

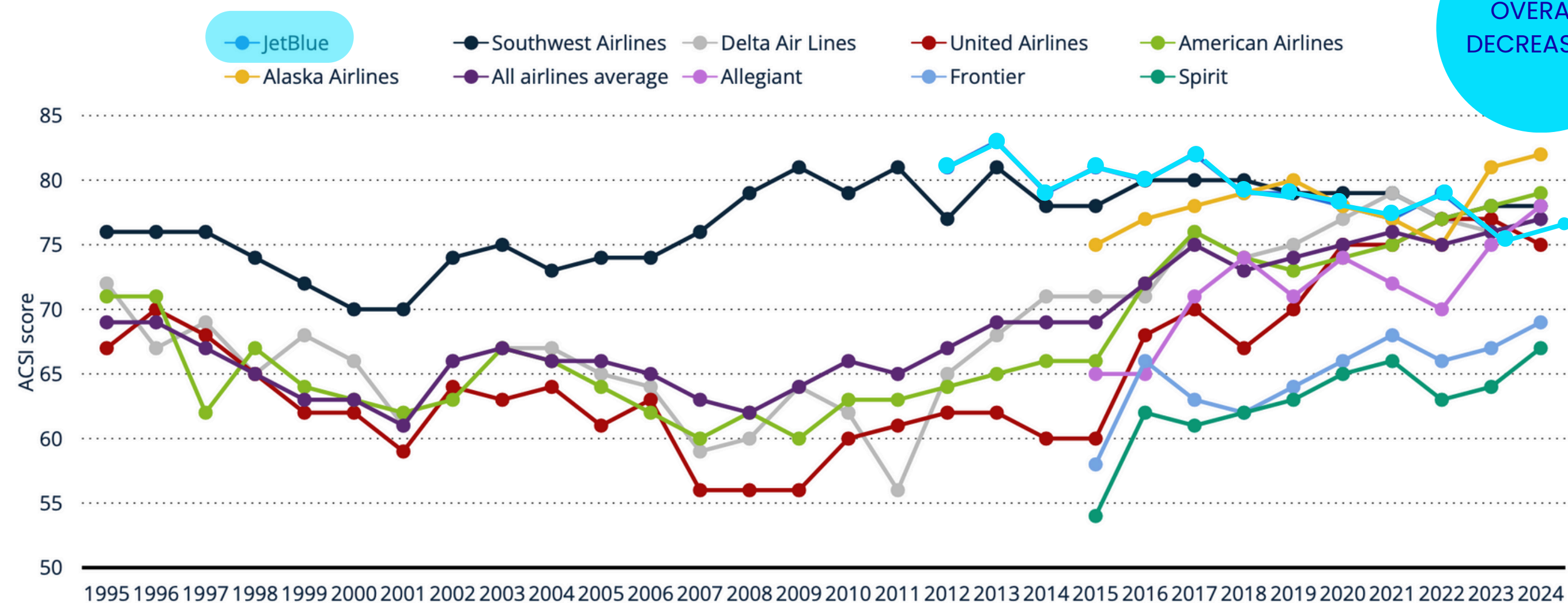
WELCOME TO JETBLUE

GROUP 16



AMERICAN CUSTOMER SATISFACTION INDEX SCORES

FOR AIRLINES IN THE UNITED STATES FROM 1995 TO 2024



OVERALL
DECREASING

Description: As of 2024, the US American airline with the highest customer satisfaction index score was Alaska Airlines, with an ACSI score of 82. This was significantly above the average for all airlines, which stood at a score of 77 in 2023. [Read more](#)
Note(s): United States; 1995 to 2024; 16,352 respondents
Source(s): ACSI®

