Breeze
SERIOUSLY NICE™

Hospitality and Tourism Operations Research Event

King Philip Regional High School
201 Franklin St, Wrentham, MA, 02093
Chris DelVecchio and Ryan Brown
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I. EXECUTIVE SUMMARY

Introduction

Breeze Airways is an Ultra-Low-Cost Carrier (ULCC) airline headquartered in Cottonwood Heights, Utah. **David Neeleman**, co-founder of Jet Blue among other airlines, launched Breeze Airways in 2021 to combine the affordability of ULCCs with the enhanced comfort associated with mid-to high-cost airlines *(figure 1a)*. Accordingly, Breeze Airways prioritizes affordability and comfort for its flight experience. Despite Breeze Airways' short-term success, the airline is falling behind in its usage of Artificial Intelligence (AI), which seriously threatens its future reputation and revenue. As the AI Industry rapidly grows, Breeze Airways must adjust to implement AI technology if it wants to remain a competitive airline, *which is why our team chose to fly with Breeze Airways.*

Figure 1a

Research Methods Used in the Study

Primary Research
Following successful bi-weekly meetings, the **Breeze Airways** team personally invited us to fly the airline to conduct in-depth research regarding operations.

Meetings with the Director of Talent, the Guest Empowerment Team, and the VP of Information Services allowed us to work side by side with the company.

Personal Visits gave us first-hand experience with the airline's use of AI, and we had the opportunity to speak with Airport Supervisor Christopher Rivera.

Secondary Research
Internet research consisted of online sources and traveler reviews. **Breeze Airways** also provided us with access to evaluate traveler survey responses.

Surveys were crucial for understanding customer satisfaction, as our team identified travelers' preferences and aversions regarding **Breeze Airways.**

Internet Research educated our team on the various types of AI, as well as their functions, coding processes, and expenses. Internet research also enabled our team to evaluate customer satisfaction.

Findings and Conclusions of the Study

Findings

Departure times are the **top indicator** of customer satisfaction and **Net Promoter Score**; yet, **Breeze Airways** experiences frequent delays and cancellations due to internal operations.

Breeze Airways' reliance on simple manual tasks yields a **14%** slower boarding process than neighboring airlines. AI is also not leveraged for personalized trip planning.

Travelers meet **limited access** to customer service, as telephony is unavailable and chatbots are spread thin across only Facebook and the website. This leaves many questions unanswered.

Conclusions

Improving internal operations will result in the **greatest increase** in customer satisfaction and must be prioritized to address underlying issues.

Advancements in AI technology are allowing other airlines to gain a competitive advantage. **Breeze Airways** must adapt by implementing an **automated approach.**

To improve customer retention, **Breeze Airways** must utilize **restrictive AI**, enhancing interactions across a wider variety of customer touchpoints.

S.W.O.T. Analysis

Strengths
- Established machine-learning AI foundation
- Experienced and innovative CEO, David Neeleman
- Customer-friendly approach
- Consistent flow of customer feedback with surveys
- Flexible, startup-like business model
- Small company agility

Weaknesses
- Lack of AI available for customer use
- Insufficient resources allocated to AI
- The airline remains relatively unknown in the market
- Inconsistent efficiency in operations
- Customers unfamiliar with AI technology
- Excessive number of low complexity tasks

Opportunities
- Funding for innovative projects from the CEO
- Potential partnership with an airport
- User-friendly AI can increase brand recognition
- The AI industry is growing rapidly
- Increasing demand for low-cost travel
- AI chatbot capability is developing daily

Threats
- Rival airlines have a wider-scale AI foundation
- Reliance on AI could lead to roleless employees
- Future government restrictions on AI
- Risk of cybersecurity breaches
- Improper use of generative AI could increase risk of legal consequences for **Breeze Airways.**

Proposed Strategic Plan

Metrics

F

Facilitate trip planning
Personalize vacations for travelers to comply with users' spending habits, location data, and traveling tendencies. Both prompted and unprompted trip planning are automated to **minimize manual input,** provide the best deals, and ultimately increase flights booked.

>90% positive feedback
15% increase in flights booked

L

Leverage AI to automate check-in
Utilize restrictive AI in an interactive tablet to simplify the check-in process. Printing boarding passes and weighing bags are fully automated at the check-in station. This will remove human error and **significantly decrease the check-in duration.**

40% increase in check-in efficiency

I

Implement kiosk system
Enhance customer service availability by equipping **terminal kiosks** with voice and facial recognition, allowing seamless access to travelers' Breeze Airways accounts. Customers can print lost boarding passes, upgrade seats, or make last-minute adjustments to flights. It's user-friendly and reliable design will instill a sense of safety in travelers.

>33% customers use kiosk
10% increase in customer retention

G

Gear up AI to improve ground operations
Improve fuel and catering truck delivery times by scanning flight data and alerting the ground team to respond with **predictive analysis.** This simple and effective solution to slow internal operations ultimately cuts the number of controllable delays in half.

50% decrease in delays

H

Heighten fuel efficiency and maintenance
Utilize **real-time AI analysis** to identify when maintenance is required and enhance fuel efficiency during travel. Given that aircraft parts and fuel represent some of the highest expenses for Breeze Airways, optimizing maintenance is crucial for cost efficiency.

20% decrease in expenses

T

Tune-up crew scheduling
Leverage AI to analyze traveling tendencies, identify high-demand periods, and optimize crew calendars accordingly. This approach **introduces AI into a new field** for Breeze Airways, optimizing crew scheduling for maximum efficiency and reliability.

5% increase in attendance

Timeline

Quarter	Quarter 2 (2025)			Quarter 3 (2025)			Quarter 4 (2025)			Quarter 1 (2026)		
Month	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
F	Special Access Trial			Full Implementation			Full Implementation			Review Feedback		
L	Software and Hardware Development						AI Check-in Station Implemented					
I	Kiosk Construction			T.F. Green Soft Launch			T.F. Green Hard Launch			T.F. Green Hard Launch cont.		
G	Flight Data and Predictive Analysis Implemented						Dispatch Notification + Gate Sensors Implemented					
H	IoT Sensors + AI Optimization Integrated						IoT Sensors + AI Optimization Integrated cont.					
T	Weekly Trials			Full Implementation			Full Implementation			Full Implementation		

Proposed Budget

Project FLIGHT will be an investment of **$1,954,000**. All expenses associated with **Project FLIGHT** are included in the cost breakdown. Our strategic plan was reviewed by several members across multiple Breeze Airways teams before the full budget was reviewed and confirmed by Breeze Airways' **Chief Financial Officer** (CFO), Trent Porter *(see page 20)*. The budget works cohesively, as no one piece of the plan is more important than another in the success of **Project FLIGHT.** With this investment, Breeze Airways will see a return of **$7,950,000**.

