



Case Study

2017 SILVER NORTH AMERICAN EFFIE AWARD WINNER

"FLYBABIES"

With just \$562K, we tapped into everyone's (2nd) biggest annoyance when flying: crying babies. With a single online video, JetBlue's "FlyBabies" turned a cause for despair into a reason for joy. For every baby that cried on our NYC to Long Beach flight, customers enjoyed 25% off a round-trip ticket, turning parental stress and shame into support and love. Launching for Mother's Day, "FlyBabies" sparked global conversation, earned \$1.9MM in media and increased consideration among parents by 15pp to 88%.

Competition:
North American Effie Awards

Ran in:
USA

Category:
Influencers

Brand/Client:
JetBlue Airways

Lead Agencies:
MullenLowe U.S.
MullenLowe MediaHub

Product/Service:
Airline

Classification:
Regional; National

Dates Effort Ran:
May 03, 2016 – May 24, 2016



Executive Summary

The Challenge

Drive consideration of JetBlue, to earn greater share of wallet in key markets, by getting parents of little ones (especially moms) to weigh the emotional cost of flying with kids against the dollar cost.

The Idea

Crying babies on planes you can't control, but how people respond to them you can, by making them a benefit to all instead of a detriment.

Bringing the Idea to Life

On a special flight from NY to Long Beach, JetBlue rewarded everyone on board with 25% off their next flight every time a baby cried, making parents (especially moms) feel relieved, understood, grateful, and positive toward JetBlue.

The Results

We sparked a global conversation, earning \$1.9MM worth of media and increasing consideration of JetBlue amongst parents by 15pp to 88% (a record high).

Effie Awards Category Context

With a small budget of just \$562K, we tapped into everyone's (2nd) biggest annoyance when flying: the crying baby. JetBlue's "FlyBabies" turned a cause for despair into a reason for joy. For every baby that cried on our New York to Long Beach flight, customers enjoyed 25% off a round-trip ticket. Our initiative, a single online video, turned parental stress and shame into support and love. Launching for Mother's Day, "FlyBabies" leveraged mommy-blogger influencers to create a massive groundswell of chatter for the brand while driving consideration of JetBlue among a key, and under-represented segment: parents traveling with children.

State of the Marketplace & Brand's Business

JetBlue was leaving money on the table in its key markets.

With only 4% of domestic share (U.S. Department of Transportation 2013 Airline Database) and a marketing budget outspent by competitors six-fold (Kantar Annual Reported Airline Spend 2013–2015), JetBlue must seize and exploit their every advantage.

Being a smaller, regional carrier means being highly strategic in your selection of focus cities (hub markets). JetBlue's set of hub markets, where they've chosen to invest and build the brand (Boston, New York, Fort Lauderdale), must work very hard.

When a segmentation study revealed that JetBlue wasn't getting its fair share of wallet of a valuable flying segment – families with small children – we needed to get to the bottom of it (JetBlue Segmentation 2016).

Strategic challenge:

Get parents (especially moms) to weigh the emotional cost of flying with kids against the dollar cost and recognize JetBlue as the best option.

JetBlue built its brand on the promise to "bring humanity back to air travel" because treating people well was simply the right thing to do. Since the brand's founding in 2000, they've been treating people like customers rather than cargo by offering them the most legroom in coach, unlimited snacks and drinks, in-flight entertainment and the most supportive, award-winning customer service every day—all for the standard price of a ticket. It's an offering that should have been particularly appealing to families traveling with little ones, but they weren't booking with us as often as they should have been.

A driver analysis illuminated the issue: Price is the number one driver of airline choice (JetBlue Driver Analysis, 2015). By that logic, the more tickets you're buying, the more price matters. And while JetBlue is a low-cost carrier, it isn't always the cheapest option.

We needed to find a way to make the difference in price between us and "them" seem well worth it to these family travelers, especially moms, who make approximately 80% of all travel purchase decisions (Forbes 2015). If we could get them to see the emotional benefit of flying with JetBlue (peace of mind, comfort, support, etc.) over just the rational dollar cost, then perhaps we could become their preferred airline, regardless of whether or not we were always the cheapest.