statista

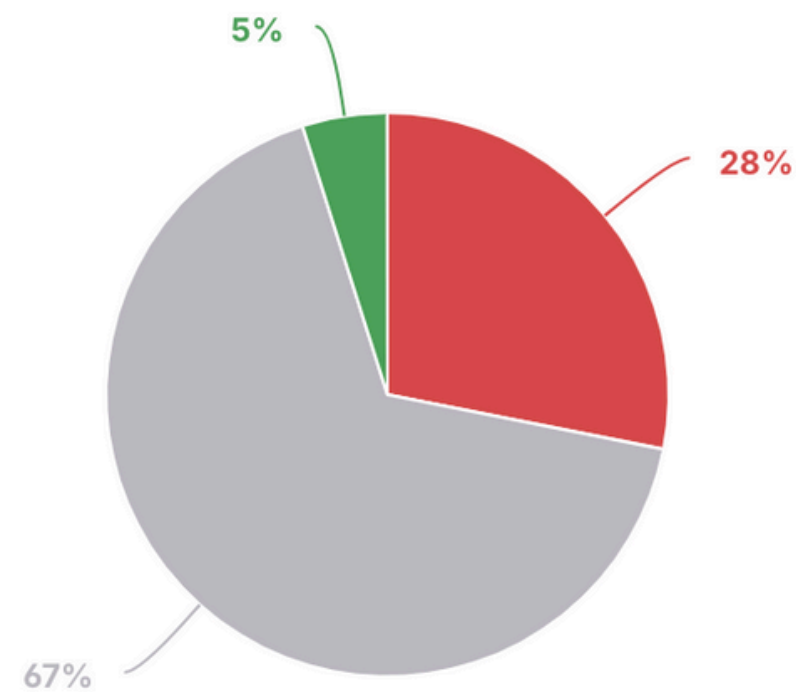
DESCRIPTION: AS OF 2024, THE US AMERICAN AIRLINE WITH THE HIGHEST CUSTOMER SATISFACTION INDEX SCORE WAS ALASKA AIRLINES, WITH AN ACSI SCORE OF 82. THIS WAS SIGNIFICANTLY ABOVE THE AVERAGE FOR ALL AIRLINES, WHICH STOOD AT A SCORE OF 77 IN 2023. READ MORE NOTE(S): UNITED STATES; 1995 TO 2024; 16,352 RESPONDENTS SOURCE(S): ACSI®