Objective	Cost	Cost Breakdown
Facilitate trip-planning	**$120,000**	**$70,000** recommendation models + **$20,000** Natural Language Processing (NLP) components + **$30,000** data infrastructure
Tune-up crew scheduling	**$125,000**	**$20,000** API + **$25,000** cloud-based tracking + **$80,000** predictive analysis model
Leverage AI to automate check-in	**$320,000**	**$50,000** AI software + **$50,000** security/bagging systems + **$20,000** data analytics + **$200,000** hardware
Implement kiosk system	**$272,000**	4 kiosks x (**$1,000** kiosks + **$12,000** face/voice recognition + **$55,000** NLP)
Gear up AI to improve ground operations	**$143,000**	**$65,000** predictive analysis models + **$35,000** flight data + **$3,000** dispatch notification + **$40,000** gate sensors
Heighten fuel efficiency and maintenance	**$974,000**	**$100,000** IoT sensors + **$200,000** real-time AI optimization + **$654,000** predictive maintenance + **$20,000** management software

Total Investment: $1,954,000   **Return on Investment: $7,950,000 (306.86%)**

II. INTRODUCTION

A. Description of the business or organization

Origin & Company Values

In 2018, David Neeleman, Breeze Airways' CEO and experienced airline entrepreneur, imagined a low-cost airline that would provide nonstop service between underserved routes across the U.S. at affordable fares. In February 2020, Breeze Airways was legally incorporated as Breeze Aviation Group, Inc. Although the company was founded in Darien, CT, Breeze Airways' Headquarters was established in Cottonwood Heights, UT. Launching in 2021, Breeze Airways has built a foundation under 5 key values: **Safety, Kindness**

Figure 2a: Breeze Airways CEO and crew

Integrity, Ingenuity, and Excellence. Breeze Airways hires nice people *(figure 2a),* flies nice planes, offers a nice product, and connects nice places, rightfully earning the reputation as a *Seriously Nice™* airline. Breeze Airways' premium and comfortable seating options make it a reliable airline for all individuals. However, as a newer airline, Breeze Airways' only challenge is its **inexperience**, specifically in Artificial Intelligence (AI), which is preventing Breeze Airways from dominating the aviation industry.

Operations & Facilities

Breeze Airways currently offers more than 200 year-round and seasonal nonstop routes between 60+ cities in 30 states. Breeze Airways operates a fleet of Embraer 190/195 and Airbus A220-300 aircraft. The airline focuses on providing efficient and affordable flights between secondary airports, bypassing hubs for shorter travel times. With seamless booking, no cancellation fees, up to **24 months of reusable flight credit**, and customized flight features, Breeze Airways makes it easy to buy and easy to fly.

2000+	60+	30	36	600+
Employees	Airports	U.S. States	Aircrafts	Routes

Competitors

The U.S. domestic airline market is **highly competitive**, with established rivals such as Delta Airlines and United Airlines residing at the top of the market. However, Breeze Airways has gained a competitive edge over rival budget airlines, such as Spirit and Frontier Airlines, by focusing on underserved markets to avoid competition with major carriers. **80%** of its routes are non-competitive, as it focuses on connecting smaller destinations to larger markets. Breeze Airways' collection of Airbus A220-300s proves to be especially **valuable** in the aviation industry, as it separates Breeze Airways from any low or high-market airline in the industry. Breeze Airways' affordable prices and stellar in-flight comfort sets it apart from other major airlines.

B. Description of the target market (demographics and psychographics)

📍 Demographics:

Gender:

Breeze Airways is categorized as an Ultra-Low-Cost Carrier (ULCC). According to thinkwithgoogle.com, ULCC airline gender ratios are 52% female and 48% male. Breeze Airways' geographic region, the Southeast, has a 51% female to 49% male gender ratio, according to the most recent Census Report (2022). Both metrics indicate that Breeze Airways' **passenger gender ratio is mostly even** *(figure 2b)*.

Income:

In 2022, the national median household income was $74,580, according to the Census Report (2022). In contrast, the household average income in the Southeast region is 7.3% higher than the national average, at $80,030 *(figure 2b)*. With residents in the Southeast earning more than the national average, there is ample opportunity for consumers to invest in travel-related expenses. Breeze Airways also accommodates lower-income households by offering affordable seat options as a ULCC, which positions its **target market as mid-lower and middle-class households.**

Male 48% — **Passenger Gender Ration** — Female 52%

Southeast $80,030 — **Median Household Income** — National $74,580

Figure 2b

Ages:

Individuals within the 18-64 range account for the majority of the South Region's age demographics. According to the Census Report (2022), 28% of these individuals lie within the 18-35 range, and individuals under 18 constitute 25% of the population. Lastly, the "Baby Boomer" population (individuals 60+ years old) accounts for 23% of the population.

38.8
median age
Similar to national average: 39

0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
12%	13%	13%	14%	13%	12%	11%	8%	4%
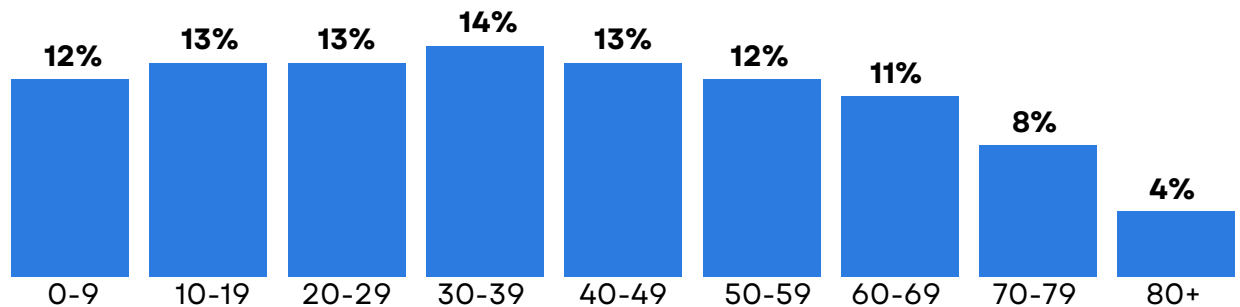
🌎 Geographics:

Approximately **2.8 million** travelers per year fly with Breeze Airways. Florida represents the majority of visitors as it hosts 9 routes for Breeze Airways, most notably in Orlando, Tampa, and Jacksonville – all major cities *(figure 2c)*. The South Region is popular for vacations with its tourist attractions and picturesque cities. From 2020-2023, Florida and Texas have seen a **growth in population of 4% and 5.1%, respectively,** due to cheaper living costs. Breeze Airways capitalized on this change on June 7th, 2024, when they announced their new location at the Dallas-Fort Worth International Airport in Texas. As a ULCC airline, Breeze Airways prospers **in the South region**, establishing the region as the airline's geographic target market.
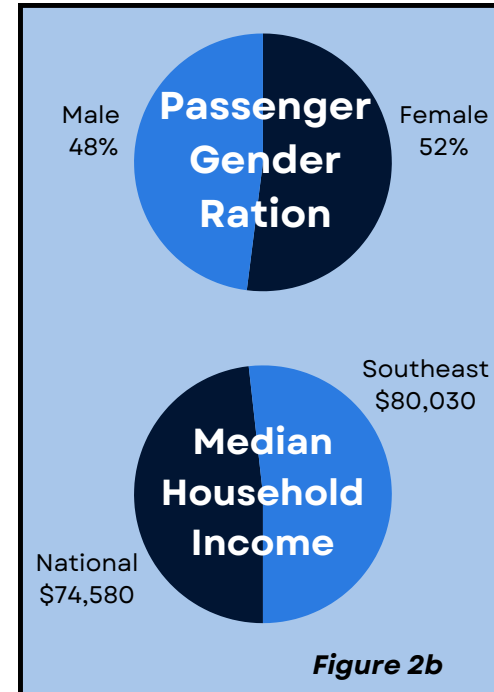

