CRANFIELD UNIVERSITY

K KALLIGIANNIS

An investigation of potential brand inconsistencies within airline strategic alliances

SCHOOL OF ENGINEERING

PhD THESIS

CRANFIELD UNIVERSITY

SCHOOL OF ENGINEERING
DEPARTMENT OF AIR TRANSPORT

PhD THESIS

Academic Year 2009

KONSTANTINOS KALLIGIANNIS

An investigation of potential brand inconsistencies within airline strategic alliances

Supervisor:
Dr. KEITH MASON

This thesis is submitted in partial fulfilment of the requirements for the Degree of Doctor of Philosophy

ABSTRACT

The globalisation and deregulation in the air transport industry has resulted in a rapid and massive increase in competition. As a consequence, major airlines around the world have responded by forming strategic global alliances in order to be able to compete effectively on a global basis. Airline brand managers of the airlines participating in these alliances now have the additional responsibility to undertake a task that would have seemed almost impossible a few years before; to promote under a single global brand, very distinctive airline brands. This is further complicated with the subdivision of brand responsibility between increasing numbers of individual airline brand managers with varying degrees of autonomy. Although there have been many studies in identifying different forms of impact that airline alliances have on their members, none of them was in terms of branding. This research investigates the impacts of the individual airline brands of airlines that participate in the global alliances and their alliance brands. In order to achieve this aim, the alliances' and airline-members' branding was initially analysed to identify branding consistencies within each global alliance. The second step was to carry out a survey of the airlines' marketing departments to identify the airlines' points of view on the issue. Finally, a survey of passengers identifies their perspective. By comparing the airlines' points of view on their alliance branding (alliance branding strategy) with their websites' marketing (branding strategy implementation) and the passengers' point of view (branding outcome), shortfalls in the alliance branding processes are identified. Moreover, the SERVQUAL model is modified and applied for the airline passenger survey and by carrying out a factor analysis of the survey results, it is identified that the original five dimensions that the items included in the model are designed to correlate with each other are not applicable in the airline industry, but instead the same items are better correlated into four new factors. The key findings of this research are that airline passengers have different service quality expectations among the airlines participating in the same alliances and that their expectations are influenced by the airline that they fly with most regularly. This results in high quality airlines being negatively affected by their lower quality alliance partners.

List of Contents

ABSTRACT ..... **i**
List of Contents ..... **ii**
List of Tables ..... **vii**
List of Figures ..... **ix**
Publications from this research ..... **x**
AKNOWLEDGEMENTS ..... **xi**
DEDICATION ..... **xiii**
1. INTRODUCTION **1**
1.1 SUBJECT OF STUDY 1
1.2 AIM 2
1.3 OBJECTIVES 2
1.4 HYPOTHESES 2
1.5 STRUCTURE OF THE THESIS 3
2. LITERATURE REVIEW **4**
2.1 BRANDING LITERATURE REVIEW 4
2.1.1 KEY BRANDING TERMS 4
2.1.1.1 Brand 4
2.1.1.2 Brand Image 4
2.1.1.3 Brand Values 5
2.1.1.4 Brand Affect 5
2.1.1.5 Psychological and Tangible Characteristics of Brands 5
2.1.1.6 Brand Trust 6
2.1.1.7 Brand Loyalty 7
2.1.1.8 Brand Equity 7
2.1.1.9 Brand Success 8
2.1.1.10 Brand Failure 10
2.1.2 THE BRAND LOYALTY DEBATE 10
2.1.2.1 Repeat Purchase 11
2.1.2.2 Retention 11
2.1.2.3 Loyalty Schemes 11
2.1.2.4 Loyalty Schemes Problems 12
2.1.2.5 Loyalty Schemes Advantages 13
2.1.2.6 Customer Satisfaction 14
2.1.2.7 Availability Element 14
2.1.2.8 Attitudinal and Purchase Loyalty 15
2.1.2.9 Brand Loyalty Conditions 15
2.1.2.10 Brand Loyalty Significance 16
2.1.3 THE BRANDING OF SERVICES 17
2.1.3.1 Service Quality 17
2.1.3.2 Customers Expectations 18
2.1.4 BRAND MANAGEMENT 18
2.1.4.1 History 19
2.1.4.2 Common Problems with Brand Management Systems 20
2.1.4.3 Brand Relationships 21
2.1.5 ALLIANCE BRANDING 22

2.1.6 BRANDING IN THE AIRLINE INDUSTRY 23
2.1.6.1 Previous Research 23
2.1.6.2 Soft Brand Industry 24
2.1.6.3 Country of Origin Effect 25
2.1.6.4 Significance of Service Quality 27
2.2 ALLIANCE LITERATURE REVIEW 28
2.2.1 STRATEGIC ALLIANCES 29
2.2.1.1 Definitions 29
2.2.1.2 Dynamic Organisations 29
2.2.1.3 Motives behind their Formation 29
2.2.1.4 Categories of Alliances 30
2.2.1.5 Reasons for Alliance Failures 31
2.2.1.6 Success Factors 32
2.2.2 AIRLINE ALLIANCES 33
2.2.2.1 Reasons Behind the Formation of Airline Alliances 33
2.2.2.2 Strategic Marketing Alliances 34
2.3 CONCLUSION 36
3. METHODOLOGY 38
3.1 LITERATURE REVIEW 38
3.2 ALLIANCE BRANDING ANALYSIS 38
3.2.1 REASONS FOR USING WEBSITE ANALYSIS 39
3.3 AIRLINE SURVEY 39
3.3.1 AIRLINE SURVEY TOOL OBJECTIVES 40
3.3.2 AIRLINE SURVEY TOOL DESIGN 40
3.3.3 THE VALIDITY OF THE AIRLINE SURVEY TOOL 43
3.4 PASSENGER SURVEY - SERVQUAL 43
3.4.1 SERVQUAL DIMENSIONS 44
3.4.2 CRITICISMS OF SERVQUAL 45
3.4.3 THEORETICAL CRITICISMS 46
3.4.3.1 Paradigmatic Objections 46
3.4.3.2 Gaps Model 49
3.4.3.3 Process Orientation 53
3.4.3.4 Dimensionality 53
3.4.4 OPERATIONAL CRITICISMS 53
3.4.4.1 Expectations 54
3.4.4.2 Item Composition 55
3.4.4.3 Moments of Truth 56
3.4.4.4 Polarity 56
3.4.4.5 Scale Points 56
3.4.4.6 Two Administrations 56
3.4.4.7 Variance Extracted 57
3.4.5 REASONS FOR SELECTING SERVQUAL 57
3.4.6 MODIFICATION ON THE SERVQUAL 57
3.4.6.1 Survey Instrument's Criteria 58
3.4.7 THE VALIDITY OF THE SURVEY INSTRUMENT 60
3.4.7.1 Face Validity 60
3.4.7.2 Convergent Validity 61
3.4.7.3 Discriminant Validity 61
3.4.7.4 Predictive or Concurrent Validity 61
3.4.7.5 SERVQUAL modifications validity 62
3.4.8 DATA CAPTURE 66
3.4.8.1 Sample Methodology 66

3.4.8.2 Sample Size 66
3.4.8.3 Athens International Airport 67
3.4.8.4 Ensuring Fairness in Airline Representation 68
3.4.9 DATA ANALYSIS 69
3.4.9.1 Statistical Analysis of Expectation and Perception Scores 70
3.5 SUMMARY 70
4. AIRLINE STRATEGIC ALLIANCES 71
4.1 STAR ALLIANCE 71
4.1.1 AIR CANADA 73
4.1.2 AIR NEW ZEALAND 74
4.1.3 ANA 74
4.1.4 ASIANA AIRLINES 75
4.1.5 AUSTRIAN AIRLINES 75
4.1.6 BMI 75
4.1.7 LOT POLISH AIRLINES 76
4.1.8 LUFTHANSA 76
4.1.9 SAS 76
4.1.10 SINGAPORE AIRLINES 76
4.1.11 SOUTH AFRICAN AIRWAYS 77
4.1.12 SPANAIR 77
4.1.13 SWISS 77
4.1.14 TAP 78
4.1.15 THAI 78
4.1.16 UNITED AIRLINES 78
4.1.17 US AIRWAYS 78
4.1.18 STAR ALLIANCE MEMBERS' WEBSITE ANALYSIS FINDINGS 79
4.2 ONEWORLD 81
4.2.1 AER LINGUS 83
4.2.2 AMERICAN AIRLINES 83
4.2.3 BRITISH AIRWAYS 83
4.2.4 CATHAY PACIFIC 84
4.2.5 FINNAIR 84
4.2.6 IBERIA 84
4.2.7 LAN 85
4.2.8 QANTAS 85
4.2.9 ONEWORLD MEMBERS' WEBSITE ANALYSIS FINDINGS 85
4.3 SKYTEAM 87
4.3.1 AEROFLOT 89
4.3.2 AEROMEXICO 89
4.3.3 AIR FRANCE 89
4.3.4 ALITALIA 89
4.3.5 CONTINENTAL 90
4.3.6 CSA CZECH AIRLINES 90
4.3.7 DELTA 90
4.3.8 KLM 90
4.3.9 KOREAN AIR 91
4.3.10 NWDA 91
4.3.11 SKYTEAM ALLIANCE MEMBERS' WEBSITE ANALYSIS FINDINGS 91
4.4 CONCLUSION 94
5. AIRLINE SURVEY ANALYSIS 96
5.1 THE BRANDING IMPACT OF ALLIANCES 96

5.2 BRANDING IMPACT OF ALLIANCES BY CATEGORIES 105
5.2.1 ALLIANCE GROUPINGS 106
5.2.2 AIRLINE SIZE 109
5.2.3 REGION 112
5.2.4 DATE OF ENTRANCE 114
5.3 CONCLUSION 114
6. PASSENGER SURVEY ANALYSIS 116
6.1 BACKGROUND OF THE PASSENGERS' SURVEY 116
6.1.1 RESPONDENTS' DEMOGRAPHICS 116
6.1.2 AIRLINES AND ALLIANCES USED BY THE RESPONDENTS 117
6.2 PERCEIVED BRAND IMPACT BY PASSENGERS 118
6.2.1 AIRLINE AND ALLIANCE PREFERENCE AND FFP MEMBERSHIP 118
6.2.2 NATIONALITY AND COUNTRY OF PREFERRED AIRLINE 119
6.2.3 AIRLINE USAGE AND AIRLINE PREFERENCE CORRELATION 120
6.2.4 ALLIANCE BRAND VALUES 121
6.2.5 RELATIVE POWER OF ALLIANCE BRANDS 126
6.2.6 AVERAGE EXPECTATIONS AND PERCEPTIONS SCORES 127
6.2.6.1 Expectations and Perceptions Scores for the Star Alliance airlines 128
6.2.6.2 Expectations and Perceptions Scores for the Oneworld airlines 140
6.2.6.3 Expectations and Perceptions Scores for the SkyTeam Airlines 147
6.3 FACTOR ANALYSIS 155
6.3.1 AIRLINE EXPECTATIONS 155
6.3.1.1 Airline Expectations Brand Conflicts per Factor 157
6.3.2 ALLIANCE EXPECTATIONS 159
6.3.2.1 Alliance Expectations Brand Conflicts per Factor 162
6.4 SUMMARY 164
7. CONCLUSIONS AND RECOMMENDATIONS 166
7.1 CONCLUSIONS 166
7.1.1 ORIGINAL CONTRIBUTION 166
7.1.2 RESEARCH CONCLUSIONS 169
7.2 RECOMMENDATIONS 170
7.2.1 SHORT-TERM STRATEGIES 170
7.2.2 LONG-TERM STRATEGIES 171
7.2.3 LIST OF ACTIONS FOR MAIN ALLIANCE BRAND APPROACHES 172
7.2.3.1 Strict Alliance Brand Model – DOs AND DON'Ts LIST 172
7.2.3.2 Liberal Alliance Brand Model – DOs AND DON'Ts LIST 174
7.2.4 RECOMMENDATIONS TO STAR ALLIANCE 176
7.2.5 RECOMMENDATIONS TO ONEWORLD 176
7.2.6 RECOMMENDATIONS TO SKYTEAM 176
7.3 PROPOSED BRAND MANAGEMENT STRUCTURE 176
7.3.1 STRUCTURE AND AUTHORITIES 177
7.3.2 POLICIES FOR STRICT ALLIANCE BRAND MODEL 179
7.3.3 POLICIES FOR LIBERAL ALLIANCE BRAND MODEL 180
7.4 LIMITATIONS 180
7.5 FURTHER RESEARCH 180
8. REFERENCES 182
9. INTERNET SOURCES 201
10. APPENDIX A: AIRLINES' WEBSITE BRANDING 203
11. APPENDIX B: AIRLINE SURVEY TOOL 229
12. APPENDIX C: PASSENGER SURVEY TOOL 232

13. APPENDIX D: ANOVA - AIRLINE & ALLIANCE EXPECTATIONS & PERCEPTIONS ANALYSIS 235
14. APPENDIX E: HOMOGENEITY VARIANCES 265
15. APPENDIX F: POST HOC TESTS 273
16. APPENDIX G: ANOVA AIRLINE EXPECTATIONS 281
17. APPENDIX H: ANOVA ALLIANCE EXPECTATIONS 342
18. APPENDIX I: FACTOR ANALYSIS AIRLINES 403
19. APPENDIX J: FACTOR ANALYSIS ALLIANCES 412
20. APPENDIX K: SAMPLE SIZE REQUIREMENTS 421

List of Tables

Table 3.1: Original and Aviation-specific SERVQUAL items……..63
Table 3.2: Lufthansa Pilot Survey Results…….....65
Table 3.3: Air France Pilot Survey Results....……65
Table 3.4: British Airways Pilot Survey Results….……...66
Table 4.1: Star Alliance Members' pax traffic and load factor……..73
Table 4.2: Promoted Star Alliance Brand Values……...79
Table 4.3: Promoted Star Alliance Members' Brand Values...……..80
Table 4.4: Oneworld Members' pax traffic and load factor….……..83
Table 4.5: Promoted Oneworld Brand Values…....……..86
Table 4.6: Promoted Oneworld Members' Brand Values……..86
Table 4.7: SkyTeam Members' pax traffic and load factor…..……..88
Table 4.8: Promoted SkyTeam Brand Values…....……..92
Table 4.9: Promoted SkyTeam Members' Brand Values….……..93
Table 6.1: Respondent Passengers' Profile……..……116
Table 6.2: Respondents by airlines flown…….....….....…..…117
Table 6.3: Respondents Preferences and FFP Membership..……...…118
Table 6.4: Country of origin effect in choice of preferred airline…..……..119
Table 6.5: Airline Preference & Annual Trips Correlation……..…..……..120
Table 6.6: Star Alliance Brand Values by Passengers.…….122
Table 6.7: Oneworld Brand Values by Passengers…..…….123
Table 6.8: SkyTeam Brand Values by Passengers……...…….125
Table 6.9: Alliance brand dominance...…….……...……..……..126
Table 6.10: Expectations and Perceptions Scores All Airlines..……..127
Table 6.11: Expectations and Perceptions Scores Star Alliance……..128
Table 6.12: Austrian Airlines Brand Conflicts …….……...130
Table 6.13: BMI Brand Conflicts …….……...131
Table 6.14: LOT Brand Conflicts …….……...132
Table 6.15: Lufthansa Brand Conflicts …….……...133
Table 6.16: SAS Brand Conflicts …….…….....134

Table 6.17: Singapore Airlines Brand Conflicts ……..……....135
Table 6.18: Swiss Brand Conflicts ……..…….136
Table 6.19: TAP Brand Conflicts …….…….....137
Table 6.20: Thai Brand Conflicts …….…….....138
Table 6.21: Star Alliance Total Conflicts…….....139
Table 6.22: Expectations and Perceptions Scores Oneworld….……..140
Table 6.23: Aer Lingus Brand Conflicts …….…….....141
Table 6.24: American Airlines Brand Conflicts …….……142
Table 6.25: British Airways Brand Conflicts …….…….....143
Table 6.26: Cathay Pacific Brand Conflicts …….…….....144
Table 6.27: Iberia Brand Conflicts …….…….....145
Table 6.28: Qantas Brand Conflicts …….…….....146
Table 6.29: Oneworld Total Brand Conflicts …….……....147
Table 6.30: Expectations and Perceptions SkyTeam.…….……..147
Table 6.31: Aeroflot Brand Conflicts ……...……...148
Table 6.32: Air France Brand Conflicts …….……..……...149
Table 6.33: Alitalia Brand Conflicts …….……...150
Table 6.34: CSA Brand Conflicts …….……...151
Table 6.35: Delta Brand Conflicts …….…….....152
Table 6.36: KLM Brand Conflicts …….…….....153
Table 6.37: SkyTeam Total Brand Conflicts …….…….....154
Table 6.38: Airline Expectations Brand Conflicts per Factor: Star Alliance…..…….158
Table 6.39: Airline Expectations Brand Conflicts per Factor: Oneworld……..…….158
Table 6.40: Airline Expectations Brand Conflicts per Factor: SkyTeam…..…..…….159
Table 6.41: Alliance Expectations Brand Conflicts per Factor: Star Alliance…..…...162
Table 6.42: Alliance Expectations Brand Conflicts per Factor: Oneworld…….…….163
Table 6.43: Alliance Expectations Brand Conflicts per Factor: SkyTeam…..…….163

List of Figures

Figure 5.1: Airline Strategic Alliances Brand Equities……..96
Figure 5.2: Airline and Alliance Brand Values Categories…..……...……..100
Figure 5.3: Important Brand Promoter Elements…….102
Figure 5.4: Potential Brand Conflicts……...104
Figure 5.5: Alliance Brand Effect by Alliance Groupings……...106
Figure 5.6: Brand Conflict Elements by Alliance Groupings……..108
Figure 5.7: Brand Conflicts by Airline Size…….110
Figure 5.8: Satisfaction in Promoting the Alliance Brand by Region……..113

Publications from this research

The following publications have been produced from the research carried out for the completion of this Ph.D. thesis.

- *Kalligiannis, K., Iatrou, K. and Mason, K. (2005). How do airlines perceive that strategic airline alliances affect their individual branding? ATRS Conference, Rio de Janeiro, Brazil, July.*
- *Kalligiannis, K., Iatrou, K. and Mason, K. (2006). A questionnaire survey on the airlines perception of the alliance brands impact on their brands. Aerlines Magazine, e-zine edition, Issue 32, April.*
- *Kalligiannis, K., Iatrou, K. and Mason, K. (2005). How do airlines perceive that strategic airline alliances affect their individual branding? Journal of Air Transportation, Volume 11, Number 2, 2006, pp. 3-21.*
- *Kalligiannis, K. and Mason, K. (2007). How do strategic alliances affect passengers' perceptions of their airline members' brands? ATRS Conference, University of California, Berkeley, United States of America, June.*
- *Kalligiannis, K. and Mason, K. (2008). Are airlines branding themselves and their alliances consistently? ATRS Conference, University of Aegean, Athens, Greece, July.*
- *Kalligiannis, K. and Mason, K. (2009). Key factors that should be included in an Airline Brand Equity Evaluatiion Model. ATRS Conference, Emirate of Abu Dhabi Department of Transportation, Abu Dhabi, UAE.*

In addition to the above academic publications, articles from this research have been published in the *Remove Before Flight* aviation magazine, in the internet news agencies of *Air Transport News and TravelDailyNews* and in the official *Air Letter* of the Hellenic Aviation Society.

The following papers have been produced from the research carried out for the completion of the Ph.D. thesis and will be submitted to relevant conferences and academic journals.

- *Kalligiannis, K. and Mason, K. (2009). How do strategic alliances affect passengers' perceptions of their airline members' brands?*
- *Kalligiannis, K. and Mason, K. (2009). An Application of the SERVQUAL model in the airline industry and the identification of four new factors replacing the original five dimensions.*

AKNOWLEDGEMENTS

First of all, I would like to express my gratefulness to my supervisor Dr. Keith Mason, Director of the Business Travel Research Center and Senior Lecturer, for his guidance, invaluable help and support during the entire period of my work. Dr. Mason has continuously mentored me since 1998 when he first supervised me for my MSc thesis and without his mentoring I would not have had the personal, academic and professional achievements that I have had.

All staff from the Air Transport Group for being very helpful and supportive during the whole period of my research and to Heather Woodfield for all her assistance during all these years.

I would also like to thank the following individuals:

- Patrick Alexander, Head of Brand of the Manchester Airport Group for all the discussions that we had regarding branding in the aviation industry;
- Kostas Tsovilis, Deputy Chief Executive of the GoldAir Group;
- Paul Willis, Managing Director of Aviation Solutions;
- Dr. Kostas Iatrou, editor of Air Transport News, for his assistance during the airline survey.

I would like to express my gratitude to the following airline managers who participated in the airline survey:

- Karla Schoenfeld, Manager of Brand Identity and Product Design, Air Canada;
- John Wittaker, Manager Alliances, Air New Zealand;
- Kimito Iki, Vice President Alliances and International Affairs, ANA;
- Nathan Chappell, Manager Alliances, Asiana Airlines;
- Dr. Paul Paflik, Alliance Manager, Austrian Airlines;
- Andrew Jansen, Manager Alliance Strategy, BMI;
- Kzysztof Ziebinski, Head of Industry Affairs and Alliance Strategy, LOT;
- Bianka Sonntag, Alliances, Lufthansa;

- Merete Moystad, Director Market Communication and Group Brand Strategy, SAS;
- Hector Sandoval, Senior Vice President Alliances, Spanair;
- Jose Guedes Dias, Vice President External Relations and Alliances, TAP Portugal;
- Doosdee Smuthkochon, Director Special Projects and Alliance, Thai Airways;
- John Schoff, Manager Standards and Policies, United Airlines;
- Kevin Swanson, US Airways;
- Fatima Girardi, Alliances and Agreements Manager, Varig;
- Janette Coyle, Manager Advertising, American Airlines;
- Patricia Hwang, Oneworld Project Director, Cathay Pacific;
- Mika Sucksdorff, Oneworld Project Director, Finnair;
- Miguel Clavero Pineda, Oneworld Project Director, Iberia;
- Erika Moore Chalita, Vice President Commercial Alliances, Aeromexico;
- Patrice Bianquis, Vice President Alliances, Air France;
- Eddie Wong, Manager Alliances, KLM;
- Mauro Oretti, Director Alliance Development, Alitalia;
- Filip Kucera, Manager Alliance Development, CSA;
- John Woodin, Specialist Alliances, Delta Air Lines;
- Yohan Park, Deputy General Manager Alliance and Network, Korean Air;
- Michael Chock, Senior Manager Alliances, Northwest Airlines;

I would also like to express my thanks to Madame Maria-Polyxeni Kotsi for granting me permission to carry out my passenger survey at Athens International Airport.

In addition, I would like to thank the 1,000 anonymous respondents, thanks to whom I was able to obtain information that was not available on the topic of airline alliance branding.

Special thanks to Mr. John Garne, a close family member, for all his continuous support during my student years in England.

DEDICATION

To Manolis, Zina, Foteini, Alexandros and Manolis Junior

1. INTRODUCTION

The introductory chapter of this thesis provides an initial background to the research. The branding inconsistencies within the global airline alliances have been selected as a suitable area of research (explained in section 1.1) and the main aim, objectives and hypotheses of the research are formed from the discussions presented in sections 1.2, 1.3 and 1.4 respectively. The chapter concludes in section 1.5 with a presentation of the structure of this thesis.

1.1 SUBJECT OF STUDY

This research is concerned with branding inconsistencies within the airline global alliances. The following discussion aims to explain the focus of the research by answering the following questions:

1. Why research the airline strategic alliances?
2. Why investigate potential brand conflicts within the airline alliance brands?

The reason behind the examination of the airline strategic alliances is because strategic global alliances are a relatively recent phenomenon and they are still in the development phase. Therefore, their long-term survival is not guaranteed and, for this reason, any opportunities or threats that may lead to their success or failure would be of significant value to both the academic and business communities. Although much research has been carried out to evaluate the impact of strategic alliance membership on the performance of airlines, none consider branding. In addition, a company's brand has become, for many large organisations, their most valuable asset. However, brand equity (brand power) has not yet developed in importance in the airline industry and only a few airlines have succeeded in becoming recognised powerful global brands.

Most importantly, many of the airlines participating in global alliances have developed rather distinct brand identities and therefore a question of how all of these very

distinctive brands could all be harmonised and co-exist under a single global alliance brand is raised.

For all of these reasons, the investigation for potential brand inconsistencies within the airline global alliances has been selected as an appropriate research topic.

1.2 AIM

- **The aim of this research is to investigate potential branding inconsistencies within strategic global airline alliances.**

1.3 OBJECTIVES

In order to achieve the aim presented above certain tasks need to be accomplished. These tasks which make up the thesis objectives are to:

1. **Review the branding and alliance literatures;**
2. **Identify airlines' and alliances' brand consistencies and inconsistencies as presented in their branding strategies;**
3. **Obtain primary information from the airlines' point of view on branding;**
4. **Select an appropriate model for identifying customer perceived brand conflicts;**
5. **Obtain primary information on passengers' views of airline and alliance brands;**
6. **Provide recommendations for how the conflicts identified in the primary research may be resolved.**

1.4 HYPOTHESES

From the aim and objectives of the research presented above, the research hypotheses that will be confirmed or rejected in this research are:

H1: *There are significant differences between the service quality expectations and actual service quality perceptions between airlines within the same alliance.*

H2: *The individual airline brands are affected by their alliance brands.*

H3: *The high quality airlines participating in the global alliances are negatively affected by the lower quality airlines participating in the same alliances.*

1.5 STRUCTURE OF THE THESIS

This thesis is structured in seven chapters. The main findings of each chapter will be briefly summarised at the end of each. The first chapter forms an introduction to the topic, and explains why this subject of study has been selected, and presents the aim, objectives and hypotheses of the research and the structure of the report. The second chapter consists of the literature review. It is concerned with introducing and evaluating the theories and past studies made on the areas of branding, strategic alliances and airline branding. The third chapter consists of the methodology of the study. It introduces and explains the reasons why the specific survey tool has been selected, reviews its criticisms and presents the measures employed to eliminate or minimise its negative aspects. Moreover, it presents the airline manager tool that has been designed and the reasons why the alliances' and airlines' branding strategy has been analysed from their respective websites. The fourth chapter is dedicated to analysing the branding strategy for each of the airline alliance members presented on their websites. The fifth chapter is concerned with analysing the results of the airline managers' questionnaire study, and the sixth chapter presents and analyses the results from the airline passengers' survey. Finally, the last chapter presents the conclusions and the recommendations.

2. LITERATURE REVIEW

- The aim of this chapter is to provide the theoretical background of the study by reviewing the branding literature as well as the other key theories of service quality and alliances that are required to understand this research.

2.1 BRANDING LITERATURE REVIEW

2.1.1 KEY BRANDING TERMS

Before reviewing the branding literature the key branding terms used in this study should be clearly defined and their relation to this research clearly explained.

2.1.1.1 Brand

The competitive nature of any market requires that products and services are differentiated from similar competing ones. This differentiation is achieved through the branding function, which is a key part of marketing. A brand is defined as *"a name, term, sign, symbol or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors"* (Mintel, 2002). In other words, a brand is a particular visual feature that demonstrates, to the potential consumer, the producer of a particular product or service and differentiates similar products or services on the basis of their producer or provider. Hankinson and Cowking (1993) have defined branding as *"a product or service made distinctive by its positioning relative to the competition and by its personality"* (p.1). This definition implies that each brand has its own personality.

2.1.1.2 Brand Image

This personality is formed by a brand's image. Kapferer (1997) defines brand image as *"the way in which certain groups perceive a brand and refers to the way these groups decode all the signals emanating from the products, services and communication covered by the brand"* (p. 9), and argues that the challenge for every brand is to be able to maintain this image in order that existing and potential customers have a uniform and accurate impression of what the brand stands for and what it provides. An additional

challenge for the brand is to ensure that the image it projects is appropriate to the services or products it provides. For example a brand that purports to be environmentally friendly cannot sell products that are manufactured in an environmentally damaging way.

2.1.1.3 Brand Values

Brand image is created by the values the brand holds. These are the core values represented by each brand. Knemeyer (2004) defines brand values as *"the desired set of experiences or associations a brand wants customers to make with its products, services or identity"* (p. 1). Vincent (2004) has highlighted their significance in a brand's success by describing them as *"building blocks of a corporate culture and core beliefs that support the brand promise and are expressed in terms of human values that employees can recognise, emulate and aspire to every day and are emotional aspects that make the brand real at the personal level"* (p. 16-7). This description also highlights the necessity that they should be clearly defined in order to be properly adopted by the employees and recognised by the customers.

2.1.1.4 Brand Affect

Chaudhuri and Holbrook (2001) define brand 'affect' as a brand's capability to elicit a positive emotional response in consumers' mind. Obviously the higher the number of consumers and the stronger the emotional response that they experience, the greater the brand affect. From the same perspective, Klein (2001) argues that successful brands should be focused on creating positive feelings in consumers. Knox and Maklan (1988) have argued that a brand's affect has traditionally been achieved through the brand's *'unique selling proposition',* which they have defined as *"a succinct statement about the brand's most important customer benefit together with the supporting evidence, either psychological or functional (tangible)"* (p.22).

2.1.1.5 Psychological and Tangible Characteristics of Brands

Shaw (1990) suggested that successful brands require that significant differences between different products and services exist in the perception of customers, even if this is not the case and in reality the products are indistinguisable. The real differences are the tangible ones that could be easily identified and the perceptions of differences that are not real and cannot be identified are the psychological ones. A tangible difference is

one that can be measured in a quantifiable scale and is clearly defined. For example, a passenger can see if an airline provides tangible benefits such as meals, drinks, etc and can also refer to the size of the seat pitch, and the number of drinks and snacks during a flight. On the other hand, the psychological characteristics of a product or service are far harder to create than the tangible ones, but also far harder for competitors to copy. For example, British Airways could copy in a short period of time the in-flight entertainment that Virgin Atlantic is offering, but it would take a long period of time to create the image of the flying adventure that Virgin Atlantic has created and endorsed to its customers. Indeed British Airways' image of traditional and high quality service would be very difficult for Virgin Atlantic to replicate as well. Moreover, even if it were easy for each airline to copy the other's image it would result in changing its own, well-established image that its customers are familiar with. For this reason it can be argued that the well-established carriers would prefer to stay with their current image rather than copy a famous image of one of their main competitors. It should be noted that the degree of appeal of these psychological characteristics to the customers, depends on the personality and tastes of each consumer and some characteristics that are consider as very attractive from one group of consumers might be considered as very negative from a different group.

2.1.1.6 Brand Trust

Brand trust has been defined as the willingness of the average consumer to believe in the ability of the brand to perform its stated function (Moorman, Zaltman and Deshpande 1992, Morgan and Hunt, 1994), which has been promised to its customers by the brand's image and values. Doney and Cannon (1997) have demonstrated that trust is only applicable in situations of uncertainty. It could be argued that airline passengers who are frequent flyers with a particular carrier and have to travel for a first time with another carrier that belongs in the same alliance as their usual airline are facing a situation of uncertainty, and therefore brand trust is crucial for the airline alliances. From the same perspective, Lynch (1997) argues that branding provides reassurance to the customer over the inherent value of the products or services purchased by the consumer and can be a powerful tool of retaining customer loyalty in highly competitive industries. Therefore, in order to maintain a customer, companies

cannot afford to fall foul of a very important rule of brand loyalty: *you shall not over-promise and under-deliver* (Day, 2001).

2.1.1.7 Brand Loyalty

Copeland (1923) introduced the concept of brand loyalty, but since then over two hundred definitions have appeared (Jacoby and Chestnut, 1978), which demonstrates its significance as a marketing concept. Oliver (1999) defines brand loyalty as *"a deeply held commitment to rebuy or repatronise a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts, having the potential to cause switching behaviour"* (p.34). The deeper this feeling of commitment that a customer has for a particular brand, the smaller the risk that this customer will switch to a competing brand.

Manish (2001) has defined customer loyalty as the successful process of winning the trust of the customer in favour of an organisation and maintain a win-win relationship for both the organisation as well as the consumer. In other words, brand loyalty can be explained as the feeling that consumers have towards a particular brand that makes them want to repurchase the same brand as opposed to want to experience a new brand.

A question that is raised at this point; whether it is possible to maintain brand loyalty in a situation where very distinctive and competing brands are joined together in alliances in such a way as to promote to their customers the experience of other airline services.

2.1.1.8 Brand Equity

All of the brand functions mentioned previously increase a company's brand value. This additional value which is a direct result of a company's brand functions is called brand equity. Pitta and Katsanis (1995) have described brand equity as *"the value a brand name adds to a product"* (p. 52), which can be extending beyond the current product category to other product classes. Keller (1993) has stated that brand equity represents a psychological condition in which the consumer is familiar with the brand and recalls some favourable, strong and unique brand associations. He has also argues that consumer based brand equity is the differential effect of brand knowledge on

consumer response to the marketing of the brand. Therefore, a brand has positive brand equity when consumers react more favourably to its marketing mix elements than they do to identical elements of an unnamed brand. On the other hand, a brand has negative brand equity when consumers react less favourably to its marketing mix elements than they do to identical elements of an unnamed brand.

Over the years, there have been a large number of propositions as to how to evaluate more accurately a brand's equity. Some of them were over-simplistic and involved only a single parameter. For example, Ehrenberg (1993) has argued that brand equity is a reflection of the brand's market share. Ambler (1993) initially and Fill (2002) later, challenged this argument by suggesting that brand equity is a concept with many components which are all important and useful and should all be considered when evaluating a brand's equity.

Traditionally, accountants did not recognise brand equity as a balance sheet asset (High, 1999). The first company ever to evaluate its brand equity in monetary terms and include it into its balance sheet was RHM in 1988. Since then, many global companies had their brand equities evaluated. For example, it has been estimated that 59% of Coca-Cola's, 61% of Disney's, and 64% of McDonald's capitalisation is attributable directly to their brand equities (Barwise, Dunham and Ritson, 2000).

From the examples quoted above, it can be seen that a brand's equity can be the most valuable asset that a large organisation has. This is particularly significant in industries where the product or service offered between competing companies is very similar. As the basic airline service is the air transportation of a passenger from one airport to another, branding can be a crucial factor for success between competing airlines. Regarding the airline alliances, the question raised is what the relationship should be between an alliance and an airline alliance member brand equities.

2.1.1.9 Brand Success

Since a brand's equity can be expressed in monetary terms it would seem reasonable to assume that the more profitable a company is the more successful its brand is. However, a company's financial indicators alone may not be valid indicators of its

brand's success, since a brand may have loyal customers without being financially profitable (Mitchell, 2002). Some companies do not have profitability as a target at all and are not particularly concerned about the company's financial performance. The sports industry is a typical example, where the majority of the owners of sports clubs have as their target winning titles even if they have to subsidise their clubs and run at a loss.

The 'raison d'etre' of branding is to make a product or service look unique (Trout, 2000) and therefore a successful formula that works for all brands across industries does not exist. This is because there are not any clearly defined set of rules that brands must follow in order to become successful but each brand should follow its own individual path with confidence since the only thing that successful brands have in common is a clear vision (Haig, 2004). Dibb and Simkin (2001) have identified six components that need to be fulfilled in order to make a brand successful. These components are:

1. Prioritise quality;
2. Offer superior service;
3. Become a pioneer;
4. Differentiate;
5. Develop a unique selling proposition;
6. Deliver consistency and reliability over time.

Haig (2004) has identified the world's top 100 brands by applying a range of criteria including: financial success; technological advancement; product innovation; longevity; mass communication, workplace revolution; and other important global achievements. Due to the brand's nature and functions it seems more reasonable to define a brand's success by applying a range of criteria that should be industry-specific, in order to take into consideration the industry's specific requirements. For example, there are certain criteria that are only applicable to the airline industry like load factors and average yields.

De Chernatony, Riley and Harris (1998) have argued that the criteria for a brand's success can be classified according either to the emphasis given to business-based

measures, such as profitability or shareholders' equity, or consumer-based measures, such as brand awareness or consumers' perceptions of quality. Both business-based and consumer-based measures are interrelated and required for a brand's overall success. De Chernatony, Riley and Harris (1998) argue that from a consumer-based perspective, brand success criteria are: 1) brand associations; and 2) perceived differential advantage and added values.

2.1.1.10 Brand Failure

In the past there have been a large number of brands that have never become successful and were known as failures from their early days, whereas there have also been a large number of brands that were considered as very successful initially but lost their brand equities and became brand failures later. This happens when successful brands associated with positive emotions at consumers' minds lose their bond with these emotions. These emotions are communicated to the public by the brand values and brands lose their established image either when they lose their associations with their brand values or when they add new brand values that are not consistent with their existing ones. Another way that brands lose their brand equity is when they extend to new products, services or markets and fail to maintain their established brand values. If this happens, then consumers may feel that were misled by the brand and purchased products or services without having the desirable attributes expected.

2.1.2 THE BRAND LOYALTY DEBATE

Retaining existing customers requires less marketing effort than gaining new ones (Reichheld and Sasser, 1990) and it costs significantly less to keep an existing customer than to attract a new one (Bloemer and Lemmink, 1992). Research has found that the costs of attracting a new customer can be six times the costs of retaining an old one (Rosenberg and Czepiel, 1983), and as a consequence brands should focus on creating loyalty among their customers. A question that can be raised at this point is whether this is applicable in the airline industry, and the extent to which brand loyalty affects consumers' purchasing decision in comparison to other factors such as schedule and price.

Brand loyalty has been one of the most discussed and most misunderstood marketing concepts (Payne, 2001). Gralpois (1998) argues that 'a loyal customer' is an oxymoron in today's competing world since new products are introduced daily, and therefore brand loyalty is very difficult to create. Dekimpe et al. (1997) have investigated whether aggregate brand loyalty has declined over time because of the widely accepted belief that the increasing intensity of competition is eroding brand loyalty, but found that this is not the case.

2.1.2.1 Repeat Purchase

One mistake that many companies make is that they confuse repeat purchase with brand loyalty (Gralpois, 1998). There are many strategies available for companies to achieve repeat purchase of a product or service including discounts, premiums and many other actions that do not guarantee long-term customer commitment, but simply achieve patronage in the short-term to keep existing consumers re-purchasing the same brand. In contrast, brand loyalty is a much more complex construct that includes both psychological (commitment) elements and behavioural (purchase) elements (Knox and Walker, 1995). In other words, brand loyalty is related to the positive feelings that loyal customers have towards a particular brand, whereas repeat purchase is the action of purchasing the same brand for reasons other than brand related ones.

2.1.2.2 Retention

Waugh (2002) has suggested that brand loyalty and retention are separate concepts and completely differentiates them. Loyalty is concerned with making people choose to remain loyal to a particular brand, whereas retention is about preventing customers from leaving. However, retention is also very important and that is why recently marketers have increased their focus on customer retention strategies as a means of ensuring long-term profitability (Burnkrant, 2001).

2.1.2.3 Loyalty Schemes

The use and abuse of the brand loyalty term in the development, implementation and evaluation of loyalty schemes, frequent flyer programmes, affinity cards and reward cards has further emphasised the brand loyalty concept (Uncles and Laurent, 1997). Researchers have investigated the effectiveness of loyalty programs but the inconsistent results have led to the conclusion that *"these programs work for some organisations,*

under some conditions and at some times" (Schultz, 1998, p. 11), and as a consequence the question of whether heavy investment in loyalty programs is the correct strategy for achieving brand loyalty is raised. In order to answer this question, the main problems associated with these programmes should first be identified.

2.1.2.4 Loyalty Schemes Problems

According to Cigliano, Georgiadis, Pleasance and Whalley, 2000 the main problems associated with the loyalty programs are derived from three facts associated with them, which are:

1. In most cases they are expensive both to implement and maintain;
2. They usually take a long period to start, so mistakes can be very difficult to correct;
3. Despite their large number and high popularity, they often fail to increase customers' loyalty.

Another major problem derives from the fact that Customer Loyalty Programs usually provide customers with long-term benefits, while customers are mainly more interested in and influenced by immediate and short-term benefits. For example, in the airline industry, a passenger belonging to one of these schemes has to travel several times with the same airline (or an associated airline) before being entitled to the offered benefits (depending on the different levels of these programs).

From a different perspective, Manish (2001) has argued that an airline passenger is happier if not forced to obtain the benefits earned on the usual airline, but is able to use other airlines, supporting the usefulness of the tie-ups in customer loyalty programs in the airline industry. This perspective contradicts the previously mentioned theories, since the customer will experience different brand associations instead of reinforcing the brand associations of the airline belonging to its frequent flyer's programme. However, this argument supports the view that the creation of airline global alliances may be satisfying this particular passenger need.

2.1.2.5 Loyalty Schemes Advantages

The significant advantages that loyalty and retention programmes provide companies with cannot be neglected. Clarke (2002) argues that loyalty schemes provide companies with:

1. A mechanism through which to identify customers and maintain a dynamic relationship with them;
2. The ability to understand customers better, record their particular preferences and build relevant interactions with them;
3. A platform to enhance profitable customer behaviour and segment their customers according to their buying behaviour (usage, spending, etc).

Roehm, Pullins and Roehm (2002) have argued that when the loyalty programmes are providing incentives overlapping with their brand values this will result in rehearsal, increasing the particular favourable brand associations and as a consequence boost post program loyalty, whereas when the incentives are only tangible or concrete without any brand value overlap will undermine post program loyalty. Roehm et al. (2002) have also argued the importance of having favourable brand associations' rehearsals at the point-of-purchase and all customer-interacting phases in fostering brand loyalty. This implies that the frontline employees often have the biggest impact on customer relationships and brand image formation. That is why the brand identity and brand values should be clearly communicated to them, in order to enable them to transform the brand's strategy into brand implementation.

Manish (2001) has argued that loyalty programs makes customers feel appreciated and important and as a consequence increase their spending in the company. This is the case with business travellers who pay significantly higher fares from non-business passengers to travel in the same flights, but are receiving a higher quality of service and can experience a feeling of exclusivity and/or superiority due to the extra care provided to them. This signals that high spending customers must be given both rational and emotional reasons to remain loyal to a brand and made feel special by being recognised (Chilcott, 2001). A Carlson Wagonlit survey showed that high-spending customers are being courted by brands keen to shed lower value customers (Day, 2001). This

perspective supports the complete separation of business class and economy class services and that the business class travellers should not interact with the economy class travellers at any point of the airline service.

2.1.2.6 Customer Satisfaction

Gralpois (1998) has defined brand loyalty as the combination of customer satisfaction level and power of positive brand associations, but a loyal customer may not always be a satisfied customer, since customers may remain loyal to a particular brand for a number of reasons without being satisfied with the product or service offered (Payne, 2001). These potential reasons may include: a high switching cost to a competing brand; a legal agreement that does not permit the replacement of the brand for a specified period; competing brands may be inconvenient or unattractive.

Nevertheless, Newman and Werbel (1973) have provided evidence that brand loyalty is directly dependent on the level of satisfaction from the old brand. This is also supported by recent studies that have demonstrated that a satisfied customer tends to remain more loyal to a brand than a dissatisfied customer (Schultz and Bailey, 2000). The strength of the relationship between satisfaction and loyalty differs significantly between different industries and market segments (Bloemer and Lemmink, 1992). A very good example of the above in the airline industry is the difference in loyalty levels that satisfied business passengers have in their preferred high quality airlines compared to the loyalty levels that satisfied low-cost airline passenger have in their preferred low-cost carriers, since it is reasonable to assume that satisfied passengers of LCC will book a flight on a different airline much more easily than a satisfied business passenger will as they are likely to be more price sensitive.

2.1.2.7 Availability Element

Schary and Christopher (1979) provide evidence that the majority of brand-loyal customers prefer to switch brands rather than delay their purchase. This happens particularly in services that are provided to satisfy a particular need at a particular time. For example, an air passenger is more likely not to travel with a favourite airline in order to fly the desired time and day, rather than having to delay the planned trip in order to fly with the preferred carrier. This is a very significant factor influencing the

airline service and makes airline brand loyalty very difficult in the aviation industry and partially explains the drive by network carriers to frequency of services.

2.1.2.8 Attitudinal and Purchase Loyalty

Chaudhuri and Holbrook (2001) claim that brand loyalty consists of two elements: a) attitudinal loyalty, which is the process chain from brand trust and brand affect to brand performance, and b) behavioural or purchase loyalty, which is repurchasing of some unique brand values. Colombo and Morrison (1989) argued that behavioural loyalty should be used as a brand loyalty benchmark since it is a recordable and measurable data, whereas attitudinal loyalty is an abstract term and cannot be recorded or quantified easily. Although the above statement is true, passenger surveys could permit the quantification of both attitudinal loyalty (identified as respondents' preferred airline), and behavioural/purchase loyalty (identified as the airline that the respondents are flying with). The identification of these two elements could provide empirical evidence of whether there is a difference between them in the airline industry.

2.1.2.9 Brand Loyalty Conditions

Some researchers have argued that brand loyalty exists when consumers are consistently purchasing only a single brand, referred as **"exclusive purchase"** (Copeland 1923, Churchill 1942, Brown 1972). Other theories are, the **"three in a row criterion"** requiring that three or more purchases in a row to occur in order for brand loyalty to exist (Tucker 1964, McConnell 1968), and the **"two thirds criterion"** requiring that out of a set of three brands offered, four or more purchases of the same brand must occur in a six week period in order brand loyalty to exist (Charlton and Ehrenberg, 1976). The applicability of theories supporting the purchase of a product or service for a defined number of times is questionable since it assumes that the consumer needs to repurchase the same product or service several times, whereas in some cases the consumer might only purchase a certain brand once in life while still being loyal to the particular brand without wanting to change it (e.g. washing machines, etc). Moreover, individuals can be loyal to brands they have never bought because of their extraordinary price and therefore the purchasing of a brand cannot be the single determinant whether brand loyalty exists, although that it is a major indicator since the purpose of brand loyalty is to generate repeat purchases. Examples of brand loyal persons to a particular brand that

have never purchased in their life are luxury cars (e.g. Ferrari, Aston Martin, etc.) passionate individuals who cannot afford to obtain because of the very high prices. Moreover, an airline passenger may be loyal to a particular airline but may travel with another airline for many reasons, including lack of available seats in the required flight or because the required destination is not offered by the preferred airline.

The Colombo and Morrison brand loyalty model (1989) assumes that there are only two different types of consumers: 1) the intrinsically loyal consumer, who always purchases the same brand, and 2) the potential switcher, who on every occasion chooses between different brands but without any preference order. This model has a major limitation in that it completely ignores all the middle purchasing behaviours between these two extremes. In today's competitive market environment consumers with different degrees of brand loyalty is to be expected.

Jacoby and Olson (1970) argued that brand loyalty is expressed as a set of six necessary and collectively sufficient conditions that are: 1) the biased (non-random); 2) behavioural response (purchase); 3) expressed over time; 4) by some decision making unit; 5) with respect to one or more alternative brands out of a set of such brands; 6) is a function of psychological (decision making, evaluative) processes. As it can be concluded from all of these conditions, true brand loyalty is very difficult to achieve for any brand and that other retention strategies if employed by a consumer's preferred brand may result in its purchasing, whereas if employed by a competing brand to result in brand switching. Nevertheless, it has been explained how crucial brand loyalty is for any brand and that it why it should be a key objective for any ambitious organisation.

2.1.2.10 Brand Loyalty Significance

Relationship principles have replaced short-term objectives in both marketing thought (Webster, 1992) and practice (Peppers and Rogers, 1993), reinforcing the significance of brand loyalty over retention strategies. Moreover, recent studies have demonstrated that brand commitment originates directly from brand loyalty (Dick and Basu 1994, Fournier 1988, White and Schneider 1998).

Brand loyalty is the key variable for the evaluation of brand equity (Knox and Walker, 1995; Aaker, 1991). The reason is that brand loyal consumers may be willing to pay more for their preferred brand because of some unique values that they perceive that no alternative brand can provide (Jacoby and Chestnut 1978, Pessemier 1959, Reichheld, 1996). In addition, brand loyalty leads to greater market share when the same brand is repeatedly purchased, irrespective of situational constraints (Assael, 1998).

2.1.3 THE BRANDING OF SERVICES

Theorists contradict each other in many different aspects of branding services. Moreover, whereas there are many identified strategies for building successful product brands, there is still uncertainty as to which are the best strategies in building successful service brands (Berry, 2000). This is because there are three features unique to services increasing the difficulty of creating and maintaining a strong service brand. These features are: intangibility; heterogeneity and inseparability of provision and consumption, and are responsible for the differences between products and services. Onkvisit and Shaw (1989) argue that the intangibility feature of services increases the significance of branding and brand image making them even more crucial for services than they are for products. On the other hand, Berry, Lefkowith and Clark (1988) have argued that services do not receive the branding effect in the same way tangible products do, in the sense that products are kept, maintained, and their brand is continuously displayed, whereas services expire and their brand disappears straight after the service is ended, and for these reasons they argue that branding is not as significant for services as it is for products.

2.1.3.1 Service Quality

The importance of service quality for the profitability and survival of service organisations has been emphasised (Clow, Kurtz and Ozment, 1998), and has also been supported by Berry (1986), who argued that service providers have little to offer if their service quality is poor. Despite its significance, there are a number of factors that make the achievement and preservation of quality to services much more difficult than for products.

First of all, it is much easier to measure, quantify and monitor quality of products than quality of services, since measures like physical defects and product ingredients can only be applied for products. Secondly, service quality is an elusive and indistinct construct (Parasuraman, Zeithaml and Berry, 1985), which is not easily understood and expressed by consumers (Takeuchi and Quelch, 1983). Nevertheless, it is vital for a service organisation to be able to measure the service quality perceptions of their current and potential customers in order to match their expectations accordingly.

It is reasonable to assume that consumers perceive service quality relative to competing services. Research has provided evidence that customer expectations are not only formed from past experience with the particular service provider but also from past experiences with competing organisations as well as from other service companies belonging to different sectors (Cadotte, Woodruff, and Jenkins, 1987).

2.1.3.2 Customers Expectations

Lewis and Booms (1983) have defined service quality, *"as a measure of how well the service level delivered matches customer expectations"* (p. 100) and argue that delivering quality service is achieved by conforming to customer expectations on a consistent basis. Lovelock (1984) has also supported their argument by suggesting that service quality is a function of customers' expectations and perceptions.

In this research, the term 'quality' is taken to mean perceived quality, which is a consumer's personal judgement about the overall excellence or superiority of a particular service (Zeithaml, 1987). This is because branding is about creating and maintaining certain perceptions about a particular brand to the consumers and its success is judged by how well these perceptions are implanted in the consumers' minds and are maintained by the actual quality of service offered.

2.1.4 BRAND MANAGEMENT

Brand management has been defined in a variety of ways and therefore a single and universally accepted definition for it does not exist. Brand management definitions are continuously evolving as are the responsibilities of brand managers. Nevertheless, it can be clearly stated that brand managers are the individuals responsible for developing

and implementing the marketing plan of an organisation (Hechman, 1984), which creates and maintains a brand's identity.

The reason why brand management is considered as a very important concept in both business and academic communities is because organisations can gain competitive advantage through successful branding (Lassar, Mittal and Sharma, 1995). Moreover, the growth in the "company as brand" has also developed the role of brand management to become more strategic and consequently crucial for the success of a company (Piercy and Cravens, 1995).

Authors have not yet fully developed the brand management construct and neither have they clearly defined its boundaries resulting in brand management theory remaining incomplete (De Chernatony and Riley, 1998). A potential reason for this may be that brand management is still evolving and for this reason has not yet any boundaries that are currently restricting its role. Therefore, only by examining its history, the factors influencing its creation, its change over time and its potential effectiveness in the modern uncertain and fast evolving business environment can brand management be fully comprehended (Low and Fullerton, 1994) and its adaptation in the airline industry clearly applied.

2.1.4.1 History

Brand management appeared for the first time in 1931 when the president of Procter & Gamble assigned to each company brand its own brand assistants and brand managers responsible for all marketing activities of the brand (Low and Fullerton, 1994). Nowadays, branding has evolved to become a very significant function for the entire organisation and it is considered as a key factor for an organisation's success. Branding has been developed at such a high level that it does not only shape consumers' point of view for the particular brand but can also affect social behaviour and customs (such as buying flowers on Saint Valentine's Day and sending cards at Christmas). Perhaps the most appropriate and relevant example is Coca-Cola's branding of Santa-Claus at Christmas which has resulted in the global adoption of this white-haired, red-dressed happy and strongly-built elder man figure, which Coca-Cola introduced as a symbol of Christmas celebration and has been associated with giving presents to children. This

demonstrates how powerful tool branding has become and how it can affect the global society in such a degree that a soft-drink can add a new dimension to a religious celebration.

Today, nearly all major companies have a dedicated branding department responsible for forming and implementing the branding strategy of a company. Moreover, there are several brand consultancies that provide external advice to companies on all branding issues. It should be noted that there are huge differences between different companies' branding department functions since some of them are responsible for a single brand incorporating all their activities and products, whereas other companies are responsible for a large brand portfolio, requiring a brand management system for brand effectiveness and efficiency. Since airline strategic alliances involve a large number of individual brands under the branding umbrella of each alliance, an appropriate brand management system should be established that is capable of meeting each alliance and its individual airline members' specific brand requirements. This research will examine whether such systems exist in the alliances and whether they are successful in this role.

2.1.4.2 Common Problems with Brand Management Systems

The two most typical and interrelated problems of the brand management system are: **1) coordination/cooperation** and **2) the responsibility for individual brands**. In the case of the coordination/cooperation issue for the airline alliances, the magnitude of the issue is even greater since the airline alliance brand managers have to coordinate a number of diverse and in some cases competing airline brands. The responsibility issue arises from the persistent and unresolved question of how much and what type of authority the brand managers need in order of being able to work effectively (Luck, 1969; Buell, 1975). It has been argued that in addition to increased authority, brand managers need the skills of an analyst, the financial aptitude of a banker and the interpersonal sensitivity of a skilled diplomat in order to be efficient (Sheth and Sisodia, 1995). This question seems even more complicated in the case of the alliance brand managers who are responsible for creating and maintaining a global brand from many distinctive brands that they do not have any authority over. Individual brand managers may also have problems of authority (particularly the small members which are not considered as alliance brand shapers and are more affected by their alliance brand rather

than the opposite) since their alliance brand may add new brand values that are not consistent with their existing ones.

Another problem arises from the fact that many companies do not have their own brand management departments and are dependent on brand consultancies that may, in many cases, fail to understand a specific brand's true capabilities that require industry-specific knowledge and as a consequence promote wrong brand values resulting in brand alienation and consumer confusion (LePla and Parker, 1995).

Moreover, De Chernatony (1999) argues that brand management **is not paying the required attention to the significant contribution from employees as brand builders** that need to adopt values and behaviours corresponding with their brand's desired values. This is more important in the service sector where employees are delivering the service to the customers. Therefore, human resource managers should work closely with brand managers to ensure that the brand values are fully understood by the employees and that the employees are capable and motivated to deliver whatever the brand is promising to the consumers. For example, if an air passenger, who is travelling with Singapore Airlines, is expecting a very high quality of service that is not delivered, then the brand promise of Singapore Airlines, which praises itself for a very high quality of service, will not be met and will result in a brand failure. A number of studies have supported this argument since they have found that employees' commitment is a prerequisite for successful branding (Einwiller and Will 2002, Van Riel and Van Bruggen 2002, and Balmer 2001).

2.1.4.3 Brand Relationships

Brand Architecture refers to the brand relationships among and between organisations, subsidiaries and related-organisations (He and Balmer, 2004). There have been a number of studies on brand architecture (LeForet and Saunders, 1994; Kapferer, 1997; Aaker and Joachimsthalaer, 2000), which all concluded that a clearly structured brand management system in situations that a number of individual brands are linked to each other and their performances are interdependent is required to safeguard the brands involved.

Integrated branding is a keystone for brand architecture and refers to a particular role of branding, implying that all the organisational operations are derived and guided from the brand and its principles (LePla and Parker, 1999). Therefore, when several brands are related, attention should be paid not only to achieving integrated branding for each individual brand separately, but as a brand management system as well.

The brand management system, if successful, will provide a highly effective organisational structure for managing change, product innovation and customer requirements (Knox, 2000). The particularities of alliance branding should be highlighted in order to comprehend the brand management's specific role in them.

2.1.5 ALLIANCE BRANDING

Shocker, Srivastava and Ruekert (1994) have argued that when alliance branding agreements are implemented, brand managers are facing a huge challenge of how to successfully manage joint promotions and ensure that "parent brand strategies" do not adversely affect their own brand. From the same perspective, Sultan and Simpson (2000) have questioned whether airline alliances are suitable for airlines as a strategy for entering international markets, if partners are perceived as not offering the same level of service quality since the long-term success of such an alliance will be impaired, together with the reputation, brand equity and profitability of the individual airline partners. They also suggest that before entering into such alliances, airlines should carefully scrutinise the service capabilities of their intended partners to avoid the adverse consequences that may otherwise occur, and have stated that in the long term the success of an airline alliance will be jeopardised if airline partners are perceived to offer different levels of service. The importance of forming alliances with suitable partners for their success has also been supported by Spekman and Sawhney (1990). As in the case of brand extensions with different levels of service quality, consumers may feel that they were misled and purchased inferior products with undesirable product attributes (Elliot and Roach, 1991). Empirical research has found that if a low-cost airline uses the same brand as a conventional carrier with a high quality reputation it can confuse passengers and damage the conventional airline's brand (Kalligiannis, 1998). Another study has identified the existence of an exclusivity element of working with alliance members (Mason, 2001).

Therefore the quality of serviced offered from all airlines participating in an alliance must be consistent at the level promoted by the alliance brand. From the same perspective, Bello and Holbrook (1995) argued that a mega-brand will only be successful if the quality of its products or services backs up the image of its name. Moreover, coherence and consistence have been identified as key requirements for successful branding (Van Riel, 1995; Morsing and Kristensen, 2001; Balmer and Greyser, 2002). The role of reassurance has also being identified as crucial for the effectiveness of a marketing alliance (Smith and Barclay, 1995)

Morgan and Hunt (1994) have suggested that shared values define the extent that partners have common beliefs about what behaviours, objectives and policies are appropriate, important and act as direct precursors of both brand commitment and trust. This argument demonstrates the significance that shared brand values among brand partners have for establishing and maintaining a successful alliance brand that is able to generate brand commitment and brand trust. In addition, the consistency in partners' behaviours, objectives and policies is also highlighted as key modes of communicating the shared brand values to the customers.

Despite the number and significance of risks associated with alliance branding, Balmer and Gray (2003) have argued that *"alliance brands appear to be adored, venerated and coveted by both customers and organisations"* (p. 972). Therefore, if managed correctly alliance branding can have positive results for all brands participating in specific alliances but will require the adoption of shared brand values and a high degree of coherence and consistency between them.

2.1.6 BRANDING IN THE AIRLINE INDUSTRY

At this section, previous studies in airline branding and some features that are unique in the airline industry will be presented.

2.1.6.1 Previous Research

A number of researchers have investigated different branding elements in the airline industry. Kefallonitis (2004) has investigated new techniques in supporting consumer associations as design drivers for the development of an airline's emerging brand

experience and found that the existence of a support system could organise the basis of constructing an emerging brand from its driver brand and initiate brand value.

Alexander (1999) has investigated new brand strategies and techniques that the airline alliances should adopt in order to be successful. A significant finding from his research was that the airline alliance brands had not yet developed at a sufficient level and that the airline alliances should focus on strengthening their brands' awareness. Since this research was carried out during the early ages of the key strategic airline alliances set up in 1997, the airline alliance brand power evolvement could be identified by comparing his findings with the ones from the current research. Recently, Aas (2006) has also looked at the topic of airline alliance branding by exploring passengers' awareness of the airline alliances and found out that the majority of the respondents are not aware of the existence of the airline alliances. Therefore, airline alliances should work harder to strengthen their brands but at the same time a question is raised of whether this is feasible in an industry that even the airlines themselves, with only a very few exemptions, have failed in creating powerful airline brands.

2.1.6.2 Soft Brand Industry

Another interesting question is about whether all products and services exhibit the same degree of brand loyalty or whether every industry has its own limits of brand loyalty that a brand can research. The highest degree of brand loyalty is expected to be found among football fans. Football fans are irrationally loyal (Salomon Brothers, 1997), since *"the commitment of football supporters to their club is of a different order of magnitude to other kinds of brand loyalty, since they are likely to support a club almost from cradle to grave"* (Smith, 1998). In contrast, most people's loyalty to a holiday company ends immediately after the specific holiday has been finished (Carrick, 1998).

Crandall (1995), a former airline chief executive, has argued that the airline industry's service can generate only a very 'soft' brand loyalty. He explained that this happens because airline customers place great importance on price and schedule, and because there are limited differences between the services that different airlines offer. Since price and schedule influence so heavily the airline choice of customers, brand identification becomes a secondary issue. Crandall (1995) also argues that while

customers may have a 'favourite airline', more often than not, they are willing to book a flight on a different airline for even small differences in departure time and fare. This is also supported by a study of business travel market adoption of low cost carriers that identified that business travellers and their corporate travel managers were similar in their attitudes towards low cost carriers, since they liked the price of the service but not the limited scheduled and their restricted ticket flexibility (Mason, 2001).

Since customers may consider the airline service as primarily a seat on an airplane and therefore as a relative undifferentiated commodity, the only way an airline can be differentiated is by creating a strong brand that will generate customers' preference and loyalty. The problem is how to establish and maintain a strong brand from a service that, as suggested, until now it only generates a very soft brand loyalty.

Airlines have realised that price competition alone cannot ensure long term success, since airlines can respond quickly to their competitors' price alterations (Jones and Sasser, 1995). For this reason, Bierwirth (2003), director of Germanwings, has stated that when airlines offer identical fares the customers make their decisions around the brand. This statement is very important since it comes from an airline manager whose airline is competing fiercely on fares and from his industry experience has concluded that an airline's winning strategy should focus on creating a powerful airline brand.

2.1.6.3 Country of Origin Effect

Airline mergers and acquisitions have been prevented for many years mainly because of national pride reasons (Gudmundsson, 1999). This source of national pride originated from the common perception that an aircraft with the national flag was considered as a symbol of a country's sovereignty and technical competence (Daniels and Radebaugh, 1995). The degree that certain consumers want their national airlines to remain associated with their country can be identified from the following quote: *"public furore over the introduction of BA's ethic tailfins, the multi-coloured motifs which down-played the 'British' aspect of the organisation, and prompted the famous incident when Margaret Thatcher dropped her hankie over a model plane to express her distaste that the Union Jack had been removed from the airline's livery"* (Cassani and Kemp, 2003), p. 70). This type of national sentiment associated with a country's national carrier can

be found in many countries around the world. Such an example that has prevented a financially inefficient flag carrier to go into bankruptcy and close down as it would be expected from a company generating heavy losses for many consecutive years is Olympic Airways. This airline remains in business because of the subsidy from the national government, which in a way is forced in doing so by the public due to the national sentiment associated with it.

On the other hand, there have been strong pressures from legislators, mainly from the European Union, to overcome the national pride associated with flag carriers, which is reflected in the following quotation from the Comite des Sages (1994), which states that: *"the so-called flag-carrier concept is now outdated, mainly because it is incompatible with the need to make the European airline industry competitive on a global scale"* (p. 257). Although this perspective prevails among the legislators in the national governments, there is still evidence that in certain countries, this national pride association with the flag carriers is still powerful. For this reason, this study will also investigate whether there is a correlation between national airlines and brand loyalty.

Another factor that was preventing foreign market expansion for airlines is related to the airline's country of origin associations in the country that it wants to expand. Erickson, Johansson and Chao (1984) argued that a company's country of origin has direct effects on customers' beliefs about the company itself. More specifically, customers may have a bias against a foreign country, which has effective implications for products and services from that country. Hong and Wyer (1989) argued that a service's nationality effect is dependent on the frequency and emphasis with which it is presented. On the one hand, many airlines participating in the global alliances are strongly associated with their country of origin, many of whom are known as their country's flag carriers and have their nation's name as part of their brand, i.e. Air France, British Airways, Alitalia, etc., and on the other hand, the alliances have a global character and therefore have no association with any particular country or nation. The challenge for the airline and alliance brand managers is how to bridge these conflicting brand values.

Moreover, it has been argued that airline passengers from different countries are highly likely to have different expectations (Holloway, 1998), and therefore their particular expectations should be catered appropriately. This highlights an additional challenge of how to brand with coherence and consistency an alliance brand and at the same time aim to meet different expectations according to passengers' country of origin.

Another difficulty that brands face when entering a foreign market has been highlighted by Ettenson and Gaeth (1991) who argues that products and services offered in one country by a company from another country can be very difficult to brand due to a variety of cultural and communication issues.

2.1.6.4 Significance of Service Quality

High quality of service is essential for airlines' survival (Park, Robertson and Wu, 2004). This is because a high quality of service increases a service provider's competitive advantage by achieving customer retention, and resulting in greater market share and higher profitability (Ozment and Morash, 1994). Moreover, several studies have demonstrated that service quality is directly related to: costs (Crosby, 1979); profitability (Buzzell and Gale, 1987; Zahorik and Rust, 1992; Rust and Zahorik, 1993); customer satisfaction (Bolton and Drew, 1991; Boulding, Kalra, Staelin and Zeithaml, 1993); customer retention (Reichheld and Sasser, 1990), and positive word of mouth (Buttle, 1996). All of these are significant for the success of any company. However, airline-specific research is required in the post-deregulated and post-liberalised aviation industry in order to identify whether these findings are applicable in the aviation industry. The employment of different definitions of service quality in these studies resticts the applicability of their findings.

Abrahams (1983) has provided empirical support for the significance of airline service quality, which has been further increased after the industry's deregulation, when airlines found themselves in a more competitive market and attempted to win customers through service quality, since a satisfied airline passenger from the quality of airline service offered, is more likely to:

- stay loyal;
- talk favourably about the airline;

- pay less attention to competing airlines' advertising;
- be less price sensitive;
- cost less to serve than a new customer because of the transactions becoming routine.

(Bateson, 1991)

Empirical evidence provided by Ostrowski, O'Brien and Gordon. (1993) has demonstrated that airlines that are perceived to be consistent in providing high quality services would be in a stronger position in acquiring and retaining customers' loyalty.

There are many different methods available for defining airline service quality from the passenger' perspective. Most of these methods present quality measures for examining the relationships between service quality and related factors, including airline choice (Ritchie, Johnston and Jones, 1980; Etherington and Var, 1984; Wells and Richey, 1996); customer satisfaction (Alotaibi, 1992); customer loyalty (Ostrowski et al. 1993; Young, Cunningham and Lee, 1994); passenger type (Alotaibi, 1992; White, 1994); airline type (Jones and Cocke, 1981); airline class (Etherington and Var, 1984; Alotaibi, 1992); aircraft type (Truitt and Haynes, 1994); productivity (Ozment and Morash, 1998); changes in quality levels over time (BTCE, 1992); total transportation service offering (Ozment and Morash, 1994); assessment group (Gourdin and Kloppenborg, 1991) and attribute dependency (Elliot and Roach, 1993). All these studies demonstrate that definitions and perceptions of airline service quality are quite diverse, and the appropriate selection has to be made in order to fit the quality model employed (Hynes and Percy, 1994). According to Chang and Yeh (2002), this proves that service quality attributes are context-dependent and that the appropriate definition with the appropriate attributes should be selected to fit the service environment investigated each time.

2.2 ALLIANCE LITERATURE REVIEW

The importance for organisations of being able to select the most appropriate alliances for them to join in order to increase their competitiveness was identified many years ago (Levine and Byrne, 1986), but the liberalisation and globalisation of trade together with the technological advancements have resulted in the rapid growth in the number of

strategic alliances and therefore increasing the need for organisations to be members of successful global alliances (Dussauge and Garrette, 1999).

2.2.1 STRATEGIC ALLIANCES

In this section, strategic alliances will be clearly defined, along with the presentation of their key characteristics; motives behind their formation; different categories; reasons for failures and key success factors.

2.2.1.1 Definitions

Spekman and Sawhney (1990) have defined strategic alliance as *"a type of inter-organisational relationship in which the partners make substantial investments in developing a long-term collaborative effort and common orientation toward their individual and mutual goals"* (p. 90). A more detailed definition refers to strategic alliances as a partnership of two or more companies who make a long-term commitment to cooperate on operational and key strategic matters, and attempt to enhance competitive advantages collectively by sharing risks and resources, market accessibility, improving product quality and customers services and increasing profitability (Oum, Park and Zhang, 2000). As it can be identified from the above definitions, it is the long-term commitment and mutual goals that are key conditions for a strategic alliance to exist.

2.2.1.2 Dynamic Organisations

The size and nature of an alliance can change dramatically over time since the objectives and targets of its members may be redefined as well as the actual membership size since some members may leave the alliance whereas other new members may join. Therefore, an alliance is a very dynamic construct that consists of members with separate entities that have agreed to cooperate in order to achieve some mutual and agreed objectives.

2.2.1.3 Motives behind their Formation

Mockler (1999) has identified eight main factors that can act as motives for companies to enter into multinational strategic alliances. These factors are: 1) Access to new markets; 2) Adding value (both customer and organisational); 3) Expansion of distribution channels and access to resources; 4) Development and improvement of

operations, facilities and processes, and access to new capabilities, knowledge and technologies; 5) Provision of additional financial resources; 6) Risk decrease and rapid adaptation to changing competitive environments; 7) Creation of new opportunities despite facing increasingly intense global competition, and 8) Reduction of competition.

Airline alliances have claimed that the main reasons behind their formation is to offer passengers benefits in terms of seamless travel (e.g. transfers; procedures, etc), service support, and increased opportunity to accumulate air miles (Coltman, 1999). Nevertheless, it seems that the largest beneficiaries until now are the airlines themselves since they have gained large economies of scale, obtained access to scarce landing slots and expanded in foreign markets (Park and Zhang 2000, Kraats 2000). Moreover, the sharp decrease in global air traffic after September 11th 2001, the deregulation and liberalisation of several air markets around the world and the rapid growth of low-cost carriers have resulted in most of the largest traditional carriers being forced to form and join the airline alliances (He and Balmer, 2004). Examples of the airlines' anticipated benefits for forming and joining the global strategic alliances include the risk decrease and rapid adoption to changing competitive environments and the reduction of competition.

2.2.1.4 Categories of Alliances

Johnson, Scholes and Whittington (2005) have argued that there are three categories of alliances, which are:

1. **Loose (market)**: which involves joining networks; agreeing and working together for common objectives, and gaining mutual benefits, but without having any legal obligations;
2. **Contractual**: involve the same activities described above but with legal binding such as licensing, franchising and/or subcontracting;
3. **Ownership**: involve common ownership agreements such as consortia and joint ventures.

It makes sense to start an alliance relationship from the first category (Loose) and then if successful to progress to the next category (Contractual) and finally, if all alliance members involved are entirely satisfied and willing to move to the ultimate category

(common ownership) to become partners which is not actually a form of alliance but has been grouped as an alliance category since it can be the ultimate result of a successful alliance. However, for the case of the airline strategic alliances it has been argued that the alliance stage is their final destination and not an intermediate step for their future merger (Iatrou, 2004), mainly because of the lack of willingness of the airlines themselves to merge.

2.2.1.5 Reasons for Alliance Failures

Market experience has demonstrated that only 45% of all strategic alliances were found to be successful for all partners and only three out of five lasted for more than four years, whereas only 14% of them lasted for more than a decade (Harrigan, 1989). These statistics demonstrate the difficulty in creating a successful alliance since this requires a number of conditions to be present and a number of rules to be followed. These conditions and rules vary considerably depending on the specific alliance case. The identification of the reasons of alliance failures as well as the alliance success factors will provide a guidance of what needs to be avoided and what needs to be done for creating and maintaining a successful alliance.

A survey by Rigsbee (2000) identified the three basic reasons for alliance failures, which according to their order of importance were:

1. Lack of continuous attention and planning (72%);
2. Unequal contribution/commitment of resources (65%);
3. Contrast of partners' culture style and level of trust (56%).

The lack of continuous attention and planning, which has been identified as the number one reason for alliance failures, is a clear management task and therefore it can be argued that alliances are suffering from poor management. This might be either because alliance members are not willing to give up management power to the alliance in order to remain totally independent in terms of management or because they do not see it as necessary since they consider the alliance as a non-permanent situation. In either case, the result is that the alliance cannot be efficient without a management function that ensures continuous attention and planning, which are also both required for the branding tasks of the alliance in order to become and remain successful.

Unequal contribution and unequal commitment of resources, which has been identified as the second most important reason for alliance failures, arise when the alliance members are contributing at a different extent to the alliance, or because different members have different abilities of contribution either because they have different levels of commitment to the alliance. Either way, this usually leads high-contributor members to feel that the alliance is unfair towards them since they are not getting back benefits in proportion to their contribution. In some cases, the most powerful alliance members are intentionally being the high contributors since this way they are more likely to be alliance shapers and lead the alliance the way they want to.

Contrasting partners' culture and trust have been identified as the third most important reason for alliance failures and arises when the organisations that belong in the same alliance have a completely different working culture. This is more likely to happen when organisations are coming from different countries as it is in the case of the airline global alliances. The level of trust that the alliance members place into their partners will largely dependent on each member's contribution to the alliance goals and to the extent that the alliance has been beneficial for all its members. The level of trust that consumers place in an alliance will be dependent upon the degree to which the alliance has developed a cohesive brand that communicates to consumers a strong commitment to the alliance long-term existence and the potential benefits generated by the alliance for the consumers. Iatrou (2004) has argued that beyond a defined minimum standard, the airlines have the possibility to differentiate and to improve even more the service already provided based on their cultures and policies, which could lead to a contrast of cultures.

After having identified the main reasons behind alliance failures, it is important to identify the success factors for an alliance.

2.2.1.6 Success Factors

Kuglin and Hook (2002) have argued that strong and successful alliances usually satisfy the majority of the following factors:

1. A strong vision;

2. A message that combines passion and focus and is clearly communicated to everyone involved;
3. A strong commitment to succeed without having any fear of failure or second thoughts regarding the usefulness of the alliance;
4. The strength and fairness of meaningful alliance agreements;
5. The knowledge of responsibilities and obligations in order to become an appreciated partner;
6. The determination to remain within the alliance even during difficult periods;
7. The ability and knowledge to estimate correctly when to hold and when to terminate an alliance.

Although the above factors do not constitute a checklist of whether an alliance is successful or not, they can be used as a test of whether a particular alliance has taken the appropriate actions in order to have a good chance of becoming successful.

2.2.2 AIRLINE ALLIANCES

In this section, we will focus on the airline alliances by presenting the reasons behind their formation and why they are considered as strategic marketing alliances.

2.2.2.1 Reasons Behind the Formation of Airline Alliances

A survey carried out by the Association for Corporate Growth in 2000, at the early years of the airline alliances, identified that 67% of the sample airlines had global reach as their prime reason for forming these alliances (Alamdari, 2000). This view was also supported by Doganis (2001) who argues that the most critical factor for airlines joining the global alliances was to overcome all the regulatory constraints that existed and in certain markets still exist in the industry regarding foreign market expansion and ownership.

From the same perspective, Iatrou (2004) argued that the main drivers behind the formation of airline alliances were increased coverage and the market power benefits accrued from large networks and geographical spread, but also identified several secondary motives for the airline alliances formations, which were:

- ✈ Increase passenger traffic and load factors by linking airline partners' networks;
- ✈ Overcome regulatory constraints to compete in foreign markets;
- ✈ Reduce competition;
- ✈ Offer larger network and greater flight frequencies to passengers;
- ✈ Increase efficiency by improving capacity utilisation and reducing costs through the consolidation of unprofitable operations;
- ✈ Share airport lounges and other facilities;
- ✈ Share costs.

Although none of these motives, which are closely related to the benefits presented in 2.2.1.3, was branding, it is actually a key factor for expanding in foreign markets and increasing passenger traffic identified previously as the main motives behind the establishment of airline alliances. Therefore, it may be argued that branding is the method through which airline alliances may achieve their objectives.

In addition, the airline alliances provide their members with the opportunity to determine more accurately the global air transport market, particularly in terms of yield management, by benchmarking against the other alliance members' fares and load factors and therefore decreasing market uncertainty (Doz and Hamel, 1998).

2.2.2.2 Strategic Marketing Alliances

The significance of branding for airline alliances is recognised by IATA in its definition for what makes an airline alliance. According to IATA (2001) an airline alliance exists when: *"three or more airlines participate in a commercial relationship or joint venture, where:*

1. *a joint and commonly identifiable product is marketed under a single commercial name or brand;*
2. *this commercial name or brand is promoted to the public through the airlines participating in the alliance and its agents; and*
3. *the commercial name or brand is used to identify the alliance services at airports and other service delivery points in situations where bilateral agreements exist (e.g. code-share agreements).*

This definition clearly states that common branding is the key requirement for an airline alliance to exist and that its significant is so high that it is present in all three conditions required for an airline alliance to exist. From the same perspective, Kleymann and Seristo (2004) argue that currently the airline global alliances are still in fact strategic marketing alliances and that marketing is the area that the alliance agreements create most of the value added.

Duckworth (1997) argues that long-term investment is a prerequisite for the establishment of a powerful brand. The fact that the strategic airline alliance brands have been created much later than the individual airline brands participating in these alliances should be taken into consideration when comparing airline and alliance brand equities as well as the relative investments made for each of these brands.

The success of L'Oreal is mainly attributed in its strategy of maintaining each of its brand identities distinct, and as a consequence being able to convey the "allure of different cultures" through its many products (Business Week, 1999). Its applicability would be of particular importance for the airline industry, since as it has been reviewed in the literature, there is a very strong country of origin effect with the airlines that some of them participate in the global alliances. By maintaining their distinctive identities, airlines will not lose the bond that some of their domestic passengers have with them because of their national identity, but at the same time would be able to brand themselves as members of a global brand.

The airline alliance brands must create a sense of trust in their passengers since trust is a crucial factor in an alliance success and has been referred to as the glue that binds alliances (Segil, 1996). If an airline's claims and promises do not hold up, customers will initially lose their trust in the alliance and at a later stage in the airlines participating in the respective alliance. When an airline alliance introduces a new airline member, alliance passengers using existing member airlines will evaluate the degree to which the new member is consistent or inconsistent with the alliance existing members. From the above, it might be concluded that the degree to which the new airline alliance members will affect the existing brand values of the alliance brands they enter, is dependent upon

the degree of consistency that the new members will have in terms of brand identities and service quality levels with the existing alliance members.

2.3 CONCLUSION

In this chapter, the main branding theories that will be employed for this research have been identified and their respective role in this study clearly presented. More specifically, the following concepts have been presented: how brand values form brand image; how brand characteristics result in brand affect; why brand trust is required to maintain brand affect and generate brand loyalty; why brand equity is important; and what leads to brand success or failure.

The topic of brand loyalty has been explored. Its relation to and difference with repeat purchase and retention, its conditions and significance and its elements of attitudinal and purchase loyalties have been explained. Moreover, how customer satisfaction and service availability influence brand loyalty, has been examined.

The task of branding services is fundamentally different from branding products since services have some unique features that are influencing their branding. For these reasons, the quality of service offered and customers' expectations of this quality play a key role in branding services.

The history of brand management has been presented in order to explain the reasons for its development and change over time. The brand systems, their functional relationships, common problems associated with them were presented before introducing the characteristics and special considerations for alliance branding.

The special branding characteristics prevailing in the airline industry, such as being a soft brand industry, its country of origin effects and its service quality significance were presented.

The key points relevant to this study from the alliance literature review are then presented. These are: the dynamic nature of alliances; the motives behind their

formation; the main categories by which alliances are classified; and finally the main reasons behind their failure and key factors of their success. Their applicability to the airline industry is then explained.

3. METHODOLOGY

- The aim of this chapter is to explain how the topic of this thesis was investigated and why particular methods and techniques were employed.

For the purpose of this research both primary and secondary research techniques were employed. The next sections will describe in detail what each of these techniques involved and what were the conclusions derived from them.

3.1 LITERATURE REVIEW

The literature review of this study involves the use of relevant academic texts, journals and working papers from the fields of branding, strategic alliances and service quality.

All the key brand aspects were defined and the relevant branding and strategic alliance theories have been presented in the second chapter in order to build the theoretical foundations for this thesis.

For this study three primary research methodologies have been employed. The first involved the analysis of the alliances' and their airline members' brand implementation from their respective websites. The other two primary research techniques involved the employment of two survey instruments. The first was designed to identify the airlines' perspective on the branding issues that have emerged from their participation in a global alliance. The second survey tool employed aimed to identify the passengers' attitudes on how individual airline brands and alliance brands affect each other.

3.2 ALLIANCE BRANDING ANALYSIS

A very significant part of this research was to analyse how alliances and their airline members brand themselves. Branding is created and enhanced by a company's marketing activities that may include different marketing tools like television and radio advertisements, brochures, internet and other promotion activities. However, for the

purpose of this research, only the internet branding was considered in analysing the alliance and individual airline brands.

3.2.1 REASONS FOR USING WEBSITE ANALYSIS

The reasons why website branding was considered as sufficient for this purpose were:

- ✈ Branding from other marketing activities is expected to be consistent with the website branding since all marketing activities are developed from a common branding strategy;
- ✈ It is the only branding medium that is accessible globally and therefore its branding impact is worldwide;
- ✈ It is the only branding medium that can be obtained at exactly the same point of time and therefore ensure credibility in this analysis, since other printed materials may be outdated, or be in the process of being replaced with the latest airline branding strategy;
- ✈ Other marketing media such brochures, newspaper and magazine advertisements, as well as television and radio advertisements may appear in the specific country's language. For these particular means, it would have been valuable to identify how brands are presented in different markets. Nevertheless, their presentation is expected to be consistent with their branding strategies presented on their websites.

For all these reasons, the airlines' website branding analysis is considered as adequate and complete for this alliance and airlines branding analysis. All of the websites' branding data that has been used for this analysis is presented in **Appendix A**.

3.3 AIRLINE SURVEY

The heads of the alliance and marketing departments of all airlines – 33 carriers at the time of the survey – participating in either the Star Alliance, Oneworld or SkyTeam at date were contacted to undertake the airline questionnaire survey. This questionnaire was focused on identifying the impact of the alliances on the individual airlines' branding as this impact was perceived by the heads of the relevant departments. 27 carriers participated in the research giving the survey an 82% response rate. The

airlines that did not want to participate at the survey were the following: Aer Lingus, Aeromexico, British Airways, LAN, Qantas and Singapore Airlines.

The analyses of the results derived from this survey are presented in Chapter 5. The design of the airline survey tool employed (**Appendix B**) will be explained in the next section.

3.3.1 AIRLINE SURVEY TOOL OBJECTIVES

Before explaining why each item was included in this questionnaire, the objectives of its employment should be first stated in order to enable the better understanding of the specific aim of each item.

This questionnaire attempted to address the followings objectives:

1. How airlines perceive the impact of alliance branding on their individual brand;
2. Whether airlines believe that it is possible to have both a strong airline and an alliance brand or whether you have to focus on one brand at the expense of the other;
3. Whether airlines consider that their brand value categories are similar to their alliance brand value categories;
4. Whether there are differences in the above perceptions according to the specific alliance that an airline belongs to, the size of the airline, its region, and the timeframe of joining an alliance.

The airline questionnaire's objectives have been developed in order to meet the third objective of the study presented in section 1.3, which aimed to obtain primary information from the airlines' point of view regarding the brand issues arising from the participation of different airline brands under a single brand alliance.

3.3.2 AIRLINE SURVEY TOOL DESIGN

The first item was requesting the airline managers to define what they consider as (a) their airline and (b) their alliance brand values. The results from this item will identify whether airlines consider that there are common brand values between the two brands or whether they perceive them as having completely different brand personalities. The

results from this item will be compared with the results from the website analysis on the same aspect.

The second item was to obtain the airline managers' points of view on whether or not there are benefits in promoting the alliance as a single brand and identifying the perceived benefits or disbenefits in doing so. This will identify whether airlines believe in alliance branding or whether they underestimate it and prefer to focus on their own brand identity and work with their partners on different aspects of the alliance.

The third item was requesting airline managers to rate from 0 to 5 (from not important to very important) quality of service, service features and airline image according to their importance in promoting their airline and alliance brand values. The results from this item will indicate the perceived importance by the airlines for each of these elements as brand promoters and whether each of them has a different significance for the airline and the alliance brands. Moreover, the airlines were asked to specify any other feature that they considered as brand promoter and also rate its significance both for the airline and the alliance brands.

The fourth item was to identify the service elements that the airline managers considered as most important (top five by importance order) in delivering the airline and alliance brand values. The results from this item would provide us with a checklist against the service elements that have been identified by the airlines themselves as requirements for delivering the brand values.

The fifth item was to identify whether the airlines consider the impact on their individual brands from the alliance brands as very negative, negative, neutral, positive or very positive. The results from this item will provide us with additional evidence of whether the airlines have a positive attitude towards their alliance brand or just perceive it as a negative consequence from the participation in a strategic alliance.

The sixth item was to identify the perceived areas of brand conflicts between the airlines' and alliances' brands by the airlines according to their perceived magnitude (0

= no conflict to 5 = very significant conflict). The results from this item will provide primary evidence of whether airlines perceive that there are brand conflicts and identify the areas where they exist with their respective magnitude.

The seventh item was to identify whether the airlines believed that there are airlines participating in their alliance that have to catch up with their alliance brand. The results from this item will provide evidence of whether some alliance members believe that their alliance brand is not progressing because of the lower standards of some of their partners.

The eighth item was to identify whether airlines are satisfied with their alliance brand equity, and the ninth item aimed to identify whether airlines believe that their alliance brand equity should be reinforced. The results of these two items will indicate whether the airlines want their alliance brand equity powerful or whether they prefer to have it at its current level, which is considered as very low in order to have limited influencing power over their individual brands.

The next two items aim to identify whether airlines want to have a very powerful alliance brand that will move the alliance into a partnership. More specifically, the tenth item aims to identify whether airlines want their alliance brands to be more powerful than their own airline brands, and the eleventh item concerns whether they are comfortable with a potential future absorb from their alliance.

The twelfth item was to identify whether airlines believe that it is possible to have both a powerful airline and alliance brand or whether you have to maximise the power of one at the expense of the other. The results from this item will provide evidence of whether airlines perceive their alliance brand as a partner brand or as a competing one.

Finally, airlines were asked to provide any additional comments regarding potential impacts from their alliance brand on their airline brand. This open-ended question will allow the identification of other potentially significant branding issues that were not included in the survey.

3.3.3 THE VALIDITY OF THE AIRLINE SURVEY TOOL

This section presents the evaluation of the airline survey's validity. As are all primary studies involving the management of organisations, this airline survey is also subject to a degree of bias regarding 'honesty' in the answers of the participants (as opposed to the 'politically-correct' answers).

In order to obtain the 'true' opinions of the airlines participating in this survey, the airline managers participating in this survey were explained that the analysis of their answers will be carried out collectively into categories (e.g. airline alliances and alliance sizes) and therefore the identification of their individual answers could not be identified.

This measure for ensuring 'honesty' in the answers of this survey and the high response rate (82%) achieved among the entire survey population (27 out of the 33 airlines that were participating in the global strategic alliances at the time), ensure validity and reliability in this survey's findings.

3.4 PASSENGER SURVEY - SERVQUAL

The passenger survey makes up the substantial part of the research both in terms of volume since 1,000 respondents were included and in terms of both academic and industry interest since the branding function is responsible for creating the required emotions by each brand to the consumers. The survey tool employed for carrying out this research is called SERVQUAL.

The SERVQUAL model was developed by Parasuraman, Zeithaml and Berry in 1985 as a pioneer tool for measuring service quality. This model was designed to identify potential gaps between consumers' expectations and actual perceptions of a company's service quality level, and between the managers' and consumers' points of view on the same issue. The model's function was based on identifying five potential gaps, which are:

- **GAP 1**: The difference between customers' expectations and management perceptions of customers' expectations;

- **GAP 2**: The difference between management perceptions of consumer expectations and service quality specifications;
- **GAP 3**: The difference between service quality specifications and service quality actually delivered;
- **GAP 4**: The difference between the promised and delivered service quality;
- **GAP 5**: The difference between customer expectations and service performance.

The fifth gap aimed to assess the difference between customer expectations on service quality and their perceptions of the service quality actually delivered by the service provider. In other words, what the customer expects from a particular service provider against what the customer actually perceives that they receive. By defining this gap organisations could take actions in order to eliminate the gap by either improving the service quality offered or by reducing the consumer expectations through marketing. The identification of this gap for a number of airline service elements between the alliance and airline expectations as well as between these expectations and the perceptions of the actual service received will be the cornerstone of the airline passenger survey. The existence of significant gaps in a number of service elements will also demonstrate that there are brand inconsistencies (brand conflicts) within the airline alliances.

3.4.1 SERVQUAL DIMENSIONS

The design of the SERVQUAL model has been based on the employment of specific criteria by which customers evaluate whether different service quality levels between their expectations and perceptions exist. These criteria are categorised in five major dimensions (Parasuraman et al. 1984; 1988), which are:

1. **Tangibles**. The appearance of physical facilities, equipment, personnel, and communications materials. In other words, it is whatever the consumer sees (visual elements) and is directly-related to the service purchased;
2. **Reliability**. The ability to provide the promised service dependably and accurately and when multiple service purchases occur to ensure consistency between them;

3. **Responsiveness**. The willingness to assist customers and provide prompt service, and the extent to which service providers respond quickly, effectively and as promised to their customers' needs;
4. **Assurance**. The competence of the entire service system and process and its credibility in providing a courteous and secure service;
5. **Empathy**. The approachability, ease of access and effort taken to understand customers' specific needs. In other words, how friendly, approachable and committed in meeting customers needs are the service provider's employees perceived to be by the consumers.

Robledo (2001) has introduced a new dimension called **Customer Care** that combines the three last dimensions (responsiveness, empathy and assurance), since he argues that there is considerable overlap between them and they could be summarised into only one category. The number of dimensions is not of any importance in identifying potential brand inconsistencies within the alliances but for reasons of presenting the results in more detail and for testing the extent to which the defined dimensions are applicable to the airline industry, the five initial dimensions will be used in the survey's analysis.

3.4.2 CRITICISMS OF SERVQUAL

A model that has been widely applied to so many industries for more than two decades now is not surprising some criticism has been levelled at the method. The majority of these criticisms were considered as irrelevant to this study, either because they have been generated from studies into other industries and were industry specific, either because they are applicable to all original surveys, or they lack strong supporting arguments.

Nevertheless, there have been a number of criticisms that were considered as fair and therefore considerable thought were given either to reduce or eliminate their negative implications where possible by taking appropriate action, or where not possible just to acknowledge them, together with their potential effect on the study. All main criticisms will be reviewed and will be presented under the two categories, theoretical and operational criticisms, which were introduced in Buttle's SERVQUAL review (1996).

3.4.3 THEORETICAL CRITICISMS

According to Buttle (1996) the theoretical criticisms of the SERVQUAL model include:

- *Paradigmatic objections:* arguing that the model is wrongly based on a disconfirmation paradigm instead of an attitudinal paradigm and that it ignores economic, statistical and psychological theories that may be relevant;
- *Gaps model:* claiming that there are no strong evidence that customers assess service quality in terms of perceptions minus expectations;
- *Process orientation:* claiming that the model is only focused on the process of service delivery and not on the service deliverables;
- *Dimensionality:* claiming that there are strong arguments against the model's dimensionality and that the five dimensions cannot be universally applied and contextualised. Moreover, there are claims that the items presented do not always fit with the expected factors and that there is a strong inter-correlation between the established five dimensions.