We would need to do this on a \$562K budget (\$362K production/\$200K paid media).

Audience

Moms of small children within the masterbrand target, The Human Class

The Human Class is defined as cost-conscious, economy-class travelers of all ages who fly for business and pleasure. They're not elite frequent fliers who have "status." They fly a few times a year, but not nearly enough to earn perks and privileges. They're the people for whom flying in coach is typically a miserable experience on any other airline but JetBlue. And as the primary decision-maker for family travel, she is open-minded, progressive, health/wellness-seeking and very time-poor. Her family is one of the 6.6MM households with children in the JetBlue footprint.

Objectives & KPI's

Business Objectives:

Increase consideration of JetBlue amongst two groups:

- 1. Primary: Parents (especially moms who travel with small children)**
- 2. Secondary: All potential customers/fliers (the Human Class)**
 - **Goal: 80% consideration (for both groups)**
 - This would be 7pp higher than JetBlue's most successful consideration-boosting initiative to date: 73% generated by the 2015 initiative, *HumanKinda* (a program that highlighted America's busyness epidemic).

Given the exceptionally high levels of consideration JetBlue enjoys, this was a particularly challenging goal on such a tiny budget. This would be measured by the JetBlue Brand Tracker.

Behavioral Objective:**Sharing and earned media**

We needed to deliver an unfair share of attention for JetBlue while doing so in the context of JetBlue's budget realities of just \$562K. This would mean getting people to help us spread our message. This would be measured in earned media via Trendkite and 2016 Nielsen.

- **Goal: \$1.37MM in earned media.**
 - This benchmark was set by JetBlue's most successful earned media initiative to date, March 2016's "Reach Across the Aisle" (a program that challenged 150 strangers to put their differences aside and work together towards a common goal).

Insight

Flying with a baby is as hard for the parents as it is for the rest of us.

As a parent, you can do all the right things. You can time the nap schedule perfectly. You can pack a carry-on full of all of the favorite toys/books/distraction objects. But even then, there's no guarantee that your little one will be well behaved and not disrupt the experience of fellow flyers.

We asked parents (moms especially) to describe the stress they felt in that situation. *"Have you ever gotten side-eye from 150 strangers when boarding a plane?"* was how one of our respondents put it (Agency Research, February 2016).

This reaction from fellow fliers comes as no surprise as Americans rank "crying babies" as the second-most annoying aspect of flying (Harris Poll, Feb 2016). Imagine doing everything you can to soothe/distract a fussy little one, but getting dirty looks and sighs instead of empathy. Don't get us wrong – we know a crying baby on a flight isn't easy for fellow fliers. But we also get that it's even more difficult to be the one responsible for the source of something that tarnishes the experience for everyone else. It's a feeling of shame, guilt, and distress, which only increases the anxiety of trying to calm a fussy little one.

But the truth is that babies cry. They do it on the ground and will inevitably do it in the air. As the brand that stands for "humanity" perhaps JetBlue could make this situation a little less negative and a little more understanding for the parents of little ones. And maybe everyone else, too.

The Big Idea

Crying babies on planes you can't control, but how people respond to them you can.

Bringing the Idea to Life

In order to get moms to weigh the emotional cost of a flight against the rational and consider JetBlue, we needed to prove to them that the brand really understood their experience of flying with little ones: the stress, the lack of control, and the shame of negatively impacting others.

We decided to make a documentary depicting what it's like from their perspective. We recruited four real moms and their lap infants (children under two who fly at no additional cost on their parents' laps) to participate. We interviewed them and captured their experience and real anxieties across the travel journey, from origin to destination.

Jolt

But it couldn't be an ordinary documentary aimed only at making moms feel good. Instead, we devised a social experiment that would not only get fellow fliers (and everyone beyond the plane) to see things from a parent's perspective, but would even change how they reacted to a crying baby on a plane. We called it "FlyBabies" and it posed this question: How could we make a crying baby something that wasn't a negative, frustrating detriment to the experience, but instead, a benefit?