Figure 2c

📺 Psychographics:

Since 2023, 70% of flights in the U.S. were taken for personal reasons. This includes vacations, family visits, and non-business-related ventures. Of those flying for personal reasons, 71% visit one or more **airline mobile apps or websites** to research travel options before making a purchase. For business travel, approximately 1.41 airline trips were taken annually for conferences and conventions, 1.39 for professional services and client support, and 1.36 for commuting. When choosing which flight to take, **price remains the primary consideration**, as 53% of respondents listed "Ticket Price/Value" as their priority when selecting an airline (all information gathered from airlines.org). Breeze Airways is strategically targeting both **leisure and business travelers who place a premium on affordability.**

Nice

- Standard seat
- No cancellation fees
- 2% BreezePoints earned
- Personal item

Nicer

- Extra legroom
- No cancellation fees
- 2% BreezePoints earned
- Personal item
- Carry-on bag
- 1 checked bag
- Priority boarding

Nicest

- First class
- No cancellation fees
- 6% BreezePoints earned
- Personal item
- Carry-on bag
- 2 checked bags
- Priority boarding

C. Overview of the business or organization's current artificial intelligence strategies and usage

General Overview:

Breeze Airways' use of AI primarily consists of **Machine Learning AI**. Machine Learning AI is a subset of AI that teaches computers how to improve without human intervention. In the customer service department, Breeze Airways utilizes a **chatbot** designed to assist customers, saving valuable time for employees. Breeze Airways shifts away from the traditional and often unreliable methods of telephonic customer service methods by implementing **Gladly**, an all-digital, interactive customer service AI platform that serves as the backbone of its customer support operations. Gladly facilitates a multichannel approach, consolidating all messaging forms into a single comprehensive timeline. Breeze Airways is actively enhancing Gladly to further improve the customer experience.

AI Council:

By far, the most innovative and effective use of AI is through the Breeze Airways AI Council. The AI Council is a group of **6-7 employees** who work in fields that utilize artificial intelligence. They meet once a month and discuss which parts of the company require stakeholder engagement. Furthermore, they ask pointed questions regarding manual tasks discussed within the company, along with the tools they are using and how they can fit in. The council is described as a "steering committee" for AI projects that are executed every day by a team of software engineers.

🕸 Generative 🕸	🔒 Restrictive 🔒
Life Example: ChatGPT	**Life Example:** Self-driving cars
• Can learn from user input	• Restricted only to original programming
• Exclusively internal use for **Breeze Airways**	• Internal and external use for **Breeze Airways**
• Difficult to control, unreliable on occasion	• High reliability
• Experimental idea oriented for **Breeze Airways**	• Customer-service oriented for **Breeze Airways**

A. Description and rationale of research methodologies selected to conduct the research study

✈ Primary Research ✈

Research Method	Description	Rationale
Personal Visit	**Flying Experience:** Our team was invited to fly with **Breeze Airways** during personal vacations. We focused on evaluating our booking, boarding, and flying experiences. Additionally, we approached Airport Supervisor Christopher Rivera with questions regarding airport operations.	**Flying Experience:** Engaging with Christopher Rivera offered valuable insights into airport operations from someone who works directly at the airport, offering a fresh perspective for enhancing operations. Flying **Breeze Airways** together was crucial for identifying areas that could be improved with AI.
Meetings	**Meetings with marketing team:** Our team interviewed multiple **Breeze Airways** team members and met biweekly with the Guest Empowerment Team. Their expertise in AI research and aviation enabled our team to create the strategic plan, *Project FLIGHT*.	**Meetings with marketing team:** Meetings with various members of the **Breeze Airways** team were the cornerstone of our project, as inside information was crucial for understanding **Breeze Airways'** use of AI and identifying areas of improvement.

Secondary Research

Research Method	Description	Rationale
Internet Research	**Online Websites:** Our online research focused on AI market trends, the use of AI in aviation, and customer feedback. We gathered information through trusted sources such as Yelp and airlinequality.com.	**Online Websites:** Attaining background knowledge of various AI programs, as well as their functions, coding processes, and expenses, was crucial for creating Project FLIGHT.
Surveys	**Customer Surveys:** Working with Danny Cox and Maddy Auman of the Guest Empowerment Team afforded us access to over 60,000 post-flight survey responses from travelers. Subsequently, we partnered with **Breeze Airways** to explore AI's role in addressing traveler needs and preferences.	**Customer Surveys:** Access to post-flight surveys enabled our team to identify areas of weakness within **Breeze Airways'** operations that could benefit from AI integration. The noteworthy sample size of these surveys provided a strong quantitative data set for analysis.

B. Process used to conduct the selected research methods

Personal Visit

Booking Process
Using the **Breeze Airways** mobile application, our team booked a flight from Providence, RI, to Orlando, FL in the fall 2024, costing **$85** for a round trip (per person). While using the application, our team recorded any uses of data collection, security, or processes that could be enhanced with AI.

Boarding Process
Our visit to T.F. Green Airport in Providence provided an opportunity to assess **competing airlines,** particularly in how they utilize AI in comparison to **Breeze Airways.** Our team also spoke with Christopher Rivera to discuss day-to-day operations, current AI usage, and areas of improvement.

Flight Process
Our flight duration was approximately **2 hours and 15 minutes.** Our team spent this block of time analyzing the plane's technology. After the flight, we evaluated our flight's strengths and weaknesses, brainstorming innovative ideas to enhance passenger satisfaction with AI implementation.

Meetings

Our team had the privilege of working with multiple members of the Breeze Airways team. Via bi-weekly Microsoft Teams meetings, we began working with Breeze Airways' **Director of Talent,** Jan Coleman. Although Ms. Coleman does not specialize in AI, she referred us to the **VP of Information Services,** John Richards; the **VP of Guest Empowerment,** Danny Cox; and an analyst for the **Guest Empowerment team,** Maddy Auman. By working with Ms. Coleman, who has allowed us to receive various connections, Mr. Richards, who has served as an AI ambassador for our project, and Mr. Cox and Ms. Auman, who have provided data and insight through bi-weekly meetings, we were able to receive inside information and assistance from Breeze Airways themselves.