3.4.3.1 Paradigmatic Objections

Cronin and Taylor (1992, 1994) have argued against the SERVQUAL model by claiming that it is paradigmatically flawed and that the disconfirmation theory is incorrectly adopted since the perceived quality is best conceptualised as an attitude, and have completely disregarded Parasuraman, Zeithaml and Berry's (1988) argument that service quality is similar to an attitude in many aspects. Iacobucci, Grayson and Omstrom (1994) reviewed this debate and concluded that service quality and customer satisfaction are connected in many ways and in this sense there is no clear differentiation between them. They identified three possible scenarios for the potential correlation between service quality and customer satisfaction, which are:

1. Completely different constructs (orthogonally related);
2. Directly linked to evaluation as parts of its process;
3. Being part of a conceptual relationship, depending on a number of other factors, such as the duration and/or the place of the evaluation process.

Despite these criticisms, the measurement of service quality as a disconfirmation also enables the identification of the service attributes that are more valued by the consumers, by focusing on the highest expectation scores.

Oliver (1980, 1993) has argued that although service quality and customer satisfaction are distinct constructs in terms of content, since the former has a cognitive content whereas the latter is focused on affect, they are closely related since revised expectations are formed from consumers' level of satisfaction. Iacobucci et al. (1994) have also commented on the issue by arguing that in a psychological context, short-term evaluations of service quality and satisfaction could only be attitudes. It should be noted that some services exist specifically in order to provide customer satisfaction, for example attending a cultural or sport event, whereas some others exist in order to satisfy a particular need, for example the private and public transport services that carry you to work. According to this categorisation, air transportation exists to satisfy the need for fast transportation from one point to another. Therefore, the relationship between customer satisfaction and service quality is as important for this study as are service quality expectations and perceptions.

Cronin and Taylor (1992, 1994) have also supported the adequacy-importance model of attitude measurement in service quality research. It could be argued that the identification of the expectations and perceptions gap is a form of an adequacy-importance model since expectations can also be interpreted as an indicator of adequacy and importance. Although this may be true in some cases and particularly in situations when the consumers are not fully aware of the service specifications that they are due to experience, in some other cases this is not true since they may place a high importance in a specific element that because of the service provider's marketing function they are aware that it will not be included in the service that will be provided to them.

Parasuraman, Zeithaml and Berry (1994) have defended their position by claiming that these criticisms ignore previous conceptual work in the service quality literature and argue that Cronin and Taylor's work is lacking evidence in claiming that the disconfirmation paradigm is flawed. Moreover, many studies have supported the disconfirmation model (Lewis and Booms, 1983; Gronroos, 1982; Smith and Houston, 1983; Churchill and Suprenant, 1982).

Andersson (1992) has criticised the SERVQUAL model for ignoring previous research on social science, economic theory, statistics and psychological theory and argues that for this reason scientific continuity and deduction cannot be preserved. More specifically he criticises the model for:

1. Ignoring expenditures as a factor for improving service quality: This criticism fails to take into consideration that there are many other ways to increase service quality than just increasing the cost of the service provision, such as increasing employees' commitment, motivation and productivity or because the company is progressing on its learning curve, or even in certain cases that a particular company is enjoying a competitive cost advantage that could be the result of being based within a low-wage economy;
2. Using Likert-scales, which are ordinal scale methods, and then performing the data analysis with methods suited to interval-level data (such as factor analysis);
3. Having limited statistical options for analysing the data since ordinal scales do not allow for investigations of common product-moment correlations, interdependencies of the dimensions of quality and elasticities. This criticism focuses on emphasising the statistical tool options that cannot be employed for the data analysis and fails to recognise that there are a number of other statistical tools which can be used for the data obtained from the SERVQUAL model and could be more appropriate than the ones that cannot be employed. Moreover, if demographic or other information is included in the survey then a correlation analysis is also feasible and therefore this particular criticism is not valid;
4. Failing to draw on psychology and perception theories. It should be noted that this research is focused on the marketing and air transport industries and although it employs theories and concepts from other sciences, one of which is psychology, it is not a research into psychology and therefore the literature drawn from this science is sufficient for meeting the research objectives. The psychological concepts of expectations and perceptions are crucial for the identification of the airlines and alliances branding effect on customers and the identification of the service quality offered by these airlines. These two concepts combined fulfil the requirements of this study.

Oliver (1981) focuses on the transaction-specific nature of satisfaction differentiating it from attitude. Other researchers have defined attitude as an overall evaluation of a service perceived by customers based on their likes and dislikes (Bolton and Drew, 1991; Engel et al. 1995). From a similar point of view, Olshavsky (1985) regards quality as a form of overall evaluation of a product or service, which is similar in many ways to an attitude. It should be noted that for the purpose of this research, it does not make any difference at all whether perceptions and expectations are categorised in one or other of these categories.

Despite that all of these theories which are in most cases contradicting each other are valuable to understand the criticisms presented above, Parasuraman, Zeithaml and Berry's (1988) argument that a customer's perception of service quality is a form of attitude, which is closely related but not equivalent, and results from a comparison between expectations and perceptions of performance, appears to be the most well supported and will be adopted for this research. Moreover, the SERVQUAL model employs perceived service quality as either a judgement or an attitude, which is related to the superiority of a service and could be based in either marketing or previous experience, whereas customer satisfaction is related to a specific service encounter. These applications of both perceptions and expectations enable this research to satisfy the study's aim and objectives.

3.4.3.2 Gaps Model

A large number of the SERVQUAL criticisms focus on the 'gap approach', which is the foundation of the model's function. Babakus and Boller (1992) have argued that the gap difference does not provide any additional information beyond that already contained in the perceptions component since there is a tendency to rate expectations high and because the gap value is a direct function of expectations and perceptions (Churchill and Surprenant, 1982). Although these arguments make sense, they fail to recognise the significance of identifying the gaps between customers' perceptions and expectations. These gaps provide researchers with the opportunity to identify whether the marketing function of an organisation has failed to communicate to the customers the quality of the service that they should really expect or whether the service delivered

does not match the specifications that was intended to and communicated to the customers. The above form the foundation for this research.

It could be argued that if the marketing function creates higher expectations of the quality of service actually offered, then it is successful since it gains market share from competitors with higher level of service quality. While this is true in the short-term, in the long-term the customers will be disappointed and will switch to another service provider since they will feel tricked. For that reason, successful marketing communicates to the customers exactly what to expect even if the quality offered by the firm is not of a high quality. Examples of successful companies without a high quality 'in-flight' service in the airline industry are the low-cost carriers.

Another consideration has been expressed by Oliver (1980), who suggests that it would be more appropriate to consider the perceptions-expectations differences as ratios. A ratio approach would seem more appropriate for research more focused on identifying the magnitude of deviation rather than for one aimed at identifying whether there are differences between perceptions and expectations as the current study is. Therefore, this criticism is not germane to this research.

Iacobucci et al. (1994) have argued that in certain cases, expectations might not exist or might not be formed at a sufficient level that will allow consumers to evaluate the service quality level received based on them. Moreover, expectations might be formed simultaneously with service consumption or even after the service experience (Kahneman and Miller, 1986). While it would seem reasonable that customers will not be aware of all aspects and details of the service before receiving it, it seems unreasonable that customers will not have any expectations of the quality of service that they are due to receive from a particular provider, and particularly in the case that consumers have already received in the past the same or similar service either from the same provider or one of its competitors. It could be argued that service quality expectations are formed during the buying-decision process where consumers are evaluating different prices for the service that they expect to receive. In order to eliminate respondents that have no prior expectations for the service quality received

from the airlines under investigation, first time flyers have been excluded from the passengers' survey.

Babakus and Inhofe (1991) have argued that expectations may attract a social desirability response bias of having high expectations as a social norm and could be supported by the high expectations scores recorded in previous studies (Parasuraman et al. 1988, 1991). Although, this argument seems very reasonable, it applies to all surveys, and therefore it is not SERVQUAL-specific and is more relevant for services that are related with an exclusivity status, like business class travel. In addition, the effects of 'high expectations norm' can be moderated by explaining and emphasising in the survey subjects for which only their honest answers would add value to the research.

Teas (1993a; 1993b, and 1994) has questioned the validity of interpreting the identified gaps as an average gap value for all items since they could result in cancelling each others' input. By analysing each identified gap separately, the danger of positive and negative gaps to cancel each other is eliminated.

Another criticism of the SERVQUAL model is that it ignores the dynamics of changing expectations (Buttle, 1996), which could either rise over time due to improvements in the service quality or decrease when a particular service industry is in decline. From the same perspective, Wotruba and Tyagi (1991) and Gronroos (1993) have recognised this weakness of the model and have suggested further research on how expectations are formed and changed over time. This criticism is also irrelevant to this study since the entire survey will be carried out in a short-time period but a repetition of the same research in the future would be valuable in order to investigate for changes in customers expectations' levels.

Another major criticism of SERVQUAL is that it attributes the same weight to positive and negative disconfirmation of expectations and quality since according to Hardie, Johnson and Fader (1992), failure in meeting customers' expectations is much more significant than meeting or exceeding them. This concern could easily be dealt with by applying a heavier weight to negative disconfirmation but then another issue will arise

in identifying the appropriate weights to attribute. Additionally, this would complicate further the data analysis and therefore the same weight for positive and negative disconfirmations of expectations will be applied. Moreover, the heavier weight on negative disconfirmation of expectations can be achieved in the analysis discussion section by emphasising more the elements of service quality with negative disconfirmations.

Cronin and Taylor (1992) have also developed a model measuring service quality, called SERVPERF, which is only based on service performance. They argue that their model is more appropriate in explaining the variance in service quality than the SERVQUAL model. In later work, Cronin and Taylor (1994) recognised that it is possible to infer consumers' disconfirmation through arithmetic means of the gaps but state that it is consumer perceptions and not calculations that govern human behaviour. This criticism is also irrelevant to this study and is more applicable for a psychological study.

Boulding, Kalra, Staelin and Zeithaml (1993) have rejected the use of gap identification since they argue that service quality is only influenced by consumer perceptions and not expectations. Their conclusion tends to ignore completely the value of customers' expectations and as a consequence the marketing and branding functions of an organisation.

Brown, Churchill and Peter (1993) have expressed concerns regarding the psychometric conceptualisation of the perceptions minus expectations gap scores, and provided empirical evidence that an alternative non-difference score model that they developed is superior to the SERVQUAL. Parasuraman, Berry and Zeithaml (1993) have responded to these critics by claiming that the alleged psychometric deficiencies are not as severe as was argued and that the richer diagnostics of SERVQUAL provide strong justification for the separate measurement of perceptions and expectations. Moreover, in previous SERVQUAL studies, managers described the gap-score format as appealing and useful because of its diagnostic value (Parasuraman et al, 1991).

3.4.3.3 Process Orientation

Richard and Allaway (1993) developed an augmented SERVQUAL model incorporating both process and outcome components since they argue that the SERVQUAL model focuses only on the process of service delivery. They justify the superiority of their model over the SERVQUAL model by arguing that it also determines which process and outcome quality attributes have the greatest impact on consumer choice and conclude that the use of both process and outcome concepts ensures higher validity than the use of either process or outcome alone. Higgins, Ferguson and Winston (1991) have opposed them by arguing that outcome quality is already included in the reliability, competence and security dimensions of the SERVQUAL model. Their argument is well justified and therefore no additional measures to emphasise outcome quality in the analysis of the results of this study will be taken.

3.4.3.4 Dimensionality

There have been many criticisms regarding the model's number of dimensions. For example, Spreng and Singh (1993) have supported that assurance and responsiveness should not be separate constructs since in their research they had an extremely high correlation score that was nearly one (0,97). The large number of items (21) used in the survey tool ensures that the most important elements of the airline service quality are recorded and measured. The dimensions that have recorded high correlation scores in past applications of the model will not be removed from the model since they will be used to cross-test the results' validity. Moreover, by maintaining the original dimensions, their applicability in the airline industry could be tested.

3.4.4 OPERATIONAL CRITICISMS

According to Buttle (1996) the operational criticisms of the SERVQUAL model focus on the following areas:

- *Expectations:* are characterised as polysemic, having many meanings and interpretations. Another criticisms is that consumers use other standards than expectations to evaluate service quality, which the model fails to consider;

- *Item composition:* is related to the limited number of items that cannot capture the variability within each service quality dimension and therefore key elements of the service under investigation are ignored;
- *Moments of truth:* customers' assessments of service quality expectations and perceptions may vary from time to time, either without any particular external reason just because of changes in the respondents' frame of mind, either because of others that are not directly related to the service provider but nevertheless influence the quality of service delivered, e.g. weather conditions in the aviation industry;
- *Polarity:* refers to the criticisms regarding the direction in which each item's poles are located (whether the positive or negative evaluations of the statements are on the left or on the right) and that the reversed polarity of items is accused of causing respondent error;
- *Scale points:* there are accusations about Likert's seven-point scale of being flawed in the sense that seven points are too many and result in artificial differences between expectations and perceptions;
- *Two administrations:* by using two administrations the instrument can cause boredom and confusion and reinforce moments of truth associated issues;
- *Variance extracted:* the overall score can account for a small proportion of item variances since negative and positive differences for individual statements will eliminate each other when presented in a single overall score.

3.4.4.1 Expectations

One of the most significant criticisms of the SERVQUAL model is that expectations do not have a key role in the conceptualisation of service quality (Buttle, 1996). In the context of this study, customers' expectations are vital since they are largely formed from branding and the other marketing activities and must be identified and measured.

Teas (1993) has also criticised the fact that expectations could be interpreted in six different ways according to: 1) their importance; 2) how they are forecasted (expected); 3) how they ideally should be; 4) how consumers feel expectations deserved to be according to the cost; 5) how they ought to be (equitable) according to the costs, and 6) according to the minimum tolerable level. In response to these criticisms, Parasuraman

et al. (1991, 1994) have redefined expectations in terms of how they should ideally be by stating "expectations from excellent service organisations". This definition of expectations cannot be employed for this research since it cannot be used to identify potential differences between high, medium and low expectations between the different service providers, which are crucial in determining the brand power (brand equity) of each airline. Therefore, for the purpose of this research, the expectations recorded should be in terms of how they are forecasted (predicted) to be by the passengers for each airline and alliance considered each time. This will be clearly stated in the passengers' survey tool in order to avoid potential misunderstandings.

In the Parasuraman et al (1985) research, customers were identified as satisfied without perceiving the service offered of a high quality. A group of researchers (Sasser, Olsen and Wyckoff 1978, Gronroos 1982) supported the theory that perceived service quality results from a comparison of what consumers feel that service firms should offer them (their expectations), with their perceptions of what they are actually receiving from these firms. This is also crucial for this study since it is focused on all expectations (high, medium and low) for all airlines and alliances under investigation in order to identify potential differences between them. Moreover, the quality of an airline's service is very difficult to describe and measure due to its service features of heterogeneity, intangibility and inseparability, and that is why only the passengers can truly define service quality (Butler and Keller, 1992).

3.4.4.2 Item Composition

The item composition of the model has also been criticised and since there have been many different numbers employed for different applications of the model, their applicability to any industry is questioned. It would seem unrealistic if the same items would have been applied to all these studies that the model was employed unchanged across industries and over time. It is more reasonable if the original items are interpreted as a guiding example that can be modified according to the industry employed and the specific research objectives set.

3.4.4.3 Moments of Truth

The moments of truth criticism is related to the fact that consumers' expectations may vary from time to time. Whereas this is definitely true, it is not SERVQUAL specific since this issue applies to every survey. Some very basic and general safeguards can be employed to avoid any time-specific generated alterations in expectations, like avoiding carrying out the survey at a time at which consumers are frustrated (i.e. when a flight delay is announced) and aiming for a typical day (e.g. not a bank holiday) and hour (e.g. not during peak hours or very unpopular times).

3.4.4.4 Polarity

Polarity is related to positively worded and negatively worded statements. Although Churchill (1979) has recommended the use of both positively-worded and negatively-worded statements in the questionnaires, most theorists have provided empirical evidence that this can result in unreliable results. Parasuraman, Berry and Zeithaml (1991) have found that negatively-worded statements can be problematic, which was also supported by Babakus and Boller (1992), who found that all negatively-worded items loaded heavily on one factor, while all positively-worded items on another. Babakus and Mangold (1992) have employed as a countermeasure the use of only positively-worded statements. For the purpose of this research, the measure of using only positively-worded statements will also be employed, safeguarding the unbiased results between the statements employed.

3.4.4.5 Scale Points

Lewis (1993) has criticised the use of a seven-point Likert scale because he considers that seven points are too many, causing a lack of verbal labelling resulting in artificial differences between expectations and perceptions. For this reason a five-point Likert scale will be employed, which is also considered as ideal for this type of research (Mason, 1998).

3.4.4.6 Two Administrations

The employment of two administrations in most SERVQUAL studies has also been heavily criticised since they could be affected by different moments of truth effects whereas the respondents may also not recall correctly their previous answers which may

result in faulty comparative values between expectations and perceptions. For this reason a single administration will be employed for the airline passenger survey.

3.4.4.7 Variance Extracted

The use of a single overall score has also been criticised since positive and negative scores in different items will eliminate each other's effects and will not provide the researchers with the ability to identify the particular items where the gaps between expectations and perceptions exist. This criticism is very reasonable and for this reason the score of each item will be presented and analysed separately.

3.4.5 REASONS FOR SELECTING SERVQUAL

There are a number of reasons why the SERVQUAL model has been selected as the most appropriate model for this research:

- ✈ it is a concise multiple-item scale with a good reliability and validity record that can be employed for identifying the service expectations and perceptions of customers as well as potential differences between them;
- ✈ it can also be used to categorise airline passengers into several perceived quality segments on the basis of their individual scores. These segments can be analysed on the basis of: 1) demographic profiles; 2) air transport usage; 3) airline preference;
- ✈ it has already being applied successfully in the airline industry in a number of occasions (Fick and Ritchie 1991; Young, Cunningham and Lee 1994);
- ✈ most of its negative elements that were presented previously are not applicable for this research, whereas the criticisms that are applicable for this study can be eliminated or reduced with the appropriate measures.

3.4.6 MODIFICATION ON THE SERVQUAL

The model's creators (Parasuraman et al. 1988) have recognised that adaptation of the instrument in terms of items under each of the five dimensions may be desirable in order to fit the context in which the instrument is employed.

In previous studies in the airline industry, service quality assessments have included accessibility of delayed flight information, responsibility for passengers on delayed

flights, attractiveness of lower fares to encourage flying during non-peak hours, pre-assigned seats and non-stop flights (Kearney, 1986; and Kloppenborg and Gourdin, 1992), that have not been included in the current survey tool. The accessibility of delayed flight information and the responsibility of passengers in these occasions are only applicable when there are delays and since no subjects were interviewed from any delayed flight, this item is not applicable in this study. The attractiveness of lower fares encouraging non-peak flights selection is a short-term incentive and therefore not relevant to an airline's branding and moreover the identification of these passengers can only be achieved by chance. All of the airlines under investigation use pre-assigned seating in their flights and therefore this item would have the same score for expectations and perceptions for all airlines and alliances and therefore cannot be employed for the identification of potential differences.

3.4.6.1 Survey Instrument's Criteria

There are a large number of criteria that can be used as items in this survey tool for identifying passengers' expectations and perceptions differences. The criteria used in previous studies varied at a certain degree between them, reflecting the subjective element associated with modifying a model in order to fit a particular survey's needs and industry specific requirements.

For example, Li and Chen (1998) have employed a number of criteria divided into seven categories in evaluating service quality, which were:

- **Ticket purchasing:** a) waiting time at airline office; b) waiting time to issue a ticket; c) ticket price; d) number of customer complaints related with this process;
- **Check-in:** waiting time at the queue in front of the check-in desk;
- **Boarding:** waiting time prior to boarding at the aircraft gate;
- **Departure:** time to departure after boarding the aircraft;
- **Flying:** a) seat comfort; b) display of appropriate equipment for emergencies; c) quality and quantity of food and drink served; d) flying time;
- **Arrival:** a) on-time arrival;
- **Baggage claim:** a) waiting time before receiving baggage at the airport; b) damage or loss of baggage;

A more recent study carried out by Chang and Yeh (2002) has only used five categories in evaluating airline service quality. These five categories with their relevant criteria (in the brackets) were:

- **On-board comfort:** a) cleanliness and noise level; b) seat comfort; c) in-flight amenities such as meals, drinks and newspapers;
- **Airline employees:** a) helpfulness and courtesy of check-in personnel; b) personal attention by cabin crew; c) appearance and courtesy of all airline employees; d) service efficiency of all airline employees;
- **Reliability of service:** a) security related accidents; b) flight safety and security measures; c) on-time performance;
- **Convenience of service:** a) service frequency and schedule convenience; b) convenience of pre-flight and post-flight services;
- **Handling of abnormal conditions:** a) customer complaint or under-performance liability; b) flight delays; c) luggage loss or damage.

As has been demonstrated from the two examples above, there are a large number of different categories and service quality elements that can be employed in order to identify potential gaps between expectations and perceptions.

The survey tool (**Appendix C**) employed for the airline passenger research, contains the original five dimensions of SERVQUAL and the 21 items that have already being applied and therefore tested in the airline industry. These items have been considered as appropriate in order to meet the fifth objective of this thesis, presented in section 1.3, aiming to obtain primary information from the passengers' point of view on the potential brand inconsistencies within the airline alliances' brands.

The items included in the survey instrument have been derived from the original items presented by Zeithaml et al (1990) and have been adapted by Sultan and Simpson (2000) to represent aviation-specific items. For example, the original item that identified whether the equipment employed is modern looking has been changed to identify whether the aircraft is modern looking.

The reason why the survey-items have been changed to represent aviation-industry items is because in this way, the survey participants (passengers) will be more clear of what each item represents and would be in a better position to value their service quality expectations and perceptions more accurately.

Although other items exclusive to the airline industry have been employed in previous studies (Young, Cunningham and Lee, 1994), the modified original items for the airline industry have been selected since their validity has been repeatedly tested for nearly two decades now, compared with the other studies in which validity was only tested in one occasion.

The main modification of the SERVQUAL model that was required for this airline passenger survey was the insertion of an additional column to the two original ones (expectations and perceptions for airlines), aiming to measure passengers' expectations of the alliance on the same items. It is the first time that expectations for two separate entities are measured simultaneously in an application of the SERVQUAL model.

3.4.7 THE VALIDITY OF THE SURVEY INSTRUMENT

This section presents the assessment measures employed for the survey's validity. According to Grapentine (1995), there are four different forms of validity that can be used for assessing the psychometric soundness of a scale, which are: *face validity; convergent validity; discriminant validity; and predictive or concurrent validity*. Moreover, the validity of the modified SERVQUAL model will also be presented.

3.4.7.1 Face Validity

Face validity is a subjective criterion evaluating the extent to which each scale item is meaningful and represents the construct being measured. In other words, how relevant is each item included in the survey tool and how well its service quality measurement by the consumer identifies the element of the service intended to be measured. The items included in the survey tool have already being applied in previous studies in the airline industry and have been judged as sufficient to reflect an airline's overall service quality. Therefore the face validity of this research can be characterised as sound.

3.4.7.2 Convergent Validity

Convergent validity identifies the extent to which the items assumed to represent a particular construct 'converge' between them. The coefficient alpha analysis is usually employed for identifying the degree of cohesiveness among the items used for each of the construct categories. The employment of factor analysis can also be used to provide support for whether converge validity exists.

3.4.7.3 Discriminant Validity

Discriminant validity identifies the degree to which each item adds value to the research objectives and is not just a reflex or a repetition of what the other items have already measured. The process for ensuring discriminant validity is the selection of the items that will be included in the questionnaire, requiring a subjective assessment of whether each item adds something new to the research objectives. The employment of these items is again supported by their employment during past research in the airline industry. The analysis of the results of the survey will identify whether and to what extent there are items which were a reflex or repetition of other items.

3.4.7.4 Predictive or Concurrent Validity

Predictive or concurrent validity refers to the extent to which each item's score is associated with other conceptually related measures. One of the fundamental assumptions of this study that has been supported by the relevant literature review is that the scores for the expectation items are directly related to the branding functions of the relevant airlines and alliances and that the scores for the perception items are directly related to the perception of the actual service experience which is the result of the service specifications and service delivery.

In the model's original application (Parasuraman et al. 1988), subjects had to have used the service under investigation during the last three months and for this reason, frequent flyers were preferred to occasion flyers since the later may find it difficult to evaluate and discern differences in service quality (Turley, 1990). First-time flyers were disqualified from the survey since their expectation evaluations would not have been accurate.

3.4.7.5 SERVQUAL modifications validity

As it has already been explained, one of the main reasons for selecting the SERVQUAL model as the survey instrument is because it has a good reliability and validity record. The techniques used to develop the measuring instrument were thorough and vigorous with the validity and reliability of the scales well documented (Parasuraman et al. 1985, 1988, 1991 and Zeithaml et al. 1990). Therefore, only the modifications applied to the model for the purpose of this research require validation. These modifications are:

1. the adaptation of the items to be included in the survey instrument in order to capture the industry's specific requirements (recommended by the model's creators); and
2. the duplication of the expectations' rating column for measuring passengers' expectations for both their flying airline and alliance.

In section 3.4.6.1, a number of criteria that have been employed for the application of the SERVQUAL model in the aviation industry were presented. The reasons for disregarding certain aviation-specific items included in previous studies (Kearney, 1986; Kloppenborg and Gourdin, 1992; Li and Chen, 1998; Chang and Yeh, 2002; Young, Cunningham and Lee, 1994) were presented.

The selected items employed for the passengers' survey represent the existing items of the SERVQUAL model, with small wording changes to make them specific to the aviation industry. These changes were originally adapted by Sultan and Simpson (2000) and are presented in the following table.

Table 3.1: Original and Aviation-Specific SERVQUAL Items	
Original Items	**Aviation Items**
Unchanged Items	
modern-looking equipment	modern-looking **aircraft**
visually appealing facilities	visually appealing **cabin**
neat appealing employees	neat appealing **aircrew**
materials associated with service visually appealing	comfortable **seat**
the service is delivered by the time promised	**on-time performance**
interest in soliving problem	
perform the service right the first time	**fast baggage-handling**
provide their services at the time promised	**fast check-in**
well-informed of service details	
prompt service to customers	
willingness to help	
Always respond to requests	
Behaviour instill confidence	
Feel safe	
Consistently courteous	
Good knowledge to answer questions	
Individual attention	
service at convenient times	convenient **schedules**
Personal care	
Customers' interest at heart	
Understand specific needs	
Parasuraman et al 1985; 1990, 1991 and Zeithaml el al 1990	**Sultan and Simpson 2000**

From Table 3.1 it can be observed that only 8 out of the 21 original SERVQUAL items were changed for the purpose of this study. As it can be seen, all of the adapted items are measuring the same aspect of the service as the original items but have been reworded in order to either sound better (e.g. “convenient times” became “convenient schedules”) or to become more aviation-specific (e.g. “modern-looking equipment” became “modern looking aircraft”).

The validation of the expectations’ column duplication required a pilot survey. The objective of this pilot survey was to provide evidence that the duplication of the expectations column in the same survey instrument would provide the same results as if the airline and alliance expectations would have been measured in different survey instruments. For this reason, 2 versions of the survey instrument were developed. Both versions represent the original SERVQUAL model but differ between them in the sense that the first version measures airline expectations, whereas the second version measures alliance expectations.

The pilot survey was also carried out at Athens International Airport. A sample of airlines was then selected in order to test the validity of the modified SERVQUAL model in compared with the original SERVQUAL model-versions. The largest airline from each alliance (in terms of annual traffic at Athens International Airport) was then

selected (Lufthansa from the Star Alliance, Air France from SkyTeam and British Airways from Oneworld) as the dominant airlines of the three global alliances.

The same sample size requirements applied in the passengers' survey (3.4.8.2) were also employed for the pilot survey. Moreover, if evidence from the pilot survey suggests that the modified SERVQUAL model produces the same results as the original SERVQUAL model (validate the modification), then the results for the 3 selected airlines from the modified model can also be used in the passengers' survey analysis.

The steps carried out for validating the modified SERVQUAL model include:

1. Identify the expectation items with statistical differences between the modified and original SERVQUAL models using the ANOVA test;
2. Identify the homogeneity for the identified items with the Levine Test in order to decide appropriate test: Games-Howell when equal variances are not assumed or LSD when equal variances are assumed;
3. Carry out Post-Hoc test to identify statistical significant differences between the modified and original SERVQUAL expectation items.

It should be noted that no statistical significant differences were identified between the items of the original and the modified SERVQUAL models, providing evidence that the simultaneous measurement of passengers' airline and alliance expectations does not affect their respective scores and therefore the validity of the modified SERVQUAL model is not affected.

The following three tables (3.2: Lufthansa; 3.3: Air France; and 3.4: British Airways) present the airline and alliance expectation scores derived from both the original and modified SERVQUAL models. As it can be observed from these tables, no significant differences were identified.

Table 3.2: Lufthansa Pilot Survey Results						
	Airline Expectations		Sign.	Airline Expectations		Sign.
Item	Original	Modified	Dif.	Original	Modified	Dif.
Modern looking aircraft	1.60	1.53		1.75	1.78	
Visually appealing cabin	1.72	1.70		1.78	1.80	
Neat appealing aircrew	1.64	1.63		1.71	1.75	
Comfortable seat	1.83	1.85		1.89	1.88	
On-time performance	1.47	1.45		1.50	1.53	
Staff interest in solving problems	1.74	1.75		1.72	1.70	
Fast baggage handling	1.58	1.58		1.77	1.75	
Fast check-in	1.58	1.58		1.77	1.80	
Well informed of service details	1.60	1.58		1.74	1.78	
Prompt service to customers	1.67	1.68		1.72	1.75	
Willingness to help	1.66	1.68		1.61	1.58	
Always respond to requests	1.79	1.80		1.85	1.83	
Behaviour that instill confidence	1.89	1.88		1.81	1.80	
Feel safe	1.46	1.45		1.42	1.40	
Consistently courteous	1.81	1.83		1.85	1.83	
Good knowledge answer questions	1.68	1.65		1.90	1.95	
Individual attention	1.80	1.83		1.92	1.95	
Convenient schedules	1.83	1.80		1.92	1.95	
Personal care	1.70	1.68		1.70	1.68	
Customers' interest at heart	2.15	2.13		2.17	2.20	
Understand specific needs	1.80	1.78		1.89	1.90	

Table 3.3: Air France Pilot Survey Results						
	Airline Expectations		Sign.	Airline Expectations		Sign.
Item	Original	Modified	Dif.	Original	Modified	Dif.
Modern looking aircraft	1.95	1.92		2.07	2.10	
Visually appealing cabin	1.92	1.88		2.05	2.05	
Neat appealing aircrew	1.79	1.77		1.85	1.90	
Comfortable seat	1.65	1.62		1.71	1.77	
On-time performance	1.69	1.68		1.73	1.78	
Staff interest in solving problems	1.85	1.85		1.73	1.73	
Fast baggage handling	1.83	1.83		1.93	1.93	
Fast check-in	1.73	1.72		2.03	2.03	
Well informed of service details	1.75	1.75		1.89	1.92	
Prompt service to customers	1.97	1.97		2.05	2.12	
Willingness to help	1.96	1.98		1.96	1.98	
Always respond to requests	2.15	2.12		2.15	2.17	
Behaviour that instill confidence	1.78	1.78		1.78	1.78	
Feel safe	1.52	1.52		1.64	1.67	
Consistently courteous	1.65	1.62		1.61	1.65	
Good knowledge answer questions	1.89	1.85		2.05	2.05	
Individual attention	1.80	1.77		2.00	2.02	
Convenient schedules	1.95	1.93		2.03	2.03	
Personal care	2.10	2.08		2.18	2.18	
Customers' interest at heart	1.85	1.83		1.85	1.83	
Understand specific needs	1.99	1.95		2.02	2.10	

Table 3.4: British Airways Pilot Survey Results						
	Airline Expectations		Sign.	Airline Expectations		Sign.
Item	Original	Modified	Dif.	Original	Modified	Dif.
Modern looking aircraft	1.60	1.58		1.62	1.67	
Visually appealing cabin	1.94	1.95		1.97	1.97	
Neat appealing aircrew	1.59	1.56		1.59	1.63	
Comfortable seat	1.80	1.78		1.88	1.91	
On-time performance	1.60	1.57		1.63	1.67	
Staff interest in solving problems	1.69	1.66		1.73	1.75	
Fast baggage handling	1.77	1.73		1.83	1.88	
Fast check-in	1.53	1.51		1.60	1.60	
Well informed of service details	1.86	1.84		1.91	1.91	
Prompt service to customers	1.67	1.63		1.67	1.73	
Willingness to help	1.59	1.54		1.70	1.75	
Always respond to requests	1.82	1.82		1.84	1.87	
Behaviour that instill confidence	1.63	1.61		1.75	1.78	
Feel safe	1.33	1.33		1.38	1.40	
Consistently courteous	1.67	1.64		1.70	1.73	
Good knowledge answer questions	1.80	1.78		1.89	1.92	
Individual attention	1.99	1.96		2.01	2.05	
Convenient schedules	1.89	1.86		1.91	1.91	
Personal care	1.85	1.87		1.90	1.90	
Customers' interest at heart	1.82	1.79		1.85	1.88	
Understand specific needs	2.01	2.03		2.02	2.07	

3.4.8 DATA CAPTURE

This section will present the measures applied for ensuring that the sample employed for this survey is representative of the population that the results of the survey will be referring to. Moreover, the reasons why Athens International Airport has been selected as an appropriate airport for this survey and the sample requirements set in order to be able to meet the objectives from the results obtained will also be presented.

3.4.8.1 Sample Methodology

The population in this research is defined as: "All passengers that are aware of what airline alliances are and have travelled with an airline belonging to one of the three global alliances in the last two weeks". The "last two weeks" criterion includes passengers who have used recently one of the airlines under investigation and therefore are able to evaluate their quality of service for the elements considered.

3.4.8.2 Sample Size

One of the most critical decisions in every survey is to define a sample size that will be sufficient to validate the results of the study and to enable the generalisation of the

conclusions drawn from the survey's sample to the whole population that the sample aims to represent. A number of questions can be raised at this moment regarding the definition of the whole population. Since the survey will be carried out at a particular airport and the targeted population are the alliance passengers, then the timeframe within which the targeted alliance passengers are flying to and from the airport should also be defined.

Considering the large number of airlines under investigation, a percentage that is considered as representative of one flight for each airline would be considered as providing valid results. By using the typical 10% or 20% sample of the whole population and considering an average aircraft size with 180 seats, then 18 to 36 responses from each airline would be considered as a representative sample.

Both Matear (1991) for a similar study for sea ferry passengers and Mason (1995) for a similar study for business air travellers have operated a sample size target of 10% of the population considered. Therefore, the sample size target by airline will be equal to 10% of the total daily passengers travelling from Athens International Airport with the respective airline. In **Appendix K**, all flights from Athens Inetranational Airport for all the airlines belonging to one of the three alliances are presented, together with their respective aircraft types and seating capacity and their assumed daily passengers (applying a 70% load factor). By applying the 10% sample size factor to the total daily passengers by airline, the required sample size by airline is calculated.

3.4.8.3 Athens International Airport

Athens International Airport was selected as an appropriate airport to carry out the airline passenger survey for four main reasons:

1. It is one of the few major European airports in terms of annual passenger traffic for which neither of its based airlines (Olympic Airways and Aegean Airlines) is a member of any of the three airline strategic alliances, and therefore this research will not be biased towards any of the alliances;
2. It has services offered by airlines participating in all three strategic alliances and therefore permits the analysis of all three major strategic alliances;

3. It has received awards as a high quality airport, ensuring that the results of the airline passenger survey are not negatively influenced by the airport's poor services (e.g. baggage reclaim times or delays generated by the airport's services);
4. Athens is a major international city destination and therefore an appropriate case study airport to identify the extent to which airlines not having direct services to Athens Airport use other members of the same alliance to transport their customers.

The airlines that operated to Athens International Airport during the time that the survey took place from each global alliance were:
Star Alliance: Austrian Airlines; *BMI (code-share)*; LOT; Lufthansa; SAS, Singapore; *Spanair (code-share)*, Swiss; *TAP (code-share)*; Thai.
Oneworld: British Airways; Iberia; *Qantas (code-share).*
SkyTeam: Aeroflot; Air France; Alitalia; CSA; Delta Airlines; KLM.

At the time (May-June 2006) of the survey:

- Star Alliance had 17 members, 10 of whom were offering services to Athens (3 on code-share agreements: BMI; Spanair and TAP), resulting in a 59% airline representation in terms of alliance membership;
- Oneworld had 8 members, 3 of whom were offering services to Athens (Qantas as a code-share), resulting in a 38% representation in terms of alliance membership;
- SkyTeam had 10 members, 6 of whom were offering services to Athens, resulting in a 60% representation in terms of alliance membership.

Therefore all three alliances have a significant representation in terms of number of airlines operating to the case study airport, although Oneworld is the least well represented of the three alliances.

3.4.8.4 Ensuring Fairness in Airline Representation

In order to obtain valid results a similar number of respondents for each airline participating in the survey is required. As has already been identified in the sample size

determination, 18 to 36 respondents from each airline have been identified as an adequate number of responses to ensure validity for the results. This criterion can be planned to be satisfied for the airline alliance members operating to Athens International Airport by carrying out the survey in their dedicated areas. The number of respondents for airline alliance members not operating to Athens Airport cannot be planned since this group of respondents will be identified by chance by asking the respondents whether they have used any of these airlines for either the first leg of their journey or for another flight in the last two weeks.

3.4.9 DATA ANALYSIS

When all responses from the survey are collected and the analysis of the results has been completed, the next step is to carry out a cross-check to ensure that the survey results can be used as valid results permitting their generalisation for the entire population. Parasuraman, Zeithaml and Berry (1988) have recommended their scale purification process, which consists of the following interactive sequences:

- Computation of coefficient alpha and item-to-total correlations for each dimension, according to Cronbach's (1951) and Churchill's (1979) recommendations;
- Deletion of items whose item-to-total correlations were low and whose removal increased coefficient alpha;
- Factor analysis to verify the dimensionality of the overall scale;
- Re-assignment of items and restructuring of dimensions where necessary.

A high alpha value will indicate good internal consistency among the items within each dimension. On the other hand, a low alpha value will indicate a low level of consistency among the items within each dimension. If this is the case, then the employment of a factor analysis will indicate whether these items need to be grouped differently into dimensions in order to have a high correlation within each of the dimensions. This could indicate that for certain reasons the original dimensions of the SERVQUAL model are not applicable in the airline industry and different dimensions for measuring airline service quality expectations and perceptions are more appropriate.

3.4.9.1 Statistical Analysis of Expectation and Perception Scores

In order to identify whether there are differences between the airline and alliance expectation scores and the airline expectation and actual service perception scores for each airline, a statistical analysis is required, involving three steps.

- The One-way **ANOVA** test indicates whether there are significant differences between the items considered (if F-test significance value < 0.05, then group differences exists and if F-test significance value > 0.05, then there are no significant group differences;
- The **Levene test of homogeneity** indicates whether or not the variances are equal in order to employ the appropriate statistical test (if significance value > 0.05, then equal variances are assumed and if significance value < 0.05, then non-equal variances are assumed);
- Both statistical tools employed (**LSD** when equal variances are assumed and **Games-Howell** when equal variances are not assumed) are considered as liberal and therefore appropriate for a survey measuring passenger perceptions and expectations;
- The **Post-hoc** determines which groups differ.

3.5 SUMMARY

In this chapter, the methodology employed for carrying out this research has been presented in detail. More specifically, the reasons why the airlines' and alliances' website branding have been used for the respective analysis have been presented. The airline management survey tool's objectives and design have also been presented. The SERVQUAL model that has been employed for the passenger survey has also been reviewed by presenting its dimensions, criticisms, reasons behind its selection as the most appropriate tool in meeting the research objectives, and the modifications made in order to adapt the model to the specific research requirements.

Moreover, the factors employed for ensuring validity of the research have been presented, followed by the sample methodology and sample size requirements. The scale purification process recommended by the model's creators that will be employed in the data analysis section has also been presented.

4. AIRLINE STRATEGIC ALLIANCES

- The aim of this chapter is to employ the key branding and alliance theories presented in the previous chapter and identify their application in each airline alliance member's branding strategy as implemented through their websites.

4.1 STAR ALLIANCE

Star Alliance was the first strategic airline alliance of the existing three global alliances and was formed in May 1997. Its original members included Air Canada, Lufthansa, SAS, Thai Airways and United Airlines. Varig joined five months later. The alliance has continuously expanded with new members: Ansett Australia and Air New Zealand (1999), All Nippon Airways (1999), Austrian Airlines, Singapore Airlines, BMI and Mexicana (2000), Asiana Airlines, Spanair and LOT Polish Airlines (2003), US Airways (2004), TAP (2005) and Swiss and South African Airways (2006). Ansett Australia (ceased operations in 2002) and Mexicana (left in 2004) are no longer members of the alliance. Two more members joined in 2007; Air China and Shangai Airlines. The alliance has also three regional members, namely Adria, Blue1 and Croatia Airlines, but considering their narrow markets and minor roles in the alliance, these were not included in the analysis. Four more airlines are considered as potential members (Turkish Airlines, Egypt Air, Air India and Jet Airways), highlighting that the alliance is still developing and has not yet reached its final form in terms of members, network and traffic size.

Harris (1997), director of United Airlines, has characterised Star Alliance as *"a relationship of marketing partners"*. This statement emphasises the significance of the individual member airlines' marketing and branding power in forming the alliance.

All the branding related section presented in Star Alliance's website can be found in Appendix A-1, upon which the following analysis is based. It should be noted that all the key wordings that are transferred into brand values are highlighted in bold.

The Star Alliance emphasises that it has been created from world-class airlines in an innovative move to offer a larger network and more services and facilities in order to improve passengers' travel experience. The competitive advantage of offering more destinations and therefore easier travel and quicker connections compared to the other alliances is mentioned. The Star Alliance brand promises that it will strive to deliver the alliance's main goal of offering a smoother travelling experience, and will always be present wherever passengers are in the world in order to help them enjoy this experience.

The Star Alliance brand values include: world-class; innovation; larger network; more services and facilities; smooth travel; presence; and enjoyable experience. These brand values are consistent between them and create a coherent Star Alliance brand image, which is successfully reflected in the following quotation:

"The brand, including the familiar star-shaped logo, represents the promise that the alliance strives to deliver, and it lets the customer know that wherever they are in the world, the alliance is there to help them enjoy a smooth travel experience." (www.staralliance.com)

The two following 'strap lines' emphasise that the Star Alliance has been formed in order to serve the global air transport industry:

"The Star Alliance member airlines offer you more of the travel benefits you want to 841 destinations in 157 countries plus access to airport lounges worldwide." (www.staralliance.com)

"The Airline Network of Earth" (www.staralliance.com)

The Star Alliance branding presented in its website demonstrates that the alliance has a clearly defined brand strategy which is clearly communicated to its passengers.

The following table (4.1) presents key indicators (passengers, % of alliance traffic and load factors) for the Star Alliance airline members. It should be noted that the airlines highlighted in bold are the ones that are operating at Athens International Airport and have been included in the airline passenger survey.

Table 4.1: Star Alliance Members' pax traffic and load factors

	Pax	% of Alliace Pax	Load Factor
Air Canada	30.000.000	7,8%	79,50%
Air New Zealand	11.690.000	3,0%	75,90%
ANA	49.609.000	12,8%	67,80%
Asiana Airlines	11.827.000	3,1%	73,30%
Austrian	10.120.000	2,6%	74,10%
BMI	6.016.000	1,6%	68,40%
LOT	3.578.000	0,9%	74,00%
Lufthansa	51.255.000	13,3%	75,00%
SAS	34.926.000	9,0%	66,50%
Singapore Airlines	16.628.000	4,3%	74,50%
South African Airways	7.054.000	1,8%	69,60%
Spanair	9.443.000	2,4%	70,80%
Swiss	9.654.000	2,5%	78,10%
TAP	7.796.000	2,0%	72,40%
Thai	18.133.000	4,7%	71,50%
United	66.801.000	17,3%	81,50%
US Airways	41.869.000	10,8%	75,10%
Total	**386.399.000**	**100%**	

Source: World Airline Report 2005

This table has been presented in order to identify each airline's customer based market power (and potentially each airline's role as a Star Alliance major brand shaper or not), and will be compared with its brand power, identified from the passengers' survey in the analysis chapter.

The next step is to analyse the individual Star Alliance airline members' websites in order to identify whether their branding strategies are consistent with their alliance branding strategy, and whether they are clearly communicated to their customers.

4.1.1 AIR CANADA

Air Canada's branding implementation (Appendix A-2) mentions that the airline appreciates the customers' decision of selecting Air Canada for their travel, and that their decision was based on the trust and confidence that they have in the airline's employees, products and services. As an appreciation for this, the airline promises to

offer a travel experience at a consistent quality of service. The promise also includes the fact that the service is offered in both official languages of Canada. Moreover, the airline commits to informing customers before the ticket purchase about availabilities in competing carriers.

Air Canada's brand values include an appreciation of customers' choice and loyalty, and confidence in its employees, products and services. The travel experience and services brand values are consistent with the Star Alliance brand values. Consistency in quality of service is also mentioned as a brand value, although that the level of quality is not clearly defined and could be interpreted either as consistency at a basic or at a high quality level. The linguistic values, which are the only country of origin values of the carrier, will be more appropriate for their domestic passengers, particularly from the French-speaking regions, although that it can also be an important consideration for foreign French-speaking passengers. In general the airline's branding strategy is clearly communicated although they have only two brand values in common with the Star Alliance brand.

4.1.2 AIR NEW ZEALAND

Air New Zealand's website branding (Appendix A-3) promotes its efforts in becoming the market leader on the routes to and from New Zealand. The airline's national customs are also promoted, which demonstrates that it wants to be associated with its country of origin. Team spirit and an energising environment are also important to the brand. Quality of service is not mentioned despite its significance to all airlines. Innovation and creativity are also core brand values and are consistent with the Star Alliance brand value of innovation. The fun value could also be associated with the experience value of Star Alliance. The airline's branding strategy is clearly communicated and has two common values with the Star Alliance brand.

4.1.3 ANA

ANA's brand values (Appendix A-4) of experience (dreams and experiences, attractive environment), presence and innovation (embrace new challenges), are the three Star Alliance brand value that are shared by the airline.

Other brand values presented in the website include safety, trust, social responsibility, quality, people and leadership. All of the brand values are presented through the airline's courses of action and commitments.

ANA's brand strategy implementation is clearly presented and has a degree of consistency with the Star Alliance since there are three brand values in common.

4.1.4 ASIANA AIRLINES

Asiana's brand values (Appendix A-5) are presented in the airline's mission and guiding principles and include leadership, quality, people, satisfaction, safety, trust and respect. Despite the large number of Asiana's brand values, which are all well presented, none of them is also a brand value for the Star Alliance.

4.1.5 AUSTRIAN AIRLINES

Austrian Airlines states that a good brand comes from within the company and clearly presents its brand values (Appendix A-6), projecting a strong brand image. The significance of high quality as a brand value for Austrian Airlines is emphasised since the airline brands itself as a byword for quality. The crucial role of its employees for achieving its goals is also mentioned. The Austrian style is promoted in order to increase the country of origin effect. A large number of brand values are presented and include friendliness, reliability, optimism, new strengths, harmony, positive attitude, charm, sincere interest, genuineness, natural attractiveness, openness and tact. The Star Alliance brand values that are shared by Austrian Airlines are the emphasis on services, the promise of an incomparable travel experience and the airline's presence that the customers will feel during the flight.

4.1.6 BMI

BMI's branding (Appendix A-7) is based upon only three key brand values, namely innovation and quality products and services. However, these values are clearly presented and well supported with the 50 industry awards that the airline has received since 1990. Two out of the airline's three brand values (innovation and services) are also brand values for the Star Alliance.

4.1.7 LOT POLISH AIRLINES

LOT's brand values are promoted through the airline's mission statement (Appendix A-8). The airline clearly states twice in its mission statement that it is Poland's national carrier and therefore establishes strong country of origin effects. The shared brand values with Star Alliance include the emphasis on network size and the services offered. It should be highlighted that its membership of Star Alliance is also presented in its mission statement, aiming to have a strong brand link with the alliance brand. Other brand values presented in the airline's mission statement include long-lasting tradition, technology, employees' effectiveness, satisfaction (meeting customer needs) and leadership.

4.1.8 LUFTHANSA

Lufthansa brands itself (Appendix A-9) as a world leading airline and presents four key brand values, namely quality, innovation, safety and reliability. The only brand value that Lufthansa has in common with the Star Alliance is innovation. Although the airline dedicates only a small section of its website to its branding function, the brand values are clearly presented.

4.1.9 SAS

SAS branding strategy (Appendix A-10) is well presented in the airline's website in the business concept, vision and objectives sections, while there is also a dedicated section presenting the airline's brand values and introducing the branding strategies for the core brand and its extensions. The only brand value shared with the Star Alliance is innovation, while the other seven brand values include leadership, profitability, safety, care, trust (reliability), value and openness. The airline's branding is very clearly communicated, while attention is paid to clarifying the differences between its two branding strategies, the one for SAS airline and the other for the SAS Group.

4.1.10 SINGAPORE AIRLINES

Singapore Airlines is an extremely successful example of branding in the airline industry. Its commitment to and emphasis on meritocracy, which was a key driver for

its success, was expressed in the first years of its existence by the country's then Prime Minister, Lee Kuan Yew (1977, p. 17):

"When I get on board a Singapore Airlines' aircraft, I shall see and feel a representative flavour of Singapore. It is important that our multi-racial society be fairly reflected. Singapore Airlines should be a representative of what Singapore is, a society based on a man or woman's worth and performance, qualities which have nothing to do with a person's race, language, religion, family status, or connections."

Singapore Airlines' branding strategy is very well presented and clearly communicated to its current and potential customers through its website (Appendix A-11) and emphasises that its brand is one of the most well-respected travel brands around the world. The Singaporean motif defines the airline's brand image and represents the brand values of high quality service and customer care. The significance of the Singapore Girl is supported by the fact that it was the first commercial statue in the Madam Tussaud's Museum in London. The airline shares five brand values with the Star Alliance, namely network, services, facilities (lounges, conferences), experience and innovation. Other brand values include respect, technology (youngest fleet), quality, customer care, leadership (excellence) and tradition.

4.1.11 SOUTH AFRICAN AIRWAYS

South African Airways has a complete lack of branding on its website and for this reason, no branding analysis was feasible.

4.1.12 SPANAIR

Spannair has a complete lack of branding on its website and for this reason, no branding analysis was feasible.

4.1.13 SWISS

Swiss emphasises right from the beginning of its branding related section (Appendix A-12) that no airline is more Swiss than Swiss Airlines, enforcing a very strong country of origin effect. The airline's shared brand values with the Star Alliance are presence (personal), services and network. Other brand values are national (country of origin),

quality, trust (reliability, punctuality), openness (hospitality, friendliness),, satisfaction (enjoying), cleanliness, tradition and safety. The airline's branding strategy is well presented and clearly communicated.

4.1.14 TAP

TAP's branding strategy (Appendix A-13) focuses on the satisfaction of its clients' expectations, which is clearly stated. TAP's shared brand value with Star Alliance is the high number of destinations (network) offered. Other brand values include provision of best and easiest solutions, value for money, quality, profitability and people (employees).

4.1.15 THAI

Thai Airways has a very clear branding strategy which is well presented on its website (Appendix A-14). The airline brands itself as the national carrier of Thailand with touches of Thai, promoting a high country of origin effect. The airline's brand values include first choice, safety, convenience, quality, satisfaction, trust, profitability and people. The two shared brand values with Star Alliance are services offered and network.

4.1.16 UNITED AIRLINES

United Airlines' website branding strategy (Appendix A-15) is clearly presented. The only shared brand value with the Star Alliance is experience, whereas the remaining seven brand values are: respect; courtesy; fairness; honesty; satisfaction; people and quality.

4.1.17 US AIRWAYS

US Airways website branding strategy (Appendix A-16) is presented in a short-paragraph demonstrating that not sufficient emphasis has been placed on the airline's branding function. The shared alliance brand values are services and experience, whereas the other three values are safety, satisfaction and quality.

4.1.18 STAR ALLIANCE MEMBERS' WEBSITE ANALYSIS FINDINGS

At this section, the findings from the airlines' websites branding analysis will be presented. The main findings are:

1. The majority of the Star Alliance brand values are not shared as brand values by its members;
2. The Star Alliance airline members have a significant number of overlapping brand values that are different from the ones that the alliance promotes.

The following table indicates which Star Alliance brand values are shared and by which airline member. The number in brackets after each airline indicates the number of its shared brand values with its alliance.

Table 4.2: Promoted Star Alliance Brand Values

Star Alliance	Class	Innovation	Network	Services	Facilities	Smooth	Presence	Experience
Air Canada (2)				√				√
Air New Zealand (2)		√						√
ANA (3)		√					√	√
Asiana Airlines (0)								
Austrian (3)				√			√	√
BMI (2)		√		√				
LOT (2)			√	√				
Lufthansa (1)		√						
SAS (1)		√						
Singapore Airlines (5)		√	√	√	√			√
South African (0)								
Spanair (0)								
Swiss (3)			√	√			√	
TAP (1)			√					
Thai (2)			√	√				
United (1)								√
US Airways (2)				√				√
Total (30)	**0**	**6**	**5**	**8**	**1**	**0**	**3**	**7**

Source: Star Alliance and Member Airlines Websites

From Table 4.2 it can be identified that the majority of the Star Alliance brand values are not shared by its members. There is only one airline (Singapore Airlines) that shares five brand values with the Star Alliance brand; none with four; three airlines (ANA, Austrian and Swiss) with three; six airlines (Air Canada, Air New Zealand, BMI, LOT, Thai, and US Airways) with two; four airlines (Lufthansa, SAS, TAP and United) with only one; whereas three airlines (Asiana, South African Airways and Spanair,) do not have any brand value in common with their alliance. Services is the brand value which is most highly represented in the Star Alliance, with eight members

sharing it; travel experience is the second highest shared with seven members; innovation is shared by six; network by five; presence by three; facilities by one, whereas class, and smooth travel are not shared by any of the alliance members.

The low representation of the Star Alliance brand values in its members' brand values highlights that the airline members have a different brand personality to their alliance. However, a second analysis aimed at identifying brand values that the Star Alliance members might have in common without being brand values of their alliance was carried out to identify the potential brand similarities among the Star Alliance members which are not originated from their alliance brand image. The following table presents the highest represented brand values among the Star Alliance members that are not brand values of the Star Alliance brand.

Table 4.3: Promoted Star Alliance Members' Brand Values

Star Alliance	Quality	People	Trust	Safety	Country	Satisfaction	Openess	Financial
Air Canada (5)	√	√	√		√	√		
Air New Zealand (2)		√			√			
ANA (4)	√	√	√	√				
Asiana Airlines (5)	√	√	√	√		√		
Austrian (5)	√	√	√		√		√	
BMI (1)	√							
LOT (4)		√			√	√		√
Lufthansa (3)	√		√	√				
SAS (5)		√	√	√			√	√
Singapore Airlines (2)	√	√						
South African (0)								
Spanair (0)								
Swiss (6)	√		√	√	√	√	√	
TAP (4)	√	√				√		√
Thai (7)	√	√	√	√	√	√		√
United (3)	√	√				√		
US Airways (3)	√			√		√		
Total	**12**	**11**	**8**	**7**	**6**	**8**	**3**	**4**

Source: Star Alliance and Member Airlines Websites

From Table 4.3 it can be identified that there is a higher sharing of brand values that are not promoted by the Star Alliance brand by its members than it is for the ones promoted by the alliance brand.

By identifying the most common brand values within the Star Alliance, whether promoted by the alliance itself or not, the following list would indicate the alliance's true brand image and the significance of each of the following values:

1. Quality: 12
2. People: 11
3. Trust, Satisfaction and Services: 8
4. Experience and Safety: 7
5. Innovation and Country of origin: 6
6. Network: 5
7. Financial: 4
8. Presence and Openness: 3

This analysis identifies the significance of high quality of service for the Star Alliance, even if it is not promoted by the alliance brand. The importance that the alliance is placing on its people makes them the second most valuable brand value of the alliance.

4.2 ONEWORLD

Oneworld was established in February 1999 by British Airways, American Airlines, Canadian Airlines, Cathay Pacific and Qantas. Two more members, Iberia and Finnair, joined later in the year. Aer Lingus and Lan joined in 2000. In the same year, Canadian Airlines was acquired by Air Canada and left the alliance. In 2003, Swiss International Air Lines joins Oneworld but left the alliance in 2004. Three more members joined the alliance in 2007, Malev Hungarian Airlines, Royal Jordanian and Japan Airlines. However, in the same year, Aer Lingus left the alliance. Dragonair and WestJet are considered as potential new members. All these membership changes highlight the fact that oneworld is also in a developing phase and has not yet reached its final form in terms of members, network and traffic size.

It has been argued that the alliance has recognised and accommodated each individual airline's personality, particular strengths and own vision in relation to the alliance (He and Balmer, 2004). On one hand this could be positive since the alliance welcomes the individual airline members' brands as they are, without putting any pressure for potential brand adjustments in order to match the alliance brand, but on the other hand this can result in higher brand inconsistencies since airlines are not directed towards shaping a common brand strategy.

"Oneworld brings together eight of the world's biggest and best airlines all committed to providing customers with great service and value. As an alliance we offer a range of travel options and benefits beyond the reach of any individual airline – including a global network serving more than 600 destinations in 135 countries and greatly enhanced benefits and privileges for members of all our airlines' frequent flyer programmes."
(www.oneworld.com)

"Oneworld vision is:

- *Making global travel smoother, easier, better value and more rewarding;*
- *Offering travel solutions beyond the reach of any airline's individual network;*
- *Providing a common commitment to high standards of quality, service and safety;*
- *Creating a world where customers always feel at home, wherever their journey may take them;*
- *Delivering its airlines with savings and benefits greater than any can generate by itself"*

(www.oneworld.com)

Oneworld's brand strategy (Appendix A-17) is clear and well presented in the alliance website. The oneworld brand values include unity, smoothness, value, network, quality, safety, comfort and benefits.

"The oneworld brand is about bringing people together. The name of oneworld and the oneworld logo represent togetherness and unity. They reflect who we are and what we are doing – airlines working together to bring the people of the world closer."
(Cited in He and Balmer, 2004)

This quote highlights the importance that the alliance place on the unity brand value and how it position itself as a brand which is bringing the world closer.

The following table (4.4) presents the same key traffic indicators that were presented for the Star Alliance members for the oneworld alliance airline members.

Table 4.4: Oneworld Members' pax traffic and load factors

	Pax	% of Alliace Pax	Load Factor
Aer Lingus	8.046.000	3,5%	81,30%
American Airlines	98.098.000	42,9%	78,60%
British Airways	35.634.000	15,6%	75,60%
Cathay Pacific	15.438.000	6,7%	78,70%
Finnair	8.517.000	3,7%	72,60%
Iberia	27.436.000	12,0%	77,10%
Lan	2.960.000	1,3%	77,60%
Qantas	32.658.000	14,3%	76,30%
Total	**228.787.000**	**100%**	

Source: World Airline Report 2005

4.2.1 AER LINGUS

AerLingus' brand strategy is not presented in any form on the airline's website, highlighting negligence with regard to its branding function.

4.2.2 AMERICAN AIRLINES

American Airlines' branding strategy (Appendix A-18) is clearly presented in a short section of its website. Despite having 'American' as a component word in its brand name, the airline does not promote itself as an 'American' carrier, avoiding any potential country of origin effects. This might be because the U.S. domestic air transport market is not dominated by any one carrier and as a country they do not have any legacy of a national carrier. American Airlines' brand values include safety, friendliness, services, comfort and convenience. The airline shares two of its brand values with oneworld, namely are safety and comfort.

4.2.3 BRITISH AIRWAYS

British Airways brands itself (Appendix A-19) as the largest international scheduled operator, which is also consistent with its slogan "the world's favourite airline". The airline brands itself as an international airline and despite its name, avoids promoting any country of origin effects. This was more obvious several years ago, when the airline decided to replace the Union Jack with symbols from around the world. The only shared brand value that British Airways has with oneworld is the large number of

destinations served (network). Other brand values that British Airways promotes are convenience, facilities (the best located airports served) and the flying experience that it offers to its customers.

4.2.4 CATHAY PACIFIC

Cathay Pacific's brand image (Appendix A-20) is directed by its vision to become the most admired airline in the world. In order to achieve this aim, the airline has established five brand values, namely safety, service from heart, product leadership, superior financial returns and rewarding careers. Cathay Pacific has safety as the only shared brand value with oneworld. The airline was the leading airline of Hong Kong, which used to be an independent country but is now a part of China. Therefore, the airline is not expected to have any country of origin associations.

4.2.5 FINNAIR

Finnair's branding strategy is very well presented on the company's website (Appendix A-21). The airline clearly states what the brand stands for and what its brand values are. The dedicated branding section is one of the biggest of all the websites of the airline under consideration. Finnair has four brand values in common with the oneworld alliance, namely quality, safety, network and value. The airline has many other brand values, including leadership, services, nationality (Finnishness), freshness, profitability, people, trust (punctuality), technology (e-business), friendliness, personal and social responsibility. The airline brands its Finnishness and therefore a high country of origin effect is expected.

4.2.6 IBERIA

Iberia brands itself as a well-established international airline. Its branding strategy is presented on its website but it is not very clear that the section is branding-related (Appendix A-22). The airline's brand name does not include the word Spanish or Spain as a component and neither does the airline promote itself as a national carrier, despite having been one for many years, and therefore the country of origin effects are not expected to be as high as in the past. Nevertheless, the airline's base airport, Madrid Barajas, is promoted as one of Europe's hub-airports with the greatest potential and therefore certain degrees of correlation between Iberia, Spain and Madrid are also

expected. Iberia is the leading airline on the routes between Europe and Latin America and brands itself as the market leader on these routes. Other brand values include leadership,; facilities, flexibility, innovation, experience, communications, profitability, social responsibility, employee development, punctuality and technology (modern fleet). Iberia shares three brand values with Oneworld, namely value for money and network.

4.2.7 LAN

Lan does not have a branding related section on its website and therefore a brand analysis was not feasible for this airline.

4.2.8 QANTAS

Qantas brands itself (Appendix A-23) as the world's leading long distance airline. The Qantas brand has become one of the most successful brands in Australia based on its key brand values of excellence in safety, operational reliability, engineering and maintenance and customer service. Qantas has three shared brand values with Oneworld, namely safety, quality and network (long-distance). It should be noted that the airline's brand value of safety is further reinforced by the airline's performance on safety since it is well known in the industry that until now the airline was not involved in any aircraft accident. Other brand values mentioned include trust (reliability) and leadership. The airline's branding strategy is clearly presented and communicated on the airline's website.

4.2.9 ONEWORLD MEMBERS' WEBSITE ANALYSIS FINDINGS

In this section, the findings from the Oneworld airline members' websites branding analysis will be presented. The main findings are:

1. The majority of the Oneworld alliance brand values are not shared as brand values by its members;
2. The Oneworld airline members do not have many overlapping brand values even when all of their individual brand values, whether promoted as alliance brands or not, are considered;

This highlights that the Oneworld alliance members have very different brand personalities, which makes it even more difficult to achieve coherence and consistency between their brand images.

The following table indicates which Oneworld brand values are shared and by which airline member.

Table 4.5: Promoted Oneworld Brand Values

Oneworld Alliance	Unity	Smooth	Value	Network	Quality	Safety	Comfort	Benefits
Aer Lingus (0)								
American Airlines (2)						√	√	
British Airways (1)				√				
Cathay Pacific (1)						√		
Finnair (4)			√	√	√	√		
Iberia (3)			√	√	√			
Lan (0)								
Qantas (3)				√	√	√		
Total	**0**	**0**	**2**	**4**	**3**	**4**	**1**	**0**

Source: Oneworld and Member Airlines Websites

From Table 4.5 it can be identified that the majority of the Oneworld brand values are not shared by its members. Finnair is the airline with the highest number of shared brand values with Oneworld (four); Iberia and Qantas are in second place with three shared values; American Airlines has two; British Airways and Cathay Pacific have one shared value each and Aer Lingus and LAN have no shared values with their alliance brand.

A second analysis which aimed to identify brand values that the Oneworld members might have in common without being brand values of their alliance was carried out to identify the potential brand similarities among them.

Table 4.6: Promoted Oneworld Members' Brand Values

Oneworld Alliance	Leading	Trust	Services	Convenience	Facilities	Profitability	Technology
Aer Lingus (0)							
American Airlines (2)			√	√			
British Airways (2)				√	√		
Cathay Pacific (3)	√		√			√	
Finnair (5)	√	√	√			√	√
Iberia (5)	√	√			√	√	√
Lan (0)							
Qantas (2)	√	√					
Total	**4**	**3**	**3**	**2**	**2**	**3**	**2**

Source: Oneworld and Member Airlines Websites

From Table 4.6 it can be seen that only one brand value (leadership) is shared by four airlines, whereas services, profitability and trust are shared by three airlines. Convenience, facilities and technology are all shared by two Oneworld members each. This demonstrates that in contrast to the Star Alliance members, the Oneworld members have very different brand personalities without sharing many brand values.

By identifying the number of times that each brand value appears within the alliance members, whether Oneworld values or not, the following table indicates the alliance's true brand image and the significance of each of the following values:

1. Network, Safety and Leadership: 4
2. Quality, Trust, Services and Profitability: 3
3. Value, Convenience, Facilities and Technology: 2

It should be noted that none of the Oneworld alliance members' brand values is shared as a value for more than half of the members. The highest shared values are network, safety and leadership, which are all shared by four members.

4.3 SKYTEAM

SkyTeam is the most recent of the existing global airline alliances and was formed in 2000 by Aeromexico, Air France, Delta Air Lines and Korean Air. Since then, the alliance has expanded continuously with two more members, CSA Czech Airlines and Alitalia joining in 2001, Continental Airlines, KLM and NorthWest Airlines in 2004, and Aeroflot in 2006. China Southern Airlines joined the alliance in 2007. SkyTeam also has three associate members, namely Air Europa, COPA and Kenya Airways. It should be noted that SkyTeam is the only global alliance that has not yet lost any of its members. This could be a result of a better and more detailed assessment of each candidate airline before gaining membership status. Since SkyTeam is still expanding this alliance is also in a developing phase, like the other two alliances.

"As a world traveller, you want flexibility and more choices for your international travel. With our ten member airlines and 14,615 daily flights to 728 destinations in 149 countries, SkyTeam makes life easier for frequent business travellers."

This slogan emphasises the importance that the alliance places on flexibility, ease and convenience. The global network is also highlighted.

Ten great reasons to fly SkyTeam:

1. *More miles;*
2. *More lounges;*
3. *Guaranteed reservations;*
4. *More flights;*
5. *More fares;*
6. *Easy connections;*
7. *EnhancedcCheck-in;*
8. *Single check-in;*
9. *Quality standards;*
10. *Reservation network.*

(www.SkyTeam.com)

The ten reasons that SkyTeam presents for air passengers to choose flying with its alliance members are based on the brand values of quality, more choices, services and facilities.

The following table (4.7) presents the same indicators for the SkyTeam alliance airline members.

Table 4.7: SkyTeam Members' pax traffic and load factors

	Pax	% of Alliace Pax	Load Factor
Aeroflot	6.707.000	2%	69,10%
Aeromexico	9.283.000	3%	69,20%
Air France-KLM	69.159.000	21%	80,60%
Alitalia	23.914.000	7%	71,50%
Continental	42.822.000	13%	79,80%
CSA	5.202.000	2%	70,10%
Delta	86.104.000	27%	77,50%
Korea	22.966.000	7%	73,80%
Northwest	56.536.000	18%	82,60%
Total	**322.693.000**	**100%**	

Source: World Airline Report 2005

4.3.1 AEROFLOT

Aeroflot's brand values are presented in the airline's priority goals (Appendix A-25) and include: safety; service quality, efficiency and financial improvement. Service quality is the only brand value that is shared by both the airline and the SkyTeam alliance brands.

4.3.2 AEROMEXICO

Aeromexico does not have a brand related section in its website and therefore an analysis of its branding strategy was not feasible.

4.3.3 AIR FRANCE

Air France's branding (Appendix A-26) focuses on quality. Despite being France's flag carrier for many years, the airline does not promote its nationality and therefore does not want to be strongly associated with any country of origin effects. Air France has three brand values in common with its alliance, namely quality, products and services. The emphasis that the airline puts on quality should be noted since the airline's website states that quality is an integral part of Air France. Other brand values presented include performance, social responsibility, excellence, leadership, conviction, rigour, solidarity, willingness for improvement, open-mindedness, safety, environmentally friendly and trust (confidence).

4.3.4 ALITALIA

Alitalia's website branding (Appendix A-27) is not clearly presented. The airline has none of the SkyTeam brand values as a brand value for itself. Moreover, some sections of the internet are available only in the Italian language, which may result in an inconsistent brand image in the Italian domestic market and in the world market. Alitalia does not brand itself as the national carrier of Italy, nor does it brand itself for its Italian heritage, avoiding potential country of origin associations. The airline's brand values include social (responsibility), commitment, people and environmentally friendly.

4.3.5 CONTINENTAL

Continental Airlines has an excellent branding strategy implementation identified on its website (Appendix A-28). The airline has a number of branding-dedicated sections, including advertising, logos, industry awards and others. Continental even has a quarterly updated electronic brochure available on its website which explains the philosophy behind its Go Forward Plan. Continental shares five brand values with SkyTeam, namely network (most international destinations from the U.S.), services, products (amenities), quality (service excellence) and easiness. Other brand values include profitability, presence (maximise distribution channels), technology, leadership, respect, safety, people, communications and benefits.

4.3.6 CSA CZECH AIRLINES

CSA's branding is clearly presented in a small section on the airline's website (Appendix A-29). The airline emphasises that it is a Czech Airline and therefore encourages strong country of origin effects. The only brand value shared with the SkyTeam brand is network (as a bridge between Eastern and Western Europe). Other brand values include importance, social responsibility, tradition, professionalism and international.

4.3.7 DELTA

Delta Air Lines' branding strategy is presented in a small section on its website (Appendix A-30). The airline has two brand values in common with SkyTeam, which are quality (improved service) and network (international destinations). The airline's remaining brand values are leadership, profitability, experience and efficiency.

4.3.8 KLM

KLM's website branding (Appendix A-31) is clearly presented and is communicated to the customers through the company's mission statement and objectives. The airline states that through its participation in SkyTeam, which is referred as the world's most successful alliance, the airline can generate additional value for its customers, employees and shareholders. The two brand values shared with SkyTeam are quality

and network. Other brand values include excellence, value, profitability, growth, sustainability, social responsibility and people.

4.3.9 KOREAN AIR

Korean Air's website branding (Appendix A-32) is communicated through the airline's vision, mission statement and environmental policy. The only brand value shared with SkyTeam is quality. The airline's branding focuses on excellence, in all three areas of operations, service and innovation. Other brand values include leadership, environmentally friendly and social responsibility.

4.3.10 NWDA

Northwest's branding strategy presented in the airline's website (Appendix A-33) is clearly presented and its brand components are well explained. The carrier has three brand values in common with SkyTeam, namely network, quality (best customer service) and easiness. The remaining brand values are numerous and include leadership (first choice), people, satisfaction (exceeding customers' expectations), safety, trust (on-time, reliability), professionalism, innovation, technology, courteousness, convenience, communications, fairness and profitability.

4.3.11 SKYTEAM ALLIANCE MEMBERS' WEBSITE ANALYSIS FINDINGS

In this section, the findings from the SkyTeam airline members' websites branding analysis will be presented. The main findings are:

1. The majority of the SkyTeam brand values are not shared as brand values by its members;
2. The SkyTeam airline members do not have many overlapping brand values even when all their brand values are included, whether or not promoted as brand values from their alliance.

The following table indicates which SkyTeam brand values are shared and by which airline member.

Table 4.8: Promoted SkyTeam Brand Values

SkyTeam	FFP	Network	Easy	Quality	Facilities	Services	Reservation
Aeroflot (1)				√			
AeroMexico (0)							
Air France (3)				√	√	√	
Alitalia (0)							
Continental (5)		√	√	√	√	√	
CSA (1)		√					
Delta Air Lines (2)		√		√			
KLM (2)		√		√			
Korean Air (1)				√			
NorthWest (3)		√	√	√			
Total	**0**	**5**	**2**	**7**	**2**	**2**	**0**

Source: SkyTeam and Member Airlines Websites

From Table 4.8 it can be seen that the majority of the SkyTeam brand values are not shared by its members. The most common brand value among the SkyTeam members is quality, which appears as a brand value in seven members. The second highest SkyTeam brand value is network, with five members, while easiness, facilities and services are shared by two members each.

Continental is the alliance member that has the most brand values in common with the SkyTeam alliance brand (five); Air France and Northwest have three each; Delta and KLM two each; Aeroflot, Korean Air and CSA one each, while two airlines (Alitalia and Aeromexico) share no brand values with their alliance brand.

A second analysis aimed to identify brand values that SkyTeam members might have in common without being brand values of their alliance was carried out to identify the potential brand similarities among them.

Table 4.9: Promoted SkyTeam Members' Brand Values

SkyTeam	Safety	Leading	Social	Profitability	Excellence	Innovation	Trust
Aeroflot (2)	√			√			
AeroMexico (0)							
Air France (5)	√	√	√		√		√
Alitalia (0)							
Continental (3)	√	√		√			
CSA (1)			√				
Delta Air Lines (2)		√		√			
KLM (4)		√	√	√	√		
Korean Air (4)		√	√		√	√	
NorthWest (5)	√	√		√		√	√
Total	**4**	**6**	**4**	**5**	**3**	**2**	**2**

Source: SkyTeam and Member Airlines Websites

From Table 4.9 it can be seen that leadership is the highest appeared non-alliance brand value among the SkyTeam members; profitability is the second most common, with five members; then safety and social responsibility with four members each; excellence with three members and finally innovation and trust with two members each.

By identifying the most common brand values within the alliance, considering all the SkyTeam members' brand values, whether SkyTeam values or not, the following table indicates the alliance's true brand image and the significance of each of the following values:

1. Quality: 7
2. Leadership: 6
3. Network; Profitability: 5
4. Safety, Social: 4
5. Excellence: 3
6. Easy, Facilities, Services, Innovation, Trust: 2

It can be seen that quality is the most important brand value for the SkyTeam alliance since in addition to being a SkyTeam brand value it is the brand value which is the most highly represented among all SkyTeam members, with seven airlines. The second highest represented brand value in the alliance is Leadership, with six airlines having it as a brand value.

4.4 CONCLUSION

The analysis of the airlines' and alliances' branding strategies presented on their websites has identified several key findings, which are:

1. The great majority of the airlines participating in all three global alliances have few brand values in common with their alliance brand;
2. The Star Alliance airline members have many brand values in common which are not alliance brand values;
3. The Oneworld and SkyTeam airline members do not have many brand values in common, even when their non-alliance brand values are considered.

The finding regarding airlines having few brand values in common with their alliance brand values demonstrate that until now the strategic airline alliances have not implemented a branding strategy that forces their airline members to establish and promote as their individual brand values, values that are consistent with their alliance brand. This would ensure brand image consistency between both the airlines' and their alliances' brands, as well as between all airline members participating in the same alliance.

The finding regarding Star Alliance members having some common airline brand values as opposed to both the Oneworld and SkyTeam alliances demonstrates that the Star Alliance is a more cohesive alliance in terms of branding.

The absence of brand value promotion through the websites of certain airlines demonstrates a negligence on their part in this crucial aspect of marketing. This may either be because these airlines do not yet have a developed branding function or because they do not promote their brand through their websites. However, the latter is unlikely because of the international nature of the aviation industry and the importance of the airlines' websites in the service that they provide (e.g. electronic booking, on-line flight information). If this is the case then the employment of different marketing materials (e.g. print media, television, etc) would provide different findings. Nevertheless, the internet is the only global and instant means of communications and

therefore the most appropriate for this research in identifying international passengers' brand perceptions of the airlines participating in global strategic airline alliances.

5. AIRLINE SURVEY ANALYSIS

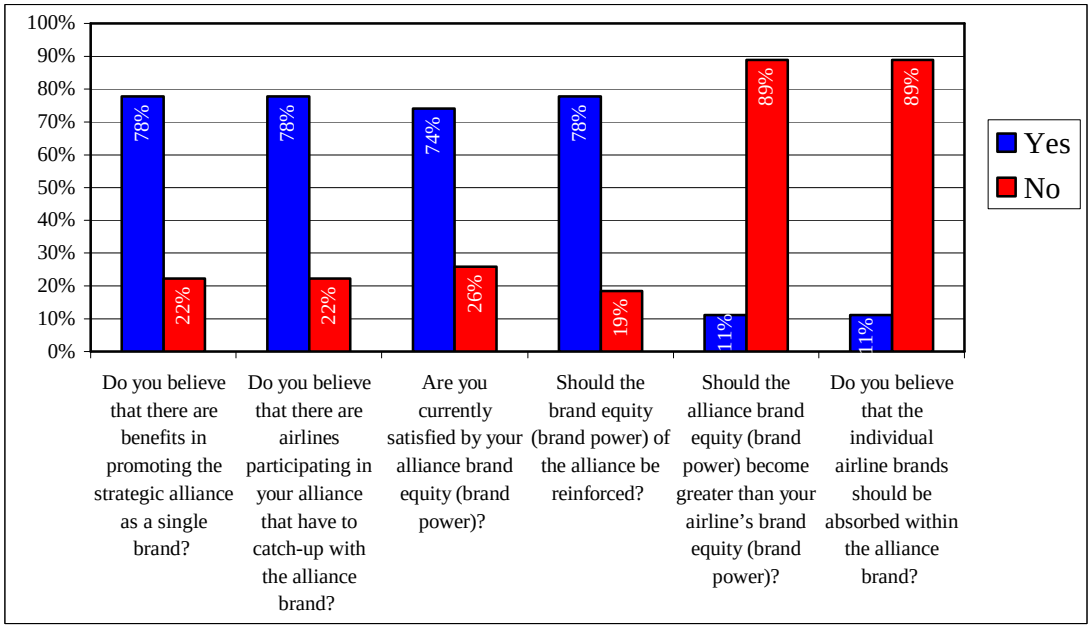
- In this chapter the analysis of the results from the survey of airline managers carried out will be presented.

5.1 THE BRANDING IMPACT OF ALLIANCES

In this section, the general findings of the survey will be presented, highlighting the effect of alliance branding on their airline members' brands, without examining potential differences between the alliances, the sizes of the airlines, their particular regions or their timeframe in joining these alliances, which will be presented in section 5.2.

The following figure resumes all findings related to the alliance brand equities.

Figure 5.1: Airline Strategic Alliances Brand Equities



Source: Airlines Survey March-May 2005

A crucial finding of the survey is that the great majority of the airlines (89%) perceive that in general, their alliance branding affects their individual brands either positively or very positively. Only (11%) of the respondents expressed some reservations and

preferred to take a neutral stance, and no carrier considered this effect as being negative. This finding is of significance since the reservations expressed in the industry of potential damage to the powerful airline brands by their alliance brand is not expressed by the airlines themselves.

This is also supported by the fact that the vast majority of the respondents (78%) agreed that there are benefits in promoting the alliance as a single brand. This result also demonstrates the importance of the alliance branding, and that the participating airlines do not fear marketing cooperation. The significance of this finding iss highlighted in the alliance branding literature, which emphasises the need for alliance partners to believe in mutual benefits in order to develop a successful alliance.

The major benefit that the airlines perceive to gain from their alliance membership in terms of branding is the brand power in markets that would normally experience little or no brand equity, taking advantage of the alliance brand global recognition.

Other non branding-related benefits that were often quoted by the airlines include greater network, increase in the validity of their frequent flyers' programmes around the globe, and increase in their purchasing negotiating power. These demonstrate that the alliances are more than just a marketing level cooperation but rather a strategic cooperation. Despite the importance that these non-marketing benefits have for the airlines, they are outside the scope of this research and therefore will not be examined in terms of the individual benefits that they bring to each alliance member. However, some of these benefits, which are consumer benefits, are employed as brand values for the alliance brands (e.g. greater network and frequent flyers' programme) and they will be analysed within a branding context.

The disbenefits that were most often mentioned include: passengers' confusion from having expectations of a more harmonised service from all airlines participating in the same alliance; that alliance brands are strongly influenced by the dominant airlines' brands; and that the airlines lose a part of their individuality and that their image could be damaged. All of the above mentioned risks that the airlines have identified have

been presented in the branding literature review as potential risks from alliance branding agreements.

The findings of the survey demonstrate that the respondent airlines are currently satisfied by their respective alliance brand equity (74%) but also believe that it should be reinforced further (81%). Most airlines agreed that this brand reinforcement will be achieved mainly by increasing their alliance promotion, since nine respondents mentioned it as the most appropriate tool for achieving greater alliance brand equity. The establishment of a more standard quality of service between all alliance members was also mentioned as assisting in the achievement of this objective. The addition of new partner members was also identified as being capable of reinforcing an alliance brand, despite the fact that according to the literature review the enlargement of an alliance brings greater risks in terms of branding since the more members enter an alliance, the harder it gets to maintain a cohesive brand image.

Although the respondent airlines want their alliance brand to be reinforced further, most of them (89%) do not want their alliance brand equity to overcome their individual brand equity. This demonstrates that no airline is willing to be sacrificed for the alliance's benefit. Another finding validates this statement since nearly all airlines (89%) do not want their individual brands to become absorbed by their alliance brand, supporting the argument mentioned in the second chapter that the strategic alliances are the final destination of these co-operations, and not an intermediate step for their future merger. However, airline managers will not vote for mergers like turkeys do not vote for Christmas.

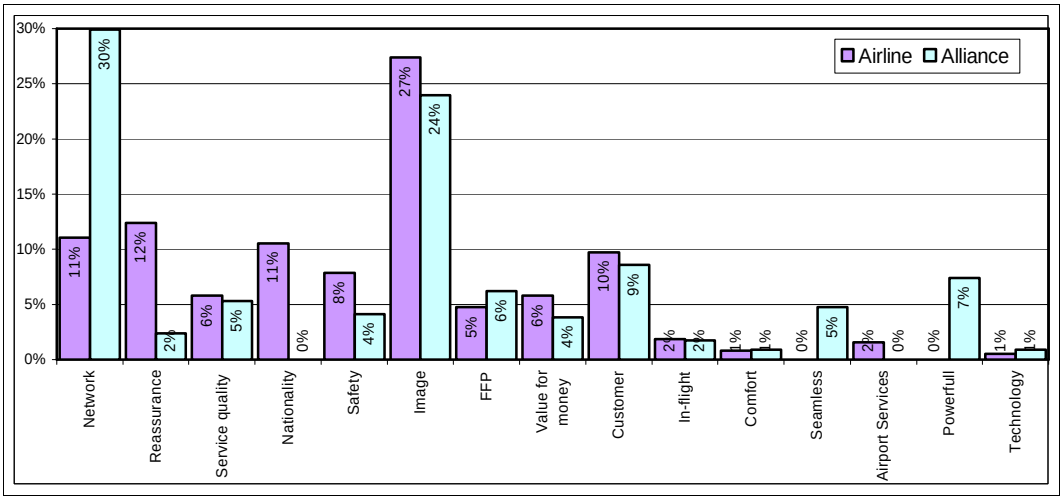
Another important finding from this survey is that most airlines (78%) believe that there are members of their alliance which need to catch up with their alliance brand's standards. Therefore, although they consider that being promoted under the alliance brand is beneficial to them, they still believe that the harmonisation of all members under the same quality standards and brand values will reinforce the alliance's cohesiveness. A potential explanation for this finding is that an airline's branding is not a determinant factor when deciding its admission in one alliance and that other factors

may be more important, such as its network. Taking into consideration the number of airlines participating in the three alliances at the time of the airline survey, Star Alliance (16), SkyTeam (9), and oneworld (8), it seems as unrealistic for all of them to have a same brand acceptance.

An additional important finding is that nearly all respondent airlines (except one) believe that it is possible to maximise at the same time both their individual and alliance brands without having to maximise one at the expense of the other. The only airline which felt that it is not possible to achieve the simultaneous enhancement of both, but that it is necessary to maximise one at the expense of the other is currently undergoing a re-branding process and has suffered from financial losses. For these reasons, their distinctive answer could be understood. The enhancement of all brands participating in an alliance is not only described in the relevant literature as possible, but also as necessary, since the strengthening of one brand will enhance the linked brands as well.

The following figure presents the brand values that the airlines have defined as important in promoting their airline and alliance brands. Since it was an open-ended question many similar values were grouped together, making up 15 different categories. The brand values were recorded in order of importance and therefore a weighted score was then calculated. Since five brand values were asked for, the most important values were given a five-point score, reducing by one point in each subordinate category of importance. Then a percentage score was calculated for each category.

Figure 5.2: Airline and Alliance Brand Values Categories



Source: Airlines Survey March-May 2005

The greatest differences between the airline and the alliance brand values are related to the importance that they place on their network size, which is far more crucial (30%) for the alliances than it is for the airlines individually (11%), and makes sense since one of the most important reasons why these strategic alliances were formed was to offer a global network with many destinations to their customers. The importance of seamless travel for the alliance as a brand value (5%) compared with its importance for the airline as a brand value (0%) reinforces this conclusion. This shows that the alliance brand may have a different purpose than individual airline brands. The alliance brand appears as an overarching promise of network reach, with the individual airline brand to suit local market conditions. These two brands might not be in conflict with each other.

The importance of a carrier's nationality is also an important value (11%) for them but has no value at all for the multinational alliances. This highlights the willingness of certain airlines wanting to take advantage of the country of origin associations that traditionally exist in the airline industry.

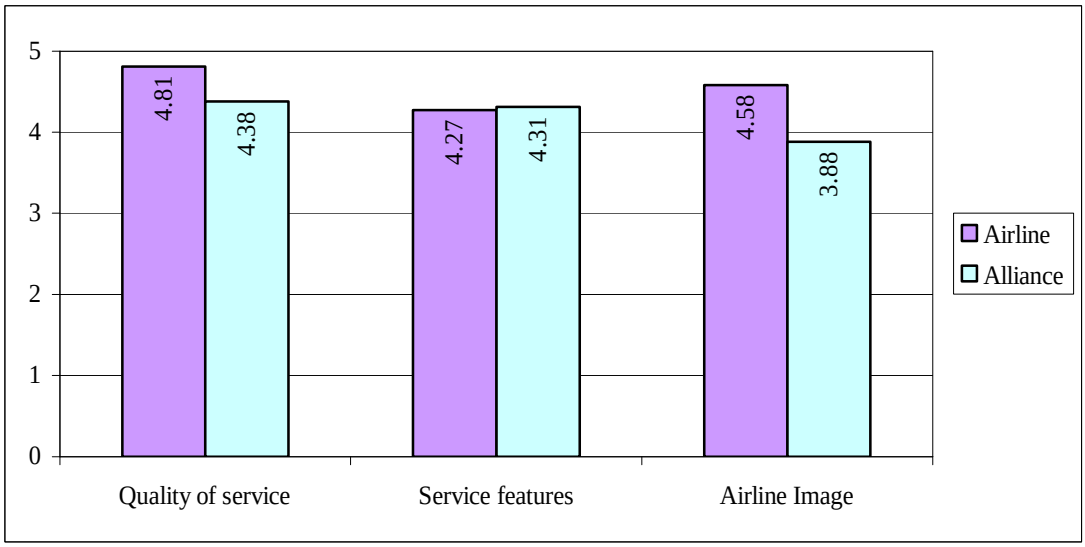
The reassurance related feature has almost identical results as the nationality results, implying that the airlines (12%) want to maintain a closer relationship with their own customers and are not willing to give it away. This effect could possibly be influenced by the events of 11th September 2001, since all carriers focused on their own survival

and therefore relegated their alliance advancement to a secondary priority, which is also supported by the fact that after the events of 2001 it took nearly two years for the next entry into any alliance. Another possible explanation why the alliance brand is perceived to be associated only with a marginal reassurance value (2%) is that it has not yet developed the brand equity required. The role of reassurance has been identified in the alliance branding literature review as a crucial factor for the effectiveness of a marketing alliance and therefore should be reinforced as an alliance brand value. The results for the safety-related brand values, which are double in importance for the airline (8%) compared to the alliance (4%) reinforce this conclusion.

This result contradicts the finding for the power feature as a brand value since the airlines perceive it as important for their alliance brand (7%) but not for their own brand (0%). All other brand value categories are quite closely rated for both the airlines and the alliances. It should be noted that the most important brand value category for the airlines are image-related (27%) and despite the fact that this category is second for the alliances it still has a very high score (24%) which is very close to one of the airlines. This demonstrates that airlines want both their airline and alliance brands to be focused on psychological characteristics, and therefore to achieve unique brand personalities.

The following figure presents the survey results regarding the importance that the airlines place on three important brand promoter elements.

Figure 5.3: Important Brand Promoter Elements



Scale of 0 to 5, 0 = not important and 5 = very important

Source: Airlines Survey March-May 2005

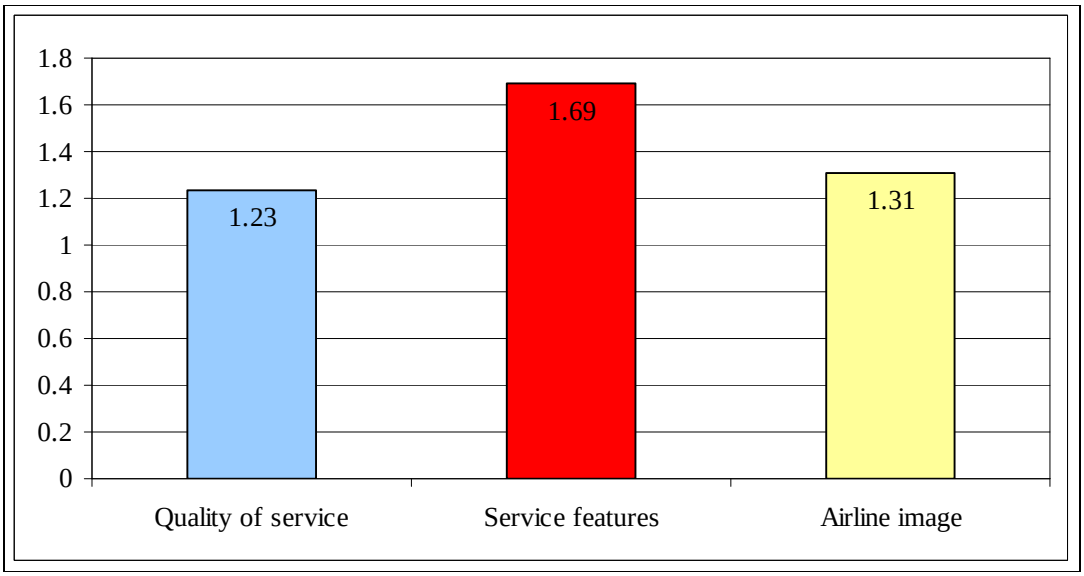
Respondents were asked to rate each of the following three elements (quality of service, service features and brand image) according to their importance in promoting their airline and their alliance brand values. Quality of service was the highest rated for both airlines (4.81) and alliances (4.38). The slightly higher importance of this feature for the airlines compared to the alliances can be explained by the fact that the airlines understand that although consistency in the service quality offered from an alliance is very important, it is extremely difficult for this to be achieved and they are willing to accept potentially small variations. By comparing Figures 5.2 and 5.3, it can be observed that although quality of service has a very low score as a brand value, it is the most significant element as a brand promoter for both airlines' and alliances' brands. This implies that airlines believe that it is of extreme significance to provide a high quality of service supporting the respective airline and alliance brand values but the importance of actually having 'a high quality service' as a brand value is marginal. This may be because quality of service is continuously evaluated by passengers and depends upon all the tangible elements of the service provided, and therefore it is easily identifiable, making its promotion as a brand value insignificant.

