Accountability, 220
Acquisition(s):
  growth by, 235–236
  of LiveTV, 149–150
Adam Aircraft, 240
ADD program, 51, 175, 181
Administrative costs, 235
Advertising campaigns, 177–178, 181–186, 190–191, 250
Airbus A320:
  design of, 170–171, 261
  order and delivery of, 187–188, 255–269
  preference for, 105–106, 114, 123–124, 126, 141, 147, 155, 170–172, 206, 226
Air Canada, 74, 82, 199, 239
Aircraft, see specific types of aircraft
  age of, 214, 247
  description of, 2
  cabin camera, 198
  digital fly-by-wire system, 170, 233
  flight manuals, 166
  fuel efficient, 236, 252
  leased, 46–47, 54
  LiveTV, see LiveTV
  maintenance, 170
  naming, 215
  security measures, 197–198, 258
Airfare, see specific airlines
  competitive, 98, 182–183, 190, 227–231
  Get-It-Together program, 125
  low fares, 81, 86–87, 94, 125, 159–160, 190, 232, 246
  price wars, 20
  pricing strategies, 159–160
  walk-up fares, 159
Airfinance Journal, 211
Air Force One, 140–141
Air France, 201
Airline industry, generally:
  bankruptcies in, 199–200
  deregulation of, 26, 85, 109
  historical perspective, 3–4
  post-9/11, 199–200, 231, 236
Airline Inflight Resources, 132
Airlines Reporting Corporation (ARC), 50
AirTran Airways, 228–229, 240
Air Transportation Safety and System Stabilization Act, 200
Air Transport World, 2002 Market Development Award, 258
Alaska, charter service to, 37–38
Alaska Airlines, 37, 199, 203
Alex. Brown, 54
Alitalia, 199
American Express, 24
American Society of Travel Agents, 49
Anderson, Tom, 143–144
Apollo CRS system, 165
ARC (Airlines Reporting Corporation), 50
Assigned seating, 64
Association of Travel Marketing Executives (ATME), 185
AT&T, 52
Attention deficit disorder (ADD), 3, 10, 13, 51, 68–72, 79, 95, 244
Attention deficit hyperactivity disorder (ADHD), 68–69. See also Attention deficit order (ADD)
Available seat miles (ASM), 174
Aviation Competition Restoration Act, S-414, 161–162
Awards and recognitions, 211, 258–259
Back-office processing expenses, 172–174
Ball, Fred, 11
Bank of America, 99
Bank of Boston, 99
BankOne, 62
Bankruptcy, 3, 44, 199–200
Barger, David, 90–91, 93, 100, 117, 126, 129–130, 144, 147–148, 163, 194–195, 204–205, 218, 222, 251
Barger, Mike, 129
B/E Aerospace, 141–142, 149
Beddoe, Clive J., 73–81
Bell, Donald, 76, 78
Billboard advertising, 186
BlackBerry PDAs, 175
Blue Performance program, 175
Boarding times, 205
Boeing Company, 145
Boeing 737s, 104–106, 141, 170
Boeing 757s, 225
Branding, 190–191
Braniff, 56, 64
Branson, Richard, 94–98, 179–180, 230
British Airways, 94, 179, 199
Britt Airways, 86
Budgeting strategies, 188, 191
Buffett, Warren, 227–228
Bumped passengers, 160
Burr, Donald, 33, 85–87
Business Traveler, 211
Business travelers, 159–160, 203
Cabin cameras, 198
Calgary International Airport, 81–82
Call centers, elimination of, 52, 133–134, 173, 252
Cal Lite, 230
Canadair, 206
Cancelling flights, 208
Capital expenses (capex), 99
Capital raising/capitalization, 2, 44–46, 54, 59, 247–248
Caring, as core value, 214
Carlzon, Jan, 36, 249
Carter administration, 85
Certificate of Public Convenience and Necessity, 255
Chain of command, 219
Chapter 11 bankruptcies, 200
Charter service, 29–30, 32. See also Morris Air Service
Chase, Gary, 239
Cheap Tickets, 21
Checketts, David, 146
