

marketing teams, to name a few.³² No other airline has ever committed to something like this, they argued.

CONCLUSION

Neelam, who was known for personally answering every customer letter or e-mail he received, viewed the Customer Bill of Rights as absolutely vital to restoring JetBlue's image. He stated that the bill of rights would reaffirm the public's perception that JetBlue viewed its travelers as human beings, not cattle to be shipped from Point A to Point B. "This is going to be a different company because of this," Neelam said. "It's going to be expensive, but what's more important is to win back people's confidence."

In numerous interviews over the weekend, Neelam promised that he would reveal JetBlue's redemption plan to the world by Sunday February 19. A customer bill of rights was going to be part of that plan, the CEO said.

JetBlue's Image Redemption for Corporate Advertising 107

had to convince many influential people inside the company.

CASE QUESTIONS

1. How could JetBlue have better communicated with its internal stakeholders across the country on Valentine's Day and during the days that followed to enhance its image with customers?
2. Should the corporate communications team at JetBlue have arranged for CEO David Neelam to appear on the national television news and talk show circuit following the crisis? What might be the potential benefits and risks to the company's reputation?
3. Would you recommend a corporate advertising program for JetBlue?
4. If implemented, how would you market the JetBlue Airways Customer Bill of Rights to external and internal stakeholders? How would this affect JetBlue's reputation?

Identify

business

- What was the most significant¹ problem JetBlue faced. Support your claim.
- Assess + identify the critical constituency issues.
- Articulate what you believe are the 3 most desirable outcomes.
- Discuss at least 3 communications best practices implemented by JetBlue.

³² White, personal interview.

³³ Bailey, "Chief 'Mortified.'"