The airline-specific image features are the second most important features among the three categories for the airlines with a high score (4.58), but are the least important for the alliances with the lowest score (3.88). This result reinforces the conclusion that the airlines' images are not so important for promoting the alliance brand values and therefore their diversity and distinctiveness is acceptable under the single alliance brands. Nevertheless, the importance of forming alliances with suitable partners for their success has been established in the literature review and as a consequence particular attention should be placed before accepting a new member in terms of its brand image.

Although the service elements are the third most important feature in promoting an airline's brand values, their score is also very high (4.27), signalling their importance for the airlines. Their score is marginally higher for the alliances (4.31) and is placed second in terms of importance for promoting the alliance brand values. This marginal difference may be explained by the fact that there are noticeable differences between the service features between airlines belonging to the same alliance and some measures to reduce them or at least to control them would add to an alliance's coherence. It also highlights that airlines prefer to have their alliance brands associated with tangible elements of the service rather than psychological emotions.

The following figure presents the extent of perceived brand conflicts by the airlines in the same three elements.

Figure 5.4: Potential Brand Conflicts



Scale of 0 to 5, 0 = no conflict and 5 = very significant conflict

Source: Airlines Survey March-May 2005

The survey's participants were also asked to rate the extent to which they perceive that a brand conflict exists between the airlines and their alliances in the same three elements. A five-point scale was used for this purpose. No perception of brand conflict in any of these categories has been identified, reinforcing the previous conclusion that airlines do not perceive any brand conflicts within their alliances.

Although the highest brand conflict between the airline and the alliance brands was identified in the service features (1.69), it is still quite a low score. This does not necessarily mean that the airlines see it as a damaging conflict, since it may be intentional in order to have a certain degree of differentiation between them. All alliances have established a minimum standard of service (seat pitch, lounge, meals, in-flight entertainment, etc.) so as to ensure product conformity. As has been established, beyond a minimum defined standard, each airline member has the possibility to differentiate and to improve even more its quality of service based on its culture and policies. However, this is also attached to a certain degree of risk since it could result in the contrast of cultures that has been identified as the third most important factor for alliance failures.

The second highest conflict score was recorded for the airline image (1.31), which is even smaller and more trivial. Despite the fact that each alliance consists of many airlines with diverse images, no conflict is perceived by the airlines, reinforcing the previous conclusion that all alliance members are willing to maintain and encourage diversity. This also contradicts the alliance brand theories which state that brand image consistency is required between the brand alliance partners.

The smaller conflict was recorded in the quality of service element (1.23), highlighting that the airlines either do not perceive that there are major differences between the level of service quality offered by the same alliance carriers, or that if such differences exist, that they do not generate a brand conflict. This also contradicts all theories presented that clearly state that a consistent quality of service is required among alliance brand members and particularly in the airline industry that quality of service is vital for the airlines' survival and growth.

5.2 BRANDING IMPACT OF ALLIANCES BY CATEGORIES

In this section, the survey findings are examined by looking at different groupings based on certain airline characteristics in order to identify potential differences between them that will assist further to understand the alliance branding impact.

In assessing the perceived impact of alliances on airlines' individual branding the following airline characteristics were taken into account:

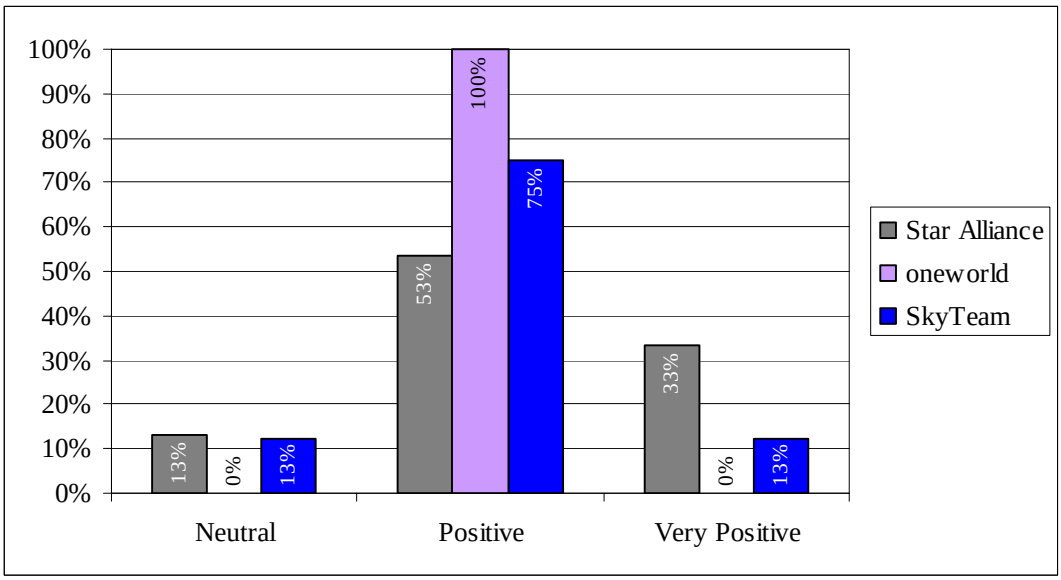
- The global alliance groupings (Star Alliance, oneworld and SkyTeam);
- The size of carriers measured by their annual input (Revenue Passenger Kilometres-RPK);
- The region where the carriers come from (America, Europe, Asia/Oceania);
- The length of time that an airline has been an alliance member (how many years after the alliance formation (t), the airline had joined).

This was done in order to identify whether an airline's responses to the questionnaire items is related to one of the characteristics selected.

5.2.1 ALLIANCE GROUPINGS

The Star Alliance members seemed to be the most satisfied with their alliance branding since five members identified this impact as very positive, compared to only one member from SkyTeam, and none from oneworld. As has been established from the airlines' website branding analysis, the Star Alliance is the alliance whose members have the most brand values in common between them and therefore a higher degree of brand consistency is expected within the Star Alliance group. Figure 5.5 presents the analytical results for this question.

Figure 5.5: Alliance Brand Effect by Alliance Groupings



Source: Airlines Survey March-May 2005

Almost all members of oneworld (3 out of the 4 respondents) have stated that they do not believe that there are airlines in their alliance that have to catch up with their alliance brand. This could be potentially explained by three facts. Firstly, oneworld is the smallest alliance in terms of members, and therefore it is easier to establish and maintain similar standards; secondly, they seem to be less diverse than the other airlines, at least in terms of common communications, since five out of the eight members come from English speaking countries; and thirdly, their alliance has not yet progressed as far as the other two and therefore the level of alliance requirements is still at a much lower level than the other two alliances.

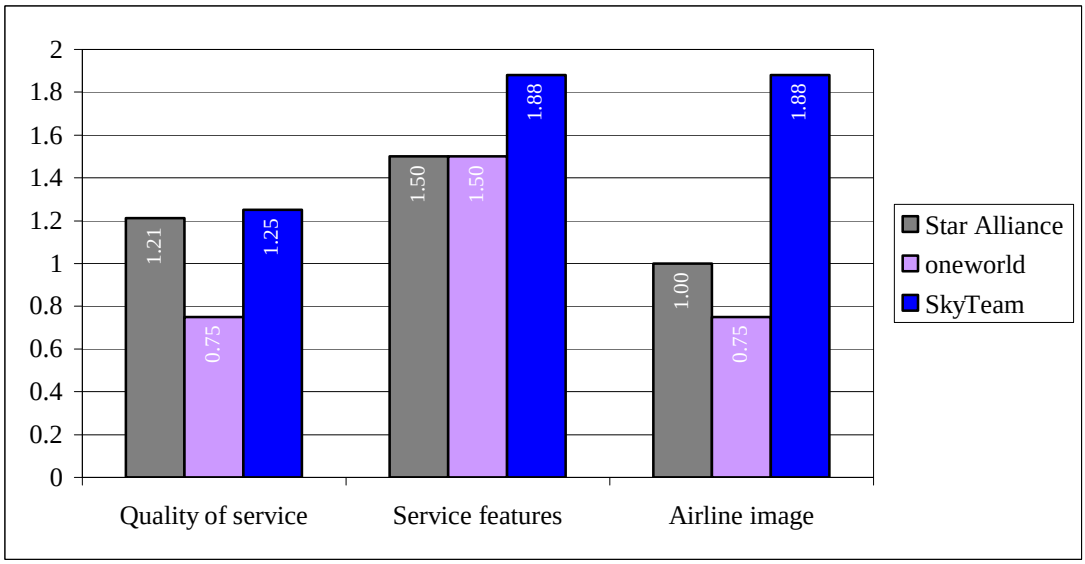
In terms of the airlines' satisfaction with their alliance brand equity, there are different trends for each of them. The Star Alliance members seemed to be the most satisfied with their alliance brand equity, which can be understood by the fact that it is this alliance that until now has placed a greater emphasis in promoting their alliance brand. A typical example of their dedication in their alliance branding promotion is that it is the only alliance which each member is obliged to paint at least one of its aircraft with the Star Alliance livery.

The majority of the SkyTeam members are also satisfied, but to a much lesser extent than the Star Alliance members by their alliance brand equity, possibly explained by the fact that it is the youngest alliance and has not yet established a central management function. In contrast, half of the oneworld members are satisfied and half are not satisfied by their alliance brand equity, resulting in a neutral position. This could explain the reason why in this survey oneworld had by far the smallest response rate (50%). Oneworld has been historically developed and currently still is highly dominated by its two core and largest members, British Airways and American Airlines, without establishing a powerful and more independent brand. The fact that this alliance has not been granted antitrust approval by the authorities to progress to the extent that the other alliances have is understood to create reluctance on the part of the oneworld members to invest in increasing their alliance brand equity. This is confirmed by another finding, which identifies that the majority of the oneworld respondents (75%) believe that there are no benefits in promoting the alliance as a single brand.

When looking at potential brand conflict differences among the three alliances, it can be identified that oneworld members feel that their alliance suffers the least from potential brand conflicts between the individual airlines' and the alliance's brands. Since the oneworld brand has limited brand equity, it makes sense that the possibilities of conflicts are insignificant.

The following figure presents the perceived brand conflict scores by alliance grouping.

Figure 5.6: Brand Conflict Elements by Alliance Groupings



Source: Airlines Survey March-May 2005

The highest scores of brand conflicts for all three features were recorded for the SkyTeam alliance. When this finding is combined with the importance that these alliance members place on these features in promoting both their airline and the alliance brand values, it can be concluded that more effort should be invested in them to reduce the perceived conflicts in these areas.

When looking for potential significant differences between the importance of different brand value categories that each alliance members associate with themselves, both as an independent airline and as an alliance, some important findings are identified.

Star Alliance members consider their network as having greater importance (31%) in promoting their alliance brand values compared to the SkyTeam members (29%) and the oneworld members (25%). This makes sense since this order of importance is the same as the relevant size order of the alliances' networks in terms of number of destinations.

Oneworld members are more eager to promote their quality of service as a brand value both as airlines individually (14%) and as an alliance (9%) compared with the Star Alliance members (5% and 7% respectively), and the SkyTeam members (3% and 0%

respectively). This is in accordance with the previous results concerning oneworld members and the importance that they place on service quality in promoting their airline and alliance brands.

Star Alliance members place higher importance on their nationalities as airline brand values (13%) compared with the SkyTeam members (9%) and the oneworld members (5%) and place no importance at all (0%) on brand values for any of the alliances, which makes totally sense since they are multinational co-operations.

Oneworld members feel stronger in promoting safety as an airline brand value (17%) than the SkyTeam members (14%) and the Star Alliance members (2%), whereas this category is not considered as an important brand value to their alliance brands.

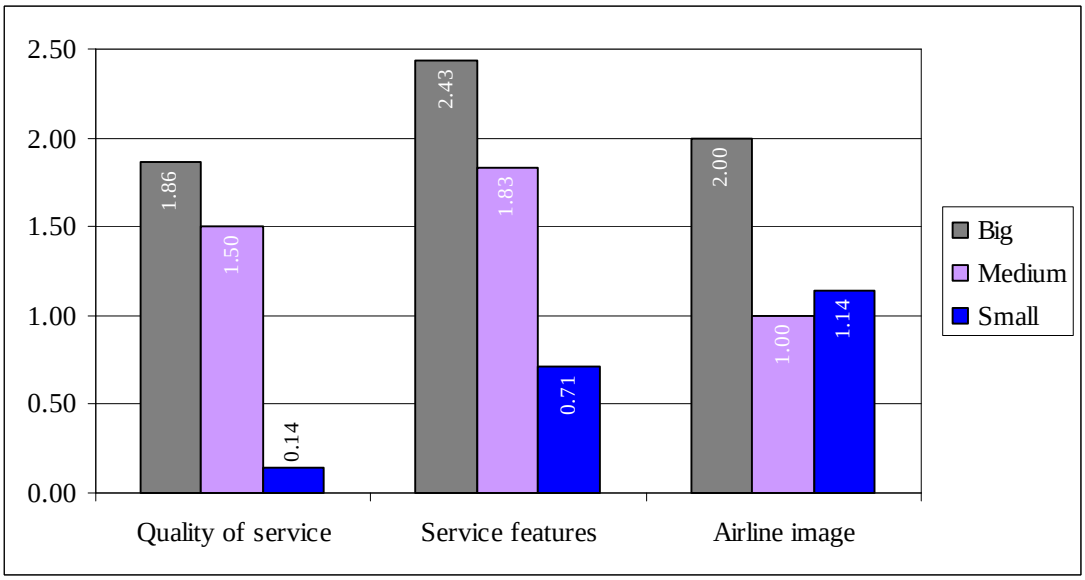
The image-specific airline brand values are rated higher by the Star Alliance members (33%) than they are rated by the SkyTeam members (23%) and the oneworld members (16%). Again membership number may be an important factor in explaining this result. Another important finding is that when looking at the image-specific alliance brand values, the Star Alliance members place again the highest importance (30%), but here the oneworld members have the second highest score (26%) and the SkyTeam members the lowest score (10%). This might be explained by the fact that the SkyTeam alliance has recently grown significantly with the addition of three large airline members and therefore their alliance brand image has been modified recently.

5.2.2 AIRLINE SIZE

Large carriers seem to have a more neutral opinion about the alliance brands' effects than the medium-size and small carriers. This can be explained by the fact that it is mainly the large airlines in each alliance which influence the alliance brands and therefore regard themselves more as alliance brand shapers than as being influenced by them. Moreover, their airline brand equity is much stronger than their alliance brand equity and therefore the alliance brand has not yet enough power to be able to influence the large airlines' brands. The neutral opinion could be explained by the fact that large airlines believe stronger than the medium size and small airlines that brand conflicts

exist and therefore are the least satisfied by their brand alliance affect. This conclusion is reinforced by the fact that large airlines are the least satisfied by their alliance brand equity.

Figure 5.7: Brand Conflicts by Airline Size



Source: Airlines Survey March-May 2005

From Figure 5.7 it can be identified that the larger the carrier is, the greater the perceived brand conflict, no matter which category we look at, except the image category where medium-size carriers have recorded a smaller conflict than small carriers. This can be explained by assuming that the larger the carrier, the more developed its brand equity is and therefore it is less willing to have it unprotected by many small carriers.

Only two small and one medium-sized airline are willing to have their alliance brand equity grow larger than their own airline brand equity and finally become absorbed by them.

When investigating for potential differences among the airline and alliance brand value categories according to the airline sizes, new findings emerged.

As was expected, small airlines place a much smaller emphasis on their network in promoting their airline brands (3%) compared to the medium-sized (16%) and large carriers (11%) and for this reason they place a much higher importance on this feature (32%) in promoting their alliance brand. It is interesting that large and medium-sized carriers place also significant importance on their alliance network in promoting their alliance brands, which is by far the most important element of all categories mentioned from the respondents, emphasising the main reason behind the formation of the alliances.

Small carriers place much less importance on service quality (2%) when promoting their own brand compared to the medium-size (7%) and large carriers (7%), but when looking at service quality in promoting their alliance brand, small carriers place higher importance (7%) than both medium-size (4%) and large carriers (5%). According to this result small airlines believe that they gain a quality of service value from their alliance brand.

The country of origin effect as an airline brand value has been identified in this survey as diminishing with airline size increase, since it is very important for the small carriers (24%), not quite as important for the medium-size carriers (8%) and has a trivial value for the large carriers (1%).

Small carriers are also significantly affected by their alliance brand gaining a frequent flyer reward value attached at their brand, since they consider this feature as having no value for their airline brand but have an important value for their alliance brand (6%). This is an expected result since small carriers do not offer a large number of destinations in order to offer an attractive frequent flyer program on their own but with their participation in one global alliance they are able to offer an attractive program to their customers.

Finally, small airlines perceive that their alliance brand conveys a brand value related to power and dominance (24%) which do not consider as having any value at all for their own airline brand (0%). Again this result is related to the size of small carriers in terms

of destinations offered, which are increased significantly when they are joined with the destinations offered from their partners and promoted as alliance networks.

5.2.3 REGION

When examining differences between the brand values categories according to the airlines' regions, some important conclusions can be drawn.

American airlines place a much higher importance on their network (24%) in promoting their airline brands compared to Asian (7%) and European (5%) airlines, which it can be assumed is related to the fact that both North American domestic air markets (US and Canada) are much greater in size than all other domestic air markets. Nevertheless, network size is extremely important in promoting their alliance brand for all carriers, no matter which region they come from. When looking at the magnitude of this benefit, European carriers gain more since they place (31%) a much higher importance in their alliance network as an alliance brand value, followed by the Asian carriers (25%). Although the American carriers place the highest importance (32%) on network as their alliance brand value, the increase from the importance that they place on this feature in their airline brand is the smallest of all regions investigated.

Asian airlines place by far the highest importance on service quality as a brand value for both their own airline (16%) and their alliance (13%) than their European and American counterparts (2% and 3%, and 4% and 3% respectively).

Another important finding from this survey is that the European airlines place by far the most importance on their nationality in promoting their airline brands compared to their American counterparts (4%), whereas Asian carriers do not place any value on their nationality when promoting their brand. Therefore a potential brand conflict may exist between the multinational and global alliance brands and the national European brands.

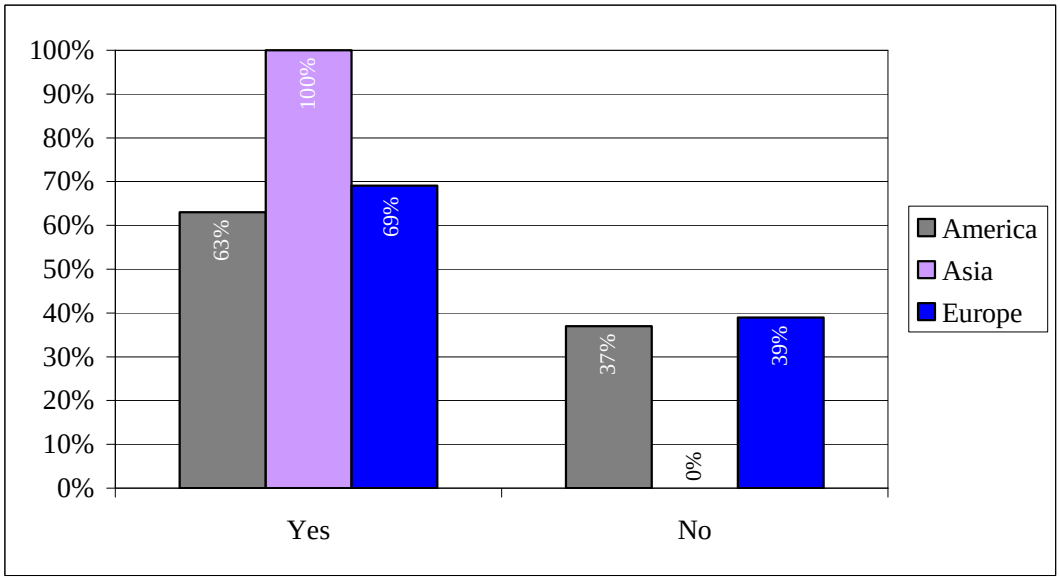
Asian airlines consider their image specific brand values far more important (39%) than the American (27%) and European (21%) airlines. A typical example of this image-specific brand values for the Asian carriers is the Singapore Girl for Singapore Airlines,

whose importance was recognised by the Madame Tussauds Museum in London and had its figure exposed there, which was the first commercial statue in the exhibition.

A significant proportion of the European airlines are not currently satisfied with their alliance brand equity. This explains why the same airlines consider that there are no benefits in promoting their alliance as a single brand.

Although the great majority of the American airlines believe that there are benefits in promoting their alliance as a single brand, a significant proportion of them (38%) are not currently satisfied by their alliance brand equity. This highlights the American airlines' willingness to enhance their alliance brand equities.

Figure 5.8: Satisfaction in Promoting the Alliance Brand by Region



Source: Airlines Survey March-May 2005

All Asian airlines are satisfied by their alliance brand equity and 38% of them do not want their alliance brand equity to be reinforced. The entire sample of Asian carriers have rated as very important (highest score of 5) their airline image and they might be afraid that their well-established image will be diluted if their alliance brand were to grow stronger than their own.

5.2.4 DATE OF ENTRANCE

When looking at the results according to the length of time that the airlines have been part of an alliance, it is identified that the founder airlines placed a much higher importance (31%) on their alliance image-specific brand values than did the airlines that joined after (16%) and the ones that joined at the latest stage (14%), highlighting a continuous reduction on the image-specific attributes of the alliance brands. It is reasonable that the more airlines with different images that are joining each alliance, and the more diverse that these images are, the alliance brands will continue losing their capability of being associated with some specific images.

The latest group of alliance entrants considers the highest conflicts among the three groups. This can be explained by the fact that it is them that most recently had to adapt their service specifications to be able to meet the alliance standards.

A significant proportion of the founder alliance members (31%) are not currently satisfied with their alliance brand equity. These members might have different expectations from the alliance brands when they decided to form them from what they have become. Also, airlines that joined an already existing alliance have a clearer picture of what the alliance brand is.

5.3 CONCLUSION

To conclude, this survey investigated potential brand conflict between the alliance brands and their airline members' brands according to the airlines' perceptions. The survey's findings highlighted that in general airlines do not perceive that any major brand conflict exists.

The majority of the respondent airlines believe that there are many benefits in promoting the alliance as a single brand. Most airlines also believe that there are other alliance members that have to catch up with the remaining carriers' brands. The great majority of airlines are currently satisfied by their alliance brand equity but still believe that it should be reinforced further, but without exceeding their own brand equity since

they are completely against the possibility of getting absorbed in the future by their alliance brands.

An alliance's network has been identified as being by far the most important brand value in promoting the alliance brand. This is an expected result since one of the most important reasons for the global alliance formations is to enable the participating airlines to offer routes on most part of the world.

The Star Alliance seems to be perceived by its members as the most successful alliance in terms of branding, followed by SkyTeam and oneworld by their respective members.

The next step was to investigate for potential brand conflicts between the alliance brands and their members' brands, according to passengers' perceptions. This research will be presented in the following chapter and could be considered as more valuable than the airlines' survey since the success of branding is measured by customers' acceptance and not airlines' own perceptions.

6. PASSENGER SURVEY ANALYSIS

- In this chapter the analysis of the results from the passenger survey carried out will be presented.

6.1 BACKGROUND OF THE PASSENGERS' SURVEY

The airline passenger survey was carried out at Athens International Airport between 20th May 2006 and 16th June 2006. During this period 1,000 airline passengers were interviewed meeting the target sample size set in the methodology.

6.1.1 RESPONDENTS' DEMOGRAPHICS

Table 6.1 presents the respondents' demographics in terms of gender, travelling class and age group.

Table 6.1: Respondent Passengers' Profile

	Respondents	% Total
Male	584	58,4%
Female	416	41,6%
Total (Gender)	**1.000**	**100%**
Business	88	8,8%
Economy	912	91,2%
Total (Class)	**1.000**	**100%**
15-24	178	17,8%
25-34	418	41,8%
35-44	201	20,1%
45-54	144	14,4%
55 and above	57	5,7%
Total (Age Groups)	**1.000**	**100%**

Source: Airlines Passenger Survey May-June 2006

From Table 6.1 we can observe that in terms of gender, there are more male respondents than female respondents and that the great majority of the respondents are flying economy class, with business class travellers being a small proportion of the total respondents. The airport's authority commented that the survey's respondents' profile is quite similar to the airport's annual passenger traffic profile.

6.1.2 AIRLINES AND ALLIANCES USED BY THE RESPONDENTS

The following table (6.2) illustrates the number of respondents interviewed for each airline under examination, as well as the total respondents by alliance.

Table 6.2: Respondents by Airlines flown:

A) Star Alliance	Respondents
Star Alliance	**340**
Austrian	40
BMI	20
LOT	40
Lufthansa	40
SAS	40
Singapore Airlines	40
Swiss	40
TAP	40
Thai	40
B) Oneworld	**Respondents**
Oneworld	**300**
Aer Lingus	12
American Airlines	30
British Airways	120
Cathay Pacific	13
Iberia	100
Qantas	25
C) SkyTeam	**Respondents**
Skyteam	**360**
Aeroflot	60
Air France	60
KLM	60
Alitalia	60
CSA	60
Delta	60

Source: Airlines Passenger Survey May-June 2006

As can be seen from Table 6.2, the number requirement of respondents (Appendix F) is met for nearly all airlines (Lufthansa and Air France were very close to the required number and therefore will also be considered as valid samples) that operate to Athens International Airport, as well as half of their code-share partners that were included in the survey (2 of 4). The minimum number of 18 respondents was not obtained for only two airlines (Aer Lingus and Cathay Pacific), which could be understood considering the small number of passengers between the countries in which these airlines are based

and Greece. However, considering that 12 and 13 passenger respondents compared to the 18 respondents required is not a negligible number and considering that these airlines do not operate at the airport at which the survey was carried out, it was concluded that they will be included in the analysis of the results, but with particular cautiousness.

6.2 PERCEIVED BRAND IMPACT BY PASSENGERS

In this section, the total findings of the passenger survey will be presented. Before analysing the questionnaire results of the modified SERVQUAL model, information on the respondents will be presented. This information includes the respondents' airline and alliance preferences, proportion of FFP membership, nationality and country of preferred airline correlation, airline usage and having a preferred airline correlation, and respondents' brand values recall for each alliance.

6.2.1 AIRLINE AND ALLIANCE PREFERENCE AND FFP MEMBERSHIP

The following table (6.3) presents the percentage of the respondents having a preferred airline, a preferred alliance and being members of at least one FFP.

Table 6.3: Respondents Preferences and FFP Membership

	Respondents	% Total
Having Preferred Airline	529	52,9%
Not having Preferred Airline	471	47,1%
Total	**1,000**	**100%**
Having Preferred Alliance	307	30,7%
Not having Preferred Alliance	693	69,3%
Total	**1,000**	**100%**
FFP Member	423	42,3%
Not FFP Member	577	57,7%
Total	**1,000**	**100%**

Source: Airlines Passenger Survey May-June 2006

From Table 6.3 it can be seen that more than half (52.9%) of the sample passengers have a preferred airline. However, the percentage of passengers that have a preferred alliance is considerably lower (30.7%) but still important, since nearly a third of the respondents have a preference for a particular alliance. From the same table we can observe that a very high proportion of the respondents (42.3%) are members of at least

one FFP. This demonstrates that it is possible to create both a powerful airline and a powerful alliance brand that will generate passengers' preference.

6.2.2 NATIONALITY AND COUNTRY OF PREFERRED AIRLINE

As has been discussed in the literature review, a high degree of country of origin effect for the passengers' choice of preferred airline is expected. The following table presents the number of respondents with a preferred airline, and the number of their preferences with a potential country of origin effect for the nationality groups with more than 10 participants in the survey.

Table 6.4: Country of Origin Effect in choice of Preferred Airline

	Respondents	Preferrence	Country Origin	%
Spain	52	24	24	100%
Austria	25	18	18	100%
Thailand	12	10	10	100%
U.S.A.	93	42	39	93%
U.K.	115	54	50	93%
Netherlands	20	11	10	91%
Portugal	24	9	8	89%
Germany	27	18	15	83%
Scandinavia	24	12	9	75%
Brazil	10	4	3	75%
Poland	19	11	7	64%
Australia	37	30	18	60%
France	44	13	7	54%
Russia	34	2	1	50%
Italy	28	16	7	44%
Greece	294	157	60	38%
Czech Republic	30	17	6	35%
China	19	9	3	33%
Total	**1000**	**529**	**334**	**63%**

Source: Airlines Passenger Survey May-June 2006

From Table 6.4 it can be observed that there is a very high correlation between nationality and country of preferred airline. The majority of the respondents having airline preferences are for airlines based on their own country (63%). It should be noted that the large majority of respondents (except the Greek passengers who were used as objective evaluators since they were flying on foreign carriers) were flying with a home based carrier and therefore they had already made their airline choice. In order to obtain a more valid conclusion regarding nationality and country of preferred airline correlation, further research should be undertaken at airports of different countries and a

sample of national passengers proportional to the airlines that they fly should be selected. Nevertheless, it is safe, based on the current results, to conclude that there is a very high degree of country of origin effect on passengers' choice of preferred airline. When looking at the choice of preferred airline for the Greek passengers, that none of them was using a domestic carrier, 38% of them had as their preferred airline either Olympic Airlines (despite the problematic status of this carrier) or Aegean Airlines, which reinforces this conclusion.

6.2.3 AIRLINE USAGE AND AIRLINE PREFERENCE CORRELATION

The following table presents the percentage of respondents having a preferred airline and the number of annual flights taken. In order carry out this analysis, four categories of annual flights range were created. The first category included passengers flying less than once every two months (1 to 5 annually); the second category included passengers flying between once every two months and once monthly; the third category included passengers once or twice a month (13 to 24 annually); and the fourth category included passengers flying more than twice monthly (more than 25 annually).

Table 6.5: Airline Preference & Annual Trips Correlation

Number of annual trips	Having a preferred airline
1 to 5	47%
6 to 12	66%
13 to 24	61%
25>	69%

Source: Airlines Passenger Survey May-June 2006

From Table 6.5 it can be seen that there is a significant increase in the percentage of passengers who have a preferred airline, when they are flying more than five times annually, and that from this category and above there are no significant differences between them regarding the proportion of passengers with an airline preference. This could be explained by the fact that when a passenger flies more than five times annually, he becomes more aware of the airline's service and is in a better position to have an airline preference. This assumes that frequent fliers are more likely to travel on different airlines and experience different services before choosing their preferred airline.

6.2.4 ALLIANCE BRAND VALUES

Respondents were asked to identify what they consider to be the most important brand value for each alliance. The answers from this question will provide a number of important findings, which are:

- The level of *'Brand Affect'* for each alliance brand will be identified by the proportion (%) of respondents remembering at least one brand value and the extent to whic these brand values represent positive emotions towards the brand;
- The proportion of the brand values' nature, whether psychological or tangible, and what this means for each alliance brand;
- The extent to which the brand values of each alliance identified by the passengers are consistent with the brand values identified by the airline-members of each alliance. In other words, whether the alliances are promoting the brand values that their airline members want.

The following table presents the Star Alliance's brand values identified by the survey respondents, the number of times that each brand value appeared, the proportion of its appearance compared to the total number of brand value responses for each alliance, as well as the nature of each value.

It should be noted that 246 passengers remembered at least one brand value of the Star Alliance, which is a relatively small percentage (24.6%) identifying that the *'brand affect'* of Star Alliance needs to be enhanced. It should be noted that the 246 passengers remembering at least one Star Alliance brand value were from the entire passenger sample and therefore represent passengers travelling with any of the three strategic alliances. In section 6.2.5, the relationship between alliance brand value recall and alliance preference will be analysed.

Table 6.6: Star Alliance Brand Values by Passengers			
Brand Value	**Nature**	**Responses**	**%**
High Quality	Tangible	71	28.9%
Global	Psychological	36	14.6%
FFP	Tangible	35	14.2%
Network	Tangible	28	11.4%
Best	Psychological	12	4.9%
Experience	Psychological	7	2.8%
Excellent	Psychological	6	2.4%
Value for money	Psychological	6	2.4%
Leading	Psychological	5	2.0%
Comfort	Tangible	4	1.6%
Innovation	Psychological	4	1.6%
Lufthansa	Psychological	4	1.6%
Pioneer	Psychological	4	1.6%
Superiority	Psychological	4	1.6%
Expensive	Tangible	3	1.2%
Partnership	Psychological	3	1.2%
Benefits	Tangible	2	0.8%
Efficiency	Tangible	2	0.8%
German	Psychological	2	0.8%
Varig influence	Psychological	2	0.8%
Consistency	Psychological	1	0.4%
Dominance	Psychological	1	0.4%
Limited	Psychological	1	0.4%
Reputation	Psychological	1	0.4%
Safety	Psychological	1	0.4%
Seamless	Psychological	1	0.4%
		246	**100.0%**

Source: Airlines Passenger Survey May-June 2006

From the table above, it can be seen that passengers react very favourably to the Star Alliance brand since nearly the entire (98.4%) set of the values that they associate with the brand are positive (only 4 responses were negative associations – Expensive and Limited). Therefore, the second aspect required for the brand in order to have a strong 'brand affect' (positive reactions) is present for the Star Alliance brand and therefore it only requires the first aspect which is the extent that these values are easily rememberable.

From the same table it can be seen that the majority of the brand values that the passengers associate with the Star Alliance brand are tangible (59%) and therefore it demonstrates that its understood brand values (such as High Quality and FFP) are more focused on the airlines' product design rather than on emotional constructs.

Nevertheless, the psychological proportion of the brand values is also high (41%), which demonstrates that both aspects are represented in the alliance branding strategy.

Another important finding is derived when the alliance brand values identified by the passengers are compared with the ones identified by the airlines, which demonstrates that the brand values that the passengers associate with the Star Alliance are not the same with the brand values that the airline members want the alliance to promote. This branding chain becomes even more complicated when the actual alliance brand values promoted from the Star Alliance members' websites is included. Potential reasons for these differences may be that certain brand values are more successful in becoming associated with their brand than some others and that some airlines are more successful in promoting their alliance brand values than other members.

The following table presents the Oneworld brand values identified by the survey respondents, along with the same information that was presented in Table 6.6 for Star.

Table 6.7: Oneworld Brand Values by Passengers

Brand Value	Nature	Responses	%
Global	Psychological	37	21.6%
Network	Tangible	24	14.0%
High Quality	Tangible	23	13.5%
FFP	Tangible	20	11.7%
British	Psychological	11	6.4%
Convenience	Psychological	9	5.3%
Good	Psychological	7	4.1%
Seamless	Psychological	5	2.9%
Best	Psychological	4	2.3%
Caring	Psychological	4	2.3%
Safety	Psychological	4	2.3%
American	Psychological	3	1.8%
Anglosaxon	Psychological	3	1.8%
Major	Psychological	3	1.8%
Classic	Psychological	2	1.2%
Comfort	Tangible	2	1.2%
Friendly	Psychological	2	1.2%
Smooth	Psychological	2	1.2%
Value	Psychological	2	1.2%
Weak	Psychological	2	1.2%
Expensive	Tangible	1	0.6%
Modern	Psychological	1	0.6%
		171	**100.0%**

Source: Airlines Passenger Survey May-June 2006

From Table 6.7 it can be initially seen that the number of respondents who could recall at least one brand value of Oneworld is considerably smaller than the respective number for the Star Alliance, since only 171 respondents (17.1%) of the entire passenger sample recalled a brand value for Oneworld. This means that the Oneworld brand has a smaller 'brand affect' than the Star Alliance brand. However, nearly the entire sample of respondents (98.2%) associated the brand with positive associations. This highlights the fact that although the brand's values are not easily remembered, they are considered as positive by the passengers, and therefore with the appropriate promotion the 'brand affect' could be enhanced considerably.

From the same table it can be seen that the majority of the brand values associated with the Oneworld brand are psychological, consisting of 59% of the total recorded values, (e.g. "Global" and "Best", whereas the tangible brand values consist of 41% of the total recorded values. These percentages are the exact opposite of the Star Alliance, highlighting that Oneworld has successfully emphasised its branding on psychological elements, which are the basis of brand loyalty generation, without neglecting the tangible elements of its brand, which are also very important (particularly on long-haul routes).

As was also the case for the Star Alliance, the alliance brand values identified by the passengers are not the same as those identified by the airlines, demonstrating that the alliance brand values promoted are not the ones intended by the airlines. Again, when the brand values promoted by the airlines' websites are also included in this analysis, we can observe that the alliance brand values promoted by the airlines are different from the ones that the airlines intended to promote and different from the brand values that passengers associate with the Oneworld brand.

The following table presents the SkyTeam brand values identified by the survey respondents, along with the same information presented in Tables 6.6 and 6.7 for the other two alliances.

Table 6.8: SkyTeam Brand Values by Passengers			
Brand Value	**Nature**	**Responses**	**%**
FFP	Tangible	49	31.8%
Network	Tangible	26	16.9%
Global	Psychological	15	9.7%
High Quality	Tangible	15	9.7%
European	Psychological	6	3.9%
Safety	Psychological	6	3.9%
Benefits	Tangible	4	2.6%
Collaboration	Psychological	4	2.6%
Value	Psychological	4	2.6%
Average	Psychological	3	1.9%
Convenience	Psychological	3	1.9%
Importance	Psychological	3	1.9%
KLM	Psychological	3	1.9%
Second Class	Psychological	3	1.9%
Best	Psychological	2	1.3%
Classic	Psychological	2	1.3%
Flexibility	Psychological	2	1.3%
ANA	Psychological	1	0.6%
Consistency	Psychological	1	0.6%
Expensive	Tangible	1	0.6%
Small	Psychological	1	0.6%
		154	**100.0%**

Source: Airlines Passenger Survey May-June 2006

From Table 6.8 it can be seen that only 154 of the 1000 respondents (from all alliances) remembered a brand value for SkyTeam, which is a very small percentage of the sample (15.4%) and the smallest of the three alliances. Moreover, a considerable proportion of the identified values (5.2%) have a negative emotion associated with them (expensive, average, second class and small) and therefore the alliance will need to work to remove these negative associations before investing in a potential 'brand affect' enhancement.

From the same table it can also be identified that the great majority of SkyTeam's perceived brand values are tangibles, consisting of 61.7% of the total brand values remembered, which is the highest among the three alliances. Again, although the psychological brand values represent a significant proportion (38.3%) of the total brand values identified, further emphasis on their promotion is required.

Again, as was the case for both Star Alliance and Oneworld, the alliance brand values identified by the passengers are not the same as those identified by the airlines, demonstrating that the SkyTeam brand values promoted are not the ones intended by the

airline members of the alliance. Moreover, as in the case of the other two alliances, the brand values promoted by SkyTeam members' websites are different from the brand values identified by the same airlines and the ones recalled by passengers.

6.2.5 RELATIVE POWER OF ALLIANCE BRANDS

Another important element that should be examined is the percentage of respondents preferring a particular alliance from the total respondents who were able to recall one of its brand values. This will demonstrate how powerful are the brand values advertised by each airline alliance in generating brand preference. Moreover, it would be of great interest to identify alliance preference when a passenger is able to recall a brand value for two or all three alliances. The following table presents this information.

Table 6.9: Alliance Brand Dominance

% of respondents that prefer the alliance which can recall its brand value		Star	Oneworld	SkyTeam
Star Alliance	58%		80%	97%
Oneworld	43%	20%		100%
SkyTeam	35%	3%	0%	

Source: Airlines Passenger Survey May-June 2006

Table 6.9 demonstrates that the majority of the respondents who could recall a Star Alliance brand value had the Star Alliance as their preferred alliance (58%), whereas the relevant percentages for Oneworld and SkyTeam were significantly lower, with 43% and 35% respectively. This finding could be interpreted as indicating that Star Alliance has a higher brand equity and that its brand values are more appealing to travellers than the brand values of the other two alliances. The power of the Star Alliance brand and brand values can also be supported by the fact that when passengers recall its brand values as well as Oneworld's brand values and have an alliance brand preference, the great majority state Star as their preferred alliance (80%), whereas the percentage of preference for the Star Alliance when a SkyTeam brand value is also recalled is even higher (97%). According to the same analysis, the Oneworld alliance brand is much stronger than the SkyTeam brand since the entire sample who could recall both Oneworld and SkyTeam brand values had Oneworld as their preferred alliance.

6.2.6 AVERAGE EXPECTATIONS AND PERCEPTIONS SCORES

The following table (6.10) presents the average airline expectation scores; the average alliance expectation scores, and the average actual service perception scores (average value score from all 21 items included in the questionnaire for each airline) according to each airline flown. It should be noted that a gap analysis will not be carried out for the overall average scores since as it has been supported in the SERVQUAL criticisms section, positive and negative gap values are cancelling each other's effect.

Table 6.10: Expectations and Perceptions Scores by Airline (all alliances)

Airline	Alliance	Airline Expectations	Alliance Expectations	Actual Service Perceptions
Singapore Airlines	**Star Alliance**	1.08	1.20	1.08
Swiss	**Star Alliance**	1.39	1.46	1.43
Thai	**Star Alliance**	1.42	1.43	1.36
Qantas	**Oneworld**	1.56	1.62	1.62
Austrian Airlines	**Star Alliance**	1.69	1.82	1.93
Lufthansa	**Star Alliance**	1.70	1.79	1.88
British Airways	**Oneworld**	1.72	1.81	2.05
Delta	**SkyTeam**	1.72	1.88	1.84
KLM	**SkyTeam**	1.76	1.79	2.11
LOT	**Star Alliance**	1.79	1.56	2.56
Air France	**SkyTeam**	1.83	1.94	2.44
CSA	**SkyTeam**	1.83	1.58	2.62
SAS	**Star Alliance**	1.88	1.95	2.00
Aeroflot	**SkyTeam**	1.98	1.73	2.75
American Airlines	**Oneworld**	1.99	2.00	2.07
Cathay Pacific	**Oneworld**	2.04	2.07	2.37
Iberia	**Oneworld**	2.11	2.11	2.34
Alitalia	**SkyTeam**	2.27	2.44	2.71
BMI	**Star Alliance**	2.30	1.91	2.68
TAP	**Star Alliance**	2.39	2.36	2.74
Aer Lingus	**Oneworld**	2.60	2.54	3.23

Source: Airlines Passenger Survey May-June 2006

From the table above it can be seen that are differences between the service quality expectations and actual service quality perceptions between the airlines participating in the same alliances, supporting the first hypothesis of this research (*H1: there are significant differences between the service quality expectations and actual service quality perceptions between the airlines of the same alliance*). From the same table it can be observed that most alliance expectation scores are very close to the individual airline expectation scores, supporting the second hypothesis of this thesis (*that passengers are forming their expectations for each alliance's service quality standards based on their expectations of the airline that they usually fly with*). This could have as

a consequence to have higher or lower expectations for certain partner airlines supporting the third hypothesis of this thesis (*the high quality airlines participating in the global alliances are negatively affected by the lower quality airlines participating in the same alliances*).

6.2.6.1 Expectations and Perceptions Scores for the Star Alliance airlines

The following table (6.11) presents the average airline and alliance service quality expectation scores and average actual service quality perception scores by airline for all the Star Alliance members.

Table 6.11: Expectations and Perceptions Scores by Airline from Star Alliance

Star Alliance	Airline Expectations	Alliance Expectations	Actual Service Perceptions
Singapore Airlines	1.08	1.20	1.08
Swiss	1.39	1.46	1.43
Thai	1.42	1.43	1.36
Austrian Airlines	1.69	1.82	1.93
Lufthansa	1.70	1.79	1.88
LOT	1.79	1.56	2.56
SAS	1.88	1.95	2.00
BMI	2.30	1.91	2.68
TAP	2.39	2.36	2.74

Source: Airlines Passenger Survey May-June 2006

From the table above it can be observed that there are considearble differences in the average service quality expectation and perception scores between the members of the Star Alliance. We can observe that Singapore Airlines has very high expectation scores (mainly airline expectations) which are quite close to perfection (1); that Swiss, Thai, Austrian, Lufthansa, and SAS are between 1 and 2, highlighting high expectations and a high level of service quality offered; whereas BMI and TAP have lower scores, which demonstrate that their brand equities and their level of service quality are significant lower than their alliance partners, and particularly the top-rated ones. It should be noted that while LOT has high scores both for airline and alliance expectations, the actual service perception score is very low. It should also be noted that passengers flying with BMI have much higher expectation scores for the other Star Alliance airlines than for the airline that they fly with.

The following step is to identify the statistically significant differences among the airlines' average scores for all the items included in the questionnaire. This was carried out using the SPSS statistical software and the methods described in the methodology chapter, and involves the following steps:

1) Identify the items with statistical differences per airline using the ANOVA test (**Appendix D**);

2) Identify the homogeneity for the identified items with the Levine Test in order to decide appropriate test: Games-Howell when equal variances are not assumed or LSD when equal variances are assumed (**Appendix E**);

3) Carry out Post-Hoc test to identify statistical significant differences between airline and alliance expectations and airline expectations and actual perception scores (**Appendix F**).

In the following part of this section, a table for each airline highlighting the idendified conflicts between airline and alliance expectations as well as the conflicts between expected and actual service received will be presented. It should be noted that the degree of significance of the identified conflicts are presented with:

- 3 stars (***) indicating a degree of significance > 0.01;
- 2 stars (**) indicating a degree of significance < 0.01 and > 0.001; and
- 1 star (*) indicating a degree of significance < 0.001.

Table 6.12: Austrian Airlines Brand Conflicts

	Expectations		Actual	Conflicts	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.55	1.88	1.93		*
Visually appealing cabin	1.73	1.85	1.85		
Neat appealing aircrew	1.73	1.90	1.95		
Comfortable seat	1.80	2.03	2.15		
On-time performance	1.43	1.50	1.63		
Staff interest in solving problems	1.65	1.68	1.75		
Fast baggage handling	1.48	1.68	1.90		*
Fast check-in	1.50	1.78	2.05	***	*
Well informed of service details	1.55	1.78	1.90		
Prompt service to customers	1.75	1.85	1.88		
Willingness to help	1.65	1.60	1.65		
Always respond to requests	1.80	1.88	2.13		
Behaviour that instill confidence	1.85	1.85	1.90		
Feel safe	1.48	1.45	1.55		
Consistently courteous	1.78	1.80	1.95		
Good knowledge answer questions	1.60	1.88	2.00		*
Individual attention	1.85	1.95	2.03		
Convenient schedules	1.90	2.05	1.88		
Personal care	1.60	1.65	1.78		
Customers' interest at heart	2.10	2.23	2.38		
Understand specific needs	1.83	1.98	2.30		
Total Statistically Significant Differences (Conflicts)				**1**	**4**

Source: Airlines Passenger Survey May-June 2006

From Table 6.12 it can be observed that Austrian Airlines' passengers have:

- ✈ Higher airline than alliance expectations for 18 items (**1 significant**);
- ✈ Lower airline than alliance expectations for 2 items (0 significant);
- ✈ Same airline and alliance expectations for only 1 item;
- ✈ Received a lower than expected quality of service for 19 items (**4 significant**);
- ✈ Received a higher than expected quality of service for 1 item;
- ✈ Received the expected quality of service for 1 item.

These results highlight that Austrian Airlines:

1) Has a stronger brand than the Star Alliance (1 significantly higher expectation item);
2) Offers a lower than expected quality of service (4 items significantly lower).

Table 6.13: BMI Brand Conflicts

	Expectations		Actual	Conflicts	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.40	2.00	2.40		
Visually appealing cabin	2.80	2.40	2.40		
Neat appealing aircrew	2.40	1.60	2.40	*	
Comfortable seat	3.00	2.40	3.00	**	
On-time performance	2.00	1.80	2.40		
Staff interest in solving problems	2.00	1.80	3.20		*
Fast baggage handling	2.20	2.00	3.00		*
Fast check-in	2.20	1.60	2.60		
Well informed of service details	2.20	1.80	2.40		
Prompt service to customers	2.20	2.00	2.60		
Willingness to help	2.20	1.80	3.00		***
Always respond to requests	2.00	2.00	2.60		
Behaviour that instill confidence	2.20	1.80	2.60		
Feel safe	2.20	1.60	2.60		
Consistently courteous	2.40	2.00	2.60		
Good knowledge answer questions	2.20	1.80	2.40		
Individual attention	2.80	2.00	2.80	*	
Convenient schedules	2.00	1.80	2.60		
Personal care	2.40	2.20	3.00		*
Customers' interest at heart	2.40	2.00	2.80		
Understand specific needs	2.20	1.80	2.80		***
Total Statistically Significant Differences (Conflicts)				**3**	**5**

Source: Airlines Passenger Survey May-June 2006

From Table 6.13 it can be observed that BMI's passengers have:

- ✈ Lower airline than alliance expectations for 20 items (**3 significant**);
- ✈ Same airline and alliance expectations for 1 item;
- ✈ Received a lower than expected quality of service for 16 items (**5 significant**);
- ✈ Received a higher than expected quality of service for 1 item (not significant);
- ✈ Received the expected quality of service for 4 items.

These results highlight that BMI:

1) Has a less powerful brand than the Star Alliance (**3 expectation items significantly lower**);
2) Offers a lower than expected quality of service (**5 items significantly lower**).

Table 6.14: LOT Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.13	1.88	2.48		
Visually appealing cabin	2.10	1.95	2.95		*
Neat appealing aircrew	1.40	1.48	1.88		**
Comfortable seat	2.05	1.95	2.45		***
On-time performance	1.60	1.60	2.60		**
Staff interest in solving problems	2.08	1.48	2.50	***	
Fast baggage handling	2.08	1.48	3.05	***	**
Fast check-in	1.38	1.38	2.10		*
Well informed of service details	1.88	1.95	2.20		
Prompt service to customers	1.70	1.30	2.00	***	
Willingness to help	1.60	1.30	2.85		*
Always respond to requests	1.70	1.40	2.85		*
Behaviour that instill confidence	1.60	1.30	2.75		*
Feel safe	1.20	1.08	1.60		
Consistently courteous	1.95	1.65	2.50		
Good knowledge answer questions	1.90	1.50	2.83		*
Individual attention	2.05	1.75	3.20		*
Convenient schedules	1.25	1.45	1.60		
Personal care	2.05	1.75	2.98		*
Customers' interest at heart	1.88	1.58	3.43		*
Understand specific needs	1.95	1.65	2.90		*
Total Statistically Significant Differences (Conflicts)				**3**	**14**

Source: Airlines Passenger Survey May-June 2006

From Table 6.14 it can be observed that LOT passengers have:

- ✈ Lower airline than alliance expectations for 16 items (**3 significant**);
- ✈ Higher airline than alliance expectations for 3 items (0 significant);
- ✈ Same airline and alliance expectations for 2 items;
- ✈ Received a lower than expected quality of service for all 21 items (**14 significant**).

These results highlight that LOT:

1) Has a less powerful brand than the Star Alliance (**3 expectation items significantly lower**);
2) Offers a lower than expected quality of service (**14 items significantly lower**).

Table 6.15: Lufthansa Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.53	1.78	1.90		
Visually appealing cabin	1.70	1.80	1.90		
Neat appealing aircrew	1.63	1.75	1.80		
Comfortable seat	1.85	1.88	2.08		
On-time performance	1.45	1.53	1.70		
Staff interest in solving problems	1.75	1.70	1.75		
Fast baggage handling	1.58	1.75	1.93		
Fast check-in	1.58	1.80	1.90		
Well informed of service details	1.58	1.78	1.80		
Prompt service to customers	1.68	1.75	1.78		
Willingness to help	1.68	1.58	1.65		
Always respond to requests	1.80	1.83	2.00		
Behaviour that instill confidence	1.88	1.80	1.85		
Feel safe	1.45	1.40	1.55		
Consistently courteous	1.83	1.83	2.00		
Good knowledge answer questions	1.65	1.95	1.95		
Individual attention	1.83	1.95	2.00		
Convenient schedules	1.80	1.95	1.78		
Personal care	1.68	1.68	1.75		
Customers' interest at heart	2.13	2.20	2.30		
Understand specific needs	1.78	1.90	2.18		
Total Statistically Significant Differences (Conflicts)				**0**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.15 it can be observed that Lufthansa passengers have:

- Higher airline than alliance expectations for 15 items (0 significant);
- Lower airline than alliance expectations for 4 items (0 significant);
- Same airline and alliance expectations for 2 items;
- Received a lower than expected quality of service for 17 items (0 significant);
- Received a higher than expected quality of service for 3 items (0 significant);
- Received the expected quality of service for 1 item.

These results highlight that Lufthansa:

1) Has a close fit with the Star Alliance brand (no significant differences);
2) Offers the quality of service expected by its passengers (no significant differences).

Table 6.16: SAS Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.73	1.90	2.03		
Visually appealing cabin	1.85	2.05	2.00		
Neat appealing aircrew	1.88	1.90	1.95		
Comfortable seat	2.00	2.00	2.20		
On-time performance	1.65	1.78	1.78		
Staff interest in solving problems	1.85	1.90	1.85		
Fast baggage handling	1.73	1.93	2.00		
Fast check-in	1.73	1.90	1.93		
Well informed of service details	1.85	2.03	2.00		
Prompt service to customers	1.95	1.88	1.93		
Willingness to help	1.80	1.83	1.80		
Always respond to requests	1.85	1.98	2.03		
Behaviour that instill confidence	1.98	1.93	2.00		
Feel safe	1.53	1.55	1.53		
Consistently courteous	1.98	1.98	2.05		
Good knowledge answer questions	1.85	2.03	2.08		
Individual attention	2.08	2.10	2.20		
Convenient schedules	2.03	2.10	2.03		
Personal care	1.95	1.95	2.03		
Customers' interest at heart	2.25	2.30	2.38		
Understand specific needs	2.00	2.03	2.35		
Total Statistically Significant Differences (Conflicts)				**0**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.16 it can be observed that SAS passengers have:

- Higher airline than alliance expectations for 16 items (0 significant);
- Lower airline than alliance expectations for 1 item (not significant);
- Same airline and alliance expectations for 4 items;
- Received a lower than expected quality of service for 16 items (0 significant);
- Received a higher than expected quality of service for 1 item (not significant);
- Received the expected quality of service for 4 items.

These results highlight that SAS:

1) Has a close fit with the Star Alliance brand (no significant differences);
2) Offers the quality of service expected by its passengers (no significant differences).

Table 6.17: Singapore Airlines Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.05	1.25	1.05		
Visually appealing cabin	1.08	1.28	1.08		
Neat appealing aircrew	1.08	1.20	1.05		
Comfortable seat	1.10	1.18	1.08		
On-time performance	1.05	1.13	1.03		
Staff interest in solving problems	1.05	1.18	1.08		
Fast baggage handling	1.08	1.23	1.13		
Fast check-in	1.13	1.23	1.15		
Well informed of service details	1.13	1.25	1.10		
Prompt service to customers	1.10	1.23	1.10		
Willingness to help	1.08	1.15	1.08		
Always respond to requests	1.08	1.18	1.08		
Behaviour that instill confidence	1.08	1.23	1.10		
Feel safe	1.08	1.18	1.08		
Consistently courteous	1.08	1.13	1.08		
Good knowledge answer questions	1.10	1.20	1.10		
Individual attention	1.08	1.20	1.05		
Convenient schedules	1.10	1.18	1.10		
Personal care	1.08	1.15	1.08		
Customers' interest at heart	1.10	1.20	1.13		
Understand specific needs	1.10	1.20	1.10		
Total Statistically Significant Differences (Conflicts)				**0**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.17 it can be observed that Singapore Airlines passengers have:

- Higher airline than alliance expectations for all 21 items (none significant);
- Received the expected quality of service for 11 items.
- Received a higher than expected quality of service for 5 items (0 significant);
- Received a lower than expected quality of service for 5 items (0 significant);

These results highlight that Singapore Airlines:

1) Has a close fit with the Star Alliance brand (no significant differences);
2) Offers the quality of service expected by its passengers (no significant differences).

Table 6.18: Swiss Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.38	1.53	1.38		
Visually appealing cabin	1.20	1.53	1.43		
Neat appealing aircrew	1.48	1.53	1.48		
Comfortable seat	1.48	1.53	1.63		
On-time performance	1.28	1.38	1.43		
Staff interest in solving problems	1.35	1.48	1.43		
Fast baggage handling	1.28	1.33	1.43		
Fast check-in	1.38	1.48	1.43		
Well informed of service details	1.38	1.43	1.53		
Prompt service to customers	1.35	1.35	1.48		
Willingness to help	1.45	1.58	1.33		
Always respond to requests	1.40	1.53	1.53		
Behaviour that instill confidence	1.53	1.53	1.43		
Feel safe	1.30	1.30	1.35		
Consistently courteous	1.43	1.53	1.48		
Good knowledge answer questions	1.53	1.53	1.45		
Individual attention	1.30	1.43	1.25		
Convenient schedules	1.45	1.45	1.38		
Personal care	1.35	1.30	1.43		
Customers' interest at heart	1.40	1.45	1.40		
Understand specific needs	1.50	1.55	1.40		
Total Statistically Significant Differences (Conflicts)				**0**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.18 it can be observed that Swiss passengers have:

- Higher airline than alliance expectations for 15 items (0 significant);
- Lower airline than alliance expectations for 1 item (0 significant);
- Same airline and alliance expectations for 5 items;
- Received a lower than expected quality of service for 12 items (0 significant);
- Received a higher than expected quality of service for 6 items (0 significant);
- Received the expected quality of service for 3 items.

These results highlight that Swiss:

1) Has a close fit with the Star Alliance brand (no significant differences);
2) Offers the quality of service expected by its passengers (no significant differences).

Table 6.19: TAP Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.63	2.63	2.25		
Visually appealing cabin	2.75	2.50	2.50		
Neat appealing aircrew	2.75	2.13	2.75	**	
Comfortable seat	2.50	2.75	2.75		
On-time performance	2.88	2.50	3.25		
Staff interest in solving problems	2.38	2.50	2.88		***
Fast baggage handling	2.25	2.25	2.88		*
Fast check-in	2.13	2.25	2.25		
Well informed of service details	2.50	2.13	2.75		
Prompt service to customers	2.38	2.88	2.88	*	***
Willingness to help	2.50	2.25	3.00		
Always respond to requests	2.38	2.00	3.13		***
Behaviour that instill confidence	2.63	2.63	3.13		**
Feel safe	1.75	2.13	2.13		
Consistently courteous	2.00	2.13	2.75		*
Good knowledge answer questions	2.25	2.13	2.50		
Individual attention	2.38	2.38	2.75		
Convenient schedules	2.38	2.25	2.75		
Personal care	2.25	2.38	2.75		
Customers' interest at heart	2.13	2.25	3.00		*
Understand specific needs	2.38	2.63	2.63		
Total Statistically Significant Differences (Conflicts)				**2**	**7**

Source: Airlines Passenger Survey May-June 2006

From Table 6.19 it can be observed that TAP passengers have:

- ✈ Higher airline than alliance expectations for 9 items (**1 significant**);
- ✈ Lower airline than alliance expectations for 8 items (**1 significant**);
- ✈ Same airline and alliance expectations for 4 items;
- ✈ Received a lower than expected quality of service for 18 items (**7 significant**);
- ✈ Received a higher than expected quality of service for 2 items (0 significant);
- ✈ Received the expected quality of service for 1 item.

These results highlight that TAP:

1) Has an inconsistent brand to the Star Alliance (**1 expectation item significantly lower and 1 item significantly higher**);
2) Offers a lower than expected quality of service (**7 items significantly lower**).

Table 6.20: Thai Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.45	1.35	1.35		
Visually appealing cabin	1.35	1.35	1.40		
Neat appealing aircrew	1.18	1.28	1.25		
Comfortable seat	1.43	1.35	1.35		
On-time performance	1.43	1.35	1.25		
Staff interest in solving problems	1.28	1.35	1.18		
Fast baggage handling	1.45	1.38	1.38		
Fast check-in	1.48	1.48	1.30		
Well informed of service details	1.38	1.38	1.38		
Prompt service to customers	1.35	1.35	1.25		
Willingness to help	1.30	1.38	1.20		
Always respond to requests	1.48	1.48	1.48		
Behaviour that instill confidence	1.48	1.48	1.38		
Feel safe	1.43	1.35	1.25		
Consistently courteous	1.40	1.58	1.40		
Good knowledge answer questions	1.48	1.48	1.38		
Individual attention	1.28	1.35	1.23		
Convenient schedules	1.48	1.40	1.58		
Personal care	1.43	1.50	1.33		
Customers' interest at heart	1.68	1.68	1.60		
Understand specific needs	1.68	1.68	1.68		
Total Statistically Significant Differences (Conflicts)				**0**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.20 it can be observed that Thai passengers have:

- Same airline and alliance expectations for 9 items;
- Higher airline than alliance expectations for 6 items (0 significant);
- Lower airline than alliance expectations for 6 items (0 significant);
- Received a higher than expected quality of service for 14 items (0 significant);
- Received the expected quality of service for 4 items.
- Received a lower than expected quality of service for 3 items (0 significant);

These results highlight that Thai:

1) Has a close fit with the Star Alliance brand (no significant differences);
2) Offers the quality of service expected by its passengers (no significant differences).

The following table presents all the brand conflicts that have been identified between airline and alliance expectations, as well as between airline expectations and actual service delivery perceptions for all Star Alliance members.

Table 6.21: Star Alliance Total Brand Conflicts

	Airline Alliance		Airline Actual	
	Higher	Lower	Higher	Lower
Austrian	1	0	4	0
BMI	0	3	5	0
LOT	0	3	14	0
Lufthansa	*0*	*0*	*0*	*0*
SAS	*0*	*0*	*0*	*0*
Singapore	*0*	*0*	*0*	*0*
Swiss	*0*	*0*	*0*	*0*
TAP	1	1	7	0
Thai	*0*	*0*	*0*	*0*
Total	**2**	**7**	**30**	**0**

Source: Airlines Passenger Survey May-June 2006

From the table above, it can be identified that:

- **5 Star Alliance members** (Lufthansa, SAS, Singapore, Swiss and Thai) have brand images consistent with their alliance brand image and deliver the quality of service promoted by their brands;
- **2 Star Alliance members** (BMI and LOT) have inferior brand images to their alliance brand and also fail to deliver the quality of service promoted by their brands;
- **1 Star Alliance member** (Austrian) has a superior brand image to its alliance brand for one item but fails to deliver the quality of service promised on 4 items;
- **1 Star Alliance member** (TAP) has a superior brand image to its alliance brand for one item and an inferior brand image for another item but fails to deliver the quality of service promised on 7 items.

6.2.6.2 Expectations and Perceptions Scores for the Oneworld airlines

The following table (6.22) presents the airline and alliance service quality expectation scores and actual service quality perception scores by airline for all the Oneworld members.

Table 6.22: Expectations and Perceptions Scores by Airline from Oneworld

Oneworld	Airline Expectations	Alliance Expectations	Actual Service Perceptions
Qantas	1.56	1.62	1.62
British Airways	1.72	1.81	2.05
American Airlines	1.99	2.00	2.07
Cathay Pacific	2.04	2.07	2.37
Iberia	2.11	2.11	2.34
Aer Lingus	2.60	2.54	3.23

Source: Airlines Passenger Survey May-June 2006

From the table above it can be seen that Qantas and British Airways have high expectation scores which are relatively close between them, whereas American Airlines, Cathay Pacific and Iberia have significantly lower scores. Aer Lingus is the alliance member with the lowest scores in all three categories and an exceptionally low score on actual service perceptions, but this could be because at the time of the survey they were leaving the alliance. The much lower service perception score for both British Airways and Cathay Pacific than the expectations that passengers have for these airlines requires detailed investigation. All other Oneworld members have closer scores than the Star Alliance members and therefore appeare to be more consistent as an alliance in terms of branding. However, this is expected since Oneworld has far less members than Star Alliance which is the largest alliance in terms of membership.

Table 6.23: Aer Lingus Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.17	2.00	2.67		
Visually appealing cabin	2.50	2.67	2.83		
Neat appealing aircrew	2.83	3.00	3.00		
Comfortable seat	2.75	2.33	3.00		
On-time performance	2.00	1.67	1.83		
Staff interest in solving problems	2.75	3.00	3.58		
Fast baggage handling	2.83	3.00	3.50		
Fast check-in	2.50	2.67	3.67		***
Well informed of service details	2.75	2.33	4.00		***
Prompt service to customers	2.50	2.67	3.67		***
Willingness to help	2.83	2.33	3.33		
Always respond to requests	2.50	2.67	3.33		
Behaviour that instill confidence	2.50	2.00	2.67		
Feel safe	1.67	1.67	2.17		
Consistently courteous	2.50	3.00	3.33		
Good knowledge answer questions	2.17	1.67	3.00		
Individual attention	3.00	3.00	3.83		
Convenient schedules	1.83	1.67	2.67		
Personal care	3.50	3.33	3.92		
Customers' interest at heart	3.75	3.67	4.17		
Understand specific needs	2.83	3.00	3.67		
Total Statistically Significant Differences (Conflicts)				**0**	**3**

Source: Airlines Passenger Survey May-June 2006

From Table 6.23 it can be observed that Aer Lingus passengers have:

- ✈ Lower airline than alliance expectations for 10 items (0 significant);
- ✈ Higher airline than alliance expectations for 9 items (0 significant);
- ✈ Same airline and alliance expectations for 2 items;
- ✈ Received a lower than expected quality of service for 20 items (**3 significant**);
- ✈ Received a higher than expected quality of service for 1 item.

These results highlight that Aer Lingus:

1) Has a close fit with the Oneworld brand (no significant differences);
2) Offers a lower than expected quality of service (3 items significantly lower).

Table 6.24: American Airlines Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.80	1.93	1.73		
Visually appealing cabin	2.07	2.07	2.20		
Neat appealing aircrew	1.93	1.93	2.20		
Comfortable seat	1.87	2.00	2.20		
On-time performance	1.80	2.20	2.07		
Staff interest in solving problems	2.33	2.33	2.40		
Fast baggage handling	2.33	1.93	2.40		
Fast check-in	1.73	1.73	1.53		
Well informed of service details	1.93	2.20	1.93		
Prompt service to customers	2.27	2.13	2.33		
Willingness to help	1.80	2.07	2.20		
Always respond to requests	2.07	2.07	2.20		
Behaviour that instill confidence	1.53	1.67	1.73		
Feel safe	1.53	1.27	1.33		
Consistently courteous	1.80	2.07	2.00		
Good knowledge answer questions	2.00	1.87	1.73		
Individual attention	2.13	2.13	2.47		
Convenient schedules	1.87	2.13	2.13		
Personal care	2.33	2.07	2.20		
Customers' interest at heart	2.07	2.20	2.27		
Understand specific needs	2.60	2.07	2.20	***	
Total Statistically Significant Differences (Conflicts)				**1**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.24 it can be observed that American Airlines' passengers have:

- Higher airline than alliance expectations for 9 items (0 significant);
- Lower airline than alliance expectations for 6 items (**1 significant**);
- Same airline and alliance expectations for 6 items;
- Received a lower than expected quality of service for 14 items (0 significant);
- Received a higher than expected quality of service for 6 items (0 significant);
- Received the expected quality of service for 1 item.

These results highlight that American Airlines:

1) Has a close fit with the Oneworld brand (no significant differences);
2) Offers the expected quality of service (no significant differences).

Table 6.25: British Airways Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.58	1.67	1.93		*
Visually appealing cabin	1.95	1.97	2.17		
Neat appealing aircrew	1.56	1.63	1.76		
Comfortable seat	1.78	1.91	2.53		*
On-time performance	1.57	1.67	2.13		*
Staff interest in solving problems	1.66	1.75	1.98		**
Fast baggage handling	1.73	1.88	2.20		*
Fast check-in	1.51	1.60	1.94		*
Well informed of service details	1.84	1.91	2.06		
Prompt service to customers	1.63	1.73	1.98		*
Willingness to help	1.54	1.75	1.88		**
Always respond to requests	1.82	1.87	2.15		**
Behaviour that instill confidence	1.61	1.78	1.81		
Feel safe	1.33	1.40	1.51		
Consistently courteous	1.64	1.73	1.83		
Good knowledge answer questions	1.78	1.92	1.98		
Individual attention	1.96	2.05	2.23		
Convenient schedules	1.86	1.91	2.24		*
Personal care	1.87	1.90	2.25		*
Customers' interest at heart	1.79	1.88	2.17		**
Understand specific needs	2.03	2.07	2.38		***
Total Statistically Significant Differences (Conflicts)				**0**	**13**

Source: Airlines Passenger Survey May-June 2006

From Table 6.25 it can be observed that British Airways' passengers have:

- ✈ Higher airline than alliance expectations for all 21 items (0 significant);
- ✈ Received a lower than expected quality of service for all 21 items (**13 items significant**).

These results highlight that British Airways:

1) Has a close fit with the Oneworld brand (no significant differences);
2) Offers a lower than expected quality of service (13 items significantly lower).

Table 6.26: Cathay Pacific Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.85	2.54	2.69		
Visually appealing cabin	2.69	2.54	3.00		
Neat appealing aircrew	1.92	2.38	2.08		
Comfortable seat	2.00	2.00	2.77		
On-time performance	1.77	1.77	1.92		
Staff interest in solving problems	1.69	2.46	2.23		***
Fast baggage handling	2.15	2.00	2.31		
Fast check-in	1.85	1.69	2.00		
Well informed of service details	1.92	2.08	2.38		
Prompt service to customers	2.08	2.23	2.69		**
Willingness to help	1.69	1.85	2.62		***
Always respond to requests	1.85	1.85	2.46		
Behaviour that instill confidence	1.92	1.92	1.92		
Feel safe	1.00	1.00	1.31		
Consistently courteous	1.85	1.69	2.31		
Good knowledge answer questions	2.38	2.38	2.38		
Individual attention	2.15	2.31	2.92		***
Convenient schedules	1.31	1.46	1.92		
Personal care	2.31	2.15	2.62		
Customers' interest at heart	2.77	2.77	2.77		
Understand specific needs	2.62	2.46	2.46		
Total Statistically Significant Differences (Conflicts)				**0**	**4**

Source: Airlines Passenger Survey May-June 2006

From Table 6.26 it can be observed that Cathay Pacific passengers have:

- ✈ Higher airline than alliance expectations for 7 items (0 significant);
- ✈ Lower airline than alliance expectations for 7 items (0 significant);
- ✈ Same airline and alliance expectations for 7 items;
- ✈ Received a lower than expected quality of service for 16 items (**4 significant**);
- ✈ Received the expected quality of service for 1 item;
- ✈ Received a higher than expected quality of service for 2 items (0 significant).

These results highlight that Cathay Pacific:

1) Has a close fit with the Oneworld brand (no significant differences);
2) Offers a lower than expected quality of service (4 items significantly lower).

Table 6.27: Iberia Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.20	2.24	2.52		***
Visually appealing cabin	2.44	2.36	2.64		
Neat appealing aircrew	1.92	1.88	2.08		
Comfortable seat	2.16	2.08	2.76		*
On-time performance	2.08	1.96	2.28		
Staff interest in solving problems	2.04	2.12	2.40		***
Fast baggage handling	2.12	2.16	2.40		
Fast check-in	2.00	1.96	2.24		
Well informed of service details	1.80	1.92	2.32		*
Prompt service to customers	2.20	2.12	2.28		
Willingness to help	1.88	1.96	2.16		
Always respond to requests	2.16	2.16	2.24		
Behaviour that instill confidence	2.00	2.04	2.12		
Feel safe	1.64	1.76	1.76		
Consistently courteous	1.88	1.96	2.04		
Good knowledge answer questions	2.08	2.04	2.40		***
Individual attention	2.12	2.12	2.44		**
Convenient schedules	2.44	2.44	2.76		
Personal care	2.36	2.36	2.40		
Customers' interest at heart	2.40	2.40	2.36		
Understand specific needs	2.36	2.32	2.60		***
Total Statistically Significant Differences (Conflicts)				**0**	**7**

Source: Airlines Passenger Survey May-June 2006

From Table 6.27 it can be observed that Iberia passengers have:

- Higher airline than alliance expectations for 8 items (0 significant);
- Lower airline than alliance expectations for 8 items (0 significant);
- Same airline and alliance expectations for 5 items;
- Received a lower than expected quality of service for 20 items (**7 significant**);
- Received a higher than expected quality of service for 1 item.

These results highlight that Iberia:

1) Has a close fit with the Oneworld brand (no significant differences);
2) Offers a lower than expected quality of service (7 items significantly lower).

Table 6.28: Qantas Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.28	1.44	1.36		
Visually appealing cabin	1.60	1.68	1.64		
Neat appealing aircrew	1.44	1.32	1.44		
Comfortable seat	2.00	2.08	2.12		
On-time performance	1.92	1.92	1.88		
Staff interest in solving problems	1.76	1.80	1.56		
Fast baggage handling	1.56	1.56	1.64		
Fast check-in	1.44	1.64	1.68		
Well informed of service details	1.64	1.64	1.64		
Prompt service to customers	1.64	1.68	1.68		
Willingness to help	1.72	1.76	1.72		
Always respond to requests	1.60	1.72	1.76		
Behaviour that instill confidence	1.24	1.24	1.28		
Feel safe	1.16	1.28	1.16		
Consistently courteous	1.60	1.60	1.60		
Good knowledge answer questions	1.28	1.28	1.36		
Individual attention	1.40	1.60	1.56		
Convenient schedules	1.52	1.56	1.72		
Personal care	1.72	1.80	1.72		
Customers' interest at heart	1.68	1.76	1.76		
Understand specific needs	1.60	1.72	1.84		
Total Statistically Significant Differences (Conflicts)				**0**	**0**

Source: Airlines Passenger Survey May-June 2006

From Table 6.28 it can be observed that Qantas passengers have:

- Higher airline than alliance expectations for 14 items (0 significant);
- Lower airline than alliance expectations for 6 items (0 significant);
- Same airline and alliance expectations for 1 item;
- Received a lower than expected quality of service for 13 items (0 significant);
- Received the expected quality of service for 6 items;
- Received a higher than expected quality of service for 2 items (0 significant).

These results highlight that Qantas:

1) Has a close fit with the Oneworld brand (no significant differences);
2) Offers the expected quality of service (no significant differences).

Table 6.29: Oneworld Conflicts				
	Airline Alliance		Airline Actual	
	Higher	Lower	Higher	Lower
Aer Lingus	0	0	3	0
American Airlines	0	1	0	0
British Airways	0	0	13	0
Cathay Pacific	0	0	4	0
Iberia	0	0	7	0
Qantas	0	0	0	0
Total	**0**	**1**	**27**	**0**

Source: Airlines Passenger Survey May-June 2006

From table above, it can be identified that:

- **1 Oneworld member** (Qantas) has a brand image which is consistent with its alliance brand image and delivers the quality of service promoted by its individual brand;
- **4 Oneworld members** (Aer Lingus, Cathay, Iberia and British Airways) have brand images consistent with their alliance brand but fail to deliver the quality of service promised on 3, 4, 7 and 14 items respectively;
- **1 Oneworld member** (American Airlines) has an inferior brand image to its alliance brand but delivers the quality of service promoted by its brand.

6.2.6.3 Expectations and Perceptions Scores for the SkyTeam Airlines

The following table (6.30) presents the airline and alliance service quality expectation scores and actual service quality perception scores by airline for all the SkyTeam members.

Table 6.30: Expectations and Perceptions Scores by Airline from SkyTeam			
SkyTeam	Airline Expectations	Alliance Expectations	Actual Service Perceptions
Delta	1.72	1.88	1.84
KLM	1.76	1.79	2.11
Air France	1.83	1.94	2.44
CSA	1.83	1.58	2.62
Aeroflot	1.98	1.73	2.75
Alitalia	2.27	2.44	2.71

Source: Airlines Passenger Survey May-June 2006

From Table 6.30 it can be observed that SkyTeam have relatively closer expectation scores than both Star Alliance and Oneworld. However, it appears that in terms of actual service delivery, SkyTeam passengers only rate Delta Airlines highly.

Table 6.31: Aeroflot Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.40	2.02	2.90		
Visually appealing cabin	2.38	2.02	3.27		*
Neat appealing aircrew	1.37	1.67	1.77	***	**
Comfortable seat	2.37	2.08	2.75		
On-time performance	1.77	1.77	2.67		**
Staff interest in solving problems	2.12	1.65	2.85	***	**
Fast baggage handling	2.28	1.67	3.18	**	*
Fast check-in	1.58	1.58	2.03		**
Well informed of service details	2.02	2.02	2.32		
Prompt service to customers	1.90	1.53	2.43	***	
Willingness to help	1.77	1.53	3.17		*
Always respond to requests	1.90	1.67	2.80		*
Behaviour that instill confidence	1.92	1.53	3.03		*
Feel safe	1.63	1.35	2.10		
Consistently courteous	2.00	1.77	2.73		**
Good knowledge answer questions	2.03	1.67	2.83	***	*
Individual attention	2.15	1.92	3.42		*
Convenient schedules	1.53	1.63	1.80		
Personal care	2.23	1.85	3.15		*
Customers' interest at heart	2.12	1.73	3.53		*
Understand specific needs	2.17	1.78	3.12		*
Total Statistically Significant Differences (Conflicts)				**5**	**15**

Source: Airlines Passenger Survey May-June 2006

From Table 6.31 it can be observed that Aeroflot passengers have:

- ✈ Lower airline than alliance expectations for 16 items (**4 significant**);
- ✈ Same airline and alliance expectations for 3 items;
- ✈ Higher airline than alliance expectations for 2 items (**1 significant**);
- ✈ Received a lower than expected quality of service for all 21 items (**15 significant**).

These results highlight that Aeroflot:

1) Has an inconsistent brand to the SkyTeam alliance (4 expectation items significantly lower and 1 item significantly higher);
2) Offers a lower than expected quality of service (15 items significantly lower).

Table 6.32: Air France Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.92	2.10	2.32		**
Visually appealing cabin	1.88	2.05	2.42		*
Neat appealing aircrew	1.77	1.90	2.02		
Comfortable seat	1.62	1.77	2.50		*
On-time performance	1.68	1.78	2.43		*
Staff interest in solving problems	1.85	1.73	2.45		*
Fast baggage handling	1.83	1.93	2.53		*
Fast check-in	1.72	2.03	2.50		*
Well informed of service details	1.75	1.92	2.80		*
Prompt service to customers	1.97	2.12	2.70		*
Willingness to help	1.98	1.98	2.38		***
Always respond to requests	2.12	2.17	2.87		*
Behaviour that instill confidence	1.78	1.78	2.27		**
Feel safe	1.52	1.67	1.92		
Consistently courteous	1.62	1.65	2.28		**
Good knowledge answer questions	1.85	2.05	2.25		
Individual attention	1.77	2.02	2.53		*
Convenient schedules	1.93	2.03	2.18		
Personal care	2.08	2.18	2.53		***
Customers' interest at heart	1.83	1.83	2.53		*
Understand specific needs	1.95	2.10	2.90		*
Total Statistically Significant Differences (Conflicts)				**0**	**17**

Source: Airlines Passenger Survey May-June 2006

From Table 6.32 it can be observed that Air France passengers have:

- Higher airline than alliance expectations for 17 items (0 significant);
- Same airline and alliance expectations for 3 items;
- Lower airline than alliance expectations for 1 item (0 significant);
- Received a lower than expected quality of service for all 21 items (**17 significant**).

These results highlight that Air France:

1) Has a close fit with the SkyTeam brand (no significant differences);
2) Offers a lower than expected quality of service (17 items significantly lower).

Table 6.33: Alitalia Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.53	2.60	2.93		
Visually appealing cabin	2.67	2.67	3.13		***
Neat appealing aircrew	2.07	2.53	2.47	**	***
Comfortable seat	2.47	2.67	3.00		**
On-time performance	2.27	2.27	2.80		***
Staff interest in solving problems	2.00	2.33	2.27		
Fast baggage handling	2.07	2.40	2.80		*
Fast check-in	2.20	2.47	2.73		***
Well informed of service details	2.33	2.40	2.60		
Prompt service to customers	2.53	2.47	2.67		
Willingness to help	2.13	2.33	2.40		
Always respond to requests	2.40	2.67	2.60		
Behaviour that instill confidence	2.20	2.27	2.40		
Feel safe	2.00	2.07	2.47		
Consistently courteous	2.27	2.40	2.60		
Good knowledge answer questions	2.13	2.27	2.53		
Individual attention	2.47	2.60	2.87		
Convenient schedules	2.13	2.40	2.93		*
Personal care	2.13	2.53	2.73		***
Customers' interest at heart	2.47	2.53	3.27		*
Understand specific needs	2.27	2.47	2.73		
Total Statistically Significant Differences (Conflicts)				**1**	**9**

Source: Airlines Passenger Survey May-June 2006

From Table 6.33 it can be observed that Alitalia passengers have:

- ✈ Higher airline than alliance expectations for 18 items (**1 significant**);
- ✈ Same airline and alliance expectations for 2 items;
- ✈ Lower airline than alliance expectations for 1 item (not significant);
- ✈ Received a lower than expected quality of service for all 21 items (**9 significant**).

These results highlight that Alitalia:

1) Has a stronger brand than the SkyTeam alliance (1 significantly higher expectation-item);
2) Offers a lower than expected quality of service (9 items significantly lower).

Table 6.34: CSA Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	2.20	1.90	2.57		
Visually appealing cabin	2.18	1.98	3.05		*
Neat appealing aircrew	1.40	1.48	1.83		**
Comfortable seat	2.00	1.93	2.48		**
On-time performance	1.67	1.67	2.75		*
Staff interest in solving problems	2.17	1.50	2.52	**	
Fast baggage handling	2.17	1.50	3.15	**	*
Fast check-in	1.40	1.38	2.13		*
Well informed of service details	1.90	1.98	2.18		
Prompt service to customers	1.75	1.35	2.00	***	
Willingness to help	1.68	1.35	2.95	***	*
Always respond to requests	1.75	1.42	3.00	***	*
Behaviour that instill confidence	1.70	1.33	2.90	***	*
Feel safe	1.20	1.05	1.62	***	**
Consistently courteous	2.00	1.67	2.57		***
Good knowledge answer questions	1.97	1.57	2.95	***	*
Individual attention	2.05	1.72	3.27	***	*
Convenient schedules	1.17	1.43	1.52	***	***
Personal care	2.10	1.77	3.05		*
Customers' interest at heart	1.97	1.62	3.62	***	*
Understand specific needs	2.03	1.68	2.98	***	*
Total Statistically Significant Differences (Conflicts)				**12**	**17**

Source: Airlines Passenger Survey May-June 2006

From Table 6.34 it can be observed that CSA passengers have:

- Lower airline than alliance expectations for 17 items (**11 significant**);
- Higher airline than alliance expectations for 3 items (**1 significant**);
- Same airline and alliance expectations for 1 item;
- Received a lower than expected quality of service for all 21 items (**17 significant**).

These results highlight that CSA:

1) Has an inconsistent brand to the SkyTeam alliance (11 expectation items significantly lower and 1 item significantly higher);
2) Offers a lower than expected quality of service (17 items significantly lower).

Table 6.35: Delta Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.60	1.77	2.08		
Visually appealing cabin	2.02	2.20	1.90		
Neat appealing aircrew	1.80	1.97	1.90		
Comfortable seat	1.80	2.10	1.95	***	
On-time performance	1.75	1.98	1.53	***	
Staff interest in solving problems	1.63	1.97	1.82		
Fast baggage handling	1.62	1.68	1.95		***
Fast check-in	1.83	1.73	1.92		
Well informed of service details	1.70	1.85	1.77		
Prompt service to customers	1.70	1.80	1.83		
Willingness to help	1.47	1.73	1.50		
Always respond to requests	1.80	1.78	1.88		
Behaviour that instill confidence	1.30	1.55	1.45		
Feel safe	1.18	1.38	1.68		**
Consistently courteous	1.37	1.65	1.50		
Good knowledge answer questions	1.95	2.20	1.97		
Individual attention	1.65	1.88	1.83		
Convenient schedules	2.10	1.92	2.22		
Personal care	1.93	2.15	2.08		
Customers' interest at heart	1.85	1.98	1.70		
Understand specific needs	2.15	2.28	2.17		
Total Statistically Significant Differences (Conflicts)				**2**	**2**

Source: Airlines Passenger Survey May-June 2006

From Table 6.35 it can be observed that Delta passengers have:

- Higher airline than alliance expectations for 18 items (**2 significant**);
- Lower airline than alliance expectations for 3 items (0 significant);
- Received a lower than expected quality of service for 18 items (**2 significant**);
- Received a higher than expected quality of service for 3 items (0 significant).

These results highlight that Delta:

1) Has a stronger brand than the SkyTeam alliance (2 significantly higher expectation-items);
2) Offers a lower than expected quality of service (2 items significantly lower).

Table 6.36: KLM Brand Conflicts

	Expectations		Actual	Significant Conflicts (Values)	
Item	Airline	Alliance	Service	Airline Alliance	Airline Actual
Modern looking aircraft	1.83	1.73	2.17		***
Visually appealing cabin	2.03	1.75	2.02		
Neat appealing aircrew	1.90	1.73	1.90		
Comfortable seat	1.68	1.98	2.67	***	*
On-time performance	1.62	1.80	2.18		**
Staff interest in solving problems	1.95	1.92	2.20		
Fast baggage handling	1.60	1.53	1.88		
Fast check-in	1.50	1.73	1.88		
Well informed of service details	1.87	1.85	2.10		
Prompt service to customers	1.75	1.78	2.18		**
Willingness to help	1.70	1.52	2.08		***
Always respond to requests	1.78	1.92	2.23		**
Behaviour that instill confidence	1.82	2.02	2.23		**
Feel safe	1.43	1.50	1.57		
Consistently courteous	1.68	1.57	1.90		
Good knowledge answer questions	1.87	2.05	2.25		
Individual attention	1.73	1.78	2.08		
Convenient schedules	1.78	1.82	1.92		
Personal care	1.73	2.05	2.28		**
Customers' interest at heart	1.80	1.80	2.40		**
Understand specific needs	1.90	1.85	2.12		
Total Statistically Significant Differences (Conflicts)				**1**	**9**

Source: Airlines Passenger Survey May-June 2006

From Table 6.36 it can be observed that KLM passengers have:

- ✈ Higher airline than alliance expectations for 11 items (**1 significant**);
- ✈ Lower airline than alliance expectations for 9 items (0 significant);
- ✈ Same airline and alliance expectations for 1 item;
- ✈ Received a lower than expected quality of service for 19 items (**9 significant**);
- ✈ Received a higher than expected quality of service for 1 item (not significant);
- ✈ Received the expected quality of service for 1 item.

These results highlight that KLM:

1) Has a stronger brand than the SkyTeam alliance (1 significantly higher expectation-item);
2) Offers a lower than expected quality of service (9 items significantly lower.

Table 6.37: SkyTeam Alliance Conflicts

	Airline Alliance		Airline Actual	
	Higher	**Lower**	**Higher**	**Lower**
Aeroflot	1	4	15	0
Air France	0	0	17	0
Alitalia	1	0	9	0
CSA	1	11	17	0
Delta	2	0	2	0
KLM	1	0	9	0
Total	**6**	**15**	**69**	**0**

Source: Airlines Passenger Survey May-June 2006

From table above, it can be identified that:

- **All 6 SkyTeam members** which participated in the survey are failing to deliver the service quality promised by their individual brands.
- **3 SkyTeam members** (Delta, KLM and Alitalia) have superior brand images than their alliance brand for 2, 1 and 1 items respectively;
- **2 SkyTeam members** (Aeroflot and CSA) have brand images which are creating lower expectations than their alliance partners;
- **1 SkyTeam member** (Air France) has a brand image which is consistent with its alliance brand image.

6.3 FACTOR ANALYSIS

As has been presented in the methodology section, a factor analysis is recommended by the creators of the SERVQUAL model as a scale purification process in order to verify the scale's dimensionality. In addition to confirming the scale's dimensionality, the factor analysis will simplify the analyisis of the survey results by grouping together items that are closely interrelated into a small number of factors rather than analyse a large number (21) of items individually.

6.3.1 AIRLINE EXPECTATIONS

The factor analysis of the airline expectations which was carried out has indicated that there are four different factors present in the survey's airline expectation results, where items with high correlation scores between them can be located together in one of these four factors. This important finding has demonstrated that the original five SERVQUAL dimensions are not applicable in the modern airline industry and that the same items will be more highly inter-correlated when they are allocated into one of the four new factors identified. All results from the factor analysis carried out for passengers' airline expectations can be found in **Appendix I**.

The initial factor analysis for the airline expectations (eigenvalues>1) has identified 2 factors with a 63% total variance explained. The next step is to re-process the factor analysis by forcing the model to identify 3 and 4 factors using the varimax rotation method. Although the eigenvalues are below 1, we can observe that for the 3 factors identified (67% of total variance explained) the eigenvalue>0.9 is very close to 1. For the 4 factors identified (72% of total variance explained) then the eigenvalue is very close to 9 (0.877). Because the eigenvalue (0.703) for identifying one more factor (5 factors) is much smaller than 1 and because the increase in the total variance explained is marginal (75%), the 4 factors have been selected as the most appropriate choice for the analysis of the airline expectation results. Moreover, the employment of four factors for both airline and alliance expectations has produced very similar categories. For all of these reasons, it was decided to select the four factors even if the respective eigenvalues were below 1.

According to the factor analysis carried out, the **first factor**, which explains 58% of the variance in the data set, includes the following items: (the original SERVQUAL factor that each item was allocated is presented in brackets)

1) On-time performance (reliability);
2) Staff interest in solving problems (reliability);
3) Fast baggage handling (reliability);
4) Well-informed of service details (responsiveness);
5) Prompt service to customers (responsiveness);
6) Willingness to help (responsiveness);
7) Always respond to requests (responsiveness);
8) Behaviour that instills confidence (assurance).

It can be observed that the first factor consists of 3 reliability; 3 responsiveness and 1 assurance items from the SERVQUAL model. Half of these items are procedure-related (on-time performance; fast check-in; well-informed of service details and always respond to requests), whereas the remaining half are related to the employees' commitment to delivering a high quality of service (interest in solving problems; prompt service; willingness to help and behaviour that instills confidence). For these reasons, the first factor identified in this study has been named **Procedures/Commitment**.

The **second factor** identified, explaining 5% of the variance in the data set, includes the following items:

1) Individual attention (empathy);
2) Personal care (empathy);
3) Customers' interest at heart (empathy);
4) Understanding specific needs (empathy);
5) Consistently courteous (assurance);
6) Good knowledge to answer questions (assurance).

This factor is the closest to the empathy dimension since it consists of 4 empathy and 2 assurance items. The only item which is categorised as empathy and does not have a

high correlation in this factor is the one relating to an airline's convenient schedules, which is also the only one that is not dependent on airline employees' human interactions with the passengers. Moreover, the 2 non-empathy items, which are both assurance items, are related to employees' courteousness and level of knowledge, which are also related to an airline's employees' human interactions. Since all items located in the third factor are related to the human elements of the airline service, this factor was named **Human Interaction**.

The **third factor** identified, explaining 4% of the variance in the data set, includes the following items:

1) Modern looking aircraft (tangibles);
2) Visually appealing cabin (tangibles);
3) Neat appealing cabin crew (tangibles);
4) Comfortable seat (tangibles).

The third factor identified is exactly the same as the original tangibles factor from the SERVQUAL model. This factor was renamed **Product Design** since all tangible items are related to how the airline product had been designed.

The **fourth factor** identified, explaining 4% of the variance in the data set, includes the following items:

1) Fast check-in (reliability);
2) Feel safe (assurance);
3) Convenient schedules (reliability).

This factor consists of 2 reliability and 1 assurance items. It could be argued that the common characteristic that underpins these items is the sense of trust towards the airline for creating a sense of safety during its flights, for offering convenient schedules and for providing a fast check-in process. For these reasons this factor was called **Dependence**.

6.3.1.1 Airline Expectations Brand Conflicts per Factor

In this section, we will present the brand inconsistencies (conflicts) identified by the statistical differences between the airlines of the same alliance by grouping together

these statistical differences under each of the four factors in which these items were located. It should be noted that these tables should not be compared since the larger the alliance in terms of membership, the greater the number of conflicts that are expected to be identified. The purpose of presenting the following tables is to identify the factor(s) around which the brand conflicts are concentrated for each alliance.

