



**THAI CONSUMER'S EXPECTATIONS AND
SATISFACTION OF SERVICES OBTAINED
FROM LEGACY AIRLINE CARRIERS**

BY

MISS THANAPUN THAMAKUL

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF SCIENCE PROGRAM IN MARKETING
(INTERNATIONAL PROGRAM)
FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2016
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INDEPENDENT STUDY

BY

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ENTITLED

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was approved as partial fulfillment of the requirements for
the degree of Master of Science Program in Marketing (International Program)

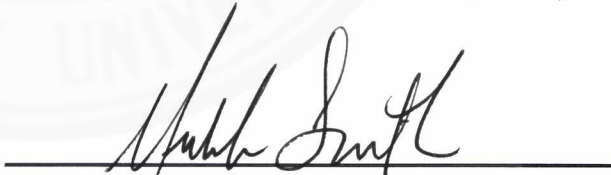
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ABSTRACT

In recent years, the growth rate of the aviation industry in Thailand has increased significantly. Therefore, for Legacy Airline Carriers companies, understanding customer satisfaction and expectations is the key to win consumer loyalty. This study provides a promising opportunity for Legacy Airline Carriers to gain a better understanding of how to improve their service offerings to satisfy their targeted consumers and meet with consumers' expectations in order to maintain their customers and gain more loyalty which leads to more growth and higher profit.

For a better understanding of what it takes for Legacy Airline Carriers to satisfy their customers, secondary research was gathered through various sources such as journals, newspapers, articles on the internet, etc. Moreover, qualitative analysis was attained by conducting in- depth interviews with eight people to gather more information with regards to consumer satisfaction and expectations towards the Legacy Airlines Carriers. Later, the information from the in-depth interviews was combined and developed to a questionnaire. The examination is based on the SERQUAL model including Reliability, Responsiveness, Assurance, Empathy, and Tangibility dimensions as these dimensions have been assumed to have positive

impacts on consumer satisfaction. Quantitative analysis was accomplished by surveying 253 respondents through online questionnaires. Finally, statistical procedures by SPSS program were used to summarize the outcomes from quantitative survey.

From the research findings, respondents could be divided into three main groups by using cluster analysis based on customer satisfaction from various attributes, namely Traveler, Work-Related, and Proprietor. The result shows that each group had different satisfaction and preferences; hence, to attract customers from each group, the airlines need to focus on the attributes that most satisfied the particular group.

The main purpose of this study was to determine Thai consumers' satisfaction and expectations of services obtained from Thai Legacy Airline Carriers. The findings in this report represents insightful information that will be useful for Legacy Airline Carriers in Thailand to keep its competitive advantage in consumers' minds which leads to repurchase, retention, and customer satisfaction.

Keywords: Legacy Airline Carriers in Thailand, customer satisfaction, service quality, airline industry

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Miss Thanapun Thamakul



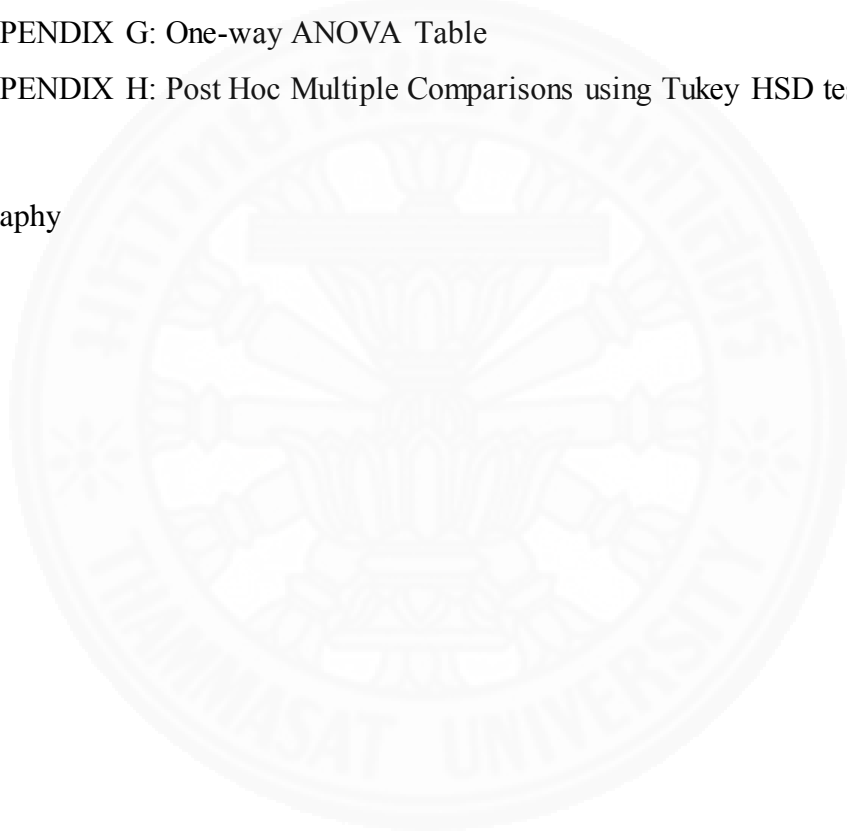
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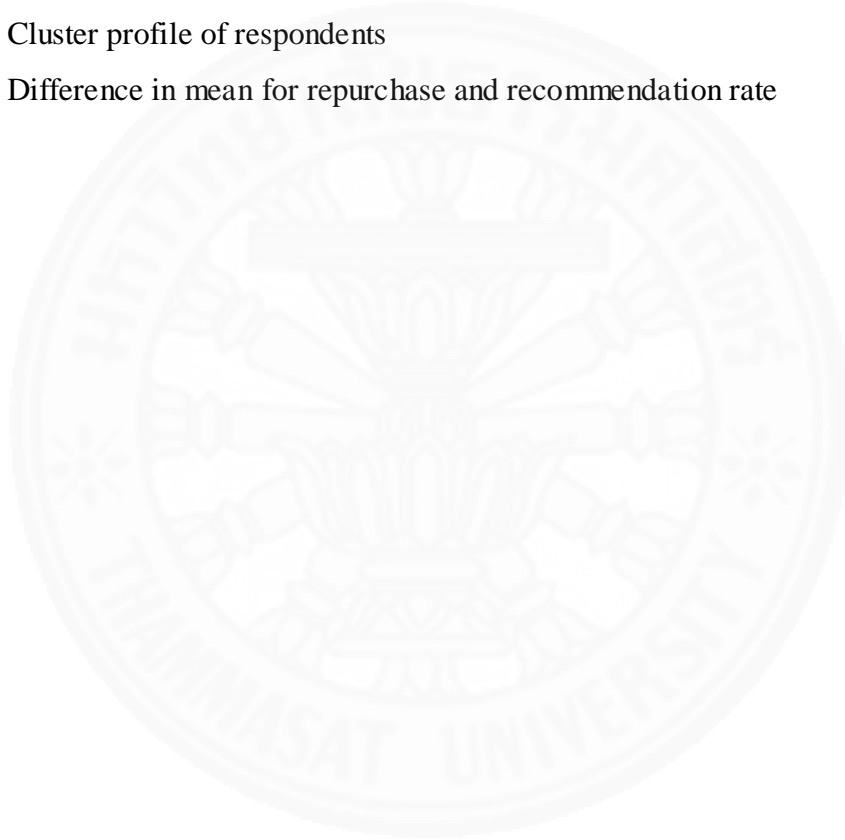
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CHAPTER 1

INTRODUCTION

1.1 Introduction to the study

Aviation plays a significant role in the world today as it supports social and economic development in both emerging and established nations (Brandon, 2014). In 2003, Low-Cost Airline Carriers (airlines that have lower fares and fewer comforts) (The Economist, 2013) started emerging in Thailand due to the rising popularity of air transportation (Charoensettasilp & Wu, 2014). In consequence, Legacy Airline Carriers (airlines that offer higher service quality) (The Economist, 2013) in Thailand were tremendously impacted by the deep market penetration of rivals (SIS International Research, 2014).

The airline industry in Thailand contributed 139 billion baht or accounted for 1.5 percent to the overall GDP (Thailand Board of Investment, 2014). With increasing demand in airline services, this study allows Legacy Airline Carriers' managers to gain a better understanding of how to improve their service offers to satisfy their targeted consumers, meet with consumers' expectations in order to maintain them, and build consumer loyalty which leads to higher profit in the future.

