



Using Social CRM to influence customer service and loyalty: A perspective in the airline industry

Master Thesis

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May 23, 2013

Preface

This master thesis was written as part of the MSc Program in Globalization, Branding and Consumption of Lund University in the spring semester of 2013 by us - Ray and Dessy. We set out with the decision to select a topic in the field of Social Media since we were both very interested in it and the opportunities it provides companies. We deeply believe that Social Media's influence and usage will grow even more in future. Therefore, we believe that studying about how it affects customer service and loyalty today might help companies to improve their services in the future.

This research is aimed both for academic and practitioners because it tests and builds on the existing knowledge of customer relationship management with the help of social media. Furthermore, the JetBlue case has shown us how to apply all of the traditional principles in practice and make it work. Therefore, some of those characteristics and best practices might be useful for other companies as well when they try to implement or improve their own Social Media customer service presence.

The process of setting up this research was long with many ups and downs but we are satisfied with the end result and believe that all the efforts were worth it. The research started with narrowing down our topic, reading previous theory on social CRM, CRM, social media, customer service and customer loyalty. Then the method of the research was chosen (single case study) and all the supporting elements – interview, netnography and surveys. Finally, the results were collected, analyzed and conclusions were drawn on their basis.

The structure of the paper reflects the above process by structuring each individual step into separate chapters. Additional information regarding the empirical data gathering and results can be found in the appendixes.

We hope that our master thesis would be interesting and useful for you to read. It was definitely interesting for us to write.

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May, 2013

Acknowledgements

The last few months have been challenging and demanding. But we would not have made it without all the people that have supported us. So here we would like to express our appreciation and thankfulness for all of the help and support we received along the way.

First and foremost, we would like to thank our supervisor Ulf Johansson for the tremendous guidance and support he gave us during this long research process. We would like to thank him for the time he spend reading our first drafts and the useful and detailed feedback he provided us with. Without his expertise, knowledge, guidance and ability to view and link ideas from a broad perspective down to the specific details, we would not have been able to finish the research as best as we did.

A special thanks go to the only company that responded to our multiples requests for an interview – JetBlue and more specifically to Morgan Johnston and Jacob Cook from the B6BlackOps Team at JetBlue Airways. Thank you, guys, for responding to us and helping us in a desperate time. You are truly the airline company that cares about its customers but even further cares about people in general. Without you this research would not have been possible.

And, of course, last but not least, we would like to express our gratitude and love to all of our friends, family and other halves for always being there to support, encourage and trust in our abilities. You were right! It all turned out fine in the end.

Last but not least, we would like to thank all of the helpful JetBlue customers who responded to our tweets and helped us by spending time to fill in our survey. We appreciate your efforts!

Abstract

- Title:** Using Social CRM to influence Customer Service and Loyalty: A Perspective in the Airline Industry
- Course:** BUSN39: Global Marketing – Master Thesis, Spring 2013
- Authors:** Raymond Menne and Desislava Halova
- Supervisor:** Ulf Johansson
- Keywords:** Social CRM, Customer Service, Social Media, Customer Loyalty
- Research Question:** Can customer service and customer loyalty be influenced by integrating Social Media Channels into Customer Relationship Management for companies? If yes, how?
- Purpose:** The purpose of our study is to investigate how companies can harness the power of social media by utilizing Social CRM. We investigated how integrating social media channels into existing Client Relationship Management platforms can influence customer service and customer loyalty.
- Method:** We have used a mixture of both qualitative and quantitative research methods with an abductive approach. The research method chosen was a single unique case study with interviews, netnographic observations and surveys as the data collection methods.
- Theory:** The thesis used and built upon theoretical knowledge in the field of CRM, Social Media, Social CRM, customer service and loyalty in order to help the process of gathering empirical data and discussing the results to answer the research questions.
- Empirical Data:** There were two interviews conducted for JetBlue, 502 Tweets collected and analyzed for the netnographic research and 26 responses for the online surveys.
- Conclusions:** We have found out that integrating social media in to CRM does influence customer service and customer loyalty. The main effects are increased opportunity to collect instant feedbacks from customers and insights into their preferences to improve the service offered even further. And customer engagement is the road that leads to collecting that feedback and insights. Customers tend to prefer to engage and communicate more with the company when they are entertained by the content or by the way the company approaches them – in a fun, witty and friendly way. This ultimately leads to customers who come back for more and recommend the services further.

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Chapter 1: Introduction

In this chapter we present background information on the topic of our choosing, we identify the knowledge gap, and define the problem. Finally, we will set the main research questions that we need to answer.

1.1. Background

1.1.1. Evolution of Marketing and Internet

Before we can understand the changes that are happening today with social media and online marketing, let us look at the evolution of marketing and the Internet. Conducting transactions has always been present in the human history ever since the first man decided to trade with his fellow neighbor. Thus the transactions normally followed the path of production, distribution and selling the products. The supply of the goods was matched with the local demand for them and the transaction system was in balance. The main facilitator for this type of transaction was the relative scarcity of the products that was limited with each local community (Duffy, 2013).

Then the Industrial Revolution in 18th century changed the rules of the game by allowing products to be produced on a much bigger mass scale. This created an imbalance by increasing supply of the products without changing the demand for the goods. Thus economists in the 1900s discovered that demand can be controlled and increased to some extent with the use of simple advertising techniques and salespeople (Bartels, 1976).

This naturally led to scholars trying to discover new ways to control the demand side of the equation. In 1957, Wroe Alderson proposed a new interdisciplinary subject called **Marketing** that would draw knowledge from various fields like Economics, Psychology, Philosophy, Sociology and Anthropology to try to explain human behavior and find patterns with it in order to enhance and better control the demand for each products (Alderson, 1957).

This created the so-called **customer-centric view on the market** (as opposed to the previous company/production centric) (Bose, 2002; Kim et al., 2003). Its main characteristics are that companies try to “pull” customers to their products by creating the need and increasing the demand for each product. This was in opposition to the traditional “push” strategy that the production companies were using up to this moment. The goal of the customer-centric method was to create

value for the customer and attempt to make them “loyal” to the company, thus created a two-way beneficial valuable relationship between the customer and the company (Boulding et al., 2005). This is exactly what put the foundations of marketing in first place. According to Kotler and Armstrong (2012): “*Marketing is managing profitable customer relationships*”.

Then, the emergence of the Internet (also called **Web 1.0**) allowed those marketers to have another channel to reach customers on a much larger scale across continents and various time zones. However, the flow of the information was one-way: coming from the company to the customer without the ability to receive proper feedback back from the customers (Duffy, 2013). In a sense the aim of Web 1.0 marketing was to provide information for the customers and present them with the “company” view of how the relationship should look like which was in a way similar to the “push” strategy of the production company before.

1.1.2. Web 2.0 and Social Media

With the development of technology and the Internet, the online sphere has changed from primarily providing company created information to customers (Web 1.0) to what we now call **Web 2.0**. The main difference is that now the customer is in the center of the communication (much like the customer-centric model discussed above). The type of communication has evolved from purely one-way to a two-way one where companies can receive feedback from customers very easily (Fuchs et al., 2010). This facilitates the ability to engage in a dialogue with the customer, having more interactions with them, and provide them with the ability to be the active participant and creator to the company-customer relationship (Greenberg, 2009; Shimp, 2009). Moreover, consumers no longer turned to the company to gather information, but relied on advice and recommendations from their peers through common online groups and communities (Kaplan and Haenlein 2010).

Thus the norm for gathering information and interactions with customers has moved from the company websites to various **social media platforms** where peers exchange and create their own information through electronic word of mouth. Those social media platforms (forums) include blogs, microblogs (Twitter), social and business networking sites (Facebook, LinkedIn), collaborative content creating websites (Wikipedia), content communities (YouTube) and virtual social and game worlds (Second Life and World of Warcraft) (Mangold and Faulds, 2009).

Social media usage has been growing rapidly every year with the top social networking site Facebook having nearly 850 million active users followed by the other largest medium Twitter with 465 million accounts and 175 million tweets a day in 2012 (Labs, 2012a&b). Moreover, the time

that consumers spend on their PC and mobile devices has increased with 21% from 2011 to 2012, of which social media is the largest visited category with 20% and 30% time spent respectively (Nielsen, 2012). Those statistics merely show how important social media platforms are for consumers. And according to the customer-centric model, companies should meet customers wherever they are (Kotler and Armstrong, 2012), in this case social media platforms. Thus it is important for companies to learn to operate within the Social Media customer universe in order to be successful in a Web 2.0 environment.

1.1.3. Social CRM and Customer Loyalty

The term “Social CRM” is a relatively new and was first proposed by Mohan, who defines it as containing “the features of Web 2.0 and social networking with the current CRM System” (Mohan et al., 2008). So it is an integration of the “traditional” CRM models and systems with the new Web 2.0 and social media capabilities of the Internet. It is a new company strategy that aims to build and create stronger customer relationships (Faase, 2011).

It is different from traditional CRM in a way that it provides a two-way communication between the consumers and the company by facilitating dialogue and leaving the content creation and decision up to the customers (Greenberg, 2009; Shimp, 2009). This is due to the fact that most of the interactions among customers happen on social media platforms that are out of the reach of companies such as Facebook, Twitter, blogs and other communities (Trainor, 2012).

Customer Relationship Management is important for companies because it centers on providing the customer’s needs in the best possible way for them, which comes back to the customer-centric model that marketers have adopted. Thus CRM is about building good relationships with the company’s customers (Boulding et al., 2005; Frow and Payne, 2009). There are four factors that influence whether a relationship is strong or not. Those are: trust and commitment; satisfaction; symmetry and dependence; and fairness (Nguyen and Mutum, 2012).

There are studies that show a positive relation between customer satisfaction and customer loyalty (De Wulf and Iacobucci, 2001; Zins, 2001; Verhoef, 2003). Meaning that satisfied customers are more likely to remain into a relationship with a company (loyalty) if their needs are met, otherwise, they would change to an alternative (Kotler and Armstrong, 2012).

Thus CRM influences customer satisfaction and customer loyalty. Social CRM is a way for companies to improve their traditional CRM and use the new Web 2.0 medium to better serve the needs of the new social customer.

1.2. Problem discussion

Based on the above brief background of the problem, it is obvious that due to technological changes and social media, the existing customer-centric view of companies needs to change and adapt in order to be where the customer is most comfortable – social media web space. However, nowadays only about 23% of the major global companies are using social media to improve their customer service and not all of them are employing the right techniques and doing it successfully (Marketingprofs.com, 2012). Adaption rates continue to be low, despite the benefits already being seen, such as improved customer satisfaction and decreased support costs (Baird and Parasnis, 2011).

Companies have continuously struggled in the past with incorporating “traditional” CRM practices into their everyday business practices. Rigby et al. (2002) argues that this is mainly due to the fact that companies mistake CRM for simply a software tool that will manage the relationship with the customer on their own. But without the proper culture and customer efforts, CRM is always doomed to fail. Peppers and Rodger (2010) further elaborate that companies fail because they rush to implement CRM software without being ready as a company to use it appropriately. And coming back to the initial idea is that CRM was employed by companies in order to reestablish the connection with the customer to create loyalty (Chen and Popovich, 2003; Teo et al, 2006).

In relatively the same way CRM became a buzz word of something that everyone should have but not everyone understand, the emergence of the Web 2.0 as a concept, brought the idea of joining the CRM efforts with the benefits of social media (Mohan et. al, 2008). Thus calling this new way of doing things Social CRM (Greenberg, 2010; Shimp, 2009) or as it was also known CRM 2.0 (Greenberg, 2009). Furthermore, some of the features of Social CRM are discussed (Faase, 2011; Mosadegh 2011) and the difference between SCRm and CRM in the sense of the dual-way communication (Greenberg, 2010; Shimp, 2009). However, Greenberg (2010b) claims that Social CRM will be beneficial for the companies and especially in helping building more in-depth customer insight about them.

None of those researches discussed explicitly or tested the relationship between Social CRM and the influence it has on customer service and loyalty. Therefore, we set as an aim of our master thesis to investigate whether using social media channels and incorporating them to the existing CRM systems can influence the customer service and customer loyalty. Further, this research aimed to unveil what are the benefits that company would have from integrating social media and the other CRM efforts. Finally, by looking at some examples of companies that are ranked with high customer

satisfaction among its customer and have a social media presence, helped us distinguish some practical characteristics of the social CRM of conducting customer service.

From a theoretical perspective this research is beneficial because there are much contradictory knowledge on how to implement CRM in a successful way. The theories linking CRM to social media (Social CRM) as discussed do exist. This research, however, tested some of those preexisting theories of Social CRM in relation to customer service and loyalty. Thus building on and reconfirming some basic principles.

From a practitioner's point of view, this research is beneficial because it would help airline companies understand the concepts of Social CRM better, understand the benefits of using those models to improve customer loyalty. Moreover, some important advices regarding the practical application of those models were given based on the best practices from interviews with the company that is currently using Social CRM in its everyday business with customers.

1.3. Research Questions

Based on the above problem discussion we have formed our main research question and the three sub-questions that helped us to give an answer to the first one.

1.3.1. Main Research Question

The main research question of this paper is: **“Can customer service and customer loyalty be influenced by integrating Social Media Channels into existing Customer Relationship Management for companies? If yes, how?”**

1.3.1.1. Main Sub-Questions

The **main sub-questions** that we will help us answer the main one are:

1. Does integrating Social Media into traditional CRM practices improve customer service and customer loyalty?
2. What are the benefits for companies of integrating Social Media into traditional CRM?
3. What are the characteristics of conducting customer service using Social CRM?

Chapter 2: Methodology

In this chapter we explain how we conducted our research using methodological approaches and reasoning. We begin by explaining and providing information about the approach we took in conducting our research. We then continue by entailing the research strategies we used to conduct our research. Finally, we conclude the chapter with an explanation of the validity and reliability of the design.

2.1. Research Design

Our aim was to investigate if using social media channels and incorporating them to the existing CRM systems can influence the customer service and customer loyalty. Further, this research aimed to unveil how this influence works by finding the characteristics of Social CRM in relation to customer service and the benefits it can bring to the companies. In order to fulfill this purpose, we had to choose a research design that would help us see the connection between social media, CRM, customer service and loyalty.

We had a choice of experimental, cross-sectional, longitudinal, case study and comparative designs (Bryman and Bell, 2007). Each one is useful for different types of research depending on the topic and subject of interest.

The experimental research in its essence is simply conducting an experiment that tests the causal relationship between two variables. It is very useful in terms of internal validity that can explain if changing variable X influences the behavior of the subjects tested (Bryman and Bell, 2007). Those variables are controlled and manipulated in a tested environment. However, in the case with our research it is very difficult to have variables controlled meaning that we cannot customer loyalty for example to test if social CRM has an effect on it. Therefore, this method has been discarded.

On the other hands, longitudinal studies are normally conducted when a change within a company is under investigation. It normally takes the form of at least two separate data measurements in different time periods (Bryman and Bell, 2007). Since we were not trying to investigate a change occurring within a company over a period of time, the longitudinal study was not suitable in this case.

The cross-sectional design is more widely known as a social survey research. It is used to prove that a relationship between variables exists but as opposed to the experimental one is very difficult to prove direct causal link (Bryman and Bell, 2007). Normally, there is more than one case that is under investigation and thus requires a large sample numbers. However, employing this design for our research would have only help us to establish if there is a relationship between customer service and using social media without providing the cause of why this relationship is established.

Comparative design compares two or more contrasting cases of interest normally to examine the cross-cultural or cross-national differences in a phenomenon in order to compare their characteristics in different social settings (Bryman and Bell, 2007). In our research, though, we are not interested in investigating whether social media influences customer service depending on the basis of cultural differences. Thus we decided that this design does not suit the purpose of our study.

The only left design is the case study which will be the one used in this research. The below subsection will explain the reasons behind and the choices taken in terms of suitable cases.

2.1.1. Case Study

The case study is a detailed, intensive analysis of a single or multiple cases (organizations, locations, persons, events) in order to find what the unique features of those particular cases are. Furthermore, one of the advantages of the case study is that it can help unravel the phenomenon in its original setting (Bryman and Bell, 2007). Thus in our case this helped use to investigate the effects of social CRM in its original setting the social media channels to test it effects on customer service and loyalty.

Furthermore, since the case study is the most suitable method to be used when trying to answer questions of “why” and “how” and when there is little or no control over the events under investigation, we reasoned that it will help us answer our question of how social CRM affects customer service and loyalty (Yin, 2009).

Finally, according to Yin (2009) the case study needs theoretical prepositions that would help guide the collection and analysis of the data. We already knew that there is some existing theory on social CRM, CRM and customer service and loyalty that helped us when collecting and analyzing the data.

Based on the above description of case study, we have decided that it was the most suitable one to use in order to research the subject of Social Media, CRM and customer service and loyalty. The

reason for this is that there are only a few companies that are currently using Social Media in their CRM and customer service successfully and are consistently ranked highly with customer service. Thus those unique cases can help us unravel if there is a positive relationship between Social CRM and improved customer service and loyalty (Yin, 2009).

According to Yin (2009), there are three main ways to analyze the data collected for each case study: pattern matching, explanation-building and time-series analysis. The former is trying to compare the empirical patterns with the predicted pattern from the theory. Explanation-building analyzes the case data by trying to build new explanations about the case and find links between concepts. Finally, time-series analysis compares changes within the case over a time span (Yin, 2009).

Thus for our analysis, time-series is not useful since we are focusing on a single time frame and have no interest in the changes that occurred in the research phenomena. As for the other two methods both have been useful in our analysis since pattern matching tested the preexisting theory and explanation building helped us build new one on the basis on the empirical studies.

2.1.1.1 Case Study in the Airline Industry

Now that we have chosen to have the case study as our research method, we were faced with the decision of what industry to focus on. The industries are divided between primary, secondary and tertiary. The first one pertains to companies that produce the raw materials directly from nature such as land, water, minerals, air, etc. Examples are mining, agriculture, cattle, fishing, and oil extraction (Kotler and Armstrong, 2012). However, the customers of those industries are mainly the manufacturing companies that produce goods out of those raw materials. Thus the customer service in this type of industries is limited to business-to-business relationships, which are not in the focus of this research (Maheshwari, 2004).

The secondary industries are the ones that transform the raw materials in products for the consumer thus they are known as manufacturing and constructive. Finally, the tertiary industries (also called service) are the ones that help facilitate the connection between the primary and the secondary in their production and distribution of goods. Those include banking, warehouse, transport, tourism, hotel, healthcare, insurance, etc. The main difference is that their products are not tangible goods (Maheshwari, 2004). Furthermore, with service industries the focus is not on transforming the physical goods but on the interaction and serving the customer's needs (Wikipedia, 2013). Therefore, in order to investigate the influence of social CRM on customer

service, we needed to focus on an industry whose main source of advantage is actually improving the connection and communication with the customer.

Out of all the different types of service industries like retail, hotel, health care, insurance, airline industry was chosen because it has been among the first one to fully adopt the relationship marketing concept (Hennig-Thurau and Hansen, 2000). Secondly, the airline industry has been the pioneer in customer relationship management with their loyalty programs (Binggelt and Gupta, 2002).

The airline industry is in its core a service industry and as such depends enormously on customer satisfaction and customer loyalty. Much of the competition among the airline companies is on the basis of customer satisfaction and how to make the flight experience more beneficial to the customer. There are three different business models that the airline companies use: full-service, low-cost and charter carriers with all of them competing for customers with different strategies (Cento, 2009).

Exactly because the airline companies depend so much on the customer satisfaction to conduct their business, they were the industry that pioneered the idea of CRM in the 1980s by introducing their Frequent Flyer programs (Kotler and Armstrong, 2012). However, they have not managed to develop their CRM strategies successfully ever since then and the industry has been struggling with satisfying its customers (Binggelt and Gupta, 2002).

There are, however, airline companies that have developed their Social customer relationship management tools to create value and satisfaction for their customers. Currently, some of the highest ranked airlines in terms of customer satisfaction with social presence are JetBlue, Virgin Airlines and SouthWest (Crimson Hexagon Study, 2012; Unnikrishnan and Wall, 2010).

Those three companies (JetBlue, Virgin Airlines and SouthWest) were initially chosen for our case studies, as examples of unique highly ranked companies among customer satisfaction despite the problems that the rest of the airline companies are facing. Furthermore, JetBlue is ranked among the top 10 large companies with the highest number of followers on Twitter (Minato, 2012). Focusing on JetBlue, Virgin Atlantic and SouthWest in investigating their social media efforts we reasoned would help unveil what are the best practices when trying to improve customer service and loyalty in a new way.

Unfortunately, after repeated efforts to contact those three companies for interviews, only JetBlue Airways responded back to us. Therefore, the other two airlines were discarded because of the lack of access, which would have obstructed us from gaining sufficient information for analysis (Yin, 2009).

2.1.2. Research Approach

As a result from the above reasoning process, our research was designed as a single unique case study using both qualitative and quantitative data. This design was the most suitable because we knew JetBlue being a leader in customer satisfaction surveys and as such will provide unique case information (Yin, 2009). Furthermore, we used a mix of data collection methods (both quantitative and qualitative) in order to provide a more full perspective on how the company is incorporating social media into their customer service to achieve better satisfaction and ultimately loyalty.

Using a mixture of quantitative and qualitative methods was necessary since we were trying to investigate the relationship between Social CRM and customer service and loyalty. In this sense, social CRM is part of the company efforts to improve the relationship, while customer loyalty is the result that the customer experience. Therefore, the company interviews together with secondary research on their webpages, interviews and other case studies provided the company perspective on social CRM. All those are part of the qualitative research concept investigating in-depth the point of view of the company. On the other hand, the customer perspective and opinion on customer service and loyalty has been investigated by asking the customers for their opinion which having in mind the large population, would be most reliable completed through a survey instead of interviews with a few customers. The survey as a quantitative method has helped us quantify the relationship we observe through the netnography. Finally, their actual social media interactions have been measured and observed with the help of netnography through both quantitative and qualitative research.

There are two approaches that can be used in this case – inductive and deductive (Easterby-Smith et al., 2012; Bryman and Bell, 2007). The former implies that there is no theory present and the research will build new theory based on the empirical findings. The latter comes from the viewpoint that there is already theory on the matter and it will be testing through the empirical data. In our research both methods were used, therefore, we used an abductive approach. This means that there was much theory on “traditional” CRM practices, customer service and loyalty but not so many clear-cut concepts on Social CRM. Therefore, we tested the features of the existing CRM theory on customer service and loyalty (deductive) while generating new knowledge/theory on the

concept of Social CRM (inductive).

2.2. Research Strategies

The research strategy provided a detailed plan of how the research was conducted. We have divided the strategy into **theoretical** and **empirical** ones. Those will be discussed in more detail below.

2.2.1. Theoretical Research

The theoretical research was based on gathering information and data from previously conducted published researches. This was used to provide the theoretical background of the problem and gathering information about specific concepts and terms like CRM, “traditional” CRM techniques, Social media, Social CRM, customer loyalty and customer service. It has provided the basis and background for the empirical research.

2.2.1.1. Area-Field-Topic Positioning

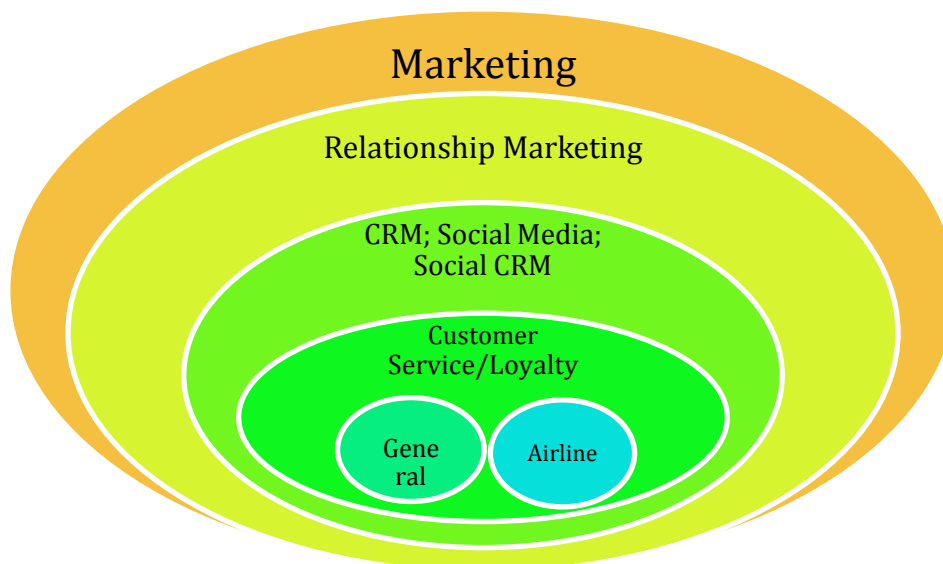


Figure 1: Diagram of the Theoretical Framework for the research topic

Visualizing the positioning of the topic within its general area (Fig.1) and field has helped us by providing guideline and focus to the research and the ability to understand the interlinked concepts involved in answering the main research questions.

The broad general area of interest is Marketing with the more specific area is Relationship Marketing. Furthermore, the main fields of interest are CRM and Social Media. Within those are the topic related subjects of Customer Service, Customer Loyalty in general and airline specific.

We focused our theoretical discussion on the green area of the above diagram – basic principles of CRM, Social Media, customer service and loyalty. Then we used this knowledge to guide us in the primary data collection phase.

2.2.1.2. Sources of Secondary Data

The majority of our data was collected on the basis of **literature** source in the form of books, textbooks, articles, newspaper articles, white reports and encyclopedias. This type of information is much more reliable and with higher validity than the one gathered from articles on the Internet. However, we still have some data collected from **Internet** research of news and articles published online.

2.2.2. Empirical Research

Our empirical research has consisted of primary and secondary data, collected from a number of sources. For our primary research, we have collected data from interviews, surveys and netnography through online observations. For our secondary research, we have collected data from academic articles, case studies, as well as other literature on the subject.

2.2.2.1. Primary

According to Easterby-Smith et al, the value of primary data is that it can lead to new insights and greater confidence in the outcomes of the research. According to Yin (2009), there are six types of primary sources for the case study method: documents, archival records, interviews (possibly surveys), direct observations, participatory observations and physical artifacts. Due to the fact that we had no direct access to JetBlue corporate documents or archives, those two sources of data were not be used. Participatory observations (researcher takes part in the events) was also very difficult since we were trying to see how those two companies are employing Social Media in their customer service and participating in their online interactions with customers was not possible.

Thus the other methods we used were interviews, customer surveys and direct online observations (netnography). We decided to employ those three data collection methods in order to be able to triangulate the data collected. This increased the validity and reliability of the results, crosschecked the data and developed understand of complex realities (Bryman et al., 1998; Yin, 2009).