Table 6.38: Star Alliance Brand Conflicts within each factor

Factor	Aus/an	BMI	LOT	Luft/sa	SAS	SIA	Swiss	TAP	Thai	Total
1st	25	38	27	24	28	48	29	55	30	**304**
2nd	20	30	21	20	18	41	30	28	30	**238**
3rd	17	27	22	17	20	27	18	29	21	**198**
4th	10	19	10	8	11	18	9	17	10	**112**
Total	**72**	**114**	**80**	**69**	**77**	**134**	**86**	**129**	**91**	**852**

Source: Airlines Passenger Survey May-June 2006

From Table 6.38 it can be observed that the majority of the statistically significant differences among the Star Alliance members occur in the first factor identified related to an airline's procedures and commitment (followed by human interactions; product design; and dependence). Given that the first factor explains most of the variance in the data set and includes the larger number of the survey items (8), it is not surprising that this is where most of the variation is. This demonstrates that the Star Alliance should review its procedures and ensure that the same procedures are followed by all its alliance members.

Table 6.39: Oneworld Brand Conflicts within each factor

Factor	AerLingus	American	British	Cathay	Iberia	Qantas	Total
1st	24	11	18	5	18	16	**92**
2nd	23	11	18	13	14	23	**102**
3rd	16	8	11	9	11	11	**66**
4th	7	4	5	7	11	4	**38**
Total	**70**	**34**	**52**	**34**	**54**	**54**	**298**

Source: Airlines Passenger Survey May-June 2006

From Table 6.39 it can be observed that for the Oneworld alliance, the factor with the highest number of statistically significant differences is the second factor related to an airline's human interactions (followed by procedures/commitment; product design; and dependence). This is a surprising result since the second factor explains a relatively smaller percentage of the variance in the data set, and consists of fewer items (6) than the first factor (8). This implies that the Oneworld alliance should work towards ensuring a more consistent approach to the human interaction service elements. This is

of a particular significance to the Oneworld alliance, since, as has already been identified, most of its brand values are "psychological".

Table 6.40: SkyTeam Brand Conflicts within each factor

SkyTeam	Aeroflot	AirFrance	KLM	Alitalia	CSA	Delta	Total
1st	11	9	11	30	11	18	**90**
2nd	9	8	13	16	8	8	**62**
3rd	12	12	11	17	13	11	**76**
4th	8	7	6	13	11	9	**54**
Total	**40**	**36**	**41**	**76**	**43**	**46**	**282**

Source: Airlines Passenger Survey May-June 2006

From Table 6.40 it can be observed that the majority of the statistically significant differences among the SkyTeam members occur in the first factor identified related to an airline's procedures and commitment (followed by product design; human interactions; and dependence). Again, this is an expected result because the first factor includes the highest number of items (8) and explains most of the variance in the data set. SkyTeam should increase the emphasis it places on the procedures among its members in order to decrease the number of conflicts in this factor.

6.3.2 ALLIANCE EXPECTATIONS

A factor analysis was also carried out for the passengers' alliance expectations in order to validate the four new factors identified for the airline expectations. All results from the factor analysis carried out for passengers' alliance expectations can be found in **Appendix J**.

Again, the initial factor analysis for the alliance expectations (eigenvalues>1) has identified 2 factors with a 67% total variance explained (slightly higher than the 63% for the airline expectations).

The next step is to re-process the factor analysis by forcing the model to identify 3 and 4 factors using the varimax rotation method, as was done for the airline expectations. Although the eigenvalues are below 1, we can observe that for the 3 factors identified (71% of total variance explained as opposed to 67% for the airline expectations) the eigenvalue>0.9 is again very close to 1. For the 4 factors identified (74% of total variance explained compared with 72% for the airline expectations) then the eigenvalue

is very close to 7 which is much smaller than for the same number of factors for the airline expectations. However, in order to identify whether the 4 factors identified for the alliance exepactations are the same as the airline expectations, the four factor analysis has been selected.

According to the factor analysis carried out, the **first factor**, explaining 62% of the variance in the data set, includes the following items:

1) Staff interest in solving problems (reliability);
2) Well-informed of service details (responsiveness);
3) Prompt service to customers (responsiveness);
4) Willingness to help (responsiveness);
5) Always respond to requests (responsiveness);
6) Behaviour that instill confidence (assurance);
7) *Comfortable seat (tangibles)-(moved from Product Design);*
8) *Feel safe (assurance)-(moved from Dependence).*

It can be observed that the first factor identified for the alliance expectations is very similar to the first factor (**Procedures/Commitment**) identified for the airline expectations. Their difference is that 2 out of the 3 reliability items from the airline expectations factor analysis (on-time performance and fast baggage handling) have been moved from this factor to the fourth factor (**Dependence**) for the alliance expectations factor analysis. This result is more reasonable and closer to the original SERVQUAL factors, since 3 out of the 4 reliability items are grouped together. Moreover, the only reliability item which is not grouped under the dependence factor and remains under the procedures/commitment factor is the only one which is related to the airline employees. The other difference is that 2 new items have been moved to the first factor (comfortable seat from product design and feel safe from dependence). The comfortable seat is a tangible item according to the orignal SEVQUAL factors and its inter-correlation in the first factor does not seem strong since it is not related to any procedures and can only have a relatively limited correlation with commitment.

The **second factor** identified for the alliance expectations, explaining 5% of the variance in the data set is identical to the second factor (**Human Interaction**) of the airline expectations and includes the following items:

1) Individual attention (empathy);
2) Personal care (empathy);
3) Customers' interest at heart (empathy);
4) Understanding specific needs (empathy);
5) Consistently courteous (assurance);
6) Good knowledge to answer questions (assurance).

The **third factor** identified for the alliance expectations, which explains 4% of the variance in the data set, is very similar to both the third factor of the airline expectations and the original tangibles factor. The only difference is that the comfortable seat is not inter-correlated into this factor, which includes:

1) Modern looking aircraft (tangibles);
2) Visually appealing cabin (tangibles);
3) Neat appealing cabin crew (tangibles).

The third factor identified is exactly the same as the original tangibles factor from the SERVQUAL model. This factor was renamed **Product Design** since all tangibles items are related to how the airline product had been designed.

The **fourth factor** identified for the alliance expectations, which explains 3% of the variance in the data set, is very similar to the fourth factor (**Dependence**) identified for the airline expectations. Their differences are that the feel safe (assurance) item has moved to the first factor (**Procedures/Commitment**) and that two more items have moved from the first factor (on-time perforamce and fast-baggage handling). The feel safe item seems more appropriate to the dependence factor but its correlation with the commitment items can be understood. Both of the two new items are reliability items according to the original SERVQUAL dimension and seem more appropriate in this factor (Dependence) rather than in the first factor (Procedures/Commitment) which were located according to the airline expectations analysis.

1) Fast check-in (reliability);
2) Convenient schedules (reliability);
3) *On-time performance (reliability);*
4) *Fast baggage handling (reliability).*

The factor analysis carried out for the alliance expectations reinforced the validity of the four factors identified from the factor analysis of the airline expectations, since in total there were only four item changes (two items moved from the first factor to the fourth and vice versa).

6.3.2.1 Alliance Expectations Brand Conflicts per Factor

In this section, we will present the brand inconsistencies (conflicts) identified by the statistical differences between the airlines of the same alliance by grouping together the statistical differences for the alliance expectations under each of the four factors identified. It should be noted that these tables should not be compared since the larger the alliance in terms of membership, the greater the number of conflicts expected to be identified. Moreover, their comparison with the same tables for the airline expectations is not possible since their have been small changes in the factors identified. The purpose of presenting the following tables is to identify the factor(s) that the brand conflicts are concentrated for each alliance.

Table 6.41: Star Alliance Brand Conflicts within each factor

Factor	Aus/an	BMI	LOT	Luft/sa	SAS	SIA	Swiss	TAP	Thai	Total
1st	24	24	28	22	32	43	25	57	27	**282**
2nd	18	15	20	19	22	39	25	33	23	**214**
3rd	12	12	12	10	12	17	12	21	16	**124**
4th	10	9	13	13	17	19	12	27	12	**132**
Total	**64**	**60**	**73**	**64**	**83**	**118**	**74**	**138**	**78**	**752**

Source: Airlines Passenger Survey May-June 2006

From Table 6.41 it can be observed that the majority of the statistically significant differences among the Star Alliance members occur in the first factor identified related to an airline's procedures and commitment (followed by human interactions; dependence and product design). As was the case with the first factor of the airline expectations, the first factor for the alliance expectations includes the larger number of survey items (8) and explains most of the variance in the data set, and therefore it is expected to also have the larger number of identified conflicts. If the Star Alliance

ensures that its members have consistent airline procedures, then this will result in uniform alliance procedures and therefore the conflicts identified in the first alliance factor will be reduced.

Table 6.42: Oneworld Brand Conflicts within each factor

Factor	AerLingus	American	British	Cathay	Iberia	Qantas	Total
1st	15	9	14	7	14	17	**76**
2nd	25	10	14	12	14	19	**94**
3rd	9	6	9	9	8	11	**52**
4th	11	5	7	4	10	5	**42**
Total	**60**	**30**	**44**	**32**	**46**	**52**	**264**

Source: Airlines Passenger Survey May-June 2006

From Table 6.42 it can be observed that for the Oneworld alliance, the factor with the highest number of statistically significant differences is the second factor related to an airline's human interactions (followed by procedures/commitment; product design; and dependence). Again this is an unexpected result since the second alliance factor consists of fewer survey items (6) compared with the first alliance factor (8) and explains a smaller variance in the data set 5%. Again considering the significance of the 'psychological' brand values for Oneworld then considerable effort is required for reducing the high number of conflict identified in the second alliance factor.

Table 6.43: SkyTeam Brand Conflicts within each factor

SkyTeam	Aeroflot	Air France	KLM	Alitalia	CSA	Delta	Total
1st	15	22	16	38	22	17	**130**
2nd	12	12	8	26	15	11	**84**
3rd	5	7	7	15	5	7	**46**
4th	6	12	8	19	12	7	**64**
Total	**38**	**53**	**39**	**98**	**54**	**42**	**324**

Source: Airlines Passenger Survey May-June 2006

From Table 6.43 it can be observed that the majority of the statistically significant differences among the SkyTeam members occur in the first factor identified related to an airline's procedures and commitment (followed by human interactions; dependence; and product design). Again the results for the number of brand conflicts identified in the alliance expectations are similar to the number of conflicts identified for the airline expectations and therefore the SkyTeam should employ procedures to reduce them.

6.4 SUMMARY

The main findings from the first part of the passenger survey could be summarised as follows:

- *More than half of the passengers have a preferred airline (53%);*
- *A significant percentage has a preference for an airline alliance (31%);*
- *Nearly half of the air passengers have at least one FFP membership (42%);*
- *The country of origin effect in airline preference is very powerful, particularly in countries that have powerful home-based carriers;*
- *Passengers who travel more than 5 times annually are more likely to have a preferred airline than passengers flying 5 or less times annually;*
- *Both SkyTeam and Star Alliance brands place greater emphasis on tangible benefits (62% and 59% respectively) as brand values in contrast to the Oneworld brand which is more focused on the psychological elements and therefore has a lower proportion of brand values with tangible benefits (41%);*
- *The Star Alliance brand values are more memorable (25%) than the Oneworld (17%) or SkyTeam (15%) brand values;*
- *Star Alliance brand values are far more powerful than the brand values of the other two other alliances since most respondents who could recall a Star Alliance brand value had Star as their preferred alliance (58%) whereas the respective percentages for Oneworld (43%) and SkyTeam (59%) were significantly lower.*

The main findings from the statistical differences between airline and alliance expectations and between airline expectations and actual service perceptions of the passenger survey could be summarised as follows:

- *All alliances have members whose individual airline brands are inferior to their alliance brands and which also fail to deliver on the quality of service promised by their brands;*
- *The Star Alliance has the most cohesive brand since 5 of its members under investigation have both a consistent individual brand to their alliance brand and offer the quality of service expected by its customers, whereas Oneworld*

has only one such member and SkyTeam has no such member, of the airlines under investigation.

The main findings from the second part of the passenger survey (SERVQUAL) could be summarised as follows:

- *The items included in the questionnaire are better presented as four new factors instead of the five original dimensions of the SERVQUAL model since this research has provided evidence that they are better correlated under the new factors identified, which are:*
  1. ***Procedures/Commitment;***
  2. ***Product/Design;***
  3. ***Human Interactions;***
  4. ***Dependence.***
- *Most of the statistically significant differences on the airline and alliance expectations that passengers have between the airlines of the same alliance according to the new factors identified for the airline expectations are (all alliances had the same factor with the highest number of conflicts for both their airline and alliance expectations):*
  1. ***Star Alliance: Procedures/Commitment;***
  2. ***Oneworld: Human Interactions;***
  3. ***SkyTeam: Procedures/Commitment.***

7. CONCLUSIONS AND RECOMMENDATIONS

✈ The aim of this chapter is to summarise the key conclusions that have been developed from this research. Moreover, the original contribution of this thesis to the alliance branding and service quality literatures will be rationalised. Finally, a clear set of recommendations will be provided to the alliances and their airline members in order to protect themselves from the negative effects of the brand conflicts identified in the short-term and implement strategies in order to eliminate these conflicts on the long-term.

7.1 CONCLUSIONS

7.1.1 ORIGINAL CONTRIBUTION

The novelty aspect of this thesis, its original contribution, arises from two key areas. Firstly, for the first time, empirical evidence was provided supporting that the original five dimensions of the well-established and widely applied SERVQUAL model are not applicable in the airline industry. Instead the same items are correlated better when they are grouped into four new factors. Secondly, for the first time, empirical evidence has been provided identifying the existence of brand conflicts within the airline alliances.

The identification of four new factors explaining the SERVQUAL items offers important benefits to the review and development of the airline service quality elements since it directs focus on fewer key areas and identifies correlations between airline service quality elements that were not known before. For example, the airline expectations factor analysis has identified a correlation between on-time performance and fast-baggage handling (which are both related to the efficient and on-time service (procedures) offered by an airline) with an airline's employees interest in solving problems; being well-informed of service details; providing a prompt service to customers; their willingness to help; their response to requests; and their behaviour instilling confidence (which are all related to the employees' commitment). This important finding provides evidence that although the former two service elements seem

very different from the latter six elements, they are closely interrelated in passengers' minds and therefore an airline needs to monitor and improve them together as a group for enhancing this aspect (factor) of its brand. Moreover, the factor analysis carried out for alliance expectations, provides evidence that consumers interrelate slightly differently the service quality elements for alliances than they do for the airlines. This finding identifies that the alliance brands are currently performing a slightly different branding role than their airline-member's brands. Again, looking as an example at the first identified factor for the alliance expectations, it can be observed that passengers do not correlate on-time performance and fast-baggage handling with the other six elements that are related to employees' commitment but have replaced them with two other service elements. These two new elements are comfortable seat and a sense of safety. Although it is not altogether clear why passengers correlate these completely different service elements under the same factor for the alliance brands, the identification of their grouping is important for the alliance brands since they will need to monitor and enhance these elements as a group. Moreover, the alliance's brand management team will need to address the factor differences between the airlines' and alliances' expectations to ensure that for every airline service product enhancement, the elements under the same factors for both the airlines' and alliances' brands are upgraded together. In addition, the identified factors also provided empirical evidence for known correlations in the aviation industry. For example, the airline expectations factor analysis has provided evidence of the correlation between on-time performance and behaviour that instils confidence in passengers' minds, which is something that is already known and continuously monitored in the aviation industry.

Other findings from this research include the absence of common brand values between the strategic alliances and their alliance members, which are required for creating brand image consistency and eliminate or decrease the identified brand conflicts between the alliances' and airline-members' brands. The existence of common airline brand values between the Star Alliance members indicates a degree of compatibility between them, in contrast to the other two strategic alliances, whose members do not have common airline brand values, and therefore their members' brands are not as compatible between them as the Star Alliance members. Another important finding from the survey of

airline managers is that they do not perceive that brand conflicts exist between their airline and alliance brands, although the passenger survey provided evidence to the contrary.

The names given to the new factors were based on the key element that was considered as the principle reasoning in passengers' minds for mentally correlating their answers under each new factor.

1. First factor **(Procedures/Commitment)**: reliability (3); responsiveness (4); assurance (1);
2. Second factor **(Human Interaction)**: empathy (4); assurance (2);
3. Third factor **(Product Design)**: tangibles (4);
4. Fourth factor **(Dependence)**: reliability (2); assurance 1.

It should be noted that the third factor identified (Product Design) is identical to the original tangibles dimension in the SERVQUAL model, suggesting that this dimension is applicable in the airline industry. Moreover, all four empathy items are allocated to the second factor, which has also two assurance items and is called human interactions.

The four factors presented were identified from the factor analysis carried out for the airline expectations. The factor analysis carried out for the alliance expectations has supported their existence in the airline industry. However, certain differences were identified between the factors of the airline and alliance expectations. One factor (Human Interactions) was exactly the same for both airline and alliance expectations. The Product factor had only one difference between them, since the comfortable seat item was allocated to the procedures/commitment factor for the alliance expectations.

The Dependence factor of the alliance expectations had three changes, since two new reliability items were allocated to it (from Procedures/Commitment factor), whereas one assurance item were no longer allocated to this factor (moved to Procedures/Commitment). The alliance expectations' Dependence factor concentrates nearly all (except one) reliability items. This demonstrates the validity of the original reliability factor for the alliance expectations but not for the airline expectations. A

potential explanation may be that passengers are more dependent on the alliance brand on the service elements of on-time performance; fast baggage handling, fast check-in, and convenient schedules, rather than on the individual airline brand. This can be understood in situations where passengers are not flying with their usual airline but with a partner airline, and therefore certain service quality elements will be less predictable (like staff interest) whereas others, like the dependence service quality elements will be more predictable because of the alliance service specifications.

7.1.2 RESEARCH CONCLUSIONS

This research has provided empirical evidence that the branding, service quality and strategic alliance theories are fully applicable in the airline industry.

From the literature review it has been established that a successful brand requires a clear set of memorable, distinctive and positive brand values that consumers will associate immediately with the respective brand. From the passenger survey it has been proved that this is not the case for the airline alliance brands since only a small proportion of the respondents could recall a brand value for any of the alliances. Nevertheless, the Star Alliance is in a better position than both the Oneworld and the SkyTeam alliances on this aspect.

The research has also provided evidence that brand loyalty is possible to a certain extent in the airline industry, but without being possible to measure it on any of the measurable theories that were developed (e.g. 'exclusive purchase', 'three in a row criterion', etc) and can have a significant role in an airline's and alliance' development since it can result in increased yields, load factors and market share.

According to the literature review, consistency is a requirement for the establishment of successful brands, but according to the passenger survey results, this is not the case for the quality of service offered in any of the three strategic alliances. Airlines should establish what value their customers place on varying levels of service quality, and the level of service quality that they are prepared to pay for. In addition, airline employees

should be cleared that customers are the ultimate judges of service quality and that their criticisms should be respected and they should reflect and act on them immediately. Brand loyalty is achieved through customer satisfaction and power of brand values

The **key findings** regarding the research hypothesis are:

H1: Passengers have significantly different service quality expectations betweem the airlines participating in the same alliances;

H2: Their service quality expectations for each alliance are heavily influenced by their expectations from the airline member that they use;

H3: The high quality airlines participating in the global alliances are negatively affected by the lower quality airlines participating in the same alliances.

7.2 RECOMMENDATIONS

An alliance's and an airline's brand images cannot be improved overnight but would rather take considerable time to cultivate customer confidence and preference on them. In this section, both short-term and long-term strategies will be proposed for the airline alliances in order to increase their brand equities. These suggestions will be followed by two lists of actions that alliances should follow in order to move from a weak to a strong brand position. The first list of actions will be directed to alliance brands that are more prescriptive on their service quality promised, product specification and actual service delivered of their members, as is the Star Alliance. The second list of actions will be directed to alliance brands where differences are recognised between their individual members and the alliance brand only provides a "gold standard" of core brand values that all members deliver (like the oneworld alliance). In addition to the suggested list of actions and recommendations, a brand management structure will be proposed with a key set of policies for each of the identified alliance brand approaches that will enable them to move toward best practice.

7.2.1 SHORT-TERM STRATEGIES

- ✈ Develop a brand value development strategy, where the alliance brand values are redefined and shared by all alliances members;

- Slow down the alliance membership expansion until the existing members have formed a more cohesive alliance with a common quality of service level provided by all members and until the common airline brand values are promoted;
- Each airline should evaluate its own services compared with its partners' services and either take the necessary actions to reach the partner's level of service or inform/suggest to its partners what actions to take;
- Increase quality of service offered in the airlines with a poor quality performance record by immediately investing in the product element of the airline service (e.g. seat pitch, in-flight entertainment, etc), which is much quicker for achieving the required results than by investing in the service element (e.g. human resource training, development of new customer service plan, etc), which despite the fact that it can be more influential for brand enhancement, takes longer to successfully achieve it;
- Increase the alliance branding campaign in order that both existing and potential passengers become aware of what the airline strategic alliances are, what is their purpose and what are the advantages that they can gain as passengers by joining their FFP;
- Implement a plan for measuring passengers' expectations and perceptions for all airlines within each alliance in order to identify and monitor potential differences and develop strategies to eliminate them.

7.2.2 LONG-TERM STRATEGIES

- Redefine and communicate each alliance key brand values according to the presence of each brand value among the airline members' brands, whether or not it is or it is an alliance brand value;
- Develop a long-term branding strategy and a brand responsibility management structure with clear roles and responsibilities defined for each level;
- Implement an integrated branding strategy where all alliance operations are derived and guided from the alliance brand and its values;

7.2.3 LIST OF ACTIONS FOR MAIN ALLIANCE BRAND APPROACHES

The first alliance brand approach consists of alliances whose members are expected to have or to develop individual brands which are consistent and cohesive to their alliance brand, without allowing any of its members to deviate from the alliance brand image and the alliance brand values. For this reason, this alliance brand model has been named the "Strict Alliance Brand Model".

On the other hand, the second alliance brand approach consists of whose members are encouraged to develop and maintain a set of alliance core brand values but are also encouraged to maintain their individual brand identities and brand values. For this reason, this alliance brand model has been named as the "Liberal Alliance Brand Model".

It should be noted that these categories are not necessarily clear cut categories but actually represent the two opposite poles of an alliance brand spectrum, on which alliances are placed according to the extent of brand consistencies among their members. Following the airline alliances' brand analysis and the definitions provided in this section, it would seem that the Star Alliance is at one pole of this spectrum, representing the strict alliance brand model, and at the other pole is the oneworld alliance, representing the liberal alliance brand model. The SkyTeam alliance would be placed in the middle of this spectrum.

7.2.3.1 Strict Alliance Brand Model – DOs AND DON'Ts LIST

The following key actions should be followed by a strict alliance brand model in order to develop a powerfull alliance brand.

- ✈ Identify all alliance brand values and force all alliance members to adopt these values and remove all other brand values that are not promoted by the alliance brand;
- ✈ Specify all details of the service quality offered in a way that the consumers will not be able to differentiate between any of the alliance members in terms of the service received;

- ✈ Always provide the quality of service promoted by the alliance marketing camplaign.

For example, the first action implies that the Star Alliance, identified as a Strict Alliance Brand Model, should advise Austrian Airlines to remove or at least decrease the emphasis given to the Austrian heritage of the airline's brand. This is because the Austrian emphasis creates an expectation for the passengers booking a flight on Austrian Airlines that they will receive a service from Austrian employees in a typical Austrian way. However, if the flight is operated by an alliance partner on a code-share, this expectation will not be realised and these passengers may be disappointed. If however, Austrian Airlines removes this brand value, then this brand conflict will be solved.

The second proposed action is related to the complementary services offered by each airline. Until now, all alliance members are forced to provide the service elements and quality defined on their Alliance's Service Level Agreement. However, this agreement defines the minimum service requirements that should be provided by all airlines, but enables airlines to offer a higher level of service if they want to. For example, Singapore Airlines offers a service called "book the cook" that provides First and Business class passengers a wide choice of meals that they can select for their flight. Although the airline clearly states that this service is available only from Singapore and certain other locations, when a passenger books a flight with Singapore Airlines from Singapore to a regional airport in the UK, and therefore the second leg of the flight will be operated by BMI, this service feature will not be available. This brand conflict may be resolved if the Alliance's Service Level Agreement changes its objective from defining the Minimum Requirements to define the specific requirements that all airlines need to provide.

The third action proposed is closely related to the previous one, since if the airlines within the same alliance do not succeed in providing the same quality of service, then a standard service quality for the alliance cannot be promoted. From the passenger survey, it has been identified that passengers are receiving a lower than expected quality

of service from certain members of the Star Alliance (e.g. BMI, LOT and TAP). These airlines need to take immediate action to improve their quality of service at the level that will be agreed for all the Star Alliance airline-members. When the same level of service is offered by all Star Alliance members, then it should be clearly communicated to the travelling public.

The following mistakes must be avoided by a strict alliance brand model in order to maintain a powerfull alliance brand.

- ✈ Do not allow any of the alliance members to possess or promote a brand value which is not an alliance brand value, even for a short transitional period;
- ✈ Do not limit the alliance control and enforcement to the service quality level offered by its members, but also control and dictate the uniform service quality specifications and delivery;
- ✈ Do not enforce a minimum service quality requirements policy since this will result in different service quality levels above the minimum defined among the alliance members.

7.2.3.2 Liberal Alliance Brand Model – DOs AND DON'Ts LIST

The following key actions should be followed by a liberal alliance brand model in order to develop a powerfull alliance brand.

- ✈ Identify the core alliance brand values and force all alliance members to adopt them, and promote them together with their individual brand values;
- ✈ Encourage and promote the differences between the alliance members in order for consumers to be aware of the extent of their differences;
- ✈ Specify the service quality level that must be delivered by all alliance members, but also provide the opportunity to exceed the minimum service quality defined and add any additional services according to the specific market's characteristics.

For example, the first action implies that Oneworld, identified as a Liberal Alliance Brand Model, should advise British Airways to adopt all eight Oneworld brand values as British Airways brand values. As it has been identified in the airline's website

analysis, British Airways is currently promoting only one Oneworld brand value (network) as its own brand value. Therefore, if Oneworld wants to develop a powerful alliance brand, it should ensure that British Airways also adopts the following brand values: unity; smooth travel; value; quality; safety; comfort; and benefits.

The second proposed action implies that Oneworld should encourage Finnair to continue promoting its Finnishness (country of origin) as a brand value but also to make it clear that this is a unique feature for Finnair and not the Oneworld alliance.

The third proposed action implies that Oneworld will continue to operate under the current Alliance Service Agreement that defines the Minimum Service Requirements that all Oneworld alliance airlines need to provide and enable the airline members to over-comply to the minimum service requirements if they want to. For example, British Airways offers certain service elements to the airline's First Class passengers that are neither required by the Oneworld Alliance Service Level Agreement nor offered by any of its alliance partners. These service features include:

- a soft cotton pyjamas and velvet slippers;
- a single piece quilted mattress that has been specially designed to perfectly fit the shape of the passenger's suite;
- a new 400 thread Egyptian cotton duvet and pillow with a silver lustre design; and
- a silver velvet seat cushion and wool rich blanket.

Although the service quality level differentiation within the same alliance would not be acceptable for a Strict Alliance Brand Model, this is acceptable for a Liberal Alliance Brand Model, provided that the airline that over-complies clearly states in its marketing materials that the respective service quality/feature is a unique feature of the airline.

The following mistakes must be avoided by a liberal alliance brand model in order to maintain a powerfull alliance brand.

- ✈ Do not rely on having powerful sets of either the alliance's core values or individual brand values at the expense of the other since both categories must be powerful in order to achieve a powerful liberal alliance brand;
- ✈ Do not attempt to redefine the individual members' brand values in order to become closer to the alliance brand values if they are not contradictory, since diversity is key to the success of a liberal alliance brand.

7.2.4 RECOMMENDATIONS TO STAR ALLIANCE

- ✈ Increase the emphasis on promoting psychological brand values, as these are the appropriate values for generating brand loyalty.

7.2.5 RECOMMENDATIONS TO ONEWORLD

- ✈ Promote extensively the alliance brand values in order to be easily remembered by consumers since the proportion of passengers remembering at least one oneworld brand value is very small (17.1%);

7.2.6 RECOMMENDATIONS TO SKYTEAM

- ✈ Identify the reasons why a considerable proportion of the respondents (5.2%) who remembered at least one brand value for the alliance had a negative emotion associated with it, and then ensure that these values are no longer associated with the brand;
- ✈ Increase the emphasis on promoting psychological brand values as well, which are the appropriate values for generating brand loyalty.

7.3 PROPOSED BRAND MANAGEMENT STRUCTURE

The literature review has identified that a clearly structured brand management system is required, when a number of individual brands are linked to each other in order to safeguard both their collective and individual performances.

7.3.1 STRUCTURE AND AUTHORITIES

As it has also been suggested from the literature review two of the most typical and interrelated problems of the brand management system are: 1) the co-ordination/co-operation issue and 2) the responsibility of the individual brands. Therefore, the proposed brand management structure should be clear on both these matters.

It is reasonable to empower the alliance brand management with the ultimate authority and responsibility of developing the alliance brand and co-ordinating the development of the individual airline-members' brands. The airline alliance members will still have their own branding/marketing manager but with a restricted authority of making changes to their respective airline's branding strategy without the approval of the alliance brand management. Although this strategy may not be particularly palatable to the airlines' management, and they may resist its implementation, the results from both the literature review and the airlines' and passengers' surveys have concluded that without the proposed structure, with the indicated levels of authority, branding inconsistencies will exist within the airline alliances.

The branding authority issue may be increased when partner airlines compete on the same route and the alliance brand management restricts each airline from promoting the unique elements of their individual brands. However, this issue can be resolved when the alliance brand management consults the airline brand managers from the airlines involved, preferably jointly in a series of brainstorming sessions with the objective of reaching a mutually agreed solution.

The alliance brand management system has been proven to be effective in dealing with 3 elements, which are very important in the airline industry. These are:

- Managing change: the aviation industry is a fast evolving industry, with significant changes emerging continuously and having severe effects on the airlines. These changes include deregulation; privatisation; liberalisation; the establishment of low-cost airlines; changes in bilateral agreements, etc.
- Product Innovation: the core/basic product of airlines is the air transportation of passengers from one airport to another. However, the product/service

offered to passengers is much more complicated (particularly in business class) and includes a large number of additional services (e.g. access to business lounges; in-flight entertainment; door-to-door transportation, etc). All these additional service elements are continuously developed by the airlines that are trying to increase market share with product innovation. The alliance brand management system will concentrate the market intelligence obtained from all its individual airline members and will select the most innovative product enhancement proposal for making it a requirement for all the alliance members.

- ✈ Customer requirements: the airline passengers (particularly the frequent flyers) have high expectations from their airlines' service quality. Passengers' expectations are continuously evolving together with the development of the airline service. The alliance brand management system will manage their expectations by promoting both the service quality level and the elements of the airline service product that will be imposed to all the airline alliance members.

Another important element that has been identified by both the literature review (significant contribution from employees as brand builders) as well as from the passengers' survey results (importance of "Human Interaction" factor) is the key role that the alliance's and airlines' employees have in both alliance and individual airlines' brands. For this reason, the brand management should develop an employees' training manual that will provide clear instructions to all airline-employees of how they are expected to interact with the passengers and what brand culture they should communicate during their interaction with them.

Moreover, the airline alliance brand management system will monitor each airline's individual performance and will ensure that the identified basic reasons for alliance failures (lack of continuous attention and planning; unequal contribution/commitment of resources; and contrast of partners' culture style and level of trust) are avoided. This will be achieved with the following actions:

- ✈ Continuous short-term and long-term planning of all the branding related strategies and issues related to both the alliance and the airlines' brands;
- ✈ Monitor all airline-members' contribution to the alliance brand and ensure their equal contribution;
- ✈ Ensure that existing brand conflicts are eliminated and that potential brand conflicts are avoided through careful planning.

The proposed alliance brand management structure will employ 2 key indicators for monitoring brand consistency among its members. These indicators include:

- ✈ Key Performance Indicators (KPIs): that will be employed for measuring the service quality levels offered by the airlines and will measure the service elements that are quantifiable like on-time performance; check-in processing times; waiting time at baggage reclaim area, etc.; and
- ✈ Record of Brand Values Promotion: that will record the frequency that each brand value is promoted and ensure that all alliance brand values are promoted frequently.

In addition to the suggested alliance brand management system, a set of key policies needs to be developed for each of the alliance brand models that would clearly identify a formal procedure for solving potential brand conflicts and ensure that both alliance and airline brand equities are safeguarded.

7.3.2 POLICIES FOR STRICT ALLIANCE BRAND MODEL

The suggested policies for the strict alliance brand model will be powerful in terms of being more strict rules rather than suggested practices and their implementation will not require a subjective analysis but would rather be a predefined set of actions for dealing with a predefined set of potential brand conflicts. These suggested key policies that will dictate the actions of the Star Alliance are:

- ✈ When a brand conflict is identified, then the airline member(s) involved in this conflict will be forced to take immediate action and remove the respective(s) brand value(s);

- When a Star Alliance airline member offer a different level of service quality (either higher or lower) than the one determined by the alliance, then immediate action will be required from the airline involved, to either increase its quality (if lower than required) or decrease it (if higher than required);
- When a Star Alliance member offers a service that it is not promoted by the alliance, then the airline will need to take immediate action and stop providing this service feature.

7.3.3 POLICIES FOR LIBERAL ALLIANCE BRAND MODEL

On the other hand, the suggested policies for the liberal alliance brand model will be less powerful in terms of being more like a set of suggestions for solving potential brand conflicts and their implementation will involve a subjective decision from the alliance brand management system of whether one or more of these suggestions need to be employed for solving the identified conflict. These suggested key policies that will provide a set of actions that the Oneworld alliance can select for employing are:

- When a brand conflict is identified, then its magnitude will need to be evaluate it and then the alliance brand management will be able to take one of the following decisions: a) ignore it since its magnitude was not evaluated as high; b) decrease its conflict's level by distancing this brand value from the alliance brand or decreasing its importance; and c) remove the brand value causing the identified conflict.

7.4 LIMITATIONS

A limitation arose from the fact that consumers' perceptions of the quality of service received might be affected by other facts, over which the airlines or the alliances have limited or no control; for example air traffic control management or weather conditions.

7.5 FURTHER RESEARCH

Further research is required in order to provide empirical support for the four new factors identified for the airline industry.

Although from the analysis of the passenger survey results there is clear evidence that there is a high correlation between nationality and country of preferred airline, this finding cannot be considered as a valid conclusion since the majority of the respondents interviewed were travelling with an airline which is based on their own country. In order to provide empirical evidence on the correlation level between a passenger's nationality and the country of their preferred airline, a study conducted in a number of international airports and including national passengers flying on both domestic-based and foreign airlines is required in order to provide a representative sample whose conclusions can be generalised.

8. REFERENCES

- Aas, C. (2006). *Airline Strategic Alliances and Branding*. Unpublished MSc thesis, Leeds Metropolitan University.
- Aaker, D. (1991). *Managing Brand Equity: Capitalising on the Value of a Brand Name*. New York: The Free Press.
- Aaker, D. and Joachimsthalaer, E.A. (2000). "The brand relationship spectrum: the key to the brand architecture challenge". *California Management Review*, 42 (4): 8-23.
- Abrahams, M. (1983). "A service quality model of air travel demand: An empirical study". *Transportation Research*, Part A, 17A (5), pp. 358-393.
- Alamdari, F. (2000). Cited in Iatrou, K. (2004). *The Impact of Airline Alliances on partners' traffic*, Doctorate Thesis, Cranfield University.
- Alexander, P. (1999). *What branding Strategies and Techniques should an airline alliance adopt in order to ensure airline alliance branding success*? Unpublished MSc Thesis, Cranfield University.
- Alotaibi, K.F. (1992). *An empirical investigation of passenger diversity, airline service quality, and passenger satisfaction*, Ph.D. Dissertation, Arizona State University.
- Ambler, T. (1993). "Brand Equity is OK". Admap, December 18.
- Andersson, T.D. (1992). "Another model of service quality: a model of causes and effects of service quality tested on a case within the restaurant industry". Cited in Kunst, P. and Lemmink, J. (Eds). Quality Management in Service, van Gorcum, The Nederlands, pp. 41-58.
- Assael, H. (1998). *Consumers Behaviour and Marketing Action*. Cincinnati, OH: SouthWestern.
- Babakus, E. and Boller, G.W. (1992). "An empirical assessment of the SERVQUAL scale". *Journal of Business Research*, Vol. 24, pp. 253-268.
- Babakus, E. and Inhofe, M. (1991). "The role of expectations and attribute importance in the measurement of service quality". Cited in Gilly, M.C. et al.

(Eds). Proceedings of the Summer Educators' Conference, American Marketing Association, Chicago, IL, pp. 142-144.

- Babakus, E. and Mangold, W.G. (1992). "Adapting the SERVQUAL scale to hospital services: an empirical investigation". *Health Services Research*, Vol. 26, No. 2, pp. 767-786.
- Balmer, J.M.T. (2001). "Corporate identity, corporate branding and corporate marketing-Seeing through the fog". *European Journal of Marketing*, 35 (3/4): 248.
- Balmer, J.M.T. and Gray, E.R. (2003). "Corporate brands: What are they? What of them?". *European Journal of Marketing*, 37 (7/8): 972.
- Balmer, J.M.T. and Greyser, S.A. (2002). "Managing the multiple identities of the corporation". *California Management Review*, 44 (3): 72-86.
- Barwise, P., Dunham, A. and Ritson, M. (2000). "Ties that bind: brands consumers and businesses". In Pavitt, J. (ed) *Brand New*, V&A Publications, London: 71-108.
- Bateson, J.E.G. (1991). *Managing Services Marketing: Text and Readings*. 2nd edition, Fort Worth, Texas: The Dryden Press.
- Bello, D.C. and Holbrook, M.B. (1995). "Does an absence of brand equity generalise across product class". *Journal of Business Research*, Vol. 34, No. 2, October, pp. 125-131.
- Berry, L.L. (1986). "Retail Businesses are Service Businesses". *Journal of Retailing*, Vol. 62, Spring, pp. 3-6.
- Berry, L.L. (2000). "Cultivating service brand equity". *Journal of the Academy of Marketing Science*, Vol. 28, No. 1, pp.128-137.
- Berry, L.L., Lefkowith, E.F. and Clark, T. (1988). "In Services, what's in a name?". *Harvard Business Review*, Vol. 66, September-October, pp. 28-30.
- Bierwirth, A. (2003). Cited in Pilling, M. (2003). "Price Promise". *Airline Business*, April 2003, pp. 58-60.
- Bloemer, J.M.M. and Lemmink, J.G.A.M. (1992). "The importance of customer satisfaction in explaining brand and dealer loyalty". *Journal of Marketing Management*, Vol. 8, pp. 351-364.

- Bolton, R.N. and Drew, J.H. (1991a). "A multistage model of customers' assessment of service quality and value". *Journal of Consumer Research*, Vol. 17, March, pp. 375-384.
- Bolton, R.N. and Drew, J.H. (1991). "A longitudinal analysis of the impact of service changes on customer attitude". *Journal of Marketing*, Vol. 55, pp. 1-9.
- Boulding, W., Kalra, A., Staelin, R. and Zeithaml, V.A. (1993). "A dynamic process model of service quality: from expectations to behavioural intentions". *Journal of Marketing Research*, Vol. 30, p. 7-27.
- Brown, J.D. (1972). "Consumer Loyalty for Private Food Brands". *Bureau of Business Research*, Report No. 3, Muncie, Indiana: Ball State University.
- Brown, T.J., Churchill, G.A. Jr., and Peter, J.P. (1993). "Improving the Measurement of Service Quality". *Journal of Retailing*, Vol. 69, Spring.
- Buel, V.P. (1975). "The changing role of the product manager in consumer good companies". *Journal of Marketing*, Vol. 39, July 1975, pp. 3-11.
- BTCE (Bureau of Transport and Communications Economics) (1992). Quality of service in Australian passenger aviation, Australian Government Publishing Service, Canberra.
- Burnkrant, R.E. (2001). "The moderating role of commitment on the spillover effect of marketing communications". *Journal of Marketing Research*, November 2001.
- Business Week (1999). "L'Oreal the beauty of Global Branding", 28 June 1999.
- Butler, G.F. and Keller, M.R. (1992). "The cost-constrained global airline industry environment: What is quality?". Transportation Quarterly, 46 (4), pp. 599-618.
- Buttle, F. (1996). "SERVQUAL: review, critique, research agenda". *European Journal of Marketing*, Vol. 30, No. 1, 1996, pp. 8-32.
- Buzzell, R.D. and Gale, B.T. (1987). *The PIMS Principles*, Free Press, New York, NY.
- Cadotte, E.R., Woodruff, R.B. and Jenkins, R.L. (1987). "Expectations and norms in models of consumer satisfaction". *Journal of Marketing Research*, Vol. XXIV, pp. 305-314.

- Carrick, R. (1998). Cited in Rogers, D. (1998). "Travel: sun, sea and brands". *Marketing*, March 26 1998, 1, p. 17.
- Cassani, B. and Kemp, K. (2003). *GO: an airline adventure*. Time Warner Books: London.
- Chang, Y.H. and Ye, Chung-Hsing. (2002). "A survey analysis of service quality for domestic airlines". *European Journal of Operational Research*, Vol. 139 (2002), pp. 166-177.
- Charlton, P. and Ehrenberg, A.S.C. (1976). "An Experiment in Brand Choice". *Journal of Marketing Research*, Vol. 13, May, pp. 152-160.
- Chaudhuri, A. and Holbrook, M.B. (2001). "The chain of effects from brand trust and brand affect to brand performance: The role of brand loyalty". *Journal of Marketing*, Vol. 65, April 2001, pp. 81-93.
- Chilcott, M. (2001). Cited in Day, J. (2001). "Media: Stay loyal and get a holiday: Brand loyalty has slumped by 25% in the past years as canny consumers faced with a greater choice pick and choose where to spend their money. Julia Day looks at how some marketing departments are coping". *The Guardian*, July 9 2001.
- Churchill, H. (1942). "How to measure brand loyalty". *Advertising and Selling*, 35, p. 24.
- Churchill, G.A.J. (1979). "A Paradigm for Developing Better Measures of Marketing Constructs". *Journal of Marketing Research*, Vol. 16, February, pp. 64-73.
- Churchill, G.A. and Surprenant, C. (1982). "An investigation into the determinants of customer satisfaction". *Journal of Marketing Research*, Vol. 19, pp. 491-504.
- Cigliano, J., Georgiadis, M., Pleasance, D. and Whalley, S. (2000). "The price of loyalty: Do you really know if your loyalty program is working?". *The McKinsey Quarterly*, 2000, Number 4.
- Clarke, T. (2002). In *Innovative Loyalty and Relationship Marketing*, Conference, Wednesday 22 May 2002, Royal Aeronautical Society, London.

- Clow, K.E., Kurtz, D.L. and Ozment, J. (1988). "A longitudinal study of the stability of consumer expectations of services". *Journal of Business Research*, Vol. 42, No. 1,
- Colombo, R.A. and Morrison, D.G. (1989). "A brand switching model with implications for marketing strategies". *Marketing Science*, Vol. 8, No. 1, pp. 89-99.
- Coltman, D. (1999). "International airline alliances". *Consumer Policy Review*, 9 (3): 111.
- Comites des Sages (1994). *Expanding Horizons, Civil Aviation in Europe: an Action Programme for the Future*, Brussels: European Commission, January Cited in Hanlon, P. (1999). *Global Airlines*, Second Edition, Butterworth Heinemann: Oxford.
- Copeland, M.T. (1923). "Relation of Consumers Buying Habits to Marketing Methods". *Harvard Business Review*, 1, April 1923, pp. 282-289.
- Crandall, R.L. (1995). Cited in Jenkins, D. (1995). "The unique U.S. airline industry". *The Handbook of Airline Economics*, McGraw-Hill, pp. 3-8.
- Cronbach, L.J. (1951). "Coefficient Alpha and the Internal Structure of Tests". *Psychometrika*, Vol. 16, October, pp. 297-334.
- Cronin, J.J.J. and Taylor, S.A. (1992). "Measuring service quality: a re-examination and extension". *Journal of Marketing*, Vol. 56, July, pp. 55-68.
- Cronin, J.J.J. and Taylor, S.A. (1994). "SERVPERF versus SERVQUAL: reconciling performance-based and perceptions minus expectations measurement of service quality". *Journal of Marketing*, Vol. 58, January, pp. 125-131.
- Crosby, P.B. (1979). *Quality is Free*, McGraw-Hill, New York, NY.
- Daniels, J.D. and Radebaugh, L.H. (1995). *International Business: Environments and Operations*, Seventh Edition, Addison-Wesley Publishing: United States.
- Day, J. (2001). "Media: Stay loyal and get a holiday: Brand loyalty has slumped by 25% in the past years as canny consumers faced with a greater choice pick and choose where to spend their money. Julia Day looks at how some marketing departments are coping". *The Guardian*, July 9 2001.

- De Chernatony, L. (1999). "Brand management through narrowing the gap between brand identity and brand reputation". *Journal of Marketing Management*, Vol. 15, pp. 157-179.
- De Chernatony, L. and Riley, F.D.O. (1998). "Defining a 'brand': Beyond the literature with experts' interpretations". *Journal of Marketing Management*, Vol. 14, pp. 417-443.
- De Chernatony, L., Riley, F.D.O., and Harris, F. (1998). "Criteria to Assess Brand Success". *Journal of Marketing Management*, Vol. 14, pp. 765-781.
- Dekimpe, M.G., Steenkamp, J.B.E.M., Mellens, M. and Vanden-Abeele, P. (1997). "Decline and variability in brand loyalty". *International Journal of Research in Marketing*, Vol. 14, No. 5, pp. 405-420.
- Dibb, S. and Simkin, L. (2001). *Marketing Briefs*, Butterworth-Heinemann: Oxford.
- Dick, A.S. and Basu, K. (1994). "Customer loyalty: Toward an integrated conceptual framework". *Journal of the Academy of Marketing Science*, 22, 2, pp. 99-113.
- Doganis, R. (2001). *The Airline Business in the 21st Century*. Routledge: New York.
- Doney, P.M. and Cannon, J.P. (1997). "An examination of the nature of trust in buyer-seller relationships". *Journal of Marketing*, Vol. 61, April 1997, pp.35-51.
- Doz, Y.L. and Hamel, G. (1998). "Alliance Advantage: The Art of Creating Value through Partnership". *Harvard Business Review Press*.
- Duckworth, G. (1997). *Advertising Works 9*, Henley on Thames: NTC Publications.
- Dussauge, P. and Garrette, B. (1999). *Corporate Strategy*, John Wiley and Sons: Sussex.
- Ehrenberg, A.S..C. (1993). "No need for the brand equity crutch". *Admap*, December, 18.
- Einwiller, S. and Will, M. (2002). "Towards an Integrated Approach to Branding: An Empirical Study". *Corporate Communications: An International Journal*, Vol. 7, No. 2, pp. 100-109.

- Elliot, K.M. and Roach, D.W. (1991). "Are consumers evaluating products the way you think and hope they are?". *The Journal of Consumer Marketing*, Vol. 8, No. 2, Spring, pp. 5-14.
- Elliot, K.M. and Roach, D.W. (1993). "Service quality in the airline industry: Are carriers getting an unbiased evaluation from consumers?". *Journal of Professional Services Marketing*, Vol. 9 (2), pp. 71-82.
- Engel, J.F., Blackwell, R.D. and Miniard, P.W. (1995). *Consumer Behaviour*, eighth ed. The Dryden Press, Forth Worth, Texas.
- Erickson, G.M., Johansson, J.K., and Chao, P. (1984). "Image variables in Multi-attribute product evaluations: country of origin effects". *Journal of Consumer Research*, Volume. 11, pp. 694-699, September.
- Etherington, L.D. and Var, T. (1984). "Establishing a measure of airline preference for business and non-business travellers". *Journal of Travel Research*, 22 (4), pp. 22-27.
- Ettenson, R. and Gaeth, G. (1991). "Consumer perceptions of hybrid (bi-national) products". *Journal of Consumer Marketing*, Vol. 8, No. 4, pp. 13-18.
- Fick, G.R. and Ritchie, J.R.B. (1991). "Measuring Service Quality in the Travel and Tourism Industry". *Journal of Travel Research*, Fall, 2-9.
- Fill, C. (2002). *Marketing Communications: Contexts, Strategies and Applications*, Third Edition, Prentice Haul Limited: Europe.
- Fournier, S. (1998). "Consumers and their brands: Developing relationship theory in consumer research". *Journal of Consumer Research*, 24, March, pp. 343-373.
- Gourdin, K.N. and Kloppenborg, T.J. (1991). "Identifying service gaps in commercial air travel: The first step toward quality improvement". *Transportation Journal*, Vol. 31 (1), pp. 22-30.
- Gralpois, B. (1998). "Fighting the illusion of brand loyalty". *Direct Marketing*, December 1998.
- Grapentine, T. (1995). "Dimensions of an attribute". *Marketing Research*, Vol. 7, No. 3, pp. 19-27.

- Gronroos, C. (1982). *Strategic Management and Marketing in the Service Sector*, Helsingfors: Swedish School of Economics and Business Administration.
- Gronroos, C. (1993). "Toward athird phase in service quality research: challenges and future directions". Cited in Swartz, T.A., Bowen, D.E. and Brown, S.W. (Eds). *Advances in Services Marketing and Management*, Vol. 2, JAI Press, Greenwich, CT, pp. 49-64.
- Gudmundsson, S.V. (1999). "Airlines alliances: Consumer and policy issues". European Business Journal, 11 (3): 139.
- Haig, M. (2004). *Brand Royalty: How the World's Top 100 Brands Thrive & Survive*. Kogan Page: London and Sterling.
- Hankinson, G. and Cowking, P. (1993). *Branding in Action: cases and strategies for profitable brand management*. McGraw-Hill, Marketing for Professionals Series, Cambridge.
- Hardie, B.G.S., Johnson, E.J. and Fader, P.S. (1992). "Modelling loss aversion and reference dependence effects on brand choice". Working Paper, Wharton School, University of Pensylvania, PA. Cited in Buttle, F. (1996). "SERVQUAL: review, critique, research agenda". *European Journal of Marketing*, Vol. 30, No. 1, 1996, pp. 8-32.
- Harrigan, K.R. (1988). "Strategic Alliances and Partner Asymmetries". *Management International Review*, Vol. 28, pp. 53-72.
- Harris, B. (1997). Cited in Kleymann, B. and Seristo, H. (2004). *Managing Strategic Airline Alliances*. Ashgate, pp. 113.
- Haynes, R. and Percy, J. (1994). "Perception paradox: Airline service quality issues". *Proceedings of Decision Sciences Institute*, 1994, Annual Meeting 3, pp. 1950-1952. Cited in Chang, Y.H. and Chung-Hsing, Y. (2002). "A survey analysis of service quality for domestic airlines". *European Journal of Operational Research*, Vol. 139 (2002), pp. 166-177.
- He, H-W. and Balmer, J.M.T. (2004). "The Oneworld alliance Brand: A Preliminary Inquiry". Working Paper No 04/39, University of Surrey.
- Hechman, R.D. (1984). *Product Management*. Homewood, IL: Dow Jones-Irwin. Cited in Low, G.S. and Fullerton, R.A. (1994). "Brands, brand

management and the brand manager system: A critical-historical evaluation". *Journal of Marketing Research*, Vol. 31, May 1994, pp. 173-190.

- Higgins, L.F., Ferguson, J.M. and Winston, J.M. (1991). "Understanding and assessing service quality in health maintenance organisations". *Health Marketing Quarterly*, Vol. 9, No. 1-2, pp. 5-20.
- High, D. (1999). "Brands between the balance sheet". *Marketing*, http://www.marketing.haynet.com/features/brandval/brandval.htm(5/8/99).
- Holloway, S. (1998). *Changing Planes: A Strategic Management Perpspective on an industry in Transition, Volume 1: Situation Analysis*, Ashgate: London.
- Hong, S.T., and Wyer, R.R.J. (1989). "Effects of country-of-origin and product attribute information on product evaluation: An information processing perspective". *The Journal of Consumer Research*, vol. 16, No. 2, September 1989, pp. 175-187.
- Hynes, R. and Percy, J. (1994). "Perception paradox: Airline service quality issues". *Proceedings of Decision Sciences Institute*, Annual Meeting 3, 1994, pp. 1950-1952. Cited in Chang, Y.H. and Ye, Chung-Hsing. (2002). "A survey analysis of service quality for domestic airlines". *European Journal of Operational Research*, Vol. 139 (2002), pp. 166-177.
- Iacobucci, D., Grayson, K.A. and Omstrom, A.L. (1994). "The calculus of service quality customer satisfaction: theoretical and empirical differentiation and integration". Cited in Swartz, T.A., Bowen, D.E. and Brown, S.W. (Eds). Advances in Services Marketing and Management, Vol. 13, JAI Press, Greenwich, CT, pp. 1-68.
- IATA (2001). *Recommended Practice 1008*, 21st ed. International Air Transport Association.
- Iatrou, K. (2004). *The Impact of Airline Alliances on partners' traffic*, Doctorate Thesis, Cranfield University.
- Jacoby, J. and Chestnut, R.W. (1978). *Brand Loyalty Measurement and Management*, New York: John Wiley & Sons.
- Jacoby, J. and Olson, J.C. (1970). "An attitudinal model of brand loyalty: conceptual underpinnings and instrumentation research". Paper presented at the University of Illinois Conference on Attitude Research and Consumer

Behaviour, Urbana, Illinois, Cited in Knox, S. and Walker, D. (1995). "Empirical developments in the measurement of involvement, brand loyalty and their structural relationships in grocery markets". *Cranfield University*, SWP 12/95.

- Johnson, G., Scholes, K. and Whittington, R. (2005). *Exploring Corporate Strategy*, 7th edition, Pearson Education Ltd: London.
- Jones, J.R. and Cocke, S.I. (1981). *A performance evaluation of commuter airlines: The passenger's view*. In Proceedings of the 22nd Annual Meetings of the Transportation Research Forum, pp. 248-256.
- Jones, T.O. and Sasser, W.E. (1995). "Why satisfied customers defect". *Harvard Business Review*, 73 (6), pp. 88-99.
- Kahneman, D. and Miller, D.T. (1986). "Norm theory: comparing reality to its alternatives". *Psychological Review*, Vol. 93, pp. 136-153.
- Kalligiannis, K. (1999). *An investigation of potential brand conflict between Virgin Atlantic and Virgin Express*, Thesis, Cranfield University.
- Kapferer, J.N. (1997). *Strategic Brand Management*, London: Kogan Page.
- Kearney, T.J. (1986). *Quality of Service Under Airline Deregulation*, Doctoral Dissertation, The Indiana University at Bloomington, IL.
- Kefallonitis, E.G. (2004). *Brand Associations as a Design Driver*. Doctoral Thesis, Cranfield University.
- Keller, K.L. (1993). "Conceptualizing, measuring and managing customer-based brand equity". *Journal of Marketing*, Vol. 57, January, pp. 1-22.
- Kloppenborg, T.J. and Gourdin, K.N. (1992). "Up in the Air About Quality". *Quality Progress*, pp. 31-35.
- Klein, N. (2001). *No Logo*, Flamingo: London.
- Kleymann, B. and Seristo, H. (2004). *Managing Strategic Airline Alliances*. Ashgate.
- Knemeyer, D. (2006). "Brand Experience and the Web". *Digital Web*, July 14, 2004.
- Knox, S. (2000). "Branding and positioning". Chapter 12 in Cranfield School of Management (2000). *Marketing Management: A relationship marketing perspective*. Macmillan Press: London.

- Knox, S. and Maklan, S. (1988). *Competing on Value: Bridging the gap between brand and customer value*. Financial Times-Pitman Publishing, London.
- Knox, S. and Walker, D. (1991). "Involvement, cognitive structures and brand loyalty: The empirical foundations for a unifying theory". *Cranfield University*, SWP 21/95.
- Knox, S. and Walker, D. (1995). "Empirical developments in the measurement of involvement, brand loyalty and their structural relationships in grocery markets". *Cranfield University*, SWP 12/95.
- Kraats, S.A.V. (2000). "Gaining a competitive advantage through airline alliances". *Competitiveness Review*, 10 (2): 56.
- Kuglin, F.A. and Hook, J. (2002). *Building, Leading and Managing Strategic Alliances: How to work Effectively and Profitably with Partner Companies*. Amacom: New York.
- Lassar, W., Mittal, B. and Sharma, A. (1995). "Measuring customer-based brand equity". *Journal of Consumer Marketing*, Vol. 12, No. 4, pp. 11-19.
- LeForet, S. and Saunders, J. (1994). "Managing brand portfolios: how the leaders do it". *Journal of Advertising*, October, 64-76.
- LePla, F.J. and Parker, L.M. (1999). *Integrated Branding: Becoming Brand-driven through Company-wide Action*, Kogan Page: London.
- Levine, J.B. and Byrne, J.A. (1986). "Corporate Odd Couples". *Business Week, July 21 1986, pp. 100-105.*
- Lewis, B.R. (1993). "Service quality measurement". *Marketing Intelligence and Planning*, Vol. 11, No. 4, pp. 4-12.
- Lewis, R.C. and Booms, B.H. (1983). "The Marketing Aspects of Service Quality". *Emerging Perspectives on Services Marketing*. Berry, L., Shostack, G. and Upah, G. eds., Chicago: American Marketing, pp. 99-107.
- Li, C.W. and Chen, A.K. (1998). "Quality evaluation of domestic airline industry using modified Taguchi loss function with different weight and target values". *Total Quality Management*, Vol. 9, No. 7, pp. 645-653.
- Lovelock, C.H. (1984). Positioning the Service Organisation in the Marketplace. *Services Marketing*, New Jersey, Prentice Hall: pp. 133-139.

- Low, G.S. and Fullerton, R.A. (1994). "Brands, brand management, and the brand manager system: A critical-historical evaluation". *Journal of Marketing Research*, Vol. 31, May 1994, pp. 173-190.
- Luck, D.J. (1969). "Interfaces of a product manager". *Journal of Marketing*, Vol. 33, October 1969, pp. 32-44.
- Lynch, R. (1997). *Corporate Strategy*, Pitman Publishing: London.
- Manish, M. (2001). "Customer loyalty solutions". September 5 2001, in www.brandchannel.com.
- Mason, K.J. (1995). *A Stakeholder Approach to the Segmentation of the Short Haul Business Air Travel Market*. Doctor of Philosophy Thesis, University of Plymouth.
- Mason, K.J. (1998). "Quantitative Methods". *Lecture Document*, Cranfield University.
- Mason, K.J. (2001). "Marketing Low Cost Airlines to Business Travellers". Journal of Air Transport Management, Vol. 7, No. 2, pp. 103-109.
- Matear, S. (1991). *The Existence and Use of Benefit Segments in the Irish Sea Ferry Market*, C.N.A.A. PhD, Polytechnic South West, August 1991. Cited in Mason, K.J. (1995). *A Stakeholder Approach to the Segmentation of the Short Haul Business Air Travel Market*. Doctor of Philosophy Thesis, University of Plymouth.
- McConnell, J.D. (1968). "The Development of Brand Loyalty: An Experimental Study". *Journal of Marketing Research*, Vol. 5, pp. 13-19.
- Mintel (2002). *Food Labelling, Mintel: London.*
- Mitchell, A. (2002). "Dispensing with loyalty". *Brand Strategy*, 161, July, p.40.
- Mockler, R.J. (1999). *Multinational Strategic Alliances*, John Wiley and Sons: Sussex.
- Moorman, C., Zaltman, G. and Deshpande, R. (1992). "Relationships between providers and users of market research: The dynamics of trust within and between organisations", *Journal of Marketing Research*, Vol. 29, August 1992, pp. 314-328.

- Morgan, R.M. and Hunt, S. (1994). "The commitment-trust theory of relationship marketing". *Journal of Marketing*, Vol. 58, pp. 20-38.
- Morgan, R.M. and Shelby, D.H. (1994). "The commitment-trust theory of relationship marketing". *Journal of Marketing*, Vol. 58, July 1994, pp. 20-38.
- Morsing, M. and Kristensen, J. (2001). "The question of coherency in corporate branding-over time and across stakeholders". *Journal of Communication Management*, 6 (1): 24.
- Newman, J.W. and Werbel, R.A. (1973). "Multivariate analysis of brand loyalty for major household appliances". *Journal of Marketing Research*, Vol. 10, pp. 404-409.
- Oliver, R.L. (1980). "A cognitive model of the antecedents and consequences of satisfaction decisions". *Journal of Marketing Research*, Vol. 17, November, pp. 460-469.
- Oliver, R.L. (1981). "Measurement and Evaluation of Satisfaction Process in Retail Settings". *Journal of Retailing*, Vol. 57, Fall, pp. 25-48.
- Oliver, R.L. (1993). "A conceptual model of service quality and service satisfaction: compatible goals, different concepts". Cited in Swartz, T.A., Bowen, D.E. and Brown, S.W. (Eds). Advances in Services Marketing and Management, Vol. 2, JAI Press, Greenwich, CT, pp. 65-85.
- Oliver, R.L. (1999). "Whence consumer loyalty?". *Journal of Marketing*, Vol. 63, Special issue, pp. 33-44.
- Olshavsky, R. W. (1985). "Perceived Quality in Consumer Decision Making: An Integrated Theoretical Perspective". Cited in Jacoby, J. and Olson, J. (eds), Perceived Quality, Massachusetts: Lexington Books.
- Onkvisit, S. and Shaw, J.J. (1989). "The effect of a market orientation on business profitability". *Journal of Marketing*, Vol. 40, (4), pp. 20-36.
- Ostrowski, P.L., O'Brien, T.V. and Gordon, G.L. (1993). "Service quality and customer loyalty in the commercial airline industry". Journal of Travel Research, 32 (2), pp. 16-24.
- Oum, T., Park, J.H. and Zhang, A. (2000). *Globalisation and Strategic Alliances: The Case of the Airline Industry*. Pergamon.

- Ozment, J. and Morash, E.A. (1994). "The augmented service offering for perceived and actual service quality". *Journal of the Academy of Marketing Science*, Vol. 22 (Fall), pp. 352-363.
- Ozment, J. and Morash, E.A. (1998). "Assessment of the relationship between productivity and performance quality in the U.S. domestic airline industry". *Transportation Research Record*, 1622, pp. 22-30.
- Parasuraman, A., Berry, L.L., and Zeithaml, V.A. (1985). "A conceptual model of service quality and its implications for future research". *Journal of Marketing*, Vol. 49, autumn, pp. 41-50.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1988). "SERVQUAL: a multiple-item scale for measuring consumer perceptions of quality". *Journal of Retailing*, Vol. 64, Spring, pp. 12-40.
- Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1991). "Refinement and Reassessment of the SERVQUAL Scale". *Journal of Retailing*, Vol. 67, No. 4, Winter 1991, pp. 420-450.
- Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1993). "Research Note: More on Improving Service Quality Measurement". *Journal of Retailing*, Vol. 69, No. 1, pp. 140-147.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1994). "Reassessment of expectations as a comparison standard in measuring service quality: Implications for future research". *Journal of Marketing*, Vol. 58, pp. 111-124.
- Parasuraman, A., Zeithaml, V.A. and Berry, L. (1988). "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality". *Journal of Retailing*, Vol. 64, No. 1, Spring 1988, pp 12- 40.
- Park, J.H. and Zhang, A. (2000). "An empirical analysis of global airline alliances: Cases in North Atlantic markets". *Review of Industrial Organisation*, 16 (4): 367.
- Park, J.W., Robertson, R. and Wu, C.L. (2004). "The effect of airline service quality on passengers' behavioural intensions: a Korean case study". *Journal of Air Transport Management*, Vol. 10, No. 6, pp. 435-439.
- Payne, M. (2001). "The paradox of loyalty". Brandchannel.com

- Peppers, D. and Rogers, M. (1993). "The one-to-one future: building relationships one customer at a time". Cited in Fournier, S. (1998). "Consumers and their brands: Developing relationship theory in consumer research". Cited in Fournier, S. (1998). "Consumers and their brands: Developing relationship theory in consumer research". *Journal of Consumer Research*, 24 March, pp. 343-373.
- Pessemier, E.A. (1959). "A New Way to Determine Buying Decisions". *Journal of Marketing*, October 1959, pp. 41-46.
- Piercy, N. and Cravens, D. (1995). "The network paradigm and the marketing organisation: developing a new management agenda". *Journal of European Marketing*, Vol. 29, 5, pp. 7-34.
- Pitta, D.A. and Katsanis, L.P. (1995). "Understanding brand equity for successful brand extension". *Journal of Consumer Marketing*, Vol. 12, No. 4, pp. 51-64.
- Reichheld, F.F. (1996). *The Loyalty Effect: The Hidden Force Behind Growth, Profits and Lasting Values*. Boston: Harvard Business School Press.
- Reichheld, F.F. and Sasser, Jr.W.E. (1990). "Zero defections: quality comes to services". *Harvard Business Review*, pp. 105-111.
- Richard, M.D. and Allaway, A.W. (1993). "Service quality attributes and choice behaviour". *Journal of Services Marketing*, Vol. 7, No 1, pp. 59-68.
- Rigsbee, E. (2000). *Developing Strategic Alliances*. Crisp. Cited in Iatrou, K. (2004). *The Impact of Airline Alliances on partners' traffic*, Doctorate Thesis, Cranfield University.
- Ritchie, J.R.B., Johnston, E.E., and Jones, V.J. (1980). "Competition fares and fences perspective of the air traveller". *Journal of Travel Research*, 19, pp. 17-25.
- Robledo, M.A. (2001). "Measuring and managing service quality: integrating customer expectations". *Managing Service Quality*, Vol. 11, No. 1, 2001, pp. 22-31.
- Roehm, M.L., Pullins, E.B. and Roehm, J.H.A. (2002). "Design loyalty-building programs for packaged goods brands". *Journal of Marketing Research*, Vol. XXXIX, May 2002, pp. 202-213.

- Rosenberg, L.J. and Czepiel, J.A. (1983). "A marketing approach to customer retention". *Journal of Consumer Marketing*
- Rust, R.T. and Zahorik, A.J. (1993). "Customer satisfaction, customer retention and market share". *Journal of Retailing*, Vol. 69, No. 2, Summer, pp. 193-215.
- Salomon Brothers (1997). Cited in *Innovative Loyalty and Relationship Marketing* Conference, Wednesday 22 May 2002, Royal Aeronautical Society, London.
- Sasser, W.E.J., Olsen, R.P. and Wychoff, D.D. (1978). *Management of Service Operations: Text and Cases*, Boston: Allyn & Bacon.
- Schary, P.B. and Christopher, M. (1979). "The anatomy of a stock-out". *Journal of Retailing*, Vol. 55, 2, pp. 59-70.
- Schultz, D.E. (1998). "Are we too loyal to our concept of loyalty?". *Marketing News*, 32 (13), pp. 11.
- Schultz, D.E. and Bailey, S. (2000). "Customer/Brand Loyalty in an Interactive Marketplace". *Journal of Advertising Research*, Vol. 40, May-June, pp. 41-53.
- Segil, L. (1996). *Intelligent Business Alliances*. Random House.
- Shaw, S. (1990). *Airline Marketing & Management*. Third edition, Pitman Publishing, London.
- Sheth, J.N. and Sisodia, R.J. (1995). "Feeling the heat". *Marketing Management*, Vol. 4, No. 2, pp. 8-23.
- Shocker, A.D., Srivastava, R.K. and Ruekert, R.W. (1994). "Challenges and opportunities facing brand management: An introduction to the special issue". *Journal of Marketing Research*, Vol. 31, May 1994, pp. 149-158.
- Smith, J. (1998). "Football, It's Values, Finances and Reputation". January 1998. Cited in *Innovative Loyalty and Relationship Marketing* Conference, Wednesday 22 May 2002, Royal Aeronautical Society, London.
- Smith, R.A. and Houston, M.J. (1983). "Script-based evaluations of satisfaction with services". *Emerging Perspectives in Services Marketing*. Cited in Berry, L.L., Shostack, L.G. and Upah, G.D. eds *American Marketing Association*, Chicago, pp. 59-62.

- Spekman, R.E. and Sawhney, K. (1990). "Toward a Conceptual Understanding of the Antecedents of Strategic Alliances". *Marketing Science Institute*, Report No. 90-114, August 1990.
- Spreng, R.A. and Singh, A.K. (1993). "An empirical assessment of the SERQUAL scale and the relationship between service quality and satisfaction". Unpublished paper, Michigan State University. Cited in Buttle, F. (1996). "SERVQUAL: review, critique, research agenda". *European Journal of Marketing*, Vol. 30, No. 1, 1996, pp. 8-32.
- Sultan, F. and Simpson, M.C.J. (2000). "International service variants: airline passenger expectations and perceptions of service quality". *Journal of Services Marketing*, Vol. 14, Issue 3, pp. 188-216.
- Takeuchi, H. and Quelch, J.A. (1983). "Quality is more than making a good product". *Harvard Business Review*, 61, July-August, pp. 139-145.
- Teas, K.R. (1993a). "Expectations, performance evaluation and consumers' perceptions of quality". Journal of Marketing, Vol. 57, No. 4, pp. 18-24.
- Teas, K.R. (1993b). "Consumers expectations and the measurement of perceived service quality". *Journal of Professional Services Marketing*, Vol. 8, No. 2, pp. 33-53.
- Teas, K.R. (1994). "Expectations as a comparison standard in measuring service quality: an assessment of a reassessment". *Journal of Marketing*, Vol. 58, January, pp. 132-139.
- Trout, J. (2000). *Differentiate or Die: Survival in our Era of Killer Competition.* John Willey and Sons: United States of America.
- Truitt, L.J. and Haynes, R. (1994). "Evaluating service quality and productivity in the regional airline industry". *Transportation Journal*, Vol. 33 (4), pp. 21-32.
- Tucker, W.T. (1964). "The Development of Brand Loyalty". *Journal of Marketing Research*, Vol. 1, pp. 32-35.
- Turley, L.W. (1990). "Strategies for reducing perceptions of quality risk in services". *The Journal of Services Marketing*, 4, pp. 5-12.
- Uncles, M. and Laurent, G. (1997). "Editorial". *International Journal of Research in Marketing*, Vol. 14, 5, December 1997, pp. 399-404.

- Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, 1995.
- Van Riel, C.B.M. and Van Bruggen, G.H. (2002). "Incorporating business unit managers' perspectives in corporate-branding strategy decision making". *Corporate Reputation*, Review 5, (2/3): 241.
- Vincent, S. (2004). "Hats are not enough – bringing a brand to life through brand values". *Thai-American Business*, July-August 2004, pp. 16-7.
- Waugh, P. (2002). "Innovative loyalty & relationship marketing". In *Innovative Loyalty and Relationship Marketing*, Conference, Wednesday 22 May 2002, Royal Aeronautical Society, London.
- Webster, F.E. (1992). "The changing role of marketing in corporation". *Journal of Marketing*, Vol. 56, October, pp. 1-17.
- Wells, A.T. and Richey, F.D. (1996). *Commuter Airlines*. Krieger Publishing Company.
- White, C.A. (1994). *The attributes of customer service in the airline industry*, Ph.D. Dissertation, United States International University, San Diego.
- White, S. and Schneider, B. (1998). "Climbing the commitment ladder: The impact on consumer commitment of disconfirmation of service expectations". *Marketing Science Institute*, Working Paper No. 98-108. Cambridge, MA: Marketing Science Institute.
- Wotruba, T.R. and Tyagi, P.K. (1991). "Met expectations and turnover in direct selling". *Journal of Marketing*, Vol. 55, pp. 24-35.
- Yew, L.K. (1977). Cited in Yun, C.Z., Yong, Y.W. and Loh, L. (1996). *The Quest for Global Quality: A Manifestation of Total Quality Management by Singapore Airlines*. Singapore: Addison Wesley.
- Young, C., Cunningham, L. and Lee, M. (1994). "Assessing Service Quality as an Effective Management Tool: The Case of the Airline Industry". *Journal of Marketing – Theory and Practice"*, Spring 1994, pp. 76-96.
- Zahorik, A.J. and Rust, R.T. (1992). "Modelling the impact of service quality of profitability: a review". Cited in Swartz, T.A., Bowen, D.E. and Brown, S.W. (Eds), *Advances in Services Marketing and Management*, JAI Press, Greenwich, CT, pp. 49-64.

- Zeithaml, V. (1987). "Defining and Relating Price, Perceived Quality, and Perceived Value". Report No. 87-101, Cambridge, MA: Marketing Science Institute.

9. INTERNET SOURCES

- *www.aa.com/content/aboutUs/customerCommitment/main.jhtml?anchorEvent=false*
- *www.aeroflot.ru/eng/company.asp?ob_no=739*
- *www.aircanada.com*
- *www.airnewzealand.co.nz/aboutus/corporateprofile/default.htm*
- *www.ana.co.jp/eng/aboutana/corporate/philosophy/index_sm.html*
- *www.aua.com/at/eng/Austrian/Austrian_new/*
- *www.cathaypacific.com/cpa/en_INTL/aboutus/cxbackground/missionstatement*
- *www.continental.com/web/enS/content/company/advertising/commercials.aspx?SID=58F2AA5D9DEF4010A9B1915C4DA82887*
- *www.finnairgroup.com/group/group_2.html*
- *www.flyasiana.com/english/*
- *www.flybmi.com/bmi/en-gb/aboutbmi/aboutbmi.aspx*
- *www.flytap.com/World/en/Company/TAP/*
- *www.koreanair.com*
- *www.lot.com/Portal/EN/aspx/About_Us__About_LOT__Mission_And_Vision.aspx?_COCCID=PL*
- *//konzern.lufthansa.com/en/html/ueber_uns/index.html*
- *www.oneworld.com*
- *www.sasgroup.net/SASGroup/default.asp*
- *www.singaporeair.com/saa/en_UK/content/company_info/index.jsp*
- *www.swiss.com/web/IE6/about-swiss.htm*
- *www.thaiairways.com/About_Thai/Public_Information/Company_Profile/Developments.htm*
- *www.united.com/page/article/0,1360,2981,00.html*
- *www.usairways.com/awa/content/aboutus/customersfirst/about.aspx*
- *grupo.iberia.es/portal/site/grupoiberia/menuitem.e50c3c35ef56059ea0d4a195d21061ca/*

- *www.airfrance.com/GB/en/local/toutsurairfrance/lacompagnie/entreprise_politique_qualite.htm?*
- *www.klm.com/travel/corporate_en/mission_people/mission/index.htm*
- *//corporate.alitalia.com/en/group/index.htm*
- *www.czechairlines.com/en/czechia/cz_spolecnost/cz_pomahame/cz_pomahame_index.htm*
- *www.staralliance.com/en/meta/star_alliance/index.html*
- *www.qantas.com.au/info/about/company/index*
- *www.SkyTeam.com/EN/aboutSkyTeam/aboutSkyTeam.jsp*
- *www.delta.com/about_delta/deltas_transformation/index.jsp*

10. APPENDIX A: AIRLINES' WEBSITE BRANDING

1. STAR ALLIANCE

"An Alliance for all the right reasons
*In 1997, a group of five **world-class** airlines got together to create something **never seen before**, an alliance that brought **together networks, lounge access, check-in services, ticketing** and dozens of other **services** to **improve** the **travel experience** for **customers** and efficiencies for the carriers. They called it the Star Alliance network.*

By 2006 the alliance had grown to 18 members and three smaller, regional members with two other international carriers in China scheduled to join in 2007.

*A **large network** of carriers means **more choices** for customers. Our alliance members fly to **more destinations** than the competition. And that equates to **easier travel** and **quicker connections**. The main goal has always been to make the travel experience **smoother** for customers. That means doing things such as locating the member carriers closer together in airports, coordinating schedules and installing connection teams for **faster transfers** of passengers and baggage. A multitude of other initiatives has been implemented and more are in the works.*

*The **brand**, including the familiar star-shaped logo, represents the **promise** that the alliance **strives** to deliver, and it lets the customer know that **wherever** they are in the world, the alliance is there to **help them enjoy a smooth travel experience**.*

*"The Star Alliance member airlines offer you more of the **travel benefits** you want to 841 destinations in 157 countries plus access to airport lounges worldwide"*

*"**The Airline Network of Earth**"*

*Benefits: **Frequent Flyer Programmes, Lounges***

2. Air Canada

*Air Canada sincerely **appreciates** your business and your **loyalty**. We know that each time you choose Air Canada, you are placing your **confidence** and **trust** in our **people**, our **products** and our **services**. In turn, it is our job to provide you with an air travel **experience** that **meets your needs**. At each step, we aim to deliver a **consistent level** of service in Canada's both official **languages** and we want to present our information to you in clear language. That's the whole idea behind what we call Air Canada's Customer Service Plan (www.aircanada)*

*Air Canada will **tell you** at the time of ticket purchase about any seats which it sells on flights which are flown by another airline (www.aircanada)*

Shared Star Alliance Brand Values (2): **Services, Experience**
Other Brand Values (5): **Trust** *(Loyalty, Confidence, Trust),* **People**, **Satisfaction** (meet needs), **Country** (both official languages), **Quality** (consistent level)

3. Air New Zealand

*We will strive to be **number one** in every market we serve by creating a workplace where **teams** are committed to our customs in a distinctively **New Zealand way**, resulting in superior industry returns (www.airnewzealand.co.nz)*

The airline's guiding principles are:

- *We will be the customer's **airline of choice** when travelling to, from and within New Zealand;*
- *We will build competitive advantage in all of our businesses through the **creativity and innovation** of our **people**;*
- *We will champion and promote **New Zealand** and its people, culture and business at home and overseas;*
- *We will work together as a **great team** committed to the **growth** and vitality of our company and New Zealand;*
- *Our workplaces will be **fun**, energising and where everyone can make a difference.*

(www.airnewzealand.co.nz)

Shared Star Alliance Brand Values (2): **Innovation** (creativity and innovation), **Experience** (fun)
Other Brand Values (3): **Leading** (Best, Number one choice, Growth), **People** (teams, people, great team), **Country** (New Zealand way)

4. ANA

ANA's commitments:

- ✈ *Create **attractive surroundings** for customers;*
- ✈ *Continue to be a **familiar presence**;*
- ✈ *Offer **dreams and experiences** to people around the **world**.*

(www.ana.co.jp)

ANA's course of action:

- ✈ *Maintain top priority on **safety**;*
- ✈ ***Customer oriented**;*
- ✈ *Contribute to the **society**;*
- ✈ *Embrace **new challenges**;*
- ✈ *Debate with active **interest**, decide with **confidence**, and execute with **conviction**;*
- ✈ *Build a **powerful** ANA Group by effectively using **human resources** and focusing on **teamwork** as the competitive strength.*

(www.ana.co.jp)

Shared Star Alliance Brand Values (3): **Experience** (dreams and experiences, attractive surroundings), **Presence** (familiar, interest), **Innovation** (new challenges),
Other Brand Values (6): **Safety**, **Trust** (confidence, conviction), **Social, Quality** (customer oriented), **People**, **Leading** (powerful)

5. Asiana Airlines

Asiana's mission:
"to become recognised worldwide by our customers, shareholders and employees as the ***best airline*** *in the world"*
(www.flyasiana.com)

We will focus our energy on performing services that are ***consistent*** *with our mission by de-centralising authority,* ***empowering employees****,* ***exceeding customers' expectations****, and* ***continuously improving*** *by providing on-going education. To assist with our mission, we will focus on the following guiding principles:*

- ***Safety*** *will not be compromised;*
- *Be* ***customer driven****, both externally and internally;*
- *Develop the attitude that conformance to* ***customer expectations*** *has top priority;*
- *Understand that improvement includes* ***everyone*** *in all parts of the organisation;*
- *Bring* ***all employees*** *into the decision-making process;*
- ***Trust*** *people and their ability to contribute to the mission;*
- *Place emphasis on* ***prevention*** *and problem solving work;*
- *Treat each other with* ***dignity and respect****.*

(www.flyasiana.com)

Shared Star Alliance Brand Values (0):
Other Brand Values (7): **Leading** (best airline), **Quality** (consistent, continuously improving, customer driven), **People** (empowering employees), **Satisfaction** (customer expectations), **Safety**, **Trust, Respect** (and dignity)

6. Austrian Airlines

*We the Austrian Airlines Group are an independent, competitive Austrian Group of airlines that is a **byword for quality**. We want to be the **airline of choice** for business travellers and tourists in Austria, Central and Eastern Europe. Our pursuit of this objective depends on our most important capital asset; **our employees**, or more precisely, their enthusiasm, hard work, tact, team spirit, and commitment to our common success. We can achieve our goal by making the most of our characteristic strengths in every area.*
(www.aua.com)

A Good Brand Comes From Within:
*"What makes us unique? **Friendliness**, **service** and **reliability** are no longer enough to guarantee success in this tough, competitive marketplace. We traditionally have many more strengths; in future our brands will represent an inimitable combination of these strengths and new ones, naturally in our typical **Austrian style**. We are characterised by a feeling of optimism, new strengths, harmony and a positive attitude. In short, a **spring like feeling** that comes from within. **Employees** of the Austrian Airlines Group spontaneously commit themselves to the well-being of their passengers, both on the ground and in the air. Charm and a sincere interest are **always evident** – that special extra portion of genuine, natural attentiveness. **Openness** and tact ensure that our passengers enjoy an incomparable **travel experience**, as promised by the brand".*
(www.aua.com)

"We are geared towards three specific attributes, bring them to life in everything we do and thus turn them into our values:

- ✈ ***Agile**: in the sense of attentive, contributing ideas, active, energetic, spontaneous, inspiring and committed;*
- ✈ ***Natural:** we want to create an authentic, human, open, individual and personal atmosphere;*
- ✈ ***Melodic:** in the sense of thorough, prudent, careful, with a sense of harmony in every aspect and an eye for the big picture, both visibly and behind the*

scenes. With this basic attitude we achieve very special additional value for our passengers.

(www.aua.com)

Shared Star Alliance Brand Values (3): **Services**: **Experience** (and feeling, natural); **Presence** (always evident);
Other Brand Values (8): **Quality** (byword for quality); **Leading** (airline choice); **People** (employees); **Openness** (and friendliness); **Trust** (reliability); **Country** (Austrian style); **Agile; Melodic**

7. BMI

*"**Innovation** has always been part of our history and it has brought a number of "firsts" to the industry, including: vegetarian food on domestic services (1992); a separate business class cabin with a unique choice of business fares (1993); reservations booking with payment on the internet (1995); participating in the Pet Travel Scheme (2000); all jet regional service (2001); installation and use of Tempus 2000, an integrated telemedicine service, on all A330 long-haul aircraft"*
(www.flybmi.com)

*"Our success at providing **quality** products and **services** has been recognised and we've received over 50 industry awards since 1990"*
(www.flybmi.com)

Shared Star Alliance Brand Values (2): **Innovation; Services**
Other Brand Values (1): **Quality**

8. LOT Polish Airlines

*"As a **national carrier** and a member of a **global** alliance we want to achieve the position of a leading airline in the region"*

"LOT's mission is:

- ✈ *We are a **national carrier** combining a long-lasting **tradition** with modern **technology** and organisation;*
- ✈ *We are offering **services** which **meets the needs** of our customers and at the same time we are strengthening our position as a **leading** airline on the routes to/from and across Poland;*
- ✈ *We are developing our own **network** of domestic, European and transcontinental destinations and as an alliance member we provide a global network of air services;*
- ✈ *Operating in one of the largest and fastest developing European markets, we have been achieving **profitability** and appropriate return on capital;*
- ✈ *We provide our **personnel**, in return for effective work, with attractive career opportunities and possibilities for professional advancement*

(www.lot.com)

Lufthansa Shared Star Alliance Brand Values (2): **Services**; **Network**;
Other Brand Values (7): **Country** (national carrier); **Tradition**; **Technology**; **Satisfaction** (meets needs); **Leading** (best airline); **Financial** (profitability); **People** (personnel)

9. Lufthansa

*"Deutsche Lufthansa AG, ranks upfront among the world's **leading** airlines. As an aviation Group, Lufthansa adheres firmly to economic and strategic criteria, focusing on the core competencies of its six business areas: passenger traffic, logistics, MRO, catering, leisure travel and IT services. The Group attaches overriding importance to **quality** and **innovation**, **safety** and **reliability**".*

(//konzern.lufthansa.com/en/html/ueber_uns/index.html)

Shared Star Alliance Brand Values (1): **Innovation**;
Other Brand Values (4): **Leading**; **Quality**; **Safety**; **Trust** (reliability)

10. SAS

- ***Business concept:*** *The SAS Group's primary mission is to serve Europe with air travel;*
- ***Vision:*** *The* ***preferred choice****;*
- ***Objectives:*** *The SAS Group's overall financial objective is to create value for its owners. On this basis, targets within five dimensions have been defined:*
  1. ***profitability****: shareholder return at least 14% over a business cycle and an average CFROI of at least 20% over a business cycle;*
  2. *products: our products shall be easy to purchase and be perceived as good value. Travel is to be flexible and tailored to the customer's needs;*
  3. *market position: SAS aim to be one of the* ***leading*** *airline groups in Europe;*
  4. *financial stability: the SAS Group aims to maintain a level of indebtness and equity/assets ration than in the long run enable the Group to be perceived as an attractive borrower;*
  5. *flight* ***safety****: each year, flight safety is to be improved in line with the latest technical requirements and standards prevailing and available in the market.*
- ***Consideration:*** *we care about our customers and employees and acknowledge our social and environmental responsibilities;*
- ***Reliability:*** *safe, trustworthy and consistent in word and deed;*
- ***Value creation:*** *a professional businesslike approach and* ***innovation*** *will create value for our owners;*
- ***Openness:*** *open and honest management focused on clarity for all stakeholders.*

The SAS Group has refined its brand portfolio by clarifying each company's role in the Group and its relation to the SAS master brand. Two brand strategies have been

developed. For primary users of the SAS master brand, a master brand strategy has been formulated. The master brand represents what customers are to recognise and appreciate no matter which airline they travel on. Strong brands with individual identities are addressed by an endorsement strategy. The customers are to recognise the SAS Group, even when travelling on an airline that is not a primary user of the SAS master brand, such as Spanair or Blue1.