The data sources were both primary and secondary from qualitative and quantitative researches. Results from the in-depth interviews were used to design a questionnaire. Target respondents were passengers who lived in the Bangkok area and used Legacy Airline Carriers services at least once in the past year.

This research represents a contemporary topic in the area of applied marketing, which focuses on the subject area of marketing knowledge in society. The purpose of this study is to determine Thai consumers' expectations and satisfaction of services obtained from Thai Legacy Airline Carriers. The findings in this report will represent new knowledge and insightful information that will be useful for Legacy Airline Carriers in Thailand which will help identify realistic opportunities that can later be

developed to attain more profit in the long run. The results of this research can also be used as a database and guidelines in planning marketing strategies, which are in accordance with consumers' demands in order to achieve each airline company's business goals and maintain long-term brand loyalty. The research was guided by following set of objectives

1.2 Research objectives

This study is a contemporary topic in applied marketing in society subject area with seven main objectives described below;

1.2.1 To determine the consumers' profiles in airline market in Thailand

1.2.1.1 Profiles of consumers in Legacy Airline Carriers market in Thailand; demographics

1.2.1.2 Profiles of consumers in Legacy Airline Carriers market in Thailand; geographic

1.2.1.3 Profiles of consumers in Legacy Airline Carriers market in Thailand; lifestyles

1.2.2 To understand consumers' values, importance, and reasons for using Legacy Airline Carriers services

1.2.3 To understand consumer's expectations towards Legacy Airline Carrier services

1.2.3.1 Expectations in terms of price

1.2.3.2 Expectations in terms of service

1.2.3.3 Expectations in terms of on-time performance

1.2.4 To understand and explore consumers' usages and attitudes on Legacy Airline Carriers in terms of

1.2.4.1 Decision making process and key purchasing factors

1.2.4.2 Usages e.g. frequency, point of purchase, purpose of travelling

1.2.4.3 Perceptions towards Legacy Airline Carriers

1.2.4.4 Perceived competitive advantage in using Legacy Airline Carriers

1.2.5 To identify the important factor that contribute to service quality in Legacy Airline Carriers towards customer satisfaction

1.2.6 To determine the relationship between the dimensions of service quality and passengers' satisfaction on airlines services in Thailand

1.2.7 To provide specific actionable recommendations to sustain competitive advantages and increase profit and revenue growth

1.3 Project scope

Sources of data were from both secondary and primary data that were gathered from in-depth interviews and an online survey. The target respondents were Thai people who lived in Bangkok and used Thai Legacy Airline Carriers services (Bangkok Airways or Thai Airways) at least once in the past year and had monthly household income of at least THB 50,000.

Important questions that this study aimed to answer were: “What are the key factors that determine Thai consumers’ expectations and satisfaction of services obtained from Thai Legacy Airline Carriers?” and ”What could Legacy Airline Carriers develop in order to achieve highest satisfaction from its consumers?”

Key variables of the study were 1) consumers’ characteristic such as age, gender, occupation, monthly income, purpose of travelling, decision makers, etc. 2) consumers’ satisfaction towards factors in airline business such as in-flight service quality, service environment, efficiency of front line workers, employee approach towards passengers, efficiency of service, and customer behavioral intention.

The second section will contain a literature review. This is followed by the next sections that will discuss research methodology, target population, data analysis, conclusion, and recommendation.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Review of Legacy Airlines Carriers in Thailand

According to Baker (2013), Legacy Airline Carriers is the term that has been used for the airlines that had established interstate routes by the time of the route liberalization which was permitted by the Airline Deregulation Act in 1978. In the present, a typical characteristic of Legacy Airline Carriers is that they generally provide higher service quality than Low-Cost Airline carriers (Economist, 2013). The distinctions between two types of carriers are listed below in Table 2.1.

Table 2.1 Differences between Low Cost Carriers and Legacy Carriers

Characteristic	Low Cost Carriers	Legacy Carriers
Brand	One brand: low price	Extended brand:
Price	Simple pricing structure	price/service
Distribution	Internet, direct booking	Complex pricing structure
Checking in	Kiosk, e-tickets	Internet, direct, travel agent
Network	Point-to-point	Kiosk, Paper tickets, e-
Classes	One class	tickets
During flight	No frills	Hub-and-spoke
Aircraft usage	Very intensive	Multiple classes
Aircraft type	One type	Frills (free food &
Turnaround times	30 minutes or less	beverages)
Customer service	Generally underperforms	Average intensive
Airport	Secondary	Multiple types
Operational activities	Focus on core-flying Leisure, price and time	Slow: congestion/complexity
Target group	sensitive travelers No frequent flyer program	Full service, offers reliability
Services	or passenger lounge	Primary Flying and cargo services

Business and leisure
travelers

Frequent flyer program and
passenger lounge

Source: Holloway (2008) and O'Connell & Williams (2005)

At present, there are two main Legacy Airlines Carriers in Thailand, namely Thai Airways International and Bangkok Airways, where Thai Airways International is Thailand's national airline and Bangkok Airways is the private airline company. Thai Smile is the Light-Premium Regional Airline wholly owned and subsidized by Thai Airways. These airlines offers different classes seating, a frequent-flyer program, and exclusive airport lounges. Thai Airways International is a member of Star Alliance and Bangkok Airways is also a member of Oneworld. Also, these two airlines offer better cabin services, such as meal service and in-flight entertainment. For Low Cost Airline Carriers in Thailand, passengers need to pay for extra services such as food, baggage, wider seats, etc. The list of commercial airlines in Thailand is listed below in Table 2.2.

Table 2.2 List of Commercial Airlines in Thailand

Legacy Airline Carriers	Low Cost Airline Carriers
Bangkok Airways	Nok Air
Thai Airways International	NokScoot
Thai Smile	Thai AirAsia
	Thai AirAsia X
	Thai Lion Air
	Thai Vietjet Air

In 1997, Orient Thai started the first Low Cost Airline Carriers in Thailand. Since then, the growth rate of aviation industry in Thailand has increased significantly

and competition between each airline grows stronger each year. Therefore, for Legacy Airline Carriers companies, understanding customer satisfaction and expectations is the key to win consumer loyalty (Baker, 2013). Charoensettasilp & Wu (2014) stated that passengers are satisfied with the extra services without having to pay for extra charges along the journey such as wider seats, food, baggage, etc. Price is ranked in the bottom as passengers that are using Legacy Airline Carriers are less concerned about price.

2.2 Customer satisfaction

Satisfaction is the consumer's fulfillment response (Oliver, 1996), and it is also the overall customer attitude towards a service provider (Levesque & McDougall, 1996). Generally, satisfaction is related to the customers' evaluation of a product or service that determined whether it meet the customers' expectancies or not (Huang & Feng, 2009). If a particular product has been purchased before, the consumer is more likely to develop an attitude towards it (Oliver, 1996). In consequence, it leads directly for the consumers' intention to repurchase the product or service in the future. As satisfaction can be defined by a judgment made on a specific service encounter, whenever the satisfaction fails, dissatisfaction is the result (Huang & Feng, 2009). In other words, customer satisfaction is related to how customer feel about repurchasing certain products or services. Hence, customer satisfaction has become a key intermediary objective in service operations due to the benefit it brings to organizations (Ranaweera & Prabhu, 2003). As a result, for the company to be successful and profitable, it must satisfy customers.

2.3 Consumers' expectation theory

Kotler and Keller (2006) state that main variables affecting consumers' expectation are the consumer expectation and the service that the customer obtained. If goods or services that service providers give to consumers are equal or higher than what consumer expected, the consumers' satisfaction and brand loyalty will be achieved which means that those services are high quality. On the other hand, if goods or services service providers give to consumers are lower than what consumer expected, the consumers' satisfaction and brand loyalty will not be achieved which could be perceived that those services are not in high quality. (Kotler & Keller, 2006).

2.4 Service quality theory

Service quality or SERQUAL, is the frequently used and highly debated measure of service quality that is used to measure customer expectations and perceptions regarding five service quality dimensions that allow companies to take a much more in-depth look at what is driving customer satisfaction and dissatisfaction (Bateson & Hoffman, 2008). The five dimensions consists of (1) The Tangible Dimension, the assessment of a firm's ability to manage its tangibles, (2) The Reliability Dimension, the assessment of a firm's consistency and dependability in service performance, (3) The Responsiveness Dimension, the assessment of a firm's commitment to provide its services in a timely manner, (4) The Assurance Dimension, the assessment of a firm's competence, courtesy to its customers, and security of its operations, and (5) The Empathy Dimension, the assessment of a firm's ability to put itself in its customers' place. According to Zahari (2008), service quality is an important subject in both the public and private sectors, in business and service industries.

