

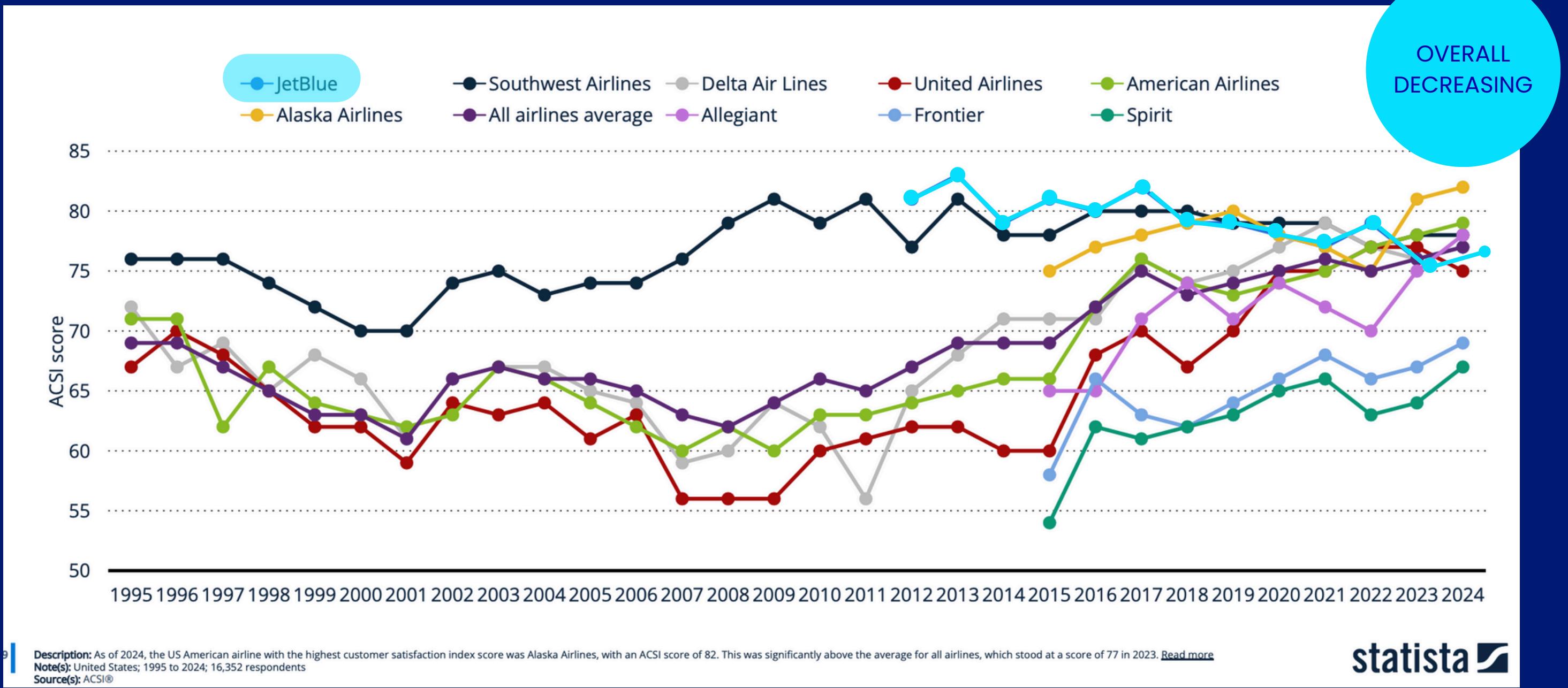
WELCOME TO JETBLUE

GROUP 16



AMERICAN CUSTOMER SATISFACTION INDEX SCORES

FOR AIRLINES IN THE UNITED STATES FROM 1995 TO 2024



9

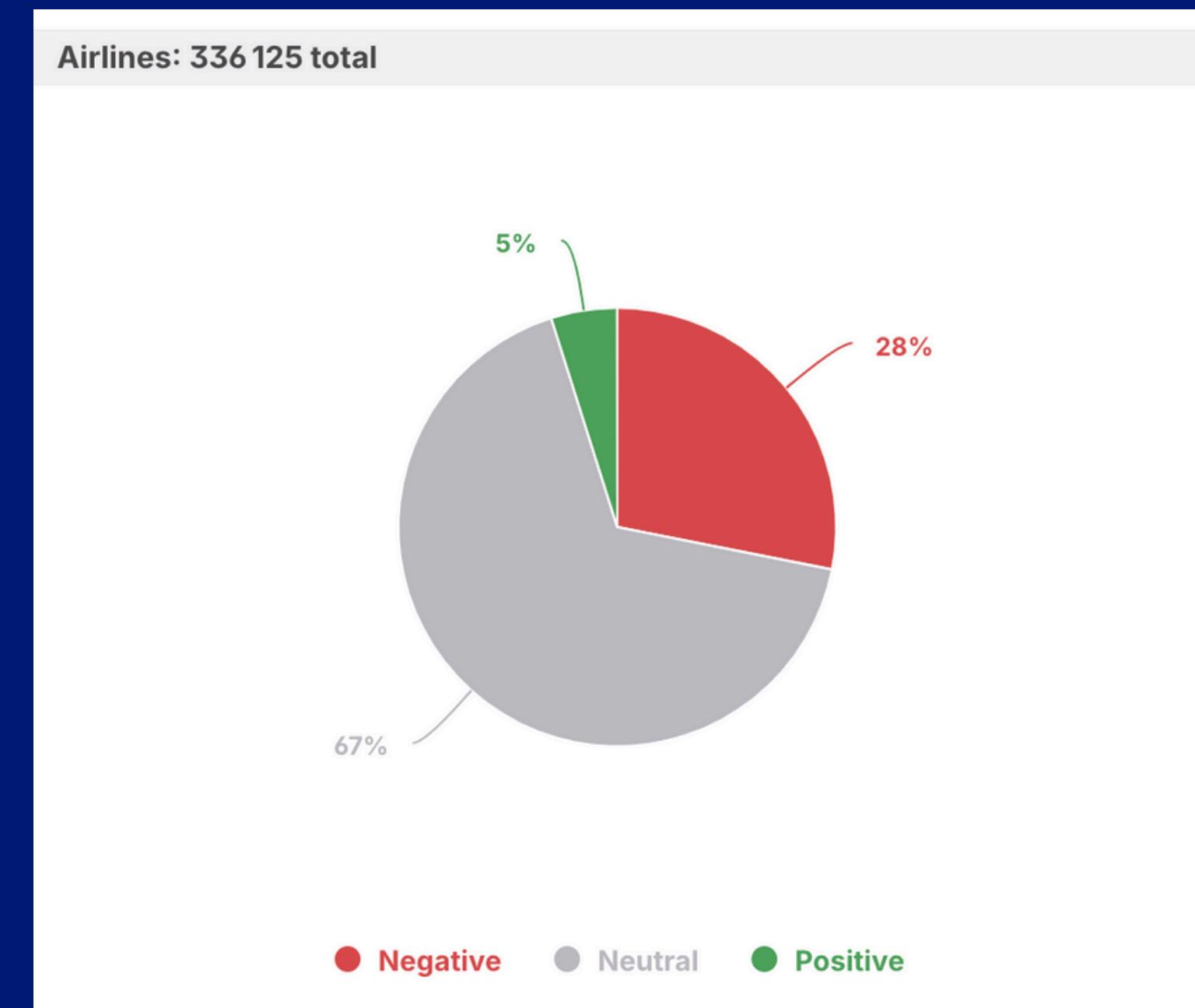
Description: As of 2024, the US American airline with the highest customer satisfaction index score was Alaska Airlines, with an ACSI score of 82. This was significantly above the average for all airlines, which stood at a score of 77 in 2023. [Read more](#)
Note(s): United States; 1995 to 2024; 16,352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