Primary Focus Questions
- **Question #1:** *How is Breeze Airways implementing AI to account for delays and cancellations?*
- **Question #2:** *How does Breeze Airways plan to devote more resources to AI in the next 5 years?*
- **Question #3:** *What type of people in Breeze Airways work with AI, and how does it benefit them?*
- **Question #4:** *How does Breeze Airways compare to other airlines with its use of AI?*
- *Question #5: How does Breeze Airways utilize AI internally? How can it be expanded for public use in the future?*

Surveys

After connecting with Maddy Auman and Danny Cox of the Guest Empowerment Team, we requested that our Google Form survey be available on the Breeze Airways website. However, Ms. Auman informed our team about **Survey Monkey**, a web-based platform in which Breeze Airways has accumulated over **100,000** responses from passengers post-flight. After discussing our focus areas, she provided answers to 12 questions related to customer satisfaction, technology, booking, and boarding experiences, as well as demographic and psychographic information. The accumulated responses were from June to September, which is **peak travel season**, allowing customers to provide insight during a high-demand period. Subsequently, our team convened biweekly with Ms. Auman and Mr. Cox to analyze the survey results and explore potential improvements through the implementation of AI technology. The analyzed data was compiled using Microsoft Excel, which is represented in the bar graphs displayed on *page 11.*

Internet Research

*Our team conducted internet research by formulating a 4-step **chronological** process for accumulating effective and reliable information for all areas of our project.*

I

Identify: Our team began by identifying why we are researching, how we should research, and what we are researching. This was done by reviewing the *Operations Research* guidelines and indicators with members of the **Breeze Airways** team.

S

Select: Next, our team selected the most valuable and credible sources to conduct our research. We defined our general research questions and utilized specific search engines to prioritize scholarly and reputable sources.

S

Summarize: Our team compiled key information into a concise paragraph, accompanied by standout statistics in bullet point format for each source. Our most valuable sources were placed in a document and analyzed by comparing each summary to our research questions, pinpointing answers and solutions.

P

Present: Lastly, we presented our matters of research, sources, and summary to employees at **Breeze Airways.** We then worked with **Breeze Airways** to discuss newly identified solutions that address our research questions.

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. Findings of the research study

Personal Visit:

Booking Process: Although the Breeze Airways mobile app allows users to enable location services, they are not beneficial to travelers as they do not assist in the trip-planning process. Conclusively, the entire booking process relied heavily on user input and was tedious to complete. Although standard, the booking process has significant room to improve.

Check-in and Boarding Process: Checking in with Breeze Airways was timed, and with a 30-second margin of error, lasted approximately 2 minutes. We estimate that with AI implementation, the check-in time will drop to about 45 seconds with a self-serve-esque system. Our team conducted a comparative analysis of competitor terminals alongside Breeze Airways terminals. The findings indicate that Breeze Airways fails to differentiate itself from its competitors, as Breeze Airways does not use any form of AI. Among other things, Christopher Rivera noted that Breeze Airways' slower group call-up method results in a **14%** longer boarding time compared to Southwest Airlines, emphasizing the need for AI and streamlined processes.

> **"** *AI? Well, I'm not exactly sure how that all works. I know it's supposed to help things run smoother somehow. They don't tell us too much about that stuff.*
>
> **-Current Flight Attendant**

Flight Process: While on the plane, our team searched for all uses of AI; however, it was difficult to identify any visible use of AI first-hand. When we inquired with a flight attendant, she expressed uncertainty about any implementation during the flying process. Breeze Airways does not provide screens for its passengers, meaning AI technology is significantly limited. Considering Breeze Airways is known for its remarkable brand image, our team was surprised to find that it has not integrated AI solutions, such as chatbots, to assist passengers with disabilities or those who experience a fear of flying. Overall, Breeze Airways' application of AI technology appears insufficient to meet the standards expected of a competitive airline.

Meetings:

Meeting(s) #1: Jan Coleman (Talent Acquisition Specialist)
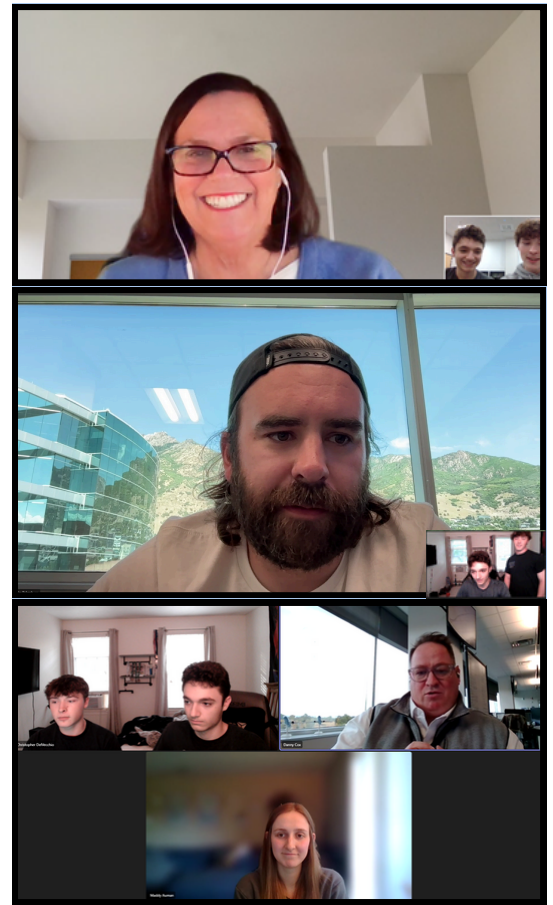Currently, Breeze Airways **has no usage of AI in recruiting**, though Ms. Coleman did imply that it is used in other branches of Breeze Airways. She informed us of the Power BI Microsoft data analyzer, which is used to help visualize and interpret complex datasets, allowing the company to make informed decisions based on real-time insights. This tool allows Breeze Airways to track performance metrics, identify trends, and optimize operations across various departments. By leveraging advanced analytics, the airline can enhance customer service, improve operational efficiency, and accurately predict and plan for future growth. However, despite the continuous labor shortage issue, the **recruitment and retention process does not use AI.** In addition to our discussions about AI, Ms. Coleman acted as a liaison for our team, reaching out to form connections between us and other Breeze Airways employees.

Meeting(s) #2: John Richards(VP of Information Services)
According to John Richards, Breeze Airways is **not in the implementation stage for AI.** However, they use machine learning (ML) models in their day-to-day operations. ML models can find patterns or make decisions from a previously unseen dataset. This is common for software engineers to write lines of code more efficiently. Breeze Airways uses both generative and restrictive AI, but Mr. Richards shared that Breeze Airways **has not contributed enough resources to either software.** When asked about delays, he confirmed that internal operations, such as a fuel truck arriving late to the airport, are the primary cause of slow efficiency.