Check-in lines, length of, 204–205
Check-in systems, 163, 257
Chief executive officer (CEO), see Neeleman, David
Church of Jesus Christ of Latter Day Saints, 14
Civil liberties, 196–197
Class action suits, 209–210
Cleaning chores, 172, 252
Clean-sheet concept, 169
Clearinghouse, see Airlines Reporting Corporation (ARC)
Cockpit: bulletproof doors, 197–198
laptop computers for flight planning, 168–169
Cohen, Jeff, 167–168
College of Flight/College of
In-flight/College of Customer Service, 134
Commission structure, 26, 37, 43, 53, 174
Communication, importance of, 249, 251
Competition, 98, 182–183, 190, 212, 226–232, 236–239, 247. See also specific airlines
Computer Assisted Passenger Prescreening System (CAPPS), 197
Computerized reservation systems (CRS), 164–165, 232
Computer software programs, 168
Conde Nast Traveler, 204, 211, 258–259
“Constant Customer, The,” 157, 159
Consumer(s), generally: demand, 187
research, 186
value, 236
Continental Airlines, 56, 91, 199, 230
Cookie Lady, The, see Meine, Carla Gustman
Core values:
caring, 214
fun, 215
importance of, 235–254
integrity, 215
passion, 215–216
safety, 214
Corporate travel market, 232. See also Business travelers
Cost control strategies, 251–252
Cost per available seat mile (CASM), 174–175, 202, 235
Coupons, as promotional strategy, 158
Crewmembers, defined, 2. See also Flight attendants; Pilots
Cronin, Michael, 44–45
Customer complaints, types of, 152, 248
Customer-focused airlines, 2, 36, 60, 62
Customer loyalty, 203, 250
Customer privacy, breach of, 209–210, 237, 250, 260
Customer satisfaction surveys, 154
Customer service:
correcting mistakes, 158
curbside check-in system, 163
evaluation strategies, 153–157, 162
flawless execution, 157–158
handling delays, 158
LiveTV, 125, 138–149, 198, 225, 259, 261
nonrefundable tickets, 161
Open Skies reservation system, 163, 168, 240
passenger comfort, 161, 177, 190, 225
respect for customer, 249–250
self-service kiosks, 225
skills development, 10–13
Data mining, 209, 237
Davis, Cathy, 76
Delays, reasons for, 158, 175, 208, 247
Delegation, 217
Deloitte & Touche, 210, 260
Delta Airlines, 29, 31, 40–41, 49, 133, 163, 199, 202, 225–226, 228–231
Delta Express, 230
Department of Homeland Security (DHS), 209
Department of Transportation (DOT), 37–38, 43, 85, 109–110, 123, 151, 205, 255–256
Devastation stage, 238
Digital satellite radio, 234, 261
DirecTV, 141
Disaster management:
image crisis, 209–211
Northeast blackout, 207–208
terrorist attack, 9/11, 194–195
Eastern Airlines, 3, 165
EchoStart, 141
Eclipse, 240
Economic conditions, impact of, 231
Economies of scale, 235
Edmondson-Jones, Gareth, 96–97, 112, 122, 180, 183, 188, 199
Electronic Privacy Information Center, 209
Embraer 170 aircraft, 233
Embraer 190 aircraft, 206, 232–234, 236, 260
Emergency care team, 194–195
Employee(s):
  annual confidential survey, 217–218
  commission structure, 26, 37, 43, 53
  compensation of, 136–138
  as creative workforce, 62
  ID badge, 213
  incentive programs, 43
  motivation strategies, 42–44, 238
  reservation workforce, 52–53
  training programs, generally, 134–136, 153, 260
  training strategies, 42–44, 59, 214
  turnover rate, 133
  value system of, 216–217
Employee assistance group, 194
Employment contracts, 135
Entrepreneur, 211