BRANDWATCH: SENTIMENT BREAKDOWN

FOR THE LAST 2 YEARS

● NEGATIVE
● POSITIVE

Airlines: 336 125 total



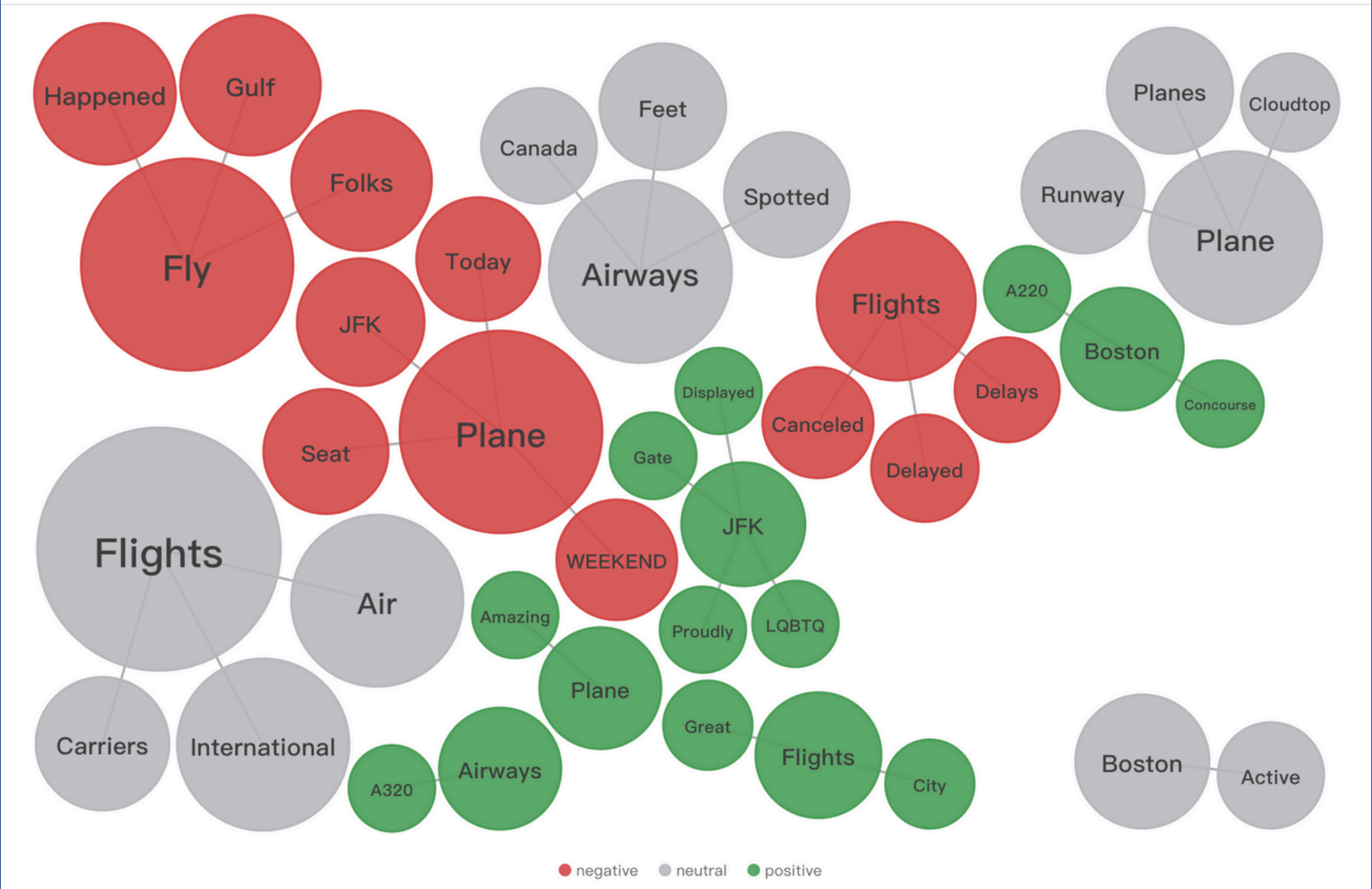
● Negative ● Neutral ● Positive

[HTTPS://APP.BRANDWATCH.COM/PROJECT/1998338604/DASHBOARDS/1803191](https://app.brandwatch.com/project/1998338604/dashboards/1803191)

BRANDWATCH: SENTIMENT BREAKDOWN

FOR THE LAST 2 YEARS

● NEGATIVE
● POSITIVE



JETBLUE'S CURRENT

FINANCIAL SITUATION

Revenue & Costs

- Q4 2024 Revenue: **\$2.4B**
- Net Loss: **\$104M**
- Fuel & labor costs: **55%+** of total expenses



The need for...

**IMPROVE
EFFICIENCY**

REDUCE COSTS

**REALLOCATING WORKFORCE RESOURCES
TO ENHANCE CUSTOMER SERVICE**

The background of the slide is a photograph of a JetBlue airplane's tail fin. The tail features the JetBlue logo, which consists of a stylized blue and white circular pattern. The word 'jetBlue' is written in white on the blue background of the tail. The word 'TROUBLE' is overlaid in large, white, bold, sans-serif capital letters across the center of the image. In the top left corner, the 'jetBlue' logo is repeated in a smaller size. The sky is blue with some white clouds. A white ground service vehicle is partially visible on the right side of the frame.

jetBlue®

TROUBLE

JetBlue is facing significant challenges in 2024, reporting a net loss of \$104 million. Additionally, declining customer satisfaction and rising complaints raise concerns about the company's long-term stability

MARKETING MIX

Products

- 290 planes in fleet, with a variety of models of Airbus + Mint upgrades
- JetBlue Vacation, TrueBlue