The specifics of the three primary collection methods are described in more details in the below three sub-sections. The interviews tried to provide more detail on the point of view of the company in regards to Social Media, CRM, customer service and loyalty. The survey served the purpose of looking into customer service and loyalty building online through the eyes of the customers. Finally,

nenography or online observations were used to see how are the actual interactions between the two parties (company/customers) taking place.

2.2.2.1.1. Interview

Interview Design

The interview is considered one of the most widely employed methods when conducting qualitative research (Bryman and Bell, 2007). It is also one of the most widely employed methods of collecting primary data for a case study (Yin, 2003). The primary reason for this is that it creates the possibility of an in-depth research into the topic of the interest. Furthermore, it provides much flexibility on the part of the interviewer to ask specific company related questions (Bryman and Bell, 2007).

There are two types of qualitative interviews – unstructured and semi-structures. The former is useful when there is little known about the research topic and the interviewer is trying to generate new knowledge. The semi-structured variant is used when there is a set of guiding questions that the interviewer would like to test and discover more on (Bryman and Bell, 2007). Easterby-Smith et al (2008) point out that some of the disadvantages of the interview such as complexity and insufficient time to conduct the interviews thoroughly should be avoided.

In our research, there was existing theory on social media, CRM and customer service and loyalty and we tried to test older models in conjunction with the newer ones, such as Social CRM. Therefore, using semi-structured interviews was the best choice to undertake our research. Semi-structured interviews typically refer to a context in which the interviewer has a series of questions that are in general form of an interview schedule, but is able to vary the sequence of events (Bryman and Bell, 2007). Furthermore, semi-structured interview questions are frequently somewhat more general in their frame of reference than that typically found in a structured interview structure, and the interviewer has some latitude to ask further questions in response to what are seem as significant replies (Bryman and Bell, 2007). Lastly, it is advisable that a semi-structured interview has an interview guide, which helps guide both the interviewer and interviewee in our area of interest (Bryman and Bell, 2007).

Sampling

Sampling describes the process in which the interviewees were selected, and how many were needed in order to properly undertake our research plan. For our research we wanted to gain insight in regards to CRM, customer service and social media activities of the company in question,

JetBlue Airways. Therefore, we decided to interview people whose roles were directly connected to the companies' social media efforts. We limited the interviews to those with roles in these areas to ensure that the data collected was reliable, relevant and that each respondent was in a position to answer the question properly and to the best of their ability. Furthermore, our sample size was small as Bryman and Bell (2007) argue that qualitative case studies tend not to have large samples. At the beginning of our research plan, our initial aim was to have at least two interviews per company in order to increase the validity of the results and explore the topics from at least three company viewpoints.

Procedures

Once it had been established that we wanted to do interviews with employees within the company that have social media and customer service skills, we knew we would need to look for those people online in those same medias. We were able to learn some contact names came from a general search within LinkedIn, which is a social network for individuals in professional occupations. We were able to find additional contact information from the company websites, and lastly we found contacts on Twitter and Facebook. LinkedIn proved to be an exceptionally useful search tool, as it provided potential contacts job descriptions, job titles and other pertinent information. After our preliminary search was finished, we had gathered contact information for 14 potential candidates for the three companies. For some contacts, we had ascertained company email details but for other we were only able to produce contact information via their social networks. Therefore, we contacted potential participants using email templates (See Appendix I) and other directly through Twitter. Initially, for a period of approximately one week we had not received any replies, so as suggested by Bryman and Bell (2007), we sent reminder emails and additional messages via their social networks to follow up with them.

Finally, after one and a half weeks, we received a response back from a manager and Social Media Strategist from JetBlue for an interview, as well as a response from a social media expert and president of a digital marketing firm that is familiar with JetBlue's social media strategy. Unfortunately, despite our best efforts to establish contact with Virgin Atlantic and Southwest Airlines we were unable to arrange interviews, as we did not receive any responses back from these companies. We were prepared for this potential issue to occur, as access is known to be an issue that can affect all forms of data collection. According to Easterby-Smith et al (2012), the phenomenal growth in business and management courses over the past two decades has had both positive and negative effects on the likelihood of gaining access to potential interviewees, as there

are now many other students and institutions competing for access to a limited number of organizations. Based on this lack of company information from Virgin Atlantic and Southwest Airlines, we decided to alter the structure of our research plan, and focus our company perspective only on JetBlue Airways and how they implement their social media strategy.

Furthermore, we were aware of the potential disadvantage of only interviewing one employee from JetBlue, as the individual might not be aware of the exact situation in the organization, and can only provide his or her own view. However, we were able to leverage the lack of multiple perspectives from the company, by ensuring that we had other rich sources of data such as surveys, netnography and external case studies on JetBlue Airways.

Nature of the Interview

As mentioned by King (2012), the main aim of qualitative interviewing is generally seen as attempting to gain an understanding from the respondents perspective, which includes not only what their viewpoint is but also why they have this particular viewpoint. Each interview contained 23 questions that took approximately 30 minutes to complete. Each of these questions was grouped according to different categories - Interview information, Company Culture, CRM and Customer loyalty, and Social CRM. Our first interview was conducted with social media expert Jennie Maretti, and was conducted via Skype, given her location in New York. Skype has been known to be a reliable interview method as nonverbal cues can still be seen, and rapport can easily be made with the participant. As suggested by Bryman and Bell (2007), before the interview started, we achieved a level of rapport with our interviewee. According to Bryman and Bell (2007), achieving a level of rapport with the respondent, encourages the respondent to want to participate in and persist with the interview. Furthermore, before the interview started, we kindly asked if it would be acceptable to record the interview, in which she agreed. The main reason we were in favor of recording the interview was that it aids in the listening process and gives the opportunity of an unbiased record of the conversation (Bryman and Bell, 2012). Also, according to Bryman and Bell (2012), good audio records are essential for accurate transcripts and also enable the researcher to re-listen to the interview, in order to hear things that were missed at the time.

Our second interview was with JetBlue social media supervisor, Jacob Cook, and conducted by email due to geographical differences. Conducting interviews by email has both advantages and disadvantages according to Hunt and McHale (2007). One significant advantage of email interviews is the increased time for reflection. The email interview enables both the interviewer and the participant to reflect on what has been said, which enables deeper processing of information and a

more complete review of the issues being discussed (McHale and Hunt, 2007). Furthermore, according to McHale and Hunt, 2007) email interviews are more economical, as they do not require traveling, recording equipment, or other expenses. The main disadvantage of using email to conduct interviews is missing nonverbal cues.

When we finally sent the interview questions to Jacob Cook, we added relevant information regarding the interview such as the time limit and stated thank him once again for his participation. Before the interview questions were submitted, ethical considerations were discussed with the participant such as the purpose of the study, and we agreed to share our findings when our research had concluded.

2.2.2.1.2 Netnography

Netnography Design

Netnography is participant-observational research used for data collection developed by Dr. Robert V. Kozinets in 2009 to research online communities. According to Kozinets (2009) netnography is “a form of ethnographic research adapted to include the Internet's influence on contemporary social worlds”. Kozinets (2010) elaborates further by explaining that netnography uses computer-mediated communications as a source of data to arrive at the ethnographic understanding and representation of a cultural and communal phenomenon. Netnography in many ways is similar to ethnographic research in the sense that it attempts to understand more about a particular community of interest and the interlinked dynamics of its internal communication (Kozinets, 2009). The different methods of data collection are similar to the ethnographic as well but adapted for online communities like blogs, microblogs, forums, etc. Those include joining a community, observe the interactions going on, taking notes and analyzing the results (Bryman and Bell, 2007).

Although netnography is still considered a relatively new field, it has quickly become a widely accepted form of research in the area of marketing and consumer research (Kozinets, 2010). Given the exponential growth and popularity of online communities, researchers are increasingly reaching the conclusion that it is difficult to adequately understand the many facets of social and cultural life without first integrating these online communities into their studies (Kozinets, 2010).

Furthermore, social media and various Web 2.0 technologies have given researchers and social scientists a plethora of rich data to work with that adds another layer to their research objectives.

The purpose of our netnographic research is to observe how JetBlue Airways interacts with their customers within a Web 2.0 platform. In order to undertake our netnographic research, we decided to observe interactions on Twitter, which is one of the most widely used social platforms by companies to interact with their customers.

Twitter was founded in 2006 by entrepreneur Jack Dorsey, and since its inception has grown to become the most prominent social networks used globally today. Today, over 400 million tweets are sent per day and boast over 200 million active users (Digitaltrends). Although originally launched as a text messaging service, Twitter is known as a micro-blogging service, in which users can read, compose, or share messages in a public forum. According to Kozinets (2010), microblogs, such as Twitter are a recent extension of the blog utilizing small amounts of frequently updated text, distributed across multiples types of platforms, as well as mobile.

These messages are commonly known as “Tweets,” which are short messages composed of 140 characters, and which can only include videos and images (Twitter.com, 2013). Furthermore, tweets are publicly visible, and can be read by non-members and the general public. However, if the user wishes to have a private profile, the option is available, as well.

Sampling, Procedures and Coding

In order to undertake our research, we first developed a structured plan similar to what ethnographers develop when entering a new cultural field (Kozinets, 2010). We carefully reviewed our research focus and research question to ensure that we targeted the right group using the right social platform. Based on this, we decided that observing and collecting interactions from the JetBlue Airways corporate Twitter account would be the best way to gain insight and observe how Social CRM was being utilized in the airline industry.

Before we entered this online community, we took careful consideration that we were conducting ethical netnography. One important issue in which we paid special attention to was whether conducting netnography on Twitter would be considered a private or public domain. As mentioned earlier, Twitter is considered a microblogging website, with tweets being available to member and non-members in a public forum.

Next, we entered the online community, which is commonly the part of ethnography called *entrée* (Kozinets, 2010). Twitter was selected for our netnographic fieldwork based on several different factors proposed by Kozinets. Firstly, our preliminary investigation found Twitter to be the most relevant platform to observe online community interaction. Facebook, the other platform used by

JetBlue Airways for interaction with customers did not have the same amount of exchanges with customers and was not perceived as being as data rich as Twitter. Secondly, Twitter was found to have a high number of activity and interactivity. At the time of this writing, Twitter had 1,729, 239 followers. Lastly, the JetBlue twitter account was found to be substantial, with a large number of individuals communicating with JetBlue Airways in an energetic way.

At this point, we conducted structured Participant-observations and data collection of the JetBlue Airways official Twitter account, but due to the substantial number of tweets sent every day (more than 120), we limited our observations and collection of data for a period totaling four days.

Furthermore, during this four-day time frame, there were some limits to our data collection. Due to tweets having a limit of 140 characters, the possibility of participating in the discussion occurring was limited. Therefore, we simply observed the interactions that had already taken place between Twitter and its customers without any interference.

Our targets of interest were all communication going on between the company and the customers. Interactions that began before our sampling period of April 29th to May 2nd, interactions from other enterprises and employees were excluded. Each tweet was saved using a screen capture image software program, and saved as a computer-readable file, which was neatly labeled and catalogued for later reference. Furthermore, each tweet was categorized and coded in an Excel table to assist us while conducting the content analysis of the results. Within this excel file various types of data was gathered, including our observational field notes. Although imputing our data into an excel file for data analysis proved to be a cumbersome process, we felt that it was a needed step taken in order to analyze our data to the best of our ability. An example of the excel table is provided in Appendix III.

Data Analysis Method

Once we had finished our data collection, we were struck with the task of analyzing and interpreting all of our raw data into a framework in which could then bring us to a new level of understanding within our research question. In total, 502 tweets were collected from the JetBlue Airways Twitter account over an observation period of 4 days. Firstly, we decided to use coding as a primary analytical process to fulfill our needs. Kozinets (2010) describes coding as *“affixing codes or categories to data drawn from netnographic data, or other cultural material such as blog postings, Facebook posts or Twitter tweets from online sources; during coding, codes, classifications, names, or labels are assigned to particular units of data.”*

Given that our data collection consisted of screen capture images of tweets between JetBlue Airways and customers, we decided to use a computer-assisted data analysis method to assist of in the analysis of our data. Once we had finished collecting our data, we used Microsoft Excel to make a database of every interaction with the four-day timeframe. We then indexed all relevant information that was pertinent to the research question and research focus. Although we collected several different types of information, qualitative information was given extra special attention but quantitative was used as well.

2.2.2.1.3 Survey

Survey Design

Due to the limitations of the netnographic Twitter observations (only observing communications without participation), we needed to research in more depth the motivation and behavior of the customers that participated in the observations. That is the reason why we used surveys to ask additional questions about the customer-company relationship from the viewpoint of the companies' customers. Therefore, out of all the options for a survey mediums (postal, email, face-to-face, web), the self-completion online survey was the best suited for our research (Bryman and Bell, 2007).

Moreover, using a customer survey helped us increase the validity of our research, as well as for several other reasons. Firstly, Survey research is sometimes referred to as a 'self-completion questionnaire,' but within this research was referred to as the former term. For the research undertaken, we have decided to use factual surveys in order to collect data from our respondents, as factual surveys involve collecting and collating 'factual' data from different groups of people (Easterby-Smith et al).

In our case, the population of interest was all the companies' customers who use the social media channel twitter to interact with the company. However, due to the fact that this population was far too large and actual size of the population was unknown, we needed to take a sample of it.

Sampling Approach

Our primary criterion for selecting survey respondents (sample) was that they had previously used social media to resolve a customer service issue with an airline company. Secondly, in order to support the results of the netnography study, the survey was sent to a sample of 250 respondents that participated in the Twitter observations.

This type of sample is part of the non-probability sampling and the convenience sampling in particular (Bryman and Bell, 2007). It was the most useful sample selection method since we were trying to investigate further information about the customers who have already had contact with the company regarding customer service issues through Twitter.

Procedures

The survey was created to consist of only closed answer questions and the number of questions was limited, as to reduce the chances that the respondents do not suffer from ‘respondent fatigue,’ in which the respondent becomes tired of answering questions and chooses not to complete the survey (Bryman and Bell, 2007).

The survey was built and distributed with the help of SurveyMonkey.com that served as the online platform to design the survey, collect and analyze the data (See Appendix IV). Each survey respondent out of the twitter sample received a personal Twitter message with a link to SurveyMonkey to fill in the short questionnaire. The results of the survey were collected over a period of 5 days. Out of the total sample of 250, we received got 26 filled in survey responses. This constitutes about 10.4% response rate. Even though that response rate is not very high we consider it sufficient. This is due to the fact that the surveys were sent as personal messages over Twitter in an unsolicited manner which probably annoyed some of the respondents or they did not want to participate out of other reasons.

Nature of the Questionnaire

The questionnaire consisted of 11 questions that were built around our theoretical concepts. Table 1 below presents that general reasoning and how each question was build. Bryman and Bell (2007) and Easterby-Smith et al. (2012) were used a guide and bases on how to build each individual question.

Questions 7 through 11 were adapted from Harris and Goode (2004) in order to test the concepts of customer loyalty, past word-of-mouth, future intentions, satisfaction and trust with JetBlue in general, their customer service and the customers own experience.

Table 1: Reasoning behind Survey Questions

General Questions				
Question Number	Actual Question	Topic Under Investigation	Response Options	Type of Question

Question 1	What is your gender?	Gender	Female Male	Demographic
Question 2	What is your age?	Age	18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 to 74 75 or older	Demographic
View on Customer Service Channels				
Question 3	Which one of these customer service channels do you find the most trustworthy?	Trustworthiness of Customer Service Channels	Telephone Email Social Media	Multiple Choice
Question 4	Which of the following customer services channel do you find to be the most efficient?	Efficient of Customer Service Channel	Telephone Email Social Media	Multiple Choice
View on the Chosen Social Media Channel				
Question 5	Why have you chosen to use social media as a means to contact JetBlue?	Reasons behind the choice of social media	Simplicity Fast Response Time Fun Friendlier Communication Interaction with others Question/Comment was minor	Multiple Choice

			Transparency of the communication Others	
Question 6	How important is it to you that companies have an active social media channel?	Opinion on the importance of Social Media Channel	Not Important Somewhat Important Neutral Important Very Important	Rating Scale
Customer Experience and Service				
Question 7	Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree)	Questions/Problems: - handled in best interest - handled quickly - general customer service experience positive	Strongly Disagree Disagree Neither Agree Nor Disagree Agree Strongly Agree N/A	Rating Scale
Service Quality				
Question 8	Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree)	Quality of Customer service: - Answer quickly - trust that issue will be solved - promise of resolution fulfilled - needed attention to the issue was given	Strongly Disagree Disagree Neither Agree Nor Disagree Agree Strongly Agree N/A	Rating Scale

		- empathetic attitude		
Satisfaction				
Question 9	Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree)	General satisfaction: - general positive feelings - feel good about approaching through social media channel - satisfaction with the overall service - confidence that contact through social media will solve the issue fast	Strongly Disagree Disagree Neither Agree Nor Disagree Agree Strongly Agree N/A	Rating Scale
Past Word-of-Mouth				
Question 10	Please rate how often did you do the following in the past 1 year on scale of 1 (never) to 7 (frequently)?	In the past: - mentioned that fly with JetBlue - recommend JetBlue to close network (friends and family) - recommend JetBlue to distant network (acquaintances) - spoke positively about the service	Never Almost Never Rarely Sometimes Often Usually Frequently N/A	Semantic Differential Scale

		in general - spoke positively about the personnel		
Future Intentions				
Question 11	How likely on a scale from 1-7 are you to do the following? (1 Not likely at all - 7 Absolutely Likely)	Future Intentions indicating advocacy and loyalty: - fly more with JetBlue (loyalty) - consider JetBlue first choice to fly with (dedication) - comment positively about JetBlue (positive WOM) - recommend JetBlue to people seeking advice (positive WOM) - encourage friends and family to fly with JetBlue (advocacy)	Not at all likely Somewhat not likely Moderately likely Somewhat very likely Very likely Absolutely likely N/A	Semantic Differential Scale

Once the data was collected, it was analyzed with the help of quantitative means using Excel to generate percentage dependencies, average values and present the results in charts (See Appendix VI for Survey Results). Furthermore, connecting the different questions as well as linking the results back to the results from the interview and netnography were made and discussed further in Chapter 4.

2.2.2.2. Secondary

In conducting our secondary research, we have decided to research academic journal entries, as well as sources from the Internet, such as data from airline company websites, case company intranet resources. According to Easterby-Smith (2012) et al secondary data is research information that already exists in the form of publications, which is then collected by the research. We have chosen to use secondary research in our analysis for several reasons. First, performing extensive primary research can be tremendously time consuming, and in some cases, expensive (Bryman and Bell). Secondly, using secondary data in combination with primary research data can enable a comparative element that can be incorporated into the research design (Bryman and Bell, 2007).

Once the data was collected from the secondary sources, we performed secondary analysis. Secondary analysis is the analysis of data by researchers who have not been involved in the collection of the data, for purposes that were not envisaged by those responsible for the data collection (Bryman and Bell, 2007).

2.3. Validity and Reliability

There are a couple of risks and challenges that our design faced. First of all, justifying how we chose JetBlue as a single case study to investigate in terms of if the company is successful in terms of Social CRM application. We tackled this by providing criteria for choosing the company like high ranking among customer satisfaction surveys, presence in social media platforms and relative company size.

Secondly, once we have chosen the initial three companies, we faced the challenge of acquiring access and interview with them. We anticipated this, as a potential problem in terms of may be the interviewees contacted did not have time to respond to our questions. We tried to solve this issue by explaining the companies how this study can be beneficial to them, promising to share it with them as soon as we have the results and explaining the how long it will take and the possibility of having it both on Skype and by email (Easterby-Smith et al., 2012). Unfortunately, after all the efforts only JetBlue responded to our request for interview and therefore we limited the research to one company only.

Having only one case company as a case study presented us with the issue of whether the data and conclusions we have are valid in terms of generalizability to the total population. This is, of course,

not the case with single case studies (Bryman and Bell, 2007). However, our results were valid from the point of view that they tested some already established theoretical concepts in an attempt to explain the success JetBlue has among its customer satisfaction.

Thirdly, finding the correct people to interview in each organization proved to be a challenge but we researched the whole company for the right person to talk to. Our preference was to talk to a manager and ask if he is the right person and if not if he can refer us to the correct employee to interview (Bryman & Bell, 2007).

Finally, we may potentially have questions regarding the validity of the research in terms of limited scope of the study (single unique case study), the limited number of interviews (2) and the 10% response rate on the survey. We tried to increase the validity of the results by using the method of triangulation (Bryman & Bell, 2011). In this way, we were able to check the validity of our results from various points of view (Bryman et al., 1998). Our interviews provided us with the company view on the problem, the survey tested this validity from a customer perspective and other articles and netnography provided us with the image of the actual engagement between the customers and the company in a “real life” environment. Viewing the issue from three different angles increased the general validity of the research and it provided us with a more reliable data to make relevant conclusions.

2.4. Preconditions and Limitations

In order to keep the research of the thesis focused, we have restricted several areas of the study. Also, although this research was well prepared, we are still aware of its limitations. This section is used to state the preconditions and limitations that will be used during the theoretical study and empirical research.

Firstly, the research has been limited to the subject areas of customer service and customer loyalty from a Social CRM perspective due to limited time and resources. Given the time frame of this study, the other central areas of Social CRM will not be discussed. These areas, such as brand reputation management and market research, can be developed later on the basis of this research.

Secondly, the research undertaken for this thesis was performed on a single airline company that is doing exceptionally well in terms of customer satisfaction. The results although limited from a single company perspective could be used to test the relationship between social CRM and customer loyalty and service in other airline companies or other industries as a whole.

Thirdly, only the Twitter social media channel was used in this research. As discussed in the netnography section this was done on the pre-observation that JetBlue's Twitter account is rich in customer generated data and the interactions and activities going on there between the company and its customers are substantial. In future other social media channels like Facebook can be used to test if the same results in regards to the connection between social CRM and customer loyalty and service will be found there as well.

Chapter 3: Theory

In this chapter we will provide an extensive overview of the key concepts relating to our research from a theoretical perspective. Those are “traditional” CRM, Social Media, Social CRM, Customer Service and Customer Loyalty. In the final sub-section we will draw some general theoretical framework that will be the base of our research.

3.1. Introduction

Our main research focus is to investigate if there is a relationship between the new Social CRM ways and improved customer service and customer loyalty and if yes, how does the relationship work. In order answer that question, we would need to start first with investigating the theoretical background on the concept of “traditional” CRM and its main guiding principles. After that the characteristics of social media would help us link the traditional CRM to the new Social CRM concept.

On the other hand, customer service as part of CRM needs to be investigated to see what are the measurement tools by which companies establish its success. Investigating the concepts of customer loyalty and advocacy will help guide our empirical research especially the survey construction.

3.2. “Traditional” CRM

In the mid-20th Century, production and marketing changed greatly, with one major negative impact being that customers lost their uniqueness. With increased product availability, lower switching costs, and loss of track of individual needs, companies tried to once again establish connections with their customers (Chen and Popovich, 2003; Teo et al, 2006). One way to try to re-establish their connections to new and existing customers as well as increase long-term customer loyalty was by implementing Customer Relationship Management (Chen and Popovich, 2003). The term Customer Relationship Management (CRM) began being used in the mid-1990s, and today is commonly used in the context of technology solutions for businesses (Payne and Frow, 2005). Over the years, these technology-based solutions have ranged greatly, from sales force automation, marketing to customer service. From the perspective of the customer, the need for increased interaction with organizations is great, as they are heavily influenced by interaction opportunities

with organization (Teo et al. 2006). These interactions instill loyalty, and serve as demonstrations of service efficiency and customer friendliness of the organization (Teo et al. 2006).

Historically, Customer Relationship Management has been difficult to implement for companies. In the mid-1990s, it was forecasted that the demand of Customer Relationship Management would grow quickly, and many businesses rushed to implement it without a clear vision or set of best practices required for a successful implementation (Kotorov, 2003). According to Peppers and Rodger (2010), too many companies have jumped on the CRM bandwagon without proper preparation. The introduction of such systems is a substantial challenge for companies because the high complexity of the business processes and the information systems themselves (Torggler, 2009). The result was that Customer Relationship Management required enormous resources, and in 2001 the CRM project failure rate was estimated to be between 55 and 75 percent (Meta Group Inc).

Because of great range of technology-based solutions, the definition of Customer Relationship Management has varied considerably over the years, which at times has been a source of problems for those attempting to implement it correctly. According to Payne and Frow (2005), in interviews with executives, the view of Customer Relationship Management varied from direct mail, a loyalty card scheme, a help desk or even a call center.

For the purpose of this thesis, we will use the following definition proposed by Payne and Frow:

“CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand costumers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and cocreate with them. This requires a cross functional integration of processes, people, operations, and marketing capabilities that is enabled through information, technology and applications.”

According to Torggler (2009), Customer Relationship Management today can be classified into three distinctive areas of functionality: collaborative, operational and analytical CRM.

Collaborative CRM covers the control and integration of all communication channels between the company and its customers, via “Customer Touch Points” (Torggler 2009). More specifically, the main area covered by collaborative CRM is Contact Management.

Operational CRM deals with the design, planning and implementation of operational CRM activities and offers tools which support which support day-to-day business in the areas of marketing, sales and service by means of automating the processes associated with customer relations (Torggler, 2009). It is within this component in which we can see the areas that are adapted to directly deal with customer service, as the main task of operation CRM is to support customers on the basis of information from the central CRM database or back-office solutions (Torggler, 2009).

One major field of application of operational CRM is Service Automation. In this field of application, the service department of a company is supported (Toggler, 2009). Within service automation, several different components can be used to interact with customers (Torggler, 2009):

- Helpdesk – This is often the first point of contact customers have making requests, and these incoming requests can be assigned to the appropriate staff by using functions such as automatic problem identification and referencing problems in databases with previous cases and solutions (Torggler, 2009)
- Complaint Management – This medium is quite important, as it can generate feedback, which can then be used to increase customer satisfaction (Torggler, 2009).
- Service Requests – The primary objective of Service Requests is to offer quick solutions to customer’s problems.

Analytical CRM can be seen as a link between front-office and back-office and focuses on the preparation, simulation, analysis and optimization of customer-related decision-making processes based on customer data.

Additionally, in order for CRM to be effective, a good relationship between a company and its customers is vital (Nguyen and Mutum, 2012). Nguyen and Mutum (2012) continues to state that in order to successfully implement CRM, four fundamental mechanisms must be present:

- **Trust and commitment:** Trust can be viewed as the feeling of security based on the belief that favorable and positive intentions are on the agenda, rather than lying and taking advantage of others (Moorman et al., 1992).