2.5 Relationship between service quality and satisfaction

To achieve a high level of customer satisfaction, a high level of service quality should be delivered by the service provider as service quality is normally considered the root of customer satisfaction (Baker, 2013). Despite the fact that there is a strong correlation between service quality and customer satisfaction, Cronin and Taylor (1992) state that customer satisfaction adds a stronger influence on purchase intention than service quality, and concluded that service organizations should focus more on a customer satisfaction program. On the other hand, Parasuraman et al (1988) stated that satisfaction relates to a specific transaction and service quality was just an attitude. However, the relationship of these two variables are still debatable among researchers until the present.

As summary of the literature, general research on service quality and customer satisfaction is plentiful, but the research for the service quality of airlines and customer satisfaction, especially in Thailand, is quite limited. Although the studies from other countries are available, but some characteristics in Thailand such as lifestyle differs.

The proposed study will provide further analysis of the service quality and customer satisfaction towards Legacy Airline Carriers in Thailand.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research framework

The research framework started from secondary data which later developed to qualitative research design with in-depth interviews. After gathering appropriate information, quantitative research using a questionnaire was conducted. The direction of research methodology is presented below in Figure 3.1.



Figure 3.1 Research framework used for the analysis

3.2 Exploratory Research

Exploratory research was conducted to collect the consumer insights. The results obtained through this research method were used to identify certain hypotheses, which were later used as a guideline and framework in developing key questions, in order to explore and quantify the descriptive research design. Methodologies that were adopted to explore insights in the exploratory research stage were secondary data and in-depth interviews, detailed below.

3.2.1 Secondary research

The purpose of secondary data was to generate new insights for this study. Information was obtained from highly credible and published sources such as Thailand Board of Investment reports, Civil Aviation Training Center reports, books, articles from Thai and international newspapers, academic journals, etc.

3.2.2 In-depth interviews

The purpose of the in-depth interviews was to explore and understand consumers' values and beliefs, perceptions, expectations and attitudes toward Legacy Airline Carriers (Objective 1.2.2 and Objective 1.2.3), and also to determine the factors that led to satisfaction (Objective 1.2.4). Each interview was conducted to collect information and various ideas from the interviewees. There were eight respondents for the in-depth interviews. The interview length of time target audiences took to complete the session was approximately 60 minutes. The interview sessions were recorded and analyzed before developing the questionnaire (*See the in-depth interview questions guide in Appendix A*).

3.3 Descriptive Research

The purpose of the descriptive research was to describe and quantify the characteristic profiles of consumers as well as their usage, attitudes, and behaviors towards Legacy Airline Carriers. This method was conducted by releasing questionnaires through Google Forms (the online survey created by Google). The questionnaire took no longer than 15 minutes to complete and there were a total of 253 respondents (*See the questionnaires in Appendix B*). Following the instructions and guidelines included in the research objectives, the questionnaire was divided into three major sections; personal information and screening questions, purchasing behavior and purchasing factors for Legacy Airline Carriers services, and the evaluation of the past experience in travelling with Legacy Airline Carriers. The data were interpreted and analyzed to identify the relationship between service quality and customer satisfaction. The descriptive research was aimed at achieving the following objectives:

- To determine the consumers' profiles in airline market in Thailand (Objective 1.2.1)
- To understand consumers' values and importance in using Legacy Carriers (Objective 1.2.2)
- To understand and explore consumers' usages and attitudes on Legacy Carriers (Objective 1.2.3)

- To identify the important factor that contribute on service quality in Legacy Airline Carriers towards customer satisfaction (Objective 1.2.4)
- To determine the relationship between the dimensions of service quality and passengers' satisfaction on airlines services in Thailand (Objective 1.2.5)

3.4 Target population

Due to time constraints, convenience samples were used to obtain target market data. All participants in both qualitative and quantitative research were screened by primary screening questions to ensure that they qualified as target respondents.

All participants had the profile as below:

Target Population: Thai people who lived in the Bangkok area and used Thai Legacy Airline Carriers services (Bangkok Airways or Thai Airways) at least once in the past year

SES: AB or monthly household income of at least THB 50,000

3.5 Sample size and recruiting procedure

3.5.1 In-depth interviews

For the in-depth interviews, the respondents were recruited through personal connections. The interviews were conducted under the conditions below.

- In-depth interviews were conducted with eight respondents.
- Each interview was approximately sixty minutes long.
- The approach of face-to-face interview and telephone interview were employed, depending on the convenience of each respondent.
- The interviews were held in locations convenient to the respondents.

3.5.2 Descriptive research

For descriptive research, the questionnaire was distributed and obtained a total of 253 respondents covering social-economic statuses A and B (SES AB) through both online and offline channels. The questionnaire was pilot-tested with 15 sample respondents to avoid complexity, omission, and loaded-questions. For the online

channel, the questionnaire was made with Google Forms (online survey created by Google), which was distributed through online channels such as Facebook pages, LINE, pantip.com, etc. There were screening questions using ‘skip-logic’ in the questionnaire in order to sort out the respondents who were not qualified. For offline channel, the questionnaire was distributed at waiting areas in Suvannabhumi airport. The skip logic was also employed with clear instructions noted in the questionnaire. The social-economic statuses A and B were equally assigned in the channel to avoid bias. Quota sampling was the technique used to recruit respondents for the questionnaire. To define socio-economic status, Nielson Thailand CMV was used as a reference (*See Appendix C for a Table of Socio-Economic Status (AB)*).

3.6 Identification of key research variables

With the information obtained through in-depth interviews, dependent and independent variables were created and put into a framework below in Figure 3.2. As the main purpose of this research was to identify customer satisfaction; besides consumers’ characteristics, the independent variables were divided into fifty-one items with six main categories:

- **Service environment:** cabin ambience and cleanliness, seat features
- **In-flight service quality:** in-flight entertainment, reading materials, food and beverages
- **Front line workers:** assistance with special needs, ground handling, cabin crew willingness to help and friendliness
- **Employee approach:** assistance provided at the airport during irregularity flights, cabin crews’ ability to solve the problem, in-flight information announcement
- **Efficiency of service:** on-time performance, speed of luggage delivery, mileage program
- **Customer behavioral intention:** opinion towards Legacy Airline Carriers in Thailand, willingness to recommend the service to others, repeat purchase in the future

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Data analysis

In order to gather information for exploratory and descriptive research, in-depth interviews and questionnaires were conducted. Findings from in-depth interviews were used to create key major factors for questionnaires. The questionnaires were conducted through Google Forms which were distributed through both online channels such as Facebook, LINE, etc., and offline channels such as waiting lounges in Suvarnabhumi Airport. After screening, cleaning, and coding the data into the SPSS program, the total number of respondents was 253 people. The 5-point Likert scale was used to measure the dependent and independent variables. The main functions in the SPSS program that were used to analyze the data were descriptive statistics, factor analysis, and cluster analysis to determine the groups of respondents.

4.2 Results from exploratory research

4.2.1 Secondary research results

Kotler and Keller (2006) stated that the main variables affecting consumers' expectation were the consumers' expectations and the services that the customers received. If goods or services that service providers gave to consumers were equal or higher than what consumer expected, the consumers' satisfaction and brand loyalty would be achieved. To achieve a high level of customer satisfaction, a high level of service quality should be delivered by the service provider, as service quality was normally considered as the root of customer satisfaction (Baker, 2013). In order to define whether or not Legacy Airline Carriers in Thailand have achieved their goals of reaching customers' satisfaction, more research is needed especially in Thailand where studies about service quality and customer satisfaction in airline industries are relatively limited. Moreover, thoughts and lifestyles of Thai people are distinct from other nationalities.

4.2.2 In-depth interview results

According to Objective 1.2.2, after gathering information from secondary research, in-depth interviews were conducted to explore and understand general behaviors, perceptions, attitudes, decision criteria, reasons, and values towards Thai Legacy Airline Carriers before developing and finalizing the questionnaire. In-depth interviews had eight interviewees, four were male and four were female. They were aged between 25 to 55 years old and were from different occupations namely social editor for magazine, tax consultant, marketing executive, TV host, business owners, and in-flight manager. The age differences and wide range of occupations were useful to see different opinions. Seven of the interviewees were passengers that were travelling with Legacy Airline Carriers in the past year. One of the interviewees was an in-flight manager who had worked for Thai Airways for 35 years. He was recruited in order to see the comments from the service providers' side to cover wider ideas and perspectives for depth of insights.