Price

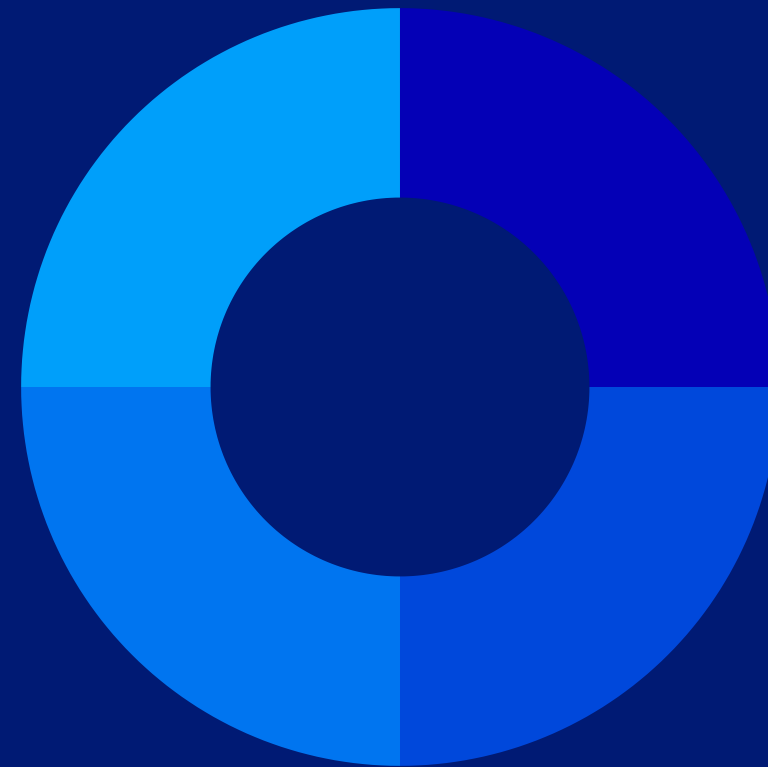
- Tickets are frequently on sale and generally offered at low prices year-round

Place

- Headquarters based in Long Island City, NY
- Present in over 100+ destinations

Promotion

- Traditional + digital marketing
- TrueBlue loyalty program
- TikTok: 28K followers, 15 videos



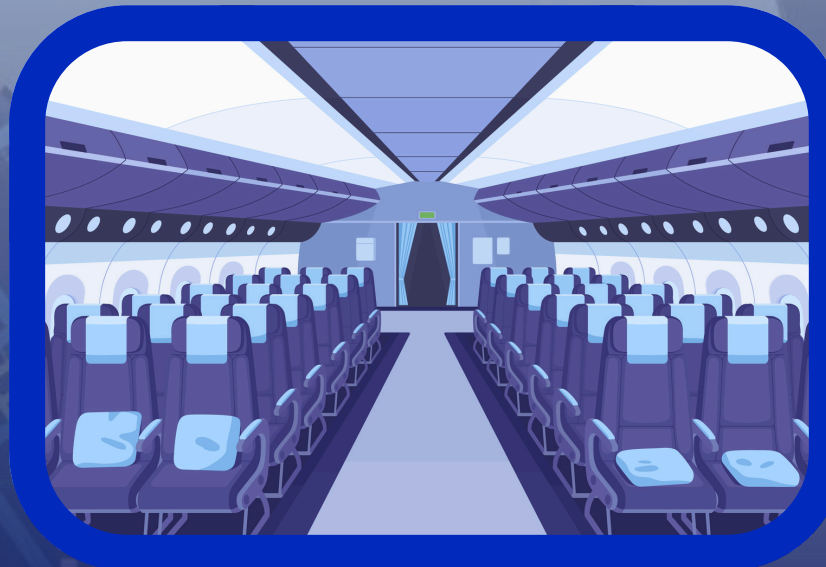
JETBLUE'S CURRENT SITUATION

EXPERIENCE AUDIT



HUMANIC CLUES

- Limited Personalization in Customer Service
- Customer Support Delays (Long Wait Times)
- Inadequate Compensation policies



MECHANIC CLUES

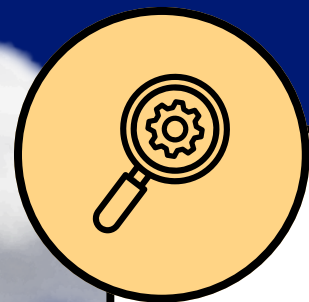
- Inconsistent Comfort in Economy Class
- Inconsistent Airport Lounge Access
- Removed hot meals on transatlantic flights



FUNCTIONAL CLUES

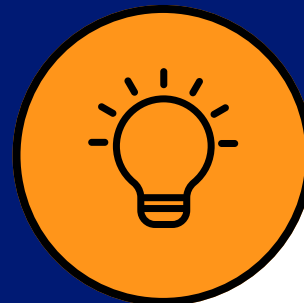
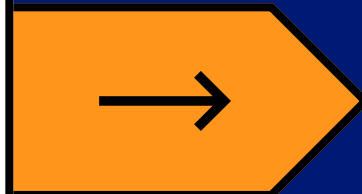
- Declining On-Time Performance
- Lack of Seamless Digital Experience that attracts Gen Z

