

Situation Analysis

In 1999, David Neeleman put \$130 million dollars and his years of experience at Southwest Airlines into his start-up company jetBlue with the promise to build an airline that “put the humanity back into air travel.” Since then, the airline that many predicted would fail has evolved into an award-winning, low-cost airline that travels to numerous destinations in over 20 U.S. states, Mexico, Colombia, and the Caribbean.

Focused on making flying a comfortable and safe experience for their passengers, jetBlue has outshined many of its competitors with their customer service. However, like the other major airlines, jetBlue has had to fight the dissatisfactions and setbacks of the industry in the past few years.

The following analysis assesses jetBlue’s position in the marketplace and where they stand among their competitors. Their strengths, weaknesses, opportunities, and threats help define how exactly jetBlue can start to meet the objectives we have set.

SWOT ANALYSIS

Strengths

Much of jetBlue’s strength lies within its already profound reputation for customer service. jetBlue is America’s first and only airline to offer a customer Bill of Rights, serving the client with detailed actions and compensations for any inconvenience on the part of the airline. jetBlue hires talented employees who devote their careers to a specific part of the flying experience, to make each aspect more comfortable for the passenger. This dedication to customer service has truly

made an impression, for jetBlue was named the #1 U.S. Domestic Airline for the sixth year in a row by the Coned Nast Traveler magazine's "Reader's Choice Awards."

The importance of customer service is also mirrored in the structure of jetBlue's aircrafts. jetBlue offers the most legroom in coach of any U.S. airline, with a live TV at every seat that carries 36 free direct TV channels and 100 XM radio channels.

Another of jetBlue's strengths can be found in their low-cost and eco-friendly operations. In 2008 and 2009, jetBlue was voted "Most Eco-Friendly Airline" by Zagat's Airline Survey, most likely in response to the LED lighting in the aircrafts, winglets on the aircraft that increase fuel efficiency, and their use of de-icing chemical techniques to decrease environmental impact.

In addition to these strengths, jetBlue also flies to many key vacation destinations, including Florida, New York, California, the Caribbean, Denver, Salt Lake City, Las Vegas, etc. jetBlue also offers its clients their first checked bag free of charge.

Weaknesses

One weakness for jetBlue is that it is a relatively new airline, and it currently only flies to 11 out of the 50 states. This puts jetBlue at a disadvantage to some of its competitors, such as Southwest Airlines who flies to 35 states, 69 total locations. Passengers have more of a variety of destinations they can travel to with another airline.

Another issue that weakens jetBlue's credibility is that in 2005, jetBlue began

to have aircraft problems. Since safety is a big concern to customers this caused people choose to fly on different airline carriers leading to a decrease in profits for jetBlue.

The recent negative media publicity is also a concern for the future of jetBlue. A flight attendant was involved in a confrontation with a passenger on board, which led to the attendant cursing out the passenger, stealing alcohol from the flight and sliding down the emergency chute. This has caused a hostile relationship between some passengers and the airline, which may affect future customers' choices when deciding between jetBlue and one of its competitors.

Opportunities

jetBlue has many opportunities in the near future that will allow the airline to continue to grow and thrive. One of the more exciting opportunities that they have is a program called jetPaws. If you use jetPaws you will earn 302 TrueBlue points each way when traveling with your pet. This is exciting for pet owners because no longer is traveling with your pet a hassle, you actually get rewarded for it.

jetBlue is an environmentally friendly airline that uses ground power at the gate rather than using the engines to power air conditioning. They recycle approximately 1500 gallons of fuel and oil each month, along with approximately 600 pounds of steel each month.

The majority of international markets are untapped in the airline business, and jetBlue is in a great position to penetrate these markets. Being the first airline of its kind in a market is a huge advantage, and gives the airline an edge to succeed.

jetBlue has this opportunity internationally and will hopefully aspire to continue growing in different areas around the world.

Threats

Ever since September 11th the airline industry has taken a hit, increased security and the increased fear of terrorism has led to negative views on air travel in general. People are taking alternative travel routes and riding in cars when the option exists. Alternative travel and fear of attack is becoming an increasing threat to jetBlue and air travel in general.

Another threat facing jetBlue is the merge of Southwest and AirTran. Both airlines were top competitors of jetBlue and now that they are merged they pose an even bigger threat. Alone, Southwest had 69 locations that they served and AirTran had 72 combined (minus the 32 they already have in common) they will have about 109 airports. As jetBlue's primary competitor in affordable air travel this increase in number of locations for Southwest will be a major threat to jetBlue who has a relatively limited number of destinations.

The economy has also raised a threat to jetBlue. Due to the high unemployment families have less money to put towards elaborate vacations and instead are choosing places with in driving distance. Fuel price have also led to an increase in the price of plane tickets. In 2005 fuel cost were \$1.70 a gallon and in 2008 they reached an all time high of \$3.08 while they have decreased a little bit the last couple of years.

Marketing and Advertising Objectives

Marketing Objective

- For the 2011 calendar year, management's goal is to increase vacation travel by five percent compared to the 2010 calendar year.

Advertising Objectives

- To position jetBlue as the best airline in comparison to its competitors.
- To show the consumer why jetBlue is the best airline choice financially and economically.
- Increase awareness of jetBlue's economic benefits, high comfort quality and customer consideration and satisfaction.
- Raise awareness of jetBlue's seat guarantees, environmentally friendly services, and punctuality when it comes to flight departure and arrivals.
- Create a strong advertising campaign that highlights jetBlue's strengths and leaves room for opportunities to grow.

*For creative brief see Appendix I

Budget/Recommendation

Budget

We have a six million dollar budget that we divided between four months of heavy advertising and two months of supplemental advertising. In addition, we have a one million dollar budget to spend on creative media recommendations.

Media Objectives

In our heavy months of advertising, our goal was to attain a moderate level of reach and a low level of frequency. For March, our goals were slightly higher than the three other heavy months since we added outdoor advertising in addition to our heavy advertising objectives. Our goal was to reach 70 percent of our target audience but in reality we only reached 53.9 percent. This is because of our low budget and the fact that we are attempting a national and spot campaign during March, which is more expensive. Our frequency goal was three, but we only reached one point five, which is also due to a low budget. We observed that it is almost impossible to reach the frequency goals that we have set for each month unless we were to put all our money into only a couple of months of advertising. Since we chose not to do this we will not make our frequency goals for any month.

April, May and June are our three other months that we are planning to advertise heavily in. The campaigns in April, May and June are the same as March except that advertising in March includes an outdoor campaign. These months have both a national campaign and a spot campaign. Our goal was to reach 55 percent of our target audience in April, May and June. We were able to actually reach 53.5 percent, which was very close to our original goal. If we had a budget increase or

took money out of other months to put it in these months then it would be very possible to exceed our goal. We had a frequency goal of three but in actuality we only reached one point five. This is once again due to low budget. We chose these reach and frequency goals because we felt that moderate reach and low frequency were attainable with our budget constraints.

In our supplemental advertising months, July and August, we chose to set low reach and frequency goals. Since we want to mainly focus our efforts on increasing vacation travel prior to the vacation season we do not need to heavily advertising during the main seasonal months. We chose to advertise in these months because we wanted to still reach the last minute vacation travelers. Our supplemental advertising consists of a spot campaign. Our reach goal was 35 percent and we were able to successfully reach 42.5 percent of our target audience. Although we exceeded our expectations for our reach goals, we were not as successful with our frequency goals. We only managed a frequency of one point five when our goal was to achieve a frequency of two.