In consumers' minds, they perceived that Legacy Airline Carriers in Thailand often set higher prices than Low Cost Airline Carriers; hence, they expected either more service quality from Legacy Airline Carriers distinct from Low Cost Airline Carriers, or lower price. Most of the time they found themselves expecting too much that they ended up disappointed or dissatisfied with the service, especially in business class. However, if the purpose of travelling was for work (free traveling), they would choose to travel with Legacy Airline Carriers as they were more convenient and provided better standards than Low Cost Airline Carriers in every aspect. On the other hand, if the purpose of travelling was for leisure, price would be their first decision criterion as they had to handle all the costs by themselves.

For Objective 1.2.3, in terms of servicescape, they also mentioned that some of the equipment for service were not as up to date as other Legacy Airline Carriers such as Emirates and Singapore Airlines. For example, Wi-Fi service is limited to only some aircraft types and passengers also need to pay for it while other airlines are providing it for free. They suggested that Thai Legacy Airline Carriers should change the aircraft more often in order to keep up with the technologies similar to Air France and Cathay Pacific. Moreover, due to many connecting flights within the airlines and their

alliances, most of the flights that they took were often delayed. For services, two of the interviewees felt that frontline workers treated foreigners better than they did Thai people, as well as providing special promotions for foreigners only. Sometimes they felt abandoned and no longer wanted to use any services from Thai airline companies. Nevertheless, five of the interviewees felt warmhearted when they got to speak the same language as the frontline workers as it was easier to manage their trips.

There were also some interviewees who thought Thai Legacy Airline Carriers had done well and would like the airlines to retain their good services. For instance, Thai Legacy Airline Carriers offered non-stop flights to most of the destinations, and all of the interviewees agreed that it saved a lot of their time and effort by travelling in non-stop flights. Furthermore, with touches of Thai, interviewees also agreed that Thai Legacy Airline Carriers were best suited for travelling with families, children, and elders as they also offered extra services such as wheelchair, baby strollers, and baby bassinets. On the other hand, by travelling with Low Cost Airline Carriers, they might have to pay extra for these services.

From service providers' side, the interviewee explained that Thai people normally had a sense of ownership especially with Thailand's state enterprise companies and government offices. They felt that Thai Airways' employees should treat Thai people with extra care in comparison to other nationalities, as well as provide more promotion and services specially for Thai people. Hence, when perception is less than expectation, it leads to dissatisfaction. He also mentioned that foreigners only want the services that they pay for, but Thai people expect Legacy Airline Carriers with Thai staff to give more than just normal service. Hence in the present day, Thai Legacy Airline Carriers try to improve in every aspect including training employees and releasing special promotions more often.

In summary, it was found that there were much wider range of aspects that affected the customers' satisfaction than expected. However, most of the interviewees believed that with determination to improve, Legacy Airline Carriers could win Thai people's hearts again like they had done in the past.

4.3 Results from descriptive research

4.3.1 Summary of respondent profile

By using Statistic Package for Social Sciences program (SPSS) to analyze the collected data from the questionnaire, from 253 respondents, 51% were male and 49% of all were employees. About 30% of the respondents were over 50 years old. About 57% had salaries of over 60,000 baht per month. Roughly 70% were travelling for leisure. Most of the respondents, 59%, traveled with Legacy Airline Carriers once or twice a year. About 64% were the decision makers when purchasing Legacy Airline Carriers tickets. Among them, half of the respondents often purchased the tickets to travel to destinations in Asia, 15% domestically, and 35% to destinations outside Asia. (See Table 4.1 for Respondents' Demographics)

Table 4.1 Summary of respondents' demographic (n=253)

Respondents' Demographic		n	%
Gender	Male	130	51%
	Female	123	49%
Age	Below 30 years	28	11%
	30-35	43	17%
	36-40	39	15%
	41-45	45	18%
	46-50	21	8%
	More than 50 years	77	31%
Occupation	Specialist/professional	18	8%
	Management	20	8%
	Entrepreneur	55	22%
	Employee	101	40%
	Retired	20	8%
	Student	34	13%
	Government Officer	5	1%
Salary per month	50,000-59,999 Baht	110	43%
	>60,000 Baht	143	57%
Purpose of travel	Business	34	13%
	Holiday	178	70%
	Visit friends/ relatives	14	6%
	Study aboard	27	11%
Respondents' Demographic		n	%

Frequency of travel per year	1-2 times	149	59%
	3-5 times	76	28%
	6-10 times	18	7%
	11-20 times	6	3%
	More than 20 times	4	3%
Decision maker for travel	Myself	162	64%
	Travel agent	10	4%
	Family/ friends	57	23%
	Company	24	9%
Destination when travel with Legacy Airline Carriers	Domestic	37	15%
	International routes within Asia	127	50%
	International routes outside Asia	89	35%
Total respondents		253	100%

4.3.2 Means and standard deviations of independent variables

In terms of customer satisfaction, respondents were asked to rate their level of satisfaction from one to five on Likert scales for six major categories of 51 items in the Legacy Airline Carrier services. The total mean from all respondents was approximately 3.83. Table 4.2 shows six major categories that respondents rated with front line workers being the category that respondents were most satisfied with (mean = 4.09) and efficiency of service having the least satisfaction score (mean = 3.33).

Table 4.2 Mean and standard deviation of independent variables

Independent variable	Mean	Standard Deviation
Secure and comfortable service environment	4.01	0.66
In-flight service quality	3.68	0.59
Front line workers	4.09	0.52
Employee approach towards passengers	4.01	0.51
Efficiency of service	3.33	0.46
Customer behavioral intention	3.94	0.79

4.3.3 Cluster profiles of respondents

According to objective 1.2.1, in order to narrow down the factors and see a clearer picture about the respondents' lifestyles, factor analysis was employed to help determine the important factors in respondents' minds. From 51 items, with Eigenvalue of one, eleven factors could explain total respondents at 76.24 percent (*See Appendix D for Factor analysis*).

In order to identify the respondents' lifestyles and separate the respondents into groups, K-Means Cluster Analysis was used to classify respondents (*See Appendix E for Cluster Analysis*). By looking at the cluster profiles, there were three subgroups of respondents based on their satisfaction; 1) people who had high satisfaction for the in-flight entertainment, seat features and cabin cleanliness, and reading magazines were called '**Traveler**', 2) people with high satisfaction on the on-time performance and mileage program were called '**Work-Related**', and 3) people with high satisfaction on assistance for special needs, cabin crew responsiveness, food and beverages, and ground handling were called '**Proprietor**' (*See Appendix E for Cluster distribution and Table 4.3 for Cluster profile of respondents*).

The Traveler group was characterized as in their early adulthood, around 30-40 years old female office workers who traveled for leisure. Moreover, 68.8 percent said they decided to travel with Legacy Airline Carriers by themselves.

The Work-Related group mainly consisted of 40-50 years old male office workers and entrepreneurs. About 18.2 percent traveled for work which was the highest percentage compared to two other groups. Their overall profile was similar to the Traveler group in terms of salary and occupation. However, their decision for travelling with Legacy Airline Carriers were not only from themselves but also from their companies (19.5%), and families and friends (36.4%) which was the highest amongst all the groups. They also traveled on international routes only.

The Proprietor group was mainly males aged 50 years or more. About 94 percent of this group had salaries of more than THB 60,000 per month and 48 percent were entrepreneurs. The majority of this group decided to travel with Legacy Airline Carriers by themselves (86.6%).