CUSTOMER PROFILE



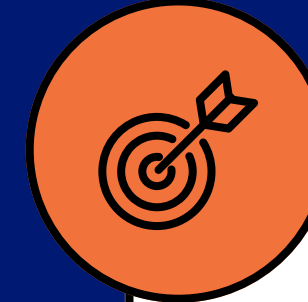
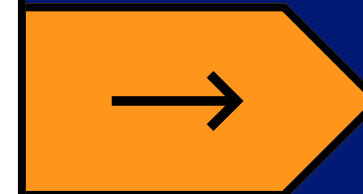
INDUSTRY

- Mostly Millennials and Gen Z (Oag, 2024)
- Relatively high income (Phole & Sider, 2025)
- Mostly leisure travelers, business travelers gradually increasing (Gallinari, 2023)
- Uses digital platforms more frequently than before



CURRENT

- The largest age group is 25-34 year-olds, followed by the 18-24 and 35-44
- Approximately 24% Gen Z and 49% Millennials (Statista)
- Targeted leisure travelers

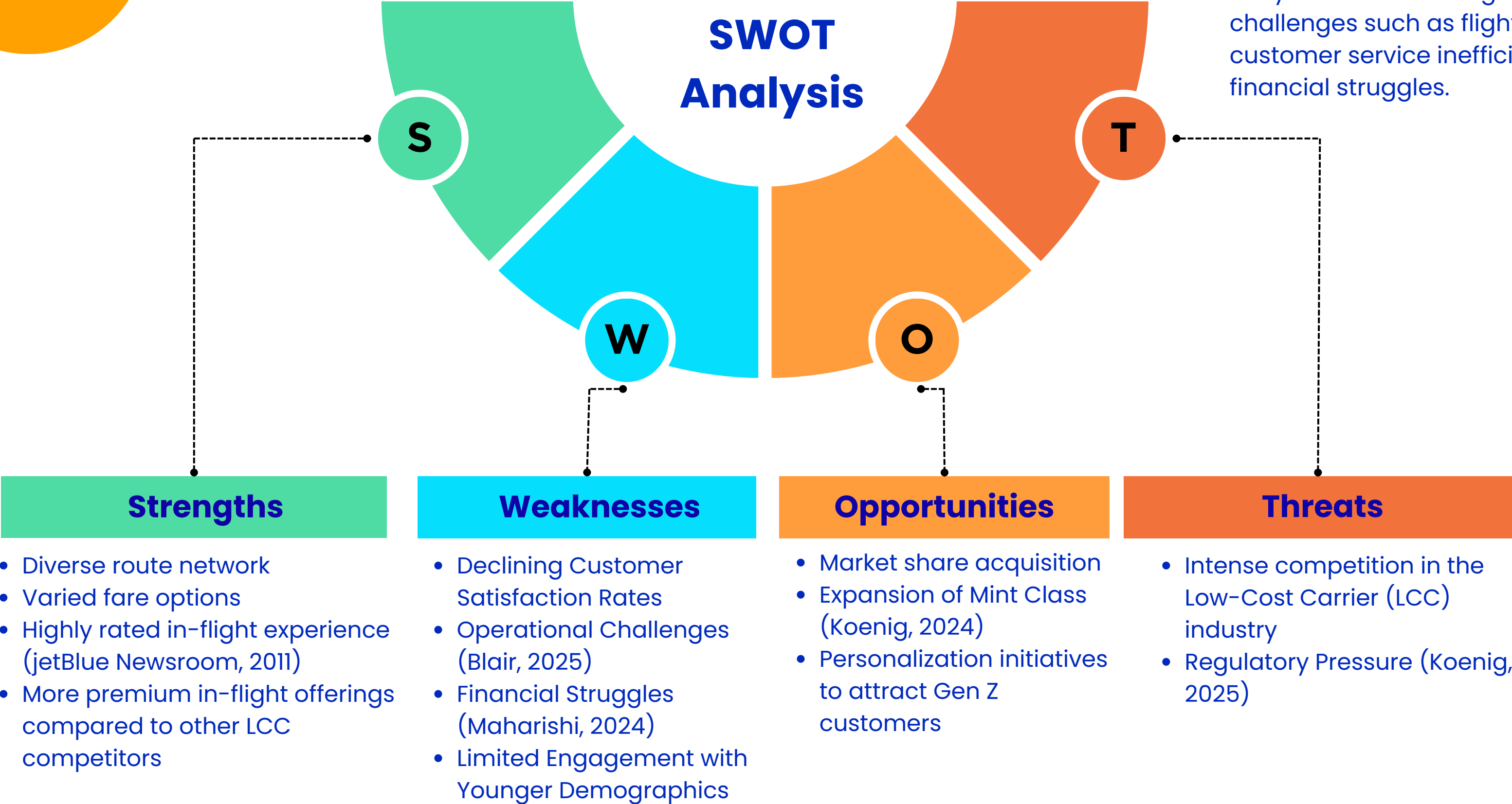


FUTURE TARGET

- Gen Z in both genders
- Value affordable yet high-quality travel (TravelPerk, 2024)
- Experience over Loyalty: less influenced by traditional airline loyalty programs, focusing more on cost and unique experiences (Chipkin, 2025)

SWOT

JetBlue's **key point of differentiation** have historically been its high customer satisfaction and superior in-flight experience. However, in recent years, this competitive advantage has been losing, likely due to increasing operational challenges such as flight delays, customer service inefficiencies, and financial struggles.



STRATEGY

**BRING BACK THE SEAMLESS JOURNEY
WITH HAPPIER CUSTOMERS AND
STRONGER LOYALTY**



Technology



Personalization



Customer Service



YEAR 1 (2025)

OPERATIONAL EFFICIENCY & WORKFORCE OPTIMIZATION

GOAL

REDUCE OPERATIONAL INEFFICIENCIES BY 15%

through **AI automation and workforce reallocation**
to high-touch **customer service** roles



Measure

- Customer complaints numbers
- Response time
- AI automation adoption



Plan B

- Shift to manual process streamlining
- Simplify check-in & boarding
- Outsource non-core tasks

TACTICS

Operational Efficiency & Workforce Optimization