January, February, September, October, November and December are the months that we decided not to do any advertising in for various reasons. Therefore our frequency and reach goals for these months were all zero.

*For Reach and Frequency Table see Appendix II

Prospect Identification

After doing research on MRI-plus we broke down our target audience into two primary markets that consisted of singles ages 25-34 and married couples ages 28-49. According to MRI-plus this includes 1,560,000 people. Of these people, we want to aim for them to have an income of at least \$50,000 if they are single and an income of at least \$75,000 if they are married. Based on MRI-plus these income levels each have a moderately high index number of 89 and 118, respectively. Even though most of the people that fly jetBlue currently have an income of \$100,000+ (index of 196) it was improbable that our target market of singles and married couples would make that much money. We also considered the fact that the married couples may have children, and because we are aiming for vacation travel, families with children will need a low fare airline to make vacations more affordable.

jetBlue tends to attract customers that live in the Middle Atlantic and New England area, primarily due to the fact that jetBlue has limited destinations. This is convenient because many of the airports that jetBlue flies to are popular vacation spots. This will be helpful to meet our objective of increasing vacation traveling by 5% for the 2011 calendar year.

The type of people that fly jetBlue tend to be very tech savvy; they are likely to rely on technology on an everyday basis and want to make sure they stay up-to-date with the latest trends. As of current, jetBlue has little advertising on the Internet, but we plan on increasing internet advertising to capture and continue growing this market. Our target market's top career choices are professional and related occupations (index 167), management and business and financial operations (index

168), management occupations (index 167), computer and mathematical operations (index 208), and legal occupations (index 273). Because of the industries that our target market falls into, they tend to be successful investors and spend time learning about the economy and the best ways to budget their money.

A description of our ideal target audience is described below:

Scott Kim is 27 years old and lives in San Francisco, California in a newly renovated two-bedroom apartment. He was born in Japan but moved to New York with his family when he was five. While he had a steady girlfriend in the past he is now enjoying the single life. Although he is only 6 years out of college, his job at IBM has proven to be an excellent decision and he has excelled very quickly up the corporate ladder. He is currently making \$58,000 a year. Scott enjoys reading magazines that keep him up-to-date with the business world and teach him and how to be economically stable and make smart investments in today's rough economy, such as Money. In his free time he enjoys traveling, working out, and exploring the latest technology (he took off work to be one of the first people to get the Apple iPad last spring). Scott also enjoys doing research to find great deals on vacation locations in and around California so during the vacation season he can get back to New York to visit his family.

Mark and Megan both graduated from the University of Georgia and have been happily married for five years. They live in New Jersey with their three year old twins named Ali and Jake and their dog Snookie. Mark is a computer consultant who does a lot of traveling around the United States for his job. His income is \$95,000 a

year and he is the sole income provider for his family as Megan stays home with the twins as a stay at home mother. Mark and Megan both love to travel, and before they had kids they traveled many places including the Caribbean and the west coast. Now that they have kids, however, their travel time and its affordability has been cut short. Mark and Megan both enjoy keeping up with the latest trends in technology, fashion, and lifestyle. When Megan is not spending time with the kids and Mark, she attends kick-boxing and Pilate's classes at her nearby gym. Mark is also is gym member and enjoys playing on his church basketball and softball leagues.

Media Strategies

Media Selection & Scheduling

We chose to utilize both a national and spot campaign in order to not only increase awareness on a national level but also more effectively reach our target audience in our spot markets. By advertising nationally we are able to create brand awareness on a larger scale therefore adding more jetBlue customers. By advertising in spot markets, we are focusing more on heightened awareness in each city that jetBlue flies in which helps us attain our reach goals. We chose 21 markets that were important to the jetBlue campaign: Baltimore, MD, Boston, MA, Buffalo, NY, Burlington, NY, Charlotte, NC, Chicago, IL, Jacksonville, FL, Las Vegas, NV, New York, NY, Orlando, FL, Phoenix, AZ, Pittsburgh, PA, Portland, OR, Portland, ME, Raleigh-Durham, NC, Rochester, NY, Sacramento, CA, Salt Lake City, UT, San Francisco, CA, Seattle, WA and Syracuse, NY, which make up 28.3 percent of U.S. households.

In order to achieve top of mind brand awareness, we chose to heavily advertise in the months prior to and during the beginning of heavy spring and summer vacation travel. These months included: March, April, May and June. By focusing heavily on these months we will be able to effectively reach potential vacation travelers during the spring and summer vacation season. During these four months we chose to advertise in four different media including Network TV, Local Magazines, Internet and Local Radio. Since we are utilizing both a national and spot campaign we felt it was important to have specific media vehicles that relate to each campaign. We found in past advertising campaigns for jetBlue that March was the

heaviest month of advertising so we decided to add a fifth medium to the mix for that month, outdoor advertising. Outdoor advertising is expensive, and with our limited budget we were only able to insert it in March.

In order to focus our efforts on reaching as much of our target audience as possible we chose to spend 77.4 percent of our budget, or \$4,643,708.72 of our budget during our heaviest months of advertising. In each of our heavy months we allocated \$1,017,218.43 except in March, where we will be spending an additional \$574,835 for outdoor advertising. We have distributed 30.375 percent, or \$1,647,893.87 total to Network TV, which breaks down to \$411,973.47 per month. For Local Magazines we have distributed 28.375 percent, or \$1,539,390.57 total, which breaks down to \$384,847.64 per month. Internet has a total of 10.875 percent, or \$589,986.69, which breaks down to \$147,496.67 per month. Last, Local Radio totals 5.375 percent, or \$291,602, distributed \$72,900.65 per month.

In the months of July and August we want jetBlue to still actively reach vacation travelers. It is not as important to heavily advertise in these months because they tend to have lower vacation planning. Due to the fact that these months lie in the vacation season, most people have already made travel plans, but we still want to enforce our previous messages. We also want to acquire last minute vacation travelers to fly jetBlue. Since these months are more for reinforcement we decided on only using a spot campaign during July and August. Since there will be an umbrella campaign on top of ours, we feel like we can more effectively reach our target audience by focusing on the most traveled cities in order to increase vacation travel. The media that we have chosen to use are Spot TV, Consumer Magazines,

Spot Cable and Internet. Both consumer magazines and the Internet have the potential to reach on a national level as well.

Since we have chosen to use July and August as reinforcing months we are only spending 22.6 percent, or \$1,356,291.26 of our budget. To break that down between the two months, there will be \$678,145.63 per month to spend. We have distributed 8 percent, or \$434,013 total to Spot TV, which breaks down to \$217,006.60 per month. We have distributed six point nine percent, or \$374,336.39 total to General Interest Magazines, which breaks down to \$411,973.47 per month. Spot cable has one point nine percent of the total budget, or \$103,078.14 per month. Internet accounts for an additional eight point two percent in the supplemental category, which is \$444,863.53 total or \$222,431.77 per month.

We chose not to advertise in the months of January, February, September, October, November and December. We found that in previous years jetBlue spent the least amount of money in January. This is primarily due to the fact that it is immediately after the holiday season and most people cannot afford travel expenses. This is the same case for September, as it is directly after the primary summer vacation travel season. Since there will be an umbrella campaign we wanted to focus solely on promoting the heavy travel months of the spring and summer in our campaign. We will rely on the umbrella campaign to maintain brand awareness during the months not included in our advertising schedule.

