



جامعة الجميع الذكية  
EVERYONE'S SMART UNIVERSITY

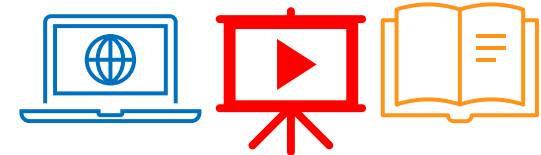
## W3 Lecture2

# Dave Carroll Case Study





In March 2008, Dave Carroll, a musician from Halifax, NS and his band, the Sons of Maxwell, traveled from Halifax to Nebraska via O'Hare Airport in Chicago. What happened on the journey became the subject of outrage, embarrassment, amusement, and transformed Carroll from country singer to customer service guru. Carroll claimed that his guitar was severely damaged by **United Airlines** baggage handlers at O'Hare. His attempts to pursue a damage claim with United having been frustrated, he posted **two amusing videos** about the incident on YouTube. The overwhelming response raised questions about brands and the nature of marketing communications in the internet age.



It was now seven months since the process began, but Carroll felt that at last the matter was being addressed. When the email arrived, however, the representative said she was sorry about what had happened to the guitar, but that standard airline policy held that claims be made within 24 hours of damage (a precaution against fraudulent claims). She told him that his claim was going to be denied. Carroll asked to speak with a supervisor, but was refused. His final request was for \$1,200 worth of United flight vouchers, the amount he had paid to repair his guitar. The representative told him no, United considered the case closed, and there would be no further communication on the matter. "At that moment," wrote Carroll in his blog, "it occurred to me that I had been fighting a losing battle. . . . The system is designed to frustrate affected customers into giving up their claims and United is very good at it." In his final exchange with the representative, he told her that he would be writing three songs with video about United Airlines and sharing them on YouTube. His goal, he said, was to get one million hits in one year.<sup>10</sup>

Carroll wrote the first song, and with his friends at Curve Productions in Halifax, produced a biting video to accompany it. The budget for the video was \$150, with people donating time, props, and locations for the shoot.<sup>11</sup> The location that stood in for the O'Hare airport tarmac was the fire station in Waverly, Nova Scotia, where Dave Carroll worked as a volunteer firefighter. On July 6, 2009, the video was posted to YouTube.



New and Traditional Media Activity per Day, July 2009

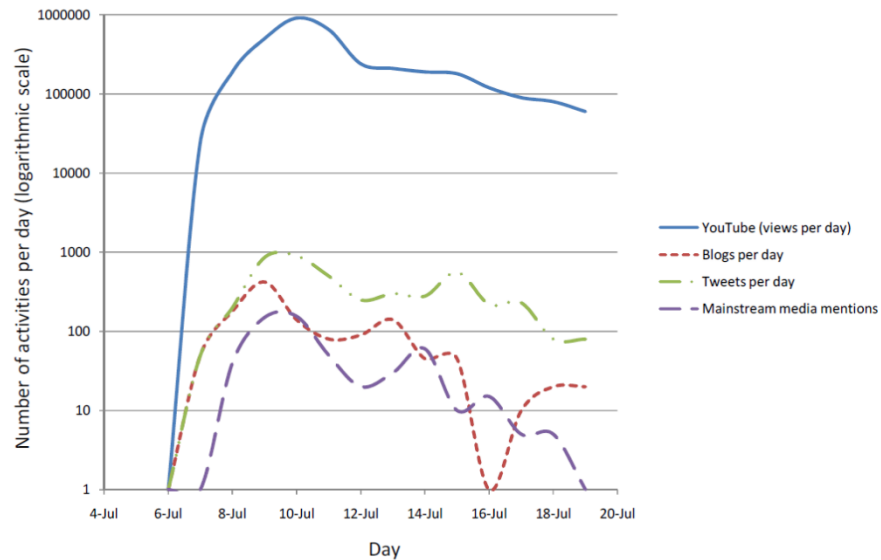
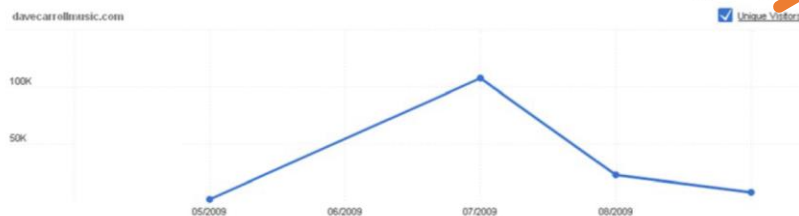


Exhibit 4 Website Traffic at [www.davecarrollmusic.com](http://www.davecarrollmusic.com), May–August 2009



