simple: we enjoy our jobs and our Customers enjoy the JetBlue Experience.
- **Passion:** JetBlue is more than just an airline. We deliver a great experience and an excellent product with dedication and enthusiasm. That's what keeps our Customers coming back.

# JetBlue University

JetBlue University offers a variety of support in training, education, and career and skills development for all Crewmembers. Some services include:

- **Classes for career and skills development**
- **Department colleges and recurrent training**
- **Training and education services**