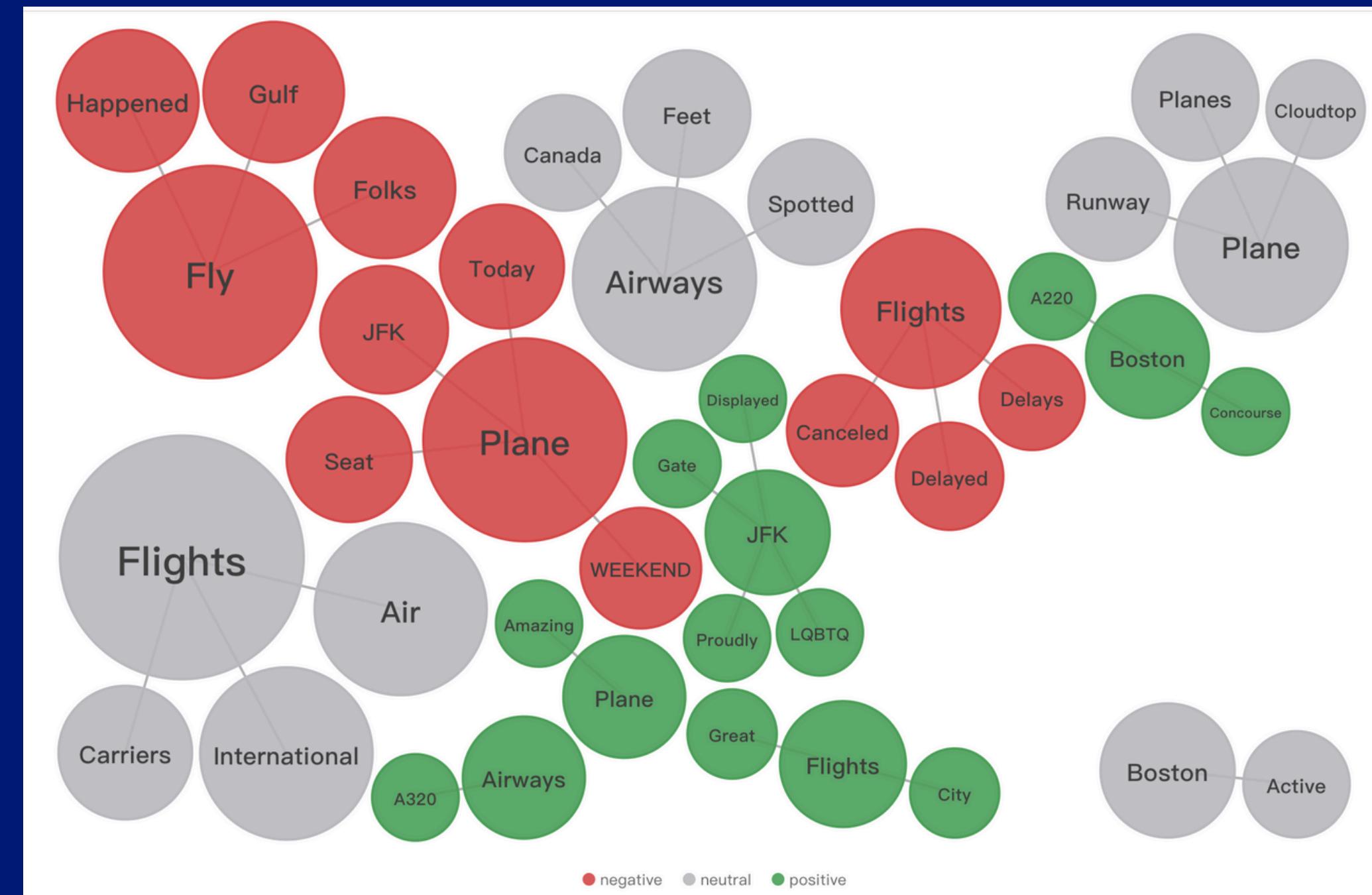
BRANDWATCH: SENTIMENT BREAKDOWN FOR THE LAST 2 YEARS

NEGATIVE
POSITIVE



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



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

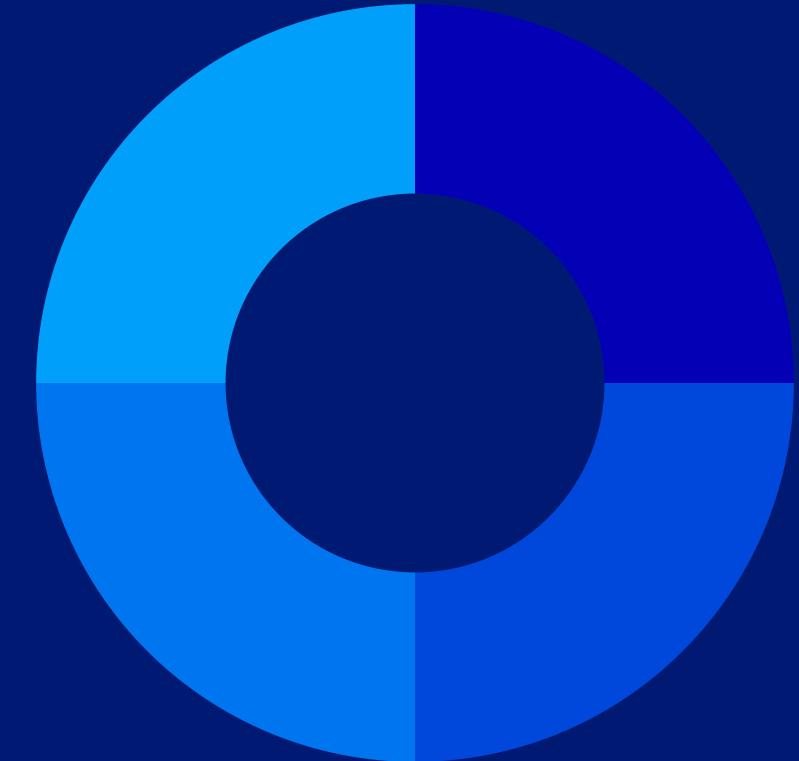
- Tickets are frequently on sale and generally offered at low prices year-round