We based our decisions of which media to use off of our share of voice and media mix calculations. We learned that jetBlue has the largest share of voice in Local Magazines, which we wanted to maintain in our advertising schedule. They

also have a large share of voice in Local Newspaper and National Spot Radio. We included Spot Radio in our media vehicle choices, but chose to eliminate local newspaper due to a decline in the industry. Looking at our media mix we found that jetBlue spends most of their money on Internet and Outdoor advertising. Again, we wanted to maintain spending in these categories, but we also wanted to increase their spending in other categories such as Network TV and Spot TV in order to increase their share of voice in these media. We chose to increase in these two vehicles because our target audience is more likely to be watching television than reading newspapers. Also, our main competitor, Southwest Airlines, has a 99 percent share of voice in the Network TV category. By adding advertising we would increase our share of voice, and hopefully drive some of their customers to our airline.

*See Appendix III through X for detailed Budget Comparisons, Share of Voice and Media Mix

Creative Media Recommendations

Oprah's Favorite Things

A distinctive way that we can increase jetBlue's brand awareness among people in our target audience is through a unique form of product placement via Oprah's Favorite Things on the Oprah Winfrey Show. Although this is Oprah's final season, we have been made aware of a surprise reunion show she is planning in November 2011, where jetBlue will be featured as one of Oprah's favorite things.

Once a year, Oprah gives each member of her studio audience her favorite things, whether it is jewelry, cars, trips, etc. For her November 2011 surprise reunion show, jetBlue will provide each member of the studio audience (which consisted of 275 people this past year) and a guest of their choosing a free roundtrip flight to West Palm Beach, FL from Oprah's studio in Chicago, IL. A roundtrip ticket from Chicago to West Palm Beach on jetBlue airlines costs \$428.80, so for the 275 people in the studio audience plus a guest for each, it would cost jetBlue \$235,840 from the extra \$1 million allocated for creative media recommendations in our budget.

In-Flight Tray Table Advertising

Another portion of our extra \$1 million will be spent on advertising on in-flight tray tables. This form of advertising will be relatively inexpensive and will run during March, April, May and June. This is an inexpensive way to keep jetBlue at the top of our client's mind.

Make - a - Wish Foundation

We plan to use the remainder of our extra \$1 million to partner with the Make-a-Wish foundation. Disney's Make-a-Wish foundation grants wishes of children who are terminally ill or have life-threatening diseases. jetBlue will plan to sponsor the travel for a wish of one child and a guest every month from March to July. Not only does this promote a positive image for jetBlue, but it also helps truly deserving children.

Evaluation

Looking at the flowchart, provided in appendix XI, we conclude that we obtained our reach goals for June and July, were very close to obtaining our reach goals in March, April, May and June, but did not reach our frequency goals in any of our six months of advertising. For our national and spot campaign we have a total of 429 GRPs without Outdoor. By introducing Outdoor advertising, it boosted our GRPS by 684 GRPS in the month of March. Based on this information we conclude that we should reach our marketing goal by increasing vacation travel by five percent. We recommend boosting vacation travel of jetBlue by advertising for the winter holiday vacation travel as well as increasing the allocated budget to meet higher reach and frequency goals.

References

- 1) www.Smarttravel.com
- 2) www.msnbc.msn.com
- 3) www.Mriplus.com
- 4) www.jetblue.com
- 5) www.oprah.com
- 6) www.mediaflightplan.com

Appendix

I) Creative Brief

Client Name: jetBlue

Key Fact: These days people tend to expect more out of all of their experiences in life. When they travel they want to be able to fly without killing their budgets but at the same time not sacrifice the comfort and satisfaction on their trip.

Problem: Reliable, satisfying, and affordable air travel needs to be spread passed business travelers on to vacation travelers.

Objectives:

- * To increase the 2011 vacation travelers by 5% compared to 2010.
- * To position jetBlue as an alternative airline to its competitors.
- * Increase awareness of jetBlue's economic benefits, high comfort quality and customer consideration and satisfaction.
- * To promote a seat guarantee and on-time arrival and take off for your flight.

Target Market:

- * Single adults 24-34 with an income of at least \$50,000 AND Married couples (with kids) ages 28-49 with an income of at least \$75,000

"Mark and Megan both graduated from the University of Georgia and have been happily married for five years. They live in New Jersey with their three year old twins named Ali and Jake and their dog Snookie. Mark is a computer consultant who does a lot of traveling around the United States for his job. His income is \$90,000 a year and he is the sole income provider for his family because they decided to have Megan stay home with the twins as a stay at home mother. Mark and Megan both

love to travel and before they had kids they traveled many places including the Caribbean and the west coast but now that they have kids their travel time and it's affordability has been cut short. Mark and Megan both enjoy keeping up with the latest trends in technology, fashion, and lifestyle. When Megan is not spending time with the kids and Mark, she attends kick-boxing and Pilate's classes at her nearby gym. Mark is also is gym member and enjoys playing on his church basketball and softball leagues."

"Scott Kim is 27 years old and lives in San Francisco, California with a couple of his friends from work in a four-bedroom apartment. He was born in Japan but moved to New York with his family. While he had a steady girlfriend in the past he is now enjoying the single life. Although he is only 6 years out of college his job at IBM has proven to be an excellent decision and he has excelled very quickly up the corporate ladder. He is currently making \$58,000 a year. Scott enjoys reading magazines that keep him up-to-date with the business world and teach him and how to be economically stable and make smart investments in today's rough economy, such as Money. In his free time he enjoys traveling, working out, and exploring the latest technology (he took off work to be one of the first people to get the Apple iPad last spring). Scott also enjoys doing research to find great deals on vacation locations in and around California so during the vacation season he can get back to New York to visit his family."

Insight:

I want an Airline that I can take my family on vacation without taking an extra mortgage on the house but still be able to have a comfortable and reliable trip that

everyone will enjoy.

Promise:

jetBlue promises to provide low cost, luxury, and consistent traveling to those traveling for pleasure purposes.

Support: MRI-Plus, personal research, jetBlue website

Mandatories:

