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

CONCLUSION

Neeleman, 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 contended that the bill of rights would reaffirm the public's perception that JetBlue viewed air 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," Neeleman said. "It's going to be expensive. But what's more important is to win back people's confidence."[33]

In numerous interviews over the weekend, Neeleman promised that he would reveal JetBlue's redemption plan to the world by Monday, February 19. If a customer bill of rights was going to be part of that plan, the CEO still 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 Neeleman 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?

[32] White, personal interview.

[33] Bailey, "Chief 'Mortified.'"