Table 4.3 Cluster profile of respondents

Demographic profile		Traveler		Work-related		Proprietor	
		N	N %	N	N%	N	N%
Gender	Male	13	11.9%	62	80.5%	55	82.1%
	Female	96	88.1%	15	19.5%	12	17.9%
Age	<30	7	6.4%	8	10.4%	13	19.4%
	30-35	30	27.5%	13	16.9%	0	0.0%
	36-40	24	22.0%	11	14.3%	4	6.0%
	41-45	12	11.0%	19	24.7%	14	20.9%
	46-50	0	0.0%	18	23.4%	3	4.5%
	>50	36	33.0%	8	10.4%	33	49.3%
Salary	50,000-59,999	62	56.9%	44	57.1%	4	6.0%
	>60,000	47	43.1%	33	42.9%	63	94.0%
Occupation	Specialist	8	7.3%	6	7.8%	4	6.0%
	Management	13	11.9%	0	0.0%	7	10.4%
	Entrepreneur	9	8.3%	14	18.2%	32	47.8%
	Employee	49	45.0%	49	63.6%	3	4.5%
	Retired	12	11.0%	0	0.0%	8	11.9%
	Student	17	15.6%	4	5.2%	13	19.4%
	Government Officer	1	.9%	4	5.2%	0	0.0%
Purpose of travelling	Business	8	7.3%	14	18.2%	12	17.9%
	Holiday	92	84.4%	41	53.2%	45	67.2%
	Visit friends/ relatives	0	0.0%	11	14.3%	3	4.5%
	Study Aboard	9	8.3%	11	14.3%	7	10.4%
Decision maker	Myself	75	68.8%	29	37.7%	58	86.6%
	Travel agent	5	4.6%	5	6.5%	0	0.0%
	Family/ friends	20	18.3%	28	36.4%	9	13.4%
	Company	9	8.3%	15	19.5%	0	0.0%
Destination	Domestics	17	15.6%	0	0.0%	20	29.9%
	Asia	44	40.4%	44	57.1%	39	58.2%
	International	48	44.0%	33	42.9%	8	11.9%

4.3.4 Important factors that lead to satisfaction in each group

To understand the difference in satisfaction between the respondents, they were asked to rate their level of satisfaction from one to five on Likert scales for six major categories of 51 items in the Legacy Airline Carrier services. Custom tables and a one-way ANOVA in SPSS program were used to compare differences in means for each factor between the groups.

First, custom tables were used to see the overview of the results, the mean of overall satisfaction with Legacy Airline Carriers between groups were different. To identify important factors that contributed to service quality in Legacy Airline Carriers towards customer satisfaction according to Objective 1.2.5, the table in Appendix F was used to summarize important factors from each group (*See Appendix F for Custom table for comparing differences in mean between each group*). To make sure that the differences in means between each group were not by chance, a one-way ANOVA was used (*See Appendix G for a one-way ANOVA table*). There was a significant difference between groups mainly in seven aspects of important factors. Together with the results shown in the one-way ANOVA table, a post hoc comparison using the Tukey HSD test was done to indicate specific differences between the mean score of each group (*See Appendix H for Post Hoc Multiple Comparisons using Tukey HSD test*).

A significant difference between the mean score of the Traveler (mean_{Traveler} = 4.1), Work-Related (mean_{Work-Related} = 3.9), and Proprietor (mean_{Proprietor} = 4.0) was found at $p \leq .05$ levels conditions [$F(2,252) = 3.489, p = .033$] with respect to their satisfactions toward seat features and cabin cleanliness. It could be concluded that the Traveler group was most satisfied with the seat features and cabin cleanliness. The same logic was also applicable for in-flight entertainment, where the Traveler was the group that rated most satisfied. For in-flight entertainment, there was a significant difference between the mean score of the Traveler (mean_{Traveler} = 4.2), Work-Related (mean_{Work-Related} = 4.0), and Proprietor (mean_{Proprietor} = 4.1) at $p \leq .05$ levels conditions [$F(2,252) = 3.723, p = .026$]. To serve the needs for this group, Legacy Airline Carriers in Thailand could focus more on the development of the new in-flight entertainment system from time to time to keep up with the trend, as well as to provide the best

servicescape for passengers in order to keep the passengers satisfied.

For on-time performance, a significant difference between the satisfaction was also found between the Work-Related (mean_{Work-Related} = 4.2), the Traveler (mean_{Traveler} = 4.0), and the Proprietor (mean_{Proprietor} = 4.1) at $p \leq .05$ levels conditions [F (2,252) = 4.345, $p = .014$]. For the mileage program factor, the Work-Related also had the highest mean (mean_{Work-Related} = 4.2), while mean for the Traveler (mean_{Traveler} = 4.0) and the Proprietor (mean_{Proprietor} = 4.1) were slightly lower. From the analysis, there was a statistically significant different between the groups at $p \leq .05$ levels conditions [F (2,252) = 3.69, $p = .026$]. The results show that the Work-Related group was most concerned about the mileage program and on-time performance as they often traveled to several places for work with limited time in each trip. To retain the same level of satisfaction or capture more satisfaction from Work-Related group, Legacy Airline Carriers could develop more convenient way to redeem the miles into more attractive products or services in order to draw more people to use their services. The other thing that the Legacy Airline Carriers could do is to adjust their on-time performance policy, even though it is known that due to many connecting flights and some delays as a result of weather conditions, Legacy Airline Carriers often wait for their connecting flight passengers. The Legacy Airline Carriers could study more about the on time performance from the successful Japanese Legacy Airline Carriers, Japan Airlines (JAL) and All Nippon Airways (ANA) that are well known for their punctuality.

There was also a significant difference between satisfaction of the Traveler group (mean_{Traveler} = 3.3), the Work-Related group (mean_{Work-Related} = 3.1) and Proprietor group (mean_{Proprietor} = 3.6) at $p \leq .05$ levels conditions [F (2,252) = 3.565, $p = .03$] with respect to their satisfaction towards responsiveness of the crew. It could be concluded that the Proprietor group was most satisfied with the responsiveness of the crew. The same logic is also applicable for assistance for special needs such as baby bassinets, baby strollers, and wheelchairs for the disabled and elders, where significant difference between satisfaction of the Traveler group (mean_{Traveler} = 3.7), the Work-Related group (mean_{Work-Related} = 3.9) and Proprietor group (mean_{Proprietor} = 4.2) was

found at $p \leq .05$ levels conditions [$F(2,252) = 3.539, p = .031$]. For food and beverages, the Proprietor group also has the highest mean among three groups as there was a significant difference between the mean score of the Traveler (mean_{Traveler} = 3.7), Work-Related (mean_{Work-Related} = 3.5), and Proprietor (mean_{Proprietor} = 3.9) at $p \leq .05$ levels conditions [$F(2,252) = 4.795, p = .009$]. As a result, to capture more of the Proprietor group in Thailand, Legacy Airline Carriers could focus more on the factors that would let their trips be more convenient, with more user-friendly environment for, and provide better standards of food and beverages.

When the respondents were asked to rate the repurchase level on a one to ten Likert scale, the Proprietor group rated highest among three groups (mean = 8.3). The same result appeared when the respondents were asked about their score for recommendation to others, the Proprietor group rated highest with their mean of 8.0 (See Table 4.4). However, Work-Related group rated the least for both repurchase and recommendation rates.

Table 4.4 Difference in mean for repurchase and recommendation rate

	Traveler				Work-Related				Proprietor			
	Mean	Std. Deviation	Min	Max	Mean	Std. Deviation	Min	Max	Mean	Std. Deviation	Min	Max
Repurchase rate	8.0	1.3	6	10	7.8	2.0	1	10	8.3	1.4	4	10
Recommended to others	7.8	1.6	3	10	7.4	2.1	1	10	8.0	1.8	2	10

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

5.1.1 Total respondent profile

From 253 respondents, almost half of them were females, and age was distributed equally to avoid bias. The researcher divided respondents into three groups in order to study their lifestyles by looking at the cluster profiles; Traveler, Work-Related, and Proprietor. The ages of the respondents between three groups were different, with Traveler group being the youngest and Proprietor group being the oldest. For salary, the Traveler group and Work-Related group were similar and in terms of occupation, most of them were working as employees. The Proprietor group was mostly entrepreneurs who had their monthly income of over THB 60,000 and made the decision to use Legacy Airline Carriers by themselves. In terms of decision making for the Work-Related group, the decision makers were themselves, family and friends, and companies.

5.1.2 Important factors that lead to satisfaction in each group

According to both literature review and this research, every factor related to airline business was important and could affect the satisfaction of passengers. As satisfaction differed among groups of people, to attract more consumers, Legacy Airline Carriers in Thailand could focus to develop the factors that the particular group was interested in or concerned about.

Comparing mean between groups, it was found that the Traveler group was the most concerned about seat features and cleanliness and in-flight entertainment. While the Work-Related group were satisfied with on-time performance and mileage program. For the Proprietor group, they rated highest satisfaction scores on assistance for special needs, food and beverages, and responsiveness of the crew. The group that rated the highest for repurchasing again in the future and for chance of referring to others was the Proprietor group. If Legacy Airline Carriers would like to attract more passengers with quick outcome, they would want to consider the Proprietor group first as in the

end they would spread good words which would later lead to more customers in the near future.