jetBlue name, logo, website and, acronym, tag line-Happy Jetting

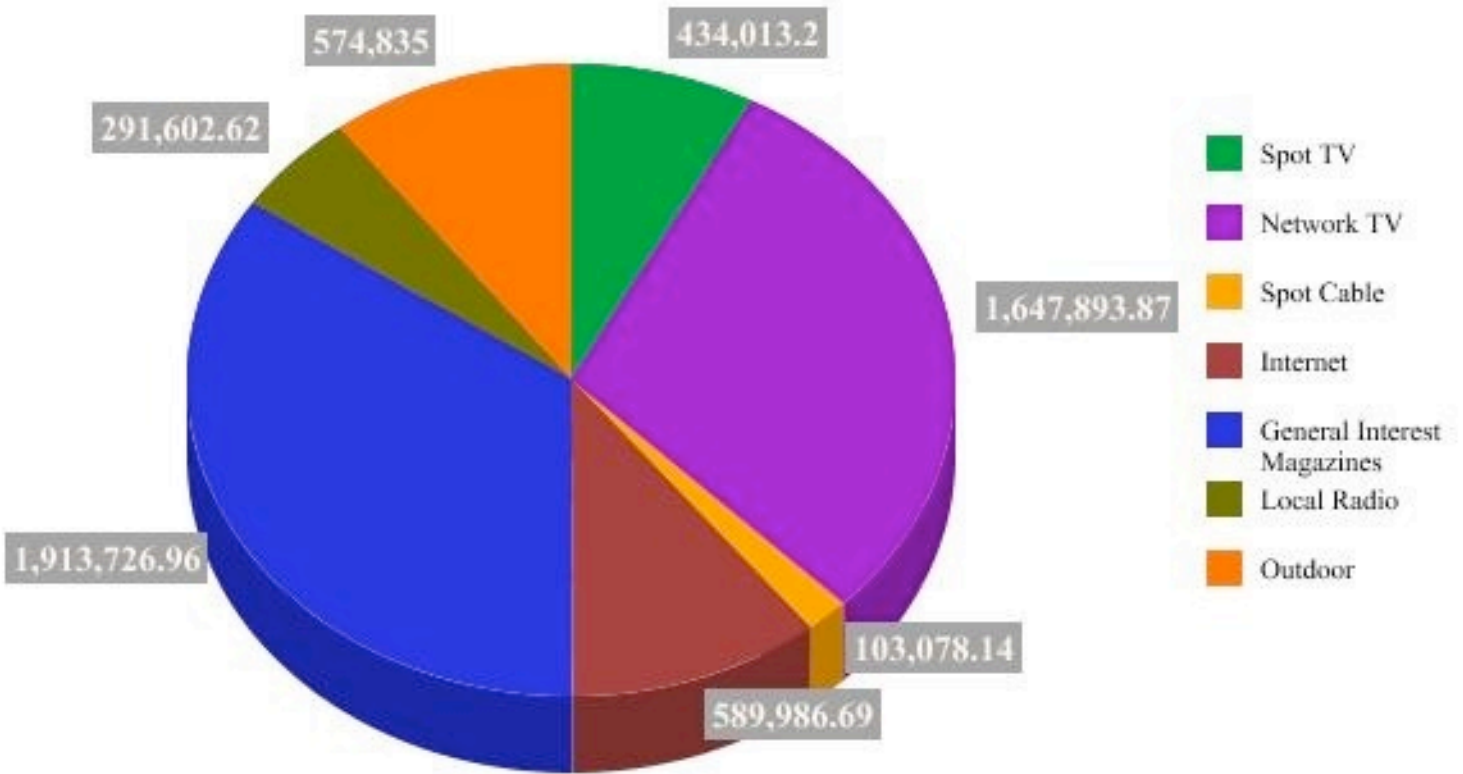
II) Reach and Frequency Goals

Campaign Goals

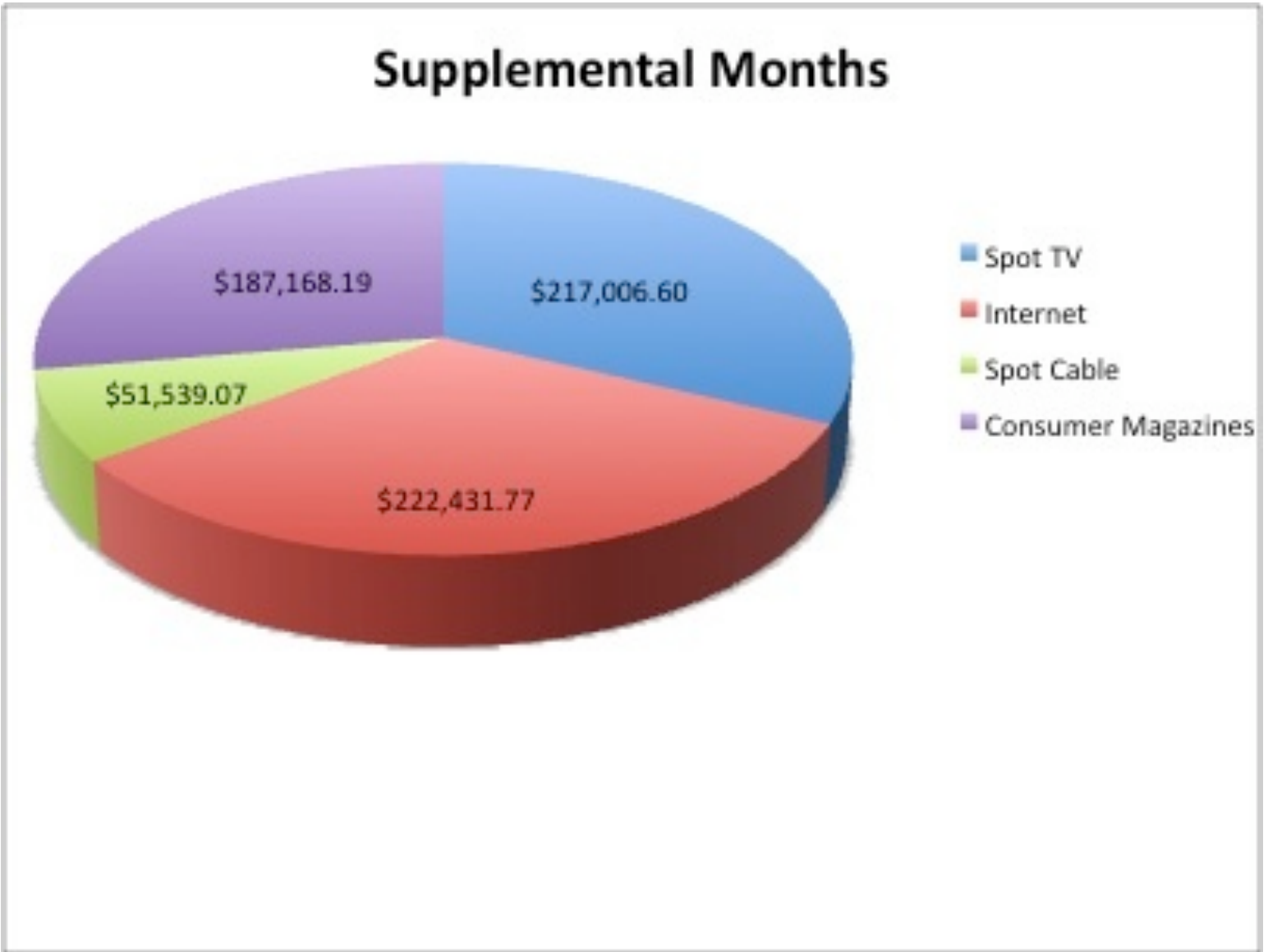
	NATIONAL GOALS			BUDGET	SPOT GOALS			BUDGET
	REACH	FREQ	GRPS	SHARE	REACH	FREQ	[AD]GRPS	SHARE
January	0.0	0	0.0	0.0	0	0	0.0	0.0
February	0.0	0	0.0	0.0	0	0	0.0	0.0
March	55.0	3.0	165.0	16.8	70.0	5.0	185.0	18.8
QTR 1			165.0	16.8			185.0	18.8
April	50.0	2.0	100.0	10.2	55.0	3.0	65.0	6.6
May	50.0	2.0	100.0	10.2	55.0	3.0	65.0	6.6
June	50.0	2.0	100.0	10.2	55.0	3.0	65.0	6.6
QTR 2			300.0	30.5			195.0	19.8
July	0.0	0	0.0	0.0	35.0	2.0	70.0	7.1
August	0.0	0.0	0.0	0.0	35.0	2.0	70.0	7.1
September	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
QTR 3			0.0	0.0			140.0	14.2
October	0.0	0.0	0.0	0.0	0	0	0.0	0.0
November	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0
December	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
QTR 4			0.0	0.0			0.0	0.0
	NATL TOTALS		465.0	47.2	SPOT TOTALS		520.0	52.8