Figure 4a (images in order from meetings 1-3)

Meeting(s) #3: Danny Cox and Maddy Auman (Guest Empowerment Team)
Meeting biweekly with Danny Cox and Maddy Auman has proven to be invaluable, as we have followed up on essential information and posed clarifying questions to deepen our understanding of AI in their operations. Our team learned of **Gladly,** a customer service software adopted by Breeze Airways. Gladly consolidates user input from various platforms (Facebook, Twitter, flybreeze.com) into a single database, where it is organized by subject. This enables Breeze Airways to leverage AI for efficient customer service responses. Furthermore, the "grouping" mechanism is used to code restrictive AI, which allows Breeze Airways team members to code responses to commonly asked questions. We discovered that restrictive AI is used in customer service, but it is limited to only the Breeze Airways **website and Facebook account.** In contrast, generative AI is utilized solely for internal purposes, a decision confirmed by Mr. Cox due to potential risks associated with customer use. Although only 6% of travelers respond to post-flight surveys, this still amounts to over 100,000 participants annually. Ms. Auman's 12 post-flight survey questions helped us to ascertain that Breeze Airways needs to adjust to the AI market shift and enhance customer interactions through AI implementation. The responses were accessible through Microsoft Excel, allowing our team to interact with the data and pull relevant highs and lows from the results. **Screenshots from our meetings with each of the three teams were captured *(figure 4a).***

Meetings Summary:
- **Breeze Airways** has limited AI implementation compared to competing airlines.
- **Breeze Airways'** most significant weaknesses align with the areas lacking AI integration.
- Customer service is very limited for customers, as access is restricted to its Facebook and its website.
- While the AI Council at **Breeze Airways** is highly motivated, its workload is limited due to a lack of projects and AI integration. Therefore, the team would benefit from active AI projects.
- SurveyMonkey and Gladly are the best ways for **Breeze Airways** to evaluate customer satisfaction.

Surveys:

*The three survey questions depicted below are most relevant to Project FLIGHT and have been used to draw the most conclusions by our team. Restrictive AI was implemented in Breeze Airways' customer service on **August 4th,** and the difference in customer satisfaction is evident. All questions were answered on a scale from 1-5.*
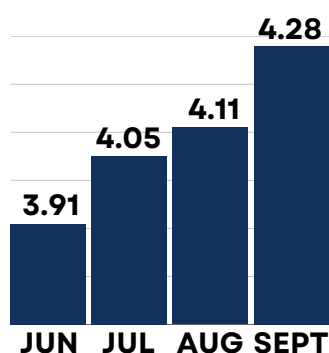
If you contacted Breeze about this flight, how would you rate your satisfaction with your interaction?

- Interactions saw the greatest jump in ratings from June to August as a result of AI implementation in customer service. 5/5 ratings also increased by **2.12%** in this period.
- Additionally, the number of 1/5 reviews decreased by **50%** from June to September.
- Breeze Airways travelers left the most positive feedback on customer service after August 4th, showing that Breeze Airways must maximize its usage of AI in the future.

Bar chart values: JUN 3.91, JUL 4.05, AUG 4.11, SEPT 4.28
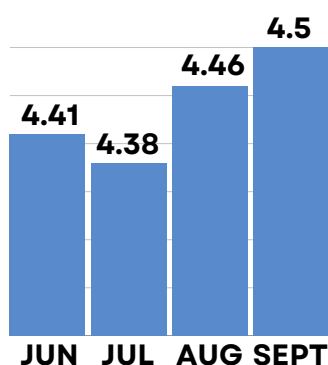
How easy is the Breeze technology (website and app) to use?

- June to July exhibited a decrease in satisfaction, proving that Breeze Airways' **reviews will decrease over time** with less AI implementation.
- The implementation of AI in August and September significantly improved customer satisfaction.
- In September, the app reached an impressive rating of **4.5/5,** marking the highest score among the surveys, suggesting that the app has a user-friendly interface and is intuitive to navigate.
- Unlike the other survey responses, the increase in positive feedback on Breeze Airways' technology is not linear, displaying inconsistency.

Bar chart values: JUN 4.41, JUL 4.38, AUG 4.46, SEPT 4.5
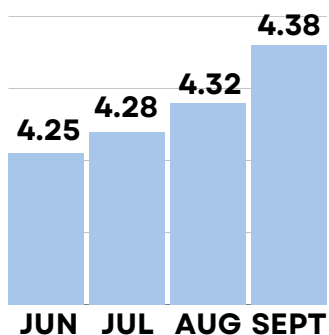
How would you rate your post-security airport experience?

- 5/5 reviews increased by **6.43%** from June to September.
- AI has a significant impact on the post-security (terminal) experience, and Breeze Airways travelers are likely to return if additional AI features are implemented.
- Since AI directly leads to customer satisfaction, Breeze Airways travelers benefit from restrictive AI implementation.
- August to September displayed the **largest month-to-month** increase, due to the restrictive AI's implementation on August 4th.

Bar chart values: JUN 4.25, JUL 4.28, AUG 4.32, SEPT 4.38

Internet Research:

Our 4-step chronological process accumulated substantial data about AI market trends and how airlines currently use AI. From 2024-2030, the AI market is projected to soar by approximately **350%** and become a trillion-dollar market. Consequently, businesses will likely increase their AI usage by threefold and begin to automate simple or long processes with AI. Some airlines have already begun implementing AI into their operations, mostly to increase the efficiency of internal processes.

Additionally, other airlines such as Singapore Airlines with **"Kris the Chatbot"** and Delta Airlines with **"Ask Delta"** have AI chatbots that effectively serve customers with restricted AI. Our team also found that AI of all kinds, generative or restrictive, has been shown to increase the productivity of individual employees and drive heavy profit. Apart from our research on AI, the internet was our primary source for demographics and psychographics, along with our statistics that support our budget and ROI.

B. Conclusions based on the findings

- **Conclusion #1: Breeze Airways should leverage AI to improve internal efficiency**

Our team recognized that Breeze Airways achieves its highest **Net Promoter Score** (NPS) when flights operate **on time**. However, the airline frequently cancels or delays flights. Given that internal operations are the primary cause of these delays, Breeze Airways must prioritize the integration of AI into its internal processes. By doing so, the airline can effectively address the underlying issues leading to delayed or canceled flights, ultimately improving customer retention.

- **Conclusion #2: Breeze Airways will see huge operational benefits with an automated approach**

With a reliance on manual procedures for flight planning, customers may not have the option to find the best possible trips. Considering that Breeze Airways tracks spending habits through the BreezeEasy™ credit card, along with location data and travel trends, it is essential to use this data to plan trips for individuals accordingly with **AI hyper-personalization.** This will enhance the customer experience by providing tailored recommendations for passengers, including flights, hotels, and restaurants in the desired location. Implementing an automated approach will not only streamline operations but also foster a deeper connection with customers by anticipating their needs and preferences.

- **Conclusion #3: Breeze Airways must utilize restrictive AI to improve customer interactions**

We discovered that Breeze Airways' chatbot is used only on Facebook and its website, limiting its potential. Additionally, Breeze Airways has ample opportunity to overtake its competitors in AI usage, as our personal visits and meetings found that none of their competitors have a unique advantage over each other with AI (despite a slight operational advantage). Given Breeze Airways' **inherent advantage** as a flexible, start-up-like entity, it has the opportunity to expand its external use of restrictive AI (chatbot) for customer service and interaction. With funding from CEO David Neeleman, the airline must consider implementing AI to solve issues in underserved areas, such as airport terminals, to gain a competitive edge over other carriers.

