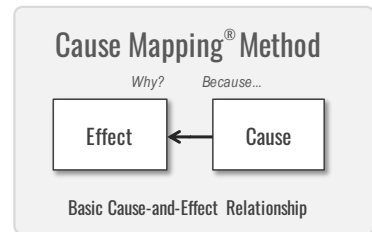


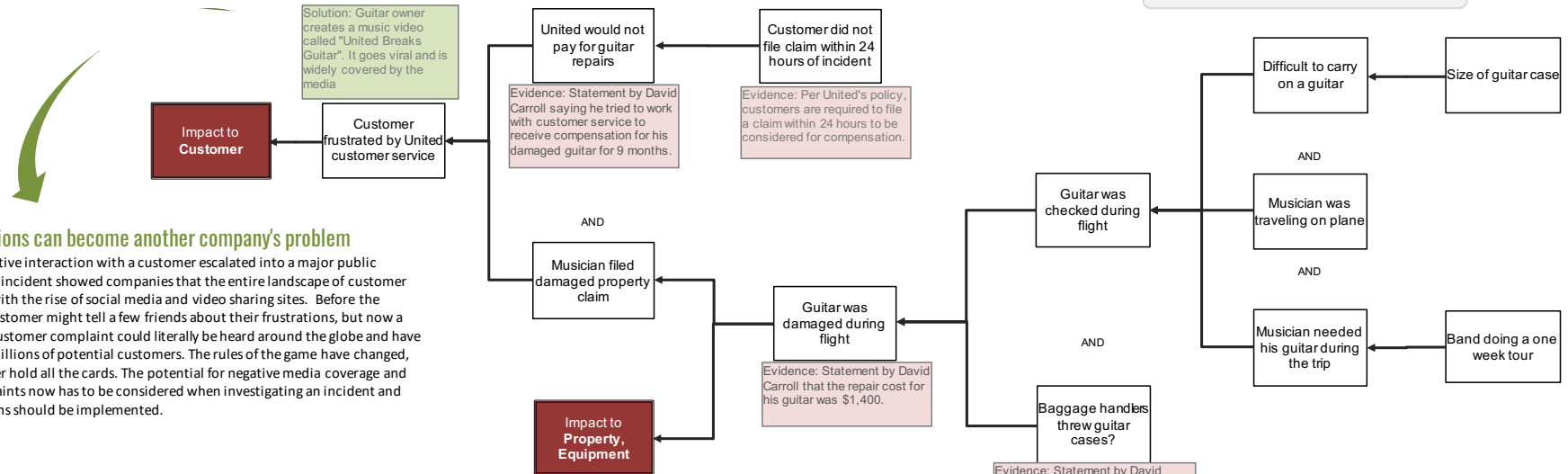
# United Airlines Breaks Guitar & Refused to Compensate Owner

In 2009, Dave Carroll's Taylor acoustic guitar was damaged when it was checked on a flight from Halifax to Nebraska. Carroll contacted United customer service for compensation but was unable to get reimbursed for repairing his guitar. United never denied that the damage occurred, but said that he had failed to process his claim within a 24 hour window. After 9 months, he was given a definitive final "no" from United.

Carroll wrote a song called "United Breaks Guitars Song 1" (the first of a trilogy of songs about the incident) and posted it on YouTube. More than 3 million people viewed the video within 10 days of its release.



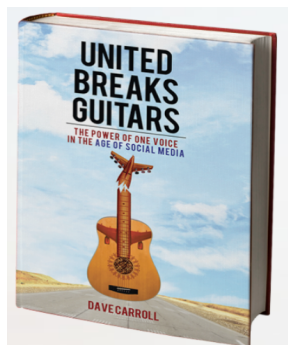
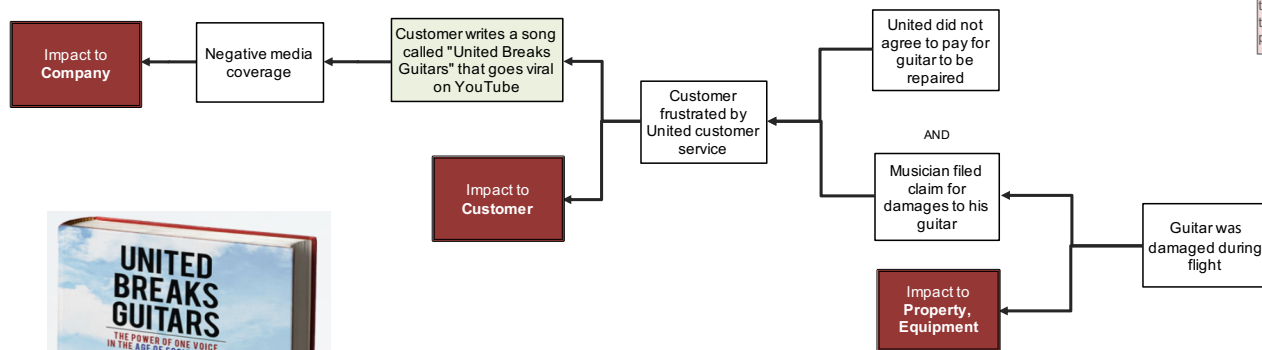
Intermediate level Cause Map



## One person's solutions can become another company's problem

A seemingly minor negative interaction with a customer escalated into a major public relations black eye. This incident showed companies that the entire landscape of customer relations had changed with the rise of social media and video sharing sites. Before the internet, an unhappy customer might tell a few friends about their frustrations, but now a clever or entertaining customer complaint could literally be heard around the globe and have the potential to reach millions of potential customers. The rules of the game have changed, and companies no longer hold all the cards. The potential for negative media coverage and online customer complaints now has to be considered when investigating an incident and evaluating what solutions should be implemented.

Updated Cause Map™ diagram after the video goes viral



Dave Carroll even wrote a book! You can buy it on his website or on Amazon.



More than 3 million people viewed the "United Breaks Guitars" video within 10 days of its release. The video has more than 19 million views to date.

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