III) Budget Pie Chart

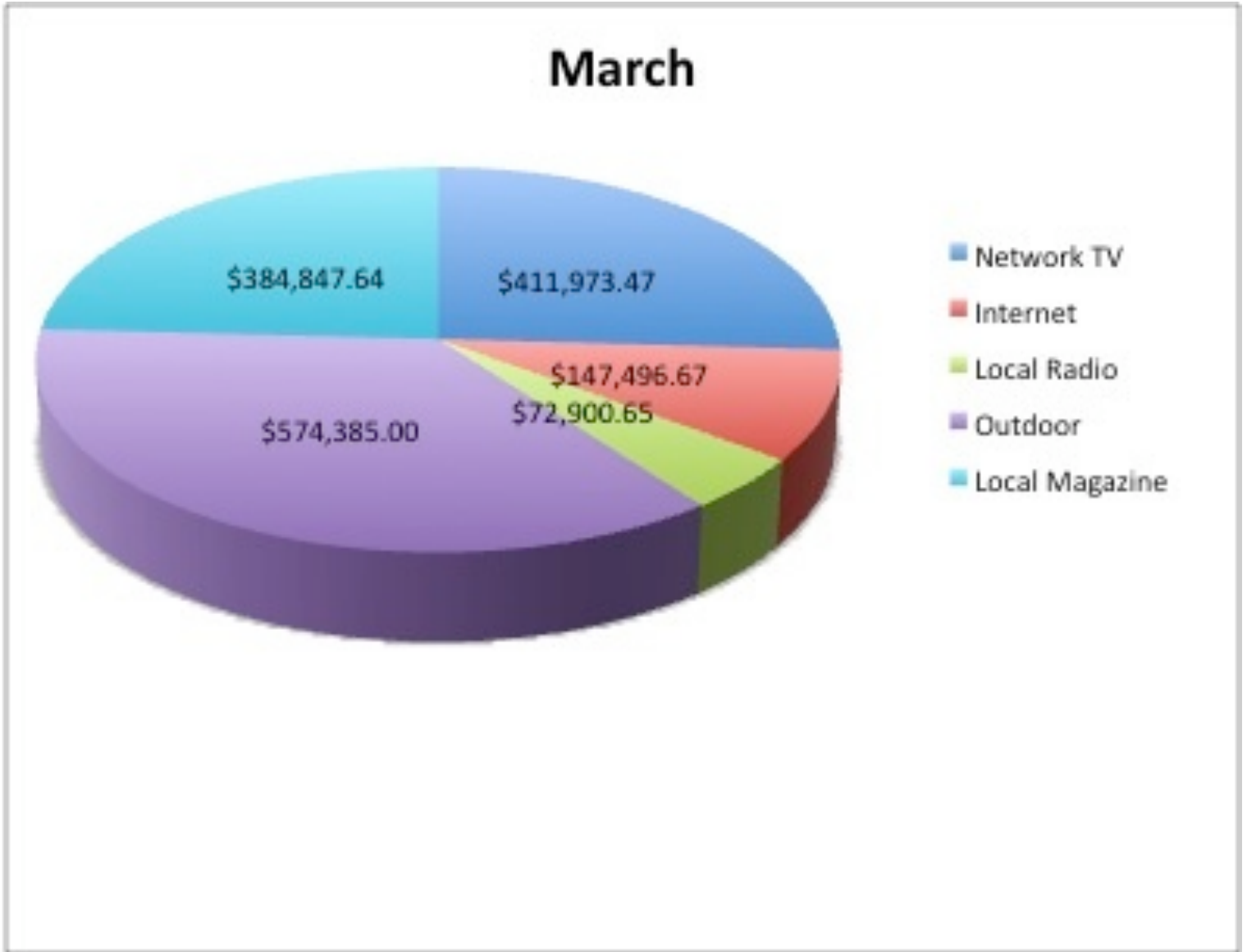
Budget Classification by Specific Media Vehicles, In dollars (\$)



