



*The first few months of survey data is demonstrating that our program is addressing recognition concerns head on. Our scores are phenomenal with respect to how crewmembers perceive the program and how they feel they are being recognized by leaders and peers.*

—JOANNA GERAGHTY,  
EXECUTIVE VICE PRESIDENT  
AND CHIEF PEOPLE OFFICER

JetBlue is an award-winning airline whose mission is “to bring humanity back to air travel.” The airline does this by delivering value, service, style, and comfort to their customers—and to their employees, all of whom are called “crewmembers.” Flying since 2000, JetBlue now has 14,500+ employees and serves 71 cities with more than 700 daily flights across the United States, the Caribbean, Mexico, and Latin America.

### THE CHALLENGE

In 2007, JetBlue was entering a new stage of growth that the company calls JetBlue 2.0. The airline had matured into an industry leader with an employee base that had grown by 10x. As a result of its tremendous early success, JetBlue wanted to be thoughtful about how it planned to grow the business. Scalability, in fact, had surfaced as a critical issue for the company—not only in operational infrastructure, but also in culture. Since company culture had been such a key differentiator between JetBlue and its competition, for senior leaders, the key question was: How will we scale our unique culture as we grow?

“For JetBlue our culture has always been such a special part of what makes us different and what gives us a leg up over the competition,” explains Joanna Geraghty, executive vice president and chief people officer, “and we believe that our people are the differentiating factor. When you go from 1,000 crewmembers to 10,000 crewmembers, it becomes more difficult to recognize someone verbally or in writing. As we grew larger, the ability to recognize crewmembers for truly living the JetBlue values and fostering the JetBlue culture was so important to us.” With this in mind, the company began to look for answers.

### THE SOLUTION

The partner that JetBlue chose to help them meet that challenge of scaling the culture was Globoforce—the world’s leading provider of social recognition solutions. For JetBlue, Globoforce designed the Lift program, which weaves JetBlue’s distinctive branding into a robust reward and recognition experience. Says Geraghty: “About six or seven years ago our crewmembers started telling us that they wanted to be recognized for more moments where they lived the values or where they performed above and beyond what was expected of them.” The Lift program directly links recognition to JetBlue’s company values of Safety, Caring, Integrity, Fun and Passion. When crewmembers are inspired, they can nominate peers for awards with messages of thanks that can be accompanied by rewards (redeemable for a choice of gift cards). These rewards can then be turned into memorable experiences or items from favorite retailers, transforming recognition moments turn into lasting memories linked to employee achievements and company values.



## QUICK RESULTS

- \* Program adoption rates of nearly 20 percent of the workforce in only the first 10 days of the program.
- \* Increased employee satisfaction with rewards and recognition by 88 percent in four months.
- \* Provided a method to create an even deeper connection to the company's core values.
- \* Recognition has allowed crewleaders to "scale culture, deliver business results, and provide a great customer experience for JetBlue customers."

The company's first-ever centralized, global recognition program, Lift was designed with a strong emphasis on the front-line employees who directly service customers. It offers accessibility for a highly mobile workforce in all the countries where JetBlue operates, and peer-to-peer recognition that puts teamwork front and center. "The peer component of the Lift Program is critical," says Geraghty, "Ensuring that peers have the opportunity to recognize one another for moments of extraordinary acts is fundamental to unifying the team-based approach that we have at JetBlue."

## THE RESULT

Just four months into the program, internal surveys at JetBlue showed an 88 percent increase in employee satisfaction with company rewards and recognition.

Company leaders also have access to recognition data, which provides valuable insight into talent and culture. "The wisdom of the crowds can tell you a lot," explains Geraghty, "It can tell you whether somebody is an influencer. It can tell you whether somebody truly delivers a lot of extraordinary moments. And looking at that data and developing programs around – whether it is thank you programs or compensation programs – I think there are limitless things you can do when you start looking at what the wisdom of the crowds can tell you."

The program has employees and execs equally excited. "The positive feedback we are getting from crewmembers about the Lift Program has introduced, frankly, the concept of recognition into the leadership dialogue. Before we introduced Lift, we would talk about recognition, we would take those moments to send the thank you letter, but we were not touching nearly enough crewmembers for it to be meaningful. And the ability in one fell swoop to touch 14,600 crewmembers is pretty powerful," says Geraghty.

The power of the simple thank you has had extraordinary results for JetBlue. When the airline won the J.D. Power Award this year for the eighth year in a row, they provided crewmembers with special flight perks. They also sent out a Lift recognition to each employee. In the end, the company got more positive responses from crewmembers on their Lift recognition than the free travel gift. "A simple thanks has such an incredible impact because people like to be recognized," says Geraghty, "People like to be called out for good work they are doing, for living the values. And our Lift program with Globoforce allows us to do that. It inspires our crewmembers to want to perform, to want to live the values, and to go above and beyond for JetBlue."

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Founded in 1999, Globoforce is the world's leading provider of SaaS-based employee recognition solutions. Through its social, mobile, and global technology, Globoforce helps HR and business leaders elevate employee engagement, increase employee retention, manage company culture and discover the power of real-time performance management. Today, employees across the world are living their company values and achieving peak performance through the Globoforce platform. A private corporation, Globoforce is co-headquartered in Southborough, Massachusetts, and Dublin, Ireland. To learn more, please visit [www.globoforce.com](http://www.globoforce.com) or the company's blog at [www.globoforce.com/globoblog](http://www.globoforce.com/globoblog).