Shared Star Alliance Brand Values (1): **Innovation**
Other Brand Values (7): **Leading** (preferred choice); **Financial** (profitability); **Safety**; **Care** (consideration); **Trust** (reliability); **Value**; **Openness**;

11. Singapore Airlines

*"Singapore Airlines has evolved into one of the **most respected travel brands** around the World. We have one of the world's **youngest fleet** in the air, a **network** spanning five continents, and the **Singaporean girl** as our symbol of **quality customer care** and **service**. Customers, investors, partners, and staff – everyone expects **excellence** of us. And so, in our **lounges, our conferences**, working relationships, and in the smallest details of flight, we rise to each occasion and deliver the Singapore Airlines **experience**".*
(www.singaporeair.com)

*"Our **quality** service and **innovative** offerings are the **tradition** and future of Singapore Airlines"*
(www.singaporeair.com)

Shared Star Alliance Brand Values (5): **Network**; **Services**; **Facilities** (lounges, conferences); **Experience**; **Innovative**
Other Brand Values (6): **Most respected travel brand**; **Technology** (youngest fleet); **Quality**; **Customer Care**; **Leading** (excellence); **Tradition**

12. Swiss

*"No airline is more **Swiss** than SWISS. For our customers this means such classic Swiss values as **quality, reliability and hospitality**. Swiss understands the needs of customers across the travel spectrum. If you are looking for airline tickets for travel between continents, we offer you the luxury and exclusivity of first class air travel in Swiss Firs, business class air fares for the comfort and calm of Swiss Business, or the **friendly** service of Swiss Economy. If you are looking for a short flight within Europe, our Swiss in Europe concept offers you complete flexibility from full-service in Swiss Business to a more streamlined product in Swiss Economy. Cheap fares guaranteed when you book with swiss.com. Whatever booking option you select, you can count on **enjoying** the **personal** service on which we pride ourselves. From the moment your book your air travel until you step off the aircraft, we'll focus on your needs".*
(www.swiss.com)

*"No airline embodies the Swiss values of **reliability, cleanliness and hospitality** more comprehensively than Swiss. Swiss is well aware of the **traditions** it bears, and offers correspondingly high value products and **services** on its European **network** and its long-haul flights. Swiss carries more than nine million passengers a year on over 142,000 flights to more than 70 destinations. Every one of those passengers expects – and deserves – to receive **superior service**. Swiss understands the wishes and needs of its customers, be they in its exclusive and luxurious First Class, its calm and comfortable Business Class, or its Economy Class with its friendly in-flight service. And on flights within Europe, SWISS offers optimum flexibility, attractive fares and easy booking options. SWISS attaches great value to making constant further enhancements to its products, in the air and on the ground. While **safety** is ever paramount and **punctuality** has always been a further key priority, your **satisfaction** with the various components of our overall service product are of vital interest and concern.*

Shared Star Alliance Brand Values (3): **Presence** (personal); **Services**; **Network**
Other Brand Values (9): **National** (country of origin); **Quality, Trust** (reliability, punctuality); **Openness** (hospitality, friendliness); **Satisfaction** (enjoying); **Clean**; **Tradition**; **Quality** (superior service); **Safety**

13. TAP

*"Continuing a strategic direction whose priority is client expectation **satisfaction**; TAP continuously seeks to provide its clients with the **best and easiest** solutions for their trips, continuously adding additional value to the product they offer. With this objective, the company also establishes the best of partnerships, on land and in the air, offering thus an increased number of **destinations** served in code-share with similar companies, in addition to a diversified group of advantages and fringe benefits. TAP intends to turn itself into, ever more, a reference airline on the international scene, taking advantage of business opportunities of markets in which it competes and differentiating itself with its operational efficiency and **quality** of service. The company aims to build, at every moment the best choice of its clients' trips, as well as to ensure its shareholders with the most adequate levels of **profitability** and its **employees** with the best conditions of professional development"*
(www.flytap.com)

Shared Star Alliance Brand Values (1): **Network** (destinations);
Other Brand Values (6): **Satisfaction**; **Best**; **Easy; Quality**; **Financial** (profitability); **People (**employees)

14. Thai

*Vision: "The **first choice** carrier with touches of Thai"*
Mandates:

- *To offer domestic and **international** air travel and related **services** that are **safe**, **convenient** and of a **quality** to ensure customer **satisfaction** and **trust**;*
- *To be committed to international standards of management efficiency, transparency and integrity, and to achieve satisfactory **operating results** in order to maximise benefits for our shareholders;*
- *To create a suitable working environment and offer appropriate salaries and wages as an incentive for **staff** to learn and work to the fullest of their potential and to take pride in their contribution to the company's success;*
- *To be socially responsible, as the **national airline**.*

(www.thaiairways.com)

Shared Star Alliance Brand Values (2): **Network** (international); **Services**
Other Brand Values (8): **First choice**; **Safety**, C**onvenient; Quality;** S**atisfaction; Trust**; **Financial** (operating results); **People** (staff); **National**

15. United

*"Our United commitment is a sincere promise to our customers that each day, in the air and on the ground, we will strive to provide them with the **respect, courtesy, fairness** and **honesty** that they both expect and deserve from United Airlines"*

*"United airlines and member carriers of the Air Transport Association (ATA) are committed to the development of an industry wide, voluntary plan to address 12 key areas intended to improve customer **satisfaction**. Our United commitment builds on the efforts of United and its **employees** to meet our customers' expectations. This plan is another step in our continuing effort to ensure that our customers **experience outstanding service**, both in the air and on the ground"*
(www.united.com)

Shared Star Alliance Brand Values (1): **Experience**
Other Brand Values (7): **Respect**; **Courtesy**; **Fairness**; **Honesty**; **Satisfaction; People** (employees); **Quality** (outstanding service)

16. US Airways

*"Customer **service** has always been a priority at US Airways, and we are committed to making **every flight count** for our valued customers"*

*"Our Promise to You: The **safety** and **satisfaction** of our customers is a top priority for our airline. Customers first is a result of a joint effort in the airline industry, the US Congress, and the US Department of Transportation to address the **key service elements** that affect our customers"*
(www.usairways.com)
Shared Star Alliance Brand Values (2): **Services**; **Experience** (every flight count)
Other Brand Values (3): **Safety**; **Satisfaction**; **Quality** (key service elements)

17. Oneworld

*"Oneworld brings together eight of the world's **biggest** and **best** airlines all committed to providing customers with **great service** and **value**. As an alliance we offer a range of travel options and **benefits** beyond the reach of any individual airline – including a global **network** serving more than 600 destinations in 135 countries and greatly enhanced benefits and privileges for members of all our airlines' **frequent flyer programmes**".*

Oneworld vision is:

- *Making global travel **smoother,** easier, better value and more rewarding*
- *Offering travel solutions beyond the reach of any airline's individual **network***
- *Providing a common commitment to **high standards of quality**, service and **safety***
- *Creating a world where customers always **feel at home**, wherever their journey may take them*
- *Delivering its airlines with savings and **benefits** greater than any can generate by itself*

18. American Airlines

*"American Airlines and American Eagle are in business to provide **safe**, dependable, and **friendly** air transportation to our customers, along with numerous related **services**. We are dedicated to making every flight you take with us something **special**. Your **safety, comfort, and convenience** are our most important concerns. In June of this year, American Airlines and other members of the Air Transportation Association agreed to prepare and submit to the Department of Transportation (DOT) service plans addressing particular issues of consumer interest".*
(www.aa.com)

Shared oneworld Brand Values (2): **Safety**; **Comfort**;
Other Brand Values (4): **Friendly**; **Services**; **Special; Convenience**

19. British Airways

*"British Airways is the UK's **largest** international scheduled airline, flying to over 550 destinations at **convenient** times, to the **best located** airports. Whether customers are in the air or on the ground, British Airways takes pride, in providing a full service **experience**"*
(www.ba.com)

Shared oneworld Brand Values (1): **Network** (largest international);
Other Brand Values (3): **Convenience**; **Facilities** (best located airports); **Experience**

20. Cathay Pacific

*"Our vision is to make Cathay Pacific the **most admired** airline in the world.*

- *Ensuring **safety** comes first;*
- *Providing **service** straight from the heart;*
- *Encouraging product **leadership**;*
- *Delivering superior **financial** results;*
- *Providing rewarding career opportunities"*

(www.cathaypacific.com)

Shared oneworld Brand Values (1): **Safety**;
Other Brand Values (3): **Leading** (most admired); **Services**; **Financial**;

21. Finnair

"

- ***Best in Northern Skies**: Finnair's goal is to be the **leading** Northern European aviation service enterprise;*
- ***European Excellence:** Finnair's aim is provide the most highly regarded and **quality** travel-related **services**, which are operationally the best in Europe and which are the **most desirable choice** for the customer;*
- ***Market Leader:** Finnair is the market **leader** in air transport to and from Finland as well as in gateway traffic through Finland;*

- ***Brand:*** *The brand values have been extended into dimensions that communicate the kind of airline that Finnair wishes to be and for what the airline is known. Finnair's brand values are****: safety****,* ***Finnishness****,* ***freshness*** *and* ***developing****. They are timeless and distinguish Finnair from competitors;*
- ***Finnair's Values:*** *are a functioning work community, continuous development, customer orientation and* ***profitability****. The purpose of these values are to lend support to the choices and decisions that Finnair* ***employees*** *make in their daily work;*
- ***Sustainable, profitable growth:*** *Finnair's business objective is to achieve sustainable and* ***profitable*** *growth.* ***Geographical*** *expectations are placed on the growing Asian, Baltic and Scandinavian markets;*
- ***Competition Strategy:*** *Finnair's competition strategy is based on its high* ***quality*** *of service, its status as one of the most* ***punctual*** *airlines in the industry and its comprehensive, continuously expanding route* ***network*** *via its alliance partnerships. Finnair is safeguarding its strong competitive position by making effective use of various distribution channels and by developing its* ***services****;*
- ***Capitalising in e-business:*** *Finnair will improve its competitiveness and cost efficiency by taking advantage of the possibilities* ***e-business*** *offers in its internal and external processes as well as in e-commerce and customer service;*
- ***Capable partner:*** *Finnair is determined to be a capable and active partner that provides added* ***value*** *for its associates. Finnair is an expert on the Nordic dimension within the oneworld alliance. It is Finnair's aim to consolidate its position by being a pioneer as well as a developer and user of new* ***technology****, in addition to being a beneficiary of the synergies offered by the alliance;*
- ***Preferred Choice:*** *Finnair's aim is to be the* ***most desirable, safe, reliable*** *and* ***friendly*** *choice for its customers. Finnair is systematically developing its service concepts based on feedback from its customers. New technology*

*enables us to provide an increasingly **personal** and comprehensive service for our clients;*

- ✈ ***Professional Personnel:** A professionally skilled, motivated and committed **work force** is an asset that Finnair values highly. We actively work to promote job satisfaction as well as staff capabilities in a rapidly changing work environment. A management culture of reward underpins our personnel strategy;*
- ✈ ***Corporate and Social Responsibility:** Finnair recognises its role as responsible partner in the **society** and the communities where it is operating. A responsible and open environmental policy is a permanent feature of the company's way of doing business. We pay active attention to the most pressing environmental challenges;*

(www.finnairgroup.com)

Shared oneworld Brand Values (4): **Quality**; **Safety**; **Network** (geographical); **Value**
Other Brand Values (11): **Leading**; **Services**; **Country of origin** (Finnishness); **Freshness**; **Profitability; People**; **Trust** (punctual); **Technology** (e-business); **Friendly**; **Personal**; **Social**

22. Iberia

*"Iberia is an international air transport group that has been in the business since 1927. The transport of passengers and freight is our main business, but not the only one. Iberia also conducts aircraft maintenance of our own fleet and those of nearly 50 other companies, including some leading European airlines. Iberia is also active in aircraft and passenger handling services in all Spanish airports, where it serves more than 250 carriers. Since Iberia commenced scheduled flights in 1927, more than 600 million people have flown with us, making Iberia not only Spain's **leading** airline but also market leader on routes between Europe and Latin America. Iberia is also the only airline in Europe to report **profits** for each of the last ten years. The airline is also distinguished by **social** responsibility, ranking among Spain's three top firms in a survey conducted by the Empresa y Sociedad Foundation, and first in employee cooperation programmes.*

Why Iberia:

- ***Leader** in Spain and the **Euro-Latin market**;*
- *Based in one of the European **airports with the greatest potential**;*
- *Ten consecutive **profitable** years, among them some of the worst in the history of commercial aviation;*
- *One of the most **profitable** scheduled carrier;*
- *A sound balance sheet, substantial **financial strength**, and a strong cash position;*
- *Operational **flexibility** to adapt to changing market conditions;*
- *Charter member of oneworld, a global alliance of **leading** airlines;*
- *One of Europe's most **modern fleets**;*
- *Over 83% of its flights left on time the last two years, becoming one of the most **punctual** scheduled airlines in Europe;*
- *A model of corporate **social commitment**. It was included in the Dow Jones Sustainability Index;*
- *Iberia Plus. Europe's **first** international frequent flyers programme, with more than 2,500,000 members;*
- *Iberia.com, Spain's **best-selling website**;*
- *Madrid-Barcelona air shuttle, the **largest offer** of walk-on flights on a single route;*
- ***Great experience** and prestige in aircraft maintenance;*
- ***Leading** handling operator in Spanish airports;*
- *Offer the **lowest fare** available through each of its direct outlets;*
- ***Honour** the agreed fare after payment;*
- ***Notify** passengers of known delays, cancellations and diversion of flights;*
- *Assist passengers facing delays, and when delays occur, when passengers are already aboard the aircraft, to ensure that **essential needs are attended** to;*
- *Ensure **on-time luggage** delivery;*
- *Provide **prompt** refunds;*
- *Provide assistance to passengers with **reduced mobility** and those with **special needs**, to ensure their safety and dignity;*

- ✈ *Reduce the number of passengers who are involuntarily denied boarding;*
- ✈ ***Provide information*** *to passengers regarding commercial and operating conditions;*
- ✈ *Be* ***responsive*** *to passengers'complaints.*

All Iberia staff in all company divisions has taken it to heart, in order to provide ***better customer service****, starting by supplying detailed information about the commercial and operational terms of their flights, to give customers a solid basis for their purchasing decisions.*

Shared oneworld Brand Values (3): **Network** (Euro-Latin market); **Value** (low fares); **Quality** (better customer service);
Other Brand Values (10): **Leading**; **Profitability**; **Social**; **Facilities** (airport with greatest potential); **Flexibility**; **Technology** (modern fleet); **Trust** (punctual); **Innovation** (first FFP); **Experience**; **Communications** (provide information);

23. Qantas

"Qantas was founded in the Queensland outback in 1920. Registered originally as the Queensland and Northern Territory Aerial Services Limited (QANTAS), we have built a reputation for ***excellence*** *in* ***safety****, operational* ***reliability****, engineering and maintenance, and* ***customer service****.*

Today, Qantas is widely regarded as the world's ***leading long distance*** *airline and one of the* ***strongest brands*** *in Australia. We also operate subsidiary businesses including other airlines, and businesses in specialist markets such as Qantas Holidays and Qantas Flight Catering"*

Shared oneworld Brand Values (3): **Safety**; **Quality** (excellence in customer service); **Network** (long-distance)
Other Brand Values (2): **Trust** (reliability); **Leading**;

24. SkyTeam

*"As a world traveller, you want flexibility and more choices for your international travel. With our ten member airlines and 14,615 daily **flights** to 728 **destinations** in 149 **countries**, SkyTeam makes life **easier** for frequent business travellers"*

Ten great reasons to fly SkyTeam:

11. *More **Miles**;*
12. *More **Lounges**;*
13. *Guaranteed **Reservations**;*
14. *More **Flights**;*
15. *More Fares;*
16. ***Easy** Connections;*
17. ***Enhanced** Check-in;*
18. ***Single** Check-in;*
19. ***Quality** Standards;*
20. ***Reservation** Network.*

25. Aeroflot

The priority goals for the airline are:

- *Providing flight **safety**;*
- *Improvement of service **quality** for Aeroflot clients on the ground and on board of the aircrafts as well;*
- *Development of the business structure and improvement of **efficiency** in the company;*
- *Strengthening of the **financial** positions on domestic and international air carriages market.*

(www.aeroflot.ru)

Shared SkyTeam Brand Values (1): **Quality**

Other Brand Values (3): **Safety**; **Efficiency**; **Profitability**

26. Air France

*"**Quality** is an integral part of Air France's strategy; firstly because everyone at Air France is constantly striving to improve **products** and **services** provided for customers, and secondly because Air France has decided to adopt a policy of Management through Quality"*

Integrated Management through Quality:

- *To use quality methods and systems to improve **performance** – for the benefit of all those concerned (this includes not only customers but shareholders, employees and **society** at large);*
- *To aim for **excellence**, to question when needed and to compare with the **best in the class**;*
- *To apply Air France's values: **conviction**, **rigour**, **solidarity**, a **will to improve** and an **open-minded** approach.*

*All the above hinges on integrated **Quality-Safety-Environment** management. This is to be found deployed in various sectors of the business in a manner that is both coherent, with the use of common benchmarks, and adapted, with a pragmatic approach. It is up to the players of the Quality-Safety-Environment system to assume an advisory role in this instance. Nevertheless, any initiative such as this must first and foremost be collective, then cross-functional, and involve the managers themselves who are as much purveyors as guarantors of any initiative. Whether it involves indicators, trend charts, audits, action plans, process follow-up or working methods, feedback, suggestion initiatives, pilot committees and management reviews; these all provide valuable methodological supports. Promoting customer loyalty means fostering customer confidence: **confidence** comes from having solid processes providing concrete results".*

Shared SkyTeam Brand Values (3): **Quality**; **Products**; **Services**

Other Brand Values (12): **Performance; Social; Excellence; Leading; Conviction; Rigour; Solidarity; Willingness for improvement; Open-minded; Safety; Environment; Trust** (confidence)

27. Alitalia

*"Alitalia's sense of **social responsibility** is clearly stated in its Code of Integrity and Charter of Values, representing the cornerstones of its corporate culture. These principles are taken as a **commitment** by the **people** who work in Alitalia, guiding their conduct in all activities ranging from organising business strategies and their daily working lives, to dealing with internal and external interlocutors, as well as respecting the **environment** and social questions"*
(www.alitalia.com)

Shared SkyTeam Brand Values (0):
Other Brand Values (4): **Social** (responsibility); **Commitment**; **People**; **Environment**

28. Continental

*"If you 're not a Frequent Continental flyer, you may be surprised to learn that we fly to the **most international destinations** of any U.S. airline. Or that we **still offer** things that most other airlines have taken away like meals at meal time and **amenities** like pillows and blankets. And did you know that our Business First service was rated the number 1 Business Class among all U.S. airlines by readers of Conde Nast Traveler?"*

*"**The Go Forward Plan**: For the 11th year, Continental is operating under the Go Forward Plan, which is the airline's blueprint for success. This evolving, four-point plan helps the company define and communicate its goals. Since its inception in 1995, the Go Forward Plan has catapulted the company to new heights of **service excellence** and record **financial** performance compared to its network competitors.*

1. ***Fly to Win**: Achieve above average **profits** in a changed industry environment. Grow the airline to where it can make money and keep improving the business/leisure mix. **Maximise distribution** channels while reducing distribution costs and eliminating non-value added costs.*
2. ***Fund the Future**: Manage company assets to maximise stockholder value and build for the future. Reduce costs with **technology**. Generate positive cash flow and improve financial flexibility by increasing its cash balance.*

3. ***Make Reliability a Reality:*** *Deliver an industry-**leading** product the airline is proud to sell. Rank among the top of the industry in they key DOT measurements: on-time arrivals, baggage handling, complaints and involuntary denied boarding. Keep improving the product.*
4. ***Working Together**: Help well-trained **employees** build careers they enjoy every day. Treat each other with dignity and **respect**. Focus on **safety**, make employee programs **easy** to use and keep improving **communication**. Keep pay and benefits competitive in a changed industry environment.*

(www.continental.com)

Shared SkyTeam Brand Values (5): **Network** (most international destinations); **Services** (still offer); **Products** (amenities); **Quality** (service excellence); **Easy**
Other Brand Values (9): **Profitability**; **Presence** (maximise distribution channels); **Technology**; **Leading**; **Respect**; **Safety**; **People**; **Communications**; **Benefits**

29. CSA Czech Airlines

*"CSA, as one of the **most important** business entities in the **Czech Republic**, understands its **social responsibility** in regards to aiding the country and the necessity of being engaged in supporting projects and charities which have a society-wide impact.*
*CSA is a company with a long **tradition** and a **professional** approach in its marketing policy. These principles are applied to the projects it chooses to support:*

- *As a **Czech** company, it supports projects that will enrich the lives of people living in the Czech Republic;*
- *As an **international** company, it supports projects that are: 'A **Gateway** to the East and a **Bridge** to the West', i.e., international projects allowing for the development of relations between nations;*
- *As an **important** airline, the company supports projects related to the field of business.*

Shared SkyTeam Brand Values (1): **Network** (gateway and bridge)

Other Brand Values (6): **Importance**; **Czech** (national); **Social**; **Tradition**; **Professional**; **International**;

30. Delta

*"We are working hard to transform Delta into a **strong, financially** viable company, while providing you with **improved service** and more choices. To do this, we are accelerating the pace of our transformation with the following improvements:*

- ✈ *Improving the **travel experience**;*
- ✈ *Increasing service to **international destinations**;*
- ✈ *Increasing **efficiencies** through fleet simplification.*

Shared SkyTeam Brand Values (2): **Quality** (improved service); **Network** (international destinations);
Other Brand Values (4): **Leading**; **Profitable**; **Experience**; **Efficiency**

31. KLM

*Mission Statement: "by striving to attain **excellence** as an airline and by participating in the world's most successful airline alliance, KLM intends to generate **value** for its customers, employees and shareholders".*

*"KLM's strategic goal is **profitable** and sustainable **growth**. Together with Air France, it will achieve this through the further development of its core activities in the most attractive markets, through cooperation with SkyTeam and through further reductions in unit costs. KLM recognises that **sustainability** is a precondition for it to retain the support it needs to realise its commercial goals. KLM's strategy is therefore to achieve profitable growth that contributes to both its own corporate goals and the economic, societal and **social** development of the Netherlands. KLM wishes to play an active part in setting the criteria necessary to realise its objectives; growth opportunities at the Schiphol home base, access to all markets that add to the **quality** of the **network**, and a level playing field for all. KLM seeks to balance the company's interest with those of its local surroundings.*

*As an employer, KLM wants to promote the long-term involvement of its **employees** in the labour process. To achieve this it pays specific attention to the flexibility, mobility, participation and health of its staff".*
(www.klm.com)

Shared SkyTeam Brand Values (2): **Quality**; **Network**;
Other Brand Values (7): **Excellence**; **Value**; **Profitability**; **Growth**; **Sustainability**; **Social**; **People**;

32. Korean Air

*"**Vision**: To be respected **leader** in the World airline community".*

*"**Mission**: **Excellence** in Flight*

- ***Operational** Excellence;*
- ***Service** Excellence;*
- ***Innovative** Excellence."*

***"Environmental Policy**: Korean Air continues to develop and grow with a focus of harmony between the **environment** and air travel. Based on its environment-conscious management, Korean Air joins in environmental conversation efforts that span the globe, and has established the following environmental policies to advance its **social** responsibility standards".*
(www.koreanair.com)

Shared SkyTeam Brand Values (1): **Quality** (Service Excellence)
Other Brand Values (6): **Leader**; **Excellence**; **Operations**; **Innovative**; **Environmental**; **Social**

33. NWDA

"The Vision of Northwest Airlines: To build together the first choice airline and global alliance network with the best people; each committed to exceeding our customers' expectations every day".

"Checklist for the Future:

1. **Run a Great Airline:** Providing **safe**, clean, **on-time** air transportation with luggage, in a **professional** and consistent manner, is the core of Northwest's mission. We provide prompt and appropriate service recovery when, despite our best efforts, something goes wrong. Northwest leads the industry in consistent **reliability**, a source of competitive success and employee pride;
2. **Put Customers First**: Employees have made the Northwest Customers First Plan the industry leader. We have an ongoing commitment through Customers First Plus to continue to outpace our competitors by providing the **best customer service** in the industry by solving problems on the spot. We will strive to be the **first choice** for passengers and shippers with **innovative technology** and **courteous**, **convenient** service. This allows us to create more choices and make it very **easy** for customers to do business with us, with the best schedules and the simplest access to our network.
3. **Focus on People**. By taking care of Northwest **people**, our greatest asset, they will take care of our customers and our customers will come back in increasing numbers to travel on the Red Tail. We will achieve this objective through enhanced **communications**, **fair** and progressive labour relations, state of art training, and continued improvements to employee services and facilities;
4. **Build our Network**. By expanding service from each Northwest hub, domestically and internationally, by expanding our flying and building our alliances with other carriers we will create robust, **profitable** and sustainable growth. We will further develop cargo and mail services, enhance sales relationships, and grow capacity by flawlessly executing the long-term fleet plan to take delivery of a new aircraft every two weeks for the next five years.
5. **Secure our Future**. The company must ensure sustainable **financial** stability through commitment to profitability and shareholder value. This is key to each employee because job security and prosperity are only guaranteed if we are

> financially successful. To do this we will execute strategies to improve performance, increase productivity, grow revenues, identify high potential areas for expansion, and strengthen our balance sheet by controlling the cost of doing business. We will continue to improve facilities in all service areas and make the investments necessary to execute the Checklist. Significant improvements are underway to the terminals and runway systems of all five Northwest hub airports. The best single example of this is the new Northwest World Gateway in Detroit.

Shared SkyTeam Brand Values (3): **Network**; **Quality** (best customer service); **Easy**;
Other Brand Values (13): **Leading** (first choice); **People**; **Satisfaction** (exceeding expectations); **Safety**; **Trust** (on-time, reliability); **Professional**; **Innovation**; **Technology**; **Courteous**; **Convenience**; **Communications**; **Fairness**; **Profitability**;

11. APPENDIX B: AIRLINE SURVEY TOOL

AIR TRANSPORT GROUP

Cranfield UNIVERSITY

Survey on Airline Alliances Branding

Dear Sir/Madam,

This questionnaire is part of Konstantinos Kalligiannis' Doctoral Research on Airline Alliance Branding (under the supervision of Dr Keith Mason). Dr Kostas Iatrou provides assistance in this part of the research as an expert in Airline Alliances. The questionnaire's aim is to assess how airline strategic alliance brands (i.e. Star Alliance, Oneworld and SkyTeam) have impacted on the individual airline partners' brands.
The results of this questionnaire will be treated as confidential and will only be reported in aggregate form.
When answering the following questionnaire please consider the impact of alliances on your airline.
We would appreciate your help with this research by completing this questionnaire and returning by email.

Thank you in advance for your co-operation

Konstantinos Kalligiannis
Ph.D. Research Student
Air Transport Group
Cranfield University
e-mail: k.kalligiannis.2001@cranfield.ac.uk

Dr Kostas Iatrou
Secretary General
Hellenic Aviation Society
e-mail: kiatrou@aviationsociety.gr

1. What do you consider as the brand values of:
    a. your **airline** (please indicate in order of importance):
    1)…… …… … … … … … … … … … … … …
    2)…… …. … … … … …
    3)…… ……
    4)……
    5) ……

    b. your **alliance** (please indicate in order of importance):
    1)……
    2)……
    3)……
    4)…… …… … … … … … … … … …

2. Do you believe that there are benefits in promoting the strategic alliance as a single brand? (please tick appropriate box)

   Yes ☐ No ☐

   If yes, what do you see as benefits and if no what do you see as disbenefits: (please specify)

   Benefits:….

   Disbenefits:……..

3. What do you consider important features in promoting: a) your airline's brand values; and b) your alliance brand values? (Please rate each category from 0 to 5): (0 = not important, 5 = very important)

	a) Airline	**b) Alliance**
Quality of service		
Service features		
Airline image		
Other (please specify)……		

4. What service elements do you consider as the most important in delivering:
   a. your **airline's** brand values (please indicate in order of importance):

   1)…….
   2)… ……
   3)… ……
   4)… ……

   b. your **alliance's** brand values: (please indicate in order of importance):

   1)…….
   2)… ……
   3)…….
   4)… ……
   5)… ……

5. How does the alliance branding effect the airline brand?
   Please tick appropriate box:

Negative ☐ Neutral ☐ Positive ☐ Very important ☐

6. In which areas, if any, do you consider that brand conflicts exist between the alliance brand and the airline brand? (please indicate the extent of perceived conflict from 0 to 5): (0 = no conflict, 5 = very significant conflict)

Quality of service	
Service features	
Airline image	
Other (please specify)……	

7. Do you believe that there are airlines participating in your alliance that have to catch-up with the alliance brand?

   Yes ☐ No ☐

8. Are you currently satisfied by your alliance brand equity (brand power)?

   Yes ☐ No ☐

9. Should the brand equity (brand power) of the alliance be reinforced?

   Yes ☐ No ☐

   If yes, in what way? ……

10. Should the alliance brand equity (brand power) become greater than your airline's brand equity (brand power)?

    Yes ☐ No ☐

11. Do you believe that the individual airline brands should be absorbed within the alliance brand?

    Yes ☐ No ☐

12. Please tick the most appropriate statement:
    a. It is possible for an airline to maximise both airline and alliance brands, ☐
    Or
    b. You have to maximise one at the expense of the other ☐

13. Do you have any additional comments concerning the alliance impact on your airline in terms of branding?

Thank you for your assistance.

12. APPENDIX C: PASSENGER SURVEY TOOL

Survey on Airline Alliances Branding at Athens International Airport

Dear Sir/Madam,

This questionnaire is part of Konstantinos Kalligiannis' Doctoral Research on Airline Alliance Branding (under the supervision of Dr Keith Mason). The questionnaire's aim is to assess how the airline strategic alliance brands (i.e. Star Alliance, Oneworld and SkyTeam) have impacted on the airline passengers' perceptions about the airlines and the alliances.

I would appreciate your help with this research by completing this questionnaire and ***returning by mail*** *at the following address* or **leave** the questionnaire **at the point where you collected it**.

Thank you in advance for your co-operation

Konstantinos Kalligiannis
Ph.D. Research Student
1 Mavragani Street, Papagou
15669, Athens, GREECE
e-mail: k.kalligiannis.2001@cranfield.ac.uk

Male: ☐ Female: ☐ Nationality: _____

Age Group: 15-24 25-34 35-44 45-54 55 and above

Traveling Class: Business: ☐ Economy: ☐

Number of return trips annually: ☐

Have you got a preferred airline?: Yes: ☐ No: ☐ If yes, which one?: _____

Are you a member of an airline's Frequent Flyer Program?: Yes: ☐ No: ☐ If yes, which airline's?: _____

Have you got a preferred airline alliance?: Yes: ☐ No: ☐ If yes, which one?: Star: ☐ Oneworld: ☐ SkyTeam: ☐

What do you consider as the brand values for: Star: _____ Oneworld: _____ SkyTeam: _____

Which airline are you flying today?: _____

PLEASE TURN PAGE AND COMPLETE THE QUESTIONNAIRE

Below is an opportunity for you to give your opinions about airlines, their alliances and the services they provide. The first column presents the attributes of airline service quality. There are **three** 5-point scales for you to complete (Answer: Strongly Agree = 1, Agree = 2, Neither Agree or Disagree = 3, Disagree = 4, Strongly Disagree = 5). These scales are designed to measure your ***service quality expectations*** for the airline that you are flying today (first column), the second column measures your ***expectations for the alliance that the airline you are using today belongs*** to (second column) and the third column measure your ***perceptions of the actual service*** that you received last time. The best response to any item is the one that best reflects your feelings, either as you have experienced them or as you anticipate you would experience them when using the relevant airlines.

Attributes		**EXPECTATIONS** **Airline**	**Alliance**	**PERCEPTIONS** **Actual Service**	
a. Example attribute	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
1. Modern looking aircraft	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
2. Visually appealing cabin	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
3. Neat appealing aircrew	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
4. Comfortable seat	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
5. On-time performance	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
6. Staff interest in solving problems	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
7. Fast baggage handling	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
8. Fast check-in	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
9. Well-informed of service details	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
10. Prompt service to customers	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
11. Willingness to help	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
12. Always respond to requests	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
13. Behaviour instill confidence	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
14. Feel safe	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
15. Consistently courteous	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
16. Good knowledge to answer questions	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
17. Individual attention	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
18. Convenient schedules	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
19. Personal care	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
20. Customers' interest at heart	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**
21. Understand specific needs	**Strongly agree**	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	**Strongly Disagree**

13. APPENDIX D: ANOVA - AIRLINE & ALLIANCE EXPECTATIONS & PERCEPTIONS ANALYSIS

Flying Airline = Austrian Airlines

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	3.317	2	1.658	3.286	**.041**
	Within Groups	59.050	117	.505		
	Total	62.367	119			
2.Cabin Airline Expactations	Between Groups	.417	2	.208	.320	.727
	Within Groups	76.175	117	.651		
	Total	76.592	119			
3 Cabin Crew Airline Expactations	Between Groups	1.117	2	.558	.889	.414
	Within Groups	73.475	117	.628		
	Total	74.592	119			
4. Seat Airline Expactations	Between Groups	2.517	2	1.258	1.526	.222
	Within Groups	96.475	117	.825		
	Total	98.992	119			
5. On-time Airline Expactations	Between Groups	.817	2	.408	1.161	.317
	Within Groups	41.150	117	.352		
	Total	41.967	119			
6. Staff Airline Expactations	Between Groups	.217	2	.108	.279	.757
	Within Groups	45.375	117	.388		
	Total	45.592	119			
7. Bag Airline Expactations	Between Groups	3.617	2	1.808	3.506	**.033**
	Within Groups	60.350	117	.516		
	Total	63.967	119			
8. Check Airline Expactations	Between Groups	6.050	2	3.025	4.604	**.012**
	Within Groups	76.875	117	.657		
	Total	82.925	119			
9. Inf Airline Expactations	Between Groups	2.517	2	1.258	2.357	.099
	Within Groups	62.475	117	.534		
	Total	64.992	119			
10. Prompt Airline Expactations	Between Groups	.350	2	.175	.281	.756
	Within Groups	72.975	117	.624		
	Total	73.325	119			
11. Will Airline Expactations	Between Groups	.067	2	.033	.059	.942
	Within Groups	65.800	117	.562		
	Total	65.867	119			
12. Alw Airline Expactations	Between Groups	2.317	2	1.158	1.555	.216
	Within Groups	87.150	117	.745		
	Total	89.467	119			

13. Beh Airline Expactations	Between Groups	.067	2	.033	.058	.944
	Within Groups	67.800	117	.579		
	Total	67.867	119			
14. Safe Airline Expactations	Between Groups	.217	2	.108	.319	.728
	Within Groups	39.775	117	.340		
	Total	39.992	119			
15. Court Airline Expactations	Between Groups	.717	2	.358	.851	.430
	Within Groups	49.275	117	.421		
	Total	49.992	119			
16. Knowl Airline Expactations	Between Groups	3.350	2	1.675	3.063	**.050**
	Within Groups	63.975	117	.547		
	Total	67.325	119			
17. Att Airline Expactations	Between Groups	.617	2	.308	.347	.708
	Within Groups	103.975	117	.889		
	Total	104.592	119			
18. Sch Airline Expactations	Between Groups	.717	2	.358	.656	.521
	Within Groups	63.875	117	.546		
	Total	64.592	119			
19. Personal Airline Expactations	Between Groups	.650	2	.325	.659	.519
	Within Groups	57.675	117	.493		
	Total	58.325	119			
20. Custom Airline Expactations	Between Groups	1.517	2	.758	.925	.400
	Within Groups	95.950	117	.820		
	Total	97.467	119			
21. Special Airline Expactations	Between Groups	4.717	2	2.358	2.728	.070
	Within Groups	101.150	117	.865		
	Total	105.867	119			

Flying Airline = BMI

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	2.133	2	1.067	2.375	.102
	Within Groups	25.600	57	.449		
	Total	27.733	59			
2.Cabin Airline Expactations	Between Groups	2.133	2	1.067	2.923	.062
	Within Groups	20.800	57	.365		
	Total	22.933	59			
3 Cabin Crew Airline Expactations	Between Groups	8.533	2	4.267	16.889	**.000**
	Within Groups	14.400	57	.253		
	Total	22.933	59			
4. Seat Airline Expactations	Between Groups	4.800	2	2.400	6.577	**.003**
	Within Groups	20.800	57	.365		
	Total	25.600	59			
5. On-time Airline Expactations	Between Groups	3.733	2	1.867	3.325	**.043**
	Within Groups	32.000	57	.561		
	Total	35.733	59			
6. Staff Airline Expactations	Between Groups	22.933	2	11.467	17.021	**.000**
	Within Groups	38.400	57	.674		

	Total	61.333	59			
7. Bag Airline Expactations	Between Groups	11.200	2	5.600	6.234	**.004**
	Within Groups	51.200	57	.898		
	Total	62.400	59			
8. Check Airline Expactations	Between Groups	10.133	2	5.067	3.112	.052
	Within Groups	92.800	57	1.628		
	Total	102.933	59			
9. Inf Airline Expactations	Between Groups	3.733	2	1.867	2.078	.135
	Within Groups	51.200	57	.898		
	Total	54.933	59			
10. Prompt Airline Expactations	Between Groups	3.733	2	1.867	1.900	.159
	Within Groups	56.000	57	.982		
	Total	59.733	59			
11. Will Airline Expactations	Between Groups	14.933	2	7.467	7.824	**.001**
	Within Groups	54.400	57	.954		
	Total	69.333	59			
12. Alw Airline Expactations	Between Groups	4.800	2	2.400	2.591	.084
	Within Groups	52.800	57	.926		
	Total	57.600	59			
13. Beh Airline Expactations	Between Groups	6.400	2	3.200	3.081	.054
	Within Groups	59.200	57	1.039		
	Total	65.600	59			
14. Safe Airline Expactations	Between Groups	10.133	2	5.067	5.470	**.007**
	Within Groups	52.800	57	.926		
	Total	62.933	59			
15. Court Airline Expactations	Between Groups	3.733	2	1.867	2.558	.086
	Within Groups	41.600	57	.730		
	Total	45.333	59			
16. Knowl Airline Expactations	Between Groups	3.733	2	1.867	2.463	.094
	Within Groups	43.200	57	.758		
	Total	46.933	59			
17. Att Airline Expactations	Between Groups	8.533	2	4.267	8.000	**.001**
	Within Groups	30.400	57	.533		
	Total	38.933	59			
18. Sch Airline Expactations	Between Groups	6.933	2	3.467	4.117	**.021**
	Within Groups	48.000	57	.842		
	Total	54.933	59			
19. Personal Airline Expactations	Between Groups	6.933	2	3.467	12.350	**.000**
	Within Groups	16.000	57	.281		
	Total	22.933	59			
20. Custom Airline Expactations	Between Groups	6.400	2	3.200	3.257	**.046**
	Within Groups	56.000	57	.982		
	Total	62.400	59			
21. Special Airline Expactations	Between Groups	10.133	2	5.067	6.942	**.002**
	Within Groups	41.600	57	.730		
	Total	51.733	59			

Flying Airline = LOT

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	7.267	2	3.633	3.642	**.029**
	Within Groups	116.725	117	.998		
	Total	123.992	119			
2.Cabin Airline Expactations	Between Groups	23.267	2	11.633	14.573	**.000**
	Within Groups	93.400	117	.798		
	Total	116.667	119			
3 Cabin Crew Airline Expactations	Between Groups	5.217	2	2.608	5.657	**.005**
	Within Groups	53.950	117	.461		
	Total	59.167	119			
4. Seat Airline Expactations	Between Groups	5.600	2	2.800	3.914	**.023**
	Within Groups	83.700	117	.715		
	Total	89.300	119			
5. On-time Airline Expactations	Between Groups	26.667	2	13.333	9.028	**.000**
	Within Groups	172.800	117	1.477		
	Total	199.467	119			
6. Staff Airline Expactations	Between Groups	21.217	2	10.608	9.350	**.000**
	Within Groups	132.750	117	1.135		
	Total	153.967	119			
7. Bag Airline Expactations	Between Groups	50.550	2	25.275	22.634	**.000**
	Within Groups	130.650	117	1.117		
	Total	181.200	119			
8. Check Airline Expactations	Between Groups	14.017	2	7.008	11.029	**.000**
	Within Groups	74.350	117	.635		
	Total	88.367	119			
9. Inf Airline Expactations	Between Groups	2.317	2	1.158	1.295	.278
	Within Groups	104.675	117	.895		
	Total	106.992	119			
10. Prompt Airline Expactations	Between Groups	9.867	2	4.933	5.726	**.004**
	Within Groups	100.800	117	.862		
	Total	110.667	119			
11. Will Airline Expactations	Between Groups	54.067	2	27.033	26.118	**.000**
	Within Groups	121.100	117	1.035		
	Total	175.167	119			
12. Alw Airline Expactations	Between Groups	46.867	2	23.433	21.237	**.000**
	Within Groups	129.100	117	1.103		
	Total	175.967	119			
13. Beh Airline Expactations	Between Groups	46.867	2	23.433	20.849	**.000**
	Within Groups	131.500	117	1.124		
	Total	178.367	119			
14. Safe Airline Expactations	Between Groups	6.017	2	3.008	7.216	**.001**
	Within Groups	48.775	117	.417		
	Total	54.792	119			
15. Court Airline Expactations	Between Groups	14.867	2	7.433	6.742	**.002**
	Within Groups	129.000	117	1.103		

	Total	143.867	119			
16. Knowl Airline Expactations	Between Groups	36.950	2	18.475	19.066	**.000**
	Within Groups	113.375	117	.969		
	Total	150.325	119			
17. Att Airline Expactations	Between Groups	46.867	2	23.433	37.150	**.000**
	Within Groups	73.800	117	.631		
	Total	120.667	119			
18. Sch Airline Expactations	Between Groups	2.467	2	1.233	2.624	.077
	Within Groups	55.000	117	.470		
	Total	57.467	119			
19. Personal Airline Expactations	Between Groups	32.617	2	16.308	17.606	**.000**
	Within Groups	108.375	117	.926		
	Total	140.992	119			
20. Custom Airline Expactations	Between Groups	78.867	2	39.433	33.451	**.000**
	Within Groups	137.925	117	1.179		
	Total	216.792	119			
21. Special Airline Expactations	Between Groups	34.067	2	17.033	23.557	**.000**
	Within Groups	84.600	117	.723		
	Total	118.667	119			

Flying Airline = Lufthansa

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	2.917	2	1.458	3.017	.053
	Within Groups	56.550	117	.483		
	Total	59.467	119			
2.Cabin Airline Expactations	Between Groups	.800	2	.400	.727	.486
	Within Groups	64.400	117	.550		
	Total	65.200	119			
3 Cabin Crew Airline Expactations	Between Groups	.650	2	.325	.468	.628
	Within Groups	81.275	117	.695		
	Total	81.925	119			
4. Seat Airline Expactations	Between Groups	1.217	2	.608	.772	.465
	Within Groups	92.250	117	.788		
	Total	93.467	119			
5. On-time Airline Expactations	Between Groups	1.317	2	.658	1.596	.207
	Within Groups	48.275	117	.413		
	Total	49.592	119			
6. Staff Airline Expactations	Between Groups	.067	2	.033	.064	.938
	Within Groups	61.400	117	.525		
	Total	61.467	119			
7. Bag Airline Expactations	Between Groups	2.450	2	1.225	1.936	.149
	Within Groups	74.050	117	.633		
	Total	76.500	119			
8. Check Airline Expactations	Between Groups	2.217	2	1.108	1.548	.217
	Within Groups	83.775	117	.716		
	Total	85.992	119			
9. Inf Airline Expactations	Between Groups	1.217	2	.608	1.092	.339

	Within Groups	65.150	117	.557		
	Total	66.367	119			
10. Prompt Airline Expactations	Between Groups	.217	2	.108	.183	.833
	Within Groups	69.250	117	.592		
	Total	69.467	119			
11. Will Airline Expactations	Between Groups	.217	2	.108	.245	.783
	Within Groups	51.650	117	.441		
	Total	51.867	119			
12. Alw Airline Expactations	Between Groups	.950	2	.475	.676	.510
	Within Groups	82.175	117	.702		
	Total	83.125	119			
13. Beh Airline Expactations	Between Groups	.117	2	.058	.101	.904
	Within Groups	67.875	117	.580		
	Total	67.992	119			
14. Safe Airline Expactations	Between Groups	.467	2	.233	.693	.502
	Within Groups	39.400	117	.337		
	Total	39.867	119			
15. Court Airline Expactations	Between Groups	.817	2	.408	.776	.463
	Within Groups	61.550	117	.526		
	Total	62.367	119			
16. Knowl Airline Expactations	Between Groups	2.400	2	1.200	2.467	.089
	Within Groups	56.900	117	.486		
	Total	59.300	119			
17. Att Airline Expactations	Between Groups	.650	2	.325	.490	.614
	Within Groups	77.675	117	.664		
	Total	78.325	119			
18. Sch Airline Expactations	Between Groups	.717	2	.358	.732	.483
	Within Groups	57.275	117	.490		
	Total	57.992	119			
19. Personal Airline Expactations	Between Groups	.150	2	.075	.172	.842
	Within Groups	51.050	117	.436		
	Total	51.200	119			
20. Custom Airline Expactations	Between Groups	.617	2	.308	.434	.649
	Within Groups	83.175	117	.711		
	Total	83.792	119			
21. Special Airline Expactations	Between Groups	3.350	2	1.675	2.323	.102
	Within Groups	84.350	117	.721		
	Total	87.700	119			

Flying Airline = SAS

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	1.817	2	.908	1.755	.177
	Within Groups	60.550	117	.518		
	Total	62.367	119			
2.Cabin Airline Expactations	Between Groups	.867	2	.433	.805	.450
	Within Groups	63.000	117	.538		
	Total	63.867	119			
3 Cabin Crew Airline	Between Groups	.117	2	.058	.053	.949

Expactations	Within Groups	129.875	117	1.110		
	Total	129.992	119			
4. Seat Airline Expactations	Between Groups	1.067	2	.533	.839	.435
	Within Groups	74.400	117	.636		
	Total	75.467	119			
5. On-time Airline Expactations	Between Groups	.417	2	.208	.219	.803
	Within Groups	111.050	117	.949		
	Total	111.467	119			
6. Staff Airline Expactations	Between Groups	.067	2	.033	.034	.966
	Within Groups	113.800	117	.973		
	Total	113.867	119			
7. Bag Airline Expactations	Between Groups	1.617	2	.808	.770	.465
	Within Groups	122.750	117	1.049		
	Total	124.367	119			
8. Check Airline Expactations	Between Groups	.950	2	.475	.589	.557
	Within Groups	94.350	117	.806		
	Total	95.300	119			
9. Inf Airline Expactations	Between Groups	.717	2	.358	.361	.698
	Within Groups	116.075	117	.992		
	Total	116.792	119			
10. Prompt Airline Expactations	Between Groups	.117	2	.058	.058	.943
	Within Groups	117.050	117	1.000		
	Total	117.167	119			
11. Will Airline Expactations	Between Groups	.017	2	.008	.008	.992
	Within Groups	116.575	117	.996		
	Total	116.592	119			
12. Alw Airline Expactations	Between Groups	.650	2	.325	.290	.749
	Within Groups	131.050	117	1.120		
	Total	131.700	119			
13. Beh Airline Expactations	Between Groups	.117	2	.058	.062	.940
	Within Groups	109.750	117	.938		
	Total	109.867	119			
14. Safe Airline Expactations	Between Groups	.017	2	.008	.021	.979
	Within Groups	45.850	117	.392		
	Total	45.867	119			
15. Court Airline Expactations	Between Groups	.150	2	.075	.100	.905
	Within Groups	87.850	117	.751		
	Total	88.000	119			
16. Knowl Airline Expactations	Between Groups	1.117	2	.558	.569	.568
	Within Groups	114.850	117	.982		
	Total	115.967	119			
17. Att Airline Expactations	Between Groups	.350	2	.175	.157	.855
	Within Groups	130.775	117	1.118		
	Total	131.125	119			
18. Sch Airline Expactations	Between Groups	.150	2	.075	.082	.922
	Within Groups	107.550	117	.919		
	Total	107.700	119			

19. Personal Airline Expactations	Between Groups	.150	2	.075	.074	.929
	Within Groups	118.775	117	1.015		
	Total	118.925	119			
20. Custom Airline Expactations	Between Groups	.317	2	.158	.146	.865
	Within Groups	127.275	117	1.088		
	Total	127.592	119			
21. Special Airline Expactations	Between Groups	3.050	2	1.525	1.351	.263
	Within Groups	132.075	117	1.129		
	Total	135.125	119			

Flying Airline = Singapore Airlines

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	1.067	2	.533	4.078	**.019**
	Within Groups	15.300	117	.131		
	Total	16.367	119			
2.Cabin Airline Expactations	Between Groups	1.067	2	.533	3.196	**.045**
	Within Groups	19.525	117	.167		
	Total	20.592	119			
3 Cabin Crew Airline Expactations	Between Groups	.517	2	.258	2.005	.139
	Within Groups	15.075	117	.129		
	Total	15.592	119			
4. Seat Airline Expactations	Between Groups	.217	2	.108	.896	.411
	Within Groups	14.150	117	.121		
	Total	14.367	119			
5. On-time Airline Expactations	Between Groups	.217	2	.108	1.370	.258
	Within Groups	9.250	117	.079		
	Total	9.467	119			
6. Staff Airline Expactations	Between Groups	.350	2	.175	1.645	.198
	Within Groups	12.450	117	.106		
	Total	12.800	119			
7. Bag Airline Expactations	Between Groups	.467	2	.233	1.693	.188
	Within Groups	16.125	117	.138		
	Total	16.592	119			
8. Check Airline Expactations	Between Groups	.217	2	.108	.518	.597
	Within Groups	24.450	117	.209		
	Total	24.667	119			
9. Inf Airline Expactations	Between Groups	.517	2	.258	1.025	.362
	Within Groups	29.475	117	.252		
	Total	29.992	119			
10. Prompt Airline Expactations	Between Groups	.417	2	.208	1.208	.302
	Within Groups	20.175	117	.172		
	Total	20.592	119			
11. Will Airline Expactations	Between Groups	.150	2	.075	.694	.502
	Within Groups	12.650	117	.108		
	Total	12.800	119			
12. Alw Airline Expactations	Between Groups	.267	2	.133	1.171	.314
	Within Groups	13.325	117	.114		

	Total	13.592	119			
13. Beh Airline Expactations	Between Groups	.517	2	.258	1.294	.278
	Within Groups	23.350	117	.200		
	Total	23.867	119			
14. Safe Airline Expactations	Between Groups	.267	2	.133	1.171	.314
	Within Groups	13.325	117	.114		
	Total	13.592	119			
15. Court Airline Expactations	Between Groups	.067	2	.033	.327	.722
	Within Groups	11.925	117	.102		
	Total	11.992	119			
16. Knowl Airline Expactations	Between Groups	.267	2	.133	.886	.415
	Within Groups	17.600	117	.150		
	Total	17.867	119			
17. Att Airline Expactations	Between Groups	.517	2	.258	2.312	.104
	Within Groups	13.075	117	.112		
	Total	13.592	119			
18. Sch Airline Expactations	Between Groups	.150	2	.075	.462	.631
	Within Groups	18.975	117	.162		
	Total	19.125	119			
19. Personal Airline Expactations	Between Groups	.150	2	.075	.694	.502
	Within Groups	12.650	117	.108		
	Total	12.800	119			
20. Custom Airline Expactations	Between Groups	.217	2	.108	.481	.620
	Within Groups	26.375	117	.225		
	Total	26.592	119			
21. Special Airline Expactations	Between Groups	.267	2	.133	.722	.488
	Within Groups	21.600	117	.185		
	Total	21.867	119			

Flying Airline = Swiss

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	.600	2	.300	.619	.540
	Within Groups	56.725	117	.485		
	Total	57.325	119			
2.Cabin Airline Expactations	Between Groups	2.217	2	1.108	1.749	.178
	Within Groups	74.150	117	.634		
	Total	76.367	119			
3 Cabin Crew Airline Expactations	Between Groups	.067	2	.033	.045	.956
	Within Groups	85.925	117	.734		
	Total	85.992	119			
4. Seat Airline Expactations	Between Groups	.467	2	.233	.218	.805
	Within Groups	125.325	117	1.071		
	Total	125.792	119			
5. On-time Airline Expactations	Between Groups	.467	2	.233	.579	.562
	Within Groups	47.125	117	.403		
	Total	47.592	119			
6. Staff Airline	Between Groups	.317	2	.158	.379	.685

Expactations	Within Groups	48.850	117	.418		
	Total	49.167	119			
7. Bag Airline Expactations	Between Groups	.467	2	.233	.894	.412
	Within Groups	30.525	117	.261		
	Total	30.992	119			
8. Check Airline Expactations	Between Groups	.200	2	.100	.180	.836
	Within Groups	65.125	117	.557		
	Total	65.325	119			
9. Inf Airline Expactations	Between Groups	.467	2	.233	.514	.600
	Within Groups	53.125	117	.454		
	Total	53.592	119			
10. Prompt Airline Expactations	Between Groups	.417	2	.208	.434	.649
	Within Groups	56.175	117	.480		
	Total	56.592	119			
11. Will Airline Expactations	Between Groups	1.250	2	.625	.827	.440
	Within Groups	88.450	117	.756		
	Total	89.700	119			
12. Alw Airline Expactations	Between Groups	.417	2	.208	.285	.753
	Within Groups	85.550	117	.731		
	Total	85.967	119			
13. Beh Airline Expactations	Between Groups	.267	2	.133	.201	.818
	Within Groups	77.725	117	.664		
	Total	77.992	119			
14. Safe Airline Expactations	Between Groups	.067	2	.033	.067	.935
	Within Groups	57.900	117	.495		
	Total	57.967	119			
15. Court Airline Expactations	Between Groups	.200	2	.100	.168	.846
	Within Groups	69.725	117	.596		
	Total	69.925	119			
16. Knowl Airline Expactations	Between Groups	.150	2	.075	.086	.918
	Within Groups	101.850	117	.871		
	Total	102.000	119			
17. Att Airline Expactations	Between Groups	.650	2	.325	.912	.404
	Within Groups	41.675	117	.356		
	Total	42.325	119			
18. Sch Airline Expactations	Between Groups	.150	2	.075	.120	.887
	Within Groups	73.175	117	.625		
	Total	73.325	119			
19. Personal Airline Expactations	Between Groups	.317	2	.158	.275	.760
	Within Groups	67.275	117	.575		
	Total	67.592	119			
20. Custom Airline Expactations	Between Groups	.067	2	.033	.056	.945
	Within Groups	69.100	117	.591		
	Total	69.167	119			
21. Special Airline Expactations	Between Groups	.467	2	.233	.319	.727
	Within Groups	85.500	117	.731		
	Total	85.967	119			

Flying Airline = TAP

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	3.750	2	1.875	2.279	.107
	Within Groups	96.250	117	.823		
	Total	100.000	119			
2.Cabin Airline Expactations	Between Groups	1.667	2	.833	2.600	.079
	Within Groups	37.500	117	.321		
	Total	39.167	119			
3 Cabin Crew Airline Expactations	Between Groups	10.417	2	5.208	5.571	**.005**
	Within Groups	109.375	117	.935		
	Total	119.792	119			
4. Seat Airline Expactations	Between Groups	1.667	2	.833	.929	.398
	Within Groups	105.000	117	.897		
	Total	106.667	119			
5. On-time Airline Expactations	Between Groups	11.250	2	5.625	3.430	**.036**
	Within Groups	191.875	117	1.640		
	Total	203.125	119			
6. Staff Airline Expactations	Between Groups	5.417	2	2.708	3.380	**.037**
	Within Groups	93.750	117	.801		
	Total	99.167	119			
7. Bag Airline Expactations	Between Groups	10.417	2	5.208	10.263	**.000**
	Within Groups	59.375	117	.507		
	Total	69.792	119			
8. Check Airline Expactations	Between Groups	.417	2	.208	.307	.736
	Within Groups	79.375	117	.678		
	Total	79.792	119			
9. Inf Airline Expactations	Between Groups	7.917	2	3.958	5.656	**.005**
	Within Groups	81.875	117	.700		
	Total	89.792	119			
10. Prompt Airline Expactations	Between Groups	6.667	2	3.333	4.992	**.008**
	Within Groups	78.125	117	.668		
	Total	84.792	119			
11. Will Airline Expactations	Between Groups	11.667	2	5.833	6.349	**.002**
	Within Groups	107.500	117	.919		
	Total	119.167	119			
12. Alw Airline Expactations	Between Groups	26.250	2	13.125	13.500	**.000**
	Within Groups	113.750	117	.972		
	Total	140.000	119			
13. Beh Airline Expactations	Between Groups	6.667	2	3.333	3.448	**.035**
	Within Groups	113.125	117	.967		
	Total	119.792	119			
14. Safe Airline Expactations	Between Groups	3.750	2	1.875	2.065	.131
	Within Groups	106.250	117	.908		
	Total	110.000	119			
15. Court Airline Expactations	Between Groups	12.917	2	6.458	5.326	**.006**
	Within Groups	141.875	117	1.213		
	Total	154.792	119			

16. Knowl Airline Expactations	Between Groups	2.917	2	1.458	3.289	**.041**
	Within Groups	51.875	117	.443		
	Total	54.792	119			
17. Att Airline Expactations	Between Groups	3.750	2	1.875	1.500	.227
	Within Groups	146.250	117	1.250		
	Total	150.000	119			
18. Sch Airline Expactations	Between Groups	5.417	2	2.708	3.036	.052
	Within Groups	104.375	117	.892		
	Total	109.792	119			
19. Personal Airline Expactations	Between Groups	5.417	2	2.708	2.195	.116
	Within Groups	144.375	117	1.234		
	Total	149.792	119			
20. Custom Airline Expactations	Between Groups	17.917	2	8.958	9.369	**.000**
	Within Groups	111.875	117	.956		
	Total	129.792	119			
21. Special Airline Expactations	Between Groups	1.667	2	.833	.902	.409
	Within Groups	108.125	117	.924		
	Total	109.792	119			

Flying Airline = Thai

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	.267	2	.133	.288	.750
	Within Groups	54.100	117	.462		
	Total	54.367	119			
2.Cabin Airline Expactations	Between Groups	.067	2	.033	.082	.922
	Within Groups	47.800	117	.409		
	Total	47.867	119			
3 Cabin Crew Airline Expactations	Between Groups	.217	2	.108	.465	.629
	Within Groups	27.250	117	.233		
	Total	27.467	119			
4. Seat Airline Expactations	Between Groups	.150	2	.075	.133	.876
	Within Groups	65.975	117	.564		
	Total	66.125	119			
5. On-time Airline Expactations	Between Groups	.617	2	.308	.640	.529
	Within Groups	56.375	117	.482		
	Total	56.992	119			
6. Staff Airline Expactations	Between Groups	.617	2	.308	1.250	.290
	Within Groups	28.850	117	.247		
	Total	29.467	119			
7. Bag Airline Expactations	Between Groups	.150	2	.075	.150	.861
	Within Groups	58.650	117	.501		
	Total	58.800	119			
8. Check Airline Expactations	Between Groups	.817	2	.408	1.184	.310
	Within Groups	40.350	117	.345		
	Total	41.167	119			
9. Inf Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	46.125	117	.394		

	Total	46.125	119			
10. Prompt Airline Expactations	Between Groups	.267	2	.133	.357	.701
	Within Groups	43.700	117	.374		
	Total	43.967	119			
11. Will Airline Expactations	Between Groups	.617	2	.308	1.196	.306
	Within Groups	30.175	117	.258		
	Total	30.792	119			
12. Alw Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	61.925	117	.529		
	Total	61.925	119			
13. Beh Airline Expactations	Between Groups	.267	2	.133	.330	.720
	Within Groups	47.325	117	.404		
	Total	47.592	119			
14. Safe Airline Expactations	Between Groups	.617	2	.308	.640	.529
	Within Groups	56.375	117	.482		
	Total	56.992	119			
15. Court Airline Expactations	Between Groups	.817	2	.408	1.112	.332
	Within Groups	42.975	117	.367		
	Total	43.792	119			
16. Knowl Airline Expactations	Between Groups	.267	2	.133	.330	.720
	Within Groups	47.325	117	.404		
	Total	47.592	119			
17. Att Airline Expactations	Between Groups	.317	2	.158	.578	.563
	Within Groups	32.050	117	.274		
	Total	32.367	119			
18. Sch Airline Expactations	Between Groups	.617	2	.308	.652	.523
	Within Groups	55.350	117	.473		
	Total	55.967	119			
19. Personal Airline Expactations	Between Groups	.617	2	.308	.890	.414
	Within Groups	40.550	117	.347		
	Total	41.167	119			
20. Custom Airline Expactations	Between Groups	.150	2	.075	.092	.912
	Within Groups	95.150	117	.813		
	Total	95.300	119			
21. Special Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	92.325	117	.789		
	Total	92.325	119			

Flying Airline = Aer Lingus

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	2.889	2	1.444	1.388	.264
	Within Groups	34.333	33	1.040		
	Total	37.222	35			
2.Cabin Airline Expactations	Between Groups	.667	2	.333	.206	.815
	Within Groups	53.333	33	1.616		
	Total	54.000	35			
3 Cabin Crew Airline Expactations	Between Groups	.222	2	.111	.186	.831
	Within Groups	19.667	33	.596		

	Total	19.889	35			
4. Seat Airline Expactations	Between Groups	2.722	2	1.361	.849	.437
	Within Groups	52.917	33	1.604		
	Total	55.639	35			
5. On-time Airline Expactations	Between Groups	.667	2	.333	.176	.839
	Within Groups	62.333	33	1.889		
	Total	63.000	35			
6. Staff Airline Expactations	Between Groups	4.389	2	2.194	1.184	.319
	Within Groups	61.167	33	1.854		
	Total	65.556	35			
7. Bag Airline Expactations	Between Groups	2.889	2	1.444	1.554	.226
	Within Groups	30.667	33	.929		
	Total	33.556	35			
8. Check Airline Expactations	Between Groups	9.556	2	4.778	4.113	**.025**
	Within Groups	38.333	33	1.162		
	Total	47.889	35			
9. Inf Airline Expactations	Between Groups	18.056	2	9.028	4.323	**.022**
	Within Groups	68.917	33	2.088		
	Total	86.972	35			
10. Prompt Airline Expactations	Between Groups	9.556	2	4.778	4.113	**.025**
	Within Groups	38.333	33	1.162		
	Total	47.889	35			
11. Will Airline Expactations	Between Groups	6.000	2	3.000	1.523	.233
	Within Groups	65.000	33	1.970		
	Total	71.000	35			
12. Alw Airline Expactations	Between Groups	4.667	2	2.333	1.161	.326
	Within Groups	66.333	33	2.010		
	Total	71.000	35			
13. Beh Airline Expactations	Between Groups	2.889	2	1.444	.749	.481
	Within Groups	63.667	33	1.929		
	Total	66.556	35			
14. Safe Airline Expactations	Between Groups	2.000	2	1.000	.508	.607
	Within Groups	65.000	33	1.970		
	Total	67.000	35			
15. Court Airline Expactations	Between Groups	4.222	2	2.111	2.518	.096
	Within Groups	27.667	33	.838		
	Total	31.889	35			
16. Knowl Airline Expactations	Between Groups	10.889	2	5.444	5.233	**.011**
	Within Groups	34.333	33	1.040		
	Total	45.222	35			
17. Att Airline Expactations	Between Groups	5.556	2	2.778	2.570	.092
	Within Groups	35.667	33	1.081		
	Total	41.222	35			
18. Sch Airline Expactations	Between Groups	6.889	2	3.444	2.526	.095
	Within Groups	45.000	33	1.364		
	Total	51.889	35			
19. Personal Airline	Between Groups	2.167	2	1.083	1.454	.248

Expactations	Within Groups	24.583	33	.745		
	Total	26.750	35			
20. Custom Airline Expactations	Between Groups	1.722	2	.861	1.069	.355
	Within Groups	26.583	33	.806		
	Total	28.306	35			
21. Special Airline Expactations	Between Groups	4.667	2	2.333	2.009	.150
	Within Groups	38.333	33	1.162		
	Total	43.000	35			

Flying Airline = American Airlines

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	.622	2	.311	.608	.547
	Within Groups	44.533	87	.512		
	Total	45.156	89			
2.Cabin Airline Expactations	Between Groups	.356	2	.178	.475	.623
	Within Groups	32.533	87	.374		
	Total	32.889	89			
3 Cabin Crew Airline Expactations	Between Groups	1.422	2	.711	1.094	.339
	Within Groups	56.533	87	.650		
	Total	57.956	89			
4. Seat Airline Expactations	Between Groups	1.689	2	.844	1.306	.276
	Within Groups	56.267	87	.647		
	Total	57.956	89			
5. On-time Airline Expactations	Between Groups	2.489	2	1.244	1.821	.168
	Within Groups	59.467	87	.684		
	Total	61.956	89			
6. Staff Airline Expactations	Between Groups	.089	2	.044	.038	.962
	Within Groups	100.533	87	1.156		
	Total	100.622	89			
7. Bag Airline Expactations	Between Groups	3.822	2	1.911	1.157	.319
	Within Groups	143.733	87	1.652		
	Total	147.556	89			
8. Check Airline Expactations	Between Groups	.800	2	.400	.989	.376
	Within Groups	35.200	87	.405		
	Total	36.000	89			
9. Inf Airline Expactations	Between Groups	1.422	2	.711	1.275	.285
	Within Groups	48.533	87	.558		
	Total	49.956	89			
10. Prompt Airline Expactations	Between Groups	.622	2	.311	.338	.714
	Within Groups	80.000	87	.920		
	Total	80.622	89			
11. Will Airline Expactations	Between Groups	2.489	2	1.244	1.435	.244
	Within Groups	75.467	87	.867		
	Total	77.956	89			
12. Alw Airline Expactations	Between Groups	.356	2	.178	.347	.708
	Within Groups	44.533	87	.512		
	Total	44.889	89			

13. Beh Airline Expactations	Between Groups	.622	2	.311	.752	.475
	Within Groups	36.000	87	.414		
	Total	36.622	89			
14. Safe Airline Expactations	Between Groups	1.156	2	.578	1.396	.253
	Within Groups	36.000	87	.414		
	Total	37.156	89			
15. Court Airline Expactations	Between Groups	1.156	2	.578	.857	.428
	Within Groups	58.667	87	.674		
	Total	59.822	89			
16. Knowl Airline Expactations	Between Groups	1.067	2	.533	1.832	.166
	Within Groups	25.333	87	.291		
	Total	26.400	89			
17. Att Airline Expactations	Between Groups	2.222	2	1.111	1.119	.331
	Within Groups	86.400	87	.993		
	Total	88.622	89			
18. Sch Airline Expactations	Between Groups	1.422	2	.711	1.228	.298
	Within Groups	50.400	87	.579		
	Total	51.822	89			
19. Personal Airline Expactations	Between Groups	1.067	2	.533	.600	.551
	Within Groups	77.333	87	.889		
	Total	78.400	89			
20. Custom Airline Expactations	Between Groups	.622	2	.311	.395	.675
	Within Groups	68.533	87	.788		
	Total	69.156	89			
21. Special Airline Expactations	Between Groups	4.622	2	2.311	3.250	**.044**
	Within Groups	61.867	87	.711		
	Total	66.489	89			

Flying Airline = British Airways

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	7.617	2	3.808	8.282	**.000**
	Within Groups	164.158	357	.460		
	Total	171.775	359			
2.Cabin Airline Expactations	Between Groups	3.489	2	1.744	2.880	.057
	Within Groups	216.233	357	.606		
	Total	219.722	359			
3 Cabin Crew Airline Expactations	Between Groups	2.489	2	1.244	2.317	.100
	Within Groups	191.708	357	.537		
	Total	194.197	359			
4. Seat Airline Expactations	Between Groups	38.750	2	19.375	19.863	**.000**
	Within Groups	348.225	357	.975		
	Total	386.975	359			
5. On-time Airline Expactations	Between Groups	21.956	2	10.978	11.948	**.000**
	Within Groups	328.000	357	.919		
	Total	349.956	359			
6. Staff Airline Expactations	Between Groups	6.372	2	3.186	3.837	**.022**
	Within Groups	296.417	357	.830		

	Total	302.789	359			
7. Bag Airline Expactations	Between Groups	13.739	2	6.869	7.347	**.001**
	Within Groups	333.792	357	.935		
	Total	347.531	359			
8. Check Airline Expactations	Between Groups	12.517	2	6.258	6.995	**.001**
	Within Groups	319.383	357	.895		
	Total	331.900	359			
9. Inf Airline Expactations	Between Groups	2.956	2	1.478	1.471	.231
	Within Groups	358.575	357	1.004		
	Total	361.531	359			
10. Prompt Airline Expactations	Between Groups	7.800	2	3.900	6.189	**.002**
	Within Groups	224.975	357	.630		
	Total	232.775	359			
11. Will Airline Expactations	Between Groups	7.117	2	3.558	4.911	**.008**
	Within Groups	258.658	357	.725		
	Total	265.775	359			
12. Alw Airline Expactations	Between Groups	7.756	2	3.878	5.741	**.004**
	Within Groups	241.133	357	.675		
	Total	248.889	359			
13. Beh Airline Expactations	Between Groups	2.756	2	1.378	2.410	.091
	Within Groups	204.108	357	.572		
	Total	206.864	359			
14. Safe Airline Expactations	Between Groups	1.872	2	.936	2.236	.108
	Within Groups	149.458	357	.419		
	Total	151.331	359			
15. Court Airline Expactations	Between Groups	2.206	2	1.103	1.528	.218
	Within Groups	257.725	357	.722		
	Total	259.931	359			
16. Knowl Airline Expactations	Between Groups	2.317	2	1.158	1.779	.170
	Within Groups	232.458	357	.651		
	Total	234.775	359			
17. Att Airline Expactations	Between Groups	4.706	2	2.353	2.710	.068
	Within Groups	309.958	357	.868		
	Total	314.664	359			
18. Sch Airline Expactations	Between Groups	10.422	2	5.211	7.484	**.001**
	Within Groups	248.575	357	.696		
	Total	258.997	359			
19. Personal Airline Expactations	Between Groups	10.822	2	5.411	6.822	**.001**
	Within Groups	283.167	357	.793		
	Total	293.989	359			
20. Custom Airline Expactations	Between Groups	9.172	2	4.586	5.479	**.005**
	Within Groups	298.825	357	.837		
	Total	307.997	359			
21. Special Airline Expactations	Between Groups	8.517	2	4.258	5.642	**.004**
	Within Groups	269.458	357	.755		
	Total	277.975	359			

Flying Airline = Cathay Pacific

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	.615	2	.308	.254	.777
	Within Groups	43.692	36	1.214		
	Total	44.308	38			
2.Cabin Airline Expactations	Between Groups	1.436	2	.718	.615	.546
	Within Groups	42.000	36	1.167		
	Total	43.436	38			
3 Cabin Crew Airline Expactations	Between Groups	1.436	2	.718	1.128	.335
	Within Groups	22.923	36	.637		
	Total	24.359	38			
4. Seat Airline Expactations	Between Groups	5.128	2	2.564	1.911	.163
	Within Groups	48.308	36	1.342		
	Total	53.436	38			
5. On-time Airline Expactations	Between Groups	.205	2	.103	.273	.763
	Within Groups	13.538	36	.376		
	Total	13.744	38			
6. Staff Airline Expactations	Between Groups	4.051	2	2.026	5.097	**.011**
	Within Groups	14.308	36	.397		
	Total	18.359	38			
7. Bag Airline Expactations	Between Groups	.615	2	.308	.889	.420
	Within Groups	12.462	36	.346		
	Total	13.077	38			
8. Check Airline Expactations	Between Groups	.615	2	.308	.673	.517
	Within Groups	16.462	36	.457		
	Total	17.077	38			
9. Inf Airline Expactations	Between Groups	1.436	2	.718	1.366	.268
	Within Groups	18.923	36	.526		
	Total	20.359	38			
10. Prompt Airline Expactations	Between Groups	2.667	2	1.333	4.800	**.014**
	Within Groups	10.000	36	.278		
	Total	12.667	38			
11. Will Airline Expactations	Between Groups	6.359	2	3.179	6.526	**.004**
	Within Groups	17.538	36	.487		
	Total	23.897	38			
12. Alw Airline Expactations	Between Groups	3.282	2	1.641	2.400	.105
	Within Groups	24.615	36	.684		
	Total	27.897	38			
13. Beh Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	20.769	36	.577		
	Total	20.769	38			
14. Safe Airline Expactations	Between Groups	.821	2	.410	5.333	**.009**
	Within Groups	2.769	36	.077		
	Total	3.590	38			
15. Court Airline Expactations	Between Groups	2.667	2	1.333	2.786	.075
	Within Groups	17.231	36	.479		
	Total	19.897	38			

16. Knowl Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	9.231	36	.256		
	Total	9.231	38			
17. Att Airline Expactations	Between Groups	4.308	2	2.154	4.000	**.027**
	Within Groups	19.385	36	.538		
	Total	23.692	38			
18. Sch Airline Expactations	Between Groups	2.667	2	1.333	1.783	.183
	Within Groups	26.923	36	.748		
	Total	29.590	38			
19. Personal Airline Expactations	Between Groups	1.436	2	.718	.568	.572
	Within Groups	45.538	36	1.265		
	Total	46.974	38			
20. Custom Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	36.923	36	1.026		
	Total	36.923	38			
21. Special Airline Expactations	Between Groups	.205	2	.103	.104	.902
	Within Groups	35.538	36	.987		
	Total	35.744	38			

Flying Airline = Iberia

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	6.080	2	3.040	4.275	**.015**
	Within Groups	211.200	297	.711		
	Total	217.280	299			
2.Cabin Airline Expactations	Between Groups	4.160	2	2.080	2.282	.104
	Within Groups	270.720	297	.912		
	Total	274.880	299			
3 Cabin Crew Airline Expactations	Between Groups	2.240	2	1.120	1.293	.276
	Within Groups	257.280	297	.866		
	Total	259.520	299			
4. Seat Airline Expactations	Between Groups	27.627	2	13.813	12.859	**.000**
	Within Groups	319.040	297	1.074		
	Total	346.667	299			
5. On-time Airline Expactations	Between Groups	5.227	2	2.613	2.260	.106
	Within Groups	343.360	297	1.156		
	Total	348.587	299			
6. Staff Airline Expactations	Between Groups	7.147	2	3.573	3.706	**.026**
	Within Groups	286.400	297	.964		
	Total	293.547	299			
7. Bag Airline Expactations	Between Groups	4.587	2	2.293	2.301	.102
	Within Groups	296.000	297	.997		
	Total	300.587	299			
8. Check Airline Expactations	Between Groups	4.587	2	2.293	3.182	**.043**
	Within Groups	214.080	297	.721		
	Total	218.667	299			
9. Inf Airline Expactations	Between Groups	14.827	2	7.413	9.610	**.000**
	Within Groups	229.120	297	.771		

	Total	243.947	299			
10. Prompt Airline Expactations	Between Groups	1.280	2	.640	.853	.427
	Within Groups	222.720	297	.750		
	Total	224.000	299			
11. Will Airline Expactations	Between Groups	4.160	2	2.080	2.377	.095
	Within Groups	259.840	297	.875		
	Total	264.000	299			
12. Alw Airline Expactations	Between Groups	.427	2	.213	.210	.810
	Within Groups	301.120	297	1.014		
	Total	301.547	299			
13. Beh Airline Expactations	Between Groups	.747	2	.373	.465	.629
	Within Groups	238.400	297	.803		
	Total	239.147	299			
14. Safe Airline Expactations	Between Groups	.960	2	.480	.700	.497
	Within Groups	203.520	297	.685		
	Total	204.480	299			
15. Court Airline Expactations	Between Groups	1.280	2	.640	.871	.420
	Within Groups	218.240	297	.735		
	Total	219.520	299			
16. Knowl Airline Expactations	Between Groups	7.787	2	3.893	6.177	**.002**
	Within Groups	187.200	297	.630		
	Total	194.987	299			
17. Att Airline Expactations	Between Groups	6.827	2	3.413	4.571	**.011**
	Within Groups	221.760	297	.747		
	Total	228.587	299			
18. Sch Airline Expactations	Between Groups	6.827	2	3.413	2.986	.052
	Within Groups	339.520	297	1.143		
	Total	346.347	299			
19. Personal Airline Expactations	Between Groups	.107	2	.053	.057	.945
	Within Groups	278.080	297	.936		
	Total	278.187	299			
20. Custom Airline Expactations	Between Groups	.107	2	.053	.071	.931
	Within Groups	223.040	297	.751		
	Total	223.147	299			
21. Special Airline Expactations	Between Groups	4.587	2	2.293	3.201	**.042**
	Within Groups	212.800	297	.716		
	Total	217.387	299			

Flying Airline = Qantas

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	.320	2	.160	.550	.580
	Within Groups	20.960	72	.291		
	Total	21.280	74			
2.Cabin Airline Expactations	Between Groups	.080	2	.040	.150	.861
	Within Groups	19.200	72	.267		
	Total	19.280	74			
3 Cabin Crew Airline Expactations	Between Groups	.240	2	.120	.290	.749
	Within Groups	29.760	72	.413		

	Total	30.000	74			
4. Seat Airline Expactations	Between Groups	.187	2	.093	.115	.892
	Within Groups	58.480	72	.812		
	Total	58.667	74			
5. On-time Airline Expactations	Between Groups	.027	2	.013	.018	.982
	Within Groups	52.320	72	.727		
	Total	52.347	74			
6. Staff Airline Expactations	Between Groups	.827	2	.413	1.114	.334
	Within Groups	26.720	72	.371		
	Total	27.547	74			
7. Bag Airline Expactations	Between Groups	.107	2	.053	.191	.826
	Within Groups	20.080	72	.279		
	Total	20.187	74			
8. Check Airline Expactations	Between Groups	.827	2	.413	1.274	.286
	Within Groups	23.360	72	.324		
	Total	24.187	74			
9. Inf Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	17.280	72	.240		
	Total	17.280	74			
10. Prompt Airline Expactations	Between Groups	.027	2	.013	.058	.944
	Within Groups	16.640	72	.231		
	Total	16.667	74			
11. Will Airline Expactations	Between Groups	.027	2	.013	.034	.967
	Within Groups	28.640	72	.398		
	Total	28.667	74			
12. Alw Airline Expactations	Between Groups	.347	2	.173	.709	.495
	Within Groups	17.600	72	.244		
	Total	17.947	74			
13. Beh Airline Expactations	Between Groups	.027	2	.013	.068	.935
	Within Groups	14.160	72	.197		
	Total	14.187	74			
14. Safe Airline Expactations	Between Groups	.240	2	.120	.735	.483
	Within Groups	11.760	72	.163		
	Total	12.000	74			
15. Court Airline Expactations	Between Groups	.000	2	.000	.000	1.000
	Within Groups	18.000	72	.250		
	Total	18.000	74			
16. Knowl Airline Expactations	Between Groups	.107	2	.053	.176	.839
	Within Groups	21.840	72	.303		
	Total	21.947	74			
17. Att Airline Expactations	Between Groups	.560	2	.280	.668	.516
	Within Groups	30.160	72	.419		
	Total	30.720	74			
18. Sch Airline Expactations	Between Groups	.560	2	.280	.940	.395
	Within Groups	21.440	72	.298		
	Total	22.000	74			
19. Personal Airline	Between Groups	.107	2	.053	.191	.826

Expactations	Within Groups	20.080	72	.279		
	Total	20.187	74			
20. Custom Airline Expactations	Between Groups	.107	2	.053	.118	.889
	Within Groups	32.560	72	.452		
	Total	32.667	74			
21. Special Airline Expactations	Between Groups	.720	2	.360	1.062	.351
	Within Groups	24.400	72	.339		
	Total	25.120	74			

Flying Airline = Aeroflot

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	23.544	2	11.772	9.188	**.000**
	Within Groups	226.783	177	1.281		
	Total	250.328	179			
2.Cabin Airline Expactations	Between Groups	49.544	2	24.772	23.460	**.000**
	Within Groups	186.900	177	1.056		
	Total	236.444	179			
3 Cabin Crew Airline Expactations	Between Groups	5.200	2	2.600	5.002	**.008**
	Within Groups	92.000	177	.520		
	Total	97.200	179			
4. Seat Airline Expactations	Between Groups	13.433	2	6.717	5.892	**.003**
	Within Groups	201.767	177	1.140		
	Total	215.200	179			
5. On-time Airline Expactations	Between Groups	32.400	2	16.200	11.166	**.000**
	Within Groups	256.800	177	1.451		
	Total	289.200	179			
6. Staff Airline Expactations	Between Groups	43.911	2	21.956	16.227	**.000**
	Within Groups	239.483	177	1.353		
	Total	283.394	179			
7. Bag Airline Expactations	Between Groups	69.811	2	34.906	28.276	**.000**
	Within Groups	218.500	177	1.234		
	Total	288.311	179			
8. Check Airline Expactations	Between Groups	8.100	2	4.050	5.306	**.006**
	Within Groups	135.100	177	.763		
	Total	143.200	179			
9. Inf Airline Expactations	Between Groups	3.600	2	1.800	2.056	.131
	Within Groups	154.950	177	.875		
	Total	158.550	179			
10. Prompt Airline Expactations	Between Groups	24.578	2	12.289	9.579	**.000**
	Within Groups	227.067	177	1.283		
	Total	251.644	179			
11. Will Airline Expactations	Between Groups	93.644	2	46.822	38.016	**.000**
	Within Groups	218.000	177	1.232		
	Total	311.644	179			
12. Alw Airline Expactations	Between Groups	42.978	2	21.489	19.572	**.000**
	Within Groups	194.333	177	1.098		
	Total	237.311	179			

13. Beh Airline Expactations	Between Groups	72.878	2	36.439	23.586	**.000**
	Within Groups	273.450	177	1.545		
	Total	346.328	179			
14. Safe Airline Expactations	Between Groups	17.211	2	8.606	6.427	**.002**
	Within Groups	236.983	177	1.339		
	Total	254.194	179			
15. Court Airline Expactations	Between Groups	30.533	2	15.267	11.053	**.000**
	Within Groups	244.467	177	1.381		
	Total	275.000	179			
16. Knowl Airline Expactations	Between Groups	42.711	2	21.356	23.391	**.000**
	Within Groups	161.600	177	.913		
	Total	204.311	179			
17. Att Airline Expactations	Between Groups	78.178	2	39.089	49.133	**.000**
	Within Groups	140.817	177	.796		
	Total	218.994	179			
18. Sch Airline Expactations	Between Groups	2.178	2	1.089	1.574	.210
	Within Groups	122.467	177	.692		
	Total	124.644	179			
19. Personal Airline Expactations	Between Groups	53.544	2	26.772	20.600	**.000**
	Within Groups	230.033	177	1.300		
	Total	283.578	179			
20. Custom Airline Expactations	Between Groups	107.878	2	53.939	36.883	**.000**
	Within Groups	258.850	177	1.462		
	Total	366.728	179			
21. Special Airline Expactations	Between Groups	56.544	2	28.272	24.446	**.000**
	Within Groups	204.700	177	1.156		
	Total	261.244	179			

Flying Airline = Air France

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	4.811	2	2.406	5.392	**.005**
	Within Groups	78.967	177	.446		
	Total	83.778	179			
2.Cabin Airline Expactations	Between Groups	8.933	2	4.467	7.780	**.001**
	Within Groups	101.617	177	.574		
	Total	110.550	179			
3 Cabin Crew Airline Expactations	Between Groups	1.878	2	.939	2.049	.132
	Within Groups	81.117	177	.458		
	Total	82.994	179			
4. Seat Airline Expactations	Between Groups	26.811	2	13.406	24.233	**.000**
	Within Groups	97.917	177	.553		
	Total	124.728	179			
5. On-time Airline Expactations	Between Groups	19.900	2	9.950	7.594	**.001**
	Within Groups	231.900	177	1.310		
	Total	251.800	179			
6. Staff Airline Expactations	Between Groups	17.744	2	8.872	11.198	**.000**
	Within Groups	140.233	177	.792		

	Total	157.978	179			
7. Bag Airline Expactations	Between Groups	17.200	2	8.600	7.970	**.000**
	Within Groups	191.000	177	1.079		
	Total	208.200	179			
8. Check Airline Expactations	Between Groups	18.633	2	9.317	9.987	**.000**
	Within Groups	165.117	177	.933		
	Total	183.750	179			
9. Inf Airline Expactations	Between Groups	38.211	2	19.106	20.441	**.000**
	Within Groups	165.433	177	.935		
	Total	203.644	179			
10. Prompt Airline Expactations	Between Groups	18.011	2	9.006	8.358	**.000**
	Within Groups	190.717	177	1.077		
	Total	208.728	179			
11. Will Airline Expactations	Between Groups	6.400	2	3.200	3.929	**.021**
	Within Groups	144.150	177	.814		
	Total	150.550	179			
12. Alw Airline Expactations	Between Groups	21.100	2	10.550	7.864	**.001**
	Within Groups	237.450	177	1.342		
	Total	258.550	179			
13. Beh Airline Expactations	Between Groups	9.344	2	4.672	7.794	**.001**
	Within Groups	106.100	177	.599		
	Total	115.444	179			
14. Safe Airline Expactations	Between Groups	4.900	2	2.450	2.225	.111
	Within Groups	194.900	177	1.101		
	Total	199.800	179			
15. Court Airline Expactations	Between Groups	16.933	2	8.467	9.858	**.000**
	Within Groups	152.017	177	.859		
	Total	168.950	179			
16. Knowl Airline Expactations	Between Groups	4.800	2	2.400	2.312	.102
	Within Groups	183.750	177	1.038		
	Total	188.550	179			
17. Att Airline Expactations	Between Groups	18.344	2	9.172	13.237	**.000**
	Within Groups	122.650	177	.693		
	Total	140.994	179			
18. Sch Airline Expactations	Between Groups	1.900	2	.950	1.855	.159
	Within Groups	90.650	177	.512		
	Total	92.550	179			
19. Personal Airline Expactations	Between Groups	6.700	2	3.350	3.113	**.047**
	Within Groups	190.500	177	1.076		
	Total	197.200	179			
20. Custom Airline Expactations	Between Groups	19.600	2	9.800	14.034	**.000**
	Within Groups	123.600	177	.698		
	Total	143.200	179			
21. Special Airline Expactations	Between Groups	31.300	2	15.650	16.927	**.000**
	Within Groups	163.650	177	.925		
	Total	194.950	179			

Flying Airline = KLM

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	6.178	2	3.089	4.541	**.012**
	Within Groups	120.400	177	.680		
	Total	126.578	179			
2.Cabin Airline Expactations	Between Groups	3.033	2	1.517	2.272	.106
	Within Groups	118.167	177	.668		
	Total	121.200	179			
3 Cabin Crew Airline Expactations	Between Groups	1.111	2	.556	1.435	.241
	Within Groups	68.533	177	.387		
	Total	69.644	179			
4. Seat Airline Expactations	Between Groups	30.478	2	15.239	22.236	**.000**
	Within Groups	121.300	177	.685		
	Total	151.778	179			
5. On-time Airline Expactations	Between Groups	10.033	2	5.017	7.737	**.001**
	Within Groups	114.767	177	.648		
	Total	124.800	179			
6. Staff Airline Expactations	Between Groups	2.878	2	1.439	1.732	.180
	Within Groups	147.033	177	.831		
	Total	149.911	179			
7. Bag Airline Expactations	Between Groups	4.144	2	2.072	2.876	.059
	Within Groups	127.517	177	.720		
	Total	131.661	179			
8. Check Airline Expactations	Between Groups	4.478	2	2.239	2.773	.065
	Within Groups	142.917	177	.807		
	Total	147.394	179			
9. Inf Airline Expactations	Between Groups	2.344	2	1.172	1.820	.165
	Within Groups	113.983	177	.644		
	Total	116.328	179			
10. Prompt Airline Expactations	Between Groups	6.978	2	3.489	5.215	**.006**
	Within Groups	118.417	177	.669		
	Total	125.394	179			
11. Will Airline Expactations	Between Groups	10.033	2	5.017	7.778	**.001**
	Within Groups	114.167	177	.645		
	Total	124.200	179			
12. Alw Airline Expactations	Between Groups	6.411	2	3.206	3.795	**.024**
	Within Groups	149.500	177	.845		
	Total	155.911	179			
13. Beh Airline Expactations	Between Groups	5.211	2	2.606	3.640	**.028**
	Within Groups	126.700	177	.716		
	Total	131.911	179			
14. Safe Airline Expactations	Between Groups	.533	2	.267	.412	.663
	Within Groups	114.467	177	.647		
	Total	115.000	179			
15. Court Airline Expactations	Between Groups	3.433	2	1.717	2.429	.091
	Within Groups	125.117	177	.707		
	Total	128.550	179			

16. Knowl Airline Expactations	Between Groups	4.411	2	2.206	2.282	.105
	Within Groups	171.033	177	.966		
	Total	175.444	179			
17. Att Airline Expactations	Between Groups	4.300	2	2.150	2.788	.064
	Within Groups	136.500	177	.771		
	Total	140.800	179			
18. Sch Airline Expactations	Between Groups	.578	2	.289	.493	.612
	Within Groups	103.750	177	.586		
	Total	104.328	179			
19. Personal Airline Expactations	Between Groups	9.144	2	4.572	5.669	**.004**
	Within Groups	142.767	177	.807		
	Total	151.911	179			
20. Custom Airline Expactations	Between Groups	14.400	2	7.200	10.311	**.000**
	Within Groups	123.600	177	.698		
	Total	138.000	179			
21. Special Airline Expactations	Between Groups	2.411	2	1.206	1.430	.242
	Within Groups	149.233	177	.843		
	Total	151.644	179			

Flying Airline = Alitalia

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	5.511	2	2.756	3.028	.051
	Within Groups	161.067	177	.910		
	Total	166.578	179			
2.Cabin Airline Expactations	Between Groups	8.711	2	4.356	4.546	**.012**
	Within Groups	169.600	177	.958		
	Total	178.311	179			
3 Cabin Crew Airline Expactations	Between Groups	7.644	2	3.822	4.186	**.017**
	Within Groups	161.600	177	.913		
	Total	169.244	179			
4. Seat Airline Expactations	Between Groups	8.711	2	4.356	4.693	**.010**
	Within Groups	164.267	177	.928		
	Total	172.978	179			
5. On-time Airline Expactations	Between Groups	11.378	2	5.689	3.799	**.024**
	Within Groups	265.067	177	1.498		
	Total	276.444	179			
6. Staff Airline Expactations	Between Groups	3.733	2	1.867	1.468	.233
	Within Groups	225.067	177	1.272		
	Total	228.800	179			
7. Bag Airline Expactations	Between Groups	16.178	2	8.089	6.762	**.001**
	Within Groups	211.733	177	1.196		
	Total	227.911	179			
8. Check Airline Expactations	Between Groups	8.533	2	4.267	3.308	**.039**
	Within Groups	228.267	177	1.290		
	Total	236.800	179			
9. Inf Airline Expactations	Between Groups	2.311	2	1.156	1.099	.336
	Within Groups	186.133	177	1.052		

	Total	188.444	179			
10. Prompt Airline Expactations	Between Groups	1.244	2	.622	.438	.646
	Within Groups	251.200	177	1.419		
	Total	252.444	179			
11. Will Airline Expactations	Between Groups	2.311	2	1.156	.767	.466
	Within Groups	266.667	177	1.507		
	Total	268.978	179			
12. Alw Airline Expactations	Between Groups	2.311	2	1.156	1.054	.351
	Within Groups	194.133	177	1.097		
	Total	196.444	179			
13. Beh Airline Expactations	Between Groups	1.244	2	.622	.520	.595
	Within Groups	211.733	177	1.196		
	Total	212.978	179			
14. Safe Airline Expactations	Between Groups	7.644	2	3.822	2.537	.082
	Within Groups	266.667	177	1.507		
	Total	274.311	179			
15. Court Airline Expactations	Between Groups	3.378	2	1.689	1.331	.267
	Within Groups	224.533	177	1.269		
	Total	227.911	179			
16. Knowl Airline Expactations	Between Groups	4.978	2	2.489	1.886	.155
	Within Groups	233.600	177	1.320		
	Total	238.578	179			
17. Att Airline Expactations	Between Groups	4.978	2	2.489	1.393	.251
	Within Groups	316.267	177	1.787		
	Total	321.244	179			
18. Sch Airline Expactations	Between Groups	19.911	2	9.956	7.561	**.001**
	Within Groups	233.067	177	1.317		
	Total	252.978	179			
19. Personal Airline Expactations	Between Groups	11.200	2	5.600	3.331	**.038**
	Within Groups	297.600	177	1.681		
	Total	308.800	179			
20. Custom Airline Expactations	Between Groups	23.644	2	11.822	9.275	**.000**
	Within Groups	225.600	177	1.275		
	Total	249.244	179			
21. Special Airline Expactations	Between Groups	6.578	2	3.289	2.363	.097
	Within Groups	246.400	177	1.392		
	Total	252.978	179			

Flying Airline = CSA

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	13.378	2	6.689	6.894	**.001**
	Within Groups	171.733	177	.970		
	Total	185.111	179			
2.Cabin Airline Expactations	Between Groups	38.578	2	19.289	25.706	**.000**
	Within Groups	132.817	177	.750		
	Total	171.394	179			
3 Cabin Crew Airline Expactations	Between Groups	6.344	2	3.172	7.043	**.001**
	Within Groups	79.717	177	.450		

	Total	86.061	179			
4. Seat Airline Expactations	Between Groups	10.811	2	5.406	7.320	**.001**
	Within Groups	130.717	177	.739		
	Total	141.528	179			
5. On-time Airline Expactations	Between Groups	46.944	2	23.472	15.862	**.000**
	Within Groups	261.917	177	1.480		
	Total	308.861	179			
6. Staff Airline Expactations	Between Groups	32.011	2	16.006	14.143	**.000**
	Within Groups	200.317	177	1.132		
	Total	232.328	179			
7. Bag Airline Expactations	Between Groups	82.678	2	41.339	37.526	**.000**
	Within Groups	194.983	177	1.102		
	Total	277.661	179			
8. Check Airline Expactations	Between Groups	22.011	2	11.006	18.818	**.000**
	Within Groups	103.517	177	.585		
	Total	125.528	179			
9. Inf Airline Expactations	Between Groups	2.544	2	1.272	1.431	.242
	Within Groups	157.367	177	.889		
	Total	159.911	179			
10. Prompt Airline Expactations	Between Groups	12.900	2	6.450	7.667	**.001**
	Within Groups	148.900	177	.841		
	Total	161.800	179			
11. Will Airline Expactations	Between Groups	85.511	2	42.756	42.639	**.000**
	Within Groups	177.483	177	1.003		
	Total	262.994	179			
12. Alw Airline Expactations	Between Groups	83.611	2	41.806	40.694	**.000**
	Within Groups	181.833	177	1.027		
	Total	265.444	179			
13. Beh Airline Expactations	Between Groups	80.578	2	40.289	38.067	**.000**
	Within Groups	187.333	177	1.058		
	Total	267.911	179			
14. Safe Airline Expactations	Between Groups	10.344	2	5.172	13.339	**.000**
	Within Groups	68.633	177	.388		
	Total	78.978	179			
15. Court Airline Expactations	Between Groups	24.844	2	12.422	11.330	**.000**
	Within Groups	194.067	177	1.096		
	Total	218.911	179			
16. Knowl Airline Expactations	Between Groups	60.811	2	30.406	32.127	**.000**
	Within Groups	167.517	177	.946		
	Total	228.328	179			
17. Att Airline Expactations	Between Groups	79.878	2	39.939	62.689	**.000**
	Within Groups	112.767	177	.637		
	Total	192.644	179			
18. Sch Airline Expactations	Between Groups	4.011	2	2.006	5.068	**.007**
	Within Groups	70.050	177	.396		
	Total	74.061	179			
19. Personal Airline	Between Groups	53.211	2	26.606	29.253	**.000**

Expactations	Within Groups	160.983	177	.910		
	Total	214.194	179			
20. Custom Airline Expactations	Between Groups	136.900	2	68.450	64.342	**.000**
	Within Groups	188.300	177	1.064		
	Total	325.200	179			
21. Special Airline Expactations	Between Groups	54.300	2	27.150	38.170	**.000**
	Within Groups	125.900	177	.711		
	Total	180.200	179			

Flying Airline = Delta

		Sum of Squares	df	Mean Square	F	Sig.
1.Modern Aircraft Airline Expectations	Between Groups	7.233	2	3.617	3.447	**.034**
	Within Groups	185.717	177	1.049		
	Total	192.950	179			
2.Cabin Airline Expactations	Between Groups	2.744	2	1.372	2.825	.062
	Within Groups	85.983	177	.486		
	Total	88.728	179			
3 Cabin Crew Airline Expactations	Between Groups	.844	2	.422	.618	.540
	Within Groups	120.933	177	.683		
	Total	121.778	179			
4. Seat Airline Expactations	Between Groups	2.700	2	1.350	3.069	**.049**
	Within Groups	77.850	177	.440		
	Total	80.550	179			
5. On-time Airline Expactations	Between Groups	6.078	2	3.039	7.351	**.001**
	Within Groups	73.167	177	.413		
	Total	79.244	179			
6. Staff Airline Expactations	Between Groups	3.344	2	1.672	2.823	.062
	Within Groups	104.850	177	.592		
	Total	108.194	179			
7. Bag Airline Expactations	Between Groups	3.733	2	1.867	4.129	**.018**
	Within Groups	80.017	177	.452		
	Total	83.750	179			
8. Check Airline Expactations	Between Groups	1.011	2	.506	1.199	.304
	Within Groups	74.650	177	.422		
	Total	75.661	179			
9. Inf Airline Expactations	Between Groups	.678	2	.339	.618	.540
	Within Groups	96.983	177	.548		
	Total	97.661	179			
10. Prompt Airline Expactations	Between Groups	.578	2	.289	.620	.539
	Within Groups	82.533	177	.466		
	Total	83.111	179			
11. Will Airline Expactations	Between Groups	2.533	2	1.267	2.557	.080
	Within Groups	87.667	177	.495		
	Total	90.200	179			
12. Alw Airline Expactations	Between Groups	.344	2	.172	.508	.602
	Within Groups	59.967	177	.339		
	Total	60.311	179			

13. Beh Airline Expactations	Between Groups	1.900	2	.950	1.948	.146
	Within Groups	86.300	177	.488		
	Total	88.200	179			
14. Safe Airline Expactations	Between Groups	7.600	2	3.800	5.249	**.006**
	Within Groups	128.150	177	.724		
	Total	135.750	179			
15. Court Airline Expactations	Between Groups	2.411	2	1.206	2.584	.078
	Within Groups	82.583	177	.467		
	Total	84.994	179			
16. Knowl Airline Expactations	Between Groups	2.344	2	1.172	2.027	.135
	Within Groups	102.383	177	.578		
	Total	104.728	179			
17. Att Airline Expactations	Between Groups	1.811	2	.906	2.104	.125
	Within Groups	76.167	177	.430		
	Total	77.978	179			
18. Sch Airline Expactations	Between Groups	2.744	2	1.372	1.810	.167
	Within Groups	134.167	177	.758		
	Total	136.911	179			
19. Personal Airline Expactations	Between Groups	1.478	2	.739	1.869	.157
	Within Groups	69.967	177	.395		
	Total	71.444	179			
20. Custom Airline Expactations	Between Groups	2.411	2	1.206	2.391	.094
	Within Groups	89.233	177	.504		
	Total	91.644	179			
21. Special Airline Expactations	Between Groups	.633	2	.317	.717	.490
	Within Groups	78.167	177	.442		
	Total	78.800	179			

14. APPENDIX E: HOMOGENEITY VARIANCES

Flying Airline = Austrian Airlines

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	.352	2	117	**.704**
7. Bag Airline Expactations	.225	2	117	**.799**
8. Check Airline Expactations	.482	2	117	**.619**
16. Knowl Airline Expactations	.576	2	117	**.564**

equal variances
not equal variances

Flying Airline = BMI

	Levene Statistic	df1	df2	Sig.
3 Cabin Crew Airline Expactations	.000	2	57	**1.000**
4. Seat Airline Expactations	.248	2	57	**.781**
5. On-time Airline Expactations	4.560	2	57	**.015**
6. Staff Airline Expactations	1.056	2	57	**.355**
7. Bag Airline Expactations	8.783	2	57	**.000**
11. Will Airline Expactations	1.949	2	57	**.152**
14. Safe Airline Expactations	2.000	2	57	**.145**
17. Att Airline Expactations	2.024	2	57	**.142**
18. Sch Airline Expactations	5.920	2	57	**.005**
19. Personal Airline Expactations	1.187	2	57	**.312**
20. Custom Airline Expactations	.421	2	57	**.659**
21. Special Airline Expactations	.164	2	57	**.849**

equal variances
not equal variances

Flying Airline = LOT

LOT - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	12.495	2	117	.000
2.Cabin Airline Expactations	2.367	2	117	.098
3 Cabin Crew Airline Expactations	2.498	2	117	.087
4. Seat Airline Expactations	.475	2	117	.623
5. On-time Airline Expactations	22.236	2	117	.000
6. Staff Airline Expactations	14.736	2	117	.000
7. Bag Airline Expactations	15.244	2	117	.000
8. Check Airline Expactations	2.866	2	117	.061
10. Prompt Airline Expactations	5.320	2	117	.006
11. Will Airline Expactations	38.303	2	117	.000
12. Alw Airline Expactations	31.761	2	117	.000
13. Beh Airline Expactations	52.062	2	117	.000
14. Safe Airline Expactations	26.128	2	117	.000
15. Court Airline Expactations	24.544	2	117	.000
16. Knowl Airline Expactations	13.540	2	117	.000
17. Att Airline Expactations	18.025	2	117	.000
19. Personal Airline Expactations	18.277	2	117	.000
20. Custom Airline Expactations	53.910	2	117	.000
21. Special Airline Expactations	5.320	2	117	.006

equal variances >0.05
not equal variances <0.05

Flying Airline = TAP

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
3 Cabin Crew Airline Expactations	2.783	2	117	.066
5. On-time Airline Expactations	7.702	2	117	.001

6. Staff Airline Expactations	.144	2	117	**.866**
7. Bag Airline Expactations	4.021	2	117	**.020**
9. Inf Airline Expactations	5.214	2	117	**.007**
10. Prompt Airline Expactations	11.150	2	117	**.000**
11. Will Airline Expactations	6.971	2	117	**.001**
12. Alw Airline Expactations	31.229	2	117	**.000**
13. Beh Airline Expactations	1.629	2	117	**.200**
15. Court Airline Expactations	1.792	2	117	**.171**
16. Knowl Airline Expactations	2.676	2	117	**.073**
20. Custom Airline Expactations	3.900	2	117	**.023**

equal variances >0.05
not equal variances <0.05

Flying Airline = Aer Lingus

AER LINGUS - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
8. Check Airline Expactations	.348	2	33	**.708**
9. Inf Airline Expactations	.767	2	33	**.473**
10. Prompt Airline Expactations	.348	2	33	**.708**
16. Knowl Airline Expactations	.391	2	33	**.680**

equal variances >0.05
not equal variances <0.05

Flying Airline = American Airlines

AMERICAN AIRLINES - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
21. Special Airline Expactations	8.286	2	87	.001

equal variances >0.05
not equal variances <0.05

Flying Airline = British Airways

BRITISH AIRWAYS - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	1.022	2	357	**.361**
4. Seat Airline Expactations	4.638	2	357	**.010**

5. On-time Airline Expactations	4.611	2	357	.011
6. Staff Airline Expactations	2.851	2	357	.059
7. Bag Airline Expactations	5.397	2	357	.005
8. Check Airline Expactations	2.838	2	357	.060
10. Prompt Airline Expactations	1.148	2	357	.318
11. Will Airline Expactations	3.431	2	357	.033
12. Alw Airline Expactations	6.095	2	357	.002
18. Sch Airline Expactations	1.719	2	357	.181
19. Personal Airline Expactations	.332	2	357	.718
20. Custom Airline Expactations	1.156	2	357	.316
21. Special Airline Expactations	7.369	2	357	.001

equal variances >0.05
not equal variances <0.05

Flying Airline = Cathay Pacific

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
6. Staff Airline Expactations	4.399	2	36	.020
10. Prompt Airline Expactations	.216	2	36	.807
11. Will Airline Expactations	10.965	2	36	.000
14. Safe Airline Expactations	69.120	2	36	.000
17. Att Airline Expactations	.361	2	36	.699

equal variances >0.05
not equal variances <0.05

Flying Airline = Iberia

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	7.920	2	297	.000
4. Seat Airline Expactations	11.026	2	297	.000
6. Staff Airline Expactations	1.430	2	297	.241

8. Check Airline Expactations	7.441	2	297	.001
16. Knowl Airline Expactations	3.662	2	297	.027
17. Att Airline Expactations	2.523	2	297	.082
21. Special Airline Expactations	.558	2	297	.573
9. Inf Airline Expactations	13.434	2	297	.000

equal variances >0.05
not equal variances <0.05

Flying Airline = Aeroflot

AEROFLOT - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	26.754	2	177	.000
2.Cabin Airline Expactations	6.438	2	177	.002
3 Cabin Crew Airline Expactations	4.660	2	177	.011
4. Seat Airline Expactations	6.279	2	177	.002
5. On-time Airline Expactations	16.765	2	177	.000
6. Staff Airline Expactations	15.193	2	177	.000
7. Bag Airline Expactations	32.394	2	177	.000
8. Check Airline Expactations	.264	2	177	.768
10. Prompt Airline Expactations	18.896	2	177	.000
11. Will Airline Expactations	30.966	2	177	.000
12. Alw Airline Expactations	14.204	2	177	.000
13. Beh Airline Expactations	34.362	2	177	.000
14. Safe Airline Expactations	15.644	2	177	.000
15. Court Airline Expactations	30.784	2	177	.000
16. Knowl Airline Expactations	2.229	2	177	.111
17. Att Airline Expactations	30.339	2	177	.000
19. Personal Airline Expactations	30.062	2	177	.000
20. Custom Airline Expactations	42.350	2	177	.000

21. Special Airline Expactations	10.472	2	177	.000

equal variances >0.05
not equal variances <0.05

Flying Airline = Air France

AIR FRANCE – Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	16.296	2	177	.000
2.Cabin Airline Expactations	.173	2	177	.841
4. Seat Airline Expactations	5.125	2	177	.007
5. On-time Airline Expactations	.321	2	177	.726
6. Staff Airline Expactations	1.325	2	177	.269
7. Bag Airline Expactations	1.036	2	177	.357
8. Check Airline Expactations	16.945	2	177	.000
9. Inf Airline Expactations	.282	2	177	.755
10. Prompt Airline Expactations	1.065	2	177	.347
11. Will Airline Expactations	.783	2	177	.459
12. Alw Airline Expactations	.731	2	177	.483
13. Beh Airline Expactations	.548	2	177	.579
15. Court Airline Expactations	19.915	2	177	.000
17. Att Airline Expactations	4.057	2	177	.019
19. Personal Airline Expactations	.088	2	177	.916
20. Custom Airline Expactations	1.589	2	177	.207
21. Special Airline Expactations	2.221	2	177	.112

equal variances >0.05
not equal variances <0.05

Flying Airline = Alitalia

ALITALIA - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
2.Cabin Airline Expactations	3.764	2	177	.025
3 Cabin Crew Airline Expactations	1.535	2	177	.218

4. Seat Airline Expactations	2.400	2	177	**.094**
5. On-time Airline Expactations	3.045	2	177	**.050**
7. Bag Airline Expactations	1.370	2	177	**.257**
8. Check Airline Expactations	3.126	2	177	**.046**
18. Sch Airline Expactations	8.059	2	177	**.000**
19. Personal Airline Expactations	7.763	2	177	**.001**
20. Custom Airline Expactations	.035	2	177	**.965**

equal variances >0.05
not equal variances <0.05

Flying Airline = CSA

CSA - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	17.736	2	177	**.000**
2.Cabin Airline Expactations	1.521	2	177	**.221**
3 Cabin Crew Airline Expactations	4.610	2	177	**.011**
4. Seat Airline Expactations	.928	2	177	**.397**
5. On-time Airline Expactations	38.283	2	177	**.000**
6. Staff Airline Expactations	29.648	2	177	**.000**
7. Bag Airline Expactations	31.985	2	177	**.000**
8. Check Airline Expactations	2.656	2	177	**.073**
10. Prompt Airline Expactations	7.731	2	177	**.001**
11. Will Airline Expactations	45.301	2	177	**.000**
12. Alw Airline Expactations	25.246	2	177	**.000**
13. Beh Airline Expactations	55.489	2	177	**.000**
14. Safe Airline Expactations	44.682	2	177	**.000**
15. Court Airline Expactations	37.132	2	177	**.000**
16. Knowl Airline Expactations	11.049	2	177	**.000**

17. Att Airline Expactations	20.413	2	177	.000
18. Sch Airline Expactations	18.755	2	177	.000
19. Personal Airline Expactations	24.288	2	177	.000
20. Custom Airline Expactations	58.842	2	177	.000
21. Special Airline Expactations	4.683	2	177	.010

equal variances >0.05
not equal variances <0.05

Flying Airline = Delta

DELTA - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	6.649	2	177	.002
4. Seat Airline Expactations	.050	2	177	.951
5. On-time Airline Expactations	2.697	2	177	.070
7. Bag Airline Expactations	3.706	2	177	.027
14. Safe Airline Expactations	14.906	2	177	.000

equal variances >0.05
not equal variances <0.05

Flying Airline = KLM

KLM - Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
1.Modern Aircraft Airline Expectations	.361	2	177	.698
4. Seat Airline Expactations	2.357	2	177	.098
5. On-time Airline Expactations	3.774	2	177	.025
10. Prompt Airline Expactations	.181	2	177	.834
11. Will Airline Expactations	.389	2	177	.678
12. Alw Airline Expactations	.204	2	177	.816
13. Beh Airline Expactations	.275	2	177	.760
19. Personal Airline Expactations	3.950	2	177	.021
20. Custom Airline Expactations	7.169	2	177	.001

equal variances >0.05
not equal variances <0.05

15. APPENDIX F: POST HOC TESTS

Flying Airline = Austrian Airlines

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-.263(*)	0.041	**0.000**	-0.34	-0.18
		MLAALLEXP	-0.016	0.041	**0.698**	-0.10	0.06
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.461(*)	0.045	**0.000**	-0.55	-0.37
		MLAALLEXP	0.042	0.045	**0.351**	-0.05	0.13
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.351(*)	0.041	**0.000**	-0.43	-0.27
		MLAALLEXP	-.082(*)	0.041	**0.044**	-0.16	0.00
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-.319(*)	0.041	**0.000**	-0.40	-0.24
		MLAALLEXP	-0.007	0.041	0.865	-0.09	0.07

*. The mean difference is significant at the .05 level.