- **Satisfaction:** Studies have shown that satisfaction and loyalty are positively related and satisfied customers are more likely to remain in the relationship (De Wulf and Iacobucci, 2001)(Nguyen, and Mutum, 2012).
- **Symmetry and dependence:** Symmetry and dependence refer to the degree of equality between relationship members, and the elements that determine the stability of a relationship (Nguyen, 2012).
- **Fairness:** Fairness refers to the development of processes and procedures which other members of the relationship judge as being fair, in order to sustain the relationship(Nguyen, 2012).

3.3. Web 2.0: Social Media

In 2004, Tim O'Reilly coined the term Web 2.0 to describe a new way in which software developers and end-users could utilize the World Wide Web in a manner in which content is continually modified in a participatory and collaborative manner (Kaplan and Haenlein, 2010). According to Kaplan and Haenein (2010), Web 2.0 can be seen as the platform for the evolution of Social Media. According to Musser and O'Reilly (2006), Web 2.0 is a set of economic, social, and technology trends that collectively form the basis for the next generation of the internet – a more mature, distinctive medium characterized by user participation, openness, and network effects. Constantinides and Fountain (2008) propose a basic classification based on application types divided into five main categories.

- **Blogs:** online journals, the most used and fastest-growing category of Web 2.0 applications.
- **Social Networks:** Applications allowing users to build personal websites accessible to other users for exchange of personal content and communication.
- **(Content) Communities:** Websites organizing and sharing particular types of content.
- **Forums/bulleting boards:** Sites for exchanging ideas and information usually around special interests
- **Content aggregators:** Applications allowing users to fully customize the web content they wish to access.

Social Media achieved broad popularity in 2005, but the idea has been present for much longer according to (Kaplan and Haenlein, 2004). In 1979, two graduate students from Duke University named Tom Truscott and Jim Ellis created the Usenet, a discussion system that allowed worldwide Internet users to post public messages (Kaplan and Haenlein, 2010). But it wasn't until much later

that the growing availability of high-speed Internet access led to the creation of social networking sites such as MySpace (in 2003) and Facebook (in 2004) (Kaplan and Haenlein, 2004). It can be added that the sum of how people use social media is User Generated Content, which describes the various forms of media content that are created by end-users (Kaplan and Haenlein, 2010). The terms Social Media and Web 2.0 are sometimes used interchangeably, although in this paper we will treat them as separate. Rather, Social Media will be associated with the social aspects of Web 2.0 Applications (participation, openness, conversation, community, and connectedness) (Constantinides and Fountain, 2008).

One of the biggest changes that occurred with the advent of Web 2.0 and Social Media has been the shift in power from marketers to consumers. Historically, companies could control information about their companies through press releases and public relations, but today find it difficult to control provided by their customers (Kaplan and Haenlein, 2010). Also, marketers were empowered with mass communication technologies such as radio, television and database driven direct marketing, but new digital innovations have made it simple for consumers to respond and talk to each other (Deighton and Kornfeld, 2009). One factor for this shift in power is the rise of the social customer. The social customer can be defined as customers who feel compelled to share information with peers whom they may not know, but are considered somebody like them (Greenberg, 2009).

Today, social media holds an enormous potential for companies to strengthen their relationship with their customers, and in doing so, increase revenue, reduce costs, and efficiencies (Baird and Parasnis, 2011). Although Social Media has clear benefits of being a powerful tool from a business point of view, but many executives are still unable to develop strategies and allocate resources to engage effectively with social media (Kaplan and Haenlein, 2010). In fact, according to Kaplan and Haenlein (2010), possible reasons for this are a lack of understanding is what possible forms it can take, and the loss of control of information.

3.4. Social CRM

With the creation of Social Media and Web 2.0, there has been a continued increase in interest on the impact that it can have on businesses presently and in the future. Mohan et al (2008), were one of the first to link Web 2.0. and CRM, and the resulting term they produced was 'Social CRM.' They conclude that a social CRM system combines the features of Web 2.0 and social networking with current CRM systems (Mohan et al., 2008). Social CRM can be seen as a company-specific strategy

that for creating customer involvement and building stronger customer relationships, that utilizes Web 2.0 services to encourage active customer engagement (Faase et al. 2011).

One important characteristic for creating customer involvement in the Social CRM domain is the area of engagement. Engagement revolves around offering new points-of-contact through which customer involvement is encouraged by the company (Faase et al., 2011). This can involve publishing content to Web 2.0 services (e.g. Facebook, Twitter) that customers find interesting, listening to the customer, and responding accordingly (Faase et al., 2011). Today, several companies have already begun to reap the benefits and advantages of engaging customers in a constructive dialogue. For example, Starbucks Coffee has been an early adaptor, with the creation of their website mystarbucksidea.com, where customers are encouraged to engage and interact with the company by giving ideas that would improve their customer experience when visiting the store (Kamath, 2008).

Another area in which Social CRM has advanced over its traditional counterpart is an increase in consumer insight. Traditional CRM, as stated in the last section, was based on a system of one-way conversation with the customer, primarily concerned with customer data and records, and little with consumer insights (Greenberg, 2009). According to Shimp (2009), Social CRM changed this by creating two-way interaction, which gives customers ownership over the conversation with the firm. Furthermore, Social CRM is able to provide different strategies and tools to receive and analyze meaningful information received from the customer, and how they can apply the information. According to Greenberg (2009), this information can include the nature of conversations about the company by individual customers, customers associated with certain accounts, and discussions taking place by the general public about the company (Greenberg, 2009). Greenberg (2009) continues to note that there are five primary components that need to be taken into consideration to collect the type of information necessary to enhance the learning capabilities of businesses about their customers.

- **Data:** Social CRM still needs to collect transactional data such as purchase histories, time spent on different web pages are still part of the mix, but is not the only data needed anymore (Greenberg, 2009). Data collected from individual profiles, data gathered from text analysis from discussions and blogs, as well as social networks is now needed for meaningful, accurate consumer insight (Greenberg, 2009).

- **Sentiment analysis:** Measuring the sentiment of individuals and groups can be used to look at positive, negative and neutral consumer attitudes over time, and how they propagate through social networks (Greenberg 2009).
- **Social Media Monitoring:** Social Media Monitoring can be used as a rich source of information, as well as to track topics, influencers, and customer service on a 24-hour basis (Greenberg 2009).
- **Profiles:** This includes the personal information that is important for uncovering the customer insights concerning how they want to interact with a company (Greenberg 2009).
- **Customer Experience maps:** Customer experience mapping is able to examine the inaction individual customers have at multiple touchpoints while overcoming usually incorrect knowledge about customer's thinking (Greenberg).

3.5. Customer Service and Customer Loyalty

A classic principle of marketing commonly heard is that it is significantly more expensive to acquirement new customers than to keep existing customers, and this is more applicable today than ever. The importance of customer service has always been viewed as a vital part of any business strategy, and today there is a reemergence of interest on the subject and it's impact on the Web 2.0 environment. According to Greenberg (2009), the core of any real customer service is to minimize problems and optimize the customer experience an individual customer is having. An aggregate definition of customer service is "*the customer care activities that surround the purchase of a product or service*" (Greenberg 2012). Greenberg (2012), elaborates further by saying that customer service is more than merely handling complaints, but includes inquiries and questions that require a non-urgent answer, but are still expected to be answered on the first contact.

According to Winer (2001), because customers have more choice today and the targeted customers are more valuable, customer service must receive a high priority. Turban (2002) believe that customer service can be defined as the activities designed to enhance the level of customer satisfaction before, during, or after a purchase. Walsh and Godfrey (2000) argue that successful customer service leads to improved customer satisfaction, which creates a positive pull factor. Walsh and Godfrey (2000) elaborate further that this positive pull factor can be described as creating a sense of familiarity and commitment, which gives the customer little reason to shop elsewhere. With the advent of Web 2.0, the customer service experience has changed drastically.

Traditionally, customer service has been primarily comprised of communication channels such as telephone or email although these channels have proven to be somewhat inefficient. In 2008, Forrester Research asked customers why they had an aversion to using call centers to solve their problems. According to Greenberg (2010), it was found that routing errors, poor knowledge management capabilities, and substandard customer data access were all primary reasons why customers felt this way. Geierhos (2011) elaborates further by explaining these traditional communication channels are time consuming and error prone, and this process can lead to the loss of clients. Furthermore, call centers rely on metrics, which are created to measure the efficiency of the customer service representative (CSR), but not to measure how successful the interaction with the customer has been. Greenberg (2010) argues that these methods do not take a customer-centric approach, but rather a corporate approach that focuses on the satisfaction of the management, not resolving customer problems.

One customer-centric approach that can improve customer service is the continued focus on customer experience. According to Greenberg (2012), the customer experience is the core of customer service and in recent years, scholars have argued that customer experience is a key determinant of customer satisfaction and loyalty (Caruana, 2002). Klaus and Maklan (2011), define customer experience as *“the customer’s cognitive and affective assessment of all direct and indirect encounters with the firm relating to their purchasing behavior”*. According to Klaus and Maklan (2011), Customer experience, unlike customer satisfaction, measures a more holistic consumer construct by taking into account the sum of all direct and indirect interactions with a company, providing both better explanatory power and identification of priority areas for managerial attention. According to Greenberg (2012), the foundation of any successful customer service model is actual human interactions and providing a meaningful experience to a customer who has engaged them.

Today, more customer service channels exist in which the customer can engage in a dialogue with the company. According to Geierhos (2011), the current trend for companies is to develop virtual contact centers that integrate a company’s fan profiles into social networking sites. These virtual contact centers are then able to process the customer interactions and route the interaction to the appropriate channel.

Harris and Goode (2004) argue that gaining and sustaining customer loyalty constitutes the ultimate aspiration of many companies but generating customer loyalty in an online setting can be more difficult and more important than in traditional offline formats. The importance of customer

loyalty is clearly evident - loyal customers are known to buy more, are easier to contact, and can even act as brand advocates for companies (Harris and Goode, 2004). With the increased number of communication channels available to reach customers, businesses today have a unique opportunity to listen and encourage an increased dialogue with their customers. Furthermore, Winer (2001) argues that by combining the ability to respond directly to customer requests and to provide the customer with a highly interactive, customized experience, companies have a greater ability to establish, nurture, and sustain long-term customer relationships than ever before.

Companies first started demonstrating a greater interest towards customer loyalty in the 1950s, with early views focusing primarily on the repeat purchase behavior of the customers. With a heightened emphasis on consumer behavior, Brown (1952) argued that loyalty could be classified into four categories: Undivided loyalty, Divided loyalty, Unstable loyalty, and no loyalty founded on the purchase patterns of consumers. Later, the definition of customer loyalty was broadened to include variables other than the purchase behavior of customers. Oliver (1999) argues that loyalty is defined as *“a deeply held commitment to re-buy or re-patronize a preferred product or service in the future despite marketing efforts to cause switching behavior.”*

When discussing customer loyalty, one critical component that cannot be overlooked is trust. Schurr and Ozanne (1985) argue that trust can be defined as the belief that a partner’s word or promise is reliable and a party will fulfill their obligations in the relationship. Trust is considered to be of paramount importance when addressing loyalty, and Gundlach and Murphy (1993) argue that trust is the variable most universally accepted as a basis of any human interaction. Today, more transactions are being conducted at a distance, without physically being in a store or seeing a company employee and it’s becoming more difficult to convey a sense of trust with customers. Therefore, Reichheld and Schefter (2000) argue that customers which trust companies are more likely to engage and share information which allows the company to forge a more intimate relationship with their customers and increase customer loyalty.

Customer Loyalty and Customer Service both play pivotal roles in the importance of increasing the customer experience. Reichheld and Schefter (2000) point out that in the pre-Web 2.0 era, companies were often protected by a lack of information, convenient store locations and aggressive sales forces from needing to provide their customers with the best service quality or products; customers were often loyal by necessity, not by choice. Today, in order for a business to remain competitive, they must understand the importance of customer service and customer loyalty, and be aware of how it can affect their business.

Chapter 4: Empirical Findings – JetBlue Case

In this chapter our empirical data is presented. First, we take a closer look at JetBlue Airways using our secondary data that has been collected in the form of studies, surveys, etc. Furthermore, we have collected primary data in the form of two interviews. We then move on to the characteristics of the relationship, which show the efforts of our netnographic research. Lastly, we explore the customer view of the interaction, which is based on our questionnaires.

4.1. JetBlue Profile

JetBlue Airways is a New York based Airline Company that was founded in 1999 by David Neeleman and has experienced substantial growth in the last decade. David Neeleman set out using a low-cost differentiation strategy, which differentiated on high-quality customer service with reliable and efficient service (seatmaestro.com). JetBlue Airways achieved this by redefining the way people travel by air by offering a compelling mix of value, service, comfort and strategy (<http://www.michellevillalobos.com>). Today, JetBlue has the largest following of any airline on Twitter, even though it is smaller than many of its competitors.

4.1.1. Strategy, Mission & Vision, Values

From the beginning, JetBlue aimed to give customers a better experience by as founder David Neeleman describes, “Bringing humanity back to air travel.” One way in which JetBlue has sought to do this is by achieving a high level of customer service and customer satisfaction and creating an unparalleled customer experience.

Our email interview with Jacob Cook, the Social Media Support and Customer Recovery Specialist Team Supervisor at JetBlue, shed more light on JetBlue’s Mission and Vision. He explained that the corporate culture at JetBlue was focused on “inspiring humanity and that doing the right thing for the customers is a central part of company belief system.” Cook also continued to say that everything that is done at JetBlue Airways is focused around their core company values, which are: *Safety, Caring, Integrity, Fun and Passion.*

4.1.2. Service Specifics

As stated in the previous section, JetBlue has built their corporate culture around providing the best service and customer experience as possible for their customers. One manner in which JetBlue does this is by continually improving the flight experience. Since January 2004, JetBlue Airways aircrafts have been equipped with a TV for every seat and 36 channels of free live TV. In June 2011, JetBlue introduced 2 more notable services focusing on increasing the customer experience: Even More Space which offer more inflight space and Even More Speed, which gives customers access to expedited airport security (seatmaestro.com).

Another way in which JetBlue aimed to improve the customer experience was by introducing a Customer Bill of Rights. The JetBlue Customer Bill of Rights was designed so customers could be aware of their individual rights in the case of unforeseen circumstances (jetblue.com, 2012). According to Jacob Cook:

“We believe that our customers have rights. Above all else, JetBlue Airways is dedicated to bringing humanity back to air travel. We strive to make every part of your experience as simple and as pleasant as possible. Unfortunately, there are times when things do not go as planned. If you're inconvenienced as a result, we think it is important that you know exactly what you can expect from us. That's why we created our Customer Bill of Rights. These Rights will always be subject to the highest level of safety and security for our customers and crewmembers.”

JetBlue has consistently ranked highly among customers for its customer service efforts. One important measure of customer perceptions is The J.D. Power and Associates North American Airline Satisfaction Study. J.D. Power & Associates has ranked JetBlue Airways the highest among low-cost carriers in this study consecutively for nine years (FinanzNachrichten.de, 2013). The 2013 study was based on responses from more than 11,800 passengers who flew on a major North American Airline between April 2012 and March 2013 (Jdpower.com, 2013). This study measured passenger satisfaction with North American airlines carriers based on performance in seven factors: cost and fees; in-flight services; boarding/deplaning/baggage; flight crew; aircraft; check-in; and reservation (Jdpower.com, 2013 A) .

Furthermore, J.D. Power & Associates also measure social media savvy by annually releasing it's Social Media Benchmark Study, which measures the consumer experience in engaging with companies via social media. The study focuses on two types of social media engagements, marketing and servicing, and provides best practices for each (Jdpower.com, 2013 B). This study

explores further experiences for both marketing and service at the brand level and it includes more than 100 US Brands in a number of industries (Jdpower.com, 2013b). Furthermore, the study includes qualitative data from companies identified as the highest social media performers, and identifies benchmarks that may assist in developing and integrating effective social media best practices. The Social Media Benchmark study also found that JetBlue Airways performed exceptionally well for Social Media Servicing and the Social Media Marketing for the Airline Industry Category (Jdpower.com, 2013b).

4.1.3. Social Media Efforts & Presence

Other the past several years, JetBlue has made a concerted effort for its social media efforts and presence to be known to its customers. JetBlue maintains several social media accounts including Twitter, Facebook, YouTube, as well as Google Plus and today is known as one of the first companies to use social media for customer service. Although JetBlue maintains various social media channels, they only provide customer service with customers using their Facebook and Twitter accounts.

In order for JetBlue to properly manage interactions with their customers, the company uses several different applications as well as several internal databases to provide background and data on customers. Jacob Cook stated:

“We use Social Engage for social media engagement. We use a tool named KANA for email engagement. We use SABRE for our customer service system. We use Comarch for our customer loyalty program and we maintain several other internal databases. We can pull information from any of the systems to better understand our customers. Our tool that is underdevelopment would help pull all data into one system.”

Furthermore, JetBlue has a stricter set of criteria when hiring candidates for their social media efforts, than their other customer support crewmembers. Jacob Cook stated:

“Each new hire goes through a four week training course that involves classroom training, on the job training, and assessments. For social media, we only hire from internal candidates because they have already gone through the initial JetBlue training and understand the processes, guidelines and brand values.”

Jenna Maretti also mentioned this topic as a challenge that exists when companies try to adopt new Social CRM channels. She stated:

“One of the biggest hurdles is getting people to buy in, because while social media is supposedly free, it’s not and you cannot have an intern running your social media and expect it to run properly. Companies need to find an agency or someone in-house. So the first hurdle is getting your C level people to agree it’s an expense that should be taken.”

In our interview with Jacob Cook, he stated:

“Social Media is a real-time interaction space in which JetBlue is able to create, share, and exchange information and ideas.”

Cook added that there are several benefits that social media has that traditional CRM methods do not have. Cook stated:

“Social media offers up real-time spontaneous unsolicited information. Customers can share freely, for example, they can talk about us rather than to us but we can easily gather that info. It is unfiltered feedback which is pretty unique.”

Jenna Maretti added that the benefit of using social media is that the message is spread more quickly, and to a much bigger audience, and that brands are now held accountable for their actions and reaction to things. She added that social media is able to put a human face on a brand, and gives people an opportunity to know that corporations are people too.

Furthermore, Jacob Cook from JetBlue added that the overall goal when using social media to address customer service problems is to give the customers a true JetBlue experience by doing the right thing while upholding company guidelines and procedures.

Our interview with Jacob Cook provided some other insights how JetBlue Airways uses customer insight. Cook stated:

“We use it for product development. We also use the feedback from customers to make adjustment in operations or onboard products. The info we get from social media is just one piece of the voice of the customers. We try to use all channels to hear the voice of our customers and then adjust to their needs & wants. We’re very proud of winning the JD Power award 8 years running, and listening to our customers is the secret.”

One part of the protocol JetBlue Airways has in place when using social media is used is to engage the customer. According to Jacob Cook:

“Engagement represents our Passion & Integrity. Did we provide a complete response? Does it maintain situational awareness? Does it have proper grammar, punctuation, spelling and format? Does it have JetBlue brand values? Being engaging is an important focus area.”

Jacob Cook continued to say that every interaction that takes places with the customer has 5 crucial parts. First of all, all interactions with customers should demonstrate core company values, such as Safety, Caring, Integrity, Fun, and Passion. Furthermore, Cook explained that whenever JetBlue airways respond to a message on a social network that it is benchmarked using what they refer to as The 5 Be’s.

Be in “Blue” Always. (JetBlue Values)

- i. Safety
- ii. Caring
- iii. Integrity
- iv. Fun
- v. Passion
- b. Be Engaging
- c. Be The Answer
- d. Be Personal
- e. Be Thankful

Jennie Maretti added that Social Media is the outlet to engage one-on-one with customers and it’s ability to help distinguish a company from another. She added:

“The ability to retain the client is the easy part, but the engagement process is more difficult part.” she continued to say that “when you engage with the client it solidifies the relationship and customers become loyal when they are spoken to on a personal level.”

Another way JetBlue Airways tries to interact with customers is by including a human element into each exchange with each customer. According to Jacob Cook, JetBlue feels adding a human element into each exchange is very important. He stated, “Nobody likes writing a company and getting a standard corporate letter or what we call a “Canned” response. They want to speak to a human being who will listen to their concerns and Do the Right Thing! When we respond to customers we want them to feel and know that JetBlue is different. We are listening and we do care. We have JetBlue Brand Values that define how we look and sound.” In order to achieve this goal, JetBlue relies on adhering to brand values that define how they look and sound.

- a. **Nice** – the best compliment we can get. Our goal is to make JetBlue nice to look at, nice to spend time with, nice to talk to. Nice also says more about us – we’re advocates, responsive, human and comfortable
- b. **Smart** – This is about being intelligent, savvy, edgy – and innovative. We lead the way with timely, clever ways of doing business.
- c. **Fresh** – Completely contingent on being smart and the hardest to achieve. It’s the one you have to focus on all the time. It’s about taking a modern view and always moving forward and looking to the future.
- d. **Stylish** – If smart is about timeliness then stylish is about timelessness. –Finding ways to express ourselves that are chic and modern but not just of a moment.
- e. **Witty** – This is the best kind of funny. It’s smart, knowing – not sarcastic or caustic. It’s light – hearted, clever and aware.

4.2. Characteristics of the Interactions (Twitter)

The strategy that JetBlue has for building relationship with its customers is complexly centered around the mantra: “The customer is most important” and bringing back humanity back to this relationship. Their core values are Safety, Caring, Integrity, Fun, and Passion. But this is their strategy. In order to find out if it is working on practice, we have investigated 502 actual online tweeter communications that they have with their customers (See Appendix V for Netnography Results in Graphs).

In general the respondents are distributed almost equally between men and women (52% and 47% respectively) with a slight predominance of male respondents. The **average response time** it takes the JetBlue Crew to reply to a tweet is **10 minutes and 55 seconds**, which is quick keeping in mind the amount of tweets they get daily (502 tweets in 4 days, average 125 tweets per day). It takes them slightly more time though to respond to complaint and questions (11:18 min) as opposed to comments and compliments (10:45 min). This might be due to the fact that as Jacob said they need time to gather more background information on customers in order to provide relevant answers and complaints and questions require longer “homework” time.

4.2.1. Types of Interactions

The conversations were categorized into five main groups depending on the topic: compliments, complaints, questions, general and excited comments.

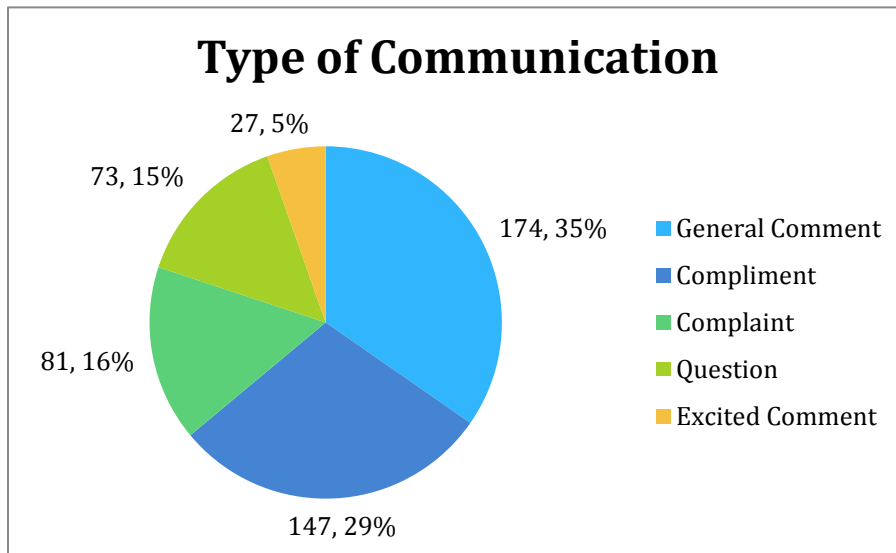


Figure 2: Type of Communication in Twitter

Fig.4 presents the percentage distribution among the different categories with General Comments (35%) and Compliments (29%) in the leading position of interactions. Interesting enough, complaints are only 15% of all the tweets investigated. This could reflect the fact that

either there are not so many complaints because customers are generally happy with JetBlue’s service or that customers are using different channels to complain like the Call Center or email. According to the survey done among the customers they believe that Social Media is more efficient than telephone or email (64% to 20% & 16% respectively) but they indicate telephone and email as more trustworthy than social media to handle customer issues (38%, 35%, and 27% respectively).

4.2.1.1. Compliments

Under **compliments** are all the conversations where a customer expresses his/her gratitude, love, loyalty, appreciation towards JetBlue, their customer service, flight crew members, employees, flight experience, additional flight services, terminals, email marketing, etc. JetBlue usually responds quickly to those types of conversations (10:58 min average) by thanking the customer for their compliment and appreciation and wishes him/her to enjoy the flight and come back again soon.

In most conversations JetBlue also tries to engage the customer in a conversation by inquiring more about the positive experience or encouraging them to share more about their future experiences. For example, one customer compliments JetBlue’s impeccable service, terminal at JFK and quick check in time stressing that he recommends JetBlue as a choice of company. JetBlue responds by being thankful for the compliment, wishing him a great flight and encouraging him to share how the flight went (Screenshot 30 (71)).

Sometimes the compliments are not directed towards the company twitter page (@JetBlue), but simply mention the word “jetblue” in the Twitter message text. But because JetBlue actively listens (using social media monitoring tools) for mentions of their name, they respond to those. For example, a customer mentioned that JetBlue is the best way to travel domestically and internationally. JetBlue responded by saying its smart advice, they agree and hope to see him soon. And to that the customer respond: “*did you just respond to me...*”. He is literary surprised to have the company answer him back (Screenshot 29 (47)). In this case this accomplished two things for JetBlue. First, by answering him they exceeded his expectations of the service that potentially won them another brand advocate. Secondly, the customer was so surprised that he had the urge to share this memorable experience with his friends by re-tweeting the message which brings free publicity to JetBlue, emphasizing that they care and respond to each person individually.

In another case a customer was positively shocked by her first experience with JetBlue as compared to other airlines she had travelled with. JetBlue stresses that they like making good first impression, while implying that they will try to keep the good service in future (“*so far, so good*”) and finally engaging further conversation by asking her to let them know what she thinks about the flight (Screenshot 30 (17)). This shows the dedication that JetBlue has towards keeping the service quality constant in order to keep the satisfaction, retain that particular customer for a longer time and make her loyal.