IV) Supplemental Months (July & August) Vehicle Breakdown



V) March (including outdoor) & Heavy Vehicle Breakdown

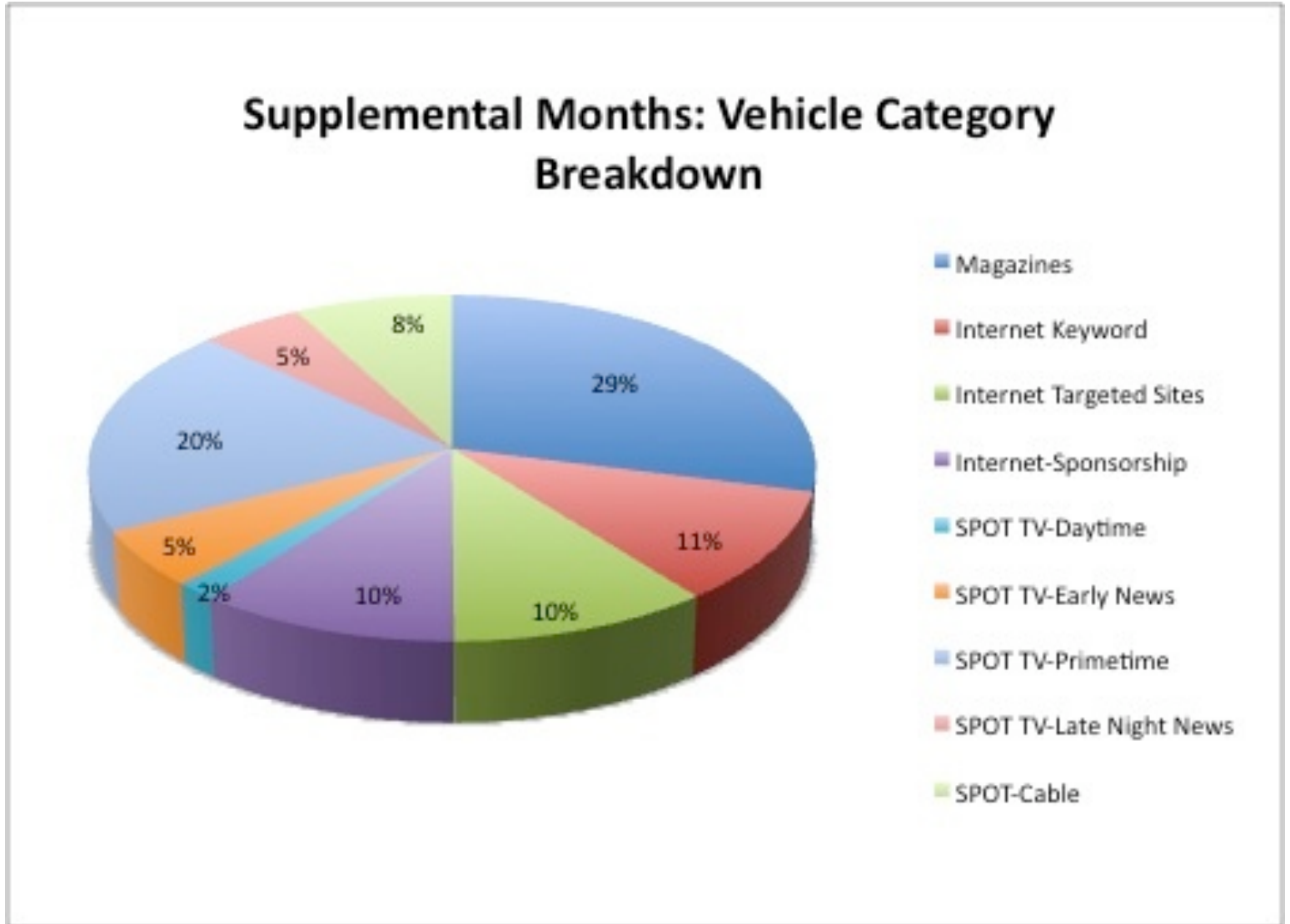


IV) Heavy Months (April, May, June) Vehicle Breakdown

Heavy Months

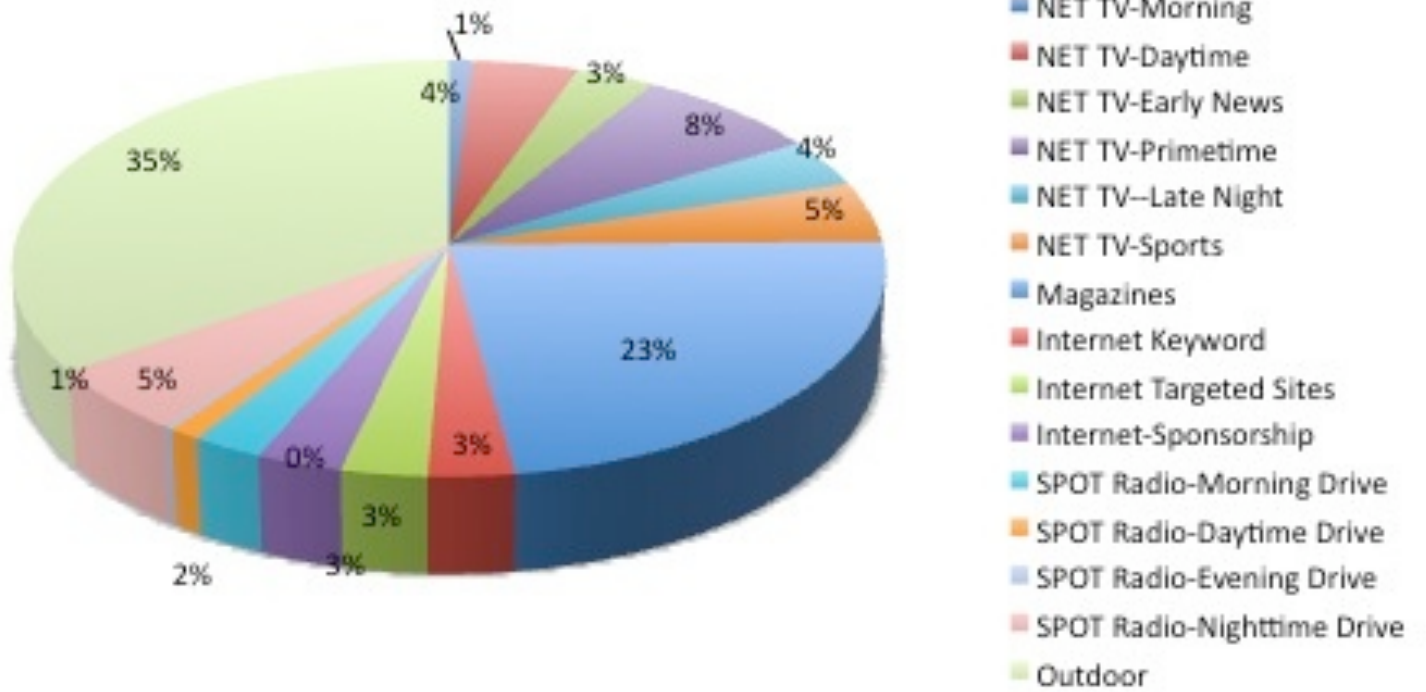


VI) Supplemental Vehicle Category Breakdown



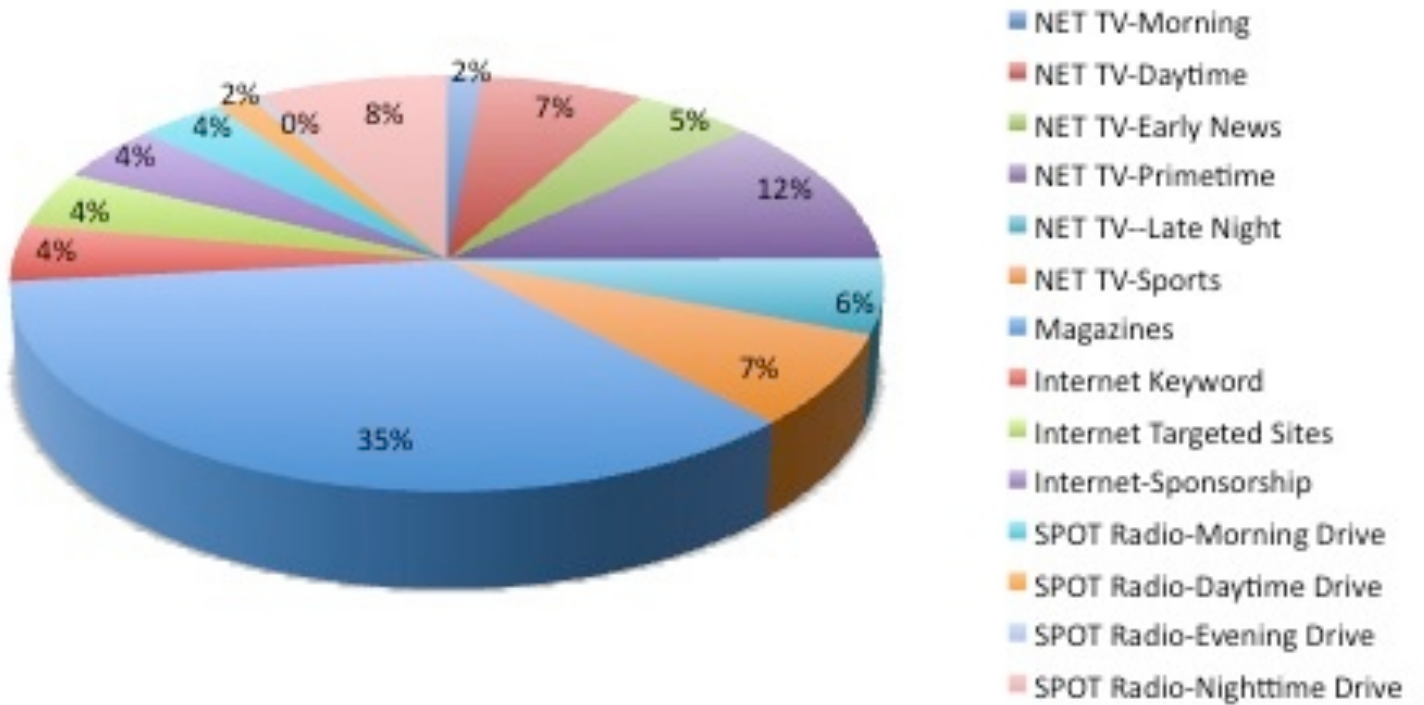
VII) March Vehicle Category Breakdown

March: Vehicle Category Breakdown



VIII) Heavy Vehicle Category Breakdown

Heavy Months: Vehicle Category Breakdown



IX) Share of Voice and Media Mix

ATRLINE ADVERTISING BY MEDIUM
Dollars in \$('000)
Jet Blue Competitors
(Money Spent in each medium, SOV, and Media Mix)