Flying Airline = BMI

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Upper Bound	Lower Bound
3 Cabin Crew Airline Expactations	MLAAIREXP	MLAAIRACT	0.000	0.159	**1.000**	-0.32	0.32
		MLAALLEXP	.800(*)	0.159	**0.000**	0.48	1.12
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	0.000	0.191	**1.000**	-0.38	0.38
		MLAALLEXP	.600(*)	0.191	**0.003**	0.22	0.98
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-1.200(*)	0.260	**0.000**	-1.72	-0.68
		MLAALLEXP	0.200	0.260	**0.444**	-0.32	0.72
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-.800(*)	0.309	**0.012**	-1.42	-0.18
		MLAALLEXP	0.400	0.309	**0.201**	-0.22	1.02
14. Safe Airline Expactations	MLAAIREXP	MLAAIRACT	-0.400	0.304	**0.194**	-1.01	0.21
		MLAALLEXP	0.600	0.304	**0.054**	-0.01	1.21
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	0.000	0.231	**1.000**	-0.46	0.46
		MLAALLEXP	.800(*)	0.231	**0.001**	0.34	1.26
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.600(*)	0.168	**0.001**	-0.94	-0.26
		MLAALLEXP	0.200	0.168	**0.238**	-0.14	0.54
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-0.400	0.313	**0.207**	-1.03	0.23
		MLAALLEXP	0.400	0.313	**0.207**	-0.23	1.03
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.600(*)	0.270	**0.030**	-1.14	-0.06
		MLAALLEXP	0.400	0.270	**0.144**	-0.14	0.94

at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-0.400	0.234	**0.218**	-0.98	0.18
		MLAALLEXP	0.200	0.268	**0.737**	-0.45	0.85
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.800(*)	0.304	**0.035**	-1.55	-0.05
		MLAALLEXP	0.200	0.337	**0.825**	-0.62	1.02
18. Sch Airline Expactations	MLAAIREXP	MLAAIRACT	-0.600	0.343	**0.201**	-1.44	0.24
		MLAALLEXP	0.200	0.268	**0.738**	-0.47	0.87

significant at the .05 level.

Flying Airline = LOT

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
2.Cabin Airline Expactations	MLAAIREXP	MLAAIRACT	-.850(*)	0.200	**0.000**	-1.25	-0.45
		MLAALLEXP	0.150	0.200	**0.454**	-0.25	0.55
3 Cabin Crew Airline Expactations	MLAAIREXP	MLAAIRACT	-.475(*)	0.152	**0.002**	-0.78	-0.17
		MLAALLEXP	-0.075	0.152	**0.622**	-0.38	0.23
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.400(*)	0.189	**0.037**	-0.77	-0.03
		MLAALLEXP	0.100	0.189	**0.598**	-0.27	0.47
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.725(*)	0.178	**0.000**	-1.08	-0.37
		MLAALLEXP	0.000	0.178	**1.000**	-0.35	0.35

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-0.350	0.238	**0.312**	-0.92	0.22
		MLAALLEXP	0.250	0.173	**0.324**	-0.16	0.66
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-1.000(*)	0.299	**0.004**	-1.72	-0.28
		MLAALLEXP	0.000	0.208	**1.000**	-0.50	0.50
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-0.425	0.281	**0.290**	-1.10	0.25
		MLAALLEXP	.600(*)	0.225	**0.027**	0.06	1.14
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.975(*)	0.278	**0.002**	-1.64	-0.31
		MLAALLEXP	.600(*)	0.225	**0.027**	0.06	1.14
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-0.300	0.243	**0.438**	-0.88	0.28
		MLAALLEXP	.400(*)	0.162	**0.043**	0.01	0.79
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-1.250(*)	0.269	**0.000**	-1.89	-0.61
		MLAALLEXP	0.300	0.164	**0.170**	-0.09	0.69
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-1.150(*)	0.277	**0.000**	-1.81	-0.49
		MLAALLEXP	0.300	0.164	**0.169**	-0.09	0.69
13. Beh Airline Expactations	MLAAIREXP	MLAAIRACT	-1.150(*)	0.281	**0.000**	-1.82	-0.48
		MLAALLEXP	0.300	0.164	**0.170**	-0.09	0.69
14. Safe Airline Expactations	MLAAIREXP	MLAAIRACT	-0.400	0.172	**0.061**	-0.81	0.01
		MLAALLEXP	0.125	0.077	**0.240**	-0.06	0.31
15. Court Airline Expactations	MLAAIREXP	MLAAIRACT	-0.550	0.261	**0.095**	-1.17	0.07
		MLAALLEXP	0.300	0.201	**0.300**	-0.18	0.78
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-.925(*)	0.247	**0.001**	-1.52	-0.33
		MLAALLEXP	0.400	0.185	**0.086**	-0.04	0.84
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	-1.150(*)	0.206	**0.000**	-1.64	-0.66
		MLAALLEXP	0.300	0.137	**0.082**	-0.03	0.63
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.925(*)	0.244	**0.001**	-1.51	-0.34
		MLAALLEXP	0.300	0.171	**0.191**	-0.11	0.71
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-1.550(*)	0.287	**0.000**	-2.24	-0.86
		MLAALLEXP	0.300	0.156	**0.142**	-0.08	0.68
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.950(*)	0.220	**0.000**	-1.48	-0.42
		MLAALLEXP	0.300	0.150	**0.120**	-0.06	0.66

*. The mean difference is significant at the .05 level.

Flying Airline = TAP

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
3 Cabin Crew Airline Expactations	MLAAIREXP	MLAAIRACT	0.000	0.216	**1.000**	-0.43	0.43
		MLAALLEXP	.625(*)	0.216	**0.005**	0.20	1.05
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-.500(*)	0.200	**0.014**	-0.90	-0.10
		MLAALLEXP	-0.125	0.200	**0.534**	-0.52	0.27
13. Beh Airline Expactations	MLAAIREXP	MLAAIRACT	-.500(*)	0.220	**0.025**	-0.94	-0.06
		MLAALLEXP	0.000	0.220	**1.000**	-0.44	0.44
15. Court Airline Expactations	MLAAIREXP	MLAAIRACT	-.750(*)	0.246	**0.003**	-1.24	-0.26
		MLAALLEXP	-0.125	0.246	**0.613**	-0.61	0.36
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-0.250	0.149	**0.096**	-0.54	0.04
		MLAALLEXP	0.125	0.149	**0.403**	-0.17	0.42

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-0.375	0.291	**0.406**	-1.07	0.32
		MLAALLEXP	0.375	0.315	**0.462**	-0.38	1.13
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.625(*)	0.164	**0.001**	-1.02	-0.23
		MLAALLEXP	0.000	0.127	**1.000**	-0.30	0.30
9. Inf Airline Expactations	MLAAIREXP	MLAAIRACT	-0.250	0.208	**0.456**	-0.75	0.25
		MLAALLEXP	0.375	0.169	**0.074**	-0.03	0.78
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-.500(*)	0.202	**0.043**	-0.99	-0.01
		MLAALLEXP	-.500(*)	0.123	**0.000**	-0.80	-0.20
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-0.500	0.240	**0.101**	-1.08	0.08
		MLAALLEXP	0.250	0.174	**0.330**	-0.17	0.67
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-.750(*)	0.258	**0.013**	-1.37	-0.13
		MLAALLEXP	0.375	0.178	**0.097**	-0.05	0.80
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-.875(*)	0.203	**0.000**	-1.36	-0.39
		MLAALLEXP	-0.125	0.229	**0.849**	-0.67	0.42

*. The mean difference is significant at the .05 level.

Flying Airline = Aer Lingus

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Upper Bound	Lower Bound
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-1.167(*)	0.440	**0.012**	-2.06	-0.27
		MLAALLEXP	-0.167	0.440	**0.707**	-1.06	0.73
9. Inf Airline Expactations	MLAAIREXP	MLAAIRACT	-1.250(*)	0.590	**0.042**	-2.45	-0.05
		MLAALLEXP	0.417	0.590	**0.485**	-0.78	1.62
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-1.167(*)	0.440	**0.012**	-2.06	-0.27
		MLAALLEXP	-0.167	0.440	**0.707**	-1.06	0.73
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-0.833	0.416	**0.054**	-1.68	0.01
		MLAALLEXP	0.500	0.416	**0.238**	-0.35	1.35

*. The mean difference is significant at the .05 level.

Flying Airline = American Airlines

Multiple Comparisons

Games-Howell

Dependent Variable:	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	0.400	0.244	**0.239**	-0.19	0.99
		MLAALLEXP	.533(*)	0.217	**0.046**	0.01	1.06

*. The mean difference is significant at the .05 level.

Flying Airline = British Airways

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-.342(*)	0.088	**0.000**	-0.51	-0.17
		MLAALLEXP	-0.083	0.088	**0.342**	-0.26	0.09
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-.317(*)	0.118	**0.007**	-0.55	-0.09
		MLAALLEXP	-0.092	0.118	**0.436**	-0.32	0.14
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.433(*)	0.122	**0.000**	-0.67	-0.19
		MLAALLEXP	-0.092	0.122	**0.453**	-0.33	0.15
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-.350(*)	0.102	**0.001**	-0.55	-0.15
		MLAALLEXP	-0.100	0.102	**0.330**	-0.30	0.10
18. Sch Airline Expactations	MLAAIREXP	MLAAIRACT	-.383(*)	0.108	**0.000**	-0.60	-0.17
		MLAALLEXP	-0.050	0.108	**0.643**	-0.26	0.16
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.383(*)	0.115	**0.001**	-0.61	-0.16
		MLAALLEXP	-0.033	0.115	**0.772**	-0.26	0.19
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-.375(*)	0.118	**0.002**	-0.61	-0.14
		MLAALLEXP	-0.092	0.118	**0.438**	-0.32	0.14

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Upper Bound	Lower Bound
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.750(*)	0.126	**0.000**	-1.05	-0.45
		MLAALLEXP	-0.125	0.123	**0.568**	-0.42	0.17
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-.567(*)	0.127	**0.000**	-0.87	-0.27
		MLAALLEXP	-0.100	0.110	**0.634**	-0.36	0.16
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.467(*)	0.127	**0.001**	-0.77	-0.17
		MLAALLEXP	-0.142	0.117	**0.446**	-0.42	0.13
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-.342(*)	0.101	**0.002**	-0.58	-0.10
		MLAALLEXP	-0.208	0.114	**0.161**	-0.48	0.06
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-.333(*)	0.110	**0.007**	-0.59	-0.07
		MLAALLEXP	-0.050	0.098	**0.865**	-0.28	0.18
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.342(*)	0.117	**0.011**	-0.62	-0.07
		MLAALLEXP	-0.033	0.106	**0.947**	-0.28	0.22

*. The mean difference is significant at the .05 level.

Flying Airline = Cathay Pacific

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Upper Bound	Lower Bound
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-.615(*)	0.207	**0.005**	-1.03	-0.20
		MLAALLEXP	-0.154	0.207	**0.462**	-0.57	0.27
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	-.769(*)	0.288	**0.011**	-1.35	-0.19
		MLAALLEXP	-0.154	0.288	**0.596**	-0.74	0.43

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Upper Bound	Lower Bound
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-.538(*)	0.180	**0.017**	-0.99	-0.09
		MLAALLEXP	-.769(*)	0.277	**0.031**	-1.48	-0.06
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-.923(*)	0.319	**0.026**	-1.74	-0.10
		MLAALLEXP	-0.154	0.169	**0.640**	-0.58	0.27
14. Safe Airline Expactations	MLAAIREXP	MLAAIRACT	-0.308	0.133	**0.093**	-0.66	0.05
		MLAALLEXP	0.000	0.000	**.**	0.00	0.00

*. The mean difference is significant at the .05 level.

Flying Airline = Iberia

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.		
						Upper Bound	Lower Bound
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-.360(*)	0.139	**0.010**	-0.63	-0.09
		MLAALLEXP	-0.080	0.139	**0.565**	-0.35	0.19
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.240(*)	0.120	**0.046**	-0.48	0.00
		MLAALLEXP	0.040	0.120	**0.739**	-0.20	0.28
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	-.320(*)	0.122	**0.009**	-0.56	-0.08
		MLAALLEXP	0.000	0.122	**1.000**	-0.24	0.24

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-.320(*)	0.114	**0.015**	-0.59	-0.05
		MLAALLEXP	-0.040	0.131	**0.950**	-0.35	0.27
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.600(*)	0.158	**0.001**	-0.97	-0.23
		MLAALLEXP	0.080	0.126	**0.801**	-0.22	0.38
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-0.240	0.128	**0.149**	-0.54	0.06
		MLAALLEXP	0.040	0.104	**0.922**	-0.21	0.29
9. Inf Airline Expactations	MLAAIREXP	MLAAIRACT	-.520(*)	0.123	**0.000**	-0.81	-0.23
		MLAALLEXP	-0.120	0.110	**0.520**	-0.38	0.14
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-.320(*)	0.117	**0.019**	-0.60	-0.04
		MLAALLEXP	0.040	0.104	**0.922**	-0.21	0.29

*. The mean difference is significant at the .05 level.

Flying Airline = Aeroflot

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.450(*)	0.160	**0.005**	-0.76	-0.14
		MLAALLEXP	0.000	0.160	**1.000**	-0.31	0.31
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-.800(*)	0.174	**0.000**	-1.14	-0.46
		MLAALLEXP	.367(*)	0.174	**0.037**	0.02	0.71

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-0.500	0.227	**0.075**	-1.04	0.04
		MLAALLEXP	0.383	0.162	**0.052**	0.00	0.77
2.Cabin Airline Expactations	MLAAIREXP	MLAAIRACT	-.883(*)	0.200	**0.000**	-1.36	-0.41
		MLAALLEXP	0.367	0.164	**0.069**	-0.02	0.76
3 Cabin Crew Airline Expactations	MLAAIREXP	MLAAIRACT	-.400(*)	0.131	**0.008**	-0.71	-0.09
		MLAALLEXP	-.300(*)	0.113	**0.025**	-0.57	-0.03
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-0.383	0.213	**0.175**	-0.89	0.12
		MLAALLEXP	0.283	0.175	**0.242**	-0.13	0.70
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-.900(*)	0.238	**0.001**	-1.47	-0.33
		MLAALLEXP	0.000	0.179	**1.000**	-0.42	0.42
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-.733(*)	0.242	**0.008**	-1.31	-0.16
		MLAALLEXP	.467(*)	0.189	**0.040**	0.02	0.92
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.900(*)	0.230	**0.000**	-1.45	-0.35
		MLAALLEXP	.617(*)	0.204	**0.009**	0.13	1.10
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-0.533	0.234	**0.064**	-1.09	0.02
		MLAALLEXP	.367(*)	0.154	**0.050**	0.00	0.73
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-1.400(*)	0.229	**0.000**	-1.94	-0.86
		MLAALLEXP	0.233	0.159	**0.311**	-0.14	0.61
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-.900(*)	0.215	**0.000**	-1.41	-0.39
		MLAALLEXP	0.233	0.153	**0.283**	-0.13	0.60
13. Beh Airline Expactations	MLAAIREXP	MLAAIRACT	-1.117(*)	0.261	**0.000**	-1.74	-0.50
		MLAALLEXP	0.383	0.184	**0.098**	-0.05	0.82
14. Safe Airline Expactations	MLAAIREXP	MLAAIRACT	-0.467	0.241	**0.133**	-1.04	0.11
		MLAALLEXP	0.283	0.168	**0.214**	-0.12	0.68
15. Court Airline Expactations	MLAAIREXP	MLAAIRACT	-.733(*)	0.239	**0.008**	-1.30	-0.17
		MLAALLEXP	0.233	0.170	**0.360**	-0.17	0.64
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	-1.267(*)	0.183	**0.000**	-1.70	-0.83
		MLAALLEXP	0.233	0.128	**0.168**	-0.07	0.54
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.917(*)	0.236	**0.000**	-1.48	-0.36
		MLAALLEXP	0.383	0.173	**0.074**	-0.03	0.80
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-1.417(*)	0.254	**0.000**	-2.02	-0.81
		MLAALLEXP	0.383	0.171	**0.070**	-0.02	0.79
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.950(*)	0.223	**0.000**	-1.48	-0.42
		MLAALLEXP	0.383	0.167	**0.061**	-0.01	0.78

*. The mean difference is significant at the .05 level.

Flying Airline = Air France

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
2.Cabin Airline Expactations	MLAAIREXP	MLAAIRACT	-.533(*)	0.138	**0.000**	-0.81	-0.26
		MLAALLEXP	-0.167	0.138	**0.230**	-0.44	0.11
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-.750(*)	0.209	**0.000**	-1.16	-0.34
		MLAALLEXP	-0.100	0.209	**0.633**	-0.51	0.31
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-.600(*)	0.163	**0.000**	-0.92	-0.28
		MLAALLEXP	0.117	0.163	**0.474**	-0.20	0.44
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.700(*)	0.190	**0.000**	-1.07	-0.33
		MLAALLEXP	-0.100	0.190	**0.599**	-0.47	0.27
9. Inf Airline Expactations	MLAAIREXP	MLAAIRACT	-1.050(*)	0.177	**0.000**	-1.40	-0.70
		MLAALLEXP	-0.167	0.177	**0.346**	-0.51	0.18
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-.733(*)	0.190	**0.000**	-1.11	-0.36
		MLAALLEXP	-0.150	0.190	**0.430**	-0.52	0.22
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-.400(*)	0.165	**0.016**	-0.73	-0.07
		MLAALLEXP	0.000	0.165	**1.000**	-0.33	0.33
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-.750(*)	0.211	**0.000**	-1.17	-0.33
		MLAALLEXP	-0.050	0.211	**0.813**	-0.47	0.37
13. Beh Airline Expactations	MLAAIREXP	MLAAIRACT	-.483(*)	0.141	**0.001**	-0.76	-0.20
		MLAALLEXP	0.000	0.141	**1.000**	-0.28	0.28
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.450(*)	0.189	**0.019**	-0.82	-0.08
		MLAALLEXP	-0.100	0.189	**0.598**	-0.47	0.27
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-.700(*)	0.153	**0.000**	-1.00	-0.40
		MLAALLEXP	0.000	0.153	**1.000**	-0.30	0.30
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.950(*)	0.176	**0.000**	-1.30	-0.60
		MLAALLEXP	-0.150	0.176	**0.394**	-0.50	0.20

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-.400(*)	0.132	**0.009**	-0.71	-0.09
		MLAALLEXP	-0.183	0.101	**0.168**	-0.42	0.06
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.883(*)	0.144	**0.000**	-1.22	-0.54
		MLAALLEXP	-0.150	0.122	**0.440**	-0.44	0.14
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.783(*)	0.188	**0.000**	-1.23	-0.34
		MLAALLEXP	-0.317	0.137	**0.057**	-0.64	0.01
15. Court Airline Expactations	MLAAIREXP	MLAAIRACT	-.667(*)	0.193	**0.002**	-1.13	-0.21
		MLAALLEXP	-0.033	0.130	**0.964**	-0.34	0.28
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	-.767(*)	0.154	**0.000**	-1.13	-0.40
		MLAALLEXP	-0.250	0.136	**0.163**	-0.57	0.07

*. The mean difference is significant at the .05 level.

Flying Airline = Alitalia

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
3 Cabin Crew Airline Expactations	MLAAIREXP	MLAAIRACT	-.400(*)	0.174	**0.023**	-0.74	-0.06
		MLAALLEXP	-.467(*)	0.174	**0.008**	-0.81	-0.12
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.533(*)	0.176	**0.003**	-0.88	-0.19
		MLAALLEXP	-0.200	0.176	**0.257**	-0.55	0.15
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-.533(*)	0.223	**0.018**	-0.97	-0.09
		MLAALLEXP	0.000	0.223	**1.000**	-0.44	0.44
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.733(*)	0.200	**0.000**	-1.13	-0.34
		MLAALLEXP	-0.333	0.200	**0.097**	-0.73	0.06
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-.800(*)	0.206	**0.000**	-1.21	-0.39
		MLAALLEXP	-0.067	0.206	**0.747**	-0.47	0.34

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
2.Cabin Airline Expactations	MLAAIREXP	MLAAIRACT	-.467(*)	0.187	**0.038**	-0.91	-0.02
		MLAALLEXP	0.000	0.160	**1.000**	-0.38	0.38
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.533(*)	0.216	**0.040**	-1.05	-0.02
		MLAALLEXP	-0.267	0.191	**0.344**	-0.72	0.19
18. Sch Airline Expactations	MLAAIREXP	MLAAIRACT	-.800(*)	0.204	**0.000**	-1.28	-0.32
		MLAALLEXP	-0.267	0.194	**0.358**	-0.73	0.19
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.600(*)	0.230	**0.027**	-1.15	-0.05
		MLAALLEXP	-0.400	0.227	**0.186**	-0.94	0.14

*. The mean difference is significant at the .05 level.

Flying Airline = Delta

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-0.150	0.121	**0.217**	-0.39	0.09
		MLAALLEXP	-.300(*)	0.121	**0.014**	-0.54	-0.06
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	0.217	0.117	**0.067**	-0.01	0.45
		MLAALLEXP	-.233(*)	0.117	**0.048**	-0.46	0.00

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-0.483	0.204	**0.051**	-0.97	0.00
		MLAALLEXP	-0.167	0.157	**0.539**	-0.54	0.21
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.333(*)	0.118	**0.015**	-0.61	-0.05
		MLAALLEXP	-0.067	0.115	**0.832**	-0.34	0.21
14. Safe Airline Expactations	MLAAIREXP	MLAAIRACT	-.500(*)	0.165	**0.009**	-0.89	-0.11
		MLAALLEXP	-0.200	0.108	**0.158**	-0.46	0.06

*. The mean difference is significant at the .05 level.

Flying Airline = KLM

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-.333(*)	0.151	**0.028**	-0.63	-0.04
		MLAALLEXP	0.100	0.151	**0.507**	-0.20	0.40
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.983(*)	0.151	**0.000**	-1.28	-0.69
		MLAALLEXP	-.300(*)	0.151	**0.049**	-0.60	0.00
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-.433(*)	0.149	**0.004**	-0.73	-0.14
		MLAALLEXP	-0.033	0.149	**0.824**	-0.33	0.26
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-.383(*)	0.147	**0.010**	-0.67	-0.09
		MLAALLEXP	0.183	0.147	**0.213**	-0.11	0.47
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-.450(*)	0.168	**0.008**	-0.78	-0.12
		MLAALLEXP	-0.133	0.168	**0.428**	-0.46	0.20
13. Beh Airline Expactations	MLAAIREXP	MLAAIRACT	-.417(*)	0.154	**0.008**	-0.72	-0.11
		MLAALLEXP	-0.200	0.154	**0.197**	-0.50	0.10

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-.567(*)	0.157	**0.001**	-0.94	-0.19
		MLAALLEXP	-0.183	0.123	**0.301**	-0.48	0.11
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.550(*)	0.166	**0.004**	-0.95	-0.15
		MLAALLEXP	-0.317	0.147	**0.084**	-0.67	0.03
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-.600(*)	0.165	**0.001**	-0.99	-0.21
		MLAALLEXP	0.000	0.127	**1.000**	-0.30	0.30

*. The mean difference is significant at the .05 level.

Flying Airline = CSA

Multiple Comparisons

LSD

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
2.Cabin Airline Expactations	MLAAIREXP	MLAAIRACT	-.867(*)	0.158	0.000	-1.18	-0.55
		MLAALLEXP	0.200	0.158	**0.208**	-0.11	0.51
4. Seat Airline Expactations	MLAAIREXP	MLAAIRACT	-.483(*)	0.157	0.002	-0.79	-0.17
		MLAALLEXP	0.067	0.157	**0.671**	-0.24	0.38
8. Check Airline Expactations	MLAAIREXP	MLAAIRACT	-.733(*)	0.140	0.000	-1.01	-0.46
		MLAALLEXP	0.017	0.140	**0.905**	-0.26	0.29

*. The mean difference is significant at the .05 level.

Multiple Comparisons

Games-Howell

Dependent Variable	(I) index	(J) index	Mean Difference (I-J)	Std. Error	Sig.	Interval	
						Upper Bound	Lower Bound
1.Modern Aircraft Airline Expectations	MLAAIREXP	MLAAIRACT	-0.367	0.189	**0.133**	-0.82	0.08
		MLAALLEXP	0.300	0.144	**0.097**	-0.04	0.64
3 Cabin Crew Airline Expactations	MLAAIREXP	MLAAIRACT	-.433(*)	0.135	0.005	-0.76	-0.11
		MLAALLEXP	-0.083	0.091	**0.632**	-0.30	0.13
5. On-time Airline Expactations	MLAAIREXP	MLAAIRACT	-1.083(*)	0.243	0.000	-1.66	-0.51
		MLAALLEXP	0.000	0.174	**1.000**	-0.41	0.41
6. Staff Airline Expactations	MLAAIREXP	MLAAIRACT	-0.350	0.229	**0.281**	-0.89	0.19
		MLAALLEXP	.667(*)	0.187	0.002	0.22	1.11
7. Bag Airline Expactations	MLAAIREXP	MLAAIRACT	-.983(*)	0.225	0.000	-1.52	-0.45
		MLAALLEXP	.667(*)	0.187	0.002	0.22	1.11
10. Prompt Airline Expactations	MLAAIREXP	MLAAIRACT	-0.250	0.195	**0.410**	-0.71	0.21
		MLAALLEXP	.400(*)	0.135	0.011	0.08	0.72
11. Will Airline Expactations	MLAAIREXP	MLAAIRACT	-1.267(*)	0.215	0.000	-1.78	-0.76
		MLAALLEXP	.333(*)	0.137	0.045	0.01	0.66
12. Alw Airline Expactations	MLAAIREXP	MLAAIRACT	-1.250(*)	0.217	0.000	-1.77	-0.73
		MLAALLEXP	.333(*)	0.136	0.043	0.01	0.66
13. Beh Airline Expactations	MLAAIREXP	MLAAIRACT	-1.200(*)	0.222	0.000	-1.73	-0.67
		MLAALLEXP	.367(*)	0.139	0.026	0.04	0.70
14. Safe Airline Expactations	MLAAIREXP	MLAAIRACT	-.417(*)	0.136	0.009	-0.74	-0.09
		MLAALLEXP	.150(*)	0.059	0.035	0.01	0.29
15. Court Airline Expactations	MLAAIREXP	MLAAIRACT	-.567(*)	0.213	0.024	-1.07	-0.06
		MLAALLEXP	0.333	0.162	**0.105**	-0.05	0.72
16. Knowl Airline Expactations	MLAAIREXP	MLAAIRACT	-.983(*)	0.198	0.000	-1.45	-0.51
		MLAALLEXP	.400(*)	0.155	0.029	0.03	0.77
17. Att Airline Expactations	MLAAIREXP	MLAAIRACT	-1.217(*)	0.169	0.000	-1.62	-0.82
		MLAALLEXP	.333(*)	0.118	0.015	0.05	0.61
18. Sch Airline Expactations	MLAAIREXP	MLAAIRACT	-.350(*)	0.118	0.010	-0.63	-0.07
		MLAALLEXP	-.267(*)	0.100	0.023	-0.50	-0.03
19. Personal Airline Expactations	MLAAIREXP	MLAAIRACT	-.950(*)	0.196	0.000	-1.42	-0.48
		MLAALLEXP	0.333	0.143	**0.055**	-0.01	0.67
20. Custom Airline Expactations	MLAAIREXP	MLAAIRACT	-1.650(*)	0.222	0.000	-2.18	-1.12
		MLAALLEXP	.350(*)	0.128	0.020	0.04	0.66
21. Special Airline Expactations	MLAAIREXP	MLAAIRACT	-.950(*)	0.177	0.000	-1.37	-0.53
		MLAALLEXP	.350(*)	0.129	0.021	0.04	0.66

*. The mean difference is significant at the .05 level.

16. APPENDIX G: ANOVA AIRLINE EXPECTATIONS

Dependent Variable: 1.Modern Aircraft Airline Expectations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.850(*)	.209	.000	-1.26	-.44
	LOT	-.575(*)	.171	.001	-.91	-.24
	Lufthansa	.025	.171	.884	-.31	.36
	SAS	-.175	.171	.306	-.51	.16
	Singapore Airlines	.500(*)	.171	.004	.16	.84
	Swiss	.175	.171	.306	-.16	.51
	TAP	-1.075(*)	.171	.000	-1.41	-.74
	Thai	.100	.171	.559	-.24	.44
BMI	Austrian Airlines	.850(*)	.209	.000	.44	1.26
	LOT	.275	.209	.189	-.14	.69
	Lufthansa	.875(*)	.209	.000	.46	1.29
	SAS	.675(*)	.209	.001	.26	1.09
	Singapore Airlines	1.350(*)	.209	.000	.94	1.76
	Swiss	1.025(*)	.209	.000	.61	1.44
	TAP	-.225	.209	.283	-.64	.19
	Thai	.950(*)	.209	.000	.54	1.36
LOT	Austrian Airlines	.575(*)	.171	.001	.24	.91
	BMI	-.275	.209	.189	-.69	.14
	Lufthansa	.600(*)	.171	.000	.26	.94
	SAS	.400(*)	.171	.019	.06	.74
	Singapore Airlines	1.075(*)	.171	.000	.74	1.41
	Swiss	.750(*)	.171	.000	.41	1.09
	TAP	-.500(*)	.171	.004	-.84	-.16
	Thai	.675(*)	.171	.000	.34	1.01
Lufthansa	Austrian Airlines	-.025	.171	.884	-.36	.31
	BMI	-.875(*)	.209	.000	-1.29	-.46
	LOT	-.600(*)	.171	.000	-.94	-.26
	SAS	-.200	.171	.242	-.54	.14
	Singapore Airlines	.475(*)	.171	.006	.14	.81
	Swiss	.150	.171	.380	-.19	.49
	TAP	-1.100(*)	.171	.000	-1.44	-.76
	Thai	.075	.171	.661	-.26	.41
SAS	Austrian Airlines	.175	.171	.306	-.16	.51
	BMI	-.675(*)	.209	.001	-1.09	-.26
	LOT	-.400(*)	.171	.019	-.74	-.06
	Lufthansa	.200	.171	.242	-.14	.54
	Singapore Airlines	.675(*)	.171	.000	.34	1.01

	Swiss	.350(*)	.171	.041	.01	.69
	TAP	-.900(*)	.171	.000	-1.24	-.56
	Thai	.275	.171	.108	-.06	.61
Singapore Airlines	Austrian Airlines	-.500(*)	.171	.004	-.84	-.16
	BMI	-1.350(*)	.209	.000	-1.76	-.94
	LOT	-1.075(*)	.171	.000	-1.41	-.74
	Lufthansa	-.475(*)	.171	.006	-.81	-.14
	SAS	-.675(*)	.171	.000	-1.01	-.34
	Swiss	-.325	.171	.058	-.66	.01
	TAP	-1.575(*)	.171	.000	-1.91	-1.24
	Thai	-.400(*)	.171	.019	-.74	-.06
Swiss	Austrian Airlines	-.175	.171	.306	-.51	.16
	BMI	-1.025(*)	.209	.000	-1.44	-.61
	LOT	-.750(*)	.171	.000	-1.09	-.41
	Lufthansa	-.150	.171	.380	-.49	.19
	SAS	-.350(*)	.171	.041	-.69	-.01
	Singapore Airlines	.325	.171	.058	-.01	.66
	TAP	-1.250(*)	.171	.000	-1.59	-.91
	Thai	-.075	.171	.661	-.41	.26
TAP	Austrian Airlines	1.075(*)	.171	.000	.74	1.41
	BMI	.225	.209	.283	-.19	.64
	LOT	.500(*)	.171	.004	.16	.84
	Lufthansa	1.100(*)	.171	.000	.76	1.44
	SAS	.900(*)	.171	.000	.56	1.24
	Singapore Airlines	1.575(*)	.171	.000	1.24	1.91
	Swiss	1.250(*)	.171	.000	.91	1.59
	Thai	1.175(*)	.171	.000	.84	1.51
Thai	Austrian Airlines	-.100	.171	.559	-.44	.24
	BMI	-.950(*)	.209	.000	-1.36	-.54
	LOT	-.675(*)	.171	.000	-1.01	-.34
	Lufthansa	-.075	.171	.661	-.41	.26
	SAS	-.275	.171	.108	-.61	.06
	Singapore Airlines	.400(*)	.171	.019	.06	.74
	Swiss	.075	.171	.661	-.26	.41
	TAP	-1.175(*)	.171	.000	-1.51	-.84
Aer Lingus	American Airlines	.367	.261	.161	-.15	.88
	British Airways	.583(*)	.231	.012	.13	1.04
	Cathay Pacific	-.679(*)	.306	.027	-1.28	-.08
	Iberia	-.033	.234	.887	-.49	.43
	Qantas	.887(*)	.268	.001	.36	1.41
American Airlines	Aer Lingus	-.367	.261	.161	-.88	.15
	British Airways	.217	.156	.165	-.09	.52
	Cathay Pacific	-1.046(*)	.254	.000	-1.54	-.55
	Iberia	-.400(*)	.159	.012	-.71	-.09
	Qantas	.520(*)	.207	.012	.11	.93
British Airways	Aer Lingus	-.583(*)	.231	.012	-1.04	-.13
	American Airlines	-.217	.156	.165	-.52	.09
	Cathay Pacific	-1.263(*)	.223	.000	-1.70	-.82

	Iberia	-.617(*)	.104	.000	-.82	-.41
	Qantas	.303	.168	.071	-.03	.63
Cathay Pacific	Aer Lingus	.679(*)	.306	.027	.08	1.28
	American Airlines	1.046(*)	.254	.000	.55	1.54
	British Airways	1.263(*)	.223	.000	.82	1.70
	Iberia	.646(*)	.225	.004	.20	1.09
	Qantas	1.566(*)	.261	.000	1.05	2.08
Iberia	Aer Lingus	.033	.234	.887	-.43	.49
	American Airlines	.400(*)	.159	.012	.09	.71
	British Airways	.617(*)	.104	.000	.41	.82
	Cathay Pacific	-.646(*)	.225	.004	-1.09	-.20
	Qantas	.920(*)	.171	.000	.58	1.26
Qantas	Aer Lingus	-.887(*)	.268	.001	-1.41	-.36
	American Airlines	-.520(*)	.207	.012	-.93	-.11
	British Airways	-.303	.168	.071	-.63	.03
	Cathay Pacific	-1.566(*)	.261	.000	-2.08	-1.05
	Iberia	-.920(*)	.171	.000	-1.26	-.58
Aeroflot	Air France	.483(*)	.140	.001	.21	.76
	KLM	.567(*)	.140	.000	.29	.84
	Alitalia	-.133	.140	.340	-.41	.14
	CSA	.200	.140	.152	-.07	.47
	Delta	.800(*)	.140	.000	.53	1.07
Air France	Aeroflot	-.483(*)	.140	.001	-.76	-.21
	KLM	.083	.140	.551	-.19	.36
	Alitalia	-.617(*)	.140	.000	-.89	-.34
	CSA	-.283(*)	.140	.043	-.56	-.01
	Delta	.317(*)	.140	.024	.04	.59
KLM	Aeroflot	-.567(*)	.140	.000	-.84	-.29
	Air France	-.083	.140	.551	-.36	.19
	Alitalia	-.700(*)	.140	.000	-.97	-.43
	CSA	-.367(*)	.140	.009	-.64	-.09
	Delta	.233	.140	.095	-.04	.51
Alitalia	Aeroflot	.133	.140	.340	-.14	.41
	Air France	.617(*)	.140	.000	.34	.89
	KLM	.700(*)	.140	.000	.43	.97
	CSA	.333(*)	.140	.017	.06	.61
	Delta	.933(*)	.140	.000	.66	1.21
CSA	Aeroflot	-.200	.140	.152	-.47	.07
	Air France	.283(*)	.140	.043	.01	.56
	KLM	.367(*)	.140	.009	.09	.64
	Alitalia	-.333(*)	.140	.017	-.61	-.06
	Delta	.600(*)	.140	.000	.33	.87
Delta	Aeroflot	-.800(*)	.140	.000	-1.07	-.53
	Air France	-.317(*)	.140	.024	-.59	-.04
	KLM	-.233	.140	.095	-.51	.04
	Alitalia	-.933(*)	.140	.000	-1.21	-.66
	CSA	-.600(*)	.140	.000	-.87	-.33

* The mean difference is significant at the .05 level.

Dependent Variable: 2.Cabin Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.550(*)	.217	.011	-.98	-.12
	LOT	-.100	.177	.572	-.45	.25
	Lufthansa	.050	.177	.778	-.30	.40
	SAS	-.200	.177	.259	-.55	.15
	Singapore Airlines	.575(*)	.177	.001	.23	.92
	Swiss	.325	.177	.067	-.02	.67
	TAP	-.650(*)	.177	.000	-1.00	-.30
	Thai	.500(*)	.177	.005	.15	.85
BMI	Austrian Airlines	.550(*)	.217	.011	.12	.98
	LOT	.450(*)	.217	.038	.02	.88
	Lufthansa	.600(*)	.217	.006	.17	1.03
	SAS	.350	.217	.107	-.08	.78
	Singapore Airlines	1.125(*)	.217	.000	.70	1.55
	Swiss	.875(*)	.217	.000	.45	1.30
	TAP	-.100	.217	.645	-.53	.33
	Thai	1.050(*)	.217	.000	.62	1.48
LOT	Austrian Airlines	.100	.177	.572	-.25	.45
	BMI	-.450(*)	.217	.038	-.88	-.02
	Lufthansa	.150	.177	.397	-.20	.50
	SAS	-.100	.177	.572	-.45	.25
	Singapore Airlines	.675(*)	.177	.000	.33	1.02
	Swiss	.425(*)	.177	.017	.08	.77
	TAP	-.550(*)	.177	.002	-.90	-.20
	Thai	.600(*)	.177	.001	.25	.95
Lufthansa	Austrian Airlines	-.050	.177	.778	-.40	.30
	BMI	-.600(*)	.217	.006	-1.03	-.17
	LOT	-.150	.177	.397	-.50	.20
	SAS	-.250	.177	.158	-.60	.10
	Singapore Airlines	.525(*)	.177	.003	.18	.87
	Swiss	.275	.177	.121	-.07	.62
	TAP	-.700(*)	.177	.000	-1.05	-.35
	Thai	.450(*)	.177	.011	.10	.80
SAS	Austrian Airlines	.200	.177	.259	-.15	.55
	BMI	-.350	.217	.107	-.78	.08
	LOT	.100	.177	.572	-.25	.45
	Lufthansa	.250	.177	.158	-.10	.60
	Singapore Airlines	.775(*)	.177	.000	.43	1.12
	Swiss	.525(*)	.177	.003	.18	.87
	TAP	-.450(*)	.177	.011	-.80	-.10
	Thai	.700(*)	.177	.000	.35	1.05
Singapore Airlines	Austrian Airlines	-.575(*)	.177	.001	-.92	-.23
	BMI	-1.125(*)	.217	.000	-1.55	-.70
	LOT	-.675(*)	.177	.000	-1.02	-.33

	Lufthansa	-.525(*)	.177	.003	-.87	-.18
	SAS	-.775(*)	.177	.000	-1.12	-.43
	Swiss	-.250	.177	.158	-.60	.10
	TAP	-1.225(*)	.177	.000	-1.57	-.88
	Thai	-.075	.177	.672	-.42	.27
Swiss	Austrian Airlines	-.325	.177	.067	-.67	.02
	BMI	-.875(*)	.217	.000	-1.30	-.45
	LOT	-.425(*)	.177	.017	-.77	-.08
	Lufthansa	-.275	.177	.121	-.62	.07
	SAS	-.525(*)	.177	.003	-.87	-.18
	Singapore Airlines	.250	.177	.158	-.10	.60
	TAP	-.975(*)	.177	.000	-1.32	-.63
	Thai	.175	.177	.323	-.17	.52
TAP	Austrian Airlines	.650(*)	.177	.000	.30	1.00
	BMI	.100	.217	.645	-.33	.53
	LOT	.550(*)	.177	.002	.20	.90
	Lufthansa	.700(*)	.177	.000	.35	1.05
	SAS	.450(*)	.177	.011	.10	.80
	Singapore Airlines	1.225(*)	.177	.000	.88	1.57
	Swiss	.975(*)	.177	.000	.63	1.32
	Thai	1.150(*)	.177	.000	.80	1.50
Thai	Austrian Airlines	-.500(*)	.177	.005	-.85	-.15
	BMI	-1.050(*)	.217	.000	-1.48	-.62
	LOT	-.600(*)	.177	.001	-.95	-.25
	Lufthansa	-.450(*)	.177	.011	-.80	-.10
	SAS	-.700(*)	.177	.000	-1.05	-.35
	Singapore Airlines	.075	.177	.672	-.27	.42
	Swiss	-.175	.177	.323	-.52	.17
	TAP	-1.150(*)	.177	.000	-1.50	-.80
Aer Lingus	American Airlines	.600(*)	.271	.027	.07	1.13
	British Airways	.700(*)	.240	.004	.23	1.17
	Cathay Pacific	.128	.317	.686	-.49	.75
	Iberia	.307	.242	.205	-.17	.78
	Qantas	.987(*)	.278	.000	.44	1.53
American Airlines	Aer Lingus	-.600(*)	.271	.027	-1.13	-.07
	British Airways	.100	.162	.536	-.22	.42
	Cathay Pacific	-.472	.263	.073	-.99	.04
	Iberia	-.293	.165	.076	-.62	.03
	Qantas	.387	.215	.072	-.03	.81
British Airways	Aer Lingus	-.700(*)	.240	.004	-1.17	-.23
	American Airlines	-.100	.162	.536	-.42	.22
	Cathay Pacific	-.572(*)	.231	.014	-1.03	-.12
	Iberia	-.393(*)	.107	.000	-.60	-.18
	Qantas	.287	.174	.100	-.06	.63
Cathay Pacific	Aer Lingus	-.128	.317	.686	-.75	.49
	American Airlines	.472	.263	.073	-.04	.99
	British Airways	.572(*)	.231	.014	.12	1.03
	Iberia	.178	.234	.445	-.28	.64

	Qantas	.858(*)	.271	.002	.33	1.39
Iberia	Aer Lingus	-.307	.242	.205	-.78	.17
	American Airlines	.293	.165	.076	-.03	.62
	British Airways	.393(*)	.107	.000	.18	.60
	Cathay Pacific	-.178	.234	.445	-.64	.28
	Qantas	.680(*)	.177	.000	.33	1.03
Qantas	Aer Lingus	-.987(*)	.278	.000	-1.53	-.44
	American Airlines	-.387	.215	.072	-.81	.03
	British Airways	-.287	.174	.100	-.63	.06
	Cathay Pacific	-.858(*)	.271	.002	-1.39	-.33
	Iberia	-.680(*)	.177	.000	-1.03	-.33
Aeroflot	Air France	-.033	.145	.818	-.32	.25
	KLM	.267	.145	.065	-.02	.55
	Alitalia	-.650(*)	.145	.000	-.93	-.37
	CSA	.033	.145	.818	-.25	.32
	Delta	-.183	.145	.205	-.47	.10
Air France	Aeroflot	.033	.145	.818	-.25	.32
	KLM	.300(*)	.145	.038	.02	.58
	Alitalia	-.617(*)	.145	.000	-.90	-.33
	CSA	.067	.145	.645	-.22	.35
	Delta	-.150	.145	.300	-.43	.13
KLM	Aeroflot	-.267	.145	.065	-.55	.02
	Air France	-.300(*)	.145	.038	-.58	-.02
	Alitalia	-.917(*)	.145	.000	-1.20	-.63
	CSA	-.233	.145	.107	-.52	.05
	Delta	-.450(*)	.145	.002	-.73	-.17
Alitalia	Aeroflot	.650(*)	.145	.000	.37	.93
	Air France	.617(*)	.145	.000	.33	.90
	KLM	.917(*)	.145	.000	.63	1.20
	CSA	.683(*)	.145	.000	.40	.97
	Delta	.467(*)	.145	.001	.18	.75
CSA	Aeroflot	-.033	.145	.818	-.32	.25
	Air France	-.067	.145	.645	-.35	.22
	KLM	.233	.145	.107	-.05	.52
	Alitalia	-.683(*)	.145	.000	-.97	-.40
	Delta	-.217	.145	.134	-.50	.07
Delta	Aeroflot	.183	.145	.205	-.10	.47
	Air France	.150	.145	.300	-.13	.43
	KLM	.450(*)	.145	.002	.17	.73
	Alitalia	-.467(*)	.145	.001	-.75	-.18
	CSA	.217	.145	.134	-.07	.50

* The mean difference is significant at the .05 level.

Dependent Variable: 3 Cabin Crew Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval

		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.675(*)	.198	.001	-1.06	-.29
	LOT	.325(*)	.162	.045	.01	.64
	Lufthansa	.100	.162	.537	-.22	.42
	SAS	-.150	.162	.355	-.47	.17
	Singapore Airlines	.650(*)	.162	.000	.33	.97
	Swiss	.250	.162	.123	-.07	.57
	TAP	-1.025(*)	.162	.000	-1.34	-.71
	Thai	.550(*)	.162	.001	.23	.87
BMI	Austrian Airlines	.675(*)	.198	.001	.29	1.06
	LOT	1.000(*)	.198	.000	.61	1.39
	Lufthansa	.775(*)	.198	.000	.39	1.16
	SAS	.525(*)	.198	.008	.14	.91
	Singapore Airlines	1.325(*)	.198	.000	.94	1.71
	Swiss	.925(*)	.198	.000	.54	1.31
	TAP	-.350	.198	.078	-.74	.04
	Thai	1.225(*)	.198	.000	.84	1.61
LOT	Austrian Airlines	-.325(*)	.162	.045	-.64	-.01
	BMI	-1.000(*)	.198	.000	-1.39	-.61
	Lufthansa	-.225	.162	.165	-.54	.09
	SAS	-.475(*)	.162	.003	-.79	-.16
	Singapore Airlines	.325(*)	.162	.045	.01	.64
	Swiss	-.075	.162	.643	-.39	.24
	TAP	-1.350(*)	.162	.000	-1.67	-1.03
	Thai	.225	.162	.165	-.09	.54
Lufthansa	Austrian Airlines	-.100	.162	.537	-.42	.22
	BMI	-.775(*)	.198	.000	-1.16	-.39
	LOT	.225	.162	.165	-.09	.54
	SAS	-.250	.162	.123	-.57	.07
	Singapore Airlines	.550(*)	.162	.001	.23	.87
	Swiss	.150	.162	.355	-.17	.47
	TAP	-1.125(*)	.162	.000	-1.44	-.81
	Thai	.450(*)	.162	.006	.13	.77
SAS	Austrian Airlines	.150	.162	.355	-.17	.47
	BMI	-.525(*)	.198	.008	-.91	-.14
	LOT	.475(*)	.162	.003	.16	.79
	Lufthansa	.250	.162	.123	-.07	.57
	Singapore Airlines	.800(*)	.162	.000	.48	1.12
	Swiss	.400(*)	.162	.014	.08	.72
	TAP	-.875(*)	.162	.000	-1.19	-.56
	Thai	.700(*)	.162	.000	.38	1.02
Singapore Airlines	Austrian Airlines	-.650(*)	.162	.000	-.97	-.33
	BMI	-1.325(*)	.198	.000	-1.71	-.94
	LOT	-.325(*)	.162	.045	-.64	-.01
	Lufthansa	-.550(*)	.162	.001	-.87	-.23
	SAS	-.800(*)	.162	.000	-1.12	-.48
	Swiss	-.400(*)	.162	.014	-.72	-.08
	TAP	-1.675(*)	.162	.000	-1.99	-1.36

	Thai	-.100	.162	.537	-.42	.22
Swiss	Austrian Airlines	-.250	.162	.123	-.57	.07
	BMI	-.925(*)	.198	.000	-1.31	-.54
	LOT	.075	.162	.643	-.24	.39
	Lufthansa	-.150	.162	.355	-.47	.17
	SAS	-.400(*)	.162	.014	-.72	-.08
	Singapore Airlines	.400(*)	.162	.014	.08	.72
	TAP	-1.275(*)	.162	.000	-1.59	-.96
	Thai	.300	.162	.064	-.02	.62
TAP	Austrian Airlines	1.025(*)	.162	.000	.71	1.34
	BMI	.350	.198	.078	-.04	.74
	LOT	1.350(*)	.162	.000	1.03	1.67
	Lufthansa	1.125(*)	.162	.000	.81	1.44
	SAS	.875(*)	.162	.000	.56	1.19
	Singapore Airlines	1.675(*)	.162	.000	1.36	1.99
	Swiss	1.275(*)	.162	.000	.96	1.59
	Thai	1.575(*)	.162	.000	1.26	1.89
Thai	Austrian Airlines	-.550(*)	.162	.001	-.87	-.23
	BMI	-1.225(*)	.198	.000	-1.61	-.84
	LOT	-.225	.162	.165	-.54	.09
	Lufthansa	-.450(*)	.162	.006	-.77	-.13
	SAS	-.700(*)	.162	.000	-1.02	-.38
	Singapore Airlines	.100	.162	.537	-.22	.42
	Swiss	-.300	.162	.064	-.62	.02
	TAP	-1.575(*)	.162	.000	-1.89	-1.26
Aer Lingus	American Airlines	.900(*)	.247	.000	.41	1.39
	British Airways	1.275(*)	.219	.000	.84	1.71
	Cathay Pacific	.910(*)	.290	.002	.34	1.48
	Iberia	.913(*)	.221	.000	.48	1.35
	Qantas	1.393(*)	.254	.000	.89	1.89
American Airlines	Aer Lingus	-.900(*)	.247	.000	-1.39	-.41
	British Airways	.375(*)	.148	.011	.08	.67
	Cathay Pacific	.010	.240	.966	-.46	.48
	Iberia	.013	.151	.930	-.28	.31
	Qantas	.493(*)	.196	.012	.11	.88
British Airways	Aer Lingus	-1.275(*)	.219	.000	-1.71	-.84
	American Airlines	-.375(*)	.148	.011	-.67	-.08
	Cathay Pacific	-.365	.211	.085	-.78	.05
	Iberia	-.362(*)	.098	.000	-.55	-.17
	Qantas	.118	.159	.458	-.19	.43
Cathay Pacific	Aer Lingus	-.910(*)	.290	.002	-1.48	-.34
	American Airlines	-.010	.240	.966	-.48	.46
	British Airways	.365	.211	.085	-.05	.78
	Iberia	.003	.214	.989	-.42	.42
	Qantas	.483	.248	.051	.00	.97
Iberia	Aer Lingus	-.913(*)	.221	.000	-1.35	-.48
	American Airlines	-.013	.151	.930	-.31	.28
	British Airways	.362(*)	.098	.000	.17	.55

	Cathay Pacific	-.003	.214	.989	-.42	.42
	Qantas	.480(*)	.162	.003	.16	.80
Qantas	Aer Lingus	-1.393(*)	.254	.000	-1.89	-.89
	American Airlines	-.493(*)	.196	.012	-.88	-.11
	British Airways	-.118	.159	.458	-.43	.19
	Cathay Pacific	-.483	.248	.051	-.97	.00
	Iberia	-.480(*)	.162	.003	-.80	-.16
Aeroflot	Air France	-.400(*)	.132	.003	-.66	-.14
	KLM	-.533(*)	.132	.000	-.79	-.27
	Alitalia	-.700(*)	.132	.000	-.96	-.44
	CSA	-.033	.132	.801	-.29	.23
	Delta	-.433(*)	.132	.001	-.69	-.17
Air France	Aeroflot	.400(*)	.132	.003	.14	.66
	KLM	-.133	.132	.314	-.39	.13
	Alitalia	-.300(*)	.132	.023	-.56	-.04
	CSA	.367(*)	.132	.006	.11	.63
	Delta	-.033	.132	.801	-.29	.23
KLM	Aeroflot	.533(*)	.132	.000	.27	.79
	Air France	.133	.132	.314	-.13	.39
	Alitalia	-.167	.132	.208	-.43	.09
	CSA	.500(*)	.132	.000	.24	.76
	Delta	.100	.132	.450	-.16	.36
Alitalia	Aeroflot	.700(*)	.132	.000	.44	.96
	Air France	.300(*)	.132	.023	.04	.56
	KLM	.167	.132	.208	-.09	.43
	CSA	.667(*)	.132	.000	.41	.93
	Delta	.267(*)	.132	.044	.01	.53
CSA	Aeroflot	.033	.132	.801	-.23	.29
	Air France	-.367(*)	.132	.006	-.63	-.11
	KLM	-.500(*)	.132	.000	-.76	-.24
	Alitalia	-.667(*)	.132	.000	-.93	-.41
	Delta	-.400(*)	.132	.003	-.66	-.14
Delta	Aeroflot	.433(*)	.132	.001	.17	.69
	Air France	.033	.132	.801	-.23	.29
	KLM	-.100	.132	.450	-.36	.16
	Alitalia	-.267(*)	.132	.044	-.53	-.01
	CSA	.400(*)	.132	.003	.14	.66

* The mean difference is significant at the .05 level.

Dependent Variable: 4. Seat Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-1.200(*)	.233	.000	-1.66	-.74
	LOT	-.250	.190	.188	-.62	.12
	Lufthansa	-.050	.190	.792	-.42	.32
	SAS	-.200	.190	.292	-.57	.17

	Singapore Airlines	.700(*)	.190	.000	.33	1.07
	Swiss	.325	.190	.087	-.05	.70
	TAP	-.700(*)	.190	.000	-1.07	-.33
	Thai	.375(*)	.190	.049	.00	.75
BMI	Austrian Airlines	1.200(*)	.233	.000	.74	1.66
	LOT	.950(*)	.233	.000	.49	1.41
	Lufthansa	1.150(*)	.233	.000	.69	1.61
	SAS	1.000(*)	.233	.000	.54	1.46
	Singapore Airlines	1.900(*)	.233	.000	1.44	2.36
	Swiss	1.525(*)	.233	.000	1.07	1.98
	TAP	.500(*)	.233	.032	.04	.96
	Thai	1.575(*)	.233	.000	1.12	2.03
LOT	Austrian Airlines	.250	.190	.188	-.12	.62
	BMI	-.950(*)	.233	.000	-1.41	-.49
	Lufthansa	.200	.190	.292	-.17	.57
	SAS	.050	.190	.792	-.32	.42
	Singapore Airlines	.950(*)	.190	.000	.58	1.32
	Swiss	.575(*)	.190	.003	.20	.95
	TAP	-.450(*)	.190	.018	-.82	-.08
	Thai	.625(*)	.190	.001	.25	1.00
Lufthansa	Austrian Airlines	.050	.190	.792	-.32	.42
	BMI	-1.150(*)	.233	.000	-1.61	-.69
	LOT	-.200	.190	.292	-.57	.17
	SAS	-.150	.190	.430	-.52	.22
	Singapore Airlines	.750(*)	.190	.000	.38	1.12
	Swiss	.375(*)	.190	.049	.00	.75
	TAP	-.650(*)	.190	.001	-1.02	-.28
	Thai	.425(*)	.190	.025	.05	.80
SAS	Austrian Airlines	.200	.190	.292	-.17	.57
	BMI	-1.000(*)	.233	.000	-1.46	-.54
	LOT	-.050	.190	.792	-.42	.32
	Lufthansa	.150	.190	.430	-.22	.52
	Singapore Airlines	.900(*)	.190	.000	.53	1.27
	Swiss	.525(*)	.190	.006	.15	.90
	TAP	-.500(*)	.190	.009	-.87	-.13
	Thai	.575(*)	.190	.003	.20	.95
Singapore Airlines	Austrian Airlines	-.700(*)	.190	.000	-1.07	-.33
	BMI	-1.900(*)	.233	.000	-2.36	-1.44
	LOT	-.950(*)	.190	.000	-1.32	-.58
	Lufthansa	-.750(*)	.190	.000	-1.12	-.38
	SAS	-.900(*)	.190	.000	-1.27	-.53
	Swiss	-.375(*)	.190	.049	-.75	.00
	TAP	-1.400(*)	.190	.000	-1.77	-1.03
	Thai	-.325	.190	.087	-.70	.05
Swiss	Austrian Airlines	-.325	.190	.087	-.70	.05
	BMI	-1.525(*)	.233	.000	-1.98	-1.07
	LOT	-.575(*)	.190	.003	-.95	-.20
	Lufthansa	-.375(*)	.190	.049	-.75	.00
	SAS	-.525(*)	.190	.006	-.90	-.15

	Singapore Airlines	.375(*)	.190	.049	.00	.75
	TAP	-1.025(*)	.190	.000	-1.40	-.65
	Thai	.050	.190	.792	-.32	.42
TAP	Austrian Airlines	.700(*)	.190	.000	.33	1.07
	BMI	-.500(*)	.233	.032	-.96	-.04
	LOT	.450(*)	.190	.018	.08	.82
	Lufthansa	.650(*)	.190	.001	.28	1.02
	SAS	.500(*)	.190	.009	.13	.87
	Singapore Airlines	1.400(*)	.190	.000	1.03	1.77
	Swiss	1.025(*)	.190	.000	.65	1.40
	Thai	1.075(*)	.190	.000	.70	1.45
Thai	Austrian Airlines	-.375(*)	.190	.049	-.75	.00
	BMI	-1.575(*)	.233	.000	-2.03	-1.12
	LOT	-.625(*)	.190	.001	-1.00	-.25
	Lufthansa	-.425(*)	.190	.025	-.80	-.05
	SAS	-.575(*)	.190	.003	-.95	-.20
	Singapore Airlines	.325	.190	.087	-.05	.70
	Swiss	-.050	.190	.792	-.42	.32
	TAP	-1.075(*)	.190	.000	-1.45	-.70
Aer Lingus	American Airlines	.883(*)	.290	.002	.31	1.45
	British Airways	.967(*)	.257	.000	.46	1.47
	Cathay Pacific	.750(*)	.340	.028	.08	1.42
	Iberia	.590(*)	.259	.023	.08	1.10
	Qantas	.750(*)	.298	.012	.16	1.34
American Airlines	Aer Lingus	-.883(*)	.290	.002	-1.45	-.31
	British Airways	.083	.173	.631	-.26	.42
	Cathay Pacific	-.133	.282	.636	-.69	.42
	Iberia	-.293	.177	.097	-.64	.05
	Qantas	-.133	.230	.562	-.58	.32
British Airways	Aer Lingus	-.967(*)	.257	.000	-1.47	-.46
	American Airlines	-.083	.173	.631	-.42	.26
	Cathay Pacific	-.217	.248	.382	-.70	.27
	Iberia	-.377(*)	.115	.001	-.60	-.15
	Qantas	-.217	.187	.246	-.58	.15
Cathay Pacific	Aer Lingus	-.750(*)	.340	.028	-1.42	-.08
	American Airlines	.133	.282	.636	-.42	.69
	British Airways	.217	.248	.382	-.27	.70
	Iberia	-.160	.250	.523	-.65	.33
	Qantas	.000	.290	1.000	-.57	.57
Iberia	Aer Lingus	-.590(*)	.259	.023	-1.10	-.08
	American Airlines	.293	.177	.097	-.05	.64
	British Airways	.377(*)	.115	.001	.15	.60
	Cathay Pacific	.160	.250	.523	-.33	.65
	Qantas	.160	.190	.400	-.21	.53
Qantas	Aer Lingus	-.750(*)	.298	.012	-1.34	-.16
	American Airlines	.133	.230	.562	-.32	.58
	British Airways	.217	.187	.246	-.15	.58
	Cathay Pacific	.000	.290	1.000	-.57	.57

	Iberia	-.160	.190	.400	-.53	.21
Aeroflot	Air France	.750(*)	.155	.000	.45	1.05
	KLM	.683(*)	.155	.000	.38	.99
	Alitalia	-.100	.155	.519	-.40	.20
	CSA	.367(*)	.155	.018	.06	.67
	Delta	.567(*)	.155	.000	.26	.87
Air France	Aeroflot	-.750(*)	.155	.000	-1.05	-.45
	KLM	-.067	.155	.667	-.37	.24
	Alitalia	-.850(*)	.155	.000	-1.15	-.55
	CSA	-.383(*)	.155	.014	-.69	-.08
	Delta	-.183	.155	.237	-.49	.12
KLM	Aeroflot	-.683(*)	.155	.000	-.99	-.38
	Air France	.067	.155	.667	-.24	.37
	Alitalia	-.783(*)	.155	.000	-1.09	-.48
	CSA	-.317(*)	.155	.041	-.62	-.01
	Delta	-.117	.155	.452	-.42	.19
Alitalia	Aeroflot	.100	.155	.519	-.20	.40
	Air France	.850(*)	.155	.000	.55	1.15
	KLM	.783(*)	.155	.000	.48	1.09
	CSA	.467(*)	.155	.003	.16	.77
	Delta	.667(*)	.155	.000	.36	.97
CSA	Aeroflot	-.367(*)	.155	.018	-.67	-.06
	Air France	.383(*)	.155	.014	.08	.69
	KLM	.317(*)	.155	.041	.01	.62
	Alitalia	-.467(*)	.155	.003	-.77	-.16
	Delta	.200	.155	.197	-.10	.50
Delta	Aeroflot	-.567(*)	.155	.000	-.87	-.26
	Air France	.183	.155	.237	-.12	.49
	KLM	.117	.155	.452	-.19	.42
	Alitalia	-.667(*)	.155	.000	-.97	-.36
	CSA	-.200	.155	.197	-.50	.10

* The mean difference is significant at the .05 level.

Dependent Variable: 5. On-time Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.575(*)	.252	.023	-1.07	-.08
	LOT	-.175	.206	.395	-.58	.23
	Lufthansa	-.025	.206	.903	-.43	.38
	SAS	-.225	.206	.274	-.63	.18
	Singapore Airlines	.375	.206	.069	-.03	.78
	Swiss	.150	.206	.466	-.25	.55
	TAP	-1.450(*)	.206	.000	-1.85	-1.05
	Thai	.000	.206	1.000	-.40	.40
BMI	Austrian Airlines	.575(*)	.252	.023	.08	1.07
	LOT	.400	.252	.113	-.09	.89

	Lufthansa	.550(*)	.252	.029	.06	1.04
	SAS	.350	.252	.165	-.14	.84
	Singapore Airlines	.950(*)	.252	.000	.46	1.44
	Swiss	.725(*)	.252	.004	.23	1.22
	TAP	-.875(*)	.252	.001	-1.37	-.38
	Thai	.575(*)	.252	.023	.08	1.07
LOT	Austrian Airlines	.175	.206	.395	-.23	.58
	BMI	-.400	.252	.113	-.89	.09
	Lufthansa	.150	.206	.466	-.25	.55
	SAS	-.050	.206	.808	-.45	.35
	Singapore Airlines	.550(*)	.206	.008	.15	.95
	Swiss	.325	.206	.114	-.08	.73
	TAP	-1.275(*)	.206	.000	-1.68	-.87
	Thai	.175	.206	.395	-.23	.58
Lufthansa	Austrian Airlines	.025	.206	.903	-.38	.43
	BMI	-.550(*)	.252	.029	-1.04	-.06
	LOT	-.150	.206	.466	-.55	.25
	SAS	-.200	.206	.331	-.60	.20
	Singapore Airlines	.400	.206	.052	.00	.80
	Swiss	.175	.206	.395	-.23	.58
	TAP	-1.425(*)	.206	.000	-1.83	-1.02
	Thai	.025	.206	.903	-.38	.43
SAS	Austrian Airlines	.225	.206	.274	-.18	.63
	BMI	-.350	.252	.165	-.84	.14
	LOT	.050	.206	.808	-.35	.45
	Lufthansa	.200	.206	.331	-.20	.60
	Singapore Airlines	.600(*)	.206	.004	.20	1.00
	Swiss	.375	.206	.069	-.03	.78
	TAP	-1.225(*)	.206	.000	-1.63	-.82
	Thai	.225	.206	.274	-.18	.63
Singapore Airlines	Austrian Airlines	-.375	.206	.069	-.78	.03
	BMI	-.950(*)	.252	.000	-1.44	-.46
	LOT	-.550(*)	.206	.008	-.95	-.15
	Lufthansa	-.400	.206	.052	-.80	.00
	SAS	-.600(*)	.206	.004	-1.00	-.20
	Swiss	-.225	.206	.274	-.63	.18
	TAP	-1.825(*)	.206	.000	-2.23	-1.42
	Thai	-.375	.206	.069	-.78	.03
Swiss	Austrian Airlines	-.150	.206	.466	-.55	.25
	BMI	-.725(*)	.252	.004	-1.22	-.23
	LOT	-.325	.206	.114	-.73	.08
	Lufthansa	-.175	.206	.395	-.58	.23
	SAS	-.375	.206	.069	-.78	.03
	Singapore Airlines	.225	.206	.274	-.18	.63
	TAP	-1.600(*)	.206	.000	-2.00	-1.20
	Thai	-.150	.206	.466	-.55	.25
TAP	Austrian Airlines	1.450(*)	.206	.000	1.05	1.85
	BMI	.875(*)	.252	.001	.38	1.37
	LOT	1.275(*)	.206	.000	.87	1.68

	Lufthansa	1.425(*)	.206	.000	1.02	1.83
	SAS	1.225(*)	.206	.000	.82	1.63
	Singapore Airlines	1.825(*)	.206	.000	1.42	2.23
	Swiss	1.600(*)	.206	.000	1.20	2.00
	Thai	1.450(*)	.206	.000	1.05	1.85
Thai	Austrian Airlines	.000	.206	1.000	-.40	.40
	BMI	-.575(*)	.252	.023	-1.07	-.08
	LOT	-.175	.206	.395	-.58	.23
	Lufthansa	-.025	.206	.903	-.43	.38
	SAS	-.225	.206	.274	-.63	.18
	Singapore Airlines	.375	.206	.069	-.03	.78
	Swiss	.150	.206	.466	-.25	.55
	TAP	-1.450(*)	.206	.000	-1.85	-1.05
Aer Lingus	American Airlines	.200	.314	.525	-.42	.82
	British Airways	.433	.279	.120	-.11	.98
	Cathay Pacific	.231	.368	.531	-.49	.95
	Iberia	-.080	.281	.776	-.63	.47
	Qantas	.080	.323	.804	-.55	.71
American Airlines	Aer Lingus	-.200	.314	.525	-.82	.42
	British Airways	.233	.188	.214	-.14	.60
	Cathay Pacific	.031	.305	.920	-.57	.63
	Iberia	-.280	.191	.144	-.66	.10
	Qantas	-.120	.249	.630	-.61	.37
British Airways	Aer Lingus	-.433	.279	.120	-.98	.11
	American Airlines	-.233	.188	.214	-.60	.14
	Cathay Pacific	-.203	.269	.451	-.73	.32
	Iberia	-.513(*)	.125	.000	-.76	-.27
	Qantas	-.353	.202	.081	-.75	.04
Cathay Pacific	Aer Lingus	-.231	.368	.531	-.95	.49
	American Airlines	-.031	.305	.920	-.63	.57
	British Airways	.203	.269	.451	-.32	.73
	Iberia	-.311	.271	.252	-.84	.22
	Qantas	-.151	.315	.632	-.77	.47
Iberia	Aer Lingus	.080	.281	.776	-.47	.63
	American Airlines	.280	.191	.144	-.10	.66
	British Airways	.513(*)	.125	.000	.27	.76
	Cathay Pacific	.311	.271	.252	-.22	.84
	Qantas	.160	.206	.437	-.24	.56
Qantas	Aer Lingus	-.080	.323	.804	-.71	.55
	American Airlines	.120	.249	.630	-.37	.61
	British Airways	.353	.202	.081	-.04	.75
	Cathay Pacific	.151	.315	.632	-.47	.77
	Iberia	-.160	.206	.437	-.56	.24
Aeroflot	Air France	.083	.168	.620	-.25	.41
	KLM	.150	.168	.372	-.18	.48
	Alitalia	-.500(*)	.168	.003	-.83	-.17
	CSA	.100	.168	.552	-.23	.43
	Delta	.017	.168	.921	-.31	.35

Air France	Aeroflot	-.083	.168	.620	-.41	.25
	KLM	.067	.168	.691	-.26	.40
	Alitalia	-.583(*)	.168	.001	-.91	-.25
	CSA	.017	.168	.921	-.31	.35
	Delta	-.067	.168	.691	-.40	.26
KLM	Aeroflot	-.150	.168	.372	-.48	.18
	Air France	-.067	.168	.691	-.40	.26
	Alitalia	-.650(*)	.168	.000	-.98	-.32
	CSA	-.050	.168	.766	-.38	.28
	Delta	-.133	.168	.427	-.46	.20
Alitalia	Aeroflot	.500(*)	.168	.003	.17	.83
	Air France	.583(*)	.168	.001	.25	.91
	KLM	.650(*)	.168	.000	.32	.98
	CSA	.600(*)	.168	.000	.27	.93
	Delta	.517(*)	.168	.002	.19	.85
CSA	Aeroflot	-.100	.168	.552	-.43	.23
	Air France	-.017	.168	.921	-.35	.31
	KLM	.050	.168	.766	-.28	.38
	Alitalia	-.600(*)	.168	.000	-.93	-.27
	Delta	-.083	.168	.620	-.41	.25
Delta	Aeroflot	-.017	.168	.921	-.35	.31
	Air France	.067	.168	.691	-.26	.40
	KLM	.133	.168	.427	-.20	.46
	Alitalia	-.517(*)	.168	.002	-.85	-.19
	CSA	.083	.168	.620	-.25	.41

* The mean difference is significant at the .05 level.

Dependent Variable: 6. Staff Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.350	.256	.172	-.85	.15
	LOT	-.425(*)	.209	.042	-.84	-.01
	Lufthansa	-.100	.209	.632	-.51	.31
	SAS	-.200	.209	.339	-.61	.21
	Singapore Airlines	.600(*)	.209	.004	.19	1.01
	Swiss	.300	.209	.151	-.11	.71
	TAP	-.725(*)	.209	.001	-1.14	-.31
	Thai	.375	.209	.073	-.04	.79
BMI	Austrian Airlines	.350	.256	.172	-.15	.85
	LOT	-.075	.256	.770	-.58	.43
	Lufthansa	.250	.256	.329	-.25	.75
	SAS	.150	.256	.558	-.35	.65
	Singapore Airlines	.950(*)	.256	.000	.45	1.45
	Swiss	.650(*)	.256	.011	.15	1.15
	TAP	-.375	.256	.143	-.88	.13
	Thai	.725(*)	.256	.005	.22	1.23

LOT	Austrian Airlines	.425(*)	.209	.042	.01	.84
	BMI	.075	.256	.770	-.43	.58
	Lufthansa	.325	.209	.120	-.09	.74
	SAS	.225	.209	.282	-.19	.64
	Singapore Airlines	1.025(*)	.209	.000	.61	1.44
	Swiss	.725(*)	.209	.001	.31	1.14
	TAP	-.300	.209	.151	-.71	.11
	Thai	.800(*)	.209	.000	.39	1.21
Lufthansa	Austrian Airlines	.100	.209	.632	-.31	.51
	BMI	-.250	.256	.329	-.75	.25
	LOT	-.325	.209	.120	-.74	.09
	SAS	-.100	.209	.632	-.51	.31
	Singapore Airlines	.700(*)	.209	.001	.29	1.11
	Swiss	.400	.209	.056	-.01	.81
	TAP	-.625(*)	.209	.003	-1.04	-.21
	Thai	.475(*)	.209	.023	.06	.89
SAS	Austrian Airlines	.200	.209	.339	-.21	.61
	BMI	-.150	.256	.558	-.65	.35
	LOT	-.225	.209	.282	-.64	.19
	Lufthansa	.100	.209	.632	-.31	.51
	Singapore Airlines	.800(*)	.209	.000	.39	1.21
	Swiss	.500(*)	.209	.017	.09	.91
	TAP	-.525(*)	.209	.012	-.94	-.11
	Thai	.575(*)	.209	.006	.16	.99
Singapore Airlines	Austrian Airlines	-.600(*)	.209	.004	-1.01	-.19
	BMI	-.950(*)	.256	.000	-1.45	-.45
	LOT	-1.025(*)	.209	.000	-1.44	-.61
	Lufthansa	-.700(*)	.209	.001	-1.11	-.29
	SAS	-.800(*)	.209	.000	-1.21	-.39
	Swiss	-.300	.209	.151	-.71	.11
	TAP	-1.325(*)	.209	.000	-1.74	-.91
	Thai	-.225	.209	.282	-.64	.19
Swiss	Austrian Airlines	-.300	.209	.151	-.71	.11
	BMI	-.650(*)	.256	.011	-1.15	-.15
	LOT	-.725(*)	.209	.001	-1.14	-.31
	Lufthansa	-.400	.209	.056	-.81	.01
	SAS	-.500(*)	.209	.017	-.91	-.09
	Singapore Airlines	.300	.209	.151	-.11	.71
	TAP	-1.025(*)	.209	.000	-1.44	-.61
	Thai	.075	.209	.720	-.34	.49
TAP	Austrian Airlines	.725(*)	.209	.001	.31	1.14
	BMI	.375	.256	.143	-.13	.88
	LOT	.300	.209	.151	-.11	.71
	Lufthansa	.625(*)	.209	.003	.21	1.04
	SAS	.525(*)	.209	.012	.11	.94
	Singapore Airlines	1.325(*)	.209	.000	.91	1.74
	Swiss	1.025(*)	.209	.000	.61	1.44
	Thai	1.100(*)	.209	.000	.69	1.51

Thai	Austrian Airlines	-.375	.209	.073	-.79	.04
	BMI	-.725(*)	.256	.005	-1.23	-.22
	LOT	-.800(*)	.209	.000	-1.21	-.39
	Lufthansa	-.475(*)	.209	.023	-.89	-.06
	SAS	-.575(*)	.209	.006	-.99	-.16
	Singapore Airlines	.225	.209	.282	-.19	.64
	Swiss	-.075	.209	.720	-.49	.34
	TAP	-1.100(*)	.209	.000	-1.51	-.69
Aer Lingus	American Airlines	.417	.319	.192	-.21	1.04
	British Airways	1.092(*)	.283	.000	.54	1.65
	Cathay Pacific	1.058(*)	.374	.005	.32	1.79
	Iberia	.710(*)	.285	.013	.15	1.27
	Qantas	.990(*)	.328	.003	.35	1.63
American Airlines	Aer Lingus	-.417	.319	.192	-1.04	.21
	British Airways	.675(*)	.191	.000	.30	1.05
	Cathay Pacific	.641(*)	.310	.039	.03	1.25
	Iberia	.293	.195	.132	-.09	.68
	Qantas	.573(*)	.253	.024	.08	1.07
British Airways	Aer Lingus	-1.092(*)	.283	.000	-1.65	-.54
	American Airlines	-.675(*)	.191	.000	-1.05	-.30
	Cathay Pacific	-.034	.273	.901	-.57	.50
	Iberia	-.382(*)	.127	.003	-.63	-.13
	Qantas	-.102	.205	.621	-.50	.30
Cathay Pacific	Aer Lingus	-1.058(*)	.374	.005	-1.79	-.32
	American Airlines	-.641(*)	.310	.039	-1.25	-.03
	British Airways	.034	.273	.901	-.50	.57
	Iberia	-.348	.276	.207	-.89	.19
	Qantas	-.068	.320	.832	-.69	.56
Iberia	Aer Lingus	-.710(*)	.285	.013	-1.27	-.15
	American Airlines	-.293	.195	.132	-.68	.09
	British Airways	.382(*)	.127	.003	.13	.63
	Cathay Pacific	.348	.276	.207	-.19	.89
	Qantas	.280	.209	.181	-.13	.69
Qantas	Aer Lingus	-.990(*)	.328	.003	-1.63	-.35
	American Airlines	-.573(*)	.253	.024	-1.07	-.08
	British Airways	.102	.205	.621	-.30	.50
	Cathay Pacific	.068	.320	.832	-.56	.69
	Iberia	-.280	.209	.181	-.69	.13
Aeroflot	Air France	.267	.171	.118	-.07	.60
	KLM	.167	.171	.329	-.17	.50
	Alitalia	.117	.171	.494	-.22	.45
	CSA	-.050	.171	.770	-.38	.28
	Delta	.483(*)	.171	.005	.15	.82
Air France	Aeroflot	-.267	.171	.118	-.60	.07
	KLM	-.100	.171	.558	-.43	.23
	Alitalia	-.150	.171	.379	-.48	.18
	CSA	-.317	.171	.064	-.65	.02
	Delta	.217	.171	.204	-.12	.55

KLM	Aeroflot	-.167	.171	.329	-.50	.17
	Air France	.100	.171	.558	-.23	.43
	Alitalia	-.050	.171	.770	-.38	.28
	CSA	-.217	.171	.204	-.55	.12
	Delta	.317	.171	.064	-.02	.65
Alitalia	Aeroflot	-.117	.171	.494	-.45	.22
	Air France	.150	.171	.379	-.18	.48
	KLM	.050	.171	.770	-.28	.38
	CSA	-.167	.171	.329	-.50	.17
	Delta	.367(*)	.171	.032	.03	.70
CSA	Aeroflot	.050	.171	.770	-.28	.38
	Air France	.317	.171	.064	-.02	.65
	KLM	.217	.171	.204	-.12	.55
	Alitalia	.167	.171	.329	-.17	.50
	Delta	.533(*)	.171	.002	.20	.87
Delta	Aeroflot	-.483(*)	.171	.005	-.82	-.15
	Air France	-.217	.171	.204	-.55	.12
	KLM	-.317	.171	.064	-.65	.02
	Alitalia	-.367(*)	.171	.032	-.70	-.03
	CSA	-.533(*)	.171	.002	-.87	-.20

* The mean difference is significant at the .05 level.