In most compliments, customers expresses human feeling towards JetBlue like “love”, “like”, “happy” and address the company as if it were a real person. For example, a girl says: “*Oh how I love you.*” JetBlue responds to her my mirroring her emotion saying: “*love you too*” and thanking her for being loyal (“TrueBlue”) (Screenshot 2 (82)). In this way, JetBlue further stresses the image the customer has that the company brand JetBlue is a human being with emotions of its own.

In most conversation, wherever possible, JetBlue tries to reply in a funny and/or witty way to its customers. This encourages the dual way conversation between them and inspires a desire in the customer to keep coming back for the same type of “humane” interaction with the company. For example, a male is impressed that the plane has a female captain and shares this in twitter. JetBlue replies back with a witty comment: “*Sorta makes ya want to say “GO GIRL”, right?!*”, wishing him to enjoy the flight and thanking him for flying JetBlue (Screenshot 29 (62)). The reply was both personal and informal in its expression but at the same time engaging, witty and funny, showing once again that JetBlue “talks” the language of its customers.

Another point that is important is that JetBlue tries to incorporate subtle references in their replies regarding how they really mean to have great customer service (Screenshot 30 (115)), want everyone to feel comfortable flying with them, “above and beyond the wing” customer service (Screenshot 29 (106)), have great people who are passionate about what they do (Screenshot 2 (119)) or how first bag is free, comfortable seats, affordable prices and TV is the recipe for perfect a flight (Screenshot 2 (96)). In a sense, this could be interpreted as subtle advertisement of their service, personal and humane attitude towards its customers. However, they manage to incorporate those smoothly into the conversations with an aim to reinforce their brand and service confidence. And since all the conversations in Twitter are public, those comments can be read by anybody, so it’s free publicity for them.

4.2.1.2. Complaints

Complaints, on the other hand, are completely the opposite and involve conversations where a customer expresses his/her dissatisfaction, dislike and frustration with JetBlue services, customer service, employees, delays, lack of specific additional service, etc. It normally takes JetBlue slightly longer to reply to complaints (11:20 min) as opposed to its average time but as discussed above it might a result of JetBlue Crew doing their background “homework” on the customer trying to uncover if there were any previous communication and what the issues is. Those complaints are normally handled in the following sequence:

- 1) Listen to the customer complaint
- 2) Empathize with their emotions
- 3) Apologize and/or acknowledge their issue
- 4) Ask additional questions if there is a need
- 5) Fix the problem or offer alternative solution or compensation
- 6) Follow up to check if they are satisfied and appeased

Some of the complaints observed were about issues like a lack of Wi-Fi on the airplanes (Screenshot 2 (43), 29 (81), 30 (76), 30 (3), 1 (68)). JetBlue answers those by apologizing for the lack of service but promises that soon there will be and provides a link for more information. Thus JetBlue is trying to help their customer while at the same time explaining the situation in details.

Another large number of complaints were about flight delays. In most cases JetBlue answers those by saying: “We understand that delays are frustrating” (Screenshot 3 (6)), provides a summary of the expected departure time or reason for the delay (Screenshot 3 (6)) and promises to “have them

up and flying as soon as possible” (Screenshot 2 (24), 2 (50), 2 (157)). In most sense JetBlue empathized with their situation and while not being able to provide immediate solution, assures that the team is working on getting them back in the air. In the end the customer is temporary frustrated, but probably will stay with the impression of good customer service despite the issue causing their distress.

Sometime posting a complaint in real-time through twitter helps the customer gets his/her problem solved much quicker within minutes. This is what happened to a customer who could not check-in at the airport because the self-check-in machines were broken and there were no personnel to check him in. He tweeted his frustration and JetBlue responded within minutes asking more details and provided a solution: called the airport and someone was dispatched to check them in. This all happened in a time span of 14 min (Screenshot 29 (28 & 29)). Such a problem might have taken much longer to be solved by a regular e-mail or phone since it takes time for the person to look up the phone needed to call, wait to be connected and only after that try to have his problem solved. Twitter cut those excessive minutes and helped JetBlue resolve the issue very quickly.

In most of the observed communications, JetBlue tries to rely on their policies as much as possible. JetBlue explains the policies to the customer who is complaining and thus tries to logically placate him if possible. For example, a customer was not happy that in an empty plane he was requested to pay extra to change his seat. JetBlue explains that they do that in fairness to those people who pay for the Even More Space places. Customer is still not satisfied but JetBlue stays firmly behind its fairness policy (Screenshot 3 (7)).

Another example of JetBlue sticking to its policies is when a customer complained that he should agree to the Wi-Fi conditions in Terminal 5. JetBlue explains that this is necessary in order to be able to provide him with the Wi-Fi service. He is still not convinced but JetBlue stays firmly behind its answer (Screenshot 30 (138)).

In other cases, JetBlue (still following their policies) admit that there is a reason for the complaint and that being their responsibility according to their Bill of Rights, the customer is entitled to compensation. This happened when a customer complained that his inflight TV was broken and JetBlue said “sorry about the TV”, he has the right of \$15 compensation for the inconvenience. The customer was satisfied with this and even inquired how he can receive them (Screenshot 30 (79)). In this sense the company says we did something wrong, we admit it, we’ll fix it and compensate

you for your troubles. This reinforces the trust in the service and ensures a sufficient consistency of service.

Another interesting observation was that with the help of twitter, JetBlue can also turn a negative experience into a positive one quite quickly by the speed of the interaction through the Social Media channel. For example, a customer was complaining about his seat and TV being broken on the flight and said that JetBlue is “*not Virgin America*”. However, the crew was very helpful to him, so he appreciate the service despite the problems. JetBlue offers and insists to compensate him with \$15 according to the Bill of Rights. He does not want them but appreciate the customer service (Screenshot 29 (46)). This relates directly to customer recovery, trying to turn a negatively positioned customer into a positive and happy customer.

4.2.1.3. Questions

Under **questions** category fall all types of inquires that customers have regarding JetBlue service, flight rules, website issues, delays information, new product developments, additional travel routes possibilities, general flight questions about baggage, seats, check in rules, website bookings, promotions and best fares, additional services like Wi-Fi and USB ports on flights, etc. On average it took the JetBlue Crew to answer such questions in 11:05 min. JetBlue tries to answer all questions with relevant answers, tries to be helpful and explain the rules and procedures and even provide links to relevant additional information.

Most importantly, the questions that customer have towards JetBlue are used as indicators of what the customers want and ways to improve the service. For example, in one case a customer says that SouthWest has cut their service on a route and would be good for JetBlue to jump in and use the opportunity to cover the Atlanta-Boston route. JetBlue says, “it is good to know where our customers want to see us fly” (Screenshot 29 (57)). In this case JetBlue could use the suggestion from the customer to serve underexploited routes.

Another interesting observation from questions is when a customer wants advice on which type of air carrier to choose from, JetBlue interjects in the conversation to tries to win the potential customer. In one such example a customer randomly asks her friends if “anyone knows anything or have an experience with JetBlue airlines.” Because JetBlue actively listens to its customers mentioning them, were able to interject and say that it would be great to welcome her on board and provide additional link of what to expect (Screenshot 29 (90)). The result of this interaction is not clear but JetBlue put the effort to win the customer.

In another similar situation a customer was contemplating whether to choose Delta or JetBlue, sharing that she has never flown with JetBlue before. JetBlue again interjects saying that they would love to have her on board and being personal and witty with the text “[wink wink]”. The result was that the customer opened their website and decided to fly with them because they interacted with her (Screenshot 1 (41)). Such a real-time interjection in the decision process of the customer is only possible with social media customer service because of the speed of the interaction. And depending on the efforts of the company (as seen in this example of JetBlue), can win the customer over. Similar interactions and results were observed in this conversation – Screenshot 30 (48 & 50).

Another observation is that JetBlue tries to sometimes go “above and beyond” in exceeding the customers’ expectations. In one such interaction, a customer was not happy that a flight he booked early with JetBlue is now much cheaper. JetBlue says that in case it is exactly the same fare, he can call the Customer Center and they will honor the lower ticket. The result was one very happy customer that tweeted about his experience: “just got back \$206. You guys are awesome” (Screenshot 2 (130)). In this way they used the opportunity to win one more loyal customer for their cause.

4.2.1.4. Comments

The **General comments** category includes all the other types of interactions like sharing an image or link with JetBlue, conversations going on among friends to whom JetBlue interjects, contemplating which airline company to choose from or simply saying “Hi” to the company (Screenshot 2 (31)). **Excited comments** are a necessary category different from general comments because it involves customers whose attitude can predominantly be classified as excited. Those include excitement about a just booked vacation, flight with JetBlue and their anticipation of their service and additional benefits like drinks, DirecTV, more leg space, etc.

Those two categories together make up 40% of the conversations observed on Twitter making it the biggest type. This might be due to the fact that their nature is mostly connected to normal human interactions and conversations that might or not be directed towards the company specifically. This is also the category with the shortest average response time of 10:38 min.

Most of the observed communications in this category are general remarks about various parts of the customers’ life that might or not have a direct reference to the company (@JetBlue). One such example is a surprised remark that a customer had that all the flight crew was from Boston. JetBlue

replied back with a personal, friendly, thankful and witty response stating that it is nice to have him back, to enjoy the flight with his “Bahston” crew (Screenshot 2 (85)).

Many of the general comments are simply people sharing their experiences with friends mentioning JetBlue. The team then interjects in the communication and engages the customer with a funny and/or witty comment. Customers are quite entertained and engage in further communication. An example of this is when a customer shares an image of the hair of man sitting on the front seat in the airplane covering her TV monitor, asking if she should “move it or blow it.” JetBlue interjects with a funny remark: “*Do you suppose she’d notice if you braided it?*” She comments back and JetBlue continues the witty remark by saying she should share the hair skills once they land (Screenshot 2 (37a&b)). This particular single communication by itself is not related to JetBlue’s business directly, but it creates a bond with the customer by engaging and entertaining him/her. As a consequence, the customer will feel more willing and relaxed to communicate further with the company in future based on the positive communication.

In another instance, JetBlue responded to a general comment a customer made without a direct reference to the company. He said: “*the awkward moment when my phone corrects hey into jetblue hahahaha*”. JetBlue responds with a witty and funny comment of their own: “*Smartphone, literally! We think it’s trying to tell you something.*” (Screenshot 30 (135))

Here in this category there is also much opportunity for feedback from the customer to the company. A customer suggests, in one conversation that may be it is time to remove Continental and Northwest references from their after-flight survey. JetBlue says that they will look at that and thank for the suggestion (Screenshot 30 (67)). Thus they would use the feedback gathered from the customer to improve this particular part of their service. Such particular minor feedback would have been very difficult to obtain through the traditional customer service channels because of the relative difficulty that a customer will experience from trying to call the Customer Care Center just for that small issue.

Sometimes JetBlue shows their gratefulness with special thank-you gifts. In one such conversation, a woman makes a general comment that nothing makes her day more than doing a presentation on her favorite company. JetBlue shows excitement and interest in knowing more about it. She shares the presentation with them. And the company says they like it, thank her for being an ambassador for their service and go above and beyond by sending her a surprise gift for her loyalty (Screenshot 29 (137)).

General observation about the excited comments is that JetBlue tries to mirror the excitement that the customers are showing by using almost the same words as them but reflecting back to the customer and sometimes inquiring about more information. For example, a man says that he can't wait to get onboard a JetBlue flight to Tampa and relax. The customer service crew responds by saying: *"Can't wait to welcome you on board"* (Screenshot 2 (44)). In an almost identical situation, a girl says that she is excited about their trip to NYC the next day and attaches an image. JetBlue says again by mirroring her excitement by saying that: *"We're excited to welcome you aboard"*. And further engages the customer by inquiring if she would bring her dog with her (Screenshot 2 (112)).

In another conversation, the person is excited about her friend arriving with JetBlue and the dinner she is cooking. JetBlue interjects by joking that it is dinner at her house and what time they should be there. The customer is entertained and continues the conversation in the same joking tone (Screenshot 30 (12)). Again this conversation on its own might not bring direct immediate benefit to the company but it will encourage the customer to keep seeking engagement with the company as it does with a friend.

Similar to the above example is another interaction observed. A man is pleasantly surprised and entertained by a Madonna song playing in the airport while he is waiting at security control. He says: *"I am never flying another airline"* (Screenshot 2 (95)). JetBlue responds in a relevant and witty/joking tone by quoting the song and saying that he should sing along. In this case, the man became a loyal customer at that particular time because he had a very strange and memorable experience with JetBlue.

4.2.2. Company attitude in twitter

All of the 502 responses that JetBlue gave were analyzed to find common patterns within their attitude towards their customers. An overview of those can be seen below in Figure 5.

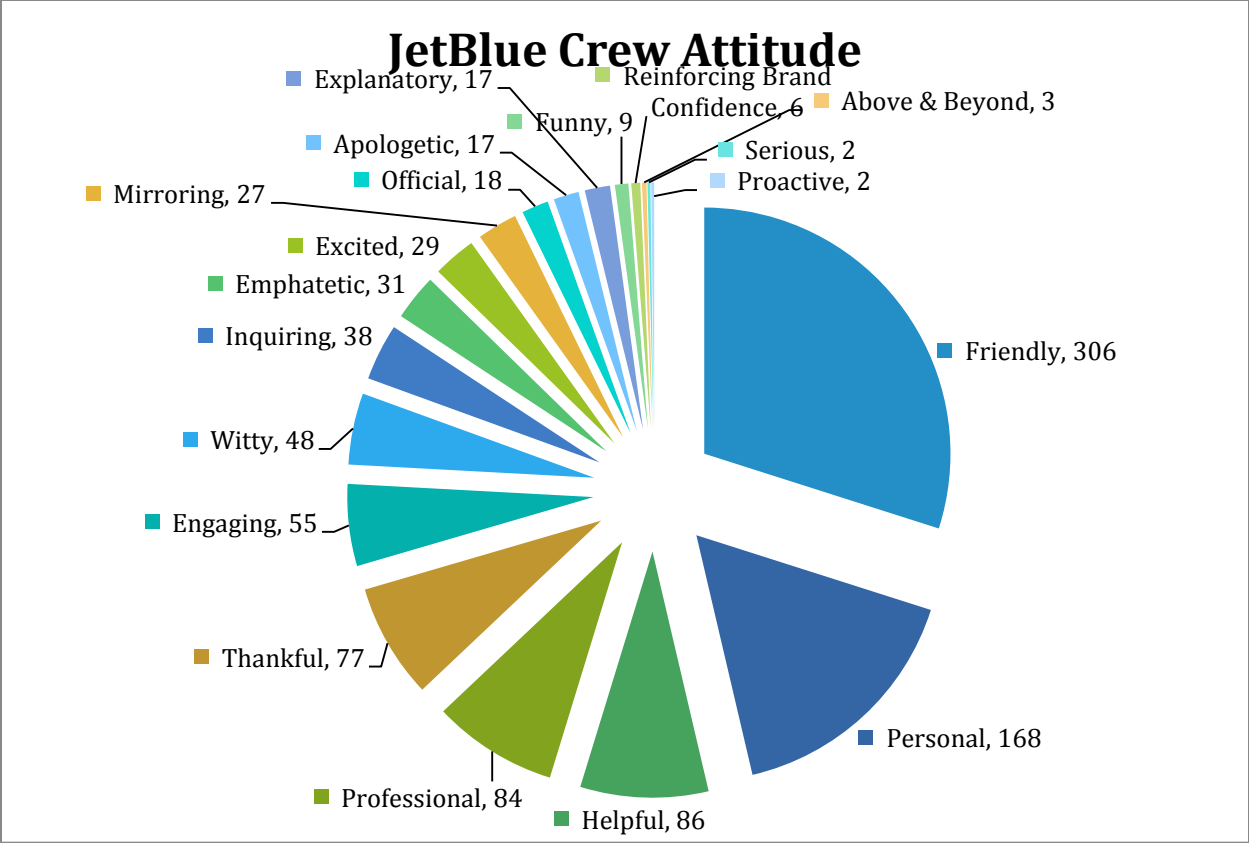


Figure 3: JetBlue Crew Twitter Attitude

Those descriptive approaches towards their customers are not limited to a single conversation. In most of them, the attitudes were observed simultaneously, therefore the total number does not add up back to 502 of the original tweets gathered.

4.2.2.1. Humanity

JetBlue’s vision is “Inspire Humanity” and it seems that they are actually able to do that in practice through the way they speak to their customers. We found that JetBlue tries to convey and build an image of themselves as being a real human being, even a friend to its customers. Their tone of voice is mostly friendly and personal. This is evident in the way they use the name of the person they are speaking to, in the emoticons they use, in the way they inquire about personal experiences of the customers, liking their images, making joking and witty comments relevant to the initial post of the customer.

Even some of the key words (See Fig.6) they use throughout their conversations like “happy”, “great”, “enjoy”, “love”, “like”, “welcome”, “fun”, “glad” support their image building of being real human being with emotions of their own.

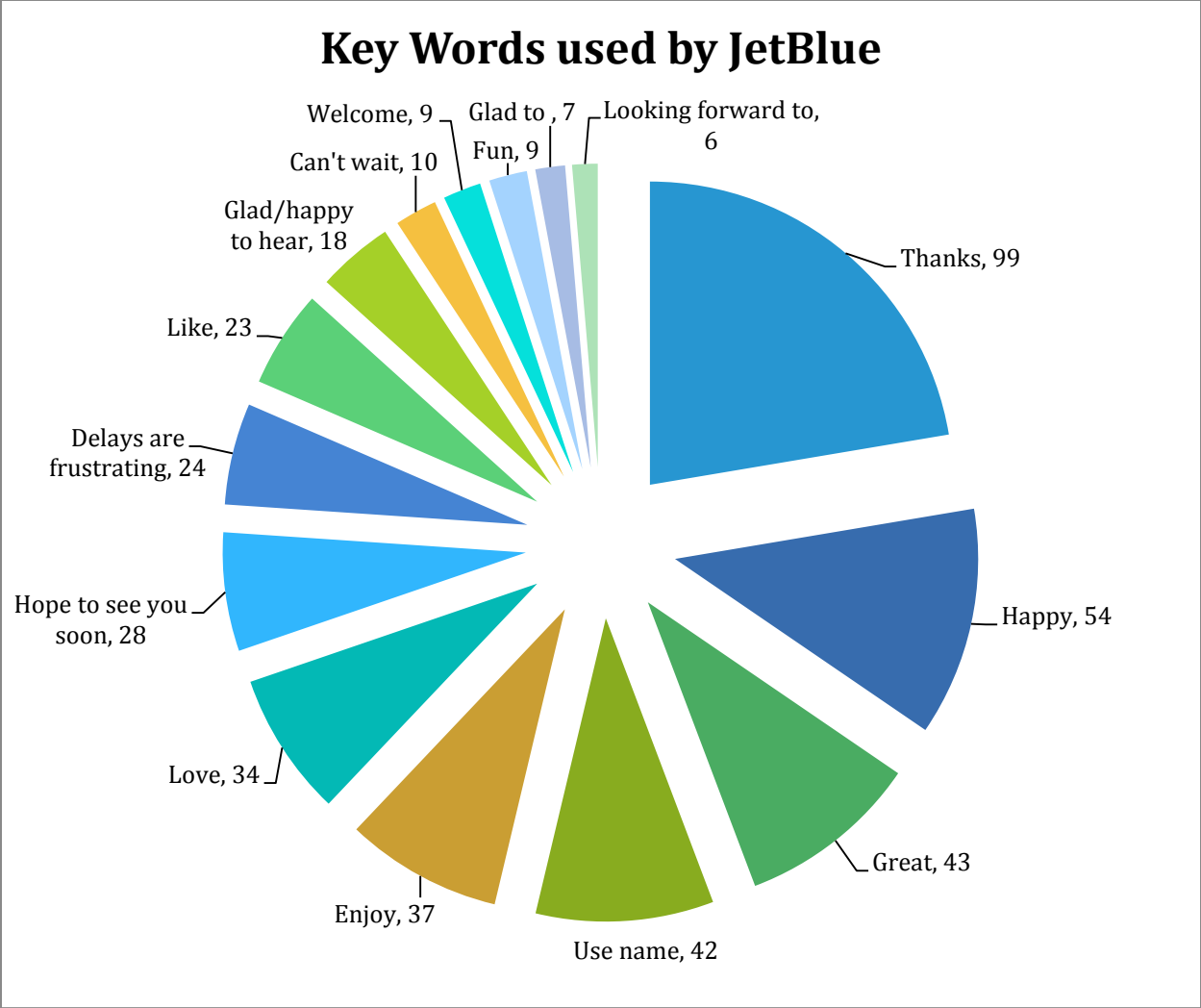


Figure 4: Key Words used by JetBlue Crew

4.2.2.2. Care, Appreciation and Help

Another way JetBlue tries to talk to its customers in Twitter is by demonstrating to them that the company cares about them, their opinion and problems. JetBlue shows empathy towards the emotions of their customers any time they are annoyed, frustrated, angry or happy with the service of the company. In many instances JetBlue uses words like: “*We understand/know that delays can be frustrating*” to show they empathize with the situation in which the customer is in currently.

However, being simply empathetic to the feelings of the customer is not enough to solve their issue. Therefore, they try to be helpful as much as possible by providing a solution, explaining the procedure or providing a link for more information wherever needed.

Furthermore, their tone in the conversations can be characterized as mirroring. In this sense is a customer is serious and official; they provide a reply in the same tone of voice. Similarly, if a customer is excited about an event or the JetBlue service, the crew's response is also excited.

Finally, JetBlue tries to show they appreciate the comments, advice and opinion that their customers have. With compliments, JetBlue always says "thank you" and they appreciate the customers' feedback, comment and positive opinion towards them. In other instances, when the customer provides feedback, advice or complaint to JetBlue, they try to show that their opinion matters and that they "will look into the situation".

4.2.2.3. Passion, Fun and Wit

Another general theme emerging from the Twitter interactions is the passion which the company shows about how they provide their services and that customers experience matters to them above all. This is evident in replies to compliments, where JetBlue is thankful for the compliment but also stress that they love doing what they do and are glad in shows.

Furthermore, their passion shows in the way they communicate with the customers on some occasions – making the dialogue fun by answering with witty and smart comments. Most importantly is that the customers seem to like (evident from liking the Tweet) and be entertained with the conversation (evident from them replying back and engaging in further dialogue).

4.2.2.4. Engagement

The above point leads is to the most important observation – JetBlue tries to engage the customer in a conversation in every way possible. They try to ask additional questions (inquiring) about the experience the customer had or will have. Secondly, by providing fun, smart, witty and relevant replies, the customer feels "pulled" to respond back and engage in a dialogue with the company. Most importantly, those same customers will come back in the future for more interactions because they enjoy them and know that their issues or small remarks will be addresses in an entertaining and helpful way.

Lastly, JetBlue tries to ensure that the customer will come back soon both for more of the flight service but also for interactions in Twitter by using words like: "Hope to see you again soon" in references to future flights. Another common sentence they use is: "Looking forward to welcoming you onboard".

4.3. Outcome of the relationship (Customer View)

In the previous two subsections we tried to present the point of the view of the company in regards to how they should deal and communicate with their customers. Moreover, the types of conversations were discussed and JetBlue's side in the communication was discussed. However, the question still remains if the customer-centric and humane attitude with which the company is trying to address its customers is actually influencing the opinion of the customers and the way they view the company. Therefore, this sub-section will look at the communication from the point of view of the customers relying on results from the Twitter netnography and surveys conducted.

4.3.1. Customer attitude in twitter

We have tried to categorize the attitude and tone of the conversation that customers exhibit towards JetBlue into three main categories: positive, negative and neutral. **Positive** are all comments where the customer is obviously happy and satisfied with the service of JetBlue either by directly making a compliment to them or by sharing positive general comments in regards to the company. **Negative**, on the other hand, are completely the opposite where customers opinion of the company's service or the company in general are negative due to some complaints, dissatisfactions, frustrations and even anger with an experience they had with the company. **Neutral** are all responses that could not be categorized as either negative or positive due a lack of language indicators for their feelings and perceptions towards the company. Those were normally questions that customers have towards the company.

As we can see in Fig. 7, 59% of all the tweets have been categorized as positive, 23% as neutral and only 18% as negative. This is a huge indication that fewer than 20% are the unsatisfied customers as compared to about 60% who are satisfied with the service. This might be a result of those things. First, it might indicate that the relatively the satisfied customers are more than dissatisfied once in general for the population of JetBlue. Or it might indicate that most customers who are satisfied with the service write on Twitter about it. However, keeping in mind on Twitter (Jansen et al., 2009), most people tweet when they have a memorable experience either positive or negative guided by their emotions. Thus it seems that the second conclusion that only satisfied customer write in Twitter is not the likely explanation.

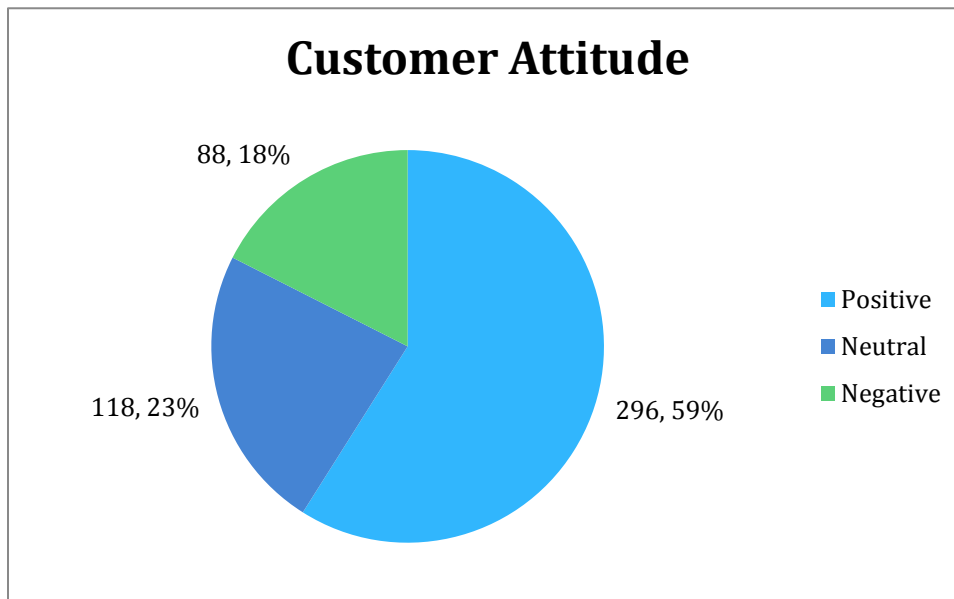


Figure 5: Customer Attitude in Twitter

An interesting observation coming out of the netnography is that customers generally try to talk and perceive JetBlue as being a real human being with real emotions of its own. Therefore, they engage into a conversation with

their “friend” no matter what the topic or experience they have.