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



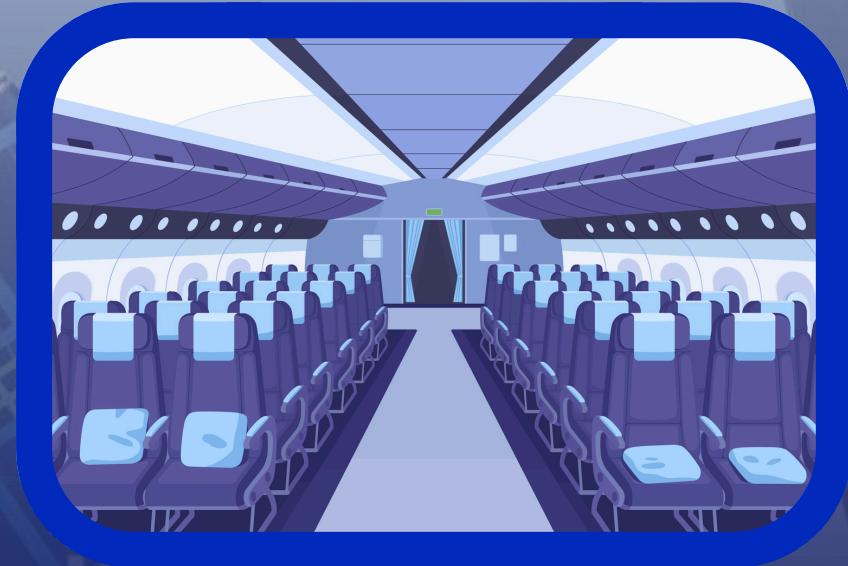
JETBLUE'S CURRENT SITUATION

EXPERIENCE AUDIT



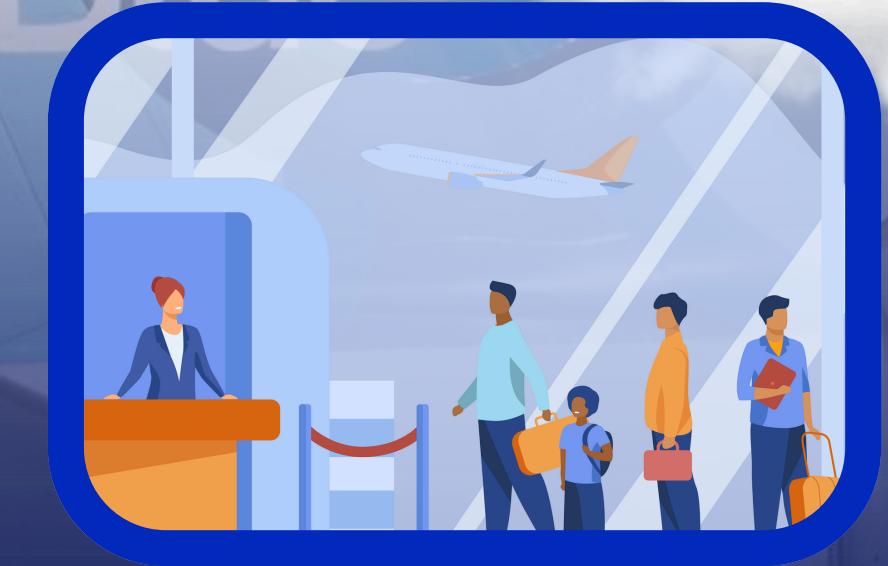
HUMANIC CLUES

- 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

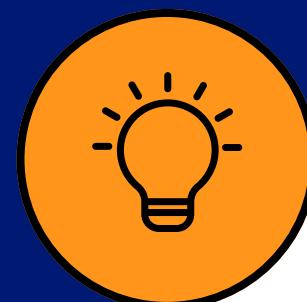
- Declining On-Time Performance
- Lack of Seamless Digital Experience that attracts Gen Z

