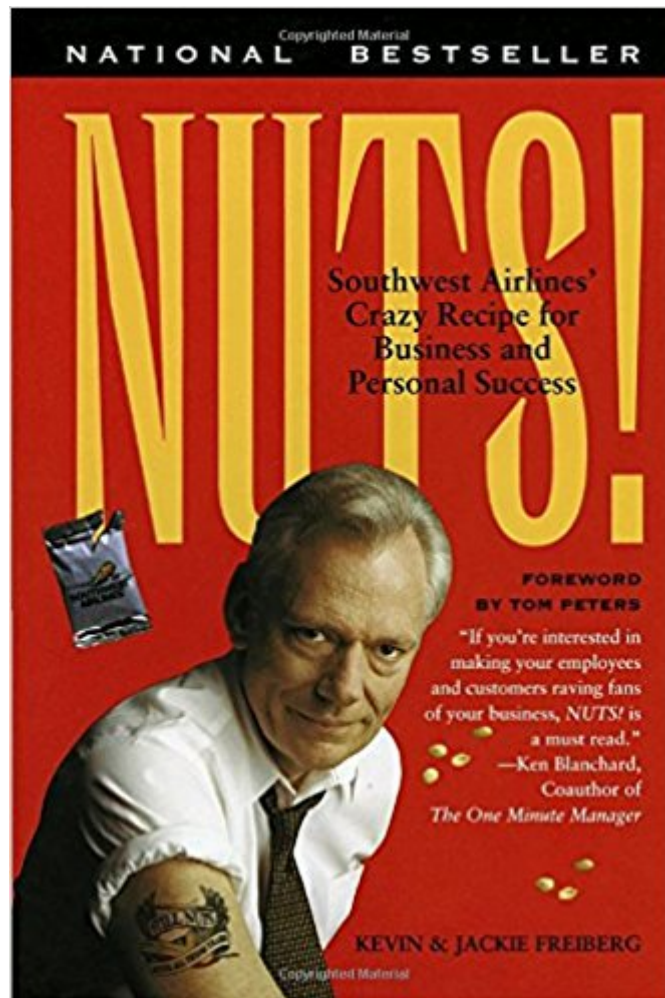


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# Nuts!: Southwest Airlines' Crazy Recipe For Business And Personal Success



## Synopsis

Twenty-five years ago, Herb Kelleher reinvented air travel when he founded Southwest Airlines, where the planes are painted like killer whales, a typical company maxim is "Hire people with a sense of humor," and in-flight meals are never served--just sixty million bags of peanuts a year. By sidestepping "reengineering," "total quality management," and other management philosophies and employing its own brand of business success, Kelleher's airline has turned a profit for twenty-four consecutive years and seen its stock soar 300 percent since 1990. Today, Southwest is the safest airline in the world and ranks number one in the industry for service, on-time performance, and lowest employee turnover rate; and Fortune magazine has twice ranked Southwest one of the ten best companies to work for in America. How do they do it? With unlimited access to the people and inside documents of Southwest Airlines, authors Kevin and Jackie Freiberg share the secrets behind the greatest success story in commercial aviation. Read it and discover how to transfer the Southwest inspiration to your own business and personal life.

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## Customer Reviews

Southwest Airlines began operating in 1971 with four planes serving three cities and with revenues of \$2 million. In 1995, the company had 224 planes serving 45 cities and revenues of almost \$3 billion. Moreover, the company has made a profit every year since 1973, one of the few airlines that can make that claim. The authors, a husband and wife who are partners in a San Diego consulting firm, attribute much of Southwest's success to the willingness of its management, led by chairman

Herb Kelleher, to be innovative. Southwest's primary operating philosophy is low fares and lots of flights. To make this formula work, Southwest management has created a culture where employees are treated as the company's number one asset. The Freibergs list a number of things the airline management does to benefit its employees, including such programs as profit-sharing and empowering employees to make decisions. Southwest also mixes in New Age management techniques, such as celebrating different milestones, and letting love play a part in running the airline (the company's stock ticker symbol is LUV). The Freibergs state up front that their work is not an expose and make no apologies for presenting a very positive and optimistic view. While the success the airline has achieved is worthy of study, some critical analysis would have made for a more worthwhile presentation. Photos. 150,000 first printing; \$300,000 ad/promo. Copyright 1996 Reed Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

Business trainers and principals of their own consulting company, the Freibergs draw from personal interviews, surveys, and extensive research in telling the story of Southwest Airlines, which has been profitable for over 23 years at a time when the airline industry has been troubled with fare wars, layoffs, and soaring operating costs. The authors discuss Southwest's philosophy under the leadership of its dynamic and charismatic CEO, Herb Kelleher, who attributes the company's success to its outstanding customer service; low fares and maintenance (no meals are served, only nuts); short-haul, high-frequency, point-to-point service; and a belief that employees come first. "LUV," Southwest's New York Stock Exchange ticker symbol and past advertising theme, represents the caring character of the company, which the authors emphasize to the point of sounding corny. Several chapters conclude with brief summaries entitled "Success in a nutshell," which cover the eccentric elements of Southwest's corporate culture. Recommended for readers who like that style. Bellinda Wise, Nassau Community Coll. Lib., Garden City, N.Y. Copyright 1996 Reed Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

Great book on the history and culture of Southwest Airlines. It doesn't necessarily capture the company culture that exists today as this book was written 20 years ago, however it captures some tools/characteristics of a topnotch organization that can be used to win as an underdog. It's a great read to understand how the company found success in a competitive and ruthless industry despite political roadblocks.

Every reviewer who has given it a one star has said everything already - it's too long (mostly

through repeating itself); superficially explains SWA's success as opposed to discussing tangibles like their oil hedging before other airlines; reads as a SWA PR puff piece; and is just poorly written. Couldn't finish this book. Just. Too. Bad.

Now it's dated, almost 20 years on it still shows how a company can make a difference and beat the odds if everyone pulls together and the employees are VALUED parts of that team. You can't run a company and treat the employees like you hired them to mow your lawn. They prove a valued asset will work harder and pull harder and their family will support that when the payoff equates to the effort. Give your employees some skin in the game and they'll go the distance. Proven right here.

This book was recommended to me by a motivational speaker and while I understand why he liked it, it just goes too slowly for me. Very interesting story though. If you are curious about Southwest, this is a must read.

Eh... I'm sure this book was much more relevant twenty years ago. The authors were definitely fans of the company but I guess that's why they wrote the book. A lot of time has passed since then, the company is under new management, and the industry has changed a lot since the publication. If you are interested in SWA from a historical perspective then it would be a good book to have on the shelf. As for reading up on the company today as a prospective employee or investor I'd stick to the internet.

The way to get ahead of the game.

its a book has a lot of words

I haven't read the book as of yet. However, the book showed up with no damage; the overall appearance of the book is of good quality.

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