Furthermore, we have seen that JetBlue encourages this “friend” association by engaging the customer into a funny, witty and relevant personal conversation. Moreover, asking and inquiring about their experience, feelings or personal life by JetBlue, makes the customers feel appreciated and listened to. This psychologically makes them want to communicate, share and talk even more to the “friend” that “listens”.

All of the above creates in the customer a feeling of a mutual connection with JetBlue. With time they learn to trust the relationship, with every positive experience their satisfaction grows. This ultimately builds a long-term loyal relationship and brand advocates for the company.

4.3.2. Customer Survey Results

Some additional information regarding whether the customers trust the company, are satisfied with the service, if they feel loyal and willing to recommend the service have been investigated through the survey (See Appendix VI for Survey Results in Graphs). The results will be discussed in the following sub-sections.

4.3.2.1. Customer View on Social Media

Interesting enough customers feel that the most trustworthy method to contact the company is telephone (38%), followed by email (35%) and only then social media (27%). However, when asked which of those three mediums is most efficient, there definite answer is Social Media (64%).

This efficiency might be due to the fact that customers believe that the publicity of the Social Media puts more pressure on the company to solve their problems immediate as opposed to the other mediums. As one customer remarked in the survey: *"Nobody wants bad online publicity"*. So then if Social Media is not trustworthy but is efficient why do customers keep using this medium?

The biggest reason is fast response time (58%), followed closely by simplicity, fun, minor question/comment (48%) and friendlier communication (44%). Transparency of the communication (24%) and interaction with others (12%) seem to be not as important reasons. Therefore, we can say that customers communicate through Social Media Channels with the company because they will receive a quick and simple response to their question. At the same time they value that the conversation is fun and friendly. It seems that in this sense JetBlue's view on what the customer want – interaction in a fun and friendly, timely manner is correct in regards to their customers.

Furthermore, customers were asked how important it is to them whether a company has a social media presence. To that question, 69% replied that it is Very Important therefore confirming the need of such a channel to effectively communicate with the customers and to be present where the customer is (Kotler and Armstrong, 2012).

4.3.2.2. Customer Experience & Customer Service

It seems that the customers consider their general experience with JetBlue customer service to be positive (Av. 4.40). This coincides with our Twitter observations on the fact that generally the comments that customer leave regarding JetBlue customer service are positive.

Regarding the statement whether they believe their concerns and questions will be handled quickly customers tend to agree (Av. 4.13). This connects back to the theme of fast response time showing that Social Media's main advantage is the speed with which the problems of the customers can be solved. Even one customer commented: *"Called their phone first. They ticked me off, so I griped about it on Twitter. JB was fast to respond and resolve the problem"*. In this sense social media Twitter channel is more efficient than the regular Call Center in resolving the problem of the customer fast.

Interesting result from the survey was that on the statement whether they believe their concern/questions will be handled in their best interest, customers tend to simply agree or neither disagree nor agree (Av. 3.96). Therefore, they are not quite convinced that the help they receive from JetBlue is in their best interest, meaning that they believe that JetBlue sometimes acts on their best interest.

4.3.2.3. Trust & Reliability in Service Quality

Generally, customers simply agree with the statement that they trust that the JetBlue social media team will help them to resolve their issue (Av. 4.09). At the same time, however, regarding the question whether their issues were resolved as promised the average result is lower (3.94). This indicates a slight discrepancy between what customers expect from the customer service and what they did actually receive at the end.

However, the other questions regarding service quality such as if JetBlue responds fast (Av. 4.39), gives the needed attention to each issue (Av. 4.16) and being handled with empathy (4.39), customers tend to generally agree. This shows a general satisfaction with the quality of the customer service.

4.3.2.4. Satisfaction

The overall satisfaction of the customers with JetBlue service is quite high (4.44) with 88.5% of the respondents either strongly agree or agree with the statement. The general feelings towards JetBlue service is also positive (4.42).

Furthermore, customers seem to feel good when coming to JetBlue channel with the issues they have (4.36). This could be a direct result of the efforts JetBlue puts into communicating engagingly with their customers through funny, witty and relevant comments.

However, only 73.1% of the respondents agree or strongly agree that they feel confident that contacting the company through their social media channel will help them solve their problem quickly. May be this is due to the limitations of the social media in terms of not being able to handle big issues since most of those are taken offline with a direct message or the customer is asked to talk to the Call Center by JetBlue.

4.3.2.5. Past WOM & Loyalty

When customers were asked how often they have spoken positively about JetBlue in general in the past year (Av. 5.58), it seems that 69% have spoken like that “often” or more frequently than that. This number drops to 57.7% when asked the same question about the customer service personnel.

When asked if they have mentioned to others that they fly with JetBlue, only 61.5% have done that more than “often”. On the question if they have recommended JetBlue to family and close friends and acquaintances the results are slightly higher with 69% doing it more than “often”. This

indicates that in past one year those customers have recommended the service of JetBlue to many of the people in the immediate network.

Furthermore, it indicates that at least 69% of the customers who filled in the survey have been customers of the company for at least a year.

4.3.2.6. Future WOM & Advocacy

When asked questions about their future intentions in regards to JetBlue, the results were interesting. Even though the average results on considering JetBlue as a first choice to fly with is only 5.54 (somewhat very likely), 50% of the respondents say that it is absolutely likely. This shows that at least 50% of the survey respondents feel loyal to JetBlue and their service by showing their absolute preference of JetBlue as a first choice of Airline Company.

Moreover, 84.6% of the respondents intend to fly more with JetBlue in the next few years with more than somewhat likely intention. Furthermore, on average they are likely to make positive comments about JetBlue to other people (Av. 5.62), recommend JetBlue when someone asks for advice (5.69) and even encourage their family and friends to fly with JetBlue (5.54).

As a conclusion, even though the survey is limited in the number of respondent and cannot be generalized to the whole population, it shows a general trend that customers are satisfied with JetBlue service and customer service, have recommended JetBlue in the past and intend to travel more and recommend JetBlue in future.

Chapter 5: Discussion

In this chapter we will discuss the results of our empirical research in combination with the theory to generate meaningful conclusions. The chapter is organized around answering the three sub-questions and one main question we have set for ourselves in the beginning of the research.

5.1. Does Social CRM have an effect on customer service and customer loyalty?

With our theoretical framework set in place, we sought to answer the question, “How does Social CRM have an effect on customer service and customer loyalty?” To answer this question, we first decided to take a course of action that would lead to the best ways to collect information on the subject. Our rationale was that in order to best answer this question, we needed to find as much information on the subject from as many different perspectives as possible. Based on this early rationale, we decided that a method of triangulation was needed in order to undertake our research. Using the method of triangulation, we built a solid framework from an academic point of view, the customer’s point of view, and finally by observing the interactions taking place in a Web 2.0 setting.

One major effect we found was that social media increased the level of efficiency of customer service. During our literature review, we learned that traditional CRM systems often measured efficiency based on the expectations of the management, rather than focusing on the expectations of the customers (Greenberg, 2010). Additionally, we found that although traditional CRM is designed on the premise to ‘manage relationships,’ and is used in the context of technology solutions, CRM has various shortcomings in regards to customer service and customer loyalty. We found that when social media was integrated into traditional CRM processes, a more customer-centric approach was taken, and efficiency was increased. According to our survey results, 64 percent of the respondents stated that they felt social media to be the most efficient customer service channel, while telephone was found to be the 2nd most efficient with 20 percent, and lastly email with 16 percent. In our interview with Jacob Cook from JetBlue Airways, he added to this sentiment by declaring that efficiency is one of the main advantages of incorporating Social Media into existing CRM platforms. He stated:

“With Social CRM you have more information about a customer and can provide a more efficient and better overall experience.”

As a result of our netnographic research, we found that the average response time on Twitter was only 10 minutes and 55 seconds for JetBlue Airways to respond to a customer. This is of importance as we have discussed in our theoretical framework, call-centers often do not take a customer-centric approach towards resolving customer problems. According to Greenberg (2010), routing errors, and substandard customer data access, and poor knowledge management capabilities were all leading reasons why customers felt traditional customer service channels wouldn't solve their problems and felt an overall aversion to call centers. Additionally, we asked our survey respondents why they had chosen to a social media channel as a means to contact JetBlue, and 56% responded that a fast response time was the primary reason. These are significant observation, as we have previously found that traditional communication channels have often been characterized as being inefficient.

Furthermore, we found that in order for this increased efficiency to occur, it is essential for companies to have the right tools and systems in place for proper information management. Jacob Cook of JetBlue informed us that each conversation with customers is tracked so that JetBlue Airways can use the information at a later time and cross-reference it with other internal systems. He continued to say that JetBlue Airways currently has several systems in place to accurately respond to customers in an effective way, and although they don't currently have a central CRM system in place, they use several in tandem. He stated:

“We have several applications that work as CRM. They provide us data and background on customers. We use Social Engage for social media engagement. We use a tool named KANA for email engagement. We use SABRE for our customer service system. We use Comarch for our customer loyalty program and we maintain several other internal databases. We can pull information from any of the systems to better understand our customers. Our tool that is underdevelopment would help pull all data into one system.”

We found that this increased level of efficiency on customer service had a direct impact on customer loyalty, as well. When companies are able to increase their customer service efforts such as improving efficiency, this creates a positive pull factor with the customer elsewhere (Walsh and Godfrey, 2000). This positive pull factor can therefore create a sense of familiarity and commitment, which gives the customer little reason to shop elsewhere (Walsh and Godfrey, 2000).

We found that to increase loyalty was by to creating a personalized customer experience for the customer. According to our literature review, when companies are able to foster personalized experiences, customers are more likely to engage and share personal information and have a heightened sense of trust with the company (Reichheld and Schefter, 2000). When planning our netnographic research, we set out to learn how JetBlue were able to encourage a high level of engagement with their customers on their social media channels. We found that one thing JetBlue did was take the tone of an individual more often than that of a company. We found that out of the 502 exchanges with customers, JetBlue had a friendly attitude 306 times, and a personal attitude a total of 168 times. In our survey, we asked respondents why they had chosen social media as a means to contact JetBlue. 48% of our respondents said they chosen social media as a channel because their question or comment was minor. Additionally, 48% of our survey applicants stated that the reason they used social media to contact JetBlue was because they found it to be a fun experience. This corroborates the data we've collected in our netnographic research, in which we found that out of the 502 tweets we collected, 174 were considered general comments that customers used to engage with the brand. During our interview with Jacob Cook, he discussed the effect that listening had on customer loyalty. He stated:

“Social Media offers up real-time spontaneous unsolicited information. Customers can share freely, for example, they can talk about us rather than to us but we can easily gather that info. It is unfiltered feedback which is pretty unique. We use the feedback from customers to make adjustment in operations or onboard products. The info we get from social media is just one piece of the voice of the customers. We try to use all channels to hear the voice of our customers and then adjust to their needs & wants.”

5.2. What are the benefits for companies of using Social CRM?

We know that the main benefit a company wants is to make profit today, but also in the future. And the customers are the people who purchase those products and ultimately realize the profit. Therefore, managing the relationship with the customer in the long-term is of utmost importance for the benefit of the company (Kotler and Armstrong, 2012). And that is exactly the goal of Customer Relationship Management – to manage the relationship with the customers with the aim to retain them for long time. Turn those customers into loyal buyers who advocate the service to their network of acquaintances.

The benefits of loyal customers are that they would buy more today and in the future, are ready to pay for premium prices, have the company as their first choice of option and recommend through word-of-mouth to their family and friends (Harris and Goode, 2004). But in order for the customer to become loyal they first need to be satisfied with the service of the company. This means that the quality of the service has to be perceived as valuable by them. And perceived value depends on exceeding the expectations that customers have for the quality of the service (Kotler and Armstrong, 2012). Therefore, it is not enough to simply satisfy their expectation but go beyond them and delight them. Only customer delight brings loyalty. And this is exactly how service excellence is measured by the company's "desire to go above and beyond to delight the customer" (Gilbert-Jamison, 2005). Furthermore, delighted customers are more likely to stay loyal to the company instead of switching to the service of their competitors (Lovelock and Wright, 2002).

But how can you delight the customer and exceed his expectations? You have to know what he needs, wants and expects (Kotler and Armstrong, 2012). And here is where CRM systems come to help in managing the relationship – they gather information about the customer and each encounter and purchase he has with the company into a common database that can be used to understand the customer better, generate insights about him and feedback on the service quality in order to improve it (Knox, 2003).

However, despite the benefits it has, companies have been struggling to implement CRM successfully because they perceive CRM simply as a software program that will help them build those successful relationships with their customers (Rigby et al., 2002). But CRM starts with a good company customer strategy. All the business processes and service quality have to build in the best interest of the customer. If that has not been clarified in the strategy and culture of the company, CRM will not be successful (Knox, 2003).

Once this type of customer strategy and culture is established within the company, it can start to build the relationship with the customers by trying to win them, retain them and convert them into loyal advocates (Kotler and Armstrong, 2012). In this sense, we have found with the help of the interview and netnography that JetBlue already has built a successful customer-centric strategy and culture. This is evident in their Vision: "Inspire Humanity", in their core values: "*Safety, Caring, Integrity, Fun and Passion*" and according to Cook in their corporate culture that: "*inspiring humanity and that doing the right thing for the customers is a central part of company belief system*".

The most important point is that JetBlue not only has this strategy and culture in place but manages to present that same image to its customers by the way they respond in Twitter. We have found out that in Twitter, JetBlue behaves as a regular human being with a personal and friendly tone of voice. Moreover, they show that they care, appreciate and are thankful for having each person as their customer and that their opinion matter. Finally, they manage to engage the customer in a dialogue by giving relevant, fun and witty responses to the tweets of their customers.

As discussed in previous sections, Social CRM is actually a blend between “traditional” CRM and social media practices (Mohan et al., 2008). It helps companies build and strengthen their customer relationships with the use of the social media channels. More specifically we have investigating how Twitter as social media channel can be used to enhance their customer service in order to benefit the company in the long run.

One of the main benefits we have found is the ability of JetBlue to have instant feedback and efficiently from customers in Twitter. Such feedback can be used to improve the service quality they have or to indicate potential problematic areas that need to be address in terms of customer preferences (Screenivasan, 2012). This helps the company to ultimately learn from the mistakes and opinion of their customer. Thus the company insures high consistent service quality in the future through this continuous process of improvement (Gilbert-Jamison, 2005).

Another benefit is that by engaging with the customer in a dialogue companies are able to gather very good customer insight into their wants, needs and desires (Greenberg, 2010). And having the correct customer insight helps companies build competitive advantage over rival companies (Kotler and Armstrong, 2012). JetBlue in this sense repeatedly in almost every conversation they have with the customer on Twitter try to engage him in a dialogue. They do that by inquiring about the topic at hand more and by providing relevant, funny and witty responses. Furthermore, they listen actively for customer’s personal conversations with their friends in order to gain insight into their preferences, desires and needs. This information is quite “personal” in the sense of the preferences of the customer in terms of his hobbies, life-styles, what he likes and dislikes (Mosadegh and Behboudi, 2011). Such information would be very difficult to acquire through the traditional feedback channels because some customers view such customer relationship efforts as intrusive. Therefore, it is a new aim of companies to do marketing by attraction, involving the customer instead of intruding and interruption him (Kotler and Armstrong, 2012).

The third key benefit is the publicity the Twitter channel presents them. On the negative side, such higher visibility puts the customer in more control over the relationship, which might bring potential problems that can quickly blow out of proportions. If handled well (react to a bad situation quickly, solve and contain it), however, those instances instead of creating a bad image for the company, will create an image that the company cares and solves the issues fast leading to customer recovery and positive word-of-mouth (Kotler and Armstrong, 2012; Lovelock and Wright, 2002). Because issues especially in the service industry could be many due to the fact that the service industry and especially the airline one have many instances where the customer meets the company and many unexpected events could happen due to the presence of many different personnel involved. Therefore, the standardization and consistency of the service is difficult to attain each time (Lovelock and Wright, 2002).

On the positive side, the publicity coming from positive comments is something that has not been possible in such proportions before. A tweet can be seen by all the people in the network of the person, as well as anyone else looking for information (Sankaranarayanan et al., 2009; Savage, 2011). Thus it creates a positive word-of-mouth and pulls customers who are contemplating and looking for advice from their networks. As seen from JetBlue Tweets 29 (90) and 1 (41), two people who are potential customers ask for advice on which carrier to choose from. JetBlue's immediate interjection won one customer and potentially influenced the opinion of the other.

5.3. What are the characteristics of using Social CRM to conduct customer service?

When we began our research our rationale for the topic was that when companies used social media to influence customer service and customer loyalty, the outcome would be different than other traditional methods, but how? We sought to answer this question by researching the existing theories as well as exploring and collecting data on the various ways social media is used by companies today. When analyzing the data we had collected from our empirical data we found that there were certain characteristics of customer service that were always present when social media was used as a customer service channel.

Our empirical evidence uncovered how companies can utilize Social CRM in regards to customer service activities by increasing the level of engagement with the consumer. We observed an increased level of engagement based on our survey research, which gave us a better understanding of how engagement is improved when Social CRM is used for customer service. In the results

gathered from our survey, we found that 48% of our respondents that had engaged with JetBlue via Twitter, had chosen to do so because of the question or comment was regarded as being minor. This is significant finding, as these interactions based on minor issues can lead to a much greater level of customer insight. As previously mentioned by Shimp (2009), Social CRM creates a two-way dialogue, with the important shift being that customers have ownership of the conversation instead of the firm. Mosadegh and Behboudi (2011) share this view by adding that this increased customer insight is invaluable as it can be harnessed to improve brand sentiment, identify the most influential customers, and drive product development. Jacob Cook of JetBlue added to this by stating that with the increased amount of information, a more personalized and efficient experience can be given.

In our literary review, we collected and researched the existing theories of how customer service was handled by organizations when using traditional CRM methods. Our research uncovered that traditional CRM methods were used primarily to automate the functions related to customer service, and support customers on the basis of information from the central CRM database (Torggler, 2009). Although this made the management of customers a less arduous task, it did not have the capabilities to properly engage and enter into a meaningful dialogue with existing and new customers. In regards to Social CRM, we found that the adaption of social media systems into traditional CRM practices provided more channels or customer touchpoints in which customers could interact with companies, but a significant lack of information still remains on how to utilize these new channels in an effective way.

We found that in order for companies to properly engage with the customer, the company must take a customer-centric approach in order to achieve a high level of engagement. This required using metrics based on measuring the level of success with the customer, not the efficiency of the customer service representative. We observed from our interviews that companies today should maintain a criterion that ensures that they are engaging their customers properly in order to give them the best possible level of customer service. For example, in our interview with Jacob Cook of JetBlue, he stated that engaging with the customer is one of the most important focus areas for the company. JetBlue has gone so far as to creating a protocol for their social media activities that serves to assist them in consistently engaging their customer in a meaningful dialogue. According to Jacob Cook, they make sure that all of their responses first demonstrate core JetBlue Values such as Safety, Caring, Integrity, Fun, and Passion. From there onward, JetBlue takes an engaging tone, ensure they answer the question, and are personal and thankful towards the customer. Before they

respond to any customer service inquiry via social media, they ask themselves several questions to ensure that they are able to answer the question properly. Jacob Cook stated:

“When we receive a message through Social Media we ask our crewmembers to do their homework. Has this person messaged before? If yes, what was said in the conversation history? What do we know about the customer and their current situation? What is the state of their flight or the operation surrounding them? Maintaining situational awareness is a crucial part in responding. “

Furthermore, we found in our netnographic research that the high level of customer engagement that customers experienced with JetBlue was due to the attitude took JetBlue towards each individual interaction. Our research revealed that when interacting with customers, JetBlue often included several keywords that were considered to be friendly and personal more than anything else. For example, our netnographic research found that of the 502 tweets we analyzed during a four-day period, 306 of the comments were considered friendly, and 168 were considered personal based on our criteria. In our analysis, we found several patterns that formulated the attitude that JetBlue took when interacting with their customers on Twitter. Firstly, we found that JetBlue used several different keywords such as “love”, “enjoy”, “great” and “happy” that gave each interaction a personal individualized tone. When this particular verbiage is used, it gives the company the attributes of a real person and in some cases, even a friend. This is critical as the corporate approach often leads to impersonal interactions with customers, which lowers the level of satisfaction and overall customer experience. Secondly, we revealed a theme of care, appreciation and help was central to all interactions that were categorized as being negative in nature. When negative comments were received, JetBlue often took an empathetic tone, and tried their best to resolve the problem by giving additional information, explaining procedures, or posting links for additional information.

In addition, we found that one manner in which JetBlue gave their customers a more customer-centric and authentic customer service experience was by mirroring the tone of the conversation with the customer. The importance of mirroring lies in the way it is able to convey a sense of empathy with the customer and the situation they are experiencing. The major difference between this type of engagement and others similar is the level of personification that JetBlue conveys to their customers in these instances. As we previously mentioned, traditional points-of-contact such as telephone were not focused on customers individual needs, but rather focused on the needs of the company. We found that other traditional customer service channels such as telephone and email have a difficult time personalizing and therefore demonstrating care for the customer.

Lastly, we found that an underlying theme of passion, fun and wit was central to properly engaging with the customer. We found that when companies interjected passion, fun and wit into their exchanges with the customer, the customer was entertained and engaged in further dialogue with the company. The results of our survey demonstrated the results of this activity, as 48% of our respondents stated the reason they had chosen to contact JetBlue because it was simply fun for them. This increased customer involvement is an aim in which companies have strived to attain when incorporating social media into their existing CRM platforms.

5.4. Can customer service and customer loyalty be influenced by integrating Social Media Channels into existing Customer Relationship Management for companies? If yes, how?

Based on our empirical research and the above discussion on our three main sub-questions we can answer that yes integrating social media channels into CRM (Social CRM) influences customer service and loyalty. But then how does it influence it?

In this sense, using the specific characteristics of social media helps make the customer service experience for the customer better. Furthermore, it helps build successful relationships with the customers by engaging them in a dialogue. JetBlue specifically does exceptionally well in engaging the customer by inquiring about the topic at hand more and by providing relevant, funny and witty response on their comments. They use very personal and friendly when speaking to their customers using words like love, enjoy, great and happy. In this sense the company is not intruding to the customer but builds an image of being a real person and friend with which customers enjoy talking with. Furthermore, JetBlue shows much care, appreciation and help to its customers by mirroring their emotional responses and showing that their individual opinion matter to them.

The information emerging from those interactions is quite “personal” in the sense that it shows what the customers preferences are, their life-styles and what they like or dislike (Mosadegh and Behboudi, 2011). Such type of inside information would be very difficult to acquire through the traditional feedback channels because some customers view such customer relationship efforts as intrusive. Therefore, the social media helps companies gather customer insight information without intruding on the customer but by attracting their voluntary contribution of information (Kotler and Armstrong, 2012). As a result, those valuable customer insights help companies build competitive advantage over rival companies (Kotler and Armstrong, 2012).

Another specific benefit for the company from using social media into traditional CRM processes is the ability to get instant feedback on the services they provide being either positive or negative. Thus feedback received from both complaints and compliments is fed back to the company in order to improve the service quality further. As discussed in the service industry maintaining consistent service quality is very difficult due to the fact that there are many points of contacts between the company and the customer and many variables that could go wrong. Nevertheless, if those “bad” instances are handled in a proper way by listening and solving the problem quickly, it can turn a complaining customer back into a satisfied one. Such a customer recovery instances were observed in a couple of occasions in the observations of JetBlue Twitter communications.

Another characteristic of social media is transparency of the interactions to the public. Making Twitter publicity a core characteristic of social CRM. As already discussed such higher transparency puts the customer in more control over the relationship which might bring potential problems that can quickly blow out of proportions. If handled well, however, those instances instead of creating a bad image for the company, will create an image that the company cares and solves the issues fast leading to customer recovery and positive word-of-mouth (Kotler and Armstrong, 2012; Lovelock and Wright, 2002). A big advantage of publicity, on the other hand, is the high reach of the positive comments through word-of-mouth recommendations. A tweet can be seen by all the people in the network of the person, as well as anyone else looking for information (Sankaranarayanan et al., 2009; Savage, 2011). Thus it creates a positive word-of-mouth and pulls customers who are contemplating and looking for advice from their networks.

A major effect of social media on customer service is how it is more efficient and customer-centric by offering a highly personalized customer experience. Traditional communication channels have often been characterized as being inefficient. As we previously mentioned, call-centers often do not take a customer-centric approach towards resolving customer problems.

Furthermore, we found that in order for this increased efficiency to occur, it is essential for companies to have the proper tools in place. We found that one reason for increased efficiency was due to the personalized customer experience. When the experience is personalized, customers are more likely to engage and share information with companies and have a heightened sense of trust (Reichheld and Scheffer, 2000).

But how do all those characteristics of social CRM affect customer loyalty? Loyal customers as discussed above are not simply satisfied with the service, they need to be delighted with it (Gilbert-

Jamison, 2005). As observed in the empirical research JetBlue does that very well for their customers by being aware of their desires and preferences. And this customer insight was gathered as a direct result of the non-intrusive but engaging interactions with the customers. Thus their aim is to make customers want to engage more with them while feeling good about it.

They manage to do that by engaging in a friendly, personal, funny and witty conversation with each customer, showing them that they are important and their opinion matter. JetBlue makes their experience in interactions quite memorable in terms of being inspired by humanistic values of caring, helping, listening and entertainment.

In this sense those same delighted and entertained customers come back for more engagement with the company and if the service quality is maintained, they become loyal advocates for the company.

Chapter 6: Conclusions

In this chapter, we will summarize the conclusions that we came to in our previous chapter, as well as link our conclusion back to the original purpose of our thesis. As well as discuss what were the limitations of our research and possible areas of future research.

6.1. Summary of the Research Process and Results

The purpose of our study was to deepen our knowledge of how companies can harness the power of social media by utilizing Social CRM. We investigated how integrating social media channels into existing Customer Relationship Management platforms for companies can influence customer service and customer loyalty. This research study aimed to contribute to existing knowledge regarding CRM and Social CRM by offering a further understanding of the role social media can have in regards to customer service and customer loyalty.

We set with the aim to answer the question: *Can customer service and customer loyalty be influenced by integrating Social Media Channels into existing Customer Relationship Management for companies? If yes, how?*. In order to answer this question we set three additional sub-questions connected if integrating social media into CRM influences customer service and loyalty, what are the benefits for the companies and finally what are the characteristics of social CRM way of conducting customer service.