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



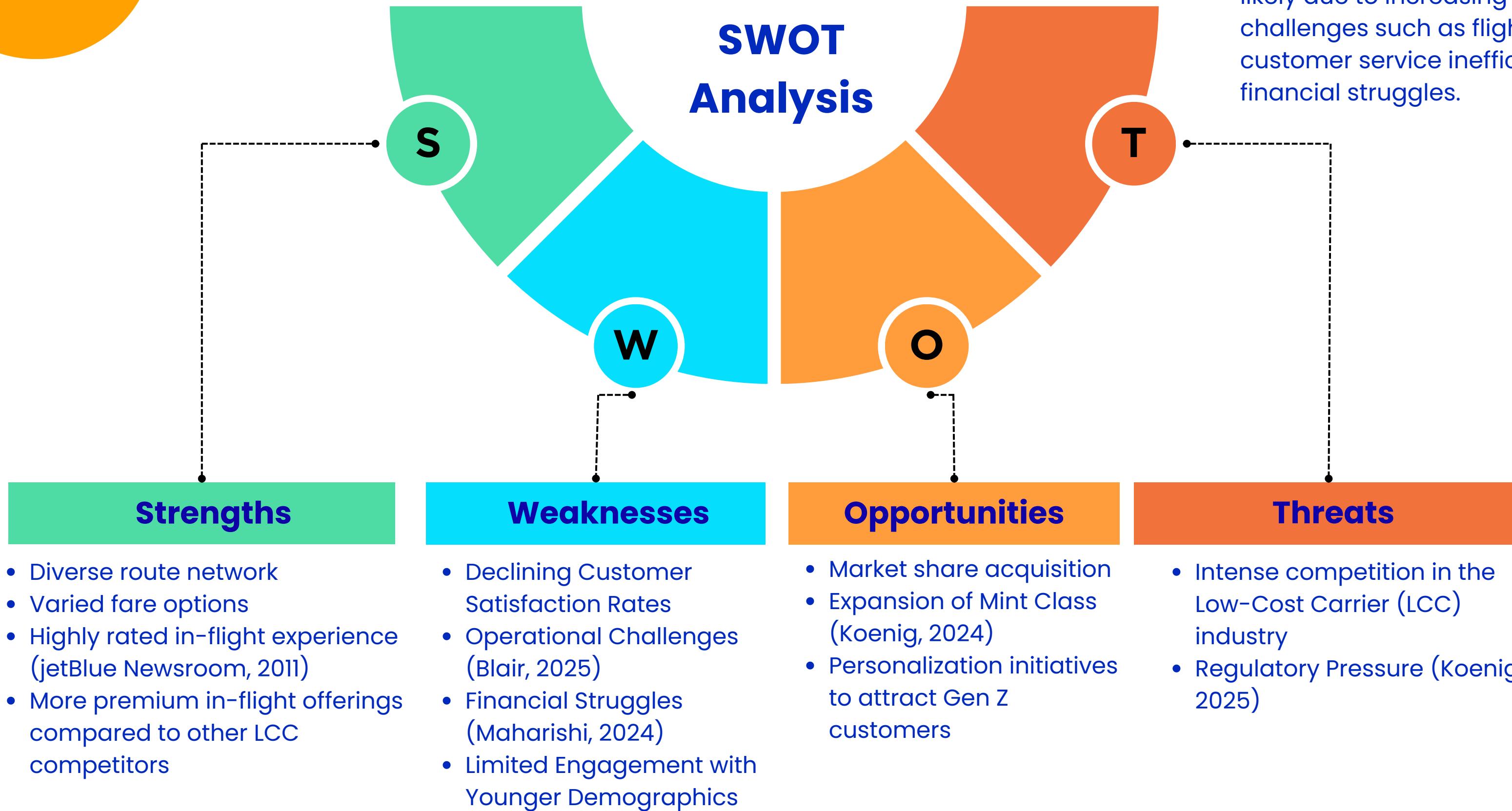
FUTURE TARGET

- 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

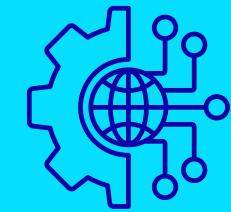
SWOT Analysis



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

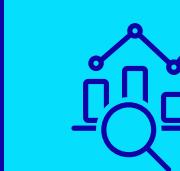


YEAR 2 (2026)

ENHANCE CUSTOMER EXPERIENCE & SATISFACTION GOAL

ACHIEVE AN ACSI SCORE OF 80

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



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 BTSSs, 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 \times (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%

Thank You



REFERENCES

30+ gen Z travel statistics and trends [2024 update]. TravelPerk. (n.d.).

<https://www.travelperk.com/blog/gen-z-travel-statistics-trends/>

6 Ways Airline AI Takes Flight—from Booking to Touchdown by Virtasant. (2024, September 24).

Virtasant.com. <https://www.virtasant.com/ai-today/airline-ai>

71% of Americans satisfied with their air travel experience. Airlines For America. (n.d.).

<https://www.airlines.org/news-update/71-of-americans-satisfied-with-their-air-travel-exp>

erience/