Share of Voice	Network TV	Spot TV	Cable TV	Syndicated TV	Cons Magazines	Sunday Magazines	Local Magazines	B to B	National Nwsp	Local Nwsp	National Spot Radio	Local Radio	Internet	Outdoor	TOTAL
Southwest	110232.1	31731.5	8560.7	528.2	2095	0	0	363.6	464.8	2087	4079.9	4552.3	8074.8	3110.7	175880.6
Continental	17.5	4291.1	3.4	0	8436.4	861.7	8.1	997.2	5977.1	4086.9	74	371.3	30013.3	58774	113912
American	130	5705.3	7691.3	61.3	27377.7	0	131.2	220.8	819	1502.6	465.4	608.2	5713.2	3106.5	53732.5
Delta	0	196.6	1.2	38.8	8216.1	964.3	23.5	480.9	3524	4213.5	95	11.6	5010.6	5543.4	28319.5
JetBlue	0	87.8	90.3	0	2623.6	0	158	430.5	1175.6	2209.1	1256.3	2493.8	4538.8	4101.8	19077.8
AirTran	0	5343.6	0	0	595.5	0	0	0	0	116.7	1081.5	4208.4	1021.5	2788.6	15155.8
U.S.	0	0.4	0	0	227.7	0	0	0	428.6	3361.1	0	71.1	5291.1	297.5	9677.5
United	0	132.5	0	0	20	0	0	0	171.4	1251.9	0	109.5	2243.4	289.5	4218.2
TOTAL	110379.6	47401	16346.9	628.3	49792	1826	320.8	2493	12560.5	18828.8	7052.1	12426.2	61906.7	78012	419973.9
Share of Voice															
Airline	Network TV	Spot TV	Cable TV	Syndicated TV	Cons Magazines	Sunday Magazines	Local Magazines	B to B	National Nwsp	Local Nwsp	National Spot Radio	Local Radio	Internet	Outdoor	TOTAL
Southwest	99.87	66.82	52.37	84.1	4.2	0	0	14.58	3.7	3.27	36.38	22.16	8.43	8.4	
Continental	0.016	9.04	0.021	0	16.9	47.2	2.52	40	47.59	6.4	0.66	1.81	31.32	15.87	
American	0.118	12.01	47.05	9.8	55.4	0	40.9	8.86	6.52	2.35	4.15	2.96	5.96	8.39	
Delta	0	0.414	0.007	6.2	16.5	52.8	7.33	19.29	28.06	6.6	0.85	0.06	5.23	14.97	
JetBlue	0	0.185	0.552	0	5.3	0	49.25	2.25	9.36	3.46	11.2	12.14	4.74	11.08	
AirTran	0	11.25	0	0	1.2	0	0	0	0	0.18	9.64	20.49	1.07	7.53	
U.S.	0	0.0008	0	0	0.46	0	0	0	3.41	5.27	0	0.35	5.52	0.8	
United	0	0.279	0	0	0.04	0	0	0	1.36	1.96	0	0.53	2.34	0.78	
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Media Mix															
Airline	Network TV	Spot TV	Cable TV	Syndicated TV	Cons Magazines	Sunday Magazines	Local Magazines	B to B	National Nwsp	Local Nwsp	National Spot Radio	Local Radio	Internet	Outdoor	TOTAL
Southwest	62.67	18.04	4.87	0.3	1.2	0	0	0.21	0.26	1.19	2.31	2.59	4.59	1.77	100
Continental	0.015	3.77	0.003	0	7.4	0.76	0.007	0.88	5.25	3.59	0.06	0.33	26.35	51.6	100
American	0.242	10.62	14.32	0.114	51.3	0	0.24	0.41	1.52	2.8	0.87	1.13	10.6	5.78	100
Delta	0	0.694	0.004	0.137	29	3.4	0.08	1.7	12.44	14.88	0.34	0.04	17.69	19.57	100
JetBlue	0	0.458	0.458	0	13.7	0	0.82	2.2	6.16	11.58	6.55	13	23.68	21.5	100
AirTran	0	35.26	0	0	3.9	0	0	0	4.43	0.77	7.14	27.77	6.74	18.4	100
U.S.	0	0.004	0	0	0.47	0	0	0	4.43	34.73	0	0.73	54.67	3.07	100
United	0	3.14	0	0	0.474	0	0	0	4.06	29.68	0	2.6	53.18	6.86	100

X) Budget Analysis by Month

◇	A	B	C	D	E	F	G	H
1	Monthly Detail							
2		Student	Katelyn Fish					
3		Professor	Karen King					
4		Semester	Fall 2010					
5								March
6	Target Demo: All Adults ages 25-49 Natl Univ (000):102559 Spot Univ (000):29953							
7	Medium	Covg.	Unit	GRPs	CPP	CPM	Total Cost	
8	Net TV-E Morning	NATL	:30	1	15862	15.47	15862	
9	Net TV-Daytime	NATL	:30	2	36295	35.39	72590	
10	Net TV-Early News	NATL	:30	3	17921	17.47	53763	
11	Net TV-Prime	NATL	:30	4	31548	30.76	126192	
12	Net TV-L Nite/L News	NATL	:30	3	20868	20.35	62604	
13	Net TV-Sports	NATL	:30	2	39045	38.07	78090	
14	Magazines-General Interest	NATL	HPG 4C	35	10894	10.62	381290	
15	Internet-Keyword/Search	NATL	Listing	2	23650	23.06	47300	
16	Internet-Trgt'd Sites	NATL	Banner	2	23650	23.06	47300	
17	Internet-Sponsorship	NATL	Banner	2	23650	23.06	47300	
18	National Totals			56	16648	16.23	932291	
19								
20	Spot Radio-Morning Drive	SPOT	:30	10	3912	13.06	39120	
21	Spot Radio-Daytime	SPOT	:30	4	4269	14.25	17076	
22	Spot Radio-Evening Drive	SPOT	:30	6	3966	13.24	23796	
23	Spot Radio-Nighttime	SPOT	:30	4	1168	3.9	4672	
24	Outdoor	SPOT	25 Show	684	574835	2.81	393187140	
25	Spot Totals			708	931	3.11	659499	
26								
27	Total Plan			262.775846	6058	5.91	1591790	
28	based on media that contribute both cost and GRPs; For Total Plan, Spot GRPs are weighted to %US coverage before c							
29								
30								