1) Incorporate AI into workforce automation

- Streamline operations and allocate workforce resources more efficiently in customer service

Response Time & Resolution Time
Cost Savings
Automation Rate
Accuracy & Error Rate

2) Complete employee and staff training

- Cross-training employees for multiple roles increases flexibility and responsiveness

Completion Rate
Time to Proficiency

3) Incorporate a multi-channel feedback system

- Leverage in-flight surveys, real-time app feedback, and AI-driven social media monitoring to gauge customer sentiment

Volume of Feedback
Customer Sentiment Score
Net Promoter Score
Response Rate



YEAR 2 (2026)

ENHANCE CUSTOMER EXPERIENCE & SATISFACTION

GOAL

ACHIEVE AN ACSI SCORE OF 80

through **AI-powered personalization** and seamless **digital engagement** through App.

*ACSI: AMERICAN CUSTOMER SATISFACTION INDEX SCORES



Measure

- NPS improvement
- In-flight personalization entertainment usage



Plan B

- Focus on human-led service
- Expand support export teams
- Offer real-time upgrades & lounge access

TACTICS

Enhance Customer Experience and Satisfaction

1) Enhance meal selection and comfort amenities

- **Dining:** Expand meal options with improved quality and variety
- **Comfort:** Offer customizable amenities such as pillows and seating preferences

Customer Feedback
Customization Rate

2) Integrate AI-powered agent into customer-facing mobile app

- Deliver timely flight alerts, updates, and travel planning assistance
- Introduce AI-powered personalized in-flight entertainment. For example, a personalized playlist of movies, TV shows, and music based on customer's viewing history and preferences

Customer Satisfaction Score
Recommendation Accuracy
Retention and Repeat Usage



YEAR 3 (2027)