Dependent Variable: 7. Bag Airline Expactations

LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.725(*)	.258	.005	-1.23	-.22
	LOT	-.600(*)	.211	.005	-1.01	-.19
	Lufthansa	-.100	.211	.636	-.51	.31
	SAS	-.250	.211	.236	-.66	.16
	Singapore Airlines	.400	.211	.058	-.01	.81
	Swiss	.200	.211	.343	-.21	.61
	TAP	-.775(*)	.211	.000	-1.19	-.36
	Thai	.025	.211	.906	-.39	.44
BMI	Austrian Airlines	.725(*)	.258	.005	.22	1.23
	LOT	.125	.258	.629	-.38	.63
	Lufthansa	.625(*)	.258	.016	.12	1.13
	SAS	.475	.258	.066	-.03	.98
	Singapore Airlines	1.125(*)	.258	.000	.62	1.63
	Swiss	.925(*)	.258	.000	.42	1.43
	TAP	-.050	.258	.847	-.56	.46
	Thai	.750(*)	.258	.004	.24	1.26
LOT	Austrian Airlines	.600(*)	.211	.005	.19	1.01
	BMI	-.125	.258	.629	-.63	.38
	Lufthansa	.500(*)	.211	.018	.09	.91
	SAS	.350	.211	.097	-.06	.76
	Singapore Airlines	1.000(*)	.211	.000	.59	1.41
	Swiss	.800(*)	.211	.000	.39	1.21

	TAP	-.175	.211	.407	-.59	.24
	Thai	.625(*)	.211	.003	.21	1.04
Lufthansa	Austrian Airlines	.100	.211	.636	-.31	.51
	BMI	-.625(*)	.258	.016	-1.13	-.12
	LOT	-.500(*)	.211	.018	-.91	-.09
	SAS	-.150	.211	.477	-.56	.26
	Singapore Airlines	.500(*)	.211	.018	.09	.91
	Swiss	.300	.211	.155	-.11	.71
	TAP	-.675(*)	.211	.001	-1.09	-.26
	Thai	.125	.211	.554	-.29	.54
SAS	Austrian Airlines	.250	.211	.236	-.16	.66
	BMI	-.475	.258	.066	-.98	.03
	LOT	-.350	.211	.097	-.76	.06
	Lufthansa	.150	.211	.477	-.26	.56
	Singapore Airlines	.650(*)	.211	.002	.24	1.06
	Swiss	.450(*)	.211	.033	.04	.86
	TAP	-.525(*)	.211	.013	-.94	-.11
	Thai	.275	.211	.193	-.14	.69
Singapore Airlines	Austrian Airlines	-.400	.211	.058	-.81	.01
	BMI	-1.125(*)	.258	.000	-1.63	-.62
	LOT	-1.000(*)	.211	.000	-1.41	-.59
	Lufthansa	-.500(*)	.211	.018	-.91	-.09
	SAS	-.650(*)	.211	.002	-1.06	-.24
	Swiss	-.200	.211	.343	-.61	.21
	TAP	-1.175(*)	.211	.000	-1.59	-.76
	Thai	-.375	.211	.076	-.79	.04
Swiss	Austrian Airlines	-.200	.211	.343	-.61	.21
	BMI	-.925(*)	.258	.000	-1.43	-.42
	LOT	-.800(*)	.211	.000	-1.21	-.39
	Lufthansa	-.300	.211	.155	-.71	.11
	SAS	-.450(*)	.211	.033	-.86	-.04
	Singapore Airlines	.200	.211	.343	-.21	.61
	TAP	-.975(*)	.211	.000	-1.39	-.56
	Thai	-.175	.211	.407	-.59	.24
TAP	Austrian Airlines	.775(*)	.211	.000	.36	1.19
	BMI	.050	.258	.847	-.46	.56
	LOT	.175	.211	.407	-.24	.59
	Lufthansa	.675(*)	.211	.001	.26	1.09
	SAS	.525(*)	.211	.013	.11	.94
	Singapore Airlines	1.175(*)	.211	.000	.76	1.59
	Swiss	.975(*)	.211	.000	.56	1.39
	Thai	.800(*)	.211	.000	.39	1.21
Thai	Austrian Airlines	-.025	.211	.906	-.44	.39
	BMI	-.750(*)	.258	.004	-1.26	-.24
	LOT	-.625(*)	.211	.003	-1.04	-.21
	Lufthansa	-.125	.211	.554	-.54	.29
	SAS	-.275	.211	.193	-.69	.14
	Singapore Airlines	.375	.211	.076	-.04	.79

	Swiss	.175	.211	.407	-.24	.59
	TAP	-.800(*)	.211	.000	-1.21	-.39
Aer Lingus	American Airlines	.500	.322	.121	-.13	1.13
	British Airways	1.100(*)	.286	.000	.54	1.66
	Cathay Pacific	.679	.378	.072	-.06	1.42
	Iberia	.713(*)	.288	.013	.15	1.28
	Qantas	1.273(*)	.331	.000	.62	1.92
American Airlines	Aer Lingus	-.500	.322	.121	-1.13	.13
	British Airways	.600(*)	.193	.002	.22	.98
	Cathay Pacific	.179	.313	.567	-.44	.79
	Iberia	.213	.196	.278	-.17	.60
	Qantas	.773(*)	.255	.003	.27	1.27
British Airways	Aer Lingus	-1.100(*)	.286	.000	-1.66	-.54
	American Airlines	-.600(*)	.193	.002	-.98	-.22
	Cathay Pacific	-.421	.275	.127	-.96	.12
	Iberia	-.387(*)	.128	.003	-.64	-.14
	Qantas	.173	.207	.403	-.23	.58
Cathay Pacific	Aer Lingus	-.679	.378	.072	-1.42	.06
	American Airlines	-.179	.313	.567	-.79	.44
	British Airways	.421	.275	.127	-.12	.96
	Iberia	.034	.278	.903	-.51	.58
	Qantas	.594	.323	.066	-.04	1.23
Iberia	Aer Lingus	-.713(*)	.288	.013	-1.28	-.15
	American Airlines	-.213	.196	.278	-.60	.17
	British Airways	.387(*)	.128	.003	.14	.64
	Cathay Pacific	-.034	.278	.903	-.58	.51
	Qantas	.560(*)	.211	.008	.15	.97
Qantas	Aer Lingus	-1.273(*)	.331	.000	-1.92	-.62
	American Airlines	-.773(*)	.255	.003	-1.27	-.27
	British Airways	-.173	.207	.403	-.58	.23
	Cathay Pacific	-.594	.323	.066	-1.23	.04
	Iberia	-.560(*)	.211	.008	-.97	-.15
Aeroflot	Air France	.450(*)	.172	.009	.11	.79
	KLM	.683(*)	.172	.000	.35	1.02
	Alitalia	.217	.172	.209	-.12	.55
	CSA	.117	.172	.498	-.22	.45
	Delta	.667(*)	.172	.000	.33	1.00
Air France	Aeroflot	-.450(*)	.172	.009	-.79	-.11
	KLM	.233	.172	.176	-.10	.57
	Alitalia	-.233	.172	.176	-.57	.10
	CSA	-.333	.172	.053	-.67	.00
	Delta	.217	.172	.209	-.12	.55
KLM	Aeroflot	-.683(*)	.172	.000	-1.02	-.35
	Air France	-.233	.172	.176	-.57	.10
	Alitalia	-.467(*)	.172	.007	-.80	-.13
	CSA	-.567(*)	.172	.001	-.90	-.23
	Delta	-.017	.172	.923	-.35	.32
Alitalia	Aeroflot	-.217	.172	.209	-.55	.12

	Air France	.233	.172	.176	-.10	.57
	KLM	.467(*)	.172	.007	.13	.80
	CSA	-.100	.172	.562	-.44	.24
	Delta	.450(*)	.172	.009	.11	.79
CSA	Aeroflot	-.117	.172	.498	-.45	.22
	Air France	.333	.172	.053	.00	.67
	KLM	.567(*)	.172	.001	.23	.90
	Alitalia	.100	.172	.562	-.24	.44
	Delta	.550(*)	.172	.001	.21	.89
Delta	Aeroflot	-.667(*)	.172	.000	-1.00	-.33
	Air France	-.217	.172	.209	-.55	.12
	KLM	.017	.172	.923	-.32	.35
	Alitalia	-.450(*)	.172	.009	-.79	-.11
	CSA	-.550(*)	.172	.001	-.89	-.21

* The mean difference is significant at the .05 level.

Dependent Variable: 8. Check Airline Expactations

LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.700(*)	.205	.001	-1.10	-.30
	LOT	.125	.167	.456	-.20	.45
	Lufthansa	-.075	.167	.654	-.40	.25
	SAS	-.225	.167	.179	-.55	.10
	Singapore Airlines	.375(*)	.167	.025	.05	.70
	Swiss	.125	.167	.456	-.20	.45
	TAP	-.625(*)	.167	.000	-.95	-.30
	Thai	.025	.167	.881	-.30	.35
BMI	Austrian Airlines	.700(*)	.205	.001	.30	1.10
	LOT	.825(*)	.205	.000	.42	1.23
	Lufthansa	.625(*)	.205	.002	.22	1.03
	SAS	.475(*)	.205	.021	.07	.88
	Singapore Airlines	1.075(*)	.205	.000	.67	1.48
	Swiss	.825(*)	.205	.000	.42	1.23
	TAP	.075	.205	.715	-.33	.48
	Thai	.725(*)	.205	.000	.32	1.13
LOT	Austrian Airlines	-.125	.167	.456	-.45	.20
	BMI	-.825(*)	.205	.000	-1.23	-.42
	Lufthansa	-.200	.167	.233	-.53	.13
	SAS	-.350(*)	.167	.037	-.68	-.02
	Singapore Airlines	.250	.167	.136	-.08	.58
	Swiss	.000	.167	1.000	-.33	.33
	TAP	-.750(*)	.167	.000	-1.08	-.42
	Thai	-.100	.167	.551	-.43	.23
Lufthansa	Austrian Airlines	.075	.167	.654	-.25	.40
	BMI	-.625(*)	.205	.002	-1.03	-.22
	LOT	.200	.167	.233	-.13	.53
	SAS	-.150	.167	.371	-.48	.18

	Singapore Airlines	.450(*)	.167	.007	.12	.78
	Swiss	.200	.167	.233	-.13	.53
	TAP	-.550(*)	.167	.001	-.88	-.22
	Thai	.100	.167	.551	-.23	.43
SAS	Austrian Airlines	.225	.167	.179	-.10	.55
	BMI	-.475(*)	.205	.021	-.88	-.07
	LOT	.350(*)	.167	.037	.02	.68
	Lufthansa	.150	.167	.371	-.18	.48
	Singapore Airlines	.600(*)	.167	.000	.27	.93
	Swiss	.350(*)	.167	.037	.02	.68
	TAP	-.400(*)	.167	.017	-.73	-.07
	Thai	.250	.167	.136	-.08	.58
Singapore Airlines	Austrian Airlines	-.375(*)	.167	.025	-.70	-.05
	BMI	-1.075(*)	.205	.000	-1.48	-.67
	LOT	-.250	.167	.136	-.58	.08
	Lufthansa	-.450(*)	.167	.007	-.78	-.12
	SAS	-.600(*)	.167	.000	-.93	-.27
	Swiss	-.250	.167	.136	-.58	.08
	TAP	-1.000(*)	.167	.000	-1.33	-.67
	Thai	-.350(*)	.167	.037	-.68	-.02
Swiss	Austrian Airlines	-.125	.167	.456	-.45	.20
	BMI	-.825(*)	.205	.000	-1.23	-.42
	LOT	.000	.167	1.000	-.33	.33
	Lufthansa	-.200	.167	.233	-.53	.13
	SAS	-.350(*)	.167	.037	-.68	-.02
	Singapore Airlines	.250	.167	.136	-.08	.58
	TAP	-.750(*)	.167	.000	-1.08	-.42
	Thai	-.100	.167	.551	-.43	.23
TAP	Austrian Airlines	.625(*)	.167	.000	.30	.95
	BMI	-.075	.205	.715	-.48	.33
	LOT	.750(*)	.167	.000	.42	1.08
	Lufthansa	.550(*)	.167	.001	.22	.88
	SAS	.400(*)	.167	.017	.07	.73
	Singapore Airlines	1.000(*)	.167	.000	.67	1.33
	Swiss	.750(*)	.167	.000	.42	1.08
	Thai	.650(*)	.167	.000	.32	.98
Thai	Austrian Airlines	-.025	.167	.881	-.35	.30
	BMI	-.725(*)	.205	.000	-1.13	-.32
	LOT	.100	.167	.551	-.23	.43
	Lufthansa	-.100	.167	.551	-.43	.23
	SAS	-.250	.167	.136	-.58	.08
	Singapore Airlines	.350(*)	.167	.037	.02	.68
	Swiss	.100	.167	.551	-.23	.43
	TAP	-.650(*)	.167	.000	-.98	-.32
Aer Lingus	American Airlines	.767(*)	.256	.003	.26	1.27
	British Airways	.992(*)	.227	.000	.55	1.44
	Cathay Pacific	.654(*)	.300	.029	.07	1.24
	Iberia	.500(*)	.229	.029	.05	.95

	Qantas	1.060(*)	.263	.000	.54	1.58
American Airlines	Aer Lingus	-.767(*)	.256	.003	-1.27	-.26
	British Airways	.225	.153	.141	-.08	.53
	Cathay Pacific	-.113	.249	.650	-.60	.38
	Iberia	-.267	.156	.088	-.57	.04
	Qantas	.293	.203	.148	-.10	.69
British Airways	Aer Lingus	-.992(*)	.227	.000	-1.44	-.55
	American Airlines	-.225	.153	.141	-.53	.08
	Cathay Pacific	-.338	.219	.123	-.77	.09
	Iberia	-.492(*)	.101	.000	-.69	-.29
	Qantas	.068	.165	.678	-.25	.39
Cathay Pacific	Aer Lingus	-.654(*)	.300	.029	-1.24	-.07
	American Airlines	.113	.249	.650	-.38	.60
	British Airways	.338	.219	.123	-.09	.77
	Iberia	-.154	.221	.486	-.59	.28
	Qantas	.406	.256	.113	-.10	.91
Iberia	Aer Lingus	-.500(*)	.229	.029	-.95	-.05
	American Airlines	.267	.156	.088	-.04	.57
	British Airways	.492(*)	.101	.000	.29	.69
	Cathay Pacific	.154	.221	.486	-.28	.59
	Qantas	.560(*)	.167	.001	.23	.89
Qantas	Aer Lingus	-1.060(*)	.263	.000	-1.58	-.54
	American Airlines	-.293	.203	.148	-.69	.10
	British Airways	-.068	.165	.678	-.39	.25
	Cathay Pacific	-.406	.256	.113	-.91	.10
	Iberia	-.560(*)	.167	.001	-.89	-.23
Aeroflot	Air France	-.133	.137	.330	-.40	.14
	KLM	.083	.137	.542	-.19	.35
	Alitalia	-.617(*)	.137	.000	-.89	-.35
	CSA	.183	.137	.180	-.09	.45
	Delta	-.250	.137	.068	-.52	.02
Air France	Aeroflot	.133	.137	.330	-.14	.40
	KLM	.217	.137	.113	-.05	.49
	Alitalia	-.483(*)	.137	.000	-.75	-.21
	CSA	.317(*)	.137	.021	.05	.59
	Delta	-.117	.137	.394	-.39	.15
KLM	Aeroflot	-.083	.137	.542	-.35	.19
	Air France	-.217	.137	.113	-.49	.05
	Alitalia	-.700(*)	.137	.000	-.97	-.43
	CSA	.100	.137	.465	-.17	.37
	Delta	-.333(*)	.137	.015	-.60	-.06
Alitalia	Aeroflot	.617(*)	.137	.000	.35	.89
	Air France	.483(*)	.137	.000	.21	.75
	KLM	.700(*)	.137	.000	.43	.97
	CSA	.800(*)	.137	.000	.53	1.07
	Delta	.367(*)	.137	.007	.10	.64
CSA	Aeroflot	-.183	.137	.180	-.45	.09
	Air France	-.317(*)	.137	.021	-.59	-.05

	KLM	-.100	.137	.465	-.37	.17
	Alitalia	-.800(*)	.137	.000	-1.07	-.53
	Delta	-.433(*)	.137	.002	-.70	-.16
Delta	Aeroflot	.250	.137	.068	-.02	.52
	Air France	.117	.137	.394	-.15	.39
	KLM	.333(*)	.137	.015	.06	.60
	Alitalia	-.367(*)	.137	.007	-.64	-.10
	CSA	.433(*)	.137	.002	.16	.70

* The mean difference is significant at the .05 level.

Dependent Variable: 9. Inf Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.650(*)	.223	.004	-1.09	-.21
	LOT	-.325	.182	.075	-.68	.03
	Lufthansa	-.025	.182	.891	-.38	.33
	SAS	-.300	.182	.100	-.66	.06
	Singapore Airlines	.425(*)	.182	.020	.07	.78
	Swiss	.175	.182	.337	-.18	.53
	TAP	-.950(*)	.182	.000	-1.31	-.59
	Thai	.175	.182	.337	-.18	.53
BMI	Austrian Airlines	.650(*)	.223	.004	.21	1.09
	LOT	.325	.223	.146	-.11	.76
	Lufthansa	.625(*)	.223	.005	.19	1.06
	SAS	.350	.223	.117	-.09	.79
	Singapore Airlines	1.075(*)	.223	.000	.64	1.51
	Swiss	.825(*)	.223	.000	.39	1.26
	TAP	-.300	.223	.179	-.74	.14
	Thai	.825(*)	.223	.000	.39	1.26
LOT	Austrian Airlines	.325	.182	.075	-.03	.68
	BMI	-.325	.223	.146	-.76	.11
	Lufthansa	.300	.182	.100	-.06	.66
	SAS	.025	.182	.891	-.33	.38
	Singapore Airlines	.750(*)	.182	.000	.39	1.11
	Swiss	.500(*)	.182	.006	.14	.86
	TAP	-.625(*)	.182	.001	-.98	-.27
	Thai	.500(*)	.182	.006	.14	.86
Lufthansa	Austrian Airlines	.025	.182	.891	-.33	.38
	BMI	-.625(*)	.223	.005	-1.06	-.19
	LOT	-.300	.182	.100	-.66	.06
	SAS	-.275	.182	.132	-.63	.08
	Singapore Airlines	.450(*)	.182	.014	.09	.81
	Swiss	.200	.182	.273	-.16	.56
	TAP	-.925(*)	.182	.000	-1.28	-.57
	Thai	.200	.182	.273	-.16	.56
SAS	Austrian Airlines	.300	.182	.100	-.06	.66
	BMI	-.350	.223	.117	-.79	.09

	LOT	-.025	.182	.891	-.38	.33
	Lufthansa	.275	.182	.132	-.08	.63
	Singapore Airlines	.725(*)	.182	.000	.37	1.08
	Swiss	.475(*)	.182	.009	.12	.83
	TAP	-.650(*)	.182	.000	-1.01	-.29
	Thai	.475(*)	.182	.009	.12	.83
Singapore Airlines	Austrian Airlines	-.425(*)	.182	.020	-.78	-.07
	BMI	-1.075(*)	.223	.000	-1.51	-.64
	LOT	-.750(*)	.182	.000	-1.11	-.39
	Lufthansa	-.450(*)	.182	.014	-.81	-.09
	SAS	-.725(*)	.182	.000	-1.08	-.37
	Swiss	-.250	.182	.171	-.61	.11
	TAP	-1.375(*)	.182	.000	-1.73	-1.02
	Thai	-.250	.182	.171	-.61	.11
Swiss	Austrian Airlines	-.175	.182	.337	-.53	.18
	BMI	-.825(*)	.223	.000	-1.26	-.39
	LOT	-.500(*)	.182	.006	-.86	-.14
	Lufthansa	-.200	.182	.273	-.56	.16
	SAS	-.475(*)	.182	.009	-.83	-.12
	Singapore Airlines	.250	.182	.171	-.11	.61
	TAP	-1.125(*)	.182	.000	-1.48	-.77
	Thai	.000	.182	1.000	-.36	.36
TAP	Austrian Airlines	.950(*)	.182	.000	.59	1.31
	BMI	.300	.223	.179	-.14	.74
	LOT	.625(*)	.182	.001	.27	.98
	Lufthansa	.925(*)	.182	.000	.57	1.28
	SAS	.650(*)	.182	.000	.29	1.01
	Singapore Airlines	1.375(*)	.182	.000	1.02	1.73
	Swiss	1.125(*)	.182	.000	.77	1.48
	Thai	1.125(*)	.182	.000	.77	1.48
Thai	Austrian Airlines	-.175	.182	.337	-.53	.18
	BMI	-.825(*)	.223	.000	-1.26	-.39
	LOT	-.500(*)	.182	.006	-.86	-.14
	Lufthansa	-.200	.182	.273	-.56	.16
	SAS	-.475(*)	.182	.009	-.83	-.12
	Singapore Airlines	.250	.182	.171	-.11	.61
	Swiss	.000	.182	1.000	-.36	.36
	TAP	-1.125(*)	.182	.000	-1.48	-.77
Aer Lingus	American Airlines	.817(*)	.278	.003	.27	1.36
	British Airways	.908(*)	.247	.000	.42	1.39
	Cathay Pacific	.827(*)	.326	.011	.19	1.47
	Iberia	.950(*)	.249	.000	.46	1.44
	Qantas	1.110(*)	.286	.000	.55	1.67
American Airlines	Aer Lingus	-.817(*)	.278	.003	-1.36	-.27
	British Airways	.092	.166	.582	-.23	.42
	Cathay Pacific	.010	.271	.970	-.52	.54
	Iberia	.133	.170	.432	-.20	.47
	Qantas	.293	.221	.184	-.14	.73

British Airways	Aer Lingus	-.908(*)	.247	.000	-1.39	-.42
	American Airlines	-.092	.166	.582	-.42	.23
	Cathay Pacific	-.081	.238	.732	-.55	.39
	Iberia	.042	.110	.706	-.17	.26
	Qantas	.202	.179	.261	-.15	.55
Cathay Pacific	Aer Lingus	-.827(*)	.326	.011	-1.47	-.19
	American Airlines	-.010	.271	.970	-.54	.52
	British Airways	.081	.238	.732	-.39	.55
	Iberia	.123	.240	.609	-.35	.59
	Qantas	.283	.279	.310	-.26	.83
Iberia	Aer Lingus	-.950(*)	.249	.000	-1.44	-.46
	American Airlines	-.133	.170	.432	-.47	.20
	British Airways	-.042	.110	.706	-.26	.17
	Cathay Pacific	-.123	.240	.609	-.59	.35
	Qantas	.160	.182	.380	-.20	.52
Qantas	Aer Lingus	-1.110(*)	.286	.000	-1.67	-.55
	American Airlines	-.293	.221	.184	-.73	.14
	British Airways	-.202	.179	.261	-.55	.15
	Cathay Pacific	-.283	.279	.310	-.83	.26
	Iberia	-.160	.182	.380	-.52	.20
Aeroflot	Air France	.267	.149	.074	-.03	.56
	KLM	.150	.149	.314	-.14	.44
	Alitalia	-.317(*)	.149	.034	-.61	-.02
	CSA	.117	.149	.433	-.18	.41
	Delta	.317(*)	.149	.034	.02	.61
Air France	Aeroflot	-.267	.149	.074	-.56	.03
	KLM	-.117	.149	.433	-.41	.18
	Alitalia	-.583(*)	.149	.000	-.88	-.29
	CSA	-.150	.149	.314	-.44	.14
	Delta	.050	.149	.737	-.24	.34
KLM	Aeroflot	-.150	.149	.314	-.44	.14
	Air France	.117	.149	.433	-.18	.41
	Alitalia	-.467(*)	.149	.002	-.76	-.17
	CSA	-.033	.149	.823	-.33	.26
	Delta	.167	.149	.263	-.13	.46
Alitalia	Aeroflot	.317(*)	.149	.034	.02	.61
	Air France	.583(*)	.149	.000	.29	.88
	KLM	.467(*)	.149	.002	.17	.76
	CSA	.433(*)	.149	.004	.14	.73
	Delta	.633(*)	.149	.000	.34	.93
CSA	Aeroflot	-.117	.149	.433	-.41	.18
	Air France	.150	.149	.314	-.14	.44
	KLM	.033	.149	.823	-.26	.33
	Alitalia	-.433(*)	.149	.004	-.73	-.14
	Delta	.200	.149	.179	-.09	.49
Delta	Aeroflot	-.317(*)	.149	.034	-.61	-.02
	Air France	-.050	.149	.737	-.34	.24
	KLM	-.167	.149	.263	-.46	.13

	Alitalia	-.633(*)	.149	.000	-.93	-.34
	CSA	-.200	.149	.179	-.49	.09

* The mean difference is significant at the .05 level.
Dependent Variable: 10. Prompt Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.450(*)	.228	.049	-.90	.00
	LOT	.050	.186	.788	-.32	.42
	Lufthansa	.075	.186	.687	-.29	.44
	SAS	-.200	.186	.283	-.57	.17
	Singapore Airlines	.650(*)	.186	.000	.28	1.02
	Swiss	.400(*)	.186	.032	.03	.77
	TAP	-.625(*)	.186	.001	-.99	-.26
	Thai	.400(*)	.186	.032	.03	.77
BMI	Austrian Airlines	.450(*)	.228	.049	.00	.90
	LOT	.500(*)	.228	.028	.05	.95
	Lufthansa	.525(*)	.228	.021	.08	.97
	SAS	.250	.228	.273	-.20	.70
	Singapore Airlines	1.100(*)	.228	.000	.65	1.55
	Swiss	.850(*)	.228	.000	.40	1.30
	TAP	-.175	.228	.443	-.62	.27
	Thai	.850(*)	.228	.000	.40	1.30
LOT	Austrian Airlines	-.050	.186	.788	-.42	.32
	BMI	-.500(*)	.228	.028	-.95	-.05
	Lufthansa	.025	.186	.893	-.34	.39
	SAS	-.250	.186	.179	-.62	.12
	Singapore Airlines	.600(*)	.186	.001	.23	.97
	Swiss	.350	.186	.060	-.02	.72
	TAP	-.675(*)	.186	.000	-1.04	-.31
	Thai	.350	.186	.060	-.02	.72
Lufthansa	Austrian Airlines	-.075	.186	.687	-.44	.29
	BMI	-.525(*)	.228	.021	-.97	-.08
	LOT	-.025	.186	.893	-.39	.34
	SAS	-.275	.186	.140	-.64	.09
	Singapore Airlines	.575(*)	.186	.002	.21	.94
	Swiss	.325	.186	.081	-.04	.69
	TAP	-.700(*)	.186	.000	-1.07	-.33
	Thai	.325	.186	.081	-.04	.69
SAS	Austrian Airlines	.200	.186	.283	-.17	.57
	BMI	-.250	.228	.273	-.70	.20
	LOT	.250	.186	.179	-.12	.62
	Lufthansa	.275	.186	.140	-.09	.64
	Singapore Airlines	.850(*)	.186	.000	.48	1.22
	Swiss	.600(*)	.186	.001	.23	.97
	TAP	-.425(*)	.186	.023	-.79	-.06
	Thai	.600(*)	.186	.001	.23	.97

Singapore Airlines	Austrian Airlines	-.650(*)	.186	.000	-1.02	-.28
	BMI	-1.100(*)	.228	.000	-1.55	-.65
	LOT	-.600(*)	.186	.001	-.97	-.23
	Lufthansa	-.575(*)	.186	.002	-.94	-.21
	SAS	-.850(*)	.186	.000	-1.22	-.48
	Swiss	-.250	.186	.179	-.62	.12
	TAP	-1.275(*)	.186	.000	-1.64	-.91
	Thai	-.250	.186	.179	-.62	.12
Swiss	Austrian Airlines	-.400(*)	.186	.032	-.77	-.03
	BMI	-.850(*)	.228	.000	-1.30	-.40
	LOT	-.350	.186	.060	-.72	.02
	Lufthansa	-.325	.186	.081	-.69	.04
	SAS	-.600(*)	.186	.001	-.97	-.23
	Singapore Airlines	.250	.186	.179	-.12	.62
	TAP	-1.025(*)	.186	.000	-1.39	-.66
	Thai	.000	.186	1.000	-.37	.37
TAP	Austrian Airlines	.625(*)	.186	.001	.26	.99
	BMI	.175	.228	.443	-.27	.62
	LOT	.675(*)	.186	.000	.31	1.04
	Lufthansa	.700(*)	.186	.000	.33	1.07
	SAS	.425(*)	.186	.023	.06	.79
	Singapore Airlines	1.275(*)	.186	.000	.91	1.64
	Swiss	1.025(*)	.186	.000	.66	1.39
	Thai	1.025(*)	.186	.000	.66	1.39
Thai	Austrian Airlines	-.400(*)	.186	.032	-.77	-.03
	BMI	-.850(*)	.228	.000	-1.30	-.40
	LOT	-.350	.186	.060	-.72	.02
	Lufthansa	-.325	.186	.081	-.69	.04
	SAS	-.600(*)	.186	.001	-.97	-.23
	Singapore Airlines	.250	.186	.179	-.12	.62
	Swiss	.000	.186	1.000	-.37	.37
	TAP	-1.025(*)	.186	.000	-1.39	-.66
Aer Lingus	American Airlines	.233	.284	.412	-.32	.79
	British Airways	.875(*)	.252	.001	.38	1.37
	Cathay Pacific	.423	.333	.204	-.23	1.08
	Iberia	.300	.254	.238	-.20	.80
	Qantas	.860(*)	.292	.003	.29	1.43
American Airlines	Aer Lingus	-.233	.284	.412	-.79	.32
	British Airways	.642(*)	.170	.000	.31	.98
	Cathay Pacific	.190	.276	.492	-.35	.73
	Iberia	.067	.173	.700	-.27	.41
	Qantas	.627(*)	.225	.006	.18	1.07
British Airways	Aer Lingus	-.875(*)	.252	.001	-1.37	-.38
	American Airlines	-.642(*)	.170	.000	-.98	-.31
	Cathay Pacific	-.452	.243	.063	-.93	.02
	Iberia	-.575(*)	.113	.000	-.80	-.35
	Qantas	-.015	.183	.935	-.37	.34
Cathay Pacific	Aer Lingus	-.423	.333	.204	-1.08	.23

	American Airlines	-.190	.276	.492	-.73	.35
	British Airways	.452	.243	.063	-.02	.93
	Iberia	-.123	.245	.616	-.60	.36
	Qantas	.437	.285	.125	-.12	1.00
Iberia	Aer Lingus	-.300	.254	.238	-.80	.20
	American Airlines	-.067	.173	.700	-.41	.27
	British Airways	.575(*)	.113	.000	.35	.80
	Cathay Pacific	.123	.245	.616	-.36	.60
	Qantas	.560(*)	.186	.003	.19	.93
Qantas	Aer Lingus	-.860(*)	.292	.003	-1.43	-.29
	American Airlines	-.627(*)	.225	.006	-1.07	-.18
	British Airways	.015	.183	.935	-.34	.37
	Cathay Pacific	-.437	.285	.125	-1.00	.12
	Iberia	-.560(*)	.186	.003	-.93	-.19
Aeroflot	Air France	-.067	.152	.661	-.36	.23
	KLM	.150	.152	.324	-.15	.45
	Alitalia	-.633(*)	.152	.000	-.93	-.34
	CSA	.150	.152	.324	-.15	.45
	Delta	.200	.152	.188	-.10	.50
Air France	Aeroflot	.067	.152	.661	-.23	.36
	KLM	.217	.152	.154	-.08	.51
	Alitalia	-.567(*)	.152	.000	-.86	-.27
	CSA	.217	.152	.154	-.08	.51
	Delta	.267	.152	.080	-.03	.56
KLM	Aeroflot	-.150	.152	.324	-.45	.15
	Air France	-.217	.152	.154	-.51	.08
	Alitalia	-.783(*)	.152	.000	-1.08	-.49
	CSA	.000	.152	1.000	-.30	.30
	Delta	.050	.152	.742	-.25	.35
Alitalia	Aeroflot	.633(*)	.152	.000	.34	.93
	Air France	.567(*)	.152	.000	.27	.86
	KLM	.783(*)	.152	.000	.49	1.08
	CSA	.783(*)	.152	.000	.49	1.08
	Delta	.833(*)	.152	.000	.54	1.13
CSA	Aeroflot	-.150	.152	.324	-.45	.15
	Air France	-.217	.152	.154	-.51	.08
	KLM	.000	.152	1.000	-.30	.30
	Alitalia	-.783(*)	.152	.000	-1.08	-.49
	Delta	.050	.152	.742	-.25	.35
Delta	Aeroflot	-.200	.152	.188	-.50	.10
	Air France	-.267	.152	.080	-.56	.03
	KLM	-.050	.152	.742	-.35	.25
	Alitalia	-.833(*)	.152	.000	-1.13	-.54
	CSA	-.050	.152	.742	-.35	.25

* The mean difference is significant at the .05 level.

Dependent Variable: 11. Will Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.550(*)	.238	.021	-1.02	-.08
	LOT	.050	.194	.797	-.33	.43
	Lufthansa	-.025	.194	.898	-.41	.36
	SAS	-.150	.194	.440	-.53	.23
	Singapore Airlines	.575(*)	.194	.003	.19	.96
	Swiss	.200	.194	.303	-.18	.58
	TAP	-.850(*)	.194	.000	-1.23	-.47
	Thai	.350	.194	.072	-.03	.73
BMI	Austrian Airlines	.550(*)	.238	.021	.08	1.02
	LOT	.600(*)	.238	.012	.13	1.07
	Lufthansa	.525(*)	.238	.027	.06	.99
	SAS	.400	.238	.093	-.07	.87
	Singapore Airlines	1.125(*)	.238	.000	.66	1.59
	Swiss	.750(*)	.238	.002	.28	1.22
	TAP	-.300	.238	.207	-.77	.17
	Thai	.900(*)	.238	.000	.43	1.37
LOT	Austrian Airlines	-.050	.194	.797	-.43	.33
	BMI	-.600(*)	.238	.012	-1.07	-.13
	Lufthansa	-.075	.194	.699	-.46	.31
	SAS	-.200	.194	.303	-.58	.18
	Singapore Airlines	.525(*)	.194	.007	.14	.91
	Swiss	.150	.194	.440	-.23	.53
	TAP	-.900(*)	.194	.000	-1.28	-.52
	Thai	.300	.194	.123	-.08	.68
Lufthansa	Austrian Airlines	.025	.194	.898	-.36	.41
	BMI	-.525(*)	.238	.027	-.99	-.06
	LOT	.075	.194	.699	-.31	.46
	SAS	-.125	.194	.520	-.51	.26
	Singapore Airlines	.600(*)	.194	.002	.22	.98
	Swiss	.225	.194	.247	-.16	.61
	TAP	-.825(*)	.194	.000	-1.21	-.44
	Thai	.375	.194	.054	-.01	.76
SAS	Austrian Airlines	.150	.194	.440	-.23	.53
	BMI	-.400	.238	.093	-.87	.07
	LOT	.200	.194	.303	-.18	.58
	Lufthansa	.125	.194	.520	-.26	.51
	Singapore Airlines	.725(*)	.194	.000	.34	1.11
	Swiss	.350	.194	.072	-.03	.73
	TAP	-.700(*)	.194	.000	-1.08	-.32
	Thai	.500(*)	.194	.010	.12	.88
Singapore Airlines	Austrian Airlines	-.575(*)	.194	.003	-.96	-.19
	BMI	-1.125(*)	.238	.000	-1.59	-.66
	LOT	-.525(*)	.194	.007	-.91	-.14
	Lufthansa	-.600(*)	.194	.002	-.98	-.22

	SAS	-.725(*)	.194	.000	-1.11	-.34
	Swiss	-.375	.194	.054	-.76	.01
	TAP	-1.425(*)	.194	.000	-1.81	-1.04
	Thai	-.225	.194	.247	-.61	.16
Swiss	Austrian Airlines	-.200	.194	.303	-.58	.18
	BMI	-.750(*)	.238	.002	-1.22	-.28
	LOT	-.150	.194	.440	-.53	.23
	Lufthansa	-.225	.194	.247	-.61	.16
	SAS	-.350	.194	.072	-.73	.03
	Singapore Airlines	.375	.194	.054	-.01	.76
	TAP	-1.050(*)	.194	.000	-1.43	-.67
	Thai	.150	.194	.440	-.23	.53
TAP	Austrian Airlines	.850(*)	.194	.000	.47	1.23
	BMI	.300	.238	.207	-.17	.77
	LOT	.900(*)	.194	.000	.52	1.28
	Lufthansa	.825(*)	.194	.000	.44	1.21
	SAS	.700(*)	.194	.000	.32	1.08
	Singapore Airlines	1.425(*)	.194	.000	1.04	1.81
	Swiss	1.050(*)	.194	.000	.67	1.43
	Thai	1.200(*)	.194	.000	.82	1.58
Thai	Austrian Airlines	-.350	.194	.072	-.73	.03
	BMI	-.900(*)	.238	.000	-1.37	-.43
	LOT	-.300	.194	.123	-.68	.08
	Lufthansa	-.375	.194	.054	-.76	.01
	SAS	-.500(*)	.194	.010	-.88	-.12
	Singapore Airlines	.225	.194	.247	-.16	.61
	Swiss	-.150	.194	.440	-.53	.23
	TAP	-1.200(*)	.194	.000	-1.58	-.82
Aer Lingus	American Airlines	1.033(*)	.297	.001	.45	1.62
	British Airways	1.292(*)	.263	.000	.78	1.81
	Cathay Pacific	1.141(*)	.348	.001	.46	1.82
	Iberia	.953(*)	.265	.000	.43	1.47
	Qantas	1.113(*)	.305	.000	.51	1.71
American Airlines	Aer Lingus	-1.033(*)	.297	.001	-1.62	-.45
	British Airways	.258	.177	.145	-.09	.61
	Cathay Pacific	.108	.288	.709	-.46	.67
	Iberia	-.080	.181	.658	-.43	.27
	Qantas	.080	.235	.734	-.38	.54
British Airways	Aer Lingus	-1.292(*)	.263	.000	-1.81	-.78
	American Airlines	-.258	.177	.145	-.61	.09
	Cathay Pacific	-.151	.254	.552	-.65	.35
	Iberia	-.338(*)	.118	.004	-.57	-.11
	Qantas	-.178	.191	.350	-.55	.20
Cathay Pacific	Aer Lingus	-1.141(*)	.348	.001	-1.82	-.46
	American Airlines	-.108	.288	.709	-.67	.46
	British Airways	.151	.254	.552	-.35	.65
	Iberia	-.188	.256	.464	-.69	.31
	Qantas	-.028	.297	.926	-.61	.55

Iberia	Aer Lingus	-.953(*)	.265	.000	-1.47	-.43
	American Airlines	.080	.181	.658	-.27	.43
	British Airways	.338(*)	.118	.004	.11	.57
	Cathay Pacific	.188	.256	.464	-.31	.69
	Qantas	.160	.194	.410	-.22	.54
Qantas	Aer Lingus	-1.113(*)	.305	.000	-1.71	-.51
	American Airlines	-.080	.235	.734	-.54	.38
	British Airways	.178	.191	.350	-.20	.55
	Cathay Pacific	.028	.297	.926	-.55	.61
	Iberia	-.160	.194	.410	-.54	.22
Aeroflot	Air France	-.217	.159	.172	-.53	.09
	KLM	.067	.159	.674	-.24	.38
	Alitalia	-.367(*)	.159	.021	-.68	-.06
	CSA	.083	.159	.599	-.23	.39
	Delta	.300	.159	.059	-.01	.61
Air France	Aeroflot	.217	.159	.172	-.09	.53
	KLM	.283	.159	.074	-.03	.59
	Alitalia	-.150	.159	.344	-.46	.16
	CSA	.300	.159	.059	-.01	.61
	Delta	.517(*)	.159	.001	.21	.83
KLM	Aeroflot	-.067	.159	.674	-.38	.24
	Air France	-.283	.159	.074	-.59	.03
	Alitalia	-.433(*)	.159	.006	-.74	-.12
	CSA	.017	.159	.916	-.29	.33
	Delta	.233	.159	.141	-.08	.54
Alitalia	Aeroflot	.367(*)	.159	.021	.06	.68
	Air France	.150	.159	.344	-.16	.46
	KLM	.433(*)	.159	.006	.12	.74
	CSA	.450(*)	.159	.005	.14	.76
	Delta	.667(*)	.159	.000	.36	.98
CSA	Aeroflot	-.083	.159	.599	-.39	.23
	Air France	-.300	.159	.059	-.61	.01
	KLM	-.017	.159	.916	-.33	.29
	Alitalia	-.450(*)	.159	.005	-.76	-.14
	Delta	.217	.159	.172	-.09	.53
Delta	Aeroflot	-.300	.159	.059	-.61	.01
	Air France	-.517(*)	.159	.001	-.83	-.21
	KLM	-.233	.159	.141	-.54	.08
	Alitalia	-.667(*)	.159	.000	-.98	-.36
	CSA	-.217	.159	.172	-.53	.09

* The mean difference is significant at the .05 level.

Dependent Variable: 12. Alw Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.200	.242	.409	-.68	.28

	LOT	.100	.198	.613	-.29	.49
	Lufthansa	.000	.198	1.000	-.39	.39
	SAS	-.050	.198	.800	-.44	.34
	Singapore Airlines	.725(*)	.198	.000	.34	1.11
	Swiss	.400(*)	.198	.043	.01	.79
	TAP	-.575(*)	.198	.004	-.96	-.19
	Thai	.325	.198	.100	-.06	.71
BMI	Austrian Airlines	.200	.242	.409	-.28	.68
	LOT	.300	.242	.216	-.18	.78
	Lufthansa	.200	.242	.409	-.28	.68
	SAS	.150	.242	.536	-.33	.63
	Singapore Airlines	.925(*)	.242	.000	.45	1.40
	Swiss	.600(*)	.242	.013	.12	1.08
	TAP	-.375	.242	.122	-.85	.10
	Thai	.525(*)	.242	.030	.05	1.00
LOT	Austrian Airlines	-.100	.198	.613	-.49	.29
	BMI	-.300	.242	.216	-.78	.18
	Lufthansa	-.100	.198	.613	-.49	.29
	SAS	-.150	.198	.448	-.54	.24
	Singapore Airlines	.625(*)	.198	.002	.24	1.01
	Swiss	.300	.198	.129	-.09	.69
	TAP	-.675(*)	.198	.001	-1.06	-.29
	Thai	.225	.198	.255	-.16	.61
Lufthansa	Austrian Airlines	.000	.198	1.000	-.39	.39
	BMI	-.200	.242	.409	-.68	.28
	LOT	.100	.198	.613	-.29	.49
	SAS	-.050	.198	.800	-.44	.34
	Singapore Airlines	.725(*)	.198	.000	.34	1.11
	Swiss	.400(*)	.198	.043	.01	.79
	TAP	-.575(*)	.198	.004	-.96	-.19
	Thai	.325	.198	.100	-.06	.71
SAS	Austrian Airlines	.050	.198	.800	-.34	.44
	BMI	-.150	.242	.536	-.63	.33
	LOT	.150	.198	.448	-.24	.54
	Lufthansa	.050	.198	.800	-.34	.44
	Singapore Airlines	.775(*)	.198	.000	.39	1.16
	Swiss	.450(*)	.198	.023	.06	.84
	TAP	-.525(*)	.198	.008	-.91	-.14
	Thai	.375	.198	.058	-.01	.76
Singapore Airlines	Austrian Airlines	-.725(*)	.198	.000	-1.11	-.34
	BMI	-.925(*)	.242	.000	-1.40	-.45
	LOT	-.625(*)	.198	.002	-1.01	-.24
	Lufthansa	-.725(*)	.198	.000	-1.11	-.34
	SAS	-.775(*)	.198	.000	-1.16	-.39
	Swiss	-.325	.198	.100	-.71	.06
	TAP	-1.300(*)	.198	.000	-1.69	-.91
	Thai	-.400(*)	.198	.043	-.79	-.01
Swiss	Austrian Airlines	-.400(*)	.198	.043	-.79	-.01
	BMI	-.600(*)	.242	.013	-1.08	-.12

	LOT	-.300	.198	.129	-.69	.09
	Lufthansa	-.400(*)	.198	.043	-.79	-.01
	SAS	-.450(*)	.198	.023	-.84	-.06
	Singapore Airlines	.325	.198	.100	-.06	.71
	TAP	-.975(*)	.198	.000	-1.36	-.59
	Thai	-.075	.198	.704	-.46	.31
TAP	Austrian Airlines	.575(*)	.198	.004	.19	.96
	BMI	.375	.242	.122	-.10	.85
	LOT	.675(*)	.198	.001	.29	1.06
	Lufthansa	.575(*)	.198	.004	.19	.96
	SAS	.525(*)	.198	.008	.14	.91
	Singapore Airlines	1.300(*)	.198	.000	.91	1.69
	Swiss	.975(*)	.198	.000	.59	1.36
	Thai	.900(*)	.198	.000	.51	1.29
Thai	Austrian Airlines	-.325	.198	.100	-.71	.06
	BMI	-.525(*)	.242	.030	-1.00	-.05
	LOT	-.225	.198	.255	-.61	.16
	Lufthansa	-.325	.198	.100	-.71	.06
	SAS	-.375	.198	.058	-.76	.01
	Singapore Airlines	.400(*)	.198	.043	.01	.79
	Swiss	.075	.198	.704	-.31	.46
	TAP	-.900(*)	.198	.000	-1.29	-.51
Aer Lingus	American Airlines	.433	.302	.152	-.16	1.03
	British Airways	.683(*)	.268	.011	.16	1.21
	Cathay Pacific	.654	.354	.065	-.04	1.35
	Iberia	.340	.270	.208	-.19	.87
	Qantas	.900(*)	.310	.004	.29	1.51
American Airlines	Aer Lingus	-.433	.302	.152	-1.03	.16
	British Airways	.250	.180	.166	-.10	.60
	Cathay Pacific	.221	.294	.453	-.36	.80
	Iberia	-.093	.184	.612	-.45	.27
	Qantas	.467	.239	.052	.00	.94
British Airways	Aer Lingus	-.683(*)	.268	.011	-1.21	-.16
	American Airlines	-.250	.180	.166	-.60	.10
	Cathay Pacific	-.029	.258	.909	-.54	.48
	Iberia	-.343(*)	.120	.004	-.58	-.11
	Qantas	.217	.194	.265	-.16	.60
Cathay Pacific	Aer Lingus	-.654	.354	.065	-1.35	.04
	American Airlines	-.221	.294	.453	-.80	.36
	British Airways	.029	.258	.909	-.48	.54
	Iberia	-.314	.261	.229	-.83	.20
	Qantas	.246	.302	.416	-.35	.84
Iberia	Aer Lingus	-.340	.270	.208	-.87	.19
	American Airlines	.093	.184	.612	-.27	.45
	British Airways	.343(*)	.120	.004	.11	.58
	Cathay Pacific	.314	.261	.229	-.20	.83
	Qantas	.560(*)	.198	.005	.17	.95
Qantas	Aer Lingus	-.900(*)	.310	.004	-1.51	-.29

	American Airlines	-.467	.239	.052	-.94	.00
	British Airways	-.217	.194	.265	-.60	.16
	Cathay Pacific	-.246	.302	.416	-.84	.35
	Iberia	-.560(*)	.198	.005	-.95	-.17
Aeroflot	Air France	-.217	.161	.180	-.53	.10
	KLM	.117	.161	.470	-.20	.43
	Alitalia	-.500(*)	.161	.002	-.82	-.18
	CSA	.150	.161	.353	-.17	.47
	Delta	.100	.161	.536	-.22	.42
Air France	Aeroflot	.217	.161	.180	-.10	.53
	KLM	.333(*)	.161	.039	.02	.65
	Alitalia	-.283	.161	.079	-.60	.03
	CSA	.367(*)	.161	.023	.05	.68
	Delta	.317	.161	.050	.00	.63
KLM	Aeroflot	-.117	.161	.470	-.43	.20
	Air France	-.333(*)	.161	.039	-.65	-.02
	Alitalia	-.617(*)	.161	.000	-.93	-.30
	CSA	.033	.161	.836	-.28	.35
	Delta	-.017	.161	.918	-.33	.30
Alitalia	Aeroflot	.500(*)	.161	.002	.18	.82
	Air France	.283	.161	.079	-.03	.60
	KLM	.617(*)	.161	.000	.30	.93
	CSA	.650(*)	.161	.000	.33	.97
	Delta	.600(*)	.161	.000	.28	.92
CSA	Aeroflot	-.150	.161	.353	-.47	.17
	Air France	-.367(*)	.161	.023	-.68	-.05
	KLM	-.033	.161	.836	-.35	.28
	Alitalia	-.650(*)	.161	.000	-.97	-.33
	Delta	-.050	.161	.757	-.37	.27
Delta	Aeroflot	-.100	.161	.536	-.42	.22
	Air France	-.317	.161	.050	-.63	.00
	KLM	.017	.161	.918	-.30	.33
	Alitalia	-.600(*)	.161	.000	-.92	-.28
	CSA	.050	.161	.757	-.27	.37

* The mean difference is significant at the .05 level.

Dependent Variable: 13. Beh Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.350	.231	.131	-.80	.10
	LOT	.250	.189	.186	-.12	.62
	Lufthansa	-.025	.189	.895	-.40	.35
	SAS	-.125	.189	.508	-.50	.25
	Singapore Airlines	.775(*)	.189	.000	.40	1.15
	Swiss	.325	.189	.086	-.05	.70
	TAP	-.775(*)	.189	.000	-1.15	-.40

	Thai	.375(*)	.189	.047	.00	.75
BMI	Austrian Airlines	.350	.231	.131	-.10	.80
	LOT	.600(*)	.231	.010	.15	1.05
	Lufthansa	.325	.231	.160	-.13	.78
	SAS	.225	.231	.331	-.23	.68
	Singapore Airlines	1.125(*)	.231	.000	.67	1.58
	Swiss	.675(*)	.231	.004	.22	1.13
	TAP	-.425	.231	.066	-.88	.03
	Thai	.725(*)	.231	.002	.27	1.18
LOT	Austrian Airlines	-.250	.189	.186	-.62	.12
	BMI	-.600(*)	.231	.010	-1.05	-.15
	Lufthansa	-.275	.189	.146	-.65	.10
	SAS	-.375(*)	.189	.047	-.75	.00
	Singapore Airlines	.525(*)	.189	.006	.15	.90
	Swiss	.075	.189	.691	-.30	.45
	TAP	-1.025(*)	.189	.000	-1.40	-.65
	Thai	.125	.189	.508	-.25	.50
Lufthansa	Austrian Airlines	.025	.189	.895	-.35	.40
	BMI	-.325	.231	.160	-.78	.13
	LOT	.275	.189	.146	-.10	.65
	SAS	-.100	.189	.597	-.47	.27
	Singapore Airlines	.800(*)	.189	.000	.43	1.17
	Swiss	.350	.189	.064	-.02	.72
	TAP	-.750(*)	.189	.000	-1.12	-.38
	Thai	.400(*)	.189	.034	.03	.77
SAS	Austrian Airlines	.125	.189	.508	-.25	.50
	BMI	-.225	.231	.331	-.68	.23
	LOT	.375(*)	.189	.047	.00	.75
	Lufthansa	.100	.189	.597	-.27	.47
	Singapore Airlines	.900(*)	.189	.000	.53	1.27
	Swiss	.450(*)	.189	.017	.08	.82
	TAP	-.650(*)	.189	.001	-1.02	-.28
	Thai	.500(*)	.189	.008	.13	.87
Singapore Airlines	Austrian Airlines	-.775(*)	.189	.000	-1.15	-.40
	BMI	-1.125(*)	.231	.000	-1.58	-.67
	LOT	-.525(*)	.189	.006	-.90	-.15
	Lufthansa	-.800(*)	.189	.000	-1.17	-.43
	SAS	-.900(*)	.189	.000	-1.27	-.53
	Swiss	-.450(*)	.189	.017	-.82	-.08
	TAP	-1.550(*)	.189	.000	-1.92	-1.18
	Thai	-.400(*)	.189	.034	-.77	-.03
Swiss	Austrian Airlines	-.325	.189	.086	-.70	.05
	BMI	-.675(*)	.231	.004	-1.13	-.22
	LOT	-.075	.189	.691	-.45	.30
	Lufthansa	-.350	.189	.064	-.72	.02
	SAS	-.450(*)	.189	.017	-.82	-.08
	Singapore Airlines	.450(*)	.189	.017	.08	.82
	TAP	-1.100(*)	.189	.000	-1.47	-.73
	Thai	.050	.189	.791	-.32	.42

TAP	Austrian Airlines	.775(*)	.189	.000	.40	1.15
	BMI	.425	.231	.066	-.03	.88
	LOT	1.025(*)	.189	.000	.65	1.40
	Lufthansa	.750(*)	.189	.000	.38	1.12
	SAS	.650(*)	.189	.001	.28	1.02
	Singapore Airlines	1.550(*)	.189	.000	1.18	1.92
	Swiss	1.100(*)	.189	.000	.73	1.47
	Thai	1.150(*)	.189	.000	.78	1.52
Thai	Austrian Airlines	-.375(*)	.189	.047	-.75	.00
	BMI	-.725(*)	.231	.002	-1.18	-.27
	LOT	-.125	.189	.508	-.50	.25
	Lufthansa	-.400(*)	.189	.034	-.77	-.03
	SAS	-.500(*)	.189	.008	-.87	-.13
	Singapore Airlines	.400(*)	.189	.034	.03	.77
	Swiss	-.050	.189	.791	-.42	.32
	TAP	-1.150(*)	.189	.000	-1.52	-.78
Aer Lingus	American Airlines	.967(*)	.289	.001	.40	1.53
	British Airways	.892(*)	.256	.001	.39	1.39
	Cathay Pacific	.577	.338	.088	-.09	1.24
	Iberia	.500	.258	.053	-.01	1.01
	Qantas	1.260(*)	.297	.000	.68	1.84
American Airlines	Aer Lingus	-.967(*)	.289	.001	-1.53	-.40
	British Airways	-.075	.172	.664	-.41	.26
	Cathay Pacific	-.390	.280	.165	-.94	.16
	Iberia	-.467(*)	.176	.008	-.81	-.12
	Qantas	.293	.229	.200	-.16	.74
British Airways	Aer Lingus	-.892(*)	.256	.001	-1.39	-.39
	American Airlines	.075	.172	.664	-.26	.41
	Cathay Pacific	-.315	.247	.202	-.80	.17
	Iberia	-.392(*)	.114	.001	-.62	-.17
	Qantas	.368(*)	.186	.048	.00	.73
Cathay Pacific	Aer Lingus	-.577	.338	.088	-1.24	.09
	American Airlines	.390	.280	.165	-.16	.94
	British Airways	.315	.247	.202	-.17	.80
	Iberia	-.077	.249	.757	-.57	.41
	Qantas	.683(*)	.289	.018	.12	1.25
Iberia	Aer Lingus	-.500	.258	.053	-1.01	.01
	American Airlines	.467(*)	.176	.008	.12	.81
	British Airways	.392(*)	.114	.001	.17	.62
	Cathay Pacific	.077	.249	.757	-.41	.57
	Qantas	.760(*)	.189	.000	.39	1.13
Qantas	Aer Lingus	-1.260(*)	.297	.000	-1.84	-.68
	American Airlines	-.293	.229	.200	-.74	.16
	British Airways	-.368(*)	.186	.048	-.73	.00
	Cathay Pacific	-.683(*)	.289	.018	-1.25	-.12
	Iberia	-.760(*)	.189	.000	-1.13	-.39
Aeroflot	Air France	.133	.154	.387	-.17	.44
	KLM	.100	.154	.517	-.20	.40

	Alitalia	-.283	.154	.066	-.59	.02
	CSA	.217	.154	.160	-.09	.52
	Delta	.617(*)	.154	.000	.31	.92
Air France	Aeroflot	-.133	.154	.387	-.44	.17
	KLM	-.033	.154	.829	-.34	.27
	Alitalia	-.417(*)	.154	.007	-.72	-.11
	CSA	.083	.154	.589	-.22	.39
	Delta	.483(*)	.154	.002	.18	.79
KLM	Aeroflot	-.100	.154	.517	-.40	.20
	Air France	.033	.154	.829	-.27	.34
	Alitalia	-.383(*)	.154	.013	-.69	-.08
	CSA	.117	.154	.450	-.19	.42
	Delta	.517(*)	.154	.001	.21	.82
Alitalia	Aeroflot	.283	.154	.066	-.02	.59
	Air France	.417(*)	.154	.007	.11	.72
	KLM	.383(*)	.154	.013	.08	.69
	CSA	.500(*)	.154	.001	.20	.80
	Delta	.900(*)	.154	.000	.60	1.20
CSA	Aeroflot	-.217	.154	.160	-.52	.09
	Air France	-.083	.154	.589	-.39	.22
	KLM	-.117	.154	.450	-.42	.19
	Alitalia	-.500(*)	.154	.001	-.80	-.20
	Delta	.400(*)	.154	.010	.10	.70
Delta	Aeroflot	-.617(*)	.154	.000	-.92	-.31
	Air France	-.483(*)	.154	.002	-.79	-.18
	KLM	-.517(*)	.154	.001	-.82	-.21
	Alitalia	-.900(*)	.154	.000	-1.20	-.60
	CSA	-.400(*)	.154	.010	-.70	-.10

* The mean difference is significant at the .05 level.

Dependent Variable: 14. Safe Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.725(*)	.206	.000	-1.13	-.32
	LOT	.275	.168	.102	-.05	.60
	Lufthansa	.025	.168	.882	-.30	.35
	SAS	-.050	.168	.766	-.38	.28
	Singapore Airlines	.400(*)	.168	.017	.07	.73
	Swiss	.175	.168	.297	-.15	.50
	TAP	-.275	.168	.102	-.60	.05
	Thai	.050	.168	.766	-.28	.38
BMI	Austrian Airlines	.725(*)	.206	.000	.32	1.13
	LOT	1.000(*)	.206	.000	.60	1.40
	Lufthansa	.750(*)	.206	.000	.35	1.15
	SAS	.675(*)	.206	.001	.27	1.08
	Singapore Airlines	1.125(*)	.206	.000	.72	1.53

	Swiss	.900(*)	.206	.000	.50	1.30
	TAP	.450(*)	.206	.029	.05	.85
	Thai	.775(*)	.206	.000	.37	1.18
LOT	Austrian Airlines	-.275	.168	.102	-.60	.05
	BMI	-1.000(*)	.206	.000	-1.40	-.60
	Lufthansa	-.250	.168	.137	-.58	.08
	SAS	-.325	.168	.053	-.65	.00
	Singapore Airlines	.125	.168	.456	-.20	.45
	Swiss	-.100	.168	.551	-.43	.23
	TAP	-.550(*)	.168	.001	-.88	-.22
	Thai	-.225	.168	.180	-.55	.10
Lufthansa	Austrian Airlines	-.025	.168	.882	-.35	.30
	BMI	-.750(*)	.206	.000	-1.15	-.35
	LOT	.250	.168	.137	-.08	.58
	SAS	-.075	.168	.655	-.40	.25
	Singapore Airlines	.375(*)	.168	.026	.05	.70
	Swiss	.150	.168	.372	-.18	.48
	TAP	-.300	.168	.074	-.63	.03
	Thai	.025	.168	.882	-.30	.35
SAS	Austrian Airlines	.050	.168	.766	-.28	.38
	BMI	-.675(*)	.206	.001	-1.08	-.27
	LOT	.325	.168	.053	.00	.65
	Lufthansa	.075	.168	.655	-.25	.40
	Singapore Airlines	.450(*)	.168	.007	.12	.78
	Swiss	.225	.168	.180	-.10	.55
	TAP	-.225	.168	.180	-.55	.10
	Thai	.100	.168	.551	-.23	.43
Singapore Airlines	Austrian Airlines	-.400(*)	.168	.017	-.73	-.07
	BMI	-1.125(*)	.206	.000	-1.53	-.72
	LOT	-.125	.168	.456	-.45	.20
	Lufthansa	-.375(*)	.168	.026	-.70	-.05
	SAS	-.450(*)	.168	.007	-.78	-.12
	Swiss	-.225	.168	.180	-.55	.10
	TAP	-.675(*)	.168	.000	-1.00	-.35
	Thai	-.350(*)	.168	.037	-.68	-.02
Swiss	Austrian Airlines	-.175	.168	.297	-.50	.15
	BMI	-.900(*)	.206	.000	-1.30	-.50
	LOT	.100	.168	.551	-.23	.43
	Lufthansa	-.150	.168	.372	-.48	.18
	SAS	-.225	.168	.180	-.55	.10
	Singapore Airlines	.225	.168	.180	-.10	.55
	TAP	-.450(*)	.168	.007	-.78	-.12
	Thai	-.125	.168	.456	-.45	.20
TAP	Austrian Airlines	.275	.168	.102	-.05	.60
	BMI	-.450(*)	.206	.029	-.85	-.05
	LOT	.550(*)	.168	.001	.22	.88
	Lufthansa	.300	.168	.074	-.03	.63
	SAS	.225	.168	.180	-.10	.55

	Singapore Airlines	.675(*)	.168	.000	.35	1.00
	Swiss	.450(*)	.168	.007	.12	.78
	Thai	.325	.168	.053	.00	.65
Thai	Austrian Airlines	-.050	.168	.766	-.38	.28
	BMI	-.775(*)	.206	.000	-1.18	-.37
	LOT	.225	.168	.180	-.10	.55
	Lufthansa	-.025	.168	.882	-.35	.30
	SAS	-.100	.168	.551	-.43	.23
	Singapore Airlines	.350(*)	.168	.037	.02	.68
	Swiss	.125	.168	.456	-.20	.45
	TAP	-.325	.168	.053	-.65	.00
Aer Lingus	American Airlines	.133	.256	.603	-.37	.64
	British Airways	.333	.227	.143	-.11	.78
	Cathay Pacific	.667(*)	.300	.027	.08	1.26
	Iberia	.027	.229	.907	-.42	.48
	Qantas	.507	.264	.055	-.01	1.02
American Airlines	Aer Lingus	-.133	.256	.603	-.64	.37
	British Airways	.200	.153	.192	-.10	.50
	Cathay Pacific	.533(*)	.249	.033	.04	1.02
	Iberia	-.107	.156	.495	-.41	.20
	Qantas	.373	.203	.066	-.03	.77
British Airways	Aer Lingus	-.333	.227	.143	-.78	.11
	American Airlines	-.200	.153	.192	-.50	.10
	Cathay Pacific	.333	.219	.129	-.10	.76
	Iberia	-.307(*)	.102	.003	-.51	-.11
	Qantas	.173	.165	.294	-.15	.50
Cathay Pacific	Aer Lingus	-.667(*)	.300	.027	-1.26	-.08
	American Airlines	-.533(*)	.249	.033	-1.02	-.04
	British Airways	-.333	.219	.129	-.76	.10
	Iberia	-.640(*)	.221	.004	-1.07	-.21
	Qantas	-.160	.257	.533	-.66	.34
Iberia	Aer Lingus	-.027	.229	.907	-.48	.42
	American Airlines	.107	.156	.495	-.20	.41
	British Airways	.307(*)	.102	.003	.11	.51
	Cathay Pacific	.640(*)	.221	.004	.21	1.07
	Qantas	.480(*)	.168	.004	.15	.81
Qantas	Aer Lingus	-.507	.264	.055	-1.02	.01
	American Airlines	-.373	.203	.066	-.77	.03
	British Airways	-.173	.165	.294	-.50	.15
	Cathay Pacific	.160	.257	.533	-.34	.66
	Iberia	-.480(*)	.168	.004	-.81	-.15
Aeroflot	Air France	.117	.137	.395	-.15	.39
	KLM	.200	.137	.145	-.07	.47
	Alitalia	-.367(*)	.137	.008	-.64	-.10
	CSA	.433(*)	.137	.002	.16	.70
	Delta	.450(*)	.137	.001	.18	.72
Air France	Aeroflot	-.117	.137	.395	-.39	.15
	KLM	.083	.137	.543	-.19	.35

	Alitalia	-.483(*)	.137	.000	-.75	-.21
	CSA	.317(*)	.137	.021	.05	.59
	Delta	.333(*)	.137	.015	.06	.60
KLM	Aeroflot	-.200	.137	.145	-.47	.07
	Air France	-.083	.137	.543	-.35	.19
	Alitalia	-.567(*)	.137	.000	-.84	-.30
	CSA	.233	.137	.089	-.04	.50
	Delta	.250	.137	.068	-.02	.52
Alitalia	Aeroflot	.367(*)	.137	.008	.10	.64
	Air France	.483(*)	.137	.000	.21	.75
	KLM	.567(*)	.137	.000	.30	.84
	CSA	.800(*)	.137	.000	.53	1.07
	Delta	.817(*)	.137	.000	.55	1.09
CSA	Aeroflot	-.433(*)	.137	.002	-.70	-.16
	Air France	-.317(*)	.137	.021	-.59	-.05
	KLM	-.233	.137	.089	-.50	.04
	Alitalia	-.800(*)	.137	.000	-1.07	-.53
	Delta	.017	.137	.903	-.25	.29
Delta	Aeroflot	-.450(*)	.137	.001	-.72	-.18
	Air France	-.333(*)	.137	.015	-.60	-.06
	KLM	-.250	.137	.068	-.52	.02
	Alitalia	-.817(*)	.137	.000	-1.09	-.55
	CSA	-.017	.137	.903	-.29	.25

* The mean difference is significant at the .05 level.

Dependent Variable: 15. Court Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.625(*)	.223	.005	-1.06	-.19
	LOT	-.175	.182	.337	-.53	.18
	Lufthansa	-.050	.182	.784	-.41	.31
	SAS	-.200	.182	.273	-.56	.16
	Singapore Airlines	.700(*)	.182	.000	.34	1.06
	Swiss	.350	.182	.055	-.01	.71
	TAP	-.225	.182	.218	-.58	.13
	Thai	.375(*)	.182	.040	.02	.73
BMI	Austrian Airlines	.625(*)	.223	.005	.19	1.06
	LOT	.450(*)	.223	.044	.01	.89
	Lufthansa	.575(*)	.223	.010	.14	1.01
	SAS	.425	.223	.057	-.01	.86
	Singapore Airlines	1.325(*)	.223	.000	.89	1.76
	Swiss	.975(*)	.223	.000	.54	1.41
	TAP	.400	.223	.074	-.04	.84
	Thai	1.000(*)	.223	.000	.56	1.44
LOT	Austrian Airlines	.175	.182	.337	-.18	.53
	BMI	-.450(*)	.223	.044	-.89	-.01

	Lufthansa	.125	.182	.493	-.23	.48
	SAS	-.025	.182	.891	-.38	.33
	Singapore Airlines	.875(*)	.182	.000	.52	1.23
	Swiss	.525(*)	.182	.004	.17	.88
	TAP	-.050	.182	.784	-.41	.31
	Thai	.550(*)	.182	.003	.19	.91
Lufthansa	Austrian Airlines	.050	.182	.784	-.31	.41
	BMI	-.575(*)	.223	.010	-1.01	-.14
	LOT	-.125	.182	.493	-.48	.23
	SAS	-.150	.182	.411	-.51	.21
	Singapore Airlines	.750(*)	.182	.000	.39	1.11
	Swiss	.400(*)	.182	.028	.04	.76
	TAP	-.175	.182	.337	-.53	.18
	Thai	.425(*)	.182	.020	.07	.78
SAS	Austrian Airlines	.200	.182	.273	-.16	.56
	BMI	-.425	.223	.057	-.86	.01
	LOT	.025	.182	.891	-.33	.38
	Lufthansa	.150	.182	.411	-.21	.51
	Singapore Airlines	.900(*)	.182	.000	.54	1.26
	Swiss	.550(*)	.182	.003	.19	.91
	TAP	-.025	.182	.891	-.38	.33
	Thai	.575(*)	.182	.002	.22	.93
Singapore Airlines	Austrian Airlines	-.700(*)	.182	.000	-1.06	-.34
	BMI	-1.325(*)	.223	.000	-1.76	-.89
	LOT	-.875(*)	.182	.000	-1.23	-.52
	Lufthansa	-.750(*)	.182	.000	-1.11	-.39
	SAS	-.900(*)	.182	.000	-1.26	-.54
	Swiss	-.350	.182	.055	-.71	.01
	TAP	-.925(*)	.182	.000	-1.28	-.57
	Thai	-.325	.182	.075	-.68	.03
Swiss	Austrian Airlines	-.350	.182	.055	-.71	.01
	BMI	-.975(*)	.223	.000	-1.41	-.54
	LOT	-.525(*)	.182	.004	-.88	-.17
	Lufthansa	-.400(*)	.182	.028	-.76	-.04
	SAS	-.550(*)	.182	.003	-.91	-.19
	Singapore Airlines	.350	.182	.055	-.01	.71
	TAP	-.575(*)	.182	.002	-.93	-.22
	Thai	.025	.182	.891	-.33	.38
TAP	Austrian Airlines	.225	.182	.218	-.13	.58
	BMI	-.400	.223	.074	-.84	.04
	LOT	.050	.182	.784	-.31	.41
	Lufthansa	.175	.182	.337	-.18	.53
	SAS	.025	.182	.891	-.33	.38
	Singapore Airlines	.925(*)	.182	.000	.57	1.28
	Swiss	.575(*)	.182	.002	.22	.93
	Thai	.600(*)	.182	.001	.24	.96
Thai	Austrian Airlines	-.375(*)	.182	.040	-.73	-.02
	BMI	-1.000(*)	.223	.000	-1.44	-.56

	LOT	-.550(*)	.182	.003	-.91	-.19
	Lufthansa	-.425(*)	.182	.020	-.78	-.07
	SAS	-.575(*)	.182	.002	-.93	-.22
	Singapore Airlines	.325	.182	.075	-.03	.68
	Swiss	-.025	.182	.891	-.38	.33
	TAP	-.600(*)	.182	.001	-.96	-.24
Aer Lingus	American Airlines	.700(*)	.279	.012	.15	1.25
	British Airways	.858(*)	.247	.001	.37	1.34
	Cathay Pacific	.654(*)	.326	.045	.01	1.29
	Iberia	.620(*)	.249	.013	.13	1.11
	Qantas	.900(*)	.286	.002	.34	1.46
American Airlines	Aer Lingus	-.700(*)	.279	.012	-1.25	-.15
	British Airways	.158	.166	.342	-.17	.48
	Cathay Pacific	-.046	.271	.865	-.58	.49
	Iberia	-.080	.170	.638	-.41	.25
	Qantas	.200	.221	.365	-.23	.63
British Airways	Aer Lingus	-.858(*)	.247	.001	-1.34	-.37
	American Airlines	-.158	.166	.342	-.48	.17
	Cathay Pacific	-.204	.238	.391	-.67	.26
	Iberia	-.238(*)	.110	.031	-.46	-.02
	Qantas	.042	.179	.816	-.31	.39
Cathay Pacific	Aer Lingus	-.654(*)	.326	.045	-1.29	-.01
	American Airlines	.046	.271	.865	-.49	.58
	British Airways	.204	.238	.391	-.26	.67
	Iberia	-.034	.240	.888	-.51	.44
	Qantas	.246	.279	.378	-.30	.79
Iberia	Aer Lingus	-.620(*)	.249	.013	-1.11	-.13
	American Airlines	.080	.170	.638	-.25	.41
	British Airways	.238(*)	.110	.031	.02	.46
	Cathay Pacific	.034	.240	.888	-.44	.51
	Qantas	.280	.182	.125	-.08	.64
Qantas	Aer Lingus	-.900(*)	.286	.002	-1.46	-.34
	American Airlines	-.200	.221	.365	-.63	.23
	British Airways	-.042	.179	.816	-.39	.31
	Cathay Pacific	-.246	.279	.378	-.79	.30
	Iberia	-.280	.182	.125	-.64	.08
Aeroflot	Air France	.383(*)	.149	.010	.09	.68
	KLM	.317(*)	.149	.034	.02	.61
	Alitalia	-.267	.149	.074	-.56	.03
	CSA	.000	.149	1.000	-.29	.29
	Delta	.633(*)	.149	.000	.34	.93
Air France	Aeroflot	-.383(*)	.149	.010	-.68	-.09
	KLM	-.067	.149	.654	-.36	.23
	Alitalia	-.650(*)	.149	.000	-.94	-.36
	CSA	-.383(*)	.149	.010	-.68	-.09
	Delta	.250	.149	.093	-.04	.54
KLM	Aeroflot	-.317(*)	.149	.034	-.61	-.02
	Air France	.067	.149	.654	-.23	.36

	Alitalia	-.583(*)	.149	.000	-.88	-.29
	CSA	-.317(*)	.149	.034	-.61	-.02
	Delta	.317(*)	.149	.034	.02	.61
Alitalia	Aeroflot	.267	.149	.074	-.03	.56
	Air France	.650(*)	.149	.000	.36	.94
	KLM	.583(*)	.149	.000	.29	.88
	CSA	.267	.149	.074	-.03	.56
	Delta	.900(*)	.149	.000	.61	1.19
CSA	Aeroflot	.000	.149	1.000	-.29	.29
	Air France	.383(*)	.149	.010	.09	.68
	KLM	.317(*)	.149	.034	.02	.61
	Alitalia	-.267	.149	.074	-.56	.03
	Delta	.633(*)	.149	.000	.34	.93
Delta	Aeroflot	-.633(*)	.149	.000	-.93	-.34
	Air France	-.250	.149	.093	-.54	.04
	KLM	-.317(*)	.149	.034	-.61	-.02
	Alitalia	-.900(*)	.149	.000	-1.19	-.61
	CSA	-.633(*)	.149	.000	-.93	-.34

* The mean difference is significant at the .05 level.

Dependent Variable: 16. Knowl Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.600(*)	.225	.008	-1.04	-.16
	LOT	-.300	.184	.103	-.66	.06
	Lufthansa	-.050	.184	.786	-.41	.31
	SAS	-.250	.184	.175	-.61	.11
	Singapore Airlines	.500(*)	.184	.007	.14	.86
	Swiss	.075	.184	.684	-.29	.44
	TAP	-.650(*)	.184	.000	-1.01	-.29
	Thai	.125	.184	.497	-.24	.49
BMI	Austrian Airlines	.600(*)	.225	.008	.16	1.04
	LOT	.300	.225	.184	-.14	.74
	Lufthansa	.550(*)	.225	.015	.11	.99
	SAS	.350	.225	.121	-.09	.79
	Singapore Airlines	1.100(*)	.225	.000	.66	1.54
	Swiss	.675(*)	.225	.003	.23	1.12
	TAP	-.050	.225	.825	-.49	.39
	Thai	.725(*)	.225	.001	.28	1.17
LOT	Austrian Airlines	.300	.184	.103	-.06	.66
	BMI	-.300	.225	.184	-.74	.14
	Lufthansa	.250	.184	.175	-.11	.61
	SAS	.050	.184	.786	-.31	.41
	Singapore Airlines	.800(*)	.184	.000	.44	1.16
	Swiss	.375(*)	.184	.042	.01	.74
	TAP	-.350	.184	.058	-.71	.01
	Thai	.425(*)	.184	.021	.06	.79

Lufthansa	Austrian Airlines	.050	.184	.786	-.31	.41
	BMI	-.550(*)	.225	.015	-.99	-.11
	LOT	-.250	.184	.175	-.61	.11
	SAS	-.200	.184	.278	-.56	.16
	Singapore Airlines	.550(*)	.184	.003	.19	.91
	Swiss	.125	.184	.497	-.24	.49
	TAP	-.600(*)	.184	.001	-.96	-.24
	Thai	.175	.184	.342	-.19	.54
SAS	Austrian Airlines	.250	.184	.175	-.11	.61
	BMI	-.350	.225	.121	-.79	.09
	LOT	-.050	.184	.786	-.41	.31
	Lufthansa	.200	.184	.278	-.16	.56
	Singapore Airlines	.750(*)	.184	.000	.39	1.11
	Swiss	.325	.184	.078	-.04	.69
	TAP	-.400(*)	.184	.030	-.76	-.04
	Thai	.375(*)	.184	.042	.01	.74
Singapore Airlines	Austrian Airlines	-.500(*)	.184	.007	-.86	-.14
	BMI	-1.100(*)	.225	.000	-1.54	-.66
	LOT	-.800(*)	.184	.000	-1.16	-.44
	Lufthansa	-.550(*)	.184	.003	-.91	-.19
	SAS	-.750(*)	.184	.000	-1.11	-.39
	Swiss	-.425(*)	.184	.021	-.79	-.06
	TAP	-1.150(*)	.184	.000	-1.51	-.79
	Thai	-.375(*)	.184	.042	-.74	-.01
Swiss	Austrian Airlines	-.075	.184	.684	-.44	.29
	BMI	-.675(*)	.225	.003	-1.12	-.23
	LOT	-.375(*)	.184	.042	-.74	-.01
	Lufthansa	-.125	.184	.497	-.49	.24
	SAS	-.325	.184	.078	-.69	.04
	Singapore Airlines	.425(*)	.184	.021	.06	.79
	TAP	-.725(*)	.184	.000	-1.09	-.36
	Thai	.050	.184	.786	-.31	.41
TAP	Austrian Airlines	.650(*)	.184	.000	.29	1.01
	BMI	.050	.225	.825	-.39	.49
	LOT	.350	.184	.058	-.01	.71
	Lufthansa	.600(*)	.184	.001	.24	.96
	SAS	.400(*)	.184	.030	.04	.76
	Singapore Airlines	1.150(*)	.184	.000	.79	1.51
	Swiss	.725(*)	.184	.000	.36	1.09
	Thai	.775(*)	.184	.000	.41	1.14
Thai	Austrian Airlines	-.125	.184	.497	-.49	.24
	BMI	-.725(*)	.225	.001	-1.17	-.28
	LOT	-.425(*)	.184	.021	-.79	-.06
	Lufthansa	-.175	.184	.342	-.54	.19
	SAS	-.375(*)	.184	.042	-.74	-.01
	Singapore Airlines	.375(*)	.184	.042	.01	.74
	Swiss	-.050	.184	.786	-.41	.31
	TAP	-.775(*)	.184	.000	-1.14	-.41

Aer Lingus	American Airlines	.167	.281	.553	-.39	.72
	British Airways	.383	.249	.124	-.11	.87
	Cathay Pacific	-.218	.330	.509	-.86	.43
	Iberia	.087	.251	.730	-.41	.58
	Qantas	.887(*)	.289	.002	.32	1.45
American Airlines	Aer Lingus	-.167	.281	.553	-.72	.39
	British Airways	.217	.168	.198	-.11	.55
	Cathay Pacific	-.385	.273	.160	-.92	.15
	Iberia	-.080	.171	.641	-.42	.26
	Qantas	.720(*)	.223	.001	.28	1.16
British Airways	Aer Lingus	-.383	.249	.124	-.87	.11
	American Airlines	-.217	.168	.198	-.55	.11
	Cathay Pacific	-.601(*)	.240	.013	-1.07	-.13
	Iberia	-.297(*)	.111	.008	-.52	-.08
	Qantas	.503(*)	.181	.006	.15	.86
Cathay Pacific	Aer Lingus	.218	.330	.509	-.43	.86
	American Airlines	.385	.273	.160	-.15	.92
	British Airways	.601(*)	.240	.013	.13	1.07
	Iberia	.305	.243	.210	-.17	.78
	Qantas	1.105(*)	.281	.000	.55	1.66
Iberia	Aer Lingus	-.087	.251	.730	-.58	.41
	American Airlines	.080	.171	.641	-.26	.42
	British Airways	.297(*)	.111	.008	.08	.52
	Cathay Pacific	-.305	.243	.210	-.78	.17
	Qantas	.800(*)	.184	.000	.44	1.16
Qantas	Aer Lingus	-.887(*)	.289	.002	-1.45	-.32
	American Airlines	-.720(*)	.223	.001	-1.16	-.28
	British Airways	-.503(*)	.181	.006	-.86	-.15
	Cathay Pacific	-1.105(*)	.281	.000	-1.66	-.55
	Iberia	-.800(*)	.184	.000	-1.16	-.44
Aeroflot	Air France	.183	.150	.223	-.11	.48
	KLM	.167	.150	.268	-.13	.46
	Alitalia	-.100	.150	.506	-.39	.19
	CSA	.067	.150	.657	-.23	.36
	Delta	.083	.150	.579	-.21	.38
Air France	Aeroflot	-.183	.150	.223	-.48	.11
	KLM	-.017	.150	.912	-.31	.28
	Alitalia	-.283	.150	.060	-.58	.01
	CSA	-.117	.150	.438	-.41	.18
	Delta	-.100	.150	.506	-.39	.19
KLM	Aeroflot	-.167	.150	.268	-.46	.13
	Air France	.017	.150	.912	-.28	.31
	Alitalia	-.267	.150	.076	-.56	.03
	CSA	-.100	.150	.506	-.39	.19
	Delta	-.083	.150	.579	-.38	.21
Alitalia	Aeroflot	.100	.150	.506	-.19	.39
	Air France	.283	.150	.060	-.01	.58
	KLM	.267	.150	.076	-.03	.56

	CSA	.167	.150	.268	-.13	.46
	Delta	.183	.150	.223	-.11	.48
CSA	Aeroflot	-.067	.150	.657	-.36	.23
	Air France	.117	.150	.438	-.18	.41
	KLM	.100	.150	.506	-.19	.39
	Alitalia	-.167	.150	.268	-.46	.13
	Delta	.017	.150	.912	-.28	.31
Delta	Aeroflot	-.083	.150	.579	-.38	.21
	Air France	.100	.150	.506	-.19	.39
	KLM	.083	.150	.579	-.21	.38
	Alitalia	-.183	.150	.223	-.48	.11
	CSA	-.017	.150	.912	-.31	.28

* The mean difference is significant at the .05 level.
Dependent Variable: 17. Att Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.950(*)	.223	.000	-1.39	-.51
	LOT	-.200	.182	.272	-.56	.16
	Lufthansa	.025	.182	.891	-.33	.38
	SAS	-.225	.182	.217	-.58	.13
	Singapore Airlines	.775(*)	.182	.000	.42	1.13
	Swiss	.550(*)	.182	.003	.19	.91
	TAP	-.525(*)	.182	.004	-.88	-.17
	Thai	.575(*)	.182	.002	.22	.93
BMI	Austrian Airlines	.950(*)	.223	.000	.51	1.39
	LOT	.750(*)	.223	.001	.31	1.19
	Lufthansa	.975(*)	.223	.000	.54	1.41
	SAS	.725(*)	.223	.001	.29	1.16
	Singapore Airlines	1.725(*)	.223	.000	1.29	2.16
	Swiss	1.500(*)	.223	.000	1.06	1.94
	TAP	.425	.223	.057	-.01	.86
	Thai	1.525(*)	.223	.000	1.09	1.96
LOT	Austrian Airlines	.200	.182	.272	-.16	.56
	BMI	-.750(*)	.223	.001	-1.19	-.31
	Lufthansa	.225	.182	.217	-.13	.58
	SAS	-.025	.182	.891	-.38	.33
	Singapore Airlines	.975(*)	.182	.000	.62	1.33
	Swiss	.750(*)	.182	.000	.39	1.11
	TAP	-.325	.182	.075	-.68	.03
	Thai	.775(*)	.182	.000	.42	1.13
Lufthansa	Austrian Airlines	-.025	.182	.891	-.38	.33
	BMI	-.975(*)	.223	.000	-1.41	-.54
	LOT	-.225	.182	.217	-.58	.13
	SAS	-.250	.182	.170	-.61	.11
	Singapore Airlines	.750(*)	.182	.000	.39	1.11
	Swiss	.525(*)	.182	.004	.17	.88
	TAP	-.550(*)	.182	.003	-.91	-.19

	Thai	.550(*)	.182	.003	.19	.91
SAS	Austrian Airlines	.225	.182	.217	-.13	.58
	BMI	-.725(*)	.223	.001	-1.16	-.29
	LOT	.025	.182	.891	-.33	.38
	Lufthansa	.250	.182	.170	-.11	.61
	Singapore Airlines	1.000(*)	.182	.000	.64	1.36
	Swiss	.775(*)	.182	.000	.42	1.13
	TAP	-.300	.182	.100	-.66	.06
	Thai	.800(*)	.182	.000	.44	1.16
Singapore Airlines	Austrian Airlines	-.775(*)	.182	.000	-1.13	-.42
	BMI	-1.725(*)	.223	.000	-2.16	-1.29
	LOT	-.975(*)	.182	.000	-1.33	-.62
	Lufthansa	-.750(*)	.182	.000	-1.11	-.39
	SAS	-1.000(*)	.182	.000	-1.36	-.64
	Swiss	-.225	.182	.217	-.58	.13
	TAP	-1.300(*)	.182	.000	-1.66	-.94
	Thai	-.200	.182	.272	-.56	.16
Swiss	Austrian Airlines	-.550(*)	.182	.003	-.91	-.19
	BMI	-1.500(*)	.223	.000	-1.94	-1.06
	LOT	-.750(*)	.182	.000	-1.11	-.39
	Lufthansa	-.525(*)	.182	.004	-.88	-.17
	SAS	-.775(*)	.182	.000	-1.13	-.42
	Singapore Airlines	.225	.182	.217	-.13	.58
	TAP	-1.075(*)	.182	.000	-1.43	-.72
	Thai	.025	.182	.891	-.33	.38
TAP	Austrian Airlines	.525(*)	.182	.004	.17	.88
	BMI	-.425	.223	.057	-.86	.01
	LOT	.325	.182	.075	-.03	.68
	Lufthansa	.550(*)	.182	.003	.19	.91
	SAS	.300	.182	.100	-.06	.66
	Singapore Airlines	1.300(*)	.182	.000	.94	1.66
	Swiss	1.075(*)	.182	.000	.72	1.43
	Thai	1.100(*)	.182	.000	.74	1.46
Thai	Austrian Airlines	-.575(*)	.182	.002	-.93	-.22
	BMI	-1.525(*)	.223	.000	-1.96	-1.09
	LOT	-.775(*)	.182	.000	-1.13	-.42
	Lufthansa	-.550(*)	.182	.003	-.91	-.19
	SAS	-.800(*)	.182	.000	-1.16	-.44
	Singapore Airlines	.200	.182	.272	-.16	.56
	Swiss	-.025	.182	.891	-.38	.33
	TAP	-1.100(*)	.182	.000	-1.46	-.74
Aer Lingus	American Airlines	.867(*)	.278	.002	.32	1.41
	British Airways	1.042(*)	.247	.000	.56	1.53
	Cathay Pacific	.846(*)	.326	.010	.21	1.49
	Iberia	.880(*)	.249	.000	.39	1.37
	Qantas	1.600(*)	.286	.000	1.04	2.16
American Airlines	Aer Lingus	-.867(*)	.278	.002	-1.41	-.32
	British Airways	.175	.166	.293	-.15	.50

	Cathay Pacific	-.021	.270	.940	-.55	.51
	Iberia	.013	.170	.937	-.32	.35
	Qantas	.733(*)	.221	.001	.30	1.17
British Airways	Aer Lingus	-1.042(*)	.247	.000	-1.53	-.56
	American Airlines	-.175	.166	.293	-.50	.15
	Cathay Pacific	-.196	.238	.411	-.66	.27
	Iberia	-.162	.110	.143	-.38	.05
	Qantas	.558(*)	.179	.002	.21	.91
Cathay Pacific	Aer Lingus	-.846(*)	.326	.010	-1.49	-.21
	American Airlines	.021	.270	.940	-.51	.55
	British Airways	.196	.238	.411	-.27	.66
	Iberia	.034	.240	.888	-.44	.51
	Qantas	.754(*)	.278	.007	.21	1.30
	Aeroflot	.004	.249	.988	-.49	.49
Iberia	Aer Lingus	-.880(*)	.249	.000	-1.37	-.39
	American Airlines	-.013	.170	.937	-.35	.32
	British Airways	.162	.110	.143	-.05	.38
	Cathay Pacific	-.034	.240	.888	-.51	.44
	Qantas	.720(*)	.182	.000	.36	1.08
Qantas	Aer Lingus	-1.600(*)	.286	.000	-2.16	-1.04
	American Airlines	-.733(*)	.221	.001	-1.17	-.30
	British Airways	-.558(*)	.179	.002	-.91	-.21
	Cathay Pacific	-.754(*)	.278	.007	-1.30	-.21
	Iberia	-.720(*)	.182	.000	-1.08	-.36
Aeroflot	Air France	.383(*)	.149	.010	.09	.68
	KLM	.417(*)	.149	.005	.12	.71
	Alitalia	-.317(*)	.149	.033	-.61	-.02
	CSA	.100	.149	.501	-.19	.39
	Delta	.500(*)	.149	.001	.21	.79
Air France	Aeroflot	-.383(*)	.149	.010	-.68	-.09
	KLM	.033	.149	.823	-.26	.33
	Alitalia	-.700(*)	.149	.000	-.99	-.41
	CSA	-.283	.149	.057	-.58	.01
	Delta	.117	.149	.433	-.18	.41
KLM	Aeroflot	-.417(*)	.149	.005	-.71	-.12
	Air France	-.033	.149	.823	-.33	.26
	Alitalia	-.733(*)	.149	.000	-1.03	-.44
	CSA	-.317(*)	.149	.033	-.61	-.02
	Delta	.083	.149	.575	-.21	.38
Alitalia	Aeroflot	.317(*)	.149	.033	.02	.61
	Air France	.700(*)	.149	.000	.41	.99
	KLM	.733(*)	.149	.000	.44	1.03
	CSA	.417(*)	.149	.005	.12	.71
	Delta	.817(*)	.149	.000	.52	1.11
CSA	Aeroflot	-.100	.149	.501	-.39	.19
	Air France	.283	.149	.057	-.01	.58
	KLM	.317(*)	.149	.033	.02	.61
	Alitalia	-.417(*)	.149	.005	-.71	-.12

	Delta	.400(*)	.149	.007	.11	.69
Delta	Aeroflot	-.500(*)	.149	.001	-.79	-.21
	Air France	-.117	.149	.433	-.41	.18
	KLM	-.083	.149	.575	-.38	.21
	Alitalia	-.817(*)	.149	.000	-1.11	-.52
	CSA	-.400(*)	.149	.007	-.69	-.11

* The mean difference is significant at the .05 level.
Dependent Variable: 18. Sch Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.100	.229	.662	-.55	.35
	LOT	.650(*)	.187	.001	.28	1.02
	Lufthansa	.100	.187	.592	-.27	.47
	SAS	-.125	.187	.503	-.49	.24
	Singapore Airlines	.800(*)	.187	.000	.43	1.17
	Swiss	.450(*)	.187	.016	.08	.82
	TAP	-.475(*)	.187	.011	-.84	-.11
	Thai	.425(*)	.187	.023	.06	.79
BMI	Austrian Airlines	.100	.229	.662	-.35	.55
	LOT	.750(*)	.229	.001	.30	1.20
	Lufthansa	.200	.229	.382	-.25	.65
	SAS	-.025	.229	.913	-.47	.42
	Singapore Airlines	.900(*)	.229	.000	.45	1.35
	Swiss	.550(*)	.229	.016	.10	1.00
	TAP	-.375	.229	.101	-.82	.07
	Thai	.525(*)	.229	.022	.08	.97
LOT	Austrian Airlines	-.650(*)	.187	.001	-1.02	-.28
	BMI	-.750(*)	.229	.001	-1.20	-.30
	Lufthansa	-.550(*)	.187	.003	-.92	-.18
	SAS	-.775(*)	.187	.000	-1.14	-.41
	Singapore Airlines	.150	.187	.422	-.22	.52
	Swiss	-.200	.187	.284	-.57	.17
	TAP	-1.125(*)	.187	.000	-1.49	-.76
	Thai	-.225	.187	.228	-.59	.14
Lufthansa	Austrian Airlines	-.100	.187	.592	-.47	.27
	BMI	-.200	.229	.382	-.65	.25
	LOT	.550(*)	.187	.003	.18	.92
	SAS	-.225	.187	.228	-.59	.14
	Singapore Airlines	.700(*)	.187	.000	.33	1.07
	Swiss	.350	.187	.061	-.02	.72
	TAP	-.575(*)	.187	.002	-.94	-.21
	Thai	.325	.187	.082	-.04	.69
SAS	Austrian Airlines	.125	.187	.503	-.24	.49
	BMI	.025	.229	.913	-.42	.47
	LOT	.775(*)	.187	.000	.41	1.14
	Lufthansa	.225	.187	.228	-.14	.59

	Singapore Airlines	.925(*)	.187	.000	.56	1.29
	Swiss	.575(*)	.187	.002	.21	.94
	TAP	-.350	.187	.061	-.72	.02
	Thai	.550(*)	.187	.003	.18	.92
Singapore Airlines	Austrian Airlines	-.800(*)	.187	.000	-1.17	-.43
	BMI	-.900(*)	.229	.000	-1.35	-.45
	LOT	-.150	.187	.422	-.52	.22
	Lufthansa	-.700(*)	.187	.000	-1.07	-.33
	SAS	-.925(*)	.187	.000	-1.29	-.56
	Swiss	-.350	.187	.061	-.72	.02
	TAP	-1.275(*)	.187	.000	-1.64	-.91
	Thai	-.375(*)	.187	.045	-.74	-.01
Swiss	Austrian Airlines	-.450(*)	.187	.016	-.82	-.08
	BMI	-.550(*)	.229	.016	-1.00	-.10
	LOT	.200	.187	.284	-.17	.57
	Lufthansa	-.350	.187	.061	-.72	.02
	SAS	-.575(*)	.187	.002	-.94	-.21
	Singapore Airlines	.350	.187	.061	-.02	.72
	TAP	-.925(*)	.187	.000	-1.29	-.56
	Thai	-.025	.187	.893	-.39	.34
TAP	Austrian Airlines	.475(*)	.187	.011	.11	.84
	BMI	.375	.229	.101	-.07	.82
	LOT	1.125(*)	.187	.000	.76	1.49
	Lufthansa	.575(*)	.187	.002	.21	.94
	SAS	.350	.187	.061	-.02	.72
	Singapore Airlines	1.275(*)	.187	.000	.91	1.64
	Swiss	.925(*)	.187	.000	.56	1.29
	Thai	.900(*)	.187	.000	.53	1.27
Thai	Austrian Airlines	-.425(*)	.187	.023	-.79	-.06
	BMI	-.525(*)	.229	.022	-.97	-.08
	LOT	.225	.187	.228	-.14	.59
	Lufthansa	-.325	.187	.082	-.69	.04
	SAS	-.550(*)	.187	.003	-.92	-.18
	Singapore Airlines	.375(*)	.187	.045	.01	.74
	Swiss	.025	.187	.893	-.34	.39
	TAP	-.900(*)	.187	.000	-1.27	-.53
Aer Lingus	American Airlines	-.033	.285	.907	-.59	.53
	British Airways	-.025	.253	.921	-.52	.47
	Cathay Pacific	.526	.334	.116	-.13	1.18
	Iberia	-.607(*)	.255	.018	-1.11	-.11
	Qantas	.313	.293	.285	-.26	.89
American Airlines	Aer Lingus	.033	.285	.907	-.53	.59
	British Airways	.008	.170	.961	-.33	.34
	Cathay Pacific	.559(*)	.277	.044	.02	1.10
	Iberia	-.573(*)	.174	.001	-.91	-.23
	Qantas	.347	.226	.125	-.10	.79
British Airways	Aer Lingus	.025	.253	.921	-.47	.52
	American Airlines	-.008	.170	.961	-.34	.33

	Cathay Pacific	.551(*)	.244	.024	.07	1.03
	Iberia	-.582(*)	.113	.000	-.80	-.36
	Qantas	.338	.184	.066	-.02	.70
Cathay Pacific	Aer Lingus	-.526	.334	.116	-1.18	.13
	American Airlines	-.559(*)	.277	.044	-1.10	-.02
	British Airways	-.551(*)	.244	.024	-1.03	-.07
	Iberia	-1.132(*)	.246	.000	-1.62	-.65
	Qantas	-.212	.285	.457	-.77	.35
Iberia	Aer Lingus	.607(*)	.255	.018	.11	1.11
	American Airlines	.573(*)	.174	.001	.23	.91
	British Airways	.582(*)	.113	.000	.36	.80
	Cathay Pacific	1.132(*)	.246	.000	.65	1.62
	Qantas	.920(*)	.187	.000	.55	1.29
Qantas	Aer Lingus	-.313	.293	.285	-.89	.26
	American Airlines	-.347	.226	.125	-.79	.10
	British Airways	-.338	.184	.066	-.70	.02
	Cathay Pacific	.212	.285	.457	-.35	.77
	Iberia	-.920(*)	.187	.000	-1.29	-.55
Aeroflot	Air France	-.400(*)	.152	.009	-.70	-.10
	KLM	-.250	.152	.101	-.55	.05
	Alitalia	-.600(*)	.152	.000	-.90	-.30
	CSA	.367(*)	.152	.016	.07	.67
	Delta	-.567(*)	.152	.000	-.87	-.27
Air France	Aeroflot	.400(*)	.152	.009	.10	.70
	KLM	.150	.152	.325	-.15	.45
	Alitalia	-.200	.152	.190	-.50	.10
	CSA	.767(*)	.152	.000	.47	1.07
	Delta	-.167	.152	.274	-.47	.13
KLM	Aeroflot	.250	.152	.101	-.05	.55
	Air France	-.150	.152	.325	-.45	.15
	Alitalia	-.350(*)	.152	.022	-.65	-.05
	CSA	.617(*)	.152	.000	.32	.92
	Delta	-.317(*)	.152	.038	-.62	-.02
Alitalia	Aeroflot	.600(*)	.152	.000	.30	.90
	Air France	.200	.152	.190	-.10	.50
	KLM	.350(*)	.152	.022	.05	.65
	CSA	.967(*)	.152	.000	.67	1.27
	Delta	.033	.152	.827	-.27	.33
CSA	Aeroflot	-.367(*)	.152	.016	-.67	-.07
	Air France	-.767(*)	.152	.000	-1.07	-.47
	KLM	-.617(*)	.152	.000	-.92	-.32
	Alitalia	-.967(*)	.152	.000	-1.27	-.67
	Delta	-.933(*)	.152	.000	-1.23	-.63
Delta	Aeroflot	.567(*)	.152	.000	.27	.87
	Air France	.167	.152	.274	-.13	.47
	KLM	.317(*)	.152	.038	.02	.62
	Alitalia	-.033	.152	.827	-.33	.27
	CSA	.933(*)	.152	.000	.63	1.23

* The mean difference is significant at the .05 level.