E-ticketing system, 2–3, 32, 48–51, 58, 64, 79–80, 82–83, 166, 172–174, 203
Euphoria, 238
Evans, Cindy Dunham, 30
Evans, Dale, 36
Evans, Gordon, 30–31
Evans Airline Information Solutions, Inc. (EAIS), 80
Expansion strategies, 235–241
FAA Commercial Aviation Forecast Conference, 95
Failed businesses, see Hawaii Express, The
Federal Airline Deregulation Act of 1978, 85
Federal Aviation Administration (FAA), 1, 95, 141, 146, 166–167, 194, 240, 256
Federal Trade Commission (FTC), 209, 237
Feeder flights, 171
Field, Randolph, 94
Financial projections, 235
Flight attendants:
  cleaning chores, 172
  hiring process, 132
  training program for, 134–136, 153, 260
  uniform design, 184
Flight completion statistics, 204
Flight frequency, 187, 229, 257
Flight manuals, 166
Flight planning, 168–169
Fokker Aircraft, 206
401(k) program, 136–137
Frequent flyer programs, 203, 228, 231–232
Frontier Airlines, 86–87, 150, 240
Fuel prices, impact of, 172, 235
Fun, as core value, 215
Funding sources, 88. See also Capital raising/capitalization
Garverv, Jane, 195
Get-It-Together airfare, 125
Giuliani, Rudolph, 1
Gore, Al, 197
Government regulation, 37–39. See also specific regulatory agencies
Greed, perception of, 15
Greyhound Air, 78
Gross domestic product, 231
Growth by acquisition, 235–236
Guerrilla marketing, 190, 253
Gulf War Two, 211
Hanover Development, 74
Hanover Group of Companies, 74
Happiness, source of, 223
Harris Corporation, 140, 149
Harris Military Technology, 140–141
Hartley, Michael, 17–18, 21
Hartsfield International Airport, 226, 228–229, 238–239, 246, 260
Hasbrouck, Edward, 209
Hawaiian Airlines, 28–29, 32
Hawaii Exchange, 16–17
Hawaii Express, The:
  bankruptcy, 20–21
  demise of, 20–21
  growth of, 17–20
  Herman, Stan, 183–184
Hewlett-Packard (HP), 83, 173, 246
Hill, Mark, 74–79, 82–84, 95
Hiring policies, 216, 219–220
Hollins, Ernest, 161
Holmes, Ben, 202
Hub-and-spoke feeder networks, 58
Hughes, Howard, 3, 211
Hunt, Rebecca Reeder, 18

IBM, 232
Idlewild, 121–122
Image crisis, 209–211
Incentive programs, 43
In-flight entertainment system:
  development of, 139–145, 234
  LiveTV, 143–149, 198, 259, 261
  popularity of, 125, 186, 225, 246
Inflight Friends Crew, 131
Information sharing, 209–210
Initial public offerings (IPOs), 54, 83–84, 191, 200–203, 238, 259
Institute for Crisis Management, 210
Integrity, as core value, 215
International Aero Engines AE, 171
International Association of Machinists and Aerospace Workers, AFL-CIO (IAM), 110–111
Island Pacific Air, 17

Jason Everest, 17
Jet Age, 1
JetBlue Airways Corporation:
  acquisitions, see Acquisition(s)
  aircraft, 123–124, 126, 166, 187–188, 197–198, 233–234, 247
  airfares, types of, 125, 159–160, 182–183
  as anti-airline, 186
  in Atlanta, see Hartsfield International Airport
  board members, 46, 245
  business plan, 66, 123
  continuous growth of, 227
  customer service, see Customer service
devlopment of, see New Air
employees, treatment of, see Employee(s)
  financial commitment to, 114–115
  future directions for, 236–241
  going public, 191, 200–203, 238, 259
  high density rule, 109–110, 123
  improvement strategies, 204–205
  inaugural flights, 123–127, 256
  in-flight entertainment system,
    125, 138–149, 186, 225, 234, 246
  Inflight Friends Crew, 131