STRENGTHEN CUSTOMER LOYALTY & RETENTION

GOAL

INCREASE REPEAT BOOKING RATE BY 25%

through an **AI-driven loyalty program** and **exclusive rewards**



Measure

- TrueBlue enrollments
- Repeat bookings
- CLV



Plan B

- Shift to price-sensitive acquisition strategy
- Expand mileage redemption
- Introduce cashback & referral incentives

TACTICS

Strengthen Customer Loyalty & Retention

1) Upgrade TrueBlue benefits

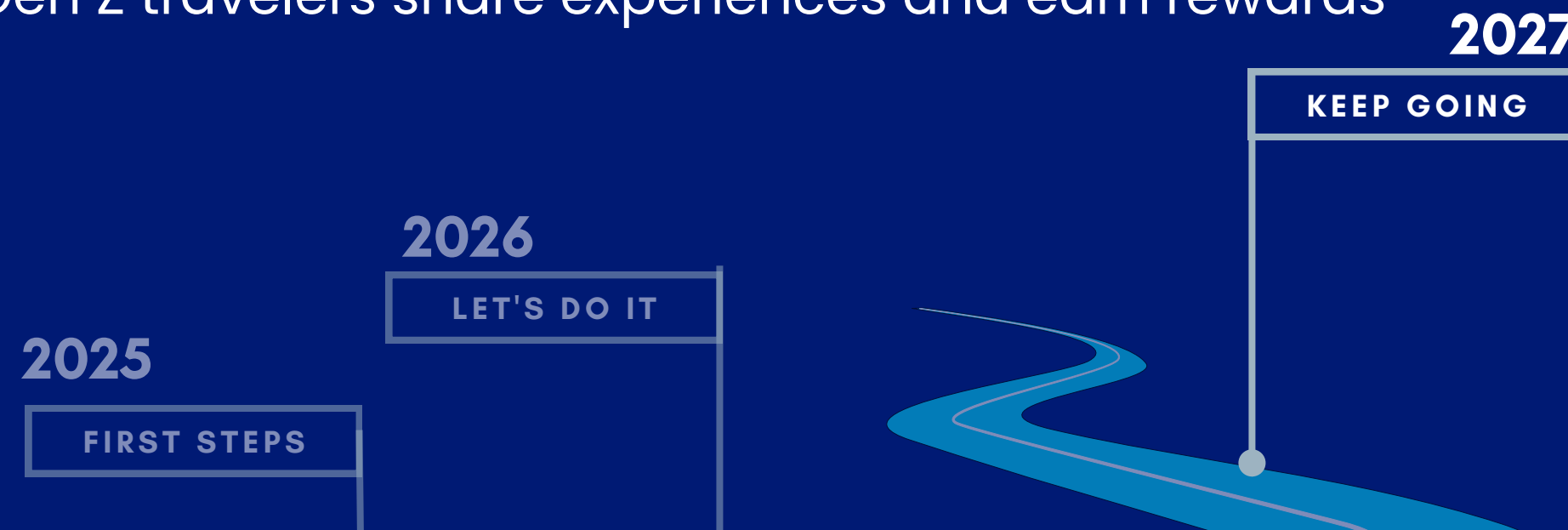
- **Tiered rewards & VIP perks:** Offer exclusive access to special events like music festivals
- **Personalized dashboards:** Tailored experiences through personalized web and mobile app dashboards
- **Instant gratification rewards:** Offer rewards that can be earned quickly to cater to Gen Z, such as personalized perks, digital badges, etc
- **Mystery journey:** Offer low-price plane ticket to random destinations which resonates with Gen Z's interest to novelty and adventure

Redemption Rate
Upgrade Conversion Rate
App opt-ins
CLV

2) Content creation on TikTok

- Leverage owned media, create BTSs, influencer collaborations, and UGCs etc
- Launch "JetBlue Creators": Let Gen Z travelers share experiences and earn rewards

Audience Growth
Content Engagement
UGC Volume
TikTok Conversion Rate





**STRENGTHEN CUSTOMER
LOYALTY & RETENTION**

**ENHANCE CUSTOMER
EXPERIENCE AND
SATISFACTION**

**OPERATIONAL EFFICIENCY &
WORKFORCE OPTIMIZATION**

BUDGET FRAMEWORK



Annual Operating Costs: **\$10B**

Strategic Investment Allocation:
\$150M (~1.5% of annual costs)