We did that by investigating a single unique case in the airline industry – JetBlue. The rationale for choosing this particular company is that it has a major social media presence and at the same time is continuously ranked high in customer satisfaction surveys. Our rationale was that we can test how they utilize the powers of social customer relationship management in order to maintain such a good relationship with their customers. Within this case study we used a mixed method of three data collection methods – interviews with company representatives, netnographic observations on the interactions that JetBlue has with its customers on Twitter and finally a survey with those same Twitter customers.

The interviews together with other company data and case studies was used to get insight into the views of the company on CRM, social media, customer service practices and customer loyalty. The netnographic observations helped us see if what the company thought was the right way to conduct customer service actually worked in practice in their real-time conversations with customers.

Finally, the survey helped us gain an insight into the way customers viewed JetBlue efforts on Social Media and their feelings towards their service, satisfaction, loyalty and future intentions in regards to flying with and recommending the company.

We collected results from two interviews, 502 Twitter interactions and 26 survey responses. The results show that in general customers have a positive attitude (59%) towards the company. Mostly, the company responds to them quickly (average 10:55min). Furthermore, the company tries to engage the customers with a friendly, personal tone of voice always inquiring more about a situation or comment they have, providing relevant funny and witty replies. It seems that this works good with the customers since the survey showed that they prefer social media to contact companies because they think it is fast (56%), simple (48%), fun (48%) and friendly communication (44%).

We argue that by utilizing social media channels, companies can influence customer service and customer loyalty in the following ways. Firstly, we believe that by utilizing social media, companies can expect to see increased loyalty as a result of increased efficiency. We believe that by taking a more customer-centric approach the experience of the customer can be enhanced.

We also argue that there are many benefits for companies to adapt social media into their existing CRM platforms. One major benefit that we uncovered is the access to new and rich customer insight and feedback that is available. The relevance of these finding lies in the value and potential that customer insight has for companies. Lastly, with improved customer insights, companies can make adjustments to products as well as listen to the customer and adjust to their needs and wants.

Additionally, we explained how increased transparency and publicity can have both an advantage and disadvantage for the company. If companies manage to turn a negative complaint of a customer into a positive experience (by listening, helping, solving the problem, empathizing and following up), the positive result would a recovered customer satisfied with the service. As for the benefits of positive compliment, it is obvious happy customer spread the good word to their network creating a positive image for the company.

Another interesting result that emerged from our empirical data and discussion is the customer engagement as a typical way to conduct the two-way dialogue with the customer. We observed that JetBlue engages the customer in a friendly, personal, funny and witty conversation with each customer, showing them that they are important and their opinion matter. Furthermore, JetBlue makes their experience in interactions quite memorable in terms of being inspired by humanistic

values of caring, helping, listening and entertainment. In this sense those same delighted and entertained customers come back for more engagement with the company and if the service quality is maintained, they become loyal advocates for the company. And exactly the delighted customers are the one that become loyal to the company and “fans” of the service.

Ultimately, JetBlue case study results show that in order for a company to be able to explore the benefits of integrating Social Media into Customer Relationship Management systems, it has to first have its culture, core values, attitudes and employees strategies aligned in the best interest for the customer. Without this base of customer-centric culture, strategy and values all the efforts a company puts in improving its customer service and loyalty will be in vain.

We argue that we have fulfilled our original objectives by exploring how Social CRM can influence customer service and customer loyalty by researching a perspective in the airline industry.

6.2. Research Limitations

Firstly, the research has been limited to the subject areas of customer service and customer loyalty from a Social CRM perspective due to limited time and resources. Given the time frame of this study, the other central areas of Social CRM will not be discussed. These areas are customer strategy building, incorporating Social CRM into existing company process and employee influence on the relationship with the customer.

Secondly, the research was performed on a single airline company that is doing exceptionally well in terms of customer satisfaction. The results although limited from a single company perspective could be used to test the relationship between social CRM and customer loyalty and service in other airline companies or other industries as a whole.

Thirdly, only the Twitter social media channel was used in this research. As discussed in the netnography section this was done on the pre-observation that JetBlue’s Twitter account is rich in customer generated data and the interactions and activities going on there between the company and its customers are substantial.

6.3. Future Research

Since this study aimed at broadening the current existing knowledge on Social CRM, we suggest that further research could be aimed at how social media can be used to improve other traditional areas of Customer Relationship Management. We feel that interesting topics could include areas such as

Analytical CRM. We feel that organizations can continue to deeply analyze customer data from social networks to better understand customer behavior.

Additionally, we feel that another area of future research could focus on could be test what is the role of the employees in forming successful relationships with the customers through the social media channels.

Furthermore, in future other social media channels like Facebook can be used to test if the same results in regards to the connection between social CRM and customer loyalty and service will be found there as well.

The findings could be used, in another way, to test the relationship between social CRM and customer loyalty and service in other airline companies or other types of industries like manufacturing companies or retailers to see if the same connections apply there as well.

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Appendix I: Email send to Interview Respondents

Dear [Insert Name],

My name is Dessy and I'm writing you because I am writing my **master thesis** at Lund University in Sweden about **Social CRM in the Airline industry**, and would like to ask for your help. If it's possible, my thesis partner and I would like to have a **quick interview** with you regarding your current role of Supervisor of Social Media and Recovery Specialist Teams at [Insert Company Name] on the topics of Social Media, Customer Relationship Management and Customer Loyalty.

I assume that you are probably quite busy but the interview **shouldn't take more than 20-30 minutes** and can be done over Skype or the telephone.

The reason we have chosen [Insert Company Name] is because it has consistently been ranked highly for customer service in various studies and polls, and our main goal in our research is to learn more about how social media can be used effectively in the airline industry and if it can be incorporated into the current customer relationship management systems of the companies.

So, perhaps you're wondering what are the benefits of helping us? Here are a few reasons:

- We will send you a physical copy of the finished thesis as a memento, which will include important practical information.
- The thesis will be published and [Insert Company Name] will gain good publicity as an excellent industry leader in regards to Social Media and Customer Relationship Management.
- You'd be helping two Masters Students, whom would be very grateful for your time.

If you'd like to participate or have other questions, you can respond directly to this email. The date and time can be flexible, although we'd like to have the interviews completed **by the 10th of May**. Below you will find links to our respective LinkedIn accounts to learn more about us.

Looking forward to hearing from you and would really appreciate your help.

Kind regards,

Dessy Halova

<http://www.linkedin.com/pub/dessy-halova/22/681/670>

Raymond Menne

<http://www.linkedin.com/pub/raymond-menne/6/208/263>

Appendix II: Interview Guide

Interviewee Information

1. What is your name?
2. What is your position at JetBlue? What is your main role and responsibilities?
3. How many years have you working for the company?
4. What is your professional background?

Company Profile/Culture

5. How would you define the culture at JetBlue? Is it very customer-centric?
6. What are the company values, mission and vision?
7. How are new personnel for customer service recruited? Do they go through special training?

Customer Service Management (CRM) and Customer Loyalty

8. How do you define customer loyalty? Do you think there is a connection between it and successful CRM?
9. How important is customer service in the company?
10. What CRM systems do you have?
11. Do you integrate CRM and social media?

Social CRM

Social CRM is a term that describes the combined efforts to incorporate social media channels into the traditional customer relationship management systems and rules in order to enhance customer experience and create customer loyalty.

12. How do you define Social Media?
13. What social media channels does your company use?
14. How do you benchmark whether your social CRM efforts are effective? How are interactions with customers using a social platform benchmarked?
15. Besides customer service, how is your company utilizing social media and CRM?

16. What is the overall goal when using social media to address customer problems?
17. What are the benefits of using social media that traditional CRM methods don't have?
18. How is customer service handled differently through social media channels than the traditional platforms like call centers and email communications?
19. What are the primary challenges and barriers that exist when adapting a Social Media into the existing CRM systems?
20. What are the main advantages and disadvantages of incorporating Social CRM into existing CRM platforms?
21. How much focus is placed on trying to engage the customer?
22. When interacting with customers, how important is it to include a human element into the exchange?
23. What protocol is needed to use Social CRM in an effective manner?

Appendix III: Netnographic Tweet Coding

Date	Time	Response Time	Response Span	Male/Female	Attitude (pos/neg/neu)	Tone of the response (relax, angry, official, personal, professional, friendly)	Cus Response Back	Cus Resp Back Attitude	General Topic	Other Comments	Screenshot Number
30-Apr	4:29 AM	4:38 AM	0:09:00	female	positive	personal; engaging	No	n/a	Airplane magazine article		1
30-Apr	4:23 AM	4:29 AM	0:06:00	male	positive	personal; friendly	Yes	thanks	Ask for advice on sight seeing		2
30-Apr	2:49 AM	3:05 AM	0:16:00	female	positive	personal; friendly; show their extra effort	Yes	gratitude; loyalty	Fly a cat for free	A cat has traveled 1300miles on a plane	3
30-Apr	2:31 AM	2:39 AM	0:08:00	female	neutral; problem	helpful; compasionate;	No	n/a	Southwest website problem	Cus Service Rep will contact her	4

Appendix IV: Questionnaire

Social Media Customer Service Survey

1. What is your gender?

- Female
- Male

2. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older

3. Which one of these customer service channels do you find the most trustworthy?

- Telephone
- Email
- Social Media

4. Which of the following customer services channel do you find to be the most efficient?

- Telephone
- Email
- Social Media

Other (please specify)

5. Why have you chosen to use social media as a means to contact Virgin Atlantic?

- Simplicity
- Fast Response Time
- Fun
- Friendlier Communication
- Interaction with others
- Question/Comment was minor
- Transparency of the communication

Other (please specify)

6. How important is it to you that companies have an active social media channel?

Not important	Somewhat important	Neutral	Important	Very important
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree)

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A
I consider my general experience with Virgin customer service positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that my concerns/questions will be handled quickly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that my concerns/questions will be handled in my best interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree)

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A
Generally Virgin responds to my question/complaint fast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust that Virgin social media team will help me solve my issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My issues was resolved as promised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received the needed attention to my issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was handled with empathy from the social media team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree)

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A
My general feelings towards Virgin service are positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good about coming to Virgin social media channel with the issues I have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with Virgin and the service they provide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel confident that contacting Virgin through their social media channels will help me solve my problem quickly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please rate how often did you do the following in the past 1 year on scale of 1 (never) to 7 (frequently)?

	Never	Almost never	Rarely	Sometimes	Often	Usually	Frequently	N/A
Mentioned to others that you fly with Virgin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spoke positively about Virgin customer service personnel to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommended Virgin to family and close friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spoke positively about Virgin in general	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommended Virgin to acquaintances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

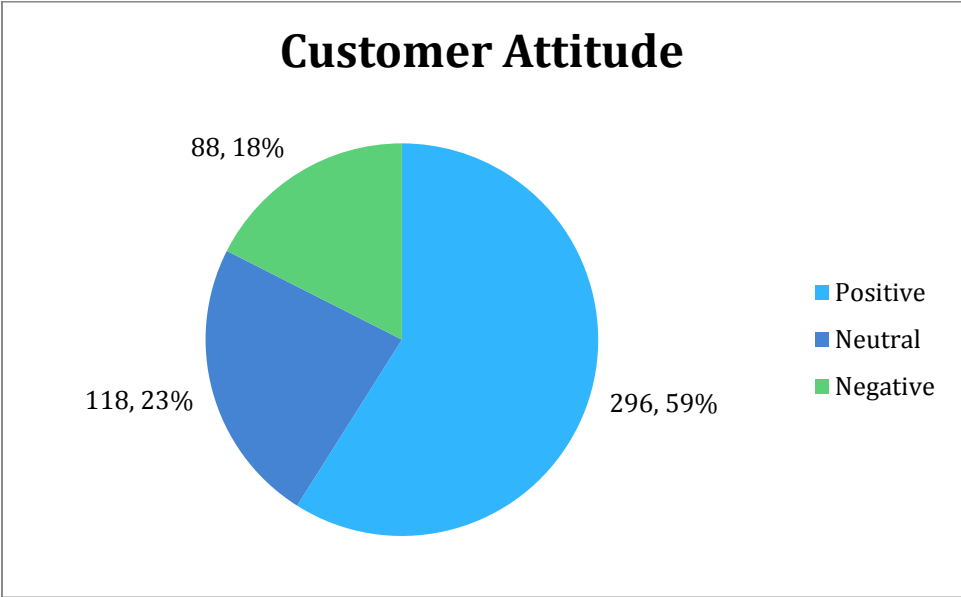
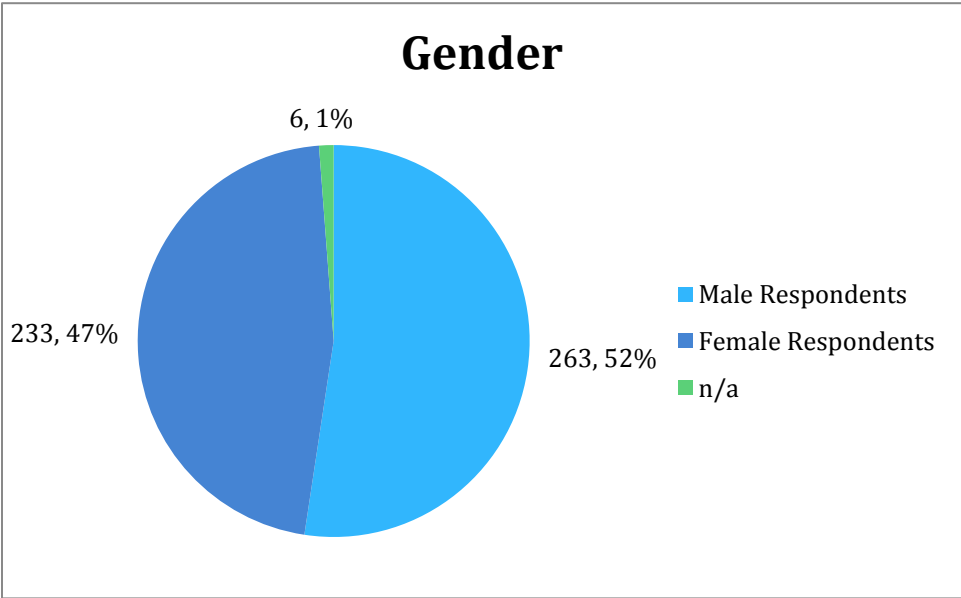
11. How likely on a scale from 1-7 are you to do the following? (1 Not likely at all - 7 Absolutely Likely)

	Not at all likely	Somewhat not likely	Slightly likely	Moderately likely	Somewhat very likely	Very likely	Absolutely likely	N/A
Make positive comments about Virgin to other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommend Virgin to someone who ask your advice on flight options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage family and friends to fly with Virgin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consider Virgin the first choice to fly with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fly with Virgin more in the next few years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

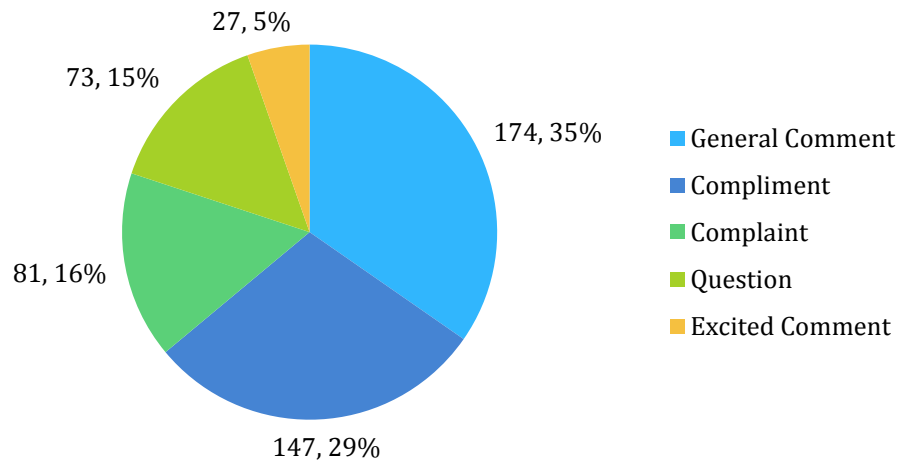
Done



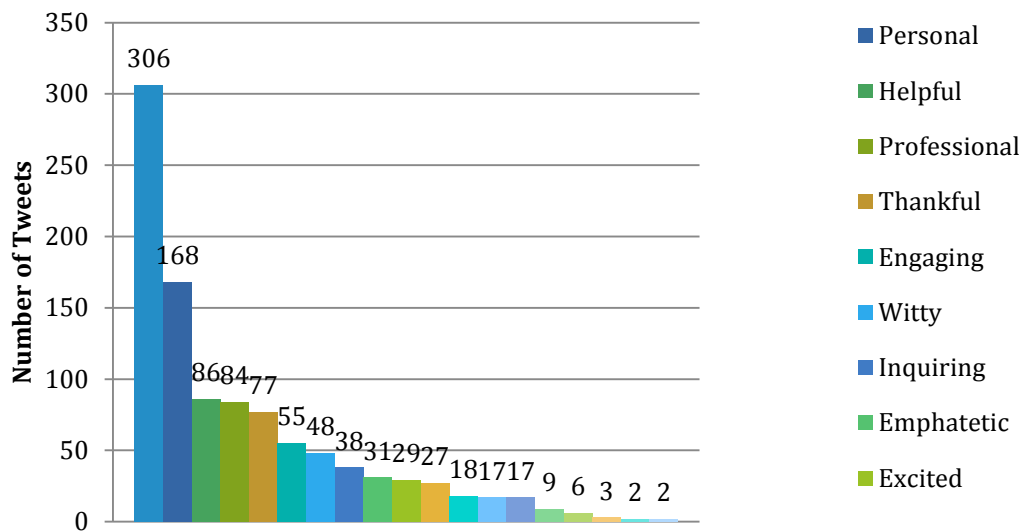
Appendix V: Twitter Results in Graphs



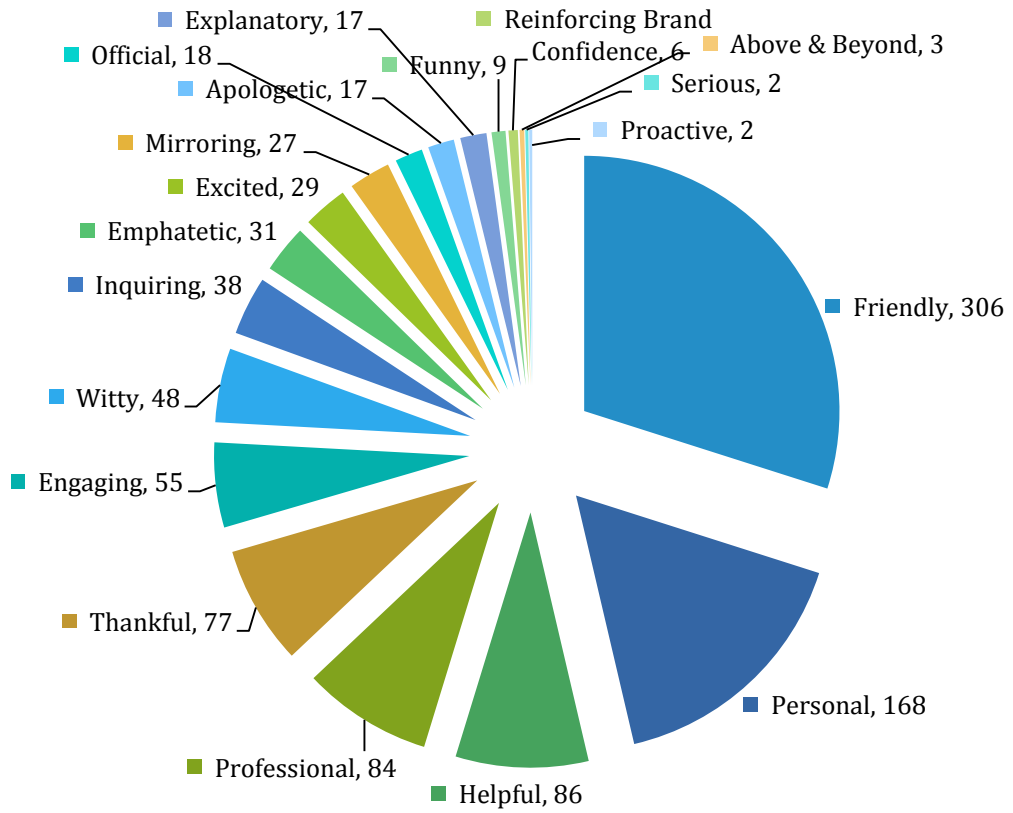
Type of Communication



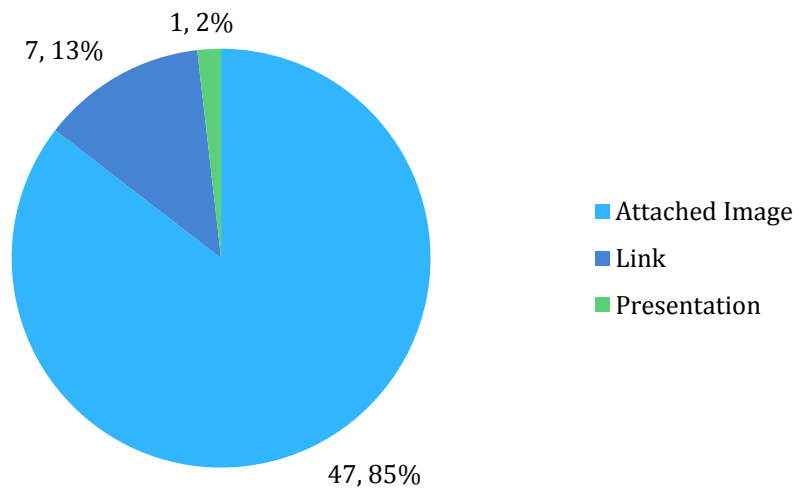
JetBlue Crew Attitude



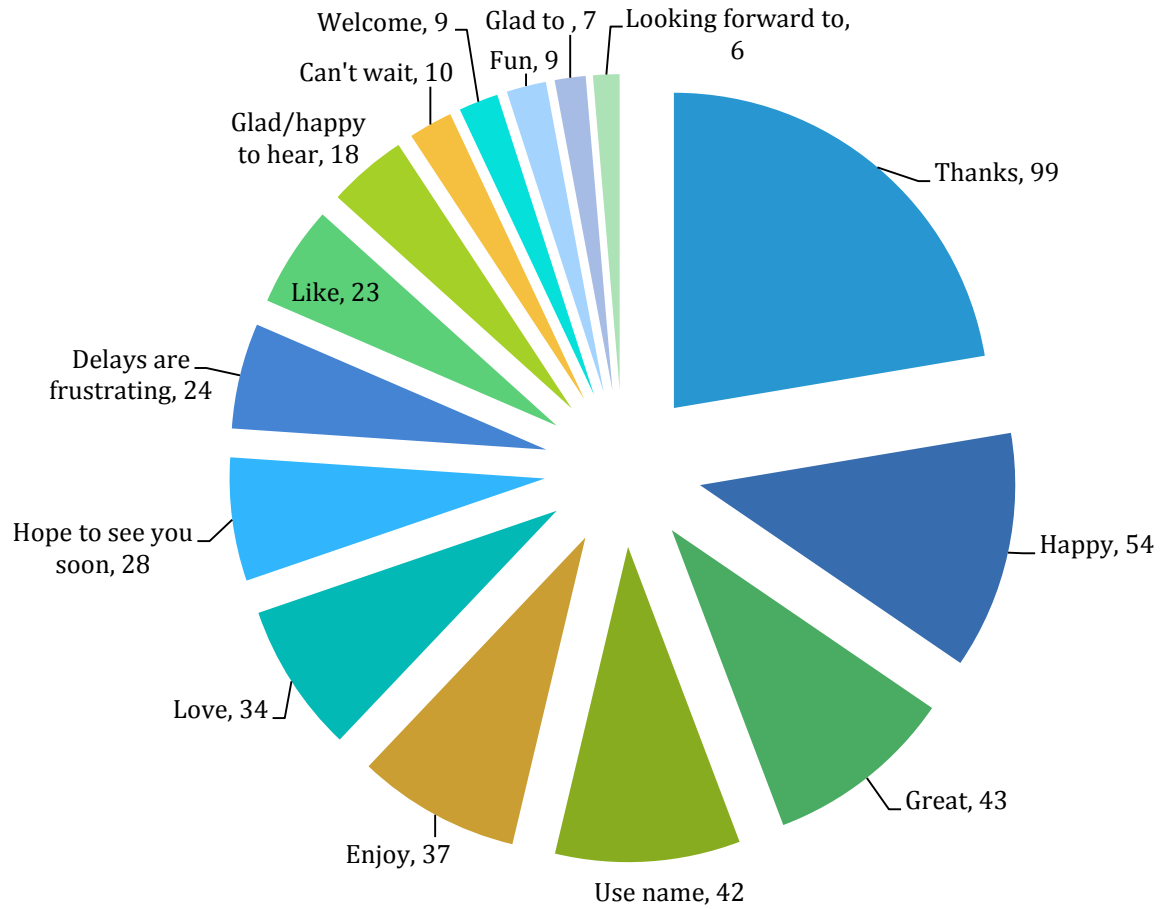
JetBlue Crew Attitude



Multimedia Usage

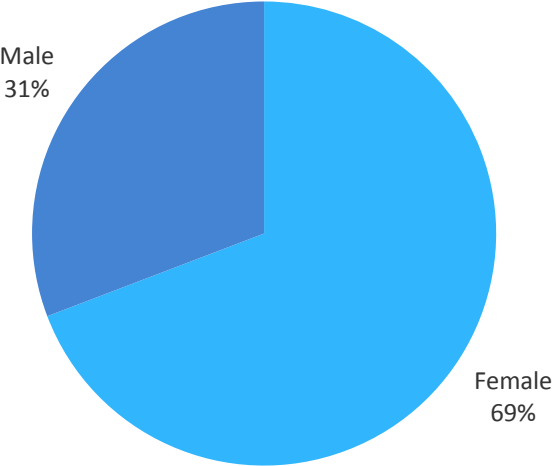


Key Words used by JetBlue

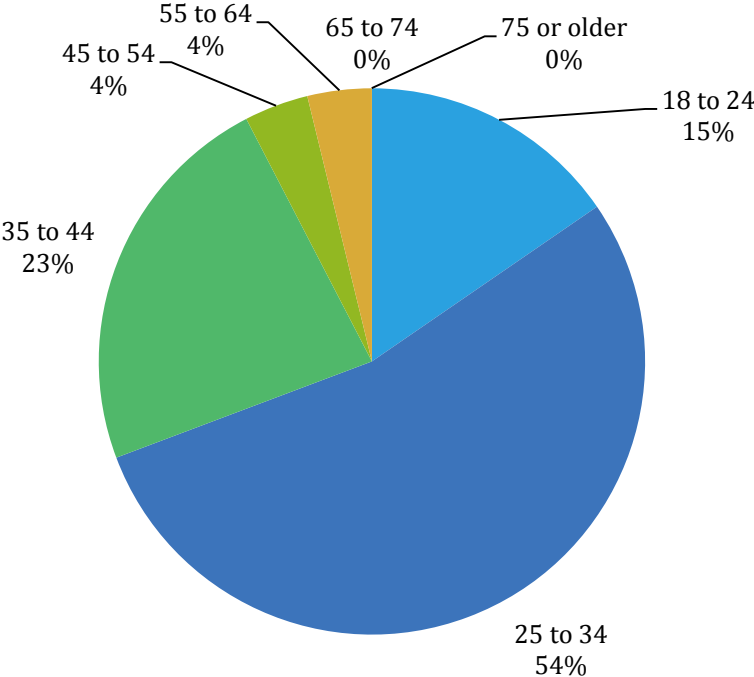


Appendix VI: Survey Results in Graphs

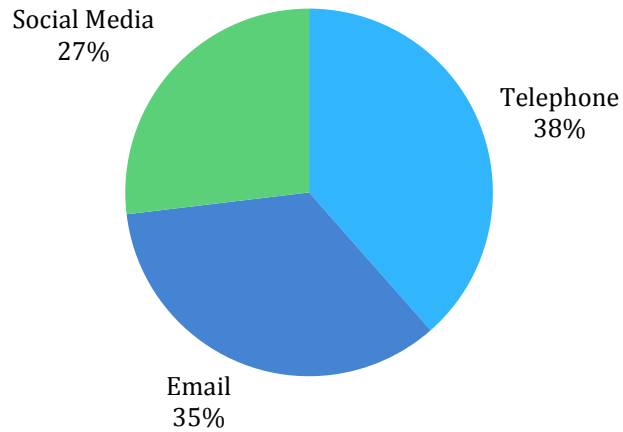
Q1: What is your gender?