  information technology (IT) network, see Technological advances
  JetBlue Crewmember Catastrophic Plan, 222, 249
  launch of, 87, 122, 178, 256
  New York base, see John F. Kennedy International Airport (JFK)
  popularity of, 162, 204, 211
timeline, 255–261
  western base, see Long Beach Airport
  JetBlue Crewmember Catastrophic Plan, 222, 249
  JetBlue Event Management (JEM), 175
  JetBlue University, 134–136, 218
  Job burnout, 132
  Job-sharing arrangements, 131
  JP Morgan Chase Partners, 99

Kasarda, John, 169
Kelly, Kevin, 130–131
Kelly, Thomas, 88, 90, 93, 97, 204
King, Rollin, 55–56
KKC Aviation Consulting, 236
Klaskin, Stuart, 236
Kmart, 223, 246

Labor costs, 172
LaGuardia Airport, 107–109, 238, 261
Laker Airways, 94
Landor Associates, 113
Laptop computers, in cockpit, 168–169
Larkin, Ted, 82
Latta, Glenn, 140–145, 148–150, 198
MARS (Morris Air Reservation System), 48, 73, 167
operating costs, 35–37
overbooking on, 31–32
reservation changes, 52–53
sale of, 58–61, 76, 99, 118
as scheduled airlines, 37–38, 247
short-haul destinations, 34
staff training and motivation, 42–44, 59
success of, 212, 227–228
technological influences, 30–32
vacation packages, 32
Morris Travel, 19, 23–28, 36
Motivation strategies, 42–44
Murphy, Kevin, 201
Muse, Lamar, 56–57
Muse Air, 75
Name selection, 111–114
NASDAQ stock exchange, 202
National Airlines, 108, 200
National Airport, 109
National travel card, 198
Neeleman, Ashley, 15
Neeleman, David, generally:
accomplishments of, overview, 2–3
attention deficit disorder (ADD), 3, 10, 13, 51, 68–72, 79, 244
career development, 19–21
childhood memories, 7–10, 14
children, relationship with, 15–16
compensation package, 221–222, 249
eyearly business opportunities, 16–17
educational background, 12–16, 19
on FAA Management Advisory Council, 240
family background, 7–8
family relationships, 11–12, 71, 223–224
on happiness, 223–224
impressions of, 33–34, 46, 48, 60, 64–68, 77
inspirations for, 222–223
leadership philosophy, 220–221
leadership skills, 42
marketing skills, 43, 60
marriage, 15
missionary work, 14–15, 220, 244, 251
organization skills, 70
personal wealth, 68
physical description of, 1
religious background, 14
Southwest Airlines, dismissal from, 63–68, 77, 246
speaking engagements, 185–186, 190, 253
on success, 220, 224
as venture capitalist, 73
Neeleman, Gary, 7–13, 23
Neeleman, John, 10–12
Neeleman, Mark, 68
Neeleman, Rose, 8
Neeleman, Vicki Vranes, 15, 68, 71, 224
New Air:
aircraft, 104–106
airline certification application, 104, 111
corporate registration, 91
customer service, 92–94, 104, 110
DOT high density rule, 109–110
investment capital, 98–101, 143
management team, recruitment process, 89–92, 245
name change to JetBlue, 111–114
New York home base, 107–109
venture capital, 89, 100–101
Newark Airport, 86, 107–108
New York Magazine, 124
New York Stock Exchange, 223
No-frills service, 58, 62, 78, 86, 94, 145, 172, 226
Noncompete agreements, 67, 72, 77, 83–84, 90
Nonrefundable tickets, 161
Northwest Airlines, 28, 199
Novell, 40
O'Hare Airport, 109
On-time performance, 151, 204
Open Skies reservation system, 80, 82–83, 87–88, 98, 163, 168, 240, 246, 252
Operating revenues, 227
Operational performance, 204–205, 227, 251
Operation bases, visits to, 205–206.