Objective:
Improve customer experience

Investment Breakdown (High vs. Low Budget Plan)

Category	High Budget	Low Budget	Key Focus
AI & Digital Transformation	\$50M	\$30M	AI-powered app, chatbots, automation
Operational & Variable Costs	\$20M	\$10M	checked baggage, staff training, multi-channel feedback
Marketing & Customer Engagement	\$30M	\$10M	TikTok, influencer collaborations, loyalty expansion & benefits
Cabin & In-Flight Upgrades	\$50M	\$40M	seating, dining, comfort amenities



Total Investment: \$150M (High) | \$90M (Low)



Projected Financial Returns

Incremental Sales Growth (8–12%)

Revenue (\$10.37B – \$10.75B)

ROE Growth (4.4%–6.9%)

Cost Reduction (\$12M–\$14M)



Projected Revenue Calculation

Projected Revenue = Base Revenue × (1 + Expected Growth Rate)

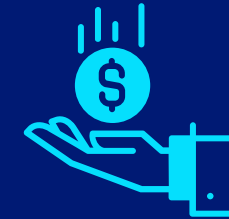
Base Revenue (2024): \$9.6B

Projected Growth: 8–12%

Low-end: \$10.37B

High-end: \$10.75B

2025 Projected Revenue: \$10.37B – \$10.75B



Projected ROE Calculation

ROE = Net Profit / Shareholders' Equity

2025 Expected Shareholder Equity: \$4.7B

Projected Net Profit:

Low-end: \$207M

High-end: \$323M

Projected ROE:

Low-end: 4.4%

High-end: 6.9%

2025 ROE Estimate: 4.4%–6.9%

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Thank You



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APPENDIX

AI's Role in Customer Experience & Efficiency

AI Investment Breakdown & Impact

AI Application	Investment	Expected Impact
AI-Powered Mobile App	\$15M	Real-time updates, chatbots, personalized travel planning
AI-Driven Workforce Automation	\$15M	Staff reallocation to high-touch customer service
AI-Optimized Flight Scheduling	\$10M	Predictive scheduling, fuel cost reduction
AI-Based Personalized Loyalty Program	\$10M	Data-driven segmentation & targeted rewards

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Projected Financial Returns – Incremental Sales Growth (8–12%)

Key Drivers

- AI-driven travel recommendations → Higher mobile conversions & loyalty engagement
- Mint expansion & AI-driven upgrades → 10% margin improvement
- AI-enhanced loyalty programs → 7% repeat purchase increase

Projected Revenue Calculation

Projected Revenue = Base Revenue × (1 + Expected Growth Rate)

- Base Revenue (2024): \$9.6B
- Projected Growth: 8–12%
 - Low-end: \$10.37B
 - High-end: \$10.75B

 2025 Projected Revenue: \$10.37B – \$10.75B

Projected Financial Returns – ROE Growth (4.4%–6.9%)

Key Drivers

- Higher customer retention & loyalty engagement
- AI-driven cost reductions & workforce optimization

Projected ROE Calculation

$\text{ROE} = \text{Net Profit} / \text{Shareholders' Equity}$

- 2025 Expected Shareholder Equity: \$4.7B
- Projected Net Profit:
 - Low-end: \$207M
 - High-end: \$323M
- Projected ROE:
 - Low-end: 4.4%
 - High-end: 6.9%

 2025 ROE Estimate: 4.4%–6.9%

Projected Financial Returns – Cost Reduction (\$12M–\$14M per year)

AI Optimization	Projected Annual Savings
AI Workforce Automation	\$5M–\$7M
Predictive Fuel & Scheduling	\$5M
AI Flight Scheduling	\$2M

KEY CALENDAR DATES

2.11 JetBlue Anniversary

- Special events among employee to boost team spirit
- Special offer of tickets and points to consumers

TrueBlue loyalty program anniversary

- It is the date a consumer enrolls and becomes a member
- Members can earn bonus points

8.19 National aviation day

- Educational events for younger generations

Mar, Jun-Aug, Dec-Jan Major travel seasons

- Create videos about travel hacks and insider tips
- Drive TikTok account growth and increase overall brand awareness