S.W.O.T. Analysis

Strengths
- Established machine-learning AI foundation
- Experienced leadership and innovative thinking with CEO, David Neeleman
- Customer-friendly approach
- Consistent flow of customer feedback from post-flight surveys
- Flexible, startup-like business model.
- Small company agility allows for quick changes

Weaknesses
- Little to no AI is available to customers
- Insufficient resources allocated to AI
- The airline has a small market share and is not considered a household name
- Operations in several areas are inefficient
- Customers unaware of the advantages offered by AI
- Excessive amount of low complexity tasks.

Opportunities
- Funding for innovative projects from the affluent David Neeleman
- Potential partnership with an airport for AI integration in a **Breeze Airways** terminal
- Brand recognition could receive a huge boost from AI implementation
- AI chatbot ability is developing daily
- Increasing demand for low-cost travel in the aviation space

Threats
- Further implementation of AI could increase the risk of cybersecurity breaches
- Rival airlines have wider-scale AI foundation
- Demand for skilled workers could increase as simple tasks no longer require humans
- Regulations at a state or national level for AI in the U.S. could hinder AI usage in the future
- Improper use of generative AI could increase the risk of legal consequences

V. PROPOSED STRATEGIC PLAN

A. Objectives and rationale of the proposed strategic plan

F L I G H T

Facilitate trip-planning

Leverage AI to automate check-in

Implement kiosk system

Gear up AI to improve ground operations

Heighten fuel efficiency and maintenance

Tune-up crew scheduling

Objectives:

Objective #1: Facilitate trip-planning
Rationale: The trip-planning process is overwhelming, and no rival airlines have provided a solution.
- Tourists are often too busy to plan full vacations and would benefit from notifications and reminders.
- Successful vacations generated by an AI chatbot will increase ratings, reputation, and loyalty.

Solution:
- Track users' spending habits, location data, and internet trends (with user permission) to be analyzed by **generative AI.** Generative AI will use this data to develop personalized trips for travelers.
- Recommend flights, restaurants, hotel options, and tourist attractions to travelers, **minimizing user input** and enabling Breeze Airways to exceed customer expectations.
- Use AI to track traveling habits to provide pop-up notifications to users during times of travel.
- Create a customizable experience by allowing customers to specify flight details such as the number of travelers, budget, time period, and preferred airports.

Objective #2: Leverage AI to automate check-in
Rationale: Simplify and automate airport procedures for travelers.
- There is no current solution in the airline industry for long check-in times.
- Airlines generally do not have control over check-in durations, as airports utilize their resources and personnel for this process.
- Human error in the check-in process proves to be a **common factor** in online customer feedback.

Solution:
- Fully automate identity confirmation with a tablet that scans customer information.
- Automatically weigh and process bags using a self-service system.
- Provide a digital and physical form of boarding pass and flight information with **no human required.**
- AI can detect if a step is skipped, a need is unmet, or if information is inaccurate, alerting nearby staff to intervene.

Objective #3: Implement kiosk system
Rationale: Provide travelers with quick customer service options for last-minute adjustments.
- Breeze Airways has the opportunity to be the **pioneering airline** in utilizing AI technology in terminals.
- Kiosks serve as an innovative and effective method for integrating chatbots to improve customer convenience and satisfaction.

Solution:
- Introduce voice and touchscreen kiosks for printing boarding tickets, upgrading seats, and other flying necessities.
- Design kiosks to utilize friendly and encouraging language to instill a sense of safety in customers, enhancing Breeze Airways' brand image.
- **Partner with the T.F. Green Airport** to implement kiosks in the Breeze Airways terminal. Confirmation of partnership from the T.F. Green Airport can be viewed on *page 20.*

Objective #4: Gear up AI to improve ground operations

Rationale: Establish an efficient AI-based system that reduces lost time and miscommunication.

- Most negative reviews stem from flight delays, typically caused by **miscommunication and slow operations on the ground.**
- Delays are also frequently attributed to human error in baggage handling or ground services.
- Our personal visit found that the boarding processes were inefficient and frustrating.

Solution:

- Optimize delivery times with **predictive analysis** for fuel, catering, de-icing, and baggage trucks.
- Refine the boarding process with AI to account for aircraft size, gate conflicts, and arrival times.

Objective #5: Heighten fuel efficiency and maintenance

Rationale: Facilitate maintenance to shorten delays and improve maintenance accuracy.

- Fuel is **extremely expensive** for airlines to maintain, and a more efficient system would reduce costs.
- Aircraft may unexpectedly need maintenance, leading to delayed flights and angry customers.

Solution:

- Utilize predictive analysis and dynamic scheduling to anticipate aircraft maintenance.
- Scan **real-time weather patterns** and optimize flight paths for the most efficient fuel usage.

Objective #6: Tune-up crew scheduling

Rationale: Optimize crew scheduling to adapt to delays in real time.

- Online reviews show increased criticism of high rates of delays and cancellations.
- Jan Coleman confirmed there is minimal AI integration in employee management and recruitment, which is all done manually.

Solution:

- Utilize existing machine learning models at Breeze Airways to **forecast high-demand periods.**
- Optimize crew pairing and rostering to allocate the best-fit crew combinations.
- Adjust schedules to accommodate delays, availability, and workload using **AI sequencing.**

B. Proposed activities and timelines

F | **Facilitate trip-planning** | **July 2025**
Countering the time-consuming trip-planning process, the first step of Project FLIGHT features a generative AI chatbot to map out personalized vacations for travelers.

Data Collection and User-input

With customer's permission via an in-app prompt, customers' past travel data, location data, and spending habits (with the Breeze Easy™ Visa® Credit Card) will be scanned to form vacation plans. These plans will cover every aspect of a vacation, including various activities such as excursions that the user might enjoy. Travelers can provide their preferences and start planning with the chatbot at any stage of the process to create a fully personalized trip *(figure 5a).*

Generative AI Recommendation Models

User feedback will help train the AI to avoid ideas that typically receive negative responses from customers. Accordingly, vacation plans that receive favorable feedback will be **shared with users more often**. Generative AI has access to all publicly known information and can scan articles and reviews to identify the highest-rated restaurants, hotels, tourist attractions, etc. Customers who own the Breeze Easy™ Visa® Credit Card will receive special access throughout **Quarter 2 of 2025** to collect data prior to the full implementation in July 2025.

Figure 5a

L Leverage AI to Automate Check-in

October 2025

Reducing check-in times and reallocating resources to high-priority tasks, the second step of Project FLIGHT features a fully automated check-in station.

Automated Service and Baggage

There has never been a reliable and effective solution to slow check-in times. Breeze Airways will be the **first to execute a solution by using AI.** Upon arrival, customers will head to the Breeze Airways check-in and will be prompted to scan their ticket on a digital tablet. After the information is confirmed, customers will place their luggage on an integrated scale with sensors. If any part of the luggage exceeds the 50-pound limit, the system will automatically charge the customer's account, and a mechanical arm system will transfer the bag onto the conveyor belt. The customer will receive a printed boarding pass and an email with any additional flight information that may be beneficial.