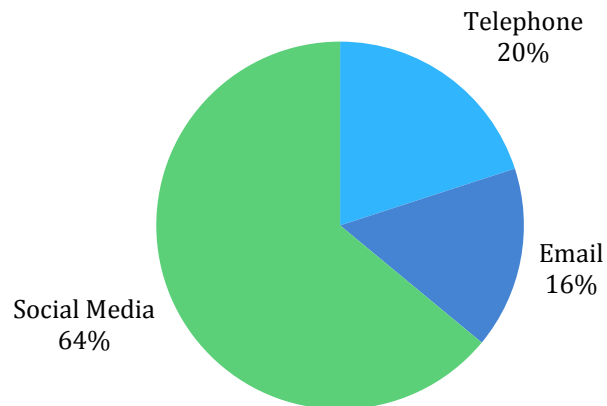
Q2: What is your age?



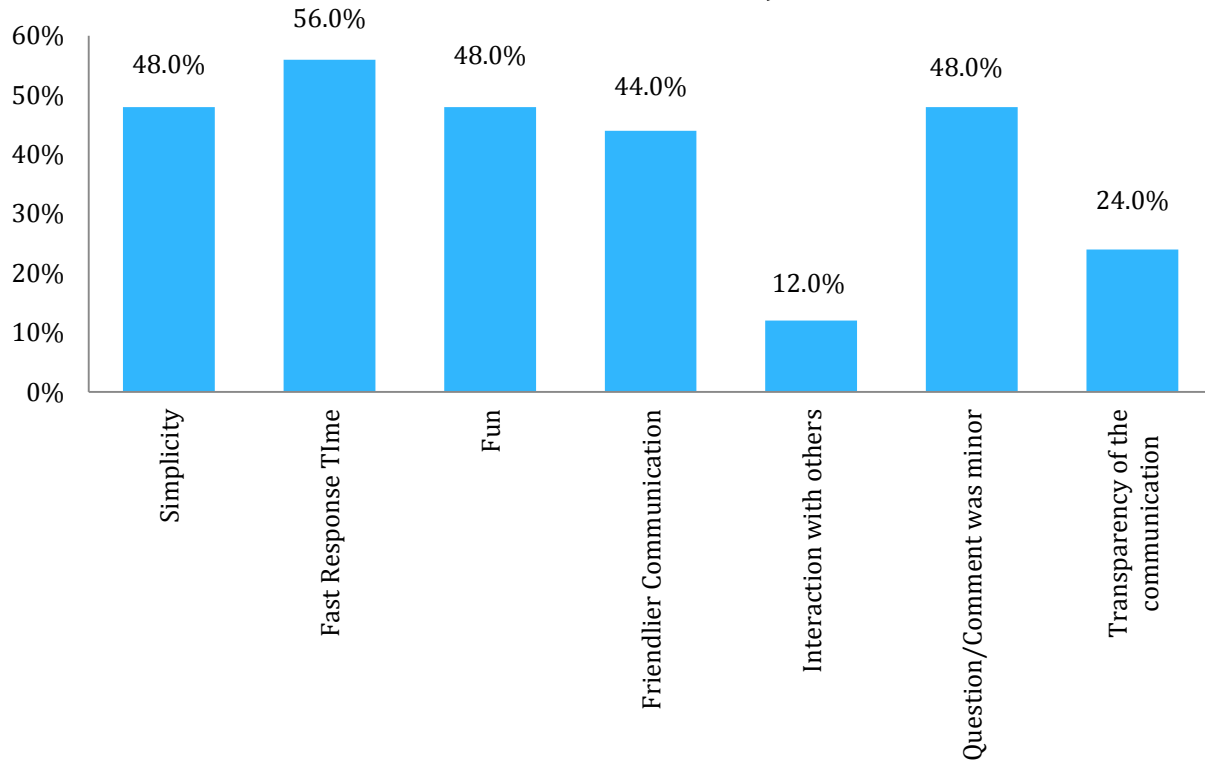
Q3: Which one of these customer service channels do you find the most trustworthy?



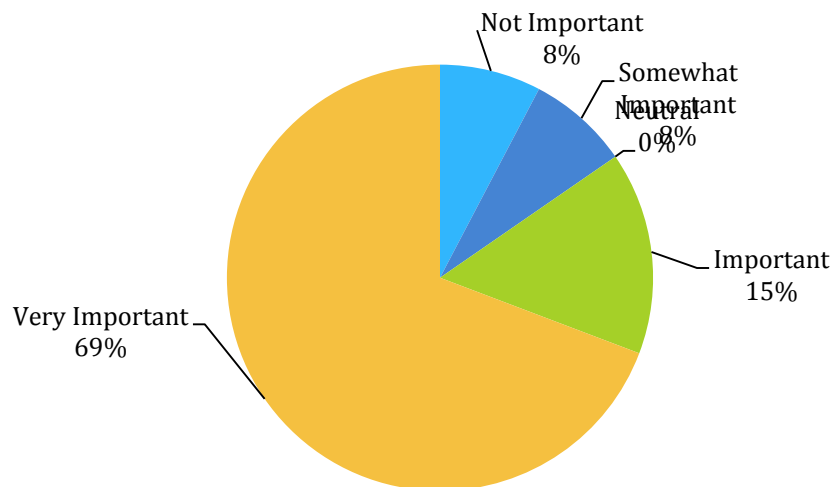
Q4: Which of the following customer services channel do you find to be the most efficient?



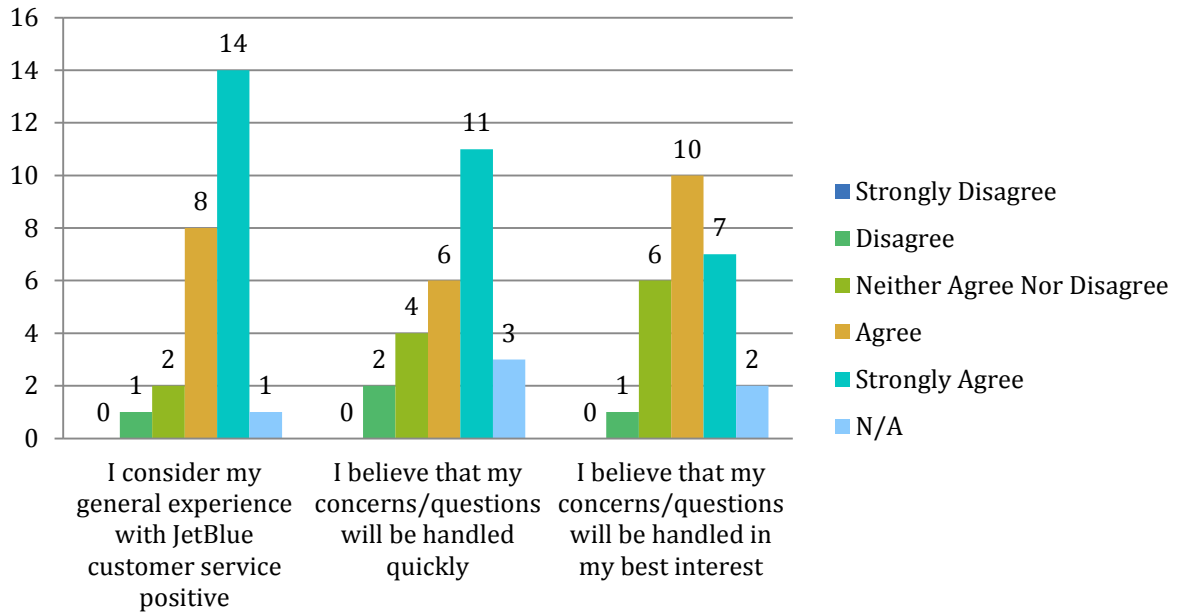
Q5: Why have you chosen to use social media as a means to contact JetBlue?



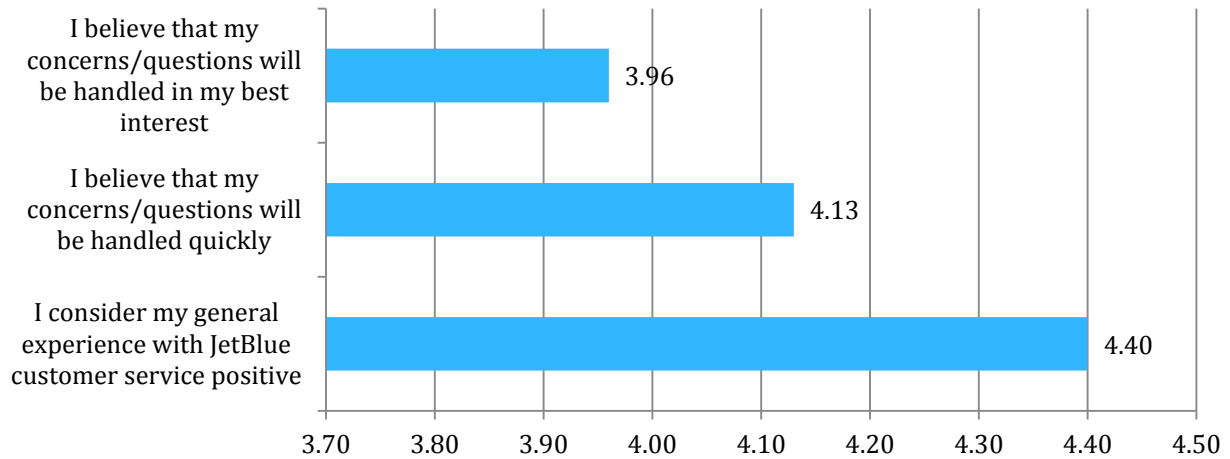
Q6: How important is it to you that companies have an active social media channel?



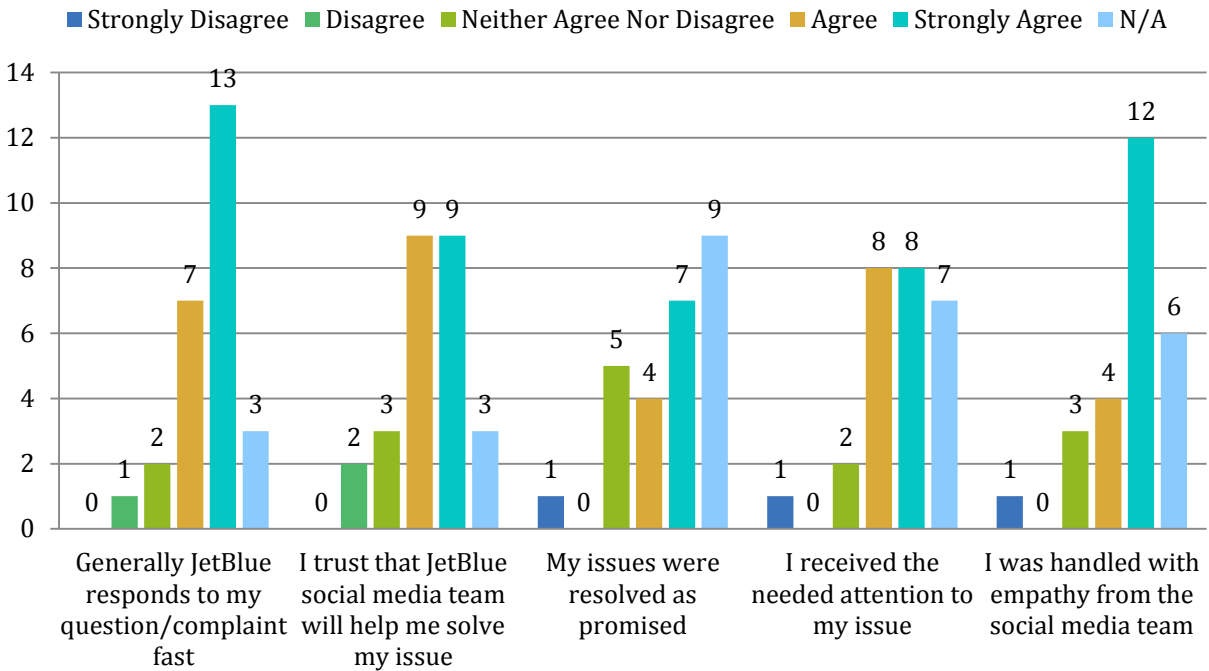
Q7: Customer Experience & Service



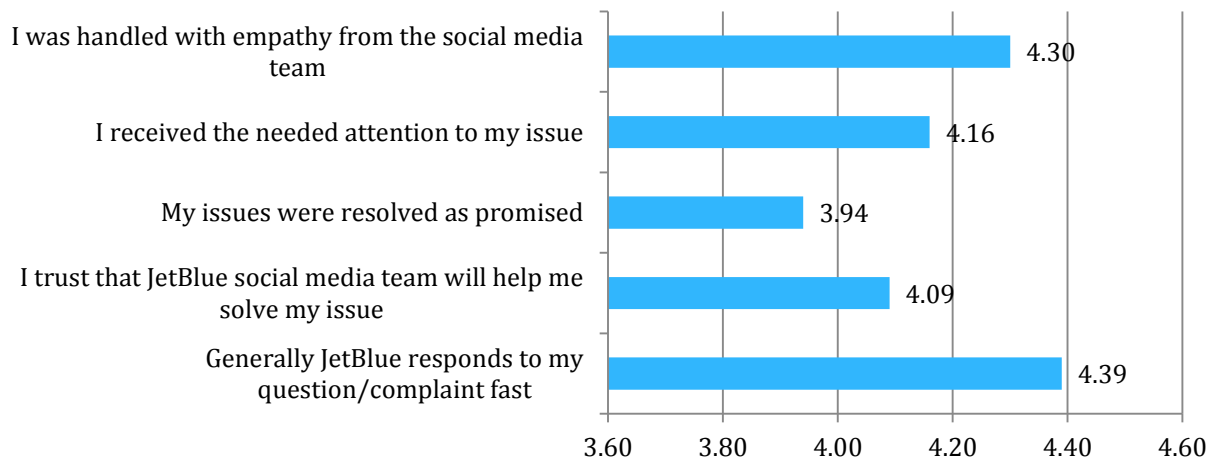
Q7: Customer Experience & Service



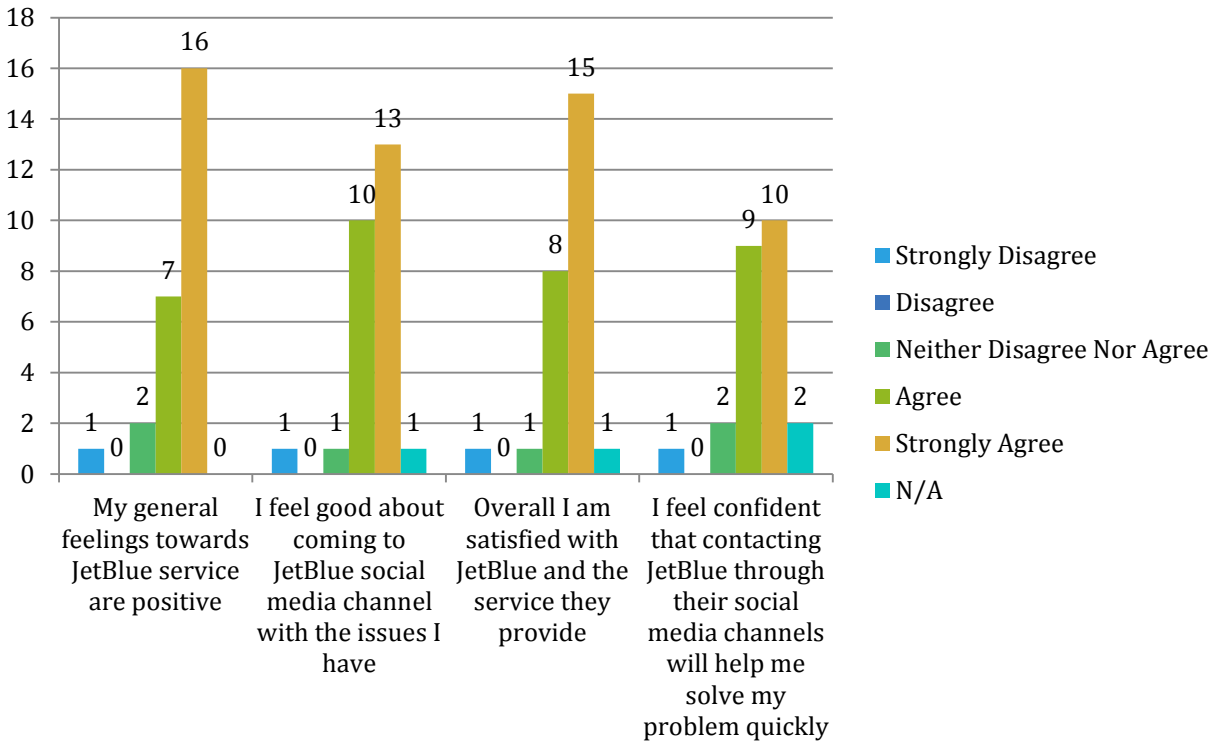
Q8: Service Quality



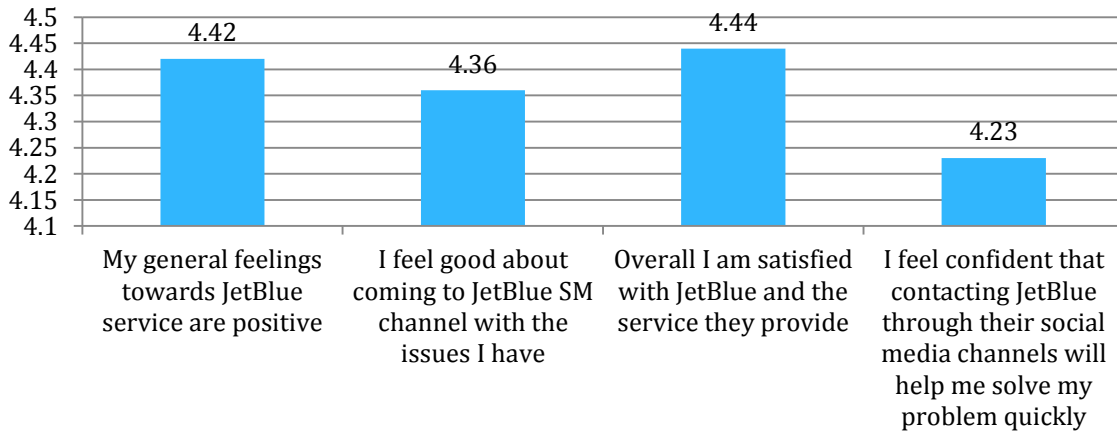
Q8: Service Quality



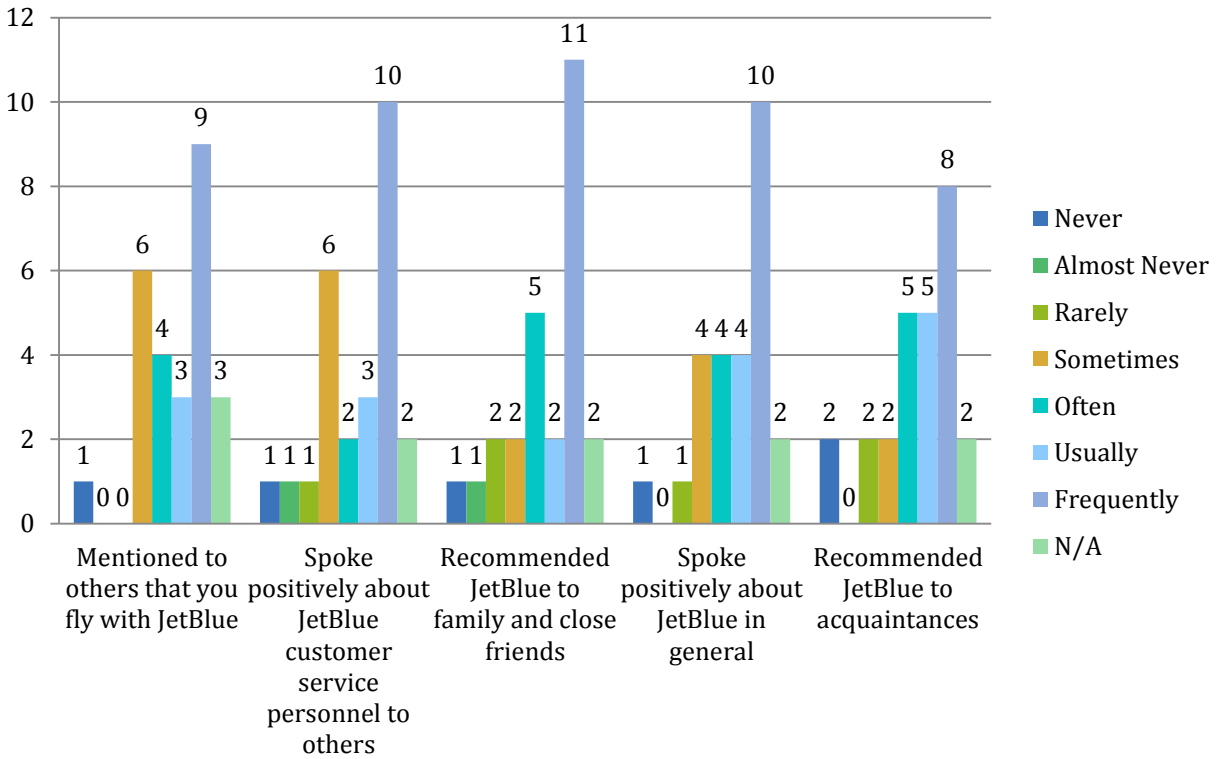
Q9: Satisfaction



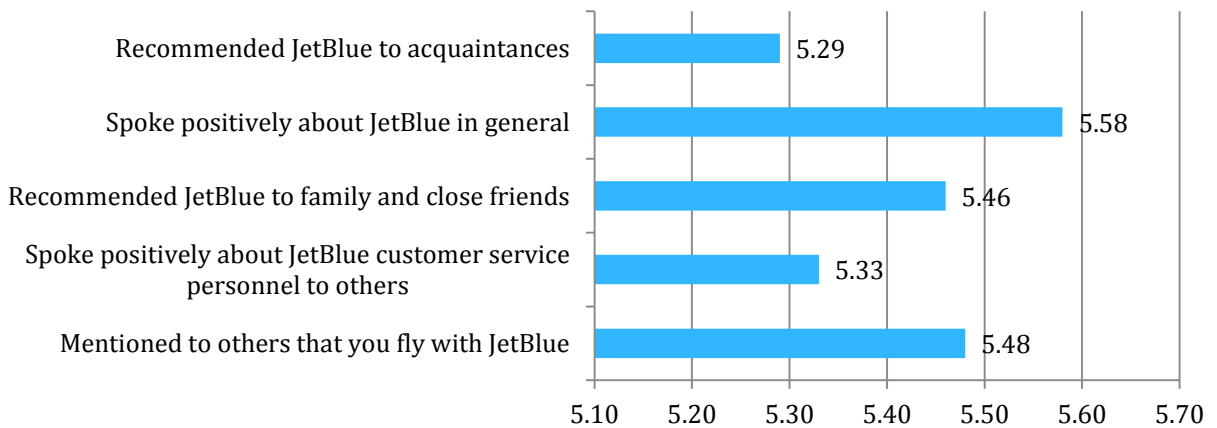
Q9: Satisfaction



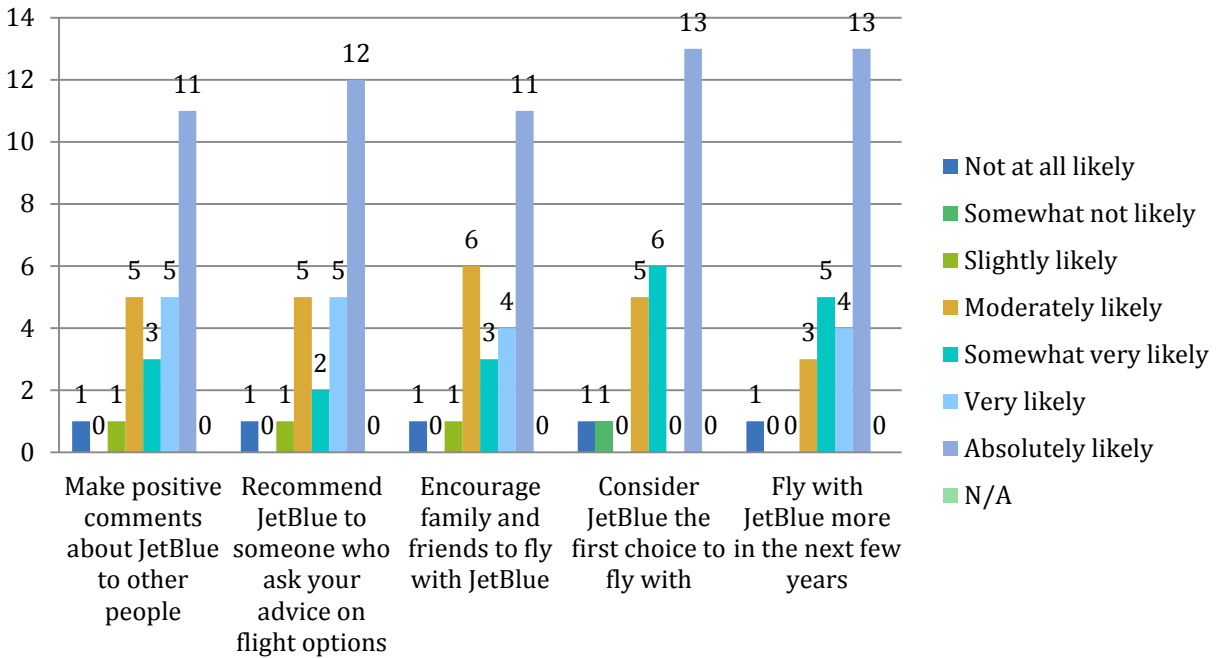
Q10: Past Word-of-Mouth



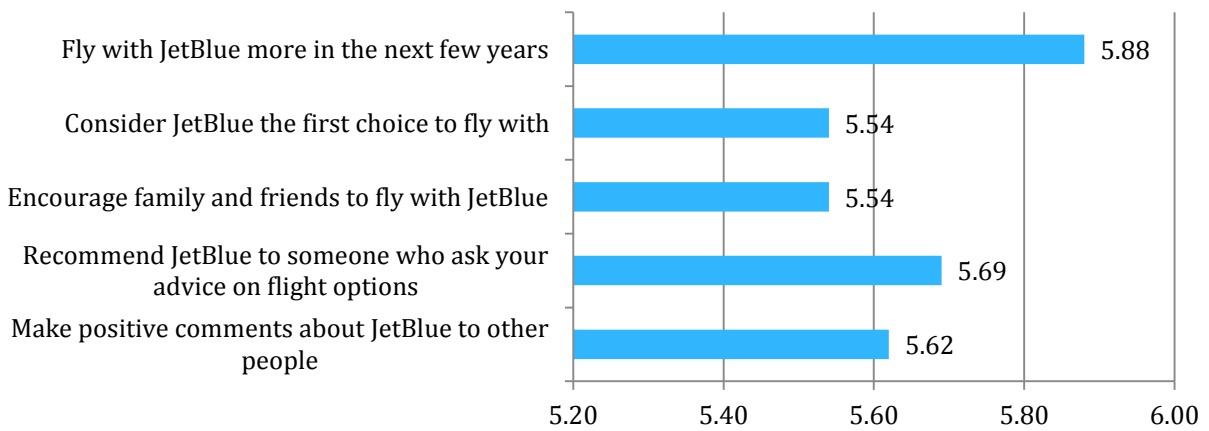
Q10: Past Word-of-Mouth



Q11: Advocacy Intentions



Q11: Advocacy Intentions



Appendix VII: Twitter Interactions (Screenshots)

