



## Stanford eCorner

### History of Travel Industry

David Neeleman, *JetBlue*

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Video URL: <http://ecorner.stanford.edu/videos/284/History-of-Travel-Industry>

Neeleman talks about how JetBlue has been able to succeed in a really bad industry. The airline industry has lost more money than it has ever made. In the beginning of human transportation, be it steam ship lines or railroads, there are very few companies who have survived. It has never been good business to move people. It was with that backdrop that Neeleman decided that he wanted to start an airline.



#### Transcript

JetBlue has been able to succeed in a really bad industry. The airline business and you've heard all these horrible things about the business. It's certainly lost more money than it's ever made. It's probably lost more money in the last two years than cumulatively the businesses made since the Wright Brothers took off a hundred years ago. Really bad, bad business; it's capital intensive, it's people intensive. You have Mother Nature. It's a commodity business. In fact you could even say that if you go back from kind of the beginning of human transportation, be it steamship lines or railroads that there's been very few companies that have ever survived that have ever prospered in it. It has not been good business to move people. With a very few exceptions have companies been able to prosper in the moving of people business.

So it was with that backdrop that we decided that we wanted to start an airline. I knew and having had experience, I've had a lot of success in this business starting in Morris Air and selling to Southwest.