Surveillance System

It is important to note that this check-in station is only a supplement to the standard check-in process. This self-serve process is **nearly automatic** and is **more than twice as fast** as the standard check-in. The tablets feature a surveillance system with a camera and advanced programming to identify genuine issues or malicious attempts to bypass check-in. This station is unlike any other personal check-in method as rivaling airlines do not offer the ability to self-check-in luggage, only carry-on bags.

#1: Scan Information

#2: Check Baggage

#3: Print Boarding Pass

I Implement Kiosk System

July 2025

Providing any and all convenient services to customers, the third step of Project FLIGHT features interactive kiosks at the T.F. Green Breeze Airways terminal.

Customer Usage and Special Features

Travelers will be prompted to either sign into their Breeze Airways account or log in as a guest. Guests will only see general information and an interactive map of the terminal. However, Breeze Airways members have access to flight information and can make last-minute adjustments to rebook for canceled flights and upgrade seats. The ability to answer questions and make last-minute adjustments ensures that all travelers receive efficient and high-quality service.

Kiosk Construction

The kiosk construction will use existing code from Breeze Airways' chatbot, but it will also feature additional services for travelers. The T.F. Green Airport will feature four kiosks in the Breeze Airways terminal, all containing voice recognition, facial recognition, and a seriously nice personality.

G Gear up AI to improve ground operations

October 2025

Increasing internal efficiency from the ground crew, the fourth step of Project FLIGHT features predictive analysis to prepare for incoming inventory.

Machine Learning AI and Predictive Analysis Implementation

Machine-learning AI will be used on video cameras to detect important actions, such as aircraft landings and the arrival and/or departure of catering, baggage, and fuel trucks. **Predictive analysis** will assist in notifying inventory truck personnel upon their arrival at the airport, taking into account predetermined factors such as weather and existing inventory. For example, predictive analysis will determine when inventory is running low based on travel distance, passenger capacity, and number of trips. After detecting the rate at which inventory is consumed, Breeze Airways can effectively inform the ground team of the necessary supplies. Additionally, the same technology will be used to account for inclement weather that may redirect an airplane's traveling route.

H Heighten Fuel Efficiency and Maintenance

Continuing **Breeze Airways'** use of predictive analysis to streamline operations, the fifth step of Project FLIGHT features real-time AI to reduce operational costs.

Real-time AI Detection

AI will be used in real-time during flights to determine the most efficient flight paths to maximize fuel efficiency. This approach also optimizes the repair process for maintenance parts and fuel tanks, extending their operational lifespan. Predictive analysis is the main component in determining when replacements are necessary as it analyzes the plane in real time. This information will be **communicated instantaneously** to the flight and base crews, allowing repairs to be available upon landing. A prepared crew results in a **streamlined and enhanced maintenance process**.

Flight Management AI Implementation

Furthermore, by incorporating AI into the flight management system, Breeze Airways can significantly **reduce downtime** and improve overall safety. Predictive analytics detect potential issues before they become critical, ensuring that the aircraft remains in peak operating condition. Predictive analysis not only enhances passenger safety but also **reduces operational costs**, as unexpected delays and cancellations due to technical issues are minimized.

- Primary flight controls equipped with angle displacement and proximity sensors to measure the environment.
- Proximity and position sensors equipped on plane doors.
- Environmental control will be used to manage and regulate factors like temperature, humidity, airflow, and lighting.
- Wings, cargo, and engine will be fitted with thermometers to detect overheating.
- VRS sensors will regulate voltage output to correct speed.

T Tune-up crew scheduling

Enhancing crew scheduling for optimal efficiency, the sixth and final step of Project FLIGHT features a fully automated crew scheduling software.

Delay Adjustments and Schedule Personalization

According to the Director of Talent, Jan Coleman, Breeze Airways uses the **Navitaire software** to manage staff, assignments, and payroll. However, Breeze Airways still deals with constant delays and cancellations in their operations; therefore, AI predictive analysis integrated with computers and cameras outside the airport will be utilized to predict upcoming delays in real-time. Additionally, machine-learning technology will adjust schedules to match employee availability and preferences. Each employee will have personalized schedules *(figure 5b)* tailored to their individual needs.

High-demand Crew Alignments

Crew optimization also accounts for periods of high demand, as AI will consider previous trends and data to allocate crew resources during the travel season. The system will allow **on-the-fly assignments** for employees who opt in during their shifts. Jan Coleman stated that on-time flights are the greatest indicator of customer experience. Subsequently, Breeze Airways' Net Promoter Score is lowest when flights are delayed. Given the priority assigned to this initiative, the crew scheduling tune-up is anticipated for completion by **July 2025.**

Figure 5b

Full Timeline

Quarter	Quarter 2 (2025)			Quarter 3 (2025)			Quarter 4 (2025)			Quarter 1 (2026)		
Month	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
F	Special Access Trial			Full Implementation			Full Implementation			Review Feedback		
L	Software and Hardware Development						AI Check-in Station Implemented					
I	Kiosk Construction			T.F Green Soft Launch			T.F. Green Hard Launch			T.F. Green Hard Launch cont.		
G	Flight Data and Predictive Analysis Implemented						Dispatch Notification + Gate Sensors Implemented					
H	IoT Sensors + AI Optimization Integrated						IoT Sensors + AI Optimization Integrated cont.					
T	Weekly Trials			Full Implementation			Full Implementation			Full Implementation		

C. Proposed metrics or key performance indicators to measure plan effectiveness

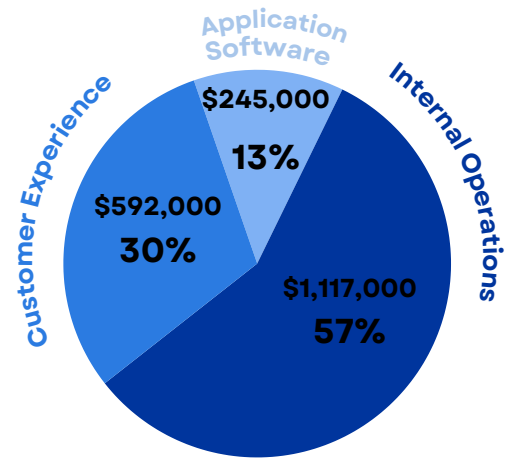| Phase	Metric	Purpose	Benchmark
F	- Positive feedback - Flights booked	- Measures the quality of AI - Measures customer response	>90% positive feedback 15% increase in flights booked
L	- Check-in speed	- Measures traffic improvement	40% increase in check-in speed
I	- Kiosk usage - Customer retention	- Measures overall value - Measures positive impact	>33% customers use kiosk 10% customer retention increase
G	- Delay percentage	- Measures effectiveness of predictive analysis	50% decrease in controllable delays
H	- Fuel and maintenance cost	- Measures resource efficiency	20% decrease in expenses
T	- Employee attendance rate	- Measures accuracy and reliability	5% increase in attendance

Methods of Improvement:

Methods of improvement are primarily quick adjustments designed to guarantee that benchmarks are achieved at every stage of the plan. In terms of software, these are known as "hotfixes." All software will be evaluated daily by ML AI and biweekly by the AI Council to identify critical issues or bugs that require a hotfix. In addition, our team will attend the AI Council meetings to discuss the current state of Project FLIGHT's benchmarks displayed with predictive analysis. Ultimately, our methods of improvement will support Breeze Airways' overarching objective to deliver the highest level of customer satisfaction and Project FLIGHT's goal to significantly enhance operations.