So, on a special flight from NY to Long Beach, JetBlue rewarded everyone on board with 25% off their next flight every time a baby cried. With every cry, there were cheers instead of jeers; applause instead of frustration. In the end, everyone got a free flight and

our moms felt relieved, understood, grateful and positive about JetBlue.

Seed

We wanted as many moms as possible in our key markets to feel this way about JetBlue, so we captured the whole experiment and released the video online through owned channels and a smart influencer strategy leveraging mommy-bloggers with our small seeding budget. Earning media with this effort would be critical, so we strategically chose to launch around a cultural heat moment that also had high relevance for “FlyBabies”: Mother’s Day.

Our media strategy used a three-pronged approach across paid, owned and earned channels to effectively reach parents (our primary audience):

1. Integrated with trusted sources to reach parents

- Integration with “mommy-bloggers” delivered authenticity, credibility and drove awareness and engagement across mom-focused sites.
- Seeding “FlyBabies” with parent-focused press, bloggers, and media partners prompted a groundswell of chatter at launch, extending the coverage window before, during and after Mother’s Day.

2. Captured attention by leveraging social posts and videos

- Beyond our paid media flight, the video continued to gain traction organically and retained engagement.

3. Leaned into Mother’s Day to maximize relevance and press attention

- Timed to coincide with a holiday celebrating our target increased the impact of our experiment, rallying customers and traveling moms around Mother’s Day.
- A strategically-timed launch allowed JetBlue to own the pre-holiday chatter across social and traditional media, and extended the window of opportunity to generate additional buzz and coverage through the Sunday holiday.

Communication Touch Points - All

Interactive/Online

 Digital Video

Social Media

Additional Marketing Components


 See answer in “Other Contributing Factors”

Paid Media Expenditures


Current Year: September 2015 – August 2016

 Under \$500 thousand

Year Prior: September 2014 – August 2015

 \$20-40 million

Budget

 Less than other competitors.

 Less than prior year’s budget.

The total budget for this initiative was \$562K. \$200K of this was devoted to paid media, while \$362K was devoted to production.

Owned Media & Sponsorship

Owned Media: JetBlue's Facebook, Twitter, YouTube, Out of the Blue Blog

Results

“FlyBabies” was a clear success. By tapping into everyone’s second-biggest annoyance when flying: the crying baby, we turned a cause for despair into a reason for joy. While “FlyBabies” spoke directly to parents, it was equally relevant to the rest of the Human Class. This daring and innovative approach led us to create work that not only connected with parents

and all fliers on an emotional level, but also drove impressive results.

Business Objective:

Increase consideration of JetBlue amongst two groups:

1. **Primary: Parents (especially moms who travel with small children)**
2. **Secondary: All potential customers/fliers (the Human Class)**

Consideration Goals/Results

Target	Benchmark	Goal	Actual
Parents	73%*	80%	88%
Human Class	73%*	80%	80%

▶ The highest score an individual piece of JetBlue marketing has ever achieved.

*JetBlue's most successful consideration-boosting initiative to date generated by the 2015 initiative, HumanKinda (a program that highlighted America's busyness epidemic).

Source: 2016 JetBlue Brand Tracker FlyBabies Buzz Report

Behavioral Objective:

Sharing and earned media. Given JetBlue's budget realities, we needed to get people to help us spread our message.



* JetBlue's most successful earned media initiative to date was March 2016's "Reach Across the Aisle"
Source: Trendkite, Nielsen 2016

Other Contributing Factors

It had to be "FlyBabies" that drove the results.

Was it other JetBlue marketing? No. JetBlue's spring campaign was released at the same time as "FlyBabies" however, the JetBlue Brand Tracker Buzz Report results are tied exclusively to the initiative.

Did we pay for all of those video views and shares? No. As discussed earlier, our budget all-in was \$562K, and this was minute in comparison to competitors' budgets. For perspective, Southwest Airlines spent 3.3MM in the month of May alone (Kantar May 2016).



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