See also John F. Kennedy International Airport (JFK); Long Beach Airport
Operations, generally:
cost reduction strategies, 171, 235
efficiency of, 172–176
evaluation of, 160–162, 204–205, 227, 251
Opportunity cost, 187
Organizational culture:
core values, 214–216
employee relationships, 221–222, 238
leadership principles, 213–214, 220–221
preservation of, 216–220
significance of, 135–136, 213
Organizational values, 115–116
Orlando International Airport, 134, 260
Overbooking, 160
Owen, John, 91–92, 97, 105, 145–146, 148, 204, 232
Ownership regulations, 96–97
Pacific East Air, 16
Pacific Southwest Airlines (PSA), 56
Pan American (Pan Am), 108
Part-time employment, 132
Passenger injury, 175
Passenger screening, 196–198, 209, 237, 250
Passion, as core value, 215–216
Pataki, George, 1, 110
People Department, 129, 131, 193
People Express Airlines, 33–34, 85–87, 94, 235
Peruvian Park Elementary School, 9
Pfizer, 45
Pilots:
cleaning chores, 172
employment contracts, 135
hiring process, 129–131, 216
laptop computers for, 168–169
passenger monitoring, 198
training programs for, 135–136
uniform design, 184
“Plane Smart” campaign, 57
Plax, 45
Pocket PCs, 175
Point-to-point service, 58
Port Authority of New York and New Jersey, 108–109, 188
Pricing strategies, 159–160, 180–181
Principles of Leadership, 218–219
Privacy policy, 209–211, 237, 250, 260
Profit and loss, 187
Profitability, 151, 160–162, 187, 202, 216
Promotions, free tickets, 158, 203, 215, 260
Public relations, 179–185, 253
Real-time information, 51, 164, 175–176
Regional jets, 206, 233
Reservations:
at-home reservationists, 52–53, 167, 173–174
system development, 47–48, 73, 80, 82–83, 87, 164–167, 232
ticketless, see E-ticketing system
Return on investment, 174
Revenue per passenger (RPM), 174–175
Reward system, 43
Rickenbacker, Eddie, 3
Risk-taking, 244–245
Ronald Reagan Airport, 109
Route expansion, 187
Route structure, 226, 230, 235, 256–261
Rubenstein, Howard, 210
Rules for Success:
admire mistakes, 250–251
attract attention, 253
be ready to move on, 246
be well capitalized, 247–248
build a better mousetrap, 246–247
control costs, 251–252
follow your passion, 244
pay attention to details, 251
respect your customers, 249–250
stay true to core values, 253–254
take good care of your people, 248–249
think outside the box, 244–245
use technology, 252
work with and learn from the best, 245–246
RyanAir, 240
SAAS (Sabre Airline Automated System), 47, 51
Safety, as core value, 214
Salt Lake City International, 33
Satellite television, 141. See also In-flight entertainment system; LiveTV
Scandinavian Airlines (SAS), 36, 41, 249
Schumer, Charles, 1, 110, 123, 125
Seating issues, 64
Securities and Exchange Commission (SEC), 201
Security measures, post-9/11:
  bulletproof cockpit doors, 197–198, 258
  cabin cameras, 198
  passenger screening, 196–198, 209, 237, 250
Self-service kiosks, 225
Selvaggio, John, 226
Semi-Automated Business Research Environment (Sabre), 47, 51, 164–165
Servant leader, 218
Sextant Avionique, S.A., 149
Shuttle by United, 230
Skytrax, 211
Slater, Rodney, 123
Smith, Larry, 210
Song, 225–226, 229, 231
Song Sung Blue, 227
Soros, George, 100–101
Soros Quantum Fund, 99–100
Southwest Airlines:
  acquisition of, 3, 55
  customer service, 57–58, 62, 74, 92
  development of, 56
