

United Breaks Guitars, Portuguese Version

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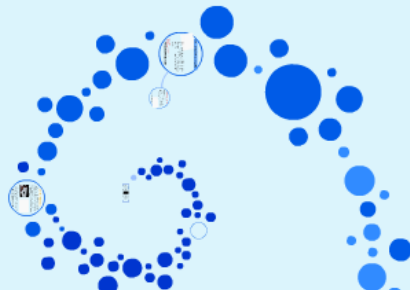
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Recommendations

- Create a Full Case Competition Plan
- Agent's Strong Sponsorship
- Minimize Present and Awareness as to What is Being Said About Organization
- 2007

START REPORT	
1.1.1	1.1.2
1.1.3	1.1.4

United Breaks Guitars, Portuguese Version



United Airlines Background

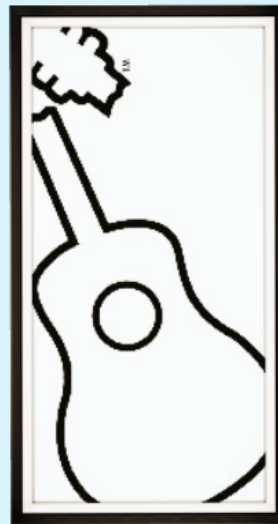
- Founded in 1944
- Average of 45,413 passengers daily
- 703 Active Planes
- Over 88,000 Employees
- In 2009, United mishandled 4.10% of luggage



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The Situation

- Dave Carroll, a 41-year old musician, had his \$3,500 Taylor guitar thrown around by United Airlines baggage handlers in his layover city and was witnessed by two other passengers
- Carroll immediately alerted flight attendants, but was ultimately ignored and told to talk to crew at his final destination
- In his final destination, Omaha, it was past midnight and there was no crew around

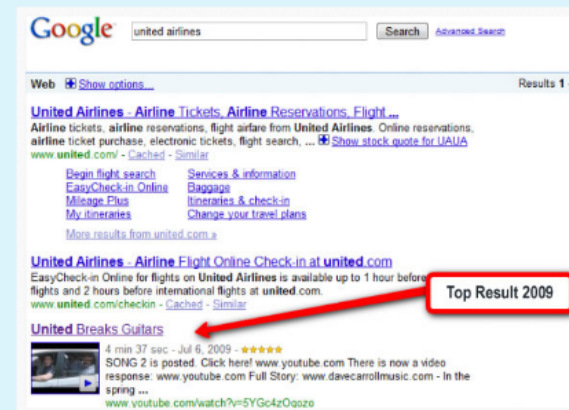


- Carroll decided to pack it up and deal with it later, since there was no visible external damage to his guitar's case and nobody around
- The following day he realized the extent of the damage to his guitar, a broken and detached neck
- Thus a 9-month long battle with United began...

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Carroll's Nightmare

- United policy requires customers to report claims within 24 hours of the flight, but Carroll was miles away on tour unable to make the claim at an airport
- After 9 months of battling with customer service, **"The matter was closed. No vouchers, no money, no apology, no anything."**



- Carroll decided on a new course of action - he was going to make three music videos, aiming to attract one million hits in total.

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United Breaks Guitars: Song One



After the 4th of July in 2009, Carroll's band, Sons of Maxwell, uploaded the first video describing United's baggage handlers' outlandish handling of his guitar

It was a hit!

150,000 views in first 24 hours

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United Responds *(finally)*

- "United Breaks Guitars: Song One" hit 2 million viewers in just one week!
- Carroll issued a statement a few days after hitting his goal. He updated viewers on United's compensation offer and asked people to treat United employee's with kindness.
- Instead of compensation, he asked the airline to make a donation - now he just wanted to tell his story.



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Social Media Takeoff

- Between the Sons of Maxwell blog and Facebook, the movement against customer service took off.
- Carroll was invited to a Congressional hearing to tell his airline experience, along with other band performances, and endless business speaking events.
- The media loved the video too.....

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United's Tune



- Besides the one tweet, United made no official apology, no news release, no written statement or other communication regarding the incident or its donation
 - \$3,000 to Thelonious Monk Institute of Jazz
- They elected a spokeswoman who gave limited media interviews and vowed to use the video for customer service training
- United's CEO, Glen Tilton, did not participate in any way

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