Airlines: JetBlue Airways customers in the United States | statista. (n.d.).

<https://www.statista.com/study/73599/airlines-jetblue-airways-customers-in-the-united-st>

ates/

Akel Alkubeh. (2024, August 2). *Flight Planning with AI Artificial Intelligence Aviation Technology*. Just Aviation. <https://justaviation.aero/flight-planning-with-ai/>

Baruch, H. (2025, January 29). *AI in the Travel Industry: How AI can transform Airline*

Customer Support. Bland.ai.

<https://www.bland.ai/blogs/ai-travel-industry-airline-customer-support>

Blair, A. (2025, January 4). *JetBlue passengers in for big pay day as airline must pay \$2m for flight delays*. The US Sun.

<https://www.the-sun.com/money/13214920/jetblue-fined-flight-delays-settlement/>

Chipkin, H. (2025, March 4). *Gen Z and millennial travelers less focused on airline loyalty programs, says Oag Survey*. Business Travel Executive.

<https://www.businesstravelexecutive.com/news/gen-z-and-millennial-travelers-less-focused-on-airline-loyalty-programs-says-oag-survey>

REFERENCES

Delta Data Launches AI-Driven Innovations to Enhance Efficiency and Client Value – Delta

Data. (2024, November 12). Deltadata.com.