  expansion of, 57
  financial problems, 56–57
  Morris Air acquisition, 60–62, 76
  Muse Air acquisition, 75
  organizational culture, 57–58, 62
  People Department, 62–63, 127
  post-9/11, 199
  ticketing system, 64
  valuation, 202
  workforce, 62
Southwest Express, 66
Spade, Kate and Andy, 229
Spain, Al, 98, 129
Sperry, Lawrence, 139
Sperry Univac, 25–26
Spirit Airlines, 200
Stabile, Benny, 193–194
Staffing process, 116–119, 126–130
Stafford, Wendy, 132
Stevens Aviation, 57
Stock price, 238–239
Stock purchase plans, 249
Stock splits, 261
Strategic marketing, 204–205
Success factors, generally, 212, 227–228. See also Rules for Success
Supervision, 217–218
Supplemental Type Certificate (STC), 141, 146
Swiss Air, 199
Tait, David, 95–96
Taxation, 30
Taxi times, 205
Technological advances:
  benefits of, generally, 174–176, 252
  efficiency factor, 167–168
  FAA certification of, 166–167
  high-tech planes, 170–172
  operations applications, 172–176
  paperless cockpit, 166
  reservation systems, 166–167, 252
  types of, overview, 163–169
Ted airline, 227, 229
Telephone reservation agents, 132–133, 136, 161
Television commercials, 177–178, 182
Terminal facility, 108–109
Terrorist attack (9/11):
  coping with, 193–195
  recovering from, 198–200
  security strategies, 196–198, 258
Texas Air, 85–87, 91
Texas International, 56
Ticketless reservations, see E-ticketing system
Timeline, 255–261
Time-share charter vacations, 55
Time-share rentals, 16, 23, 28
TLC (The Leadership Connection) program, 205–206
Torch Concepts, 209
Trademarks, 113
Traffic projections, 233
Transportation Security Administration (TSA), 237
Travel agency deals, development of, 16–17
Travel agents, avoidance strategies, 64
Travel business:
-development of, 27
-vacation packages, 27–29
Travel Holiday, 211
Trippe, Juan, 3
TrueBlue, 203, 259
Trump, Donald, 91
Turboprop aircraft, 206, 233
TWA, 108–109, 165, 197
UAL, 200
Ueberroth, Peter, 92
Uniform design, 183–185, 251
United Airlines, 148, 165, 179, 199–200, 202, 227, 229, 231
U.S. Civil Aeronautics Board (CAB), 56
Univac, 25, 30
US Airways, 199–200, 230, 233
US Web/March First, 167
Vacation packages:
-Morris Air Service, 32–33
-price negotiations, 28–29
Valuation, 238–239
Vanguard Airlines, 200
Venture capital, 44–46, 54, 88–89, 99–101
Village Voice, 117, 130
Virgin America, 96
Virgin Atlantic Airways, 94–97, 179–180, 199
Virgin Express, 96
Virgin Group, 96–97
Virtual call centers, see E-ticketing system
Vision, importance of, 89, 227
Voice over Internet protocol (VoIP) lines, 167
Walk-up fares, 159
Wall Street Journal, 143
Wal-Mart, 222–224, 246
Walton, Sam, 222–223
Wells, Al, 28
WestAir, 104
Western Air Express, 140
Western Airlines, 28–29
WestJet:
-airfares, 81
-business plan, 80
capitalization, 88, 98
development of, 3–4, 78–80, 150
-federal regulation of, 82–83
going public, 83–84
-headquarters, 80–81
LiveTV, 150
Open Skies reservation system, 240, 246
-success of, 81–82, 228, 239, 246
Weston Presidio, 44–46, 54, 88, 99, 101
Wilcox, Alex, 97
Will-call tickets, 49
Work environment, 215
Workforce, nonunion, 136–138. See also Employee(s)
World-class companies, 219–220
World Wide Web, ticket purchases, see E-ticketing system
XM Satellite Radio, 234, 261
Zagat Airline Survey, 162, 257
Zern, Kristin, 153, 185–186