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AGIFORS

Airline Group of the International Federation of Operational Research Societies

AGIFORS SSP 2021

jetBlue Update

18 May 2021

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Overview – JetBlue Airways

IATA / ICAO airline codes:	B6/JBU
Annual revenues (currency):	3.0 billion (USD) in 2020 vs. 8.1 billion in 2019
Number of daily flights:	461 average in 2020, vs. a peak of 1,079
Primary route structure / business model:	Point-to-Point routes from focus cities
Number of hub / base airports and locations:	6 focus cities in New York City (JFK), Boston (BOS), Fort Lauderdale (FLL), Orlando (MCO), San Juan (SJU), Los Angeles (LAX)
Aircraft inventory and types (number of aircraft):	Airbus A321 (76), Airbus A320 (130), Airbus A220 (2), and Embraer E190 (60)
Year over year capacity change	ASMs down 48% (2020 vs 2019)
Announced new routes/new markets:	New York/Boston-London (fall 2021), 14 additional cities announced since COVID-19

New Destinations– JetBlue Airways

Challenges of 2020 - JetBlue Airways

- Network planning and/or scheduling challenges
  - Rapid rate of close-in change
  - Low frequency routes
- IT system development/advances in the last 12 months
  - Enterprise cloud data warehouse
  - In-house development of FAM
  - ETOPs (implications on crew qualification, aircraft routing, etc.)
- Business process changes in the last 12 months
  - “Rolling 331” selling schedule, divorced from working draft of operational schedule
- Major initiatives for the next three years
  - SOC Modernization
  - ETOPs
  - “Aircraft Data Strategy” (new streams coming from broadband-equipped aircraft)

What initiatives had been started to cope with the pandemic?

- Network breadth
  - American Airlines “Northeast Alliance”
- Revisit of reliability/OTP risk appetite
- Block-for-Ground

Project Details- JetBlue Airways

- **FAM (Fleet Assignment Model)**
  - Automate routine fleeting tasks, for the purpose of time saving and scalable for growing fleets
  - Increase aircraft utilization by optimizing fleet allocation
  - Target profitability with the most preferred schedule

- **MARIO (Maintenance and Routing Improved for Operability)**
  - Provide higher maintenance compliant lines of flying
  - Provide more maintenance opportunities at JetBlue stations for each line of flying
  - Relax the ground time distribution
  - Operational cost efficiency

Thank you.

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