United Breaks Guitars

<https://www.youtube.com/watch?v=5YGc4zOqozo>



sonsofmaxwell  
32.8K subscribers

Subscribe

298K



Share

22M views 14 years ago

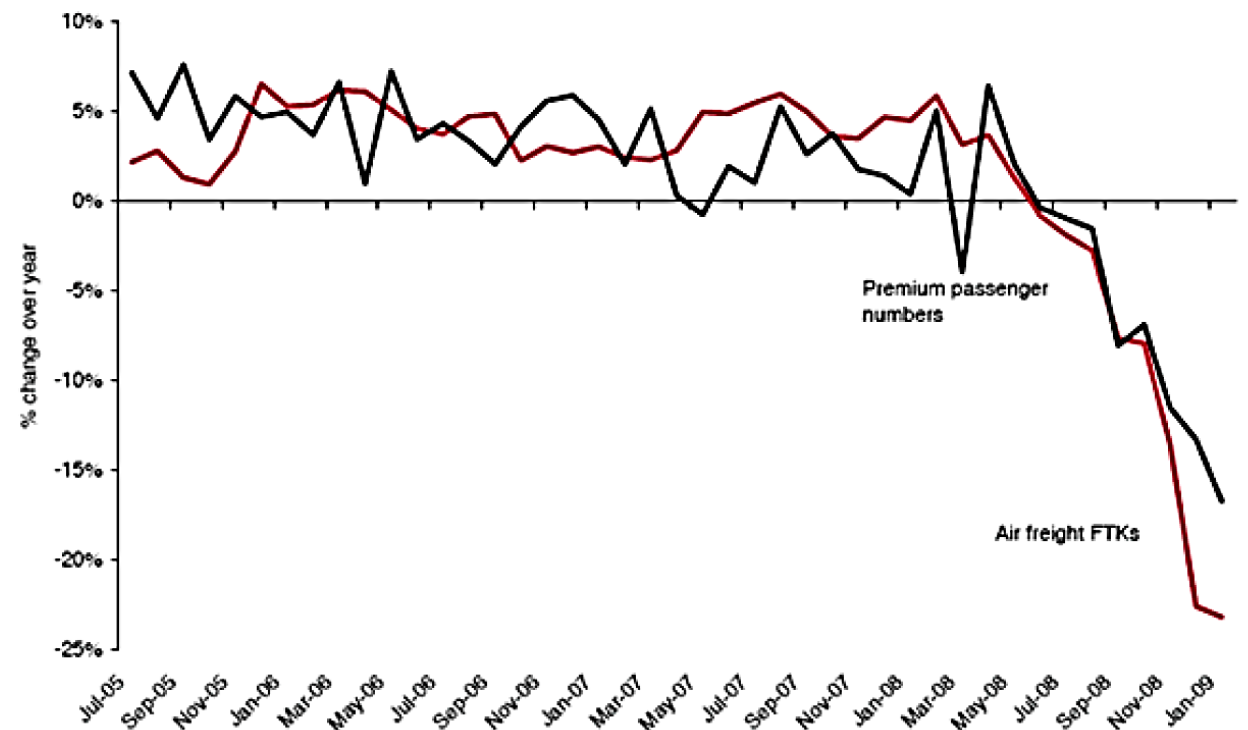
22,323,229 views Jul 7, 2009

You saw the video, now GET THE BOOK: <http://www.UnitedBreaksGuitarsBook.com>. Looking for a unique speaker for your next event: <http://www.UnitedBreaksGuitars.com> for case studies and highlights of Dave's speaking tour.

## Case Study

- Industry net losses would reach US\$4.7 billion;
- Airline revenues would decline by 12%, or US\$63 billion
- Cargo traffic would fall by 13%, passenger traffic by 7%, and airlines would cut capacity by 6%.

(i) Passenger &amp; Freight Traffic Growth/Decline



### The power of one voice in the age of social media



**Song 1**

The first United Breaks Guitars Song became one of YouTube's greatest hits and caused an instant media frenzy across all major global networks and sources (including the likes of CNN, the LA Times, Chicago Tribune, Rolling Stone Magazine & the BBC to name a few).



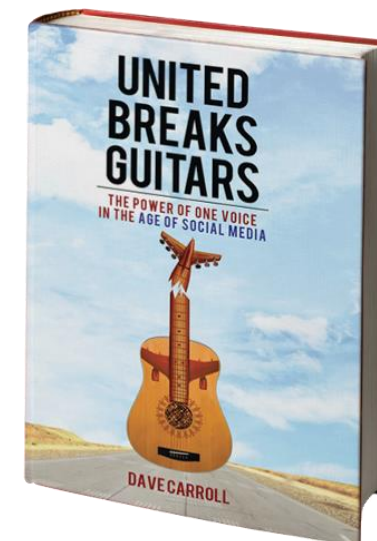
**Song 2**

Dave takes a closer look at his dealings with Ms. Irlweg and the flawed policies that she was forced to uphold. Song 2 is an appeal to United to do the right thing because their policies are putting a real strain on what could be a terrific friendship between Ms. Irlweg and Dave.



**Song 3**

The latest video acknowledges that Dave's unfortunate experience with United has given his career an unexpected lift, and that he wishes United well with the changes that they say are coming, but that many people continue to face their own customer service nightmares.





▪ Download Dave Carroll's Case Study files from here:

<https://www.davecarrollmusic.com/speaking/#case-studies>