5.2 Recommendations

Using the research objectives, in order to for Legacy Airline Carriers in Thailand to provide specific actionable recommendations to sustain competitive advantages, to increase profit, and to achieve revenue growth, the recommendations can be made as follows:

5.2.1 Modernize Thai Legacy Airline Carriers look

As social media is one of the key marketing tools for success in the present day, Thai Legacy Airline Carriers could consider to change their looks to be more modern, allowing the passengers to do something fun or take pictures to upload on their social media to attract more customers. The company could change their ways of advertising from focusing on the prestige look and the reward programs that they have got going, to something more fun and reachable. Moreover, Legacy Airline Carriers should also focus on developing their in-flight entertainment from time to time, such as providing USB chargers for every seat, better quality headphones, or free Wi-Fi in order to attract long-haul passengers as well as businessmen.

5.2.2 Make mileage programs look more attractive

According to the outcome of the analysis, passengers who join the mileage programs tend to stay although they are not one-hundred percent satisfied with the service. Hence, Legacy Airline Services should not neglect the mileage program and continue developing by giving more rewards and gifts, make notifications when the miles are reaching the expired date, or creating a mobile application to have more contact with the passengers as they could bring a lot of repeat purchases and provide good word-of-mouth to others.

5.2.3 Improve their on-time performance

As Legacy Airline Services in Thailand are not at their best on on-time performance due to many internal and external factors, the companies should show

their effort to develop and regain the passengers' trust. They could also consider taking more serious actions by having the contingency plan for the each delay, and train all frontline employees well enough to handle the situation, especially in domestic flights where the delays occurred the most. The management team should solve this problem as quickly as possible before the companies' images are ruined.

In summary, if Thai Legacy Airline Carriers improved the three aforementioned points, they could win not only Thai customers' hearts but also flyers of other nationalities because everyone would love to travel with high standard airlines that have good image and performance. That would lead to more repeat purchases, better word-of-mouth, more customers, and more profit.

5.3 Limitation of the study

Due to the time limitation, the distribution of questionnaire was not as widely spread as it should be. For in-depth interviews, the interviewees from personal contacts were from a single geographic area. Therefore, the analysis and discussion based on the perceptions of the sample respondents may have been different should the samples were to be collected in different geographic regions and different years. Moreover, a convenience sampling method was employed so there might have been a probability of bias. To avoid bias in the future analyses, different research method such as focus group might also add more insights into the perceptions of customers.

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APPENDIX A

IN-DEPTH INTERVIEW QUESTIONS GUIDE

1. (Objective 1.4.1) To determine the consumers' profiles in airline market in Thailand

1.1 Demographics: Occupation, Purchasing decision makers, Frequency of flying, Purpose of travelling

2. (Objective 3.2) To understand consumers' values and importance in using Legacy Airline Carriers.

2.1 What does the term 'Legacy Airline Carriers' mean to you?

2.2 What is the reason why you choose to fly with Full-Service Airline Carriers?

2.3 What do you expect out of Full-Service Airline Carriers?

2.4 How would you feel if you do not fly with Full-Service Airline Carriers?

3. (Objective 3.3) To understand and explore consumers' usages and attitudes on Legacy Airline Carriers.

3.1 How long have you been travelling with Legacy Airline Carriers?

3.2 What was the first trigger to make you buy Legacy Airline Carriers' services?

3.3 What is the key liked element of Legacy Airline Carriers that make you choose Legacy Airline Carriers over Low Cost Airline Carriers?

3.4 What is the key disliked element of Legacy Airline Carriers in your opinion?

3.5 Normally, what purchasing factors do you consider when buying airline tickets with Thai airline companies?

3.6 When talking about Legacy Airline Carriers in Thailand, what comes into your mind?

3.7 How do you feel of using Legacy Airline Carriers?

3.8 From your experience, what could Legacy Airline Carriers do better in your opinion?

APPENDIX B

QUESTIONNAIRES

Section 1: Personal Information

1. Please specify your gender (Objective 3.1) (SA)
 1. Males
 2. Females
2. Please specify your age (Objective 3.1) (SA)
 1. Below 30
 2. 30 – 35
 3. 36 – 40
 4. 41 – 45
 5. 46 – 50
 6. More than 50
3. Please specify your income (Objective 3.1) (SA) (If number 1 and 2 is chosen, end of the survey)
 1. Below 25,000 baht per month
 2. 25,000 – 49,999 baht per month
 3. 50,000 – 59,999 baht per month
 4. 60,000 baht per month or more
4. What is your occupation? (Objective 3.1) (SA)
 1. Specialist/professional
 2. Management
 3. Entrepreneur
 4. Employee
 5. Retired
 6. Student
 7. Government Officer
 8. Other (Please specify)

5. Have you ever used Thailand's Legacy Airline Carriers services in these past 12 months? (Objective 3.1) (If number 2 is chosen, end of the survey)

* Legacy Airline Carriers are airlines that provide higher service quality than Low-Cost Carriers.

1. Yes
2. No

6. Which of the following Legacy Airline Carriers that you use in the past 12 months? (MA) (If only number 3 is chosen, end of the survey)

1. Thai Airways International
2. Bangkok Airways
3. Others (Please specify)

Section 2: Purchasing behavior and purchasing factors for Legacy Airline Carriers services

7. What is your main purpose for taking trip(s) with Legacy Airline Carriers? (Objective 3.3) (SA)

1. Business
2. Holiday
3. Visit friends/ relatives
4. Study aboard
5. Others (Please specify)

8. Which routes do you normally take with Legacy Airline Carriers? (Objective 3.1) (MA)

1. Domestic
2. Asia
3. International (Exclude Asian countries)

9. Who decided for you when choosing to fly with Legacy Airline Carriers? (Objective 3.3) (SA)

1. Myself
2. Travel agent
3. Family/ friends
4. Company

5. Others (Please specify)

10. How often do you fly with Legacy Airline Carriers in last 12 months? (Objective 3.3) (SA)

1. 1-2 times

2. 3-5 times

3. 6-10 times

4. 11-20 times

5. More than 20 times

11. Please indicate your level of agreement with the following statements, where 1 = “strongly disagree” to 5 = “strongly agree”.

I choose Legacy Airline Carriers because of:

	5	4	3	2	1
a. previous good experience					
b. the inflight services					
c. the safety					
d. the reliability of on-time performance					
e. the price					
f. the ease of connecting flights					
g. the brand image of the airline					
h. the recommendation from travel agent/friends/relatives					
i. the frequent flyer/ mileage program					
j. the alliance network					
k. the convenient schedule					
l. the aircraft type					
m. the value for money					
n. the direct flights (<i>Non-stop</i>)					
o. others (Please specify)					

12. Please specify your expectation towards Legacy Airline Carriers. (Objective 3.3 and Objective 3.4)

Section 3: Evaluation of the past experience in travelling with Legacy Airline Carriers in Thailand

From question 13-26, please rate your satisfaction on the following topics by writing checkmark in the appropriate box for your response (5 for Totally Satisfied, 4 for Satisfied, 3 for Fair, 2 for Dissatisfied, 1 for Totally Dissatisfied and N/A for Not Applicable) (Objective 3.3 and 3.4)

13. Boarding procedures	5	4	3	2	1	N/A
Assistance with special needs (elderly, wheelchair, children, etc.)						
Staff courtesy and helpfulness						
Overall satisfaction with boarding						

14. Normally, did your flight(s) depart on time?

1. Yes (Please skip to Question 16)
2. No (Please continue to Question 15)

15. Assistance provided to you at the airport during irregularity flight(s)	5	4	3	2	1	N/A
Information provided						
Ability of staff to solve your problem						
Overall satisfaction with irregularity handling						

16. Cabin Ambience and Cleanliness	5	4	3	2	1	N/A
Cabin Design						
Spaciousness of cabin						
Cabin Cleanliness						
Lavatory Cleanliness						
Overall satisfaction with cabin ambience and cleanliness						

17. Seating Features	5	4	3	2	1	N/A
Leg room stretch						
Seat comfort						
Seat facilities						
Seat functions working						
Overall satisfaction with seat features						

18. Cabin Crew	5	4	3	2	1	N/A
Available throughout the flight						
Friendly and polite						
Responsiveness in serving your needs						
Ability to solve your problem						
Language and communication skills						
Professional appearance						
Safety awareness						
Overall satisfaction with cabin crew						

19. In-flight Information Announcements	5	4	3	2	1	N/A
Information announcements made by pilots						
Information announcements made by cabin crew						
Overall satisfaction with in-flight information announcements						

20. In-flight Entertainment	5	4	3	2	1	N/A
Choice of entertainment						
Ease of operating entertainment systems						
Quality of sound/ headphone						
Design of interactive screen menu						