<https://deltadata.com/2024/11/12/delta-data-launches-ai-driven-innovations-to-enhance-efficiency-and-client-value/>

Golden Owl. (2024, March 4). Golden Owl. <https://goldenowl.asia/blog/ai-driven-personalization>

Gallinari, M. (2023, November 29). *US Airlines Market Report 2023-2028: Full analysis.* Mintel

Store USA. <https://store.mintel.com/us/report/us-airlines-market-report/>

Houston, M. (2024, August 5). Boosting Customer Retention through Cutting-Edge Loyalty

Programs. *Forbes.*

<https://www.forbes.com/sites/melissahouston/2024/08/05/boosting-customer-retention-through-cutting-edge-loyalty-programs/>

How AI Can Impact Your Conversion Rates — Revieve. (n.d.). [Www.revieve.com.](https://www.revieve.com/resources/how-artificial-intelligence-can-impact-your-conversion-rates)

<https://www.revieve.com/resources/how-artificial-intelligence-can-impact-your-conversion-rates>

How jetblue disrupted an industry: Part 1 - product and Price. Unicorny. (n.d.).

<https://www.unicorny.co.uk/blog/how-jetblue-disrupted-an-industry-part-1-product-and-price/>

How JetBlue improved their mobile customer experience. (n.d.). [Www.mparticle.com.](https://www.mparticle.com/blog/jetblue-mobile-app-data/)

<https://www.mparticle.com/blog/jetblue-mobile-app-data/>

JetBlue Airways Corporation - Financials - SEC Filings. (2025, February 14). [Ir.jetblue.com.](https://ir.jetblue.com/financials/sec-filings/default.aspx)

<https://ir.jetblue.com/financials/sec-filings/default.aspx>

JetBlue Airways Corporation - Q4 2024 JetBlue Airways Earnings Conference Call. (2024,

January 25). [Jetblue.com.](https://jetblue.com)

REFERENCES

<https://investor.jetblue.com/events-and-presentations/events/event-details/2025/Q4-2024-JetBlue-Airways-Earnings-Conference-Call/default.aspx>

JetBlue Airways Corporation - JetBlue Airways awarded Seventh Consecutive Customer Satisfaction J.D. Power and associates honor. Press Release Details.

<https://news.jetblue.com/latest-news/press-release-details/2011/JetBlue-Airways-Awarded-Seventh-Consecutive-Customer-Satisfaction-J.D.-Power-and-Associates-Honor-06-08-2011/default.aspx>

Jetblue.com competitors - top sites like jetblue.com | Similarweb. similarweb. (n.d.).

<https://www.similarweb.com/website/jetblue.com/#overviews>

JetBlue. (n.d.). <https://www.jetblue.com/>

Koenig, D. (2024, November 22). US budget airlines are struggling. will pursuing premium passengers solve their problems?. AP News.

<https://apnews.com/article/budget-airlines-spirit-frontier-southwest-delta-8030d14c5fd8d3ffc53aacf0e9982cc6>

Koenig, D. (2025, January 3). A major airline is being fined for chronic flight delays, and passengers may get a cut of the money. AP News.

<https://apnews.com/article/jetblue-penalty-flight-delays-transportation-department-08362764aba7e487adf63222b94f5ca6>

Levine-Weinberg, A. (2016, December 15). *Mint Remains the Key to JetBlue's Growth.* The Motley Fool.

<https://www.fool.com/investing/2016/12/15/mint-remains-the-key-to-jetblues-growth.aspx>

REFERENCES

Maharishi, M. (2024, April 23). *JetBlue posts a loss as it struggles with elevated capacity in popular markets*. Skift.

<https://skift.com/2024/04/23/jetblue-posts-a-loss-struggles-with-elevated-capacity/>

Make your day. TikTok. (n.d.). <https://www.tiktok.com/@jetblue?lang=en>

Montesanto, F. (2024, December 18). *How AI outperforms human customization*. Optimizely.

<https://www.optimizely.com/insights/blog/AI-personalization-how-AI-outperforms-human-customization/>

Nicolas, N. (2024, January 6). *5 AI use cases for fuel efficiency in aviation*. Openairlines.com; Nextops OpenAirlines.