◇	A	B	C	D	E	F	G	H
1	Monthly Detail							
2		Student	Katelyn Fish					
3		Professor	Karen King					
4		Semester	Fall 2010					
5								April
6	Target Demo: All Adults ages 25-49 Natl Univ (000):102559 Spot Univ (000):29953							
7	Medium	Covg.	Unit	GRPs	CPP	CPM	Total Cost	
8	Net TV-E Morning	NATL	:30	1	15862	15.47	15862	
9	Net TV-Daytime	NATL	:30	2	36295	35.39	72590	
10	Net TV-Early News	NATL	:30	3	17921	17.47	53763	
11	Net TV-Prime	NATL	:30	4	31548	30.76	126192	
12	Net TV-L Nite/L News	NATL	:30	3	20868	20.35	62604	
13	Net TV-Sports	NATL	:30	2	39045	38.07	78090	
14	Magazines-General Interest	NATL	HPG 4C	35	10894	10.62	381290	
15	Internet-Keyword/Search	NATL	Listing	2	23650	23.06	47300	
16	Internet-Trgt'd Sites	NATL	Banner	2	23650	23.06	47300	
17	Internet-Sponsorship	NATL	Banner	2	23650	23.06	47300	
18	National Totals			56	16648	16.23	932291	
19								
20	Spot Radio-Morning Drive	SPOT	:30	10	3912	13.06	39120	
21	Spot Radio-Daytime	SPOT	:30	4	4269	14.25	17076	
22	Spot Radio-Evening Drive	SPOT	:30	6	3966	13.24	23796	
23	Spot Radio-Nighttime	SPOT	:30	4	1168	3.9	4672	
24	Spot Totals			24	3528	11.78	84664	
25								
26	Total Plan			63.0093507	16140	15.74	1016955	
27	based on media that contribute both cost and GRPs; For Total Plan, Spot GRPs are weighted to %US coverage before c							
28								

Monthly Detail

Student	Katelyn Fish
Professor	Karen King
Semester	Fall 2010

May

Target Demo: All Adults ages 25-49 Natl Univ (000):102559 Spot Univ (000):29953

Medium	Covg.	Unit	GRPs	CPP	CPM	Total Cost
Net TV-E Morning	NATL	:30	1	15862	15.47	15862
Net TV-Daytime	NATL	:30	2	36295	35.39	72590
Net TV-Early News	NATL	:30	3	17921	17.47	53763
Net TV-Prime	NATL	:30	4	31548	30.76	126192
Net TV-L Nite/L News	NATL	:30	3	20868	20.35	62604
Net TV-Sports	NATL	:30	2	39045	38.07	78090
Magazines-General Interest	NATL	HPG 4C	35	10894	10.62	381290
Internet-Keyword/Search	NATL	Listing	2	23650	23.06	47300
Internet-Trgt'd Sites	NATL	Banner	2	23650	23.06	47300
Internet-Sponsorship	NATL	Banner	2	23650	23.06	47300
National Totals			56	16648	16.23	932291
Spot Radio-Morning Drive	SPOT	:30	10	3912	13.06	39120
Spot Radio-Daytime	SPOT	:30	4	4269	14.25	17076
Spot Radio-Evening Drive	SPOT	:30	6	3966	13.24	23796
Spot Radio-Nighttime	SPOT	:30	4	1168	3.9	4672
Spot Totals			24	3528	11.78	84664
Total Plan			63.0093507	16140	15.74	1016955

based on media that contribute both cost and GRPs; For Total Plan, Spot GRPs are weighted to %US coverage before c

Monthly Detail

Student	Katelyn Fish
Professor	Karen King
Semester	Fall 2010

June

Target Demo: All Adults ages 25-49 Natl Univ (000):102559 Spot Univ (000):29953

Medium	Covg.	Unit	GRPs	CPP	CPM	Total Cost
Net TV-E Morning	NATL	:30	1	15862	15.47	15862
Net TV-Daytime	NATL	:30	2	36295	35.39	72590
Net TV-Early News	NATL	:30	3	17921	17.47	53763
Net TV-Prime	NATL	:30	4	31548	30.76	126192
Net TV-L Nite/L News	NATL	:30	3	20868	20.35	62604
Net TV-Sports	NATL	:30	2	39045	38.07	78090
Magazines-General Interest	NATL	HPG 4C	35	10894	10.62	381290
Internet-Keyword/Search	NATL	Listing	2	23650	23.06	47300
Internet-Trgt'd Sites	NATL	Banner	2	23650	23.06	47300
Internet-Sponsorship	NATL	Banner	2	23650	23.06	47300
National Totals			56	16648	16.23	932291
Spot Radio-Morning Drive	SPOT	:30	10	3912	13.06	39120
Spot Radio-Daytime	SPOT	:30	4	4269	14.25	17076
Spot Radio-Evening Drive	SPOT	:30	6	3966	13.24	23796
Spot Radio-Nighttime	SPOT	:30	4	1168	3.9	4672
Spot Totals			24	3528	11.78	84664
Total Plan			63.0093507	16140	15.74	1016955

based on media that contribute both cost and GRPs; For Total Plan, Spot GRPs are weighted to %US coverage before c

1	Monthly Detail						
2	Student						Katelyn Fish
3	Professor						Karen King
4	Semester						Fall 2010
5							July
6	Target Demo: All Adults ages 25-49 Natl Univ (000):102559 Spot Univ (000):29953						
7	Medium	Covg.	Unit	GRPs	CPP	CPM	Total Cost
8	Magazines-General Interest	NATL	HPG 4C	18	10894	10.62	196092
9	Internet-Keyword/Search	NATL	Listing	3	23650	23.06	70950
10	Internet-Trgted Sites	NATL	Banner	3	23650	23.06	70950
11	Internet-Sponsorship	NATL	Banner	3	23650	23.06	70950
12	National Totals			27	15146	14.77	408942
13							
14	Spot TV-Daytime	SPOT	:30	2	5581	18.63	11162
15	Spot TV-Early Fringe/News	SPOT	:30	5	7196	24.02	35980
16	Spot TV-Prime	SPOT	:30	9	14797	49.4	133173
17	Spot TV-Late Fringe/News	SPOT	:30	5	6937	23.16	34685
18	Spot Cable	SPOT	:30	6	8848	29.54	53088
19	Spot Totals			27	9929	33.15	268088
20							
21	Total Plan			34.8855196	19407	18.92	677030
22	based on media that contribute both cost and GRPs; For Total Plan, Spot GRPs are weighted to %US coverage before c						
23							

New Open Save Print Import Copy Paste Format Undo Redo AutoSum Sort A-Z Sort Z-A Gallery Toolbox Zoom Help							
				Sheets	Charts	SmartArt Graphics	WordArt
◇	A	B	C	D	E	F	G
1	Monthly Detail						
2	Student						Katelyn Fish
3	Professor						Karen King
4	Semester						Fall 2010
5							August
6	Target Demo: All Adults ages 25-49 Natl Univ (000):102559 Spot Univ (000):29953						
7	Medium	Covg.	Unit	GRPs	CPP	CPM	Total Cost
8	Magazines-General Interest	NATL	HPG 4C	18	10894	10.62	196092
9	Internet-Keyword/Search	NATL	Listing	3	23650	23.06	70950
10	Internet-Trgted Sites	NATL	Banner	3	23650	23.06	70950
11	Internet-Sponsorship	NATL	Banner	3	23650	23.06	70950
12	National Totals			27	15146	14.77	408942
13							
14	Spot TV-Daytime	SPOT	:30	2	5581	18.63	11162
15	Spot TV-Early Fringe/News	SPOT	:30	5	7196	24.02	35980
16	Spot TV-Prime	SPOT	:30	9	14797	49.4	133173
17	Spot TV-Late Fringe/News	SPOT	:30	5	6937	23.16	34685
18	Spot Cable	SPOT	:30	6	8848	29.54	53088
19	Spot Totals			27	9929	33.15	268088
20							
21	Total Plan			34.8855196	19407	18.92	677030
22	based on media that contribute both cost and GRPs; For Total Plan, Spot GRPs are weighted to %US coverage before c						
23							

XI) Flowchart