Overall satisfaction with in-flight entertainment							
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21. Reading Materials	5	4	3	2	1	N/A
In-flight magazines “Sawasdee/ Fah Thai”						
Choice of newspapers						
Choice of magazines						
Overall satisfaction with reading materials						

22. Food and Beverages	5	4	3	2	1	N/A
Choice of food						
Food presentation						
Quantity of food						
Quality of food						
Taste of food						
Overall satisfaction with food						
Overall satisfaction with beverages						

23. Arrival (Your past experience with Legacy Airline Carriers)	5	4	3	2	1	N/A
Punctuality						
Luggage priority privilege (For first class, business class, and passengers with Frequent Flyer programs; Royal Orchid Plus or FlyerBonus)						
Speed of luggage delivery						
Overall satisfaction with arrival						

24. Are you a member of Legacy Airline Carriers’ Frequent Flyer programs; Royal Orchid Plus or FlyerBonus?

1. Yes (Please continue to Question 25)

2. No (Please skip to Question 26)

25. What is your opinion about Legacy Airline Carriers' Frequent Flyer programs?	5	4	3	2	1	N/A
Ways to earn miles						
Accurate mileage credit						
Ways to redeem miles						
Award availability						
Overall satisfaction with Legacy Airline Carriers' Frequent Flyer programs						

26. Experience for Legacy Airline Carriers	5	4	3	2	1
Overall satisfaction with Legacy Airline Carriers					

27. Expectation for Legacy Airline Carriers	Much better	Slightly better	As expected	Slightly worse	Much worse
Compared to your expectation, was the overall performance?					

For question 28, Please rate on a 10-point scale (10 = Extremely Likely, 9= Very Likely, 8= Likely, 7 = Good, 6 = Better Than Average, 5 = Average, 4 = Below Average, 3 = Not Likely, 2 = Not Likely at All, 1 = Never)

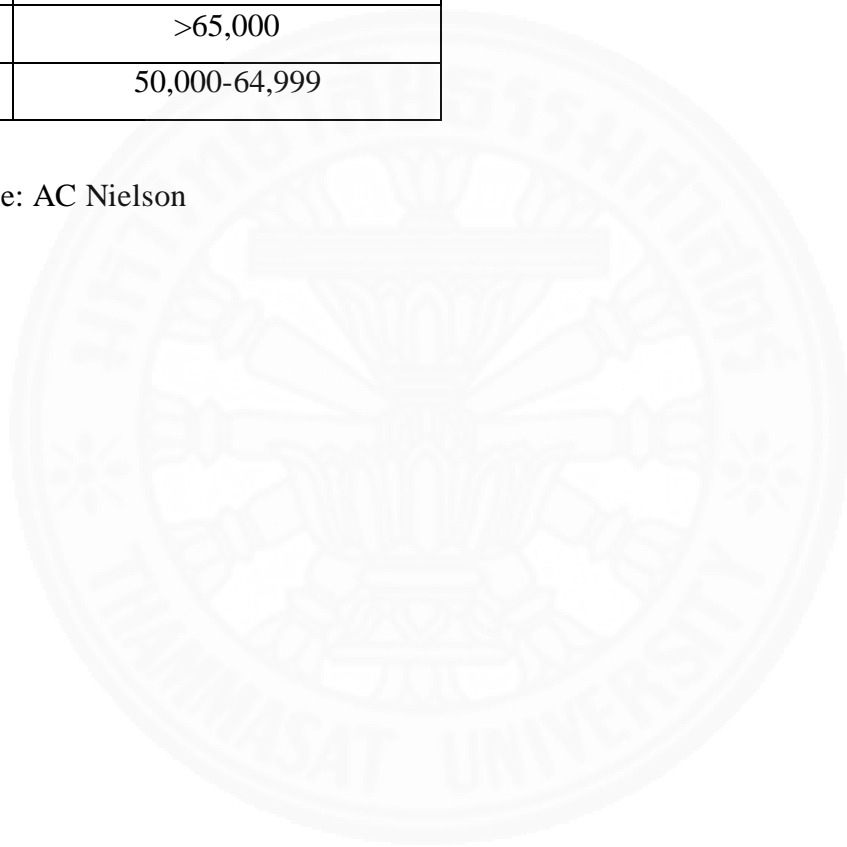
28. Please rate two following questions	10	9	8	7	6	5	4	3	2	1
How likely are you to fly Legacy Airline Carriers again?										
How likely are you to recommend Legacy Airline Carriers to others?										

APPENDIX C**A TABLE OF SOCIO-ECONOMIC STATUS SCALE (AB)**

Socio-economic status scale (AB) is defined by a table of Socio-Economic status scale in Bangkok in the year 2013.

SES	Income per household (THB)
A	>65,000
B	50,000-64,999

Source: AC Nielson



APPENDIX D
FACTOR ANALYSIS OF TOTAL VARIANCE EXPLAINED

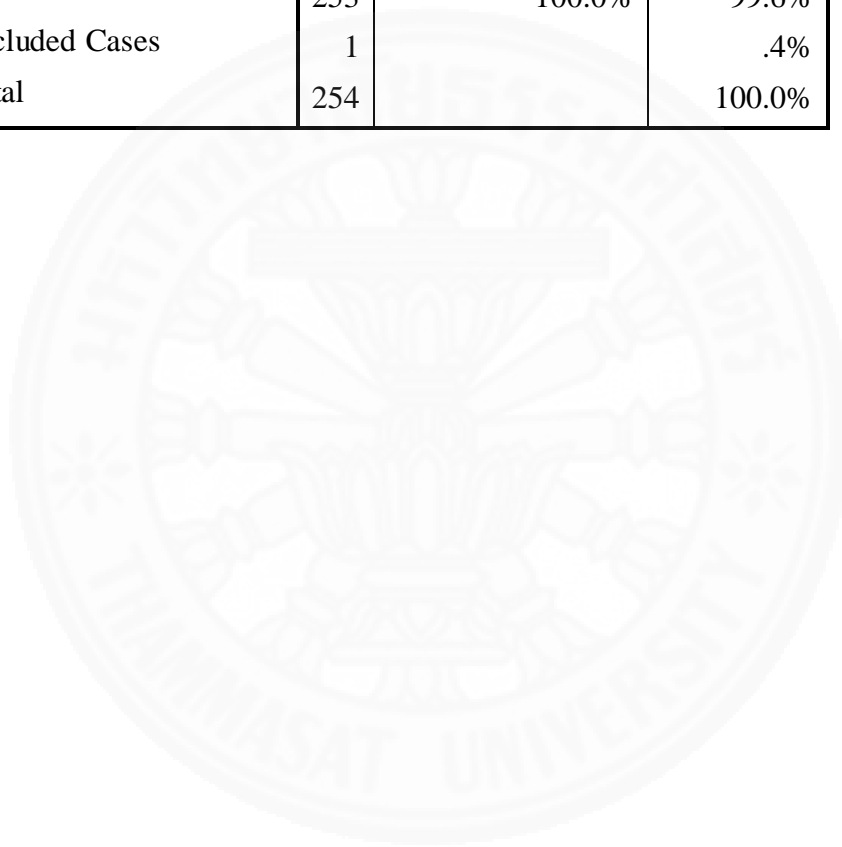
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var.	Cum. %	Total	% of Var.	Cum. %	Total	% of Var.	Cum. %
1	18.200	35.686	35.686	18.200	35.686	35.686	7.770	15.234	15.234
2	3.885	7.617	43.303	3.885	7.617	43.303	6.282	12.317	27.551
3	3.685	7.225	50.528	3.685	7.225	50.528	4.419	8.666	36.217
4	2.480	4.862	55.390	2.480	4.862	55.390	4.047	7.936	44.153
5	2.237	4.387	59.777	2.237	4.387	59.777	3.934	7.714	51.867
6	1.877	3.680	63.458	1.877	3.680	63.458	2.920	5.726	57.593
7	1.751	3.434	66.892	1.751	3.434	66.892	2.675	5.244	62.837
8	1.364	2.675	69.566	1.364	2.675	69.566	2.058	4.036	66.873
9	1.223	2.399	71.965	1.223	2.399	71.965	1.762	3.454	70.328
10	1.134	2.223	74.189	1.134	2.223	74.189	1.573	3.085	73.413
11	1.044	2.048	76.236	1.044	2.048	76.236	1.440	2.824	76.236
12	.947	1.856	78.093						
13	.846	1.660	79.753						
14	.771	1.512	81.264						
15	.709	1.391	82.656						
16	.654	1.283	83.938						
17	.602	1.180	85.118						
18	.551	1.080	86.198						
19	.524	1.027	87.225						
20	.497	.974	88.199						
21	.475	.931	89.129						
22	.447	.876	90.006						
23	.421	.826	90.831						
24	.378	.741	91.572						
25	.345	.676	92.248						
26	.332	.652	92.900						
27	.305	.597	93.497						

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var.	Cum. %	Total	% of Var.	Cum. %	Total	% of Var.	Cum. %
28	.287	.562	94.059						
29	.260	.509	94.568						
30	.256	.502	95.070						
31	.240	.471	95.541						
32	.225	.441	95.982						
33	.203	.398	96.380						
34	.184	.360	96.741						
35	.168	.330	97.071						
36	.163	.320	97.390						
37	.157	.308	97.698						
38	.143	.280	97.978						
39	.129	.253	98.231						
40	.118	.232	98.463						
41	.112	.219	98.682						
42	.108	.211	98.893						
43	.100	.196	99.089						
44	.086	.170	99.258						
45	.078	.152	99.411						
46	.068	.134	99.545						
47	.059	.116	99.661						
48	.057	.112	99.774						
49	.046	.090	99.864						
50	.037	.073	99.937						
51	.032	.063	100.00						

Extraction Method: Principal Component Analysis.

