



## Stanford eCorner

### How Does IT Differentiate JetBlue?

David Neeleman, *JetBlue*

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Video URL: <http://ecorner.stanford.edu/videos/301/How-Does-IT-Differentiate-JetBlue>

How does IT differentiate Jet Blue? Neeleman on things they are doing well: We decided to roll out a frequent flyer program, but held on long enough to make sure it was completely implemented and managed online--we don't send anything out via mail. JetBlue has 10 or 15 people available via telephone to deal with problems, and 700,000 members online. Neeleman on things JetBlue should improve: checking people in using technology, increasing functionality on the web.



#### Transcript

When we decided to roll out a frequent flyer program, I had this horrible vision of hundreds of people in all these rooms trying to track all the stuff. We held off for long enough to make sure that it was an all online system, where you'd register online. You'd track your own point of view. We wouldn't mail you anything to your home. No statements, you just go online punch in your number and you have it. I'm really proud of that. We have maybe 10 or 15 people in the whole company that are available by telephone to deal with the problems. And we have 700,000 members in our fly gratitude program troubler. And so, that's one I'm really, really proud of. What I'm not so proud of is I think our airport systems have fallen behind even Delta.

We were really good at checking people in. When you go to check in, will it take less than a minute out with the human? So, the line goes so quickly and everything goes so fast that I think that is kind of a lawless to sleep a little bit in that area. And the functionality, we have chaos when the functionality isn't where it needs to be. So we need to really improve there. And the ability to check in from home and all that. Because we've been so efficient, we haven't really needed to. Those are things, you'll think that we need to do is increase functionality on the web. Right now, you can only book a reservation. If you're a member, you can cancel it, get a credit, and then reapply that credit to another booking. But you can't change your reservations.

So once we get all that functionality on the web, we hope that will drive us out to 80-85% of our total bookings. And we charge \$25 change fee for our fares as opposed to a 75 or a hundred, unless the change in ticket is over a certain amount than we waive it altogether. But that drives enough money to \$25 that pays for all of our costs of having everyone on the phones. It's amazing! How they do that and people aren't mad. They aren't offended by that. Those are some of the things that we continue to work on.