



Stanford eCorner

JetBlue: Life as a CEO

David Neeleman, *JetBlue*

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Video URL: <http://ecorner.stanford.edu/videos/281/JetBlue-Life-as-a-CEO>

David Neeleman, CEO of JetBlue, tries to fly at least once a week, and makes a point to let the customers and crew know that he's aboard and ready to work and hear feedback. He describes a full day of traveling, listening to customers, asking questions, and learning from customers and crew members. JetBlue defines all employees as crew members, and all passengers as customers.



Transcript

I try and fly at least one time a week on our flights and when I'm on board, sometimes I wish I could just sit back there and watch TV and relax like everybody else is but I make a point to let the customers know that I'm on board the aircraft and that I also let the crew know that I'll be serving snacks and helping them so they call me snack boy on the airplanes. It's a pretty grueling thing too. Yesterday, I caught the 8:30 flight from New York to Las Vegas and spent probably on that particular flight it took about three hours to get through the cabin, speaking to each individual customer, thanking them for their business, soliciting questions and talking for three hours straight and spending the time doing that. Then, going in the back and then answering all the questions of the crew members and listening to what they have to say. Just for point of information, when I say crew member, every single person that works at JetBlue is a crew member We don't have employees that work for JetBlue. We only have crew members. We don't have passengers either; we don't have customers so we don't refer to customers as passengers. So to be able to spend that time with the crew members. and then kind of make my way to the front and then listen to the pilots as we kind of make an approach to Las Vegas. Then, went to a conference and spoke at this conference, spent some time talking to some investment bankers that were there and some other travel executives and then flew on to Long Beach where I spent some time with our crew members.

and then made it into Oakland late last night and then spoke to our crew members there. We were able to go out on the ramp and shake everyone's hands and thank them for all the work they do and then made it in late last night and then today, obviously, was another grilling day. It's a lot of hard work but it's really rewarding. So far, seemed a little bit tired and excuse me for that but I'm passionate about JetBlue and I'm passionate about what we've been able to accomplish in a really bad industry.