Date: April 29, 2013

Brett White @brettwhite 29 Apr
 @JetBlue I want my boarding pass and I want to get to my gate. This is insanely inefficient and a waste of my time
 Collapse Reply Retweet Favorite More
 3:54 AM - 29 Apr 13 · Details

JetBlue Airways @JetBlue 29 Apr
 @brettwhite Hello Brett. We're sorry for the inconvenience! Are you at the Portland, Oregon or Portland, Maine airport? We can look into it!
 Hide conversation Reply Retweet Favorite More
 3:58 AM - 29 Apr 13 · Details

Brett White @brettwhite 29 Apr
 I wish I was flying literally ANY OTHER AIRLINE since they have people working right now. @JetBlue has me trapped and waiting.
 Collapse
 3:58 AM - 29 Apr 13 · Details

JetBlue Airways @JetBlue 29 Apr
 @brettwhite Just spoke with an airport supervisor, they're on their way to the counter to get you checked in.
 Hide conversation Reply Retweet Favorite More
 4:07 AM - 29 Apr 13 · Details

Screenshot 29 (28 & 29)

Collin Sebastian @CollinSebastian 29 Apr
 @JetBlue seat broken, TV broken, aux line broken; I'm legitimately surprised your plane didn't crash on landing. You're no @VirginAmerica .
 Expand

Collin Sebastian @CollinSebastian 29 Apr
 @jetblue SFO to BOS. Guy next to me had the same problems with the TV. The staff was super nice, though. Hope they're on my return flight.
 Expand

JetBlue Airways @JetBlue 29 Apr
 @CollinSebastian Thanks, we'll pass the info along. Would you DM your email address? We'll issue you a \$15 Bill of Rights credit for the TV.
 Expand

Collin Sebastian @CollinSebastian 29 Apr
 @JetBlue sincerely appreciate the thought, but I'll pass. ++ for your customer service, though!
 Expand

JetBlue Airways @JetBlue 29 Apr
 @CollinSebastian Nah, you deserve it and it's been issued already. If you'd like us to email account details, let us know. Thanks for the +.
 Hide conversation Reply Retweet Favorite More
 7:19 AM - 29 Apr 13 · Details

Screenshot 29 (46)

BDRIZZLE @ItzStraight 29 Apr
 Jet blue ladies and gentlemen is the way to go when flying domestic and international
 Expand

JetBlue Airways @JetBlue 29 Apr
 @ItzStraight Smart advice. We completely agree with you. Hope this means we'll be seeing you onboard soon!
 Expand

BDRIZZLE @ItzStraight 29 Apr
 @JetBlue did you just respond to me or am I really [redacted] stoned.
 Expand

JetBlue Airways @JetBlue 29 Apr
 @ItzStraight We don't know what you've been up to tonight, but we DID respond to you. :-)
 Hide conversation Reply Retweet Favorited More

4 RETWEETS 7 FAVORITES
 7:29 AM - 29 Apr 13 · Details

Screenshot 29 (47)


Matthew Swetoha @mkswetoha 29 Apr
 @JetBlue You guys need to jump in on some ATL service. SWA is cutting AirTrans operation in Concourse D. Would be nice to see 3X daily BOS?
 Collapse
 1:17 PM - 29 Apr 13 · Details

JetBlue Airways @JetBlue 29 Apr
 @mkswetoha We love knowing where our customers would like to see us fly. For info on how we choose our routes, see: bit.ly/xnOf1s
 Hide conversation Reply Retweet Favorite More

1 FAVORITE
 1:56 PM - 29 Apr 13 · Details

Screenshot 29 (57)

 **Eric Petruskie** @CireStudios 29 Apr
Flying #JetBlue and have a Female Captain. Wohoooo.
Collapse
2:59 PM - 29 Apr 13 · Details

 **JetBlue Airways** @JetBlue 29 Apr
@CireStudios Sorta makes ya want to say "YOU GO GIRL" right?!
Enjoy your flight, and thanks for choosing JetBlue!
Hide conversation Reply Retweet Favorite More
3:05 PM - 29 Apr 13 · Details


Reply to @JetBlue @CireStudios


Screenshot 29 (62)

 **Michael Herring** @itslikemike 29 Apr
I am trying to gather flight info. Anyone know anything or have experiences with JetBlue airlines?
Collapse
5:39 PM - 29 Apr 13 · Details


 **JetBlue Airways** @JetBlue 29 Apr
@itslikemike We'd love to meet you! When you fly with us this is what you can expect: cot.ag/WYBZXc
Hide conversation Reply Retweet Favorite More
6:03 PM - 29 Apr 13 · Details


Screenshot 29 (90)

 **michael weiss** @mikepweiss 29 Apr
Brilliant! Not only is this a nice gesture - it is smart content marketing! blog.jetblue.com/index.php/2013...
Expand


 **JetBlue Airways** @JetBlue 29 Apr
@mikepweiss - Thanks for the feedback Mike! We want everyone to feel comfortable flying with us!
Hide conversation Reply Retweet Favorite More
7:31 PM - 29 Apr 13 · Details


Reply to @JetBlue @mikepweiss

 **michael weiss** @mikepweiss 29 Apr
@JetBlue My pleasure. You guys "get it" on the ground, in the air and especially on the web. Great work!
Collapse
7:32 PM - 29 Apr 13 · Details


 **JetBlue Airways** @JetBlue 29 Apr
@mikepweiss We like to call it "above" and "below" the wing! Have a great one, Mike! Hope to see you again...SOON!
Collapse
7:47 PM - 29 Apr 13 · Details


Screenshot 29 (106)

 **lauramfin** @lauramfin 29 Apr
Yes still no wifi. ow.ly/1ZPVQ come on @jetblue i can't fly cross country with no wifi. So to @virginamerica go.
Collapse
4:55 PM - 29 Apr 13 · Details

 **JetBlue Airways** @JetBlue 29 Apr
@lauramfin Fly-Fi is on the way and we promise it will be worth the wait! Check here for details: bit.ly/JB_Wi-Fi
Hide conversation Reply Retweet Favorite More
5:13 PM - 29 Apr 13 · Details

Reply to @JetBlue @lauramfin

 **lauramfin** @lauramfin 29 Apr
@jetblue been telling me this for a while and now I am in a relationship with Virgin for the wifi. Will you comp me the miles?
Expand

 **JetBlue Airways** @JetBlue 29 Apr
@lauramfin We're outfitting our first aircraft with Wi-Fi for this summer. Give us a try for your next flight - you won't be disappointed!

Screenshot 29 (81)

 **Alisa Mostov** @a_mostov 24 Apr
Nothing makes my day more than doing a presentation on my favorite company for my business class. Yay @JetBlue!
Collapse
10:54 PM - 24 Apr 13 · Details

 **JetBlue Airways** @JetBlue 24 Apr
@a_mostov That kinda makes our day too. Tell us all about it!
Expand

 **Alisa Mostov** @a_mostov 29 Apr
@JetBlue here is my presentation! I think it's safe to say I convinced my whole class to fly Jetblue prezi.com/noac8sicqh-xj/...
Expand

 **JetBlue Airways** @JetBlue 29 Apr
@a_mostov We like your Prezi! Thanks for being a JetBlue ambassador! In fact...DM us your address and we'll send you a little surprise!
Hide conversation Reply Retweet Favorite More


Screenshot 29 (137)


Date: April 30, 2013


 **Renate Vallee** @Alexisqsas 30 Apr 11:18
@JetBlue and my poor dog Ziggy has to go out too! #flight1680 w
@GradeAfresh pic.twitter.com/pjHZxKmCFV
View photo Reply Retweet Favorite More


 **JetBlue Airways** @JetBlue 30 Apr
@Alexisqsas So cute! We hope you both have a great flight!
Hide conversation Reply Retweet Favorite More
11:36 PM - 30 Apr 13 · Details


Screenshot 30 (3)

 **Heather D** @allgrownsup 30 Apr 7:47 PM - 30 Apr 13 · Details
Should I pick Virgin or Jetblue for a cross-country flight? I've never flown Virgin but am a huge Jetblue fan. Shall I try the big V?
Collapse


 **JetBlue Airways** @JetBlue 30 Apr 7:56 PM - 30 Apr 13 · Details
@allgrownsup - Oh, Heather... We'd miss you so much!
Hide conversation Reply Retweet Favorite More

 **Heather D** @allgrownsup 30 Apr 7:58 PM - 30 Apr 13 · Details
Oh, well then . . . JetBlue wins! RT @JetBlue: @allgrownsup - Oh, Heather... We'd miss you so much!
Collapse

1 FAVORITE 

 **JetBlue Airways** @JetBlue 30 Apr 8:03 PM - 30 Apr 13 · Details
@allgrownsup - Tell us when you book, so we'll know to look for you! ;)
Hide conversation Reply Retweet Favorite More

Reply to @JetBlue @allgrownsup

 **Heather D** @allgrownsup 30 Apr Expand
@JetBlue will do. I'm sorry I ever doubted you ;)

Screenshot 30 (48 & 50)


 **Carol Saul** @mypatrolhorse 30 Apr 9:32
Cooking and looking forward to picking up Valerie @valshopaholic this evening at Burbank Airport @JetBlue twitpic.com/cn6ni3
View photo Reply Retweet Favorite More


 **JetBlue Airways** @JetBlue 30 Apr 9:51 PM - 30 Apr 13 · Details
@mypatrolhorse Dinner at your house! What time should we be there??? (We'll bring dessert ...) ^he
Collapse

 **Carol Saul** @mypatrolhorse 30 Apr Expand
@JetBlue Haha! Awesome! Her flight comes in at 8:49 so it will be a late dinner! ;) @valshopaholic

 **JetBlue Airways** @JetBlue 30 Apr 10:19 PM - 30 Apr 13 · Details
@mypatrolhorse Looks delicious! ^he
Hide conversation Reply Retweet Favorite More

Screenshot 30 (12)

 **Ayelet Baron** @ayeletb 30 Apr 9:47 PM - 30 Apr 13 · Details
First @JetBlue flight ever for this frequent flyer and so far, it's culture shock of good service from an airline. Who knew?
Collapse

 **JetBlue Airways** @JetBlue 30 Apr 9:57 PM - 30 Apr 13 · Details
@ayeletb We love having an opportunity to make a great first impression! So far, so good. Enjoy your flight - let us know what you think!
Hide conversation Reply Retweet Favorite More

Screenshot 30 (17)

 **Wandering Aramean** @WanderngAramean 30 Apr Expand
Oh, @JetBlue, perhaps it is time to remove references to Continental and Northwest from your post-flight survey.


 **JetBlue Airways** @JetBlue 30 Apr 7:23 PM - 30 Apr 13 · Details
@WanderngAramean - Hmm. We'll take a look at that. Thanks for the heads up! ;)
Hide conversation Reply Retweet Favorite More

Screenshot 30 (67)

 **Kabale_Kid** @Kabale_Kid 30 Apr
highly recommend @JetBlue as plane of choice. impeccable service and even better terminal at JFK. total check in time = 25 mins
Collapse
7:05 PM - 30 Apr 13 · Details


 **JetBlue Airways** @JetBlue 30 Apr
@Kabale_Kid - Thanks for the shout out! We hope you have a great flight as well! Let us know how you like it.
Hide conversation Reply Retweet Favorite More
7:18 PM - 30 Apr 13 · Details


Screenshot 30 (71)

 **saimikeds** @saimikeds 30 Apr
#JetBlue #Fail FLTB6383-Seat 3F-BOS-LAS broken screen :(Need nut free snacks
Map screen - JUST THE MAP-enough of the ads. Use a ticker
Collapse
1 FAVORITE
6:08 PM - 30 Apr 13 · Details


 **JetBlue Airways** @JetBlue 30 Apr
@saimikeds Sorry about the tv. Per our Customer Bill of Rights, you're entitled to \$15 credit for the inconvenience bit.ly/jbbr
Hide conversation Reply Retweet Favorite More
6:23 PM - 30 Apr 13 · Details

Reply to @JetBlue @saimikeds

 **saimikeds** @saimikeds 1 May
@JetBlue Thx 4 the link to the bill of rights. How do I get the credit? Also, do service dogs need to be in their carriers?
Expand

 **JetBlue Airways** @JetBlue 1 May

Screenshot 30 (79)

 **Dyl** @dawgdilly 30 Apr
Awkward moment when my phone auto corrects "hey!" Into "JetBlue!" Hahahaha
Collapse
3:49 AM - 30 Apr 13 · Details

 **JetBlue Airways** @JetBlue 30 Apr
@dawgdilly Smartphone, literally! We think it's trying to tell you something. bit.ly/wherevejet
Hide conversation Reply Retweet Favorite More

1 FAVORITE


3:58 AM - 30 Apr 13 · Details

Screenshot 30 (135)

 **Loi Laing** @lolaing 30 Apr
Jet Blue has no inflight wireless (yet). Lawd :/
Collapse
1 FAVORITE
6:24 PM - 30 Apr 13 · Details

 **JetBlue Airways** @JetBlue 30 Apr
@lolaing Hang in there, it's coming! We're on track to deliver the first inflight broadband service this summer. See bit.ly/JB_Wi-Fi
Hide conversation Reply Retweet Favorite More
1 RETWEET
6:37 PM - 30 Apr 13 · Details

Reply to @JetBlue @lolaing

 **Loi Laing** @lolaing 30 Apr
@JetBlue Ok, I'll be patiently waiting for broadband service. In the mean time, I'll get all my tweeting in before the flight departs :D

Screenshot 30 (76)

 **Blaine Jacob** @BlaineJacob 30 Apr
Best customer service in the industry. You above all. #jetBlue
7:26 A
twitpic.com/cn0sg5
View photo Reply Retweet Favorite More

 **JetBlue Airways** @JetBlue 30 Apr
@BlaineJacob Thanks Blaine! We really mean it, glad it shows.
Hide conversation Reply Retweet Favorite More
7:30 AM - 30 Apr 13 · Details

Screenshot 30 (115)

 **Bob Frankston** @BobFrankston 30 Apr
Why does @JetBlue make me lie and pretend I read their inane legal agreement just to communicate. #fail pic.twitter.com/uqfXMmgBVd
View photo

 **JetBlue Airways** @JetBlue 30 Apr
@BobFrankston Frustrating but necessary. We wouldn't be able to provide the convenience of Wi-Fi if you didn't agree to "the rules" first.
Hide conversation Reply Retweet Favorite More
3:33 AM - 30 Apr 13 · Details

Reply to @JetBlue @BobFrankston

 **Bob Frankston** @BobFrankston 30 Apr
@JetBlue That's silly - I've agreed to rules by simply being at T5. Why break the Internet. Get lawyers who enable not break things.
Expand

Screenshot 30 (138)

Date: May 1, 2013

 **John Bryan** @johnfbreezy 1 May
JetBlue speed pass, best \$10 I've ever spent
[Collapse](#)


2
FAVORITES  

7:59 PM - 1 May 13 · Details


 **JetBlue Airways** @JetBlue 1 May
[@johnfbreezy](#) Nice! Glad you took advantage of that option! One of the only places you can use the [#Speedzone](#) and it's ok! Enjoy the flight!
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)


8:09 PM - 1 May 13 · Details

Screenshot 1 (41)

 **Joey Cruz** @JoeyDivision 30 Apr
[@janellesnyder](#) I was hoping JetBlue had Wifi since you're tweeting
[Collapse](#)

11:58 PM - 30 Apr 13 · Details


 **JetBlue Airways** @JetBlue 1 May
[@JoeyDivision](#) Wi-fi is coming! We're planning on installing it on our aircraft this summer. Check out the details at: bit.ly/JB_Wi-Fi
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

1
RETWEET 

12:18 AM - 1 May 13 · Details


Screenshot 1 (68)

Date: May 2, 2013

 **Cleopatra** @_bellaNOIR 2 May
My flight is delayed almost 3 hours... 😞 I hate JetBlue today
Collapse
2:26 AM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
@_bellaNOIR We know how miserable delays can be! Our team is working to get you on your way as soon as possible.
Hide conversation Reply Retweet Favorite More
2:39 AM - 2 May 13 · Details

Screenshot 2 (24)

 **Charlie Greco** @MerrickRealtor 2 May
@jetblue hi
Collapse
3:54 AM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
@MerrickRealtor Good evening Charlie!
Hide conversation Reply Retweet Favorite More
3:59 AM - 2 May 13 · Details

Screenshot 2 (31)

 **Megan Fate Marshman** @meganfate 2 May
Do I say something, move it with my hand or try to blow it away from the free directTV on JetBlue? pic.twitter.com/skTXPaJFYq
Hide photo Reply Retweet Favorite More



2 RETWEETS 19 FAVORITES

4:32 AM - 2 May 13 · Details Flag media

Reply to @meganfate

 **JetBlue Airways** @JetBlue 2 May
@meganfate Do you suppose she'd notice if you braided it?
Expand

 **Megan Fate Marshman** @meganfate 2 May
@JetBlue the flight attendant noticed my phone wasn't put away. :)
Expand

 **JetBlue Airways** @JetBlue 2 May
@meganfate You'll have to update us on your hair styling skills once you land. We think you'll be a natural.
Expand

Screenshot 2 (37a & b)

 **Jessi Cuppett** @Elnaxprcx 2 May
@Alwaysawill and we don't have wifi since we flew jet blue #smh
Collapse
5:38 AM - 2 May 13 · Details


 **JetBlue Airways** @JetBlue 2 May
@Elnaxprcx @Alwaysawill Sorry it's not quite ready yet, but we'll have an awesome product soon! Details at: bit.ly/JB_Wi-Fi
Hide conversation Reply Retweet Favorite More
5:43 AM - 2 May 13 · Details

Screenshot 2 (43)

 **Tony M.** @nypsecure 2 May
Can't wait to board @JetBlue flight to Tampa #relax
from Seaford, NY Reply Retweet Favorite More 6:12 AM

 **JetBlue Airways** @JetBlue 2 May
@nypsecure Can't wait to welcome you onboard!
Hide conversation Reply Retweet Favorite More
6:19 AM - 2 May 13 · Details

Screenshot 2 (44)

 **Joelle Martin** @joellemartin_ 2 May
@JetBlue Whyyyy! Delayed flight to JFK?
Details
7:29 AM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue Following


@joellemartin_ We know delays are miserable! What flight are you on?
Reply Retweet Favorite More
7:37 AM - 2 May 13

Screenshot 2 (50)

 **Alex Fagan** @alexsilverfagan 2 May
JFK JetBlue terminal. Oh how I love you.
[Collapse](#)
3:50 PM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
 @alexsilverfagan We love spending time with you too, thanks for being TrueBlue!
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)
4:02 PM - 2 May 13 · Details

Screenshot 2 (82)

 **Matt Six** @mattsix 2 May
All boston crew on this @JetBlue flight. #chowdah
[Collapse](#)
4:04 PM - 2 May 13 · Details


 **JetBlue Airways** @JetBlue 2 May
 @mattsix Hi Matt! It's great to see you again! Thanks for flying with us today -- enjoy the flight with the Bahston crew!
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)
4:14 PM - 2 May 13 · Details

Screenshot 2 (85)

 **Thomas Negron** @ThomasNegron 2 May
I'm in the security line for @JetBlue and they are playing Madonna's Causing A Commotion. I am never flying another airline. #JFK
[Collapse](#)
4:40 PM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
 @ThomasNegron "We've got the moves baby, you got the motion - if we got together we'd be causing a commotion!" Feel free to sing along! ;)
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)
4:57 PM - 2 May 13 · Details

Screenshot 2 (95)

 **Felix** @flxcamacho 2 May
why I fly @jetblue free first checked bag, comfy seats, affordable prices & TV screens on each headrest...
[Collapse](#)
4:55 PM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
 @flxcamacho Sounds like the recipe for a perfect flight! Does this mean we'll be seeing you soon ...?
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

1 RETWEET 

5:01 PM - 2 May 13 · Details

Screenshot 2 (96)

 **Kristine Robes** @hon3yangel 2 May
Excited for our trip to NYC tomorrow sammie laav #jetblue #NYCbound 🥰 [instagram.com/p/YOO-tMBaTQ/](https://www.instagram.com/p/YOO-tMBaTQ/)
[Collapse](#)
6:34 PM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
 @hon3yangel We're excited to welcome you onboard. Is your furry friend joining you? #cutepuppy
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)
6:39 PM - 2 May 13 · Details

Screenshot 2 (112)

 **Family Travel Forum** @familytravel4um 2 May
OK How do u keep crew so nice? RT @JetBlue: V.cool that ur flying w/us to such a great event! Keep us posted #TMSOrlando
[Collapse](#)
7:25 PM - 2 May 13 · Details

 **JetBlue Airways** @JetBlue 2 May
 @familytravel4um - We hire great people who are passionate about what they do! We're glad you noticed.
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)
7:35 PM - 2 May 13 · Details

Screenshot 2 (119)

anthony @anthonygolia 2 May
 Hey @JetBlue, july flights I booked in april are now \$200 cheaper. Anything I can do? :(#suckstobookearly
 Collapse

1 FAVORITE

8:42 PM - 2 May 13 · Details

JetBlue Airways @JetBlue 2 May
 @anthonygolia If the fare on the same flt/day/time is lower, call us at 1-800-JETBLUE and we'll honor the lower fare with a JetBlue credit.
 Collapse Reply Retweet Favorite More

8:46 PM - 2 May 13 · Details

anthony @anthonygolia 2 May
 @JetBlue just got \$206 back. You guys are awesome.
 Hide conversation Reply Retweet Favorite More

9:11 PM - 2 May 13 · Details

Reply to @anthonygolia @JetBlue

JetBlue Airways @JetBlue 2 May
 @anthonygolia Awww.... Well, Anthony.... The feeling is entirely mutual.... JetBlue has #TheBESTcustomersEVER Thanks for choosing JetBlue!
 Expand

Screenshot 2 (130)

Date: May 3, 2013

Brittany Henry @brittanycara 3 May
 I'm usually a happy jetBlue flyer but an hour delay is pushing it.
 Expand

JetBlue Airways @JetBlue 3 May
 @brittanycara Delays ARE frustrating. Flying to/from south FL? Weather delays today have built up. cot.ag/NeoRm
 Hide conversation Reply Retweet Favorite More

1:11 AM - 3 May 13 · Details

Screenshot 3 (6)

geraldhallsf @geraldhallsf 2 May
 Flight delayed! Mech problems #jetblue
 Collapse

11:47 PM - 2 May 13 · Details

JetBlue Airways @JetBlue 2 May
 @geraldhallsf Sorry for the delay, and we hope you'll agree.... Safety's our top priority. Are our airport crewmembers giving updates?
 Hide conversation Reply Retweet Favorite More

11:51 PM - 2 May 13 · Details

Screenshot 2 (157)

Joe Tagliente Sr. @JoeTaglienteSr 3 May
 On this 1/2 empty flt1173 this AM when atndnt Drew tells me I have to pay a xtra \$\$ to sit exit row. @JetBlue sucks!
 pic.twitter.com/cOr5gXsDr8
 View photo

JetBlue Airways @JetBlue 3 May
 @JoeTaglienteSr Please keep in mind that we do this in fairness to those who have paid to sit in our Even More Space area.
 Hide conversation Reply Retweet Favorite More

1:11 AM - 3 May 13 · Details

Reply to @JetBlue @JoeTaglienteSr

Joe Tagliente Sr. @JoeTaglienteSr 3 May
 @JetBlue then just give those folks their \$\$\$ back! The plane was empty!!!!
 Expand

Joe Tagliente Sr. @JoeTaglienteSr 3 May
 @JetBlue tweet me when customer satisfaction is important to you again.

Screenshot 3 (7)