APPENDIX E
CLUSTER DISTRIBUTION

	N	% of Combined	% of Total
Cluster 1: Traveler	109	43.1%	42.9%
2: Work-related	77	30.4%	30.3%
3: Proprietor	67	26.5%	26.4%
Combined	253	100.0%	99.6%
Excluded Cases	1		.4%
Total	254		100.0%



APPENDIX F
CUSTOM TABLE FOR COMPARING DIFFERENCES
IN MEAN BETWEEN GROUPS

Independent variables	Traveler				Work-Related				Proprietor			
	Mean	Std. Deviation	Min	Max	Mean	Std. Deviation	Min	Max	Mean	Std. Deviation	Min	Max
In-flight entertainment	4.2	.7	3	5	4.0	.9	1	5	4.1	.8	2	5
Seat feature and cabin cleanliness	4.1	.9	2	5	3.9	1.0	1	5	4.0	.9	1	5
Reading materials	3.9	.7	2	5	3.7	.8	1	5	3.9	.7	2	5
On-time performance	4.0	.7	2	5	4.2	.7	3	5	4.1	.8	2	5
Mileage program	3.9	.7	2	5	4.3	.6	3	5	3.9	.7	3	5
Assistance for special needs	3.7	.7	3	5	3.9	.7	3	5	4.2	.8	3	5
Cabin crew responsiveness	3.3	.8	1	5	3.1	1.1	1	5	3.6	.9	1	5
Food and beverages	3.7	.8	1	5	3.5	1.0	1	5	3.9	.9	2	5
Ground handling	3.8	.7	2	5	3.6	.7	2	5	3.9	.7	2	5
Passenger announcement	4.1	.8	2	5	3.9	.9	1	5	4.2	.7	3	5
Repurchase rate	8.0	1.3	6	10	7.8	2.0	1	10	8.3	1.4	4	10
Recommend to others	7.8	1.6	3	10	7.4	2.1	1	10	8.0	1.8	2	10

APPENDIX G
ONE-WAY ANOVA TABLE

		Sum of Squares	df	Mean Square	F	Sig.
Front line workers	Between Groups	.396	2	.198	1.706	.184
	Within Groups	29.035	250	.116		
	Total	29.431	252			
In-flight entertainment	Between Groups	4.790	2	2.395	3.723	.026
	Within Groups	95.197	250	.643		
	Total	99.987	252			
Seat features and cabin cleanliness	Between Groups	4.160	2	2.080	3.489	.033
	Within Groups	88.237	250	.596		
	Total	92.397	252			
Food and beverages	Between Groups	5.907	2	2.953	4.795	.009
	Within Groups	153.991	250	.616		
	Total	159.897	252			
Mileage program	Between Groups	6.454	2	3.227	3.690	.026
	Within Groups	218.629	250	.875		
	Total	225.083	252			
On-time performance	Between Groups	4.937	2	2.469	4.345	.014
	Within Groups	142.051	250	.568		
	Total	146.988	252			
Assistance for special needs	Between Groups	3.057	2	1.528	3.539	.031
	Within Groups	107.971	250	.432		
	Total	111.028	252			
Cabin crew responsiveness	Between Groups	4.506	2	2.253	3.565	.030
	Within Groups	157.969	250	.632		
	Total	162.474	252			
Passenger announcement	Between Groups	.376	2	.188	.680	.508
	Within Groups	69.154	250	.277		
	Total	69.530	252			
Ground handling	Between Groups	.561	2	.281	1.072	.344
	Within Groups	65.440	250	.262		
	Total	66.001	252			

APPENDIX H
POST HOC MULTIPLE COMPARISONS USING TUKEY HSD
TEST

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Front line workers	Traveler	Work-Related	.0689	.0507	.365	-.051	.188
		Proprietor	-.0323	.0529	.814	-.157	.092
	Work-Related	Traveler	-.0689	.0507	.365	-.188	.051
		Proprietor	-.1012	.0569	.179	-.235	.033
Proprietor	Traveler	.0323	.0529	.814	-.092	.157	
	Work-Related	.1012	.0569	.179	-.033	.235	
In-flight entertainment	Traveler	Work-Related	-.2130	.1586	.374	-.589	.163
		Proprietor	-.4254*	.1565	.020	-.796	-.055
	Work-Related	Traveler	.2130	.1586	.374	-.163	.589
		Proprietor	-.2124	.1710	.431	-.617	.193
Proprietor	Traveler	.4254*	.1565	.020	.055	.796	
	Work-Related	.2124	.1710	.431	-.193	.617	
Seat features and cabin cleanliness	Traveler	Work-Related	-.1358	.1527	.648	-.497	.226
		Proprietor	-.3968*	.1507	.025	-.754	-.040
	Work-Related	Traveler	.1358	.1527	.648	-.226	.497
		Proprietor	-.2610	.1647	.255	-.651	.129
Proprietor	Traveler	.3968*	.1507	.025	.040	.754	
	Work-Related	.2610	.1647	.255	-.129	.651	
Food and beverages	Traveler	Work-Related	.0181	.1168	.987	-.257	.294
		Proprietor	-.3384*	.1218	.016	-.626	-.051
	Work-Related	Traveler	-.0181	.1168	.987	-.294	.257
		Proprietor	-.3565*	.1311	.019	-.666	-.047
Proprietor	Traveler	.3384*	.1218	.016	.051	.626	
	Work-Related	.3565*	.1311	.019	.047	.666	

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Lower Bound
Mileage program	Traveler	Work-Related	.2058	.1392	.303	-.122	.534
		Proprietor	-.2185	.1452	.290	-.561	.124
	Work-Related	Traveler	-.2058	.1392	.303	-.534	.122
		Proprietor	-.4243*	.1562	.019	-.793	-.056
Proprietor	Traveler	.2185	.1452	.290	-.124	.561	
	Work-Related	.4243*	.1562	.019	.056	.793	
On-time performance	Traveler	Work-Related	-.0704	.1122	.805	-.335	.194
		Proprietor	-.3385*	.1170	.012	-.614	-.063
	Work-Related	Traveler	-.0704	.1122	.805	-.194	.335
		Proprietor	-.2681	.1259	.086	-.565	.029
Proprietor	Traveler	-.3385*	.1170	.012	.063	.614	
	Work-Related	-.2681	.1259	.086	-.029	.565	
Assistance for special needs	Traveler	Work-Related	.1797	.0978	.160	-.051	.410
		Proprietor	-.1058	.1020	.554	-.346	.135
	Work-Related	Traveler	-.1797	.0978	.160	-.410	.051
		Proprietor	-.2855*	.1098	.027	-.544	-.027
Proprietor	Traveler	.1058	.1020	.554	-.135	.346	
	Work-Related	.2855*	.1098	.027	.027	.544	
Cabin crew responsiveness	Traveler	Work-Related	.2283	.1183	.133	-.051	.507
		Proprietor	-.1146	.1234	.623	-.406	.176
	Work-Related	Traveler	-.2283	.1183	.133	-.507	.051
		Proprietor	-.3429*	.1328	.028	-.656	-.030
Proprietor	Traveler	.1146	.1234	.623	-.176	.406	
	Work-Related	.3429*	.1328	.028	.030	.656	

*. The mean difference is significant at the 0.05 level.

BIOGRAPHY

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