<https://blog.openairlines.com/how-ai-is-revolutionizing-fuel-efficiency-in-aviation>

Oag. (2024, July 17). *Navigating generational shifts in the airline industry: Future of Travel: OAG*. oag_black. <https://www.oag.com/blog/generational-shifts-airline-industry>

Phole, A., & Sider, A. (2025, February 28). *Rising costs take their toll on less-affluent Americans' travel plans*. The Wall Street Journal.

<https://www.wsj.com/lifestyle/travel/travel-plans-costs-impact-cbff9fbe>

Planespotters.net. (n.d.). <https://www.planespotters.net/airline/JetBlue-Airways?refresh=1>

Rizvi, A. (2024, November 27). *How Technology and AI are Transforming Airline Revenue Management*. Skift Research.

<https://research.skift.com/reports/how-technology-and-ai-are-transforming-airline-revenue-management/>

Rose-Collins, F. (2023, August 10). *Airline Marketing 12 effective marketing strategies to help you stand out from the competition*. Ranktracker.com.

REFERENCES

<https://www.ranktracker.com/zh/blog/marketing-for-airlines-12-effective-marketing-strategies-to-help-you-soar-above-competition/>

Shoplazza Contributor. (2024, December 3). Building Lifetime Loyalty With CRM. *Forbes*.

<https://www.forbes.com/sites/shoplazza/2024/12/03/building-lifetime-loyalty-with-crm/>

Syme, P. (2024). *JetBlue is axing hot meals for economy flyers as it looks to cut costs*. Business Insider.

<https://www.businessinsider.com/jetblue-axes-hot-meals-for-economy-flyers-cuts-costs-2024-10>

Team, M. S. (2024, January 13). *JetBlue Airways Marketing Mix (4PS) & marketing strategy*. <https://www.mbakool.com/marketing-mix/services/17719-jetblue-airways.html>

Tiger Analytics improves airline customer experience with Azure AI. (2024, April 25).

Partner.microsoft.com. <https://partner.microsoft.com/zh-cn/case-studies/tiger-analytics>

Vasquez, W. (2024, October 11). *Jessica Chastain dragged after blasting JetBlue Over “embarrassing” \$15 refund: “read the room.”* New York Post.

<https://nypost.com/2024/10/10/entertainment/jessica-chastain-dragged-after-blasting-jetblue-over-a-15-refund/>

Von Aulock, I. (2024, March 13). *AI-Personalized Content: Boosting Conversion Rates By 30%*. PenFriendAIBlog. <https://penfriend.ai/blog/ai-personalized-content>

[solved] use the 4 PS product price place and promotion to explain JetBlue - Digital Marketing (MKT-225-H7655) - studocu. (n.d.-i).

<https://www.studocu.com/en-us/messages/question/8163877/use-the-4-ps-product-price-place-and-promotion-to-explain-jetblue-business-model>

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

<https://www.mparticle.com/blog/jetblue-mobile-app-data/>

<https://deltadata.com/2024/11/12/delta-data-launches-ai-driven-innovations-to-enhance-efficiency-and-client-value/>

<https://blog.openairlines.com/how-ai-is-revolutionizing-fuel-efficiency-in-aviation>

<https://www.fool.com/investing/2016/12/15/mint-remains-the-key-to-jetblues-growth.aspx>

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

<https://www.mparticle.com/blog/jetblue-mobile-app-data/>

<https://www.genesys.com/zh-cn/customer-stories/singapore-airlines>

<https://www.fool.com/investing/2016/12/15/mint-remains-the-key-to-jetblues-growth.aspx>

<https://www.ibm.com/cn-zh/case-studies/etihad-airways-ibm-cloud>

<https://ir.jetblue.com/financials/sec-filings/default.aspx>

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

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%

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

<https://www.bland.ai/blogs/ai-travel-industry-airline-customer-support>

<https://www.virtasant.com/ai-today/airline-ai>

<https://justaviation.aero/flight-planning-with-ai/>

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