VI. PROPOSED BUDGET

Objective	Cost	Cost Breakdown
Facilitate trip-planning	**$120,000**	**$70,000** recommendation models + **$20,000** NLP components + **$30,000** data infrastructure
Tune-up crew scheduling	**$125,000**	**$20,000** API + **$25,000** cloud-based tracking + **$80,000** predictive analysis model
Leverage AI to automate check-in	**$320,000**	**$50,000** AI software + **$50,000** security/bagging systems + **$20,000** data analytics + **$200,000** hardware
Implement kiosk system	**$272,000**	4 kiosks x (**$1,000** kiosks + **$12,000** face/voice recognition + **$55,000** NLP)
Gear up AI to improve ground operations	**$143,000**	**$65,000** predictive analysis models + **$35,000** flight data + **$3,000** dispatch notification + **$40,000** gate sensors
Heighten fuel efficiency and maintenance	**$974,000**	**$100,000** IoT sensors + **$200,000** real-time AI optimization + **$654,000** predictive maintenance + **$20,000** management software

Total Investment: $1,954,000

Figure 6a

The total initial investment of Project FLIGHT is USD $1.954 million. All 6 objectives are represented in the budget and are split into 3 categories; Application Software; Customer Experience; and Internal Operations (figure 6a). All costs associated with the budget are paid within the one year time-frame.

Application Software: The application's large expenses are **$70,000** for recommendation models and **$80,000** for predictive AI. Due to the extensive framework of the Breeze Airways apps, longer lines of code are necessary for the app's framework. Additionally, an investment of **$20,000** will be allocated to ETL pipelines, which are essential for storing, managing, and analyzing data. This requires NLP components and data infrastructure to interact with customers, which amounts to **$50,000** respectively, because of the large quantity of data that will be processed. Lastly, an investment of **$20,000** for APIs and **$25,000** for cloud-based models is necessary to ensure that tune-crew scheduling will be executed in real-time.

Customer Service: The programming of AI to replicate human behavior at check-in is projected to incur costs of **$50,000** due to its multifaceted applications and the extensive coding required over several months. Hardware such as tablets (separate from Objective 4's kiosks) and biometric stations cost **$200,000** to produce. Additionally, data analytics and security systems, essential for check-in operations, will incur an annual operational cost of **$70,000,** reflecting our commitment to data protection. NLP components will act as the primary shape of interaction with the kiosks, costing **$55,000** per kiosk to ensure pristine service. Lastly, prioritizing user safety is paramount; therefore, an allocation of **$12,000** will ensure that all kiosks are designed to be user-friendly and secure.

Internal Operations: Although not always prominently recognized, internal developments represent a crucial investment in the future of Breeze Airways. Predictive technology accounts for **$719,000** for both objectives, as it will be utilized continuously in real-time to maximize efficiency and productivity in flights. Additionally, an investment of **$200,000** is allocated for real-time optimization to facilitate necessary rerouting. IoT sensors add a unique dimension to our operations, albeit at a higher cost of **$100,000**. Lastly, minor expenses of flight data **($35,000),** dispatch notification **($3,000),** and management software **($20,000)** contribute **$58,000** to ensure all processes function smoothly and provide the right information.
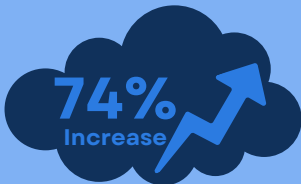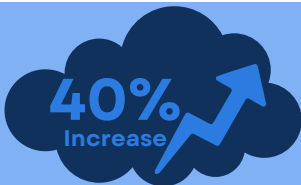
Return on Investment:

Key Data Points:

- According to a report by Meredith Saunders at MIT, restrictive AI can improve a highly skilled worker's performance by nearly **40%**

40% Increase

- According to Harshini Jaianand of G2, companies using AI in customer service see a **74%** increase in engagement.

74% Increase

Reasoning:

In Project Flight, predictive analysis plays a crucial role in driving a 40% increase in performance. The predictive analysis optimizes crew scheduling, fueling, ground operations, and maintenance to streamline internal operations and improve employee performance.

Additionally, the kiosks and the customer trip planning will drive a 74% increase in customer engagement. The kiosks allow customers peace of mind as they navigate the airport terminal. The trip-planning service prompts customer engagement by increasing flights booked and chatbot usage.

- **Research indicates that AI increases revenue by approximately 3%.**

3% Increase in Revenue ($):

$265,000,000 (estimated revenue) * 0.03 (3% increase) = $7,950,000

Revenue Breakdown:

Our return on investment is primarily based on the estimated revenue of Breeze Airways. During our third meeting with Maddy Auman, she informed us that Breeze Airways' annual revenue is not public information. As an alternative, she sent us a reliable source stating that **Avelo Airlines**, a ULCC airline launched in the same year as Breeze Airways, had a revenue of **$265,000,000** in 2024. She confirmed that Avelo's revenue statistics are comparable to Breeze Airways' due to the similar nature of the airlines and the environmental factors matching for both airlines. Therefore, our team used Avelo's 2024 data as a close estimate to Breeze Airways' revenue to calculate our ROI.

Amount Returned: $7,950,000

ROI = (increase in revenue) - (cost of implementation) *100 / (cost of implementation)

ROI = (7,950,000) - (1,954,000) *100 = 306.86%
                    1,954,000

Project Flight drew a 306.86% return on investment, a staggering amount that surpasses previous project results. Additionally, Breeze Airways' operations have improved dramatically, which ties into their non-numerical gains. With an efficient, automated process for tedious manual tasks, employee productivity and operational efficiency substantially increase. In addition, several implementations of AI boost customer engagement by providing new opportunities to interact and improve their experience. In conclusion, **with Project FLIGHT, operations will be a breeze!**

ROI 306.86%
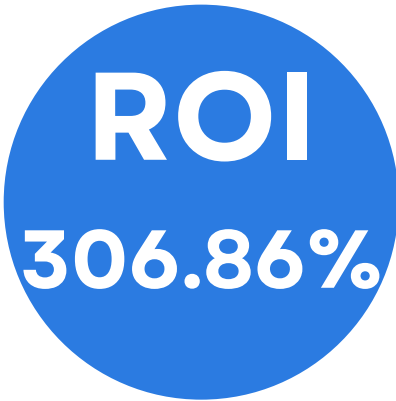
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VIII. APPENDIX

Letter from **The Breeze Airways Team**: In the letter, Danny Cox, Vice President of Guest Empowerment & Airport Operations at Breeze Airways, reviewed and approved each step of Project FLIGHT.

Letter from Breeze Airways' **Chief Financial Officer** (CFO) Trent Porter. The letter features approval of Project FLIGHT's financials as well as excitement for its implementation.

Letter from **Vice President of Customer Service** at T.F. Green International Airport, Tim Pimental. Pimental describes our plan as a "win-win-win" situation and he strongly supports our project.