Dependent Variable: 19. Personal Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.800(*)	.239	.001	-1.27	-.33
	LOT	-.450(*)	.195	.021	-.83	-.07
	Lufthansa	-.075	.195	.700	-.46	.31
	SAS	-.350	.195	.073	-.73	.03
	Singapore Airlines	.525(*)	.195	.007	.14	.91
	Swiss	.250	.195	.200	-.13	.63
	TAP	-.650(*)	.195	.001	-1.03	-.27
	Thai	.175	.195	.369	-.21	.56
BMI	Austrian Airlines	.800(*)	.239	.001	.33	1.27
	LOT	.350	.239	.143	-.12	.82
	Lufthansa	.725(*)	.239	.002	.26	1.19
	SAS	.450	.239	.060	-.02	.92
	Singapore Airlines	1.325(*)	.239	.000	.86	1.79
	Swiss	1.050(*)	.239	.000	.58	1.52
	TAP	.150	.239	.530	-.32	.62
	Thai	.975(*)	.239	.000	.51	1.44
LOT	Austrian Airlines	.450(*)	.195	.021	.07	.83
	BMI	-.350	.239	.143	-.82	.12
	Lufthansa	.375	.195	.055	-.01	.76
	SAS	.100	.195	.608	-.28	.48
	Singapore Airlines	.975(*)	.195	.000	.59	1.36
	Swiss	.700(*)	.195	.000	.32	1.08
	TAP	-.200	.195	.305	-.58	.18
	Thai	.625(*)	.195	.001	.24	1.01
Lufthansa	Austrian Airlines	.075	.195	.700	-.31	.46
	BMI	-.725(*)	.239	.002	-1.19	-.26
	LOT	-.375	.195	.055	-.76	.01
	SAS	-.275	.195	.159	-.66	.11
	Singapore Airlines	.600(*)	.195	.002	.22	.98
	Swiss	.325	.195	.096	-.06	.71
	TAP	-.575(*)	.195	.003	-.96	-.19
	Thai	.250	.195	.200	-.13	.63
SAS	Austrian Airlines	.350	.195	.073	-.03	.73
	BMI	-.450	.239	.060	-.92	.02
	LOT	-.100	.195	.608	-.48	.28
	Lufthansa	.275	.195	.159	-.11	.66
	Singapore Airlines	.875(*)	.195	.000	.49	1.26
	Swiss	.600(*)	.195	.002	.22	.98
	TAP	-.300	.195	.124	-.68	.08
	Thai	.525(*)	.195	.007	.14	.91
Singapore Airlines	Austrian Airlines	-.525(*)	.195	.007	-.91	-.14
	BMI	-1.325(*)	.239	.000	-1.79	-.86

	LOT	-.975(*)	.195	.000	-1.36	-.59
	Lufthansa	-.600(*)	.195	.002	-.98	-.22
	SAS	-.875(*)	.195	.000	-1.26	-.49
	Swiss	-.275	.195	.159	-.66	.11
	TAP	-1.175(*)	.195	.000	-1.56	-.79
	Thai	-.350	.195	.073	-.73	.03
Swiss	Austrian Airlines	-.250	.195	.200	-.63	.13
	BMI	-1.050(*)	.239	.000	-1.52	-.58
	LOT	-.700(*)	.195	.000	-1.08	-.32
	Lufthansa	-.325	.195	.096	-.71	.06
	SAS	-.600(*)	.195	.002	-.98	-.22
	Singapore Airlines	.275	.195	.159	-.11	.66
	TAP	-.900(*)	.195	.000	-1.28	-.52
	Thai	-.075	.195	.700	-.46	.31
TAP	Austrian Airlines	.650(*)	.195	.001	.27	1.03
	BMI	-.150	.239	.530	-.62	.32
	LOT	.200	.195	.305	-.18	.58
	Lufthansa	.575(*)	.195	.003	.19	.96
	SAS	.300	.195	.124	-.08	.68
	Singapore Airlines	1.175(*)	.195	.000	.79	1.56
	Swiss	.900(*)	.195	.000	.52	1.28
	Thai	.825(*)	.195	.000	.44	1.21
Thai	Austrian Airlines	-.175	.195	.369	-.56	.21
	BMI	-.975(*)	.239	.000	-1.44	-.51
	LOT	-.625(*)	.195	.001	-1.01	-.24
	Lufthansa	-.250	.195	.200	-.63	.13
	SAS	-.525(*)	.195	.007	-.91	-.14
	Singapore Airlines	.350	.195	.073	-.03	.73
	Swiss	.075	.195	.700	-.31	.46
	TAP	-.825(*)	.195	.000	-1.21	-.44
Aer Lingus	American Airlines	1.167(*)	.298	.000	.58	1.75
	British Airways	1.633(*)	.264	.000	1.12	2.15
	Cathay Pacific	1.192(*)	.349	.001	.51	1.88
	Iberia	1.140(*)	.266	.000	.62	1.66
	Qantas	1.780(*)	.306	.000	1.18	2.38
American Airlines	Aer Lingus	-1.167(*)	.298	.000	-1.75	-.58
	British Airways	.467(*)	.178	.009	.12	.82
	Cathay Pacific	.026	.289	.929	-.54	.59
	Iberia	-.027	.181	.883	-.38	.33
	Qantas	.613(*)	.236	.009	.15	1.08
British Airways	Aer Lingus	-1.633(*)	.264	.000	-2.15	-1.12
	American Airlines	-.467(*)	.178	.009	-.82	-.12
	Cathay Pacific	-.441	.254	.083	-.94	.06
	Iberia	-.493(*)	.118	.000	-.72	-.26
	Qantas	.147	.192	.444	-.23	.52
Cathay Pacific	Aer Lingus	-1.192(*)	.349	.001	-1.88	-.51
	American Airlines	-.026	.289	.929	-.59	.54
	British Airways	.441	.254	.083	-.06	.94

	Iberia	-.052	.257	.839	-.56	.45
	Qantas	.588(*)	.298	.049	.00	1.17
Iberia	Aer Lingus	-1.140(*)	.266	.000	-1.66	-.62
	American Airlines	.027	.181	.883	-.33	.38
	British Airways	.493(*)	.118	.000	.26	.72
	Cathay Pacific	.052	.257	.839	-.45	.56
	Qantas	.640(*)	.195	.001	.26	1.02
Qantas	Aer Lingus	-1.780(*)	.306	.000	-2.38	-1.18
	American Airlines	-.613(*)	.236	.009	-1.08	-.15
	British Airways	-.147	.192	.444	-.52	.23
	Cathay Pacific	-.588(*)	.298	.049	-1.17	.00
	Iberia	-.640(*)	.195	.001	-1.02	-.26
Aeroflot	Air France	.150	.159	.346	-.16	.46
	KLM	.500(*)	.159	.002	.19	.81
	Alitalia	.100	.159	.530	-.21	.41
	CSA	.133	.159	.402	-.18	.45
	Delta	.300	.159	.060	-.01	.61
Air France	Aeroflot	-.150	.159	.346	-.46	.16
	KLM	.350(*)	.159	.028	.04	.66
	Alitalia	-.050	.159	.753	-.36	.26
	CSA	-.017	.159	.917	-.33	.30
	Delta	.150	.159	.346	-.16	.46
KLM	Aeroflot	-.500(*)	.159	.002	-.81	-.19
	Air France	-.350(*)	.159	.028	-.66	-.04
	Alitalia	-.400(*)	.159	.012	-.71	-.09
	CSA	-.367(*)	.159	.021	-.68	-.05
	Delta	-.200	.159	.209	-.51	.11
Alitalia	Aeroflot	-.100	.159	.530	-.41	.21
	Air France	.050	.159	.753	-.26	.36
	KLM	.400(*)	.159	.012	.09	.71
	CSA	.033	.159	.834	-.28	.35
	Delta	.200	.159	.209	-.11	.51
CSA	Aeroflot	-.133	.159	.402	-.45	.18
	Air France	.017	.159	.917	-.30	.33
	KLM	.367(*)	.159	.021	.05	.68
	Alitalia	-.033	.159	.834	-.35	.28
	Delta	.167	.159	.295	-.15	.48
Delta	Aeroflot	-.300	.159	.060	-.61	.01
	Air France	-.150	.159	.346	-.46	.16
	KLM	.200	.159	.209	-.11	.51
	Alitalia	-.200	.159	.209	-.51	.11
	CSA	-.167	.159	.295	-.48	.15

* The mean difference is significant at the .05 level.

Dependent Variable: 20. Custom Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval

		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.300	.245	.221	-.78	.18
	LOT	.225	.200	.261	-.17	.62
	Lufthansa	-.025	.200	.901	-.42	.37
	SAS	-.150	.200	.453	-.54	.24
	Singapore Airlines	1.000(*)	.200	.000	.61	1.39
	Swiss	.700(*)	.200	.000	.31	1.09
	TAP	-.025	.200	.901	-.42	.37
	Thai	.425(*)	.200	.034	.03	.82
BMI	Austrian Airlines	.300	.245	.221	-.18	.78
	LOT	.525(*)	.245	.032	.04	1.01
	Lufthansa	.275	.245	.262	-.21	.76
	SAS	.150	.245	.540	-.33	.63
	Singapore Airlines	1.300(*)	.245	.000	.82	1.78
	Swiss	1.000(*)	.245	.000	.52	1.48
	TAP	.275	.245	.262	-.21	.76
	Thai	.725(*)	.245	.003	.24	1.21
LOT	Austrian Airlines	-.225	.200	.261	-.62	.17
	BMI	-.525(*)	.245	.032	-1.01	-.04
	Lufthansa	-.250	.200	.212	-.64	.14
	SAS	-.375	.200	.061	-.77	.02
	Singapore Airlines	.775(*)	.200	.000	.38	1.17
	Swiss	.475(*)	.200	.018	.08	.87
	TAP	-.250	.200	.212	-.64	.14
	Thai	.200	.200	.318	-.19	.59
Lufthansa	Austrian Airlines	.025	.200	.901	-.37	.42
	BMI	-.275	.245	.262	-.76	.21
	LOT	.250	.200	.212	-.14	.64
	SAS	-.125	.200	.532	-.52	.27
	Singapore Airlines	1.025(*)	.200	.000	.63	1.42
	Swiss	.725(*)	.200	.000	.33	1.12
	TAP	.000	.200	1.000	-.39	.39
	Thai	.450(*)	.200	.025	.06	.84
SAS	Austrian Airlines	.150	.200	.453	-.24	.54
	BMI	-.150	.245	.540	-.63	.33
	LOT	.375	.200	.061	-.02	.77
	Lufthansa	.125	.200	.532	-.27	.52
	Singapore Airlines	1.150(*)	.200	.000	.76	1.54
	Swiss	.850(*)	.200	.000	.46	1.24
	TAP	.125	.200	.532	-.27	.52
	Thai	.575(*)	.200	.004	.18	.97
Singapore Airlines	Austrian Airlines	-1.000(*)	.200	.000	-1.39	-.61
	BMI	-1.300(*)	.245	.000	-1.78	-.82
	LOT	-.775(*)	.200	.000	-1.17	-.38
	Lufthansa	-1.025(*)	.200	.000	-1.42	-.63
	SAS	-1.150(*)	.200	.000	-1.54	-.76
	Swiss	-.300	.200	.134	-.69	.09
	TAP	-1.025(*)	.200	.000	-1.42	-.63

	Thai	-.575(*)	.200	.004	-.97	-.18
Swiss	Austrian Airlines	-.700(*)	.200	.000	-1.09	-.31
	BMI	-1.000(*)	.245	.000	-1.48	-.52
	LOT	-.475(*)	.200	.018	-.87	-.08
	Lufthansa	-.725(*)	.200	.000	-1.12	-.33
	SAS	-.850(*)	.200	.000	-1.24	-.46
	Singapore Airlines	.300	.200	.134	-.09	.69
	TAP	-.725(*)	.200	.000	-1.12	-.33
	Thai	-.275	.200	.169	-.67	.12
TAP	Austrian Airlines	.025	.200	.901	-.37	.42
	BMI	-.275	.245	.262	-.76	.21
	LOT	.250	.200	.212	-.14	.64
	Lufthansa	.000	.200	1.000	-.39	.39
	SAS	-.125	.200	.532	-.52	.27
	Singapore Airlines	1.025(*)	.200	.000	.63	1.42
	Swiss	.725(*)	.200	.000	.33	1.12
	Thai	.450(*)	.200	.025	.06	.84
Thai	Austrian Airlines	-.425(*)	.200	.034	-.82	-.03
	BMI	-.725(*)	.245	.003	-1.21	-.24
	LOT	-.200	.200	.318	-.59	.19
	Lufthansa	-.450(*)	.200	.025	-.84	-.06
	SAS	-.575(*)	.200	.004	-.97	-.18
	Singapore Airlines	.575(*)	.200	.004	.18	.97
	Swiss	.275	.200	.169	-.12	.67
	TAP	-.450(*)	.200	.025	-.84	-.06
Aer Lingus	American Airlines	1.683(*)	.306	.000	1.08	2.28
	British Airways	1.958(*)	.271	.000	1.43	2.49
	Cathay Pacific	.981(*)	.358	.006	.28	1.68
	Iberia	1.350(*)	.273	.000	.81	1.89
	Qantas	2.070(*)	.314	.000	1.45	2.69
American Airlines	Aer Lingus	-1.683(*)	.306	.000	-2.28	-1.08
	British Airways	.275	.183	.132	-.08	.63
	Cathay Pacific	-.703(*)	.297	.018	-1.29	-.12
	Iberia	-.333	.186	.074	-.70	.03
	Qantas	.387	.242	.111	-.09	.86
British Airways	Aer Lingus	-1.958(*)	.271	.000	-2.49	-1.43
	American Airlines	-.275	.183	.132	-.63	.08
	Cathay Pacific	-.978(*)	.261	.000	-1.49	-.47
	Iberia	-.608(*)	.121	.000	-.85	-.37
	Qantas	.112	.197	.570	-.27	.50
Cathay Pacific	Aer Lingus	-.981(*)	.358	.006	-1.68	-.28
	American Airlines	.703(*)	.297	.018	.12	1.29
	British Airways	.978(*)	.261	.000	.47	1.49
	Iberia	.369	.264	.162	-.15	.89
	Qantas	1.089(*)	.306	.000	.49	1.69
Iberia	Aer Lingus	-1.350(*)	.273	.000	-1.89	-.81
	American Airlines	.333	.186	.074	-.03	.70
	British Airways	.608(*)	.121	.000	.37	.85

	Cathay Pacific	-.369	.264	.162	-.89	.15
	Qantas	.720(*)	.200	.000	.33	1.11
Qantas	Aer Lingus	-2.070(*)	.314	.000	-2.69	-1.45
	American Airlines	-.387	.242	.111	-.86	.09
	British Airways	-.112	.197	.570	-.50	.27
	Cathay Pacific	-1.089(*)	.306	.000	-1.69	-.49
	Iberia	-.720(*)	.200	.000	-1.11	-.33
Aeroflot	Air France	.283	.163	.083	-.04	.60
	KLM	.317	.163	.053	.00	.64
	Alitalia	-.350(*)	.163	.032	-.67	-.03
	CSA	.150	.163	.359	-.17	.47
	Delta	.267	.163	.103	-.05	.59
Air France	Aeroflot	-.283	.163	.083	-.60	.04
	KLM	.033	.163	.838	-.29	.35
	Alitalia	-.633(*)	.163	.000	-.95	-.31
	CSA	-.133	.163	.414	-.45	.19
	Delta	-.017	.163	.919	-.34	.30
KLM	Aeroflot	-.317	.163	.053	-.64	.00
	Air France	-.033	.163	.838	-.35	.29
	Alitalia	-.667(*)	.163	.000	-.99	-.35
	CSA	-.167	.163	.308	-.49	.15
	Delta	-.050	.163	.760	-.37	.27
Alitalia	Aeroflot	.350(*)	.163	.032	.03	.67
	Air France	.633(*)	.163	.000	.31	.95
	KLM	.667(*)	.163	.000	.35	.99
	CSA	.500(*)	.163	.002	.18	.82
	Delta	.617(*)	.163	.000	.30	.94
CSA	Aeroflot	-.150	.163	.359	-.47	.17
	Air France	.133	.163	.414	-.19	.45
	KLM	.167	.163	.308	-.15	.49
	Alitalia	-.500(*)	.163	.002	-.82	-.18
	Delta	.117	.163	.475	-.20	.44
Delta	Aeroflot	-.267	.163	.103	-.59	.05
	Air France	.017	.163	.919	-.30	.34
	KLM	.050	.163	.760	-.27	.37
	Alitalia	-.617(*)	.163	.000	-.94	-.30
	CSA	-.117	.163	.475	-.44	.20

* The mean difference is significant at the .05 level.

Dependent Variable: 21. Special Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.375	.238	.116	-.84	.09
	LOT	-.125	.194	.520	-.51	.26
	Lufthansa	.050	.194	.797	-.33	.43

	SAS	-.175	.194	.368	-.56	.21
	Singapore Airlines	.725(*)	.194	.000	.34	1.11
	Swiss	.325	.194	.095	-.06	.71
	TAP	-.550(*)	.194	.005	-.93	-.17
	Thai	.150	.194	.441	-.23	.53
BMI	Austrian Airlines	.375	.238	.116	-.09	.84
	LOT	.250	.238	.294	-.22	.72
	Lufthansa	.425	.238	.075	-.04	.89
	SAS	.200	.238	.401	-.27	.67
	Singapore Airlines	1.100(*)	.238	.000	.63	1.57
	Swiss	.700(*)	.238	.003	.23	1.17
	TAP	-.175	.238	.463	-.64	.29
	Thai	.525(*)	.238	.028	.06	.99
LOT	Austrian Airlines	.125	.194	.520	-.26	.51
	BMI	-.250	.238	.294	-.72	.22
	Lufthansa	.175	.194	.368	-.21	.56
	SAS	-.050	.194	.797	-.43	.33
	Singapore Airlines	.850(*)	.194	.000	.47	1.23
	Swiss	.450(*)	.194	.021	.07	.83
	TAP	-.425(*)	.194	.029	-.81	-.04
	Thai	.275	.194	.158	-.11	.66
Lufthansa	Austrian Airlines	-.050	.194	.797	-.43	.33
	BMI	-.425	.238	.075	-.89	.04
	LOT	-.175	.194	.368	-.56	.21
	SAS	-.225	.194	.248	-.61	.16
	Singapore Airlines	.675(*)	.194	.001	.29	1.06
	Swiss	.275	.194	.158	-.11	.66
	TAP	-.600(*)	.194	.002	-.98	-.22
	Thai	.100	.194	.607	-.28	.48
SAS	Austrian Airlines	.175	.194	.368	-.21	.56
	BMI	-.200	.238	.401	-.67	.27
	LOT	.050	.194	.797	-.33	.43
	Lufthansa	.225	.194	.248	-.16	.61
	Singapore Airlines	.900(*)	.194	.000	.52	1.28
	Swiss	.500(*)	.194	.010	.12	.88
	TAP	-.375	.194	.054	-.76	.01
	Thai	.325	.194	.095	-.06	.71
Singapore Airlines	Austrian Airlines	-.725(*)	.194	.000	-1.11	-.34
	BMI	-1.100(*)	.238	.000	-1.57	-.63
	LOT	-.850(*)	.194	.000	-1.23	-.47
	Lufthansa	-.675(*)	.194	.001	-1.06	-.29
	SAS	-.900(*)	.194	.000	-1.28	-.52
	Swiss	-.400(*)	.194	.040	-.78	-.02
	TAP	-1.275(*)	.194	.000	-1.66	-.89
	Thai	-.575(*)	.194	.003	-.96	-.19
Swiss	Austrian Airlines	-.325	.194	.095	-.71	.06
	BMI	-.700(*)	.238	.003	-1.17	-.23
	LOT	-.450(*)	.194	.021	-.83	-.07
	Lufthansa	-.275	.194	.158	-.66	.11

	SAS	-.500(*)	.194	.010	-.88	-.12
	Singapore Airlines	.400(*)	.194	.040	.02	.78
	TAP	-.875(*)	.194	.000	-1.26	-.49
	Thai	-.175	.194	.368	-.56	.21
TAP	Austrian Airlines	.550(*)	.194	.005	.17	.93
	BMI	.175	.238	.463	-.29	.64
	LOT	.425(*)	.194	.029	.04	.81
	Lufthansa	.600(*)	.194	.002	.22	.98
	SAS	.375	.194	.054	-.01	.76
	Singapore Airlines	1.275(*)	.194	.000	.89	1.66
	Swiss	.875(*)	.194	.000	.49	1.26
	Thai	.700(*)	.194	.000	.32	1.08
Thai	Austrian Airlines	-.150	.194	.441	-.53	.23
	BMI	-.525(*)	.238	.028	-.99	-.06
	LOT	-.275	.194	.158	-.66	.11
	Lufthansa	-.100	.194	.607	-.48	.28
	SAS	-.325	.194	.095	-.71	.06
	Singapore Airlines	.575(*)	.194	.003	.19	.96
	Swiss	.175	.194	.368	-.21	.56
	TAP	-.700(*)	.194	.000	-1.08	-.32
Aer Lingus	American Airlines	.233	.297	.432	-.35	.82
	British Airways	.800(*)	.263	.002	.28	1.32
	Cathay Pacific	.218	.348	.531	-.47	.90
	Iberia	.473	.266	.075	-.05	.99
	Qantas	1.233(*)	.305	.000	.63	1.83
American Airlines	Aer Lingus	-.233	.297	.432	-.82	.35
	British Airways	.567(*)	.178	.001	.22	.92
	Cathay Pacific	-.015	.289	.958	-.58	.55
	Iberia	.240	.181	.185	-.12	.60
	Qantas	1.000(*)	.235	.000	.54	1.46
British Airways	Aer Lingus	-.800(*)	.263	.002	-1.32	-.28
	American Airlines	-.567(*)	.178	.001	-.92	-.22
	Cathay Pacific	-.582(*)	.254	.022	-1.08	-.08
	Iberia	-.327(*)	.118	.006	-.56	-.10
	Qantas	.433(*)	.191	.024	.06	.81
Cathay Pacific	Aer Lingus	-.218	.348	.531	-.90	.47
	American Airlines	.015	.289	.958	-.55	.58
	British Airways	.582(*)	.254	.022	.08	1.08
	Iberia	.255	.256	.319	-.25	.76
	Qantas	1.015(*)	.297	.001	.43	1.60
Iberia	Aer Lingus	-.473	.266	.075	-.99	.05
	American Airlines	-.240	.181	.185	-.60	.12
	British Airways	.327(*)	.118	.006	.10	.56
	Cathay Pacific	-.255	.256	.319	-.76	.25
	Qantas	.760(*)	.194	.000	.38	1.14
Qantas	Aer Lingus	-1.233(*)	.305	.000	-1.83	-.63
	American Airlines	-1.000(*)	.235	.000	-1.46	-.54
	British Airways	-.433(*)	.191	.024	-.81	-.06

	Cathay Pacific	-1.015(*)	.297	.001	-1.60	-.43
	Iberia	-.760(*)	.194	.000	-1.14	-.38
Aeroflot	Air France	.217	.159	.173	-.09	.53
	KLM	.267	.159	.093	-.04	.58
	Alitalia	-.100	.159	.529	-.41	.21
	CSA	.133	.159	.401	-.18	.44
	Delta	.017	.159	.916	-.29	.33
Air France	Aeroflot	-.217	.159	.173	-.53	.09
	KLM	.050	.159	.753	-.26	.36
	Alitalia	-.317(*)	.159	.046	-.63	-.01
	CSA	-.083	.159	.600	-.39	.23
	Delta	-.200	.159	.208	-.51	.11
KLM	Aeroflot	-.267	.159	.093	-.58	.04
	Air France	-.050	.159	.753	-.36	.26
	Alitalia	-.367(*)	.159	.021	-.68	-.06
	CSA	-.133	.159	.401	-.44	.18
	Delta	-.250	.159	.116	-.56	.06
Alitalia	Aeroflot	.100	.159	.529	-.21	.41
	Air France	.317(*)	.159	.046	.01	.63
	KLM	.367(*)	.159	.021	.06	.68
	CSA	.233	.159	.142	-.08	.54
	Delta	.117	.159	.463	-.19	.43
CSA	Aeroflot	-.133	.159	.401	-.44	.18
	Air France	.083	.159	.600	-.23	.39
	KLM	.133	.159	.401	-.18	.44
	Alitalia	-.233	.159	.142	-.54	.08
	Delta	-.117	.159	.463	-.43	.19
Delta	Aeroflot	-.017	.159	.916	-.33	.29
	Air France	.200	.159	.208	-.11	.51
	KLM	.250	.159	.116	-.06	.56
	Alitalia	-.117	.159	.463	-.43	.19
	CSA	.117	.159	.463	-.19	.43

* The mean difference is significant at the .05 level.

17. APPENDIX H: ANOVA ALLIANCE EXPECTATIONS

Dependent Variable: 1.Modern Aircraft Alliance Expectations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.125	.207	.546	-.53	.28
	LOT	.000	.169	1.000	-.33	.33
	Lufthansa	.100	.169	.554	-.23	.43
	SAS	-.025	.169	.883	-.36	.31
	Singapore Airlines	.625(*)	.169	.000	.29	.96
	Swiss	.350(*)	.169	.039	.02	.68
	TAP	-.750(*)	.169	.000	-1.08	-.42
	Thai	.525(*)	.169	.002	.19	.86
BMI	Austrian Airlines	.125	.207	.546	-.28	.53
	LOT	.125	.207	.546	-.28	.53
	Lufthansa	.225	.207	.278	-.18	.63
	SAS	.100	.207	.629	-.31	.51
	Singapore Airlines	.750(*)	.207	.000	.34	1.16
	Swiss	.475(*)	.207	.022	.07	.88
	TAP	-.625(*)	.207	.003	-1.03	-.22
	Thai	.650(*)	.207	.002	.24	1.06
LOT	Austrian Airlines	.000	.169	1.000	-.33	.33
	BMI	-.125	.207	.546	-.53	.28
	Lufthansa	.100	.169	.554	-.23	.43
	SAS	-.025	.169	.883	-.36	.31
	Singapore Airlines	.625(*)	.169	.000	.29	.96
	Swiss	.350(*)	.169	.039	.02	.68
	TAP	-.750(*)	.169	.000	-1.08	-.42
	Thai	.525(*)	.169	.002	.19	.86
Lufthansa	Austrian Airlines	-.100	.169	.554	-.43	.23
	BMI	-.225	.207	.278	-.63	.18
	LOT	-.100	.169	.554	-.43	.23
	SAS	-.125	.169	.460	-.46	.21
	Singapore Airlines	.525(*)	.169	.002	.19	.86
	Swiss	.250	.169	.140	-.08	.58
	TAP	-.850(*)	.169	.000	-1.18	-.52
	Thai	.425(*)	.169	.012	.09	.76
SAS	Austrian Airlines	.025	.169	.883	-.31	.36
	BMI	-.100	.207	.629	-.51	.31
	LOT	.025	.169	.883	-.31	.36
	Lufthansa	.125	.169	.460	-.21	.46
	Singapore Airlines	.650(*)	.169	.000	.32	.98

	Swiss	.375(*)	.169	.027	.04	.71
	TAP	-.725(*)	.169	.000	-1.06	-.39
	Thai	.550(*)	.169	.001	.22	.88
Singapore Airlines	Austrian Airlines	-.625(*)	.169	.000	-.96	-.29
	BMI	-.750(*)	.207	.000	-1.16	-.34
	LOT	-.625(*)	.169	.000	-.96	-.29
	Lufthansa	-.525(*)	.169	.002	-.86	-.19
	SAS	-.650(*)	.169	.000	-.98	-.32
	Swiss	-.275	.169	.104	-.61	.06
	TAP	-1.375(*)	.169	.000	-1.71	-1.04
	Thai	-.100	.169	.554	-.43	.23
Swiss	Austrian Airlines	-.350(*)	.169	.039	-.68	-.02
	BMI	-.475(*)	.207	.022	-.88	-.07
	LOT	-.350(*)	.169	.039	-.68	-.02
	Lufthansa	-.250	.169	.140	-.58	.08
	SAS	-.375(*)	.169	.027	-.71	-.04
	Singapore Airlines	.275	.169	.104	-.06	.61
	TAP	-1.100(*)	.169	.000	-1.43	-.77
	Thai	.175	.169	.301	-.16	.51
TAP	Austrian Airlines	.750(*)	.169	.000	.42	1.08
	BMI	.625(*)	.207	.003	.22	1.03
	LOT	.750(*)	.169	.000	.42	1.08
	Lufthansa	.850(*)	.169	.000	.52	1.18
	SAS	.725(*)	.169	.000	.39	1.06
	Singapore Airlines	1.375(*)	.169	.000	1.04	1.71
	Swiss	1.100(*)	.169	.000	.77	1.43
	Thai	1.275(*)	.169	.000	.94	1.61
Thai	Austrian Airlines	-.525(*)	.169	.002	-.86	-.19
	BMI	-.650(*)	.207	.002	-1.06	-.24
	LOT	-.525(*)	.169	.002	-.86	-.19
	Lufthansa	-.425(*)	.169	.012	-.76	-.09
	SAS	-.550(*)	.169	.001	-.88	-.22
	Singapore Airlines	.100	.169	.554	-.23	.43
	Swiss	-.175	.169	.301	-.51	.16
	TAP	-1.275(*)	.169	.000	-1.61	-.94
Aer Lingus	American Airlines	.067	.258	.796	-.44	.57
	British Airways	.333	.229	.146	-.12	.78
	Cathay Pacific	-.538	.303	.076	-1.13	.06
	Iberia	-.240	.231	.299	-.69	.21
	Qantas	.560(*)	.266	.035	.04	1.08
American Airlines	Aer Lingus	-.067	.258	.796	-.57	.44
	British Airways	.267	.154	.084	-.04	.57
	Cathay Pacific	-.605(*)	.251	.016	-1.10	-.11
	Iberia	-.307	.157	.052	-.62	.00
	Qantas	.493(*)	.205	.016	.09	.90
British Airways	Aer Lingus	-.333	.229	.146	-.78	.12
	American Airlines	-.267	.154	.084	-.57	.04
	Cathay Pacific	-.872(*)	.221	.000	-1.31	-.44

	Iberia	-.573(*)	.102	.000	-.77	-.37
	Qantas	.227	.166	.173	-.10	.55
Cathay Pacific	Aer Lingus	.538	.303	.076	-.06	1.13
	American Airlines	.605(*)	.251	.016	.11	1.10
	British Airways	.872(*)	.221	.000	.44	1.31
	Iberia	.298	.223	.181	-.14	.74
	Qantas	1.098(*)	.259	.000	.59	1.61
Iberia	Aer Lingus	.240	.231	.299	-.21	.69
	American Airlines	.307	.157	.052	.00	.62
	British Airways	.573(*)	.102	.000	.37	.77
	Cathay Pacific	-.298	.223	.181	-.74	.14
	Qantas	.800(*)	.169	.000	.47	1.13
Qantas	Aer Lingus	-.560(*)	.266	.035	-1.08	-.04
	American Airlines	-.493(*)	.205	.016	-.90	-.09
	British Airways	-.227	.166	.173	-.55	.10
	Cathay Pacific	-1.098(*)	.259	.000	-1.61	-.59
	Iberia	-.800(*)	.169	.000	-1.13	-.47
Aeroflot	Air France	-.083	.138	.546	-.35	.19
	KLM	.283(*)	.138	.040	.01	.55
	Alitalia	-.583(*)	.138	.000	-.85	-.31
	CSA	.117	.138	.398	-.15	.39
	Delta	.250	.138	.071	-.02	.52
Air France	Aeroflot	.083	.138	.546	-.19	.35
	KLM	.367(*)	.138	.008	.10	.64
	Alitalia	-.500(*)	.138	.000	-.77	-.23
	CSA	.200	.138	.148	-.07	.47
	Delta	.333(*)	.138	.016	.06	.60
KLM	Aeroflot	-.283(*)	.138	.040	-.55	-.01
	Air France	-.367(*)	.138	.008	-.64	-.10
	Alitalia	-.867(*)	.138	.000	-1.14	-.60
	CSA	-.167	.138	.228	-.44	.10
	Delta	-.033	.138	.809	-.30	.24
Alitalia	Aeroflot	.583(*)	.138	.000	.31	.85
	Air France	.500(*)	.138	.000	.23	.77
	KLM	.867(*)	.138	.000	.60	1.14
	CSA	.700(*)	.138	.000	.43	.97
	Delta	.833(*)	.138	.000	.56	1.10
CSA	Aeroflot	-.117	.138	.398	-.39	.15
	Air France	-.200	.138	.148	-.47	.07
	KLM	.167	.138	.228	-.10	.44
	Alitalia	-.700(*)	.138	.000	-.97	-.43
	Delta	.133	.138	.335	-.14	.40
Delta	Aeroflot	-.250	.138	.071	-.52	.02
	Air France	-.333(*)	.138	.016	-.60	-.06
	KLM	.033	.138	.809	-.24	.30
	Alitalia	-.833(*)	.138	.000	-1.10	-.56
	CSA	-.133	.138	.335	-.40	.14

* The mean difference is significant at the .05 level.

Dependent Variable: 2.Cabin Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.550(*)	.217	.011	-.98	-.12
	LOT	-.100	.177	.572	-.45	.25
	Lufthansa	.050	.177	.778	-.30	.40
	SAS	-.200	.177	.259	-.55	.15
	Singapore Airlines	.575(*)	.177	.001	.23	.92
	Swiss	.325	.177	.067	-.02	.67
	TAP	-.650(*)	.177	.000	-1.00	-.30
	Thai	.500(*)	.177	.005	.15	.85
BMI	Austrian Airlines	.550(*)	.217	.011	.12	.98
	LOT	.450(*)	.217	.038	.02	.88
	Lufthansa	.600(*)	.217	.006	.17	1.03
	SAS	.350	.217	.107	-.08	.78
	Singapore Airlines	1.125(*)	.217	.000	.70	1.55
	Swiss	.875(*)	.217	.000	.45	1.30
	TAP	-.100	.217	.645	-.53	.33
	Thai	1.050(*)	.217	.000	.62	1.48
LOT	Austrian Airlines	.100	.177	.572	-.25	.45
	BMI	-.450(*)	.217	.038	-.88	-.02
	Lufthansa	.150	.177	.397	-.20	.50
	SAS	-.100	.177	.572	-.45	.25
	Singapore Airlines	.675(*)	.177	.000	.33	1.02
	Swiss	.425(*)	.177	.017	.08	.77
	TAP	-.550(*)	.177	.002	-.90	-.20
	Thai	.600(*)	.177	.001	.25	.95
Lufthansa	Austrian Airlines	-.050	.177	.778	-.40	.30
	BMI	-.600(*)	.217	.006	-1.03	-.17
	LOT	-.150	.177	.397	-.50	.20
	SAS	-.250	.177	.158	-.60	.10
	Singapore Airlines	.525(*)	.177	.003	.18	.87
	Swiss	.275	.177	.121	-.07	.62
	TAP	-.700(*)	.177	.000	-1.05	-.35
	Thai	.450(*)	.177	.011	.10	.80
SAS	Austrian Airlines	.200	.177	.259	-.15	.55
	BMI	-.350	.217	.107	-.78	.08
	LOT	.100	.177	.572	-.25	.45
	Lufthansa	.250	.177	.158	-.10	.60
	Singapore Airlines	.775(*)	.177	.000	.43	1.12
	Swiss	.525(*)	.177	.003	.18	.87
	TAP	-.450(*)	.177	.011	-.80	-.10
	Thai	.700(*)	.177	.000	.35	1.05
Singapore Airlines	Austrian Airlines	-.575(*)	.177	.001	-.92	-.23
	BMI	-1.125(*)	.217	.000	-1.55	-.70

	LOT	-.675(*)	.177	.000	-1.02	-.33
	Lufthansa	-.525(*)	.177	.003	-.87	-.18
	SAS	-.775(*)	.177	.000	-1.12	-.43
	Swiss	-.250	.177	.158	-.60	.10
	TAP	-1.225(*)	.177	.000	-1.57	-.88
	Thai	-.075	.177	.672	-.42	.27
Swiss	Austrian Airlines	-.325	.177	.067	-.67	.02
	BMI	-.875(*)	.217	.000	-1.30	-.45
	LOT	-.425(*)	.177	.017	-.77	-.08
	Lufthansa	-.275	.177	.121	-.62	.07
	SAS	-.525(*)	.177	.003	-.87	-.18
	Singapore Airlines	.250	.177	.158	-.10	.60
	TAP	-.975(*)	.177	.000	-1.32	-.63
	Thai	.175	.177	.323	-.17	.52
TAP	Austrian Airlines	.650(*)	.177	.000	.30	1.00
	BMI	.100	.217	.645	-.33	.53
	LOT	.550(*)	.177	.002	.20	.90
	Lufthansa	.700(*)	.177	.000	.35	1.05
	SAS	.450(*)	.177	.011	.10	.80
	Singapore Airlines	1.225(*)	.177	.000	.88	1.57
	Swiss	.975(*)	.177	.000	.63	1.32
	Thai	1.150(*)	.177	.000	.80	1.50
Thai	Austrian Airlines	-.500(*)	.177	.005	-.85	-.15
	BMI	-1.050(*)	.217	.000	-1.48	-.62
	LOT	-.600(*)	.177	.001	-.95	-.25
	Lufthansa	-.450(*)	.177	.011	-.80	-.10
	SAS	-.700(*)	.177	.000	-1.05	-.35
	Singapore Airlines	.075	.177	.672	-.27	.42
	Swiss	-.175	.177	.323	-.52	.17
	TAP	-1.150(*)	.177	.000	-1.50	-.80
Aer Lingus	American Airlines	.600(*)	.271	.027	.07	1.13
	British Airways	.700(*)	.240	.004	.23	1.17
	Cathay Pacific	.128	.317	.686	-.49	.75
	Iberia	.307	.242	.205	-.17	.78
	Qantas	.987(*)	.278	.000	.44	1.53
American Airlines	Aer Lingus	-.600(*)	.271	.027	-1.13	-.07
	British Airways	.100	.162	.536	-.22	.42
	Cathay Pacific	-.472	.263	.073	-.99	.04
	Iberia	-.293	.165	.076	-.62	.03
	Qantas	.387	.215	.072	-.03	.81
British Airways	Aer Lingus	-.700(*)	.240	.004	-1.17	-.23
	American Airlines	-.100	.162	.536	-.42	.22
	Cathay Pacific	-.572(*)	.231	.014	-1.03	-.12
	Iberia	-.393(*)	.107	.000	-.60	-.18
	Qantas	.287	.174	.100	-.06	.63
Cathay Pacific	Aer Lingus	-.128	.317	.686	-.75	.49
	American Airlines	.472	.263	.073	-.04	.99
	British Airways	.572(*)	.231	.014	.12	1.03

	Iberia	.178	.234	.445	-.28	.64
	Qantas	.858(*)	.271	.002	.33	1.39
Iberia	Aer Lingus	-.307	.242	.205	-.78	.17
	American Airlines	.293	.165	.076	-.03	.62
	British Airways	.393(*)	.107	.000	.18	.60
	Cathay Pacific	-.178	.234	.445	-.64	.28
	Qantas	.680(*)	.177	.000	.33	1.03
Qantas	Aer Lingus	-.987(*)	.278	.000	-1.53	-.44
	American Airlines	-.387	.215	.072	-.81	.03
	British Airways	-.287	.174	.100	-.63	.06
	Cathay Pacific	-.858(*)	.271	.002	-1.39	-.33
	Iberia	-.680(*)	.177	.000	-1.03	-.33
Aeroflot	Air France	-.033	.145	.818	-.32	.25
	KLM	.267	.145	.065	-.02	.55
	Alitalia	-.650(*)	.145	.000	-.93	-.37
	CSA	.033	.145	.818	-.25	.32
	Delta	-.183	.145	.205	-.47	.10
Air France	Aeroflot	.033	.145	.818	-.25	.32
	KLM	.300(*)	.145	.038	.02	.58
	Alitalia	-.617(*)	.145	.000	-.90	-.33
	CSA	.067	.145	.645	-.22	.35
	Delta	-.150	.145	.300	-.43	.13
KLM	Aeroflot	-.267	.145	.065	-.55	.02
	Air France	-.300(*)	.145	.038	-.58	-.02
	Alitalia	-.917(*)	.145	.000	-1.20	-.63
	CSA	-.233	.145	.107	-.52	.05
	Delta	-.450(*)	.145	.002	-.73	-.17
Alitalia	Aeroflot	.650(*)	.145	.000	.37	.93
	Air France	.617(*)	.145	.000	.33	.90
	KLM	.917(*)	.145	.000	.63	1.20
	CSA	.683(*)	.145	.000	.40	.97
	Delta	.467(*)	.145	.001	.18	.75
CSA	Aeroflot	-.033	.145	.818	-.32	.25
	Air France	-.067	.145	.645	-.35	.22
	KLM	.233	.145	.107	-.05	.52
	Alitalia	-.683(*)	.145	.000	-.97	-.40
	Delta	-.217	.145	.134	-.50	.07
Delta	Aeroflot	.183	.145	.205	-.10	.47
	Air France	.150	.145	.300	-.13	.43
	KLM	.450(*)	.145	.002	.17	.73
	Alitalia	-.467(*)	.145	.001	-.75	-.18
	CSA	.217	.145	.134	-.07	.50

* The mean difference is significant at the .05 level.

Dependent Variable: 3. Cabin Crew Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval

		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	.300	.203	.140	-.10	.70
	LOT	.425(*)	.166	.010	.10	.75
	Lufthansa	.150	.166	.366	-.18	.48
	SAS	.000	.166	1.000	-.33	.33
	Singapore Airlines	.700(*)	.166	.000	.37	1.03
	Swiss	.375(*)	.166	.024	.05	.70
	TAP	-.225	.166	.175	-.55	.10
	Thai	.625(*)	.166	.000	.30	.95
BMI	Austrian Airlines	-.300	.203	.140	-.70	.10
	LOT	.125	.203	.538	-.27	.52
	Lufthansa	-.150	.203	.460	-.55	.25
	SAS	-.300	.203	.140	-.70	.10
	Singapore Airlines	.400(*)	.203	.049	.00	.80
	Swiss	.075	.203	.712	-.32	.47
	TAP	-.525(*)	.203	.010	-.92	-.13
	Thai	.325	.203	.110	-.07	.72
LOT	Austrian Airlines	-.425(*)	.166	.010	-.75	-.10
	BMI	-.125	.203	.538	-.52	.27
	Lufthansa	-.275	.166	.097	-.60	.05
	SAS	-.425(*)	.166	.010	-.75	-.10
	Singapore Airlines	.275	.166	.097	-.05	.60
	Swiss	-.050	.166	.763	-.38	.28
	TAP	-.650(*)	.166	.000	-.98	-.32
	Thai	.200	.166	.228	-.13	.53
Lufthansa	Austrian Airlines	-.150	.166	.366	-.48	.18
	BMI	.150	.203	.460	-.25	.55
	LOT	.275	.166	.097	-.05	.60
	SAS	-.150	.166	.366	-.48	.18
	Singapore Airlines	.550(*)	.166	.001	.22	.88
	Swiss	.225	.166	.175	-.10	.55
	TAP	-.375(*)	.166	.024	-.70	-.05
	Thai	.475(*)	.166	.004	.15	.80
SAS	Austrian Airlines	.000	.166	1.000	-.33	.33
	BMI	.300	.203	.140	-.10	.70
	LOT	.425(*)	.166	.010	.10	.75
	Lufthansa	.150	.166	.366	-.18	.48
	Singapore Airlines	.700(*)	.166	.000	.37	1.03
	Swiss	.375(*)	.166	.024	.05	.70
	TAP	-.225	.166	.175	-.55	.10
	Thai	.625(*)	.166	.000	.30	.95
Singapore Airlines	Austrian Airlines	-.700(*)	.166	.000	-1.03	-.37
	BMI	-.400(*)	.203	.049	-.80	.00
	LOT	-.275	.166	.097	-.60	.05
	Lufthansa	-.550(*)	.166	.001	-.88	-.22
	SAS	-.700(*)	.166	.000	-1.03	-.37
	Swiss	-.325	.166	.050	-.65	.00
	TAP	-.925(*)	.166	.000	-1.25	-.60

	Thai	-.075	.166	.651	-.40	.25
Swiss	Austrian Airlines	-.375(*)	.166	.024	-.70	-.05
	BMI	-.075	.203	.712	-.47	.32
	LOT	.050	.166	.763	-.28	.38
	Lufthansa	-.225	.166	.175	-.55	.10
	SAS	-.375(*)	.166	.024	-.70	-.05
	Singapore Airlines	.325	.166	.050	.00	.65
	TAP	-.600(*)	.166	.000	-.93	-.27
	Thai	.250	.166	.132	-.08	.58
TAP	Austrian Airlines	.225	.166	.175	-.10	.55
	BMI	.525(*)	.203	.010	.13	.92
	LOT	.650(*)	.166	.000	.32	.98
	Lufthansa	.375(*)	.166	.024	.05	.70
	SAS	.225	.166	.175	-.10	.55
	Singapore Airlines	.925(*)	.166	.000	.60	1.25
	Swiss	.600(*)	.166	.000	.27	.93
	Thai	.850(*)	.166	.000	.52	1.18
Thai	Austrian Airlines	-.625(*)	.166	.000	-.95	-.30
	BMI	-.325	.203	.110	-.72	.07
	LOT	-.200	.166	.228	-.53	.13
	Lufthansa	-.475(*)	.166	.004	-.80	-.15
	SAS	-.625(*)	.166	.000	-.95	-.30
	Singapore Airlines	.075	.166	.651	-.25	.40
	Swiss	-.250	.166	.132	-.58	.08
	TAP	-.850(*)	.166	.000	-1.18	-.52
Aer Lingus	American Airlines	1.067(*)	.253	.000	.57	1.56
	British Airways	1.375(*)	.224	.000	.93	1.82
	Cathay Pacific	.615(*)	.297	.038	.03	1.20
	Iberia	1.120(*)	.226	.000	.68	1.56
	Qantas	1.680(*)	.260	.000	1.17	2.19
American Airlines	Aer Lingus	-1.067(*)	.253	.000	-1.56	-.57
	British Airways	.308(*)	.151	.042	.01	.61
	Cathay Pacific	-.451	.246	.067	-.93	.03
	Iberia	.053	.154	.730	-.25	.36
	Qantas	.613(*)	.201	.002	.22	1.01
British Airways	Aer Lingus	-1.375(*)	.224	.000	-1.82	-.93
	American Airlines	-.308(*)	.151	.042	-.61	-.01
	Cathay Pacific	-.760(*)	.216	.000	-1.18	-.34
	Iberia	-.255(*)	.100	.011	-.45	-.06
	Qantas	.305	.163	.061	-.01	.62
Cathay Pacific	Aer Lingus	-.615(*)	.297	.038	-1.20	-.03
	American Airlines	.451	.246	.067	-.03	.93
	British Airways	.760(*)	.216	.000	.34	1.18
	Iberia	.505(*)	.218	.021	.08	.93
	Qantas	1.065(*)	.253	.000	.57	1.56
Iberia	Aer Lingus	-1.120(*)	.226	.000	-1.56	-.68
	American Airlines	-.053	.154	.730	-.36	.25
	British Airways	.255(*)	.100	.011	.06	.45

	Cathay Pacific	-.505(*)	.218	.021	-.93	-.08
	Qantas	.560(*)	.166	.001	.23	.89
Qantas	Aer Lingus	-1.680(*)	.260	.000	-2.19	-1.17
	American Airlines	-.613(*)	.201	.002	-1.01	-.22
	British Airways	-.305	.163	.061	-.62	.01
	Cathay Pacific	-1.065(*)	.253	.000	-1.56	-.57
	Iberia	-.560(*)	.166	.001	-.89	-.23
Aeroflot	Air France	-.233	.135	.085	-.50	.03
	KLM	-.067	.135	.622	-.33	.20
	Alitalia	-.867(*)	.135	.000	-1.13	-.60
	CSA	.183	.135	.176	-.08	.45
	Delta	-.300(*)	.135	.027	-.57	-.03
Air France	Aeroflot	.233	.135	.085	-.03	.50
	KLM	.167	.135	.218	-.10	.43
	Alitalia	-.633(*)	.135	.000	-.90	-.37
	CSA	.417(*)	.135	.002	.15	.68
	Delta	-.067	.135	.622	-.33	.20
KLM	Aeroflot	.067	.135	.622	-.20	.33
	Air France	-.167	.135	.218	-.43	.10
	Alitalia	-.800(*)	.135	.000	-1.07	-.53
	CSA	.250	.135	.065	-.02	.52
	Delta	-.233	.135	.085	-.50	.03
Alitalia	Aeroflot	.867(*)	.135	.000	.60	1.13
	Air France	.633(*)	.135	.000	.37	.90
	KLM	.800(*)	.135	.000	.53	1.07
	CSA	1.050(*)	.135	.000	.78	1.32
	Delta	.567(*)	.135	.000	.30	.83
CSA	Aeroflot	-.183	.135	.176	-.45	.08
	Air France	-.417(*)	.135	.002	-.68	-.15
	KLM	-.250	.135	.065	-.52	.02
	Alitalia	-1.050(*)	.135	.000	-1.32	-.78
	Delta	-.483(*)	.135	.000	-.75	-.22
Delta	Aeroflot	.300(*)	.135	.027	.03	.57
	Air France	.067	.135	.622	-.20	.33
	KLM	.233	.135	.085	-.03	.50
	Alitalia	-.567(*)	.135	.000	-.83	-.30
	CSA	.483(*)	.135	.000	.22	.75

* The mean difference is significant at the .05 level.

Dependent Variable: 4. Seat Alliance Expectation

LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.375	.235	.111	-.84	.09
	LOT	.075	.192	.696	-.30	.45
	Lufthansa	.150	.192	.435	-.23	.53
	SAS	.025	.192	.896	-.35	.40
	Singapore Airlines	.850(*)	.192	.000	.47	1.23

	Swiss	.500(*)	.192	.009	.12	.88
	TAP	-.725(*)	.192	.000	-1.10	-.35
	Thai	.675(*)	.192	.000	.30	1.05
BMI	Austrian Airlines	.375	.235	.111	-.09	.84
	LOT	.450	.235	.056	-.01	.91
	Lufthansa	.525(*)	.235	.026	.06	.99
	SAS	.400	.235	.089	-.06	.86
	Singapore Airlines	1.225(*)	.235	.000	.76	1.69
	Swiss	.875(*)	.235	.000	.41	1.34
	TAP	-.350	.235	.137	-.81	.11
	Thai	1.050(*)	.235	.000	.59	1.51
LOT	Austrian Airlines	-.075	.192	.696	-.45	.30
	BMI	-.450	.235	.056	-.91	.01
	Lufthansa	.075	.192	.696	-.30	.45
	SAS	-.050	.192	.794	-.43	.33
	Singapore Airlines	.775(*)	.192	.000	.40	1.15
	Swiss	.425(*)	.192	.027	.05	.80
	TAP	-.800(*)	.192	.000	-1.18	-.42
	Thai	.600(*)	.192	.002	.22	.98
Lufthansa	Austrian Airlines	-.150	.192	.435	-.53	.23
	BMI	-.525(*)	.235	.026	-.99	-.06
	LOT	-.075	.192	.696	-.45	.30
	SAS	-.125	.192	.515	-.50	.25
	Singapore Airlines	.700(*)	.192	.000	.32	1.08
	Swiss	.350	.192	.068	-.03	.73
	TAP	-.875(*)	.192	.000	-1.25	-.50
	Thai	.525(*)	.192	.006	.15	.90
SAS	Austrian Airlines	-.025	.192	.896	-.40	.35
	BMI	-.400	.235	.089	-.86	.06
	LOT	.050	.192	.794	-.33	.43
	Lufthansa	.125	.192	.515	-.25	.50
	Singapore Airlines	.825(*)	.192	.000	.45	1.20
	Swiss	.475(*)	.192	.013	.10	.85
	TAP	-.750(*)	.192	.000	-1.13	-.37
	Thai	.650(*)	.192	.001	.27	1.03
Singapore Airlines	Austrian Airlines	-.850(*)	.192	.000	-1.23	-.47
	BMI	-1.225(*)	.235	.000	-1.69	-.76
	LOT	-.775(*)	.192	.000	-1.15	-.40
	Lufthansa	-.700(*)	.192	.000	-1.08	-.32
	SAS	-.825(*)	.192	.000	-1.20	-.45
	Swiss	-.350	.192	.068	-.73	.03
	TAP	-1.575(*)	.192	.000	-1.95	-1.20
	Thai	-.175	.192	.362	-.55	.20
Swiss	Austrian Airlines	-.500(*)	.192	.009	-.88	-.12
	BMI	-.875(*)	.235	.000	-1.34	-.41
	LOT	-.425(*)	.192	.027	-.80	-.05
	Lufthansa	-.350	.192	.068	-.73	.03
	SAS	-.475(*)	.192	.013	-.85	-.10
	Singapore Airlines	.350	.192	.068	-.03	.73

	TAP	-1.225(*)	.192	.000	-1.60	-.85
	Thai	.175	.192	.362	-.20	.55
TAP	Austrian Airlines	.725(*)	.192	.000	.35	1.10
	BMI	.350	.235	.137	-.11	.81
	LOT	.800(*)	.192	.000	.42	1.18
	Lufthansa	.875(*)	.192	.000	.50	1.25
	SAS	.750(*)	.192	.000	.37	1.13
	Singapore Airlines	1.575(*)	.192	.000	1.20	1.95
	Swiss	1.225(*)	.192	.000	.85	1.60
	Thai	1.400(*)	.192	.000	1.02	1.78
Thai	Austrian Airlines	-.675(*)	.192	.000	-1.05	-.30
	BMI	-1.050(*)	.235	.000	-1.51	-.59
	LOT	-.600(*)	.192	.002	-.98	-.22
	Lufthansa	-.525(*)	.192	.006	-.90	-.15
	SAS	-.650(*)	.192	.001	-1.03	-.27
	Singapore Airlines	.175	.192	.362	-.20	.55
	Swiss	-.175	.192	.362	-.55	.20
	TAP	-1.400(*)	.192	.000	-1.78	-1.02
Aer Lingus	American Airlines	.333	.293	.256	-.24	.91
	British Airways	.425	.260	.102	-.08	.93
	Cathay Pacific	.333	.344	.332	-.34	1.01
	Iberia	.253	.262	.334	-.26	.77
	Qantas	.253	.301	.401	-.34	.84
American Airlines	Aer Lingus	-.333	.293	.256	-.91	.24
	British Airways	.092	.175	.601	-.25	.44
	Cathay Pacific	.000	.285	1.000	-.56	.56
	Iberia	-.080	.179	.654	-.43	.27
	Qantas	-.080	.232	.731	-.54	.38
British Airways	Aer Lingus	-.425	.260	.102	-.93	.08
	American Airlines	-.092	.175	.601	-.44	.25
	Cathay Pacific	-.092	.251	.715	-.58	.40
	Iberia	-.172	.116	.140	-.40	.06
	Qantas	-.172	.189	.363	-.54	.20
Cathay Pacific	Aer Lingus	-.333	.344	.332	-1.01	.34
	American Airlines	.000	.285	1.000	-.56	.56
	British Airways	.092	.251	.715	-.40	.58
	Iberia	-.080	.253	.752	-.58	.42
	Qantas	-.080	.293	.785	-.66	.50
Iberia	Aer Lingus	-.253	.262	.334	-.77	.26
	American Airlines	.080	.179	.654	-.27	.43
	British Airways	.172	.116	.140	-.06	.40
	Cathay Pacific	.080	.253	.752	-.42	.58
	Qantas	.000	.192	1.000	-.38	.38
Qantas	Aer Lingus	-.253	.301	.401	-.84	.34
	American Airlines	.080	.232	.731	-.38	.54
	British Airways	.172	.189	.363	-.20	.54
	Cathay Pacific	.080	.293	.785	-.50	.66
	Iberia	.000	.192	1.000	-.38	.38

Aeroflot	Air France	.317(*)	.157	.044	.01	.62
	KLM	.100	.157	.523	-.21	.41
	Alitalia	-.583(*)	.157	.000	-.89	-.28
	CSA	.150	.157	.339	-.16	.46
	Delta	-.017	.157	.915	-.32	.29
Air France	Aeroflot	-.317(*)	.157	.044	-.62	-.01
	KLM	-.217	.157	.167	-.52	.09
	Alitalia	-.900(*)	.157	.000	-1.21	-.59
	CSA	-.167	.157	.288	-.47	.14
	Delta	-.333(*)	.157	.034	-.64	-.03
KLM	Aeroflot	-.100	.157	.523	-.41	.21
	Air France	.217	.157	.167	-.09	.52
	Alitalia	-.683(*)	.157	.000	-.99	-.38
	CSA	.050	.157	.750	-.26	.36
	Delta	-.117	.157	.457	-.42	.19
Alitalia	Aeroflot	.583(*)	.157	.000	.28	.89
	Air France	.900(*)	.157	.000	.59	1.21
	KLM	.683(*)	.157	.000	.38	.99
	CSA	.733(*)	.157	.000	.43	1.04
	Delta	.567(*)	.157	.000	.26	.87
CSA	Aeroflot	-.150	.157	.339	-.46	.16
	Air France	.167	.157	.288	-.14	.47
	KLM	-.050	.157	.750	-.36	.26
	Alitalia	-.733(*)	.157	.000	-1.04	-.43
	Delta	-.167	.157	.288	-.47	.14
Delta	Aeroflot	.017	.157	.915	-.29	.32
	Air France	.333(*)	.157	.034	.03	.64
	KLM	.117	.157	.457	-.19	.42
	Alitalia	-.567(*)	.157	.000	-.87	-.26
	CSA	.167	.157	.288	-.14	.47

* The mean difference is significant at the .05 level.

Dependent Variable: 5. On-time Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.300	.242	.215	-.77	.17
	LOT	-.100	.197	.613	-.49	.29
	Lufthansa	-.025	.197	.899	-.41	.36
	SAS	-.275	.197	.164	-.66	.11
	Singapore Airlines	.375	.197	.058	-.01	.76
	Swiss	.125	.197	.527	-.26	.51
	TAP	-1.000(*)	.197	.000	-1.39	-.61
	Thai	.150	.197	.448	-.24	.54
BMI	Austrian Airlines	.300	.242	.215	-.17	.77
	LOT	.200	.242	.408	-.27	.67
	Lufthansa	.275	.242	.256	-.20	.75

	SAS	.025	.242	.918	-.45	.50
	Singapore Airlines	.675(*)	.242	.005	.20	1.15
	Swiss	.425	.242	.079	-.05	.90
	TAP	-.700(*)	.242	.004	-1.17	-.23
	Thai	.450	.242	.063	-.02	.92
LOT	Austrian Airlines	.100	.197	.613	-.29	.49
	BMI	-.200	.242	.408	-.67	.27
	Lufthansa	.075	.197	.704	-.31	.46
	SAS	-.175	.197	.376	-.56	.21
	Singapore Airlines	.475(*)	.197	.016	.09	.86
	Swiss	.225	.197	.255	-.16	.61
	TAP	-.900(*)	.197	.000	-1.29	-.51
	Thai	.250	.197	.206	-.14	.64
Lufthansa	Austrian Airlines	.025	.197	.899	-.36	.41
	BMI	-.275	.242	.256	-.75	.20
	LOT	-.075	.197	.704	-.46	.31
	SAS	-.250	.197	.206	-.64	.14
	Singapore Airlines	.400(*)	.197	.043	.01	.79
	Swiss	.150	.197	.448	-.24	.54
	TAP	-.975(*)	.197	.000	-1.36	-.59
	Thai	.175	.197	.376	-.21	.56
SAS	Austrian Airlines	.275	.197	.164	-.11	.66
	BMI	-.025	.242	.918	-.50	.45
	LOT	.175	.197	.376	-.21	.56
	Lufthansa	.250	.197	.206	-.14	.64
	Singapore Airlines	.650(*)	.197	.001	.26	1.04
	Swiss	.400(*)	.197	.043	.01	.79
	TAP	-.725(*)	.197	.000	-1.11	-.34
	Thai	.425(*)	.197	.032	.04	.81
Singapore Airlines	Austrian Airlines	-.375	.197	.058	-.76	.01
	BMI	-.675(*)	.242	.005	-1.15	-.20
	LOT	-.475(*)	.197	.016	-.86	-.09
	Lufthansa	-.400(*)	.197	.043	-.79	-.01
	SAS	-.650(*)	.197	.001	-1.04	-.26
	Swiss	-.250	.197	.206	-.64	.14
	TAP	-1.375(*)	.197	.000	-1.76	-.99
	Thai	-.225	.197	.255	-.61	.16
Swiss	Austrian Airlines	-.125	.197	.527	-.51	.26
	BMI	-.425	.242	.079	-.90	.05
	LOT	-.225	.197	.255	-.61	.16
	Lufthansa	-.150	.197	.448	-.54	.24
	SAS	-.400(*)	.197	.043	-.79	-.01
	Singapore Airlines	.250	.197	.206	-.14	.64
	TAP	-1.125(*)	.197	.000	-1.51	-.74
	Thai	.025	.197	.899	-.36	.41
TAP	Austrian Airlines	1.000(*)	.197	.000	.61	1.39
	BMI	.700(*)	.242	.004	.23	1.17
	LOT	.900(*)	.197	.000	.51	1.29

	Lufthansa	.975(*)	.197	.000	.59	1.36
	SAS	.725(*)	.197	.000	.34	1.11
	Singapore Airlines	1.375(*)	.197	.000	.99	1.76
	Swiss	1.125(*)	.197	.000	.74	1.51
	Thai	1.150(*)	.197	.000	.76	1.54
Thai	Austrian Airlines	-.150	.197	.448	-.54	.24
	BMI	-.450	.242	.063	-.92	.02
	LOT	-.250	.197	.206	-.64	.14
	Lufthansa	-.175	.197	.376	-.56	.21
	SAS	-.425(*)	.197	.032	-.81	-.04
	Singapore Airlines	.225	.197	.255	-.16	.61
	Swiss	-.025	.197	.899	-.41	.36
	TAP	-1.150(*)	.197	.000	-1.54	-.76
Aer Lingus	American Airlines	-.533	.302	.077	-1.13	.06
	British Airways	.000	.267	1.000	-.52	.52
	Cathay Pacific	-.103	.353	.772	-.80	.59
	Iberia	-.293	.270	.277	-.82	.24
	Qantas	-.253	.310	.414	-.86	.36
American Airlines	Aer Lingus	.533	.302	.077	-.06	1.13
	British Airways	.533(*)	.180	.003	.18	.89
	Cathay Pacific	.431	.293	.142	-.14	1.01
	Iberia	.240	.184	.192	-.12	.60
	Qantas	.280	.239	.242	-.19	.75
British Airways	Aer Lingus	.000	.267	1.000	-.52	.52
	American Airlines	-.533(*)	.180	.003	-.89	-.18
	Cathay Pacific	-.103	.258	.691	-.61	.40
	Iberia	-.293(*)	.120	.014	-.53	-.06
	Qantas	-.253	.194	.192	-.63	.13
Cathay Pacific	Aer Lingus	.103	.353	.772	-.59	.80
	American Airlines	-.431	.293	.142	-1.01	.14
	British Airways	.103	.258	.691	-.40	.61
	Iberia	-.191	.260	.464	-.70	.32
	Qantas	-.151	.302	.618	-.74	.44
Iberia	Aer Lingus	.293	.270	.277	-.24	.82
	American Airlines	-.240	.184	.192	-.60	.12
	British Airways	.293(*)	.120	.014	.06	.53
	Cathay Pacific	.191	.260	.464	-.32	.70
	Qantas	.040	.197	.839	-.35	.43
Qantas	Aer Lingus	.253	.310	.414	-.36	.86
	American Airlines	-.280	.239	.242	-.75	.19
	British Airways	.253	.194	.192	-.13	.63
	Cathay Pacific	.151	.302	.618	-.44	.74
	Iberia	-.040	.197	.839	-.43	.35
Aeroflot	Air France	-.017	.161	.918	-.33	.30
	KLM	-.033	.161	.836	-.35	.28
	Alitalia	-.500(*)	.161	.002	-.82	-.18
	CSA	.100	.161	.535	-.22	.42
	Delta	-.217	.161	.179	-.53	.10

Air France	Aeroflot	.017	.161	.918	-.30	.33
	KLM	-.017	.161	.918	-.33	.30
	Alitalia	-.483(*)	.161	.003	-.80	-.17
	CSA	.117	.161	.469	-.20	.43
	Delta	-.200	.161	.215	-.52	.12
KLM	Aeroflot	.033	.161	.836	-.28	.35
	Air France	.017	.161	.918	-.30	.33
	Alitalia	-.467(*)	.161	.004	-.78	-.15
	CSA	.133	.161	.408	-.18	.45
	Delta	-.183	.161	.256	-.50	.13
Alitalia	Aeroflot	.500(*)	.161	.002	.18	.82
	Air France	.483(*)	.161	.003	.17	.80
	KLM	.467(*)	.161	.004	.15	.78
	CSA	.600(*)	.161	.000	.28	.92
	Delta	.283	.161	.079	-.03	.60
CSA	Aeroflot	-.100	.161	.535	-.42	.22
	Air France	-.117	.161	.469	-.43	.20
	KLM	-.133	.161	.408	-.45	.18
	Alitalia	-.600(*)	.161	.000	-.92	-.28
	Delta	-.317(*)	.161	.050	-.63	.00
Delta	Aeroflot	.217	.161	.179	-.10	.53
	Air France	.200	.161	.215	-.12	.52
	KLM	.183	.161	.256	-.13	.50
	Alitalia	-.283	.161	.079	-.60	.03
	CSA	.317(*)	.161	.050	.00	.63

* The mean difference is significant at the .05 level.
Dependent Variable: 6. Staff Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.125	.233	.592	-.58	.33
	LOT	.200	.190	.293	-.17	.57
	Lufthansa	-.025	.190	.895	-.40	.35
	SAS	-.225	.190	.237	-.60	.15
	Singapore Airlines	.500(*)	.190	.009	.13	.87
	Swiss	.200	.190	.293	-.17	.57
	TAP	-.825(*)	.190	.000	-1.20	-.45
	Thai	.325	.190	.088	-.05	.70
BMI	Austrian Airlines	.125	.233	.592	-.33	.58
	LOT	.325	.233	.163	-.13	.78
	Lufthansa	.100	.233	.668	-.36	.56
	SAS	-.100	.233	.668	-.56	.36
	Singapore Airlines	.625(*)	.233	.007	.17	1.08
	Swiss	.325	.233	.163	-.13	.78
	TAP	-.700(*)	.233	.003	-1.16	-.24
	Thai	.450	.233	.054	-.01	.91
LOT	Austrian Airlines	-.200	.190	.293	-.57	.17

	BMI	-.325	.233	.163	-.78	.13
	Lufthansa	-.225	.190	.237	-.60	.15
	SAS	-.425(*)	.190	.026	-.80	-.05
	Singapore Airlines	.300	.190	.115	-.07	.67
	Swiss	.000	.190	1.000	-.37	.37
	TAP	-1.025(*)	.190	.000	-1.40	-.65
	Thai	.125	.190	.511	-.25	.50
Lufthansa	Austrian Airlines	.025	.190	.895	-.35	.40
	BMI	-.100	.233	.668	-.56	.36
	LOT	.225	.190	.237	-.15	.60
	SAS	-.200	.190	.293	-.57	.17
	Singapore Airlines	.525(*)	.190	.006	.15	.90
	Swiss	.225	.190	.237	-.15	.60
	TAP	-.800(*)	.190	.000	-1.17	-.43
	Thai	.350	.190	.066	-.02	.72
SAS	Austrian Airlines	.225	.190	.237	-.15	.60
	BMI	.100	.233	.668	-.36	.56
	LOT	.425(*)	.190	.026	.05	.80
	Lufthansa	.200	.190	.293	-.17	.57
	Singapore Airlines	.725(*)	.190	.000	.35	1.10
	Swiss	.425(*)	.190	.026	.05	.80
	TAP	-.600(*)	.190	.002	-.97	-.23
	Thai	.550(*)	.190	.004	.18	.92
Singapore Airlines	Austrian Airlines	-.500(*)	.190	.009	-.87	-.13
	BMI	-.625(*)	.233	.007	-1.08	-.17
	LOT	-.300	.190	.115	-.67	.07
	Lufthansa	-.525(*)	.190	.006	-.90	-.15
	SAS	-.725(*)	.190	.000	-1.10	-.35
	Swiss	-.300	.190	.115	-.67	.07
	TAP	-1.325(*)	.190	.000	-1.70	-.95
	Thai	-.175	.190	.358	-.55	.20
Swiss	Austrian Airlines	-.200	.190	.293	-.57	.17
	BMI	-.325	.233	.163	-.78	.13
	LOT	.000	.190	1.000	-.37	.37
	Lufthansa	-.225	.190	.237	-.60	.15
	SAS	-.425(*)	.190	.026	-.80	-.05
	Singapore Airlines	.300	.190	.115	-.07	.67
	TAP	-1.025(*)	.190	.000	-1.40	-.65
	Thai	.125	.190	.511	-.25	.50
TAP	Austrian Airlines	.825(*)	.190	.000	.45	1.20
	BMI	.700(*)	.233	.003	.24	1.16
	LOT	1.025(*)	.190	.000	.65	1.40
	Lufthansa	.800(*)	.190	.000	.43	1.17
	SAS	.600(*)	.190	.002	.23	.97
	Singapore Airlines	1.325(*)	.190	.000	.95	1.70
	Swiss	1.025(*)	.190	.000	.65	1.40
	Thai	1.150(*)	.190	.000	.78	1.52
Thai	Austrian Airlines	-.325	.190	.088	-.70	.05

	BMI	-.450	.233	.054	-.91	.01
	LOT	-.125	.190	.511	-.50	.25
	Lufthansa	-.350	.190	.066	-.72	.02
	SAS	-.550(*)	.190	.004	-.92	-.18
	Singapore Airlines	.175	.190	.358	-.20	.55
	Swiss	-.125	.190	.511	-.50	.25
	TAP	-1.150(*)	.190	.000	-1.52	-.78
Aer Lingus	American Airlines	.667(*)	.290	.022	.10	1.24
	British Airways	1.250(*)	.257	.000	.74	1.76
	Cathay Pacific	.538	.340	.114	-.13	1.21
	Iberia	.880(*)	.260	.001	.37	1.39
	Qantas	1.200(*)	.299	.000	.61	1.79
American Airlines	Aer Lingus	-.667(*)	.290	.022	-1.24	-.10
	British Airways	.583(*)	.174	.001	.24	.92
	Cathay Pacific	-.128	.282	.650	-.68	.43
	Iberia	.213	.177	.228	-.13	.56
	Qantas	.533(*)	.230	.021	.08	.99
British Airways	Aer Lingus	-1.250(*)	.257	.000	-1.76	-.74
	American Airlines	-.583(*)	.174	.001	-.92	-.24
	Cathay Pacific	-.712(*)	.248	.004	-1.20	-.22
	Iberia	-.370(*)	.115	.001	-.60	-.14
	Qantas	-.050	.187	.789	-.42	.32
Cathay Pacific	Aer Lingus	-.538	.340	.114	-1.21	.13
	American Airlines	.128	.282	.650	-.43	.68
	British Airways	.712(*)	.248	.004	.22	1.20
	Iberia	.342	.251	.173	-.15	.83
	Qantas	.662(*)	.291	.023	.09	1.23
Iberia	Aer Lingus	-.880(*)	.260	.001	-1.39	-.37
	American Airlines	-.213	.177	.228	-.56	.13
	British Airways	.370(*)	.115	.001	.14	.60
	Cathay Pacific	-.342	.251	.173	-.83	.15
	Qantas	.320	.190	.093	-.05	.69
Qantas	Aer Lingus	-1.200(*)	.299	.000	-1.79	-.61
	American Airlines	-.533(*)	.230	.021	-.99	-.08
	British Airways	.050	.187	.789	-.32	.42
	Cathay Pacific	-.662(*)	.291	.023	-1.23	-.09
	Iberia	-.320	.190	.093	-.69	.05
Aeroflot	Air France	-.083	.155	.592	-.39	.22
	KLM	-.267	.155	.086	-.57	.04
	Alitalia	-.683(*)	.155	.000	-.99	-.38
	CSA	.150	.155	.334	-.15	.45
	Delta	-.317(*)	.155	.042	-.62	-.01
Air France	Aeroflot	.083	.155	.592	-.22	.39
	KLM	-.183	.155	.238	-.49	.12
	Alitalia	-.600(*)	.155	.000	-.90	-.30
	CSA	.233	.155	.133	-.07	.54
	Delta	-.233	.155	.133	-.54	.07
KLM	Aeroflot	.267	.155	.086	-.04	.57

	Air France	.183	.155	.238	-.12	.49
	Alitalia	-.417(*)	.155	.007	-.72	-.11
	CSA	.417(*)	.155	.007	.11	.72
	Delta	-.050	.155	.747	-.35	.25
Alitalia	Aeroflot	.683(*)	.155	.000	.38	.99
	Air France	.600(*)	.155	.000	.30	.90
	KLM	.417(*)	.155	.007	.11	.72
	CSA	.833(*)	.155	.000	.53	1.14
	Delta	.367(*)	.155	.018	.06	.67
CSA	Aeroflot	-.150	.155	.334	-.45	.15
	Air France	-.233	.155	.133	-.54	.07
	KLM	-.417(*)	.155	.007	-.72	-.11
	Alitalia	-.833(*)	.155	.000	-1.14	-.53
	Delta	-.467(*)	.155	.003	-.77	-.16
Delta	Aeroflot	.317(*)	.155	.042	.01	.62
	Air France	.233	.155	.133	-.07	.54
	KLM	.050	.155	.747	-.25	.35
	Alitalia	-.367(*)	.155	.018	-.67	-.06
	CSA	.467(*)	.155	.003	.16	.77

* The mean difference is significant at the .05 level.

Dependent Variable: 7. Bag Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.325	.225	.149	-.77	.12
	LOT	.200	.184	.277	-.16	.56
	Lufthansa	-.075	.184	.684	-.44	.29
	SAS	-.250	.184	.174	-.61	.11
	Singapore Airlines	.450(*)	.184	.015	.09	.81
	Swiss	.350	.184	.057	-.01	.71
	TAP	-.575(*)	.184	.002	-.94	-.21
	Thai	.300	.184	.103	-.06	.66
BMI	Austrian Airlines	.325	.225	.149	-.12	.77
	LOT	.525(*)	.225	.020	.08	.97
	Lufthansa	.250	.225	.267	-.19	.69
	SAS	.075	.225	.739	-.37	.52
	Singapore Airlines	.775(*)	.225	.001	.33	1.22
	Swiss	.675(*)	.225	.003	.23	1.12
	TAP	-.250	.225	.267	-.69	.19
	Thai	.625(*)	.225	.006	.18	1.07
LOT	Austrian Airlines	-.200	.184	.277	-.56	.16
	BMI	-.525(*)	.225	.020	-.97	-.08
	Lufthansa	-.275	.184	.135	-.64	.09
	SAS	-.450(*)	.184	.015	-.81	-.09
	Singapore Airlines	.250	.184	.174	-.11	.61
	Swiss	.150	.184	.415	-.21	.51
	TAP	-.775(*)	.184	.000	-1.14	-.41

	Thai	.100	.184	.587	-.26	.46
Lufthansa	Austrian Airlines	.075	.184	.684	-.29	.44
	BMI	-.250	.225	.267	-.69	.19
	LOT	.275	.184	.135	-.09	.64
	SAS	-.175	.184	.342	-.54	.19
	Singapore Airlines	.525(*)	.184	.004	.16	.89
	Swiss	.425(*)	.184	.021	.06	.79
	TAP	-.500(*)	.184	.007	-.86	-.14
	Thai	.375(*)	.184	.042	.01	.74
SAS	Austrian Airlines	.250	.184	.174	-.11	.61
	BMI	-.075	.225	.739	-.52	.37
	LOT	.450(*)	.184	.015	.09	.81
	Lufthansa	.175	.184	.342	-.19	.54
	Singapore Airlines	.700(*)	.184	.000	.34	1.06
	Swiss	.600(*)	.184	.001	.24	.96
	TAP	-.325	.184	.078	-.69	.04
	Thai	.550(*)	.184	.003	.19	.91
Singapore Airlines	Austrian Airlines	-.450(*)	.184	.015	-.81	-.09
	BMI	-.775(*)	.225	.001	-1.22	-.33
	LOT	-.250	.184	.174	-.61	.11
	Lufthansa	-.525(*)	.184	.004	-.89	-.16
	SAS	-.700(*)	.184	.000	-1.06	-.34
	Swiss	-.100	.184	.587	-.46	.26
	TAP	-1.025(*)	.184	.000	-1.39	-.66
	Thai	-.150	.184	.415	-.51	.21
Swiss	Austrian Airlines	-.350	.184	.057	-.71	.01
	BMI	-.675(*)	.225	.003	-1.12	-.23
	LOT	-.150	.184	.415	-.51	.21
	Lufthansa	-.425(*)	.184	.021	-.79	-.06
	SAS	-.600(*)	.184	.001	-.96	-.24
	Singapore Airlines	.100	.184	.587	-.26	.46
	TAP	-.925(*)	.184	.000	-1.29	-.56
	Thai	-.050	.184	.786	-.41	.31
TAP	Austrian Airlines	.575(*)	.184	.002	.21	.94
	BMI	.250	.225	.267	-.19	.69
	LOT	.775(*)	.184	.000	.41	1.14
	Lufthansa	.500(*)	.184	.007	.14	.86
	SAS	.325	.184	.078	-.04	.69
	Singapore Airlines	1.025(*)	.184	.000	.66	1.39
	Swiss	.925(*)	.184	.000	.56	1.29
	Thai	.875(*)	.184	.000	.51	1.24
Thai	Austrian Airlines	-.300	.184	.103	-.66	.06
	BMI	-.625(*)	.225	.006	-1.07	-.18
	LOT	-.100	.184	.587	-.46	.26
	Lufthansa	-.375(*)	.184	.042	-.74	-.01
	SAS	-.550(*)	.184	.003	-.91	-.19
	Singapore Airlines	.150	.184	.415	-.21	.51
	Swiss	.050	.184	.786	-.31	.41

	TAP	-.875(*)	.184	.000	-1.24	-.51
Aer Lingus	American Airlines	1.067(*)	.281	.000	.52	1.62
	British Airways	1.125(*)	.249	.000	.64	1.61
	Cathay Pacific	1.000(*)	.329	.002	.35	1.65
	Iberia	.840(*)	.251	.001	.35	1.33
	Qantas	1.440(*)	.289	.000	.87	2.01
American Airlines	Aer Lingus	-1.067(*)	.281	.000	-1.62	-.52
	British Airways	.058	.168	.728	-.27	.39
	Cathay Pacific	-.067	.273	.807	-.60	.47
	Iberia	-.227	.171	.186	-.56	.11
	Qantas	.373	.223	.094	-.06	.81
British Airways	Aer Lingus	-1.125(*)	.249	.000	-1.61	-.64
	American Airlines	-.058	.168	.728	-.39	.27
	Cathay Pacific	-.125	.240	.603	-.60	.35
	Iberia	-.285(*)	.111	.011	-.50	-.07
	Qantas	.315	.181	.082	-.04	.67
Cathay Pacific	Aer Lingus	-1.000(*)	.329	.002	-1.65	-.35
	American Airlines	.067	.273	.807	-.47	.60
	British Airways	.125	.240	.603	-.35	.60
	Iberia	-.160	.243	.510	-.64	.32
	Qantas	.440	.281	.118	-.11	.99
Iberia	Aer Lingus	-.840(*)	.251	.001	-1.33	-.35
	American Airlines	.227	.171	.186	-.11	.56
	British Airways	.285(*)	.111	.011	.07	.50
	Cathay Pacific	.160	.243	.510	-.32	.64
	Qantas	.600(*)	.184	.001	.24	.96
Qantas	Aer Lingus	-1.440(*)	.289	.000	-2.01	-.87
	American Airlines	-.373	.223	.094	-.81	.06
	British Airways	-.315	.181	.082	-.67	.04
	Cathay Pacific	-.440	.281	.118	-.99	.11
	Iberia	-.600(*)	.184	.001	-.96	-.24
Aeroflot	Air France	-.267	.150	.076	-.56	.03
	KLM	.133	.150	.375	-.16	.43
	Alitalia	-.733(*)	.150	.000	-1.03	-.44
	CSA	.167	.150	.267	-.13	.46
	Delta	-.017	.150	.912	-.31	.28
Air France	Aeroflot	.267	.150	.076	-.03	.56
	KLM	.400(*)	.150	.008	.11	.69
	Alitalia	-.467(*)	.150	.002	-.76	-.17
	CSA	.433(*)	.150	.004	.14	.73
	Delta	.250	.150	.096	-.04	.54
KLM	Aeroflot	-.133	.150	.375	-.43	.16
	Air France	-.400(*)	.150	.008	-.69	-.11
	Alitalia	-.867(*)	.150	.000	-1.16	-.57
	CSA	.033	.150	.824	-.26	.33
	Delta	-.150	.150	.318	-.44	.14
Alitalia	Aeroflot	.733(*)	.150	.000	.44	1.03
	Air France	.467(*)	.150	.002	.17	.76

	KLM	.867(*)	.150	.000	.57	1.16
	CSA	.900(*)	.150	.000	.61	1.19
	Delta	.717(*)	.150	.000	.42	1.01
CSA	Aeroflot	-.167	.150	.267	-.46	.13
	Air France	-.433(*)	.150	.004	-.73	-.14
	KLM	-.033	.150	.824	-.33	.26
	Alitalia	-.900(*)	.150	.000	-1.19	-.61
	Delta	-.183	.150	.223	-.48	.11
Delta	Aeroflot	.017	.150	.912	-.28	.31
	Air France	-.250	.150	.096	-.54	.04
	KLM	.150	.150	.318	-.14	.44
	Alitalia	-.717(*)	.150	.000	-1.01	-.42
	CSA	.183	.150	.223	-.11	.48

* The mean difference is significant at the .05 level.

Dependent Variable: 8. Check Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	.175	.210	.406	-.24	.59
	LOT	.400(*)	.172	.020	.06	.74
	Lufthansa	-.025	.172	.884	-.36	.31
	SAS	-.125	.172	.467	-.46	.21
	Singapore Airlines	.550(*)	.172	.001	.21	.89
	Swiss	.300	.172	.081	-.04	.64
	TAP	-.475(*)	.172	.006	-.81	-.14
	Thai	.300	.172	.081	-.04	.64
BMI	Austrian Airlines	-.175	.210	.406	-.59	.24
	LOT	.225	.210	.285	-.19	.64
	Lufthansa	-.200	.210	.342	-.61	.21
	SAS	-.300	.210	.154	-.71	.11
	Singapore Airlines	.375	.210	.075	-.04	.79
	Swiss	.125	.210	.553	-.29	.54
	TAP	-.650(*)	.210	.002	-1.06	-.24
	Thai	.125	.210	.553	-.29	.54
LOT	Austrian Airlines	-.400(*)	.172	.020	-.74	-.06
	BMI	-.225	.210	.285	-.64	.19
	Lufthansa	-.425(*)	.172	.014	-.76	-.09
	SAS	-.525(*)	.172	.002	-.86	-.19
	Singapore Airlines	.150	.172	.383	-.19	.49
	Swiss	-.100	.172	.561	-.44	.24
	TAP	-.875(*)	.172	.000	-1.21	-.54
	Thai	-.100	.172	.561	-.44	.24
Lufthansa	Austrian Airlines	.025	.172	.884	-.31	.36
	BMI	.200	.210	.342	-.21	.61
	LOT	.425(*)	.172	.014	.09	.76
	SAS	-.100	.172	.561	-.44	.24

	Singapore Airlines	.575(*)	.172	.001	.24	.91
	Swiss	.325	.172	.059	-.01	.66
	TAP	-.450(*)	.172	.009	-.79	-.11
	Thai	.325	.172	.059	-.01	.66
SAS	Austrian Airlines	.125	.172	.467	-.21	.46
	BMI	.300	.210	.154	-.11	.71
	LOT	.525(*)	.172	.002	.19	.86
	Lufthansa	.100	.172	.561	-.24	.44
	Singapore Airlines	.675(*)	.172	.000	.34	1.01
	Swiss	.425(*)	.172	.014	.09	.76
	TAP	-.350(*)	.172	.042	-.69	-.01
	Thai	.425(*)	.172	.014	.09	.76
Singapore Airlines	Austrian Airlines	-.550(*)	.172	.001	-.89	-.21
	BMI	-.375	.210	.075	-.79	.04
	LOT	-.150	.172	.383	-.49	.19
	Lufthansa	-.575(*)	.172	.001	-.91	-.24
	SAS	-.675(*)	.172	.000	-1.01	-.34
	Swiss	-.250	.172	.146	-.59	.09
	TAP	-1.025(*)	.172	.000	-1.36	-.69
	Thai	-.250	.172	.146	-.59	.09
Swiss	Austrian Airlines	-.300	.172	.081	-.64	.04
	BMI	-.125	.210	.553	-.54	.29
	LOT	.100	.172	.561	-.24	.44
	Lufthansa	-.325	.172	.059	-.66	.01
	SAS	-.425(*)	.172	.014	-.76	-.09
	Singapore Airlines	.250	.172	.146	-.09	.59
	TAP	-.775(*)	.172	.000	-1.11	-.44
	Thai	.000	.172	1.000	-.34	.34
TAP	Austrian Airlines	.475(*)	.172	.006	.14	.81
	BMI	.650(*)	.210	.002	.24	1.06
	LOT	.875(*)	.172	.000	.54	1.21
	Lufthansa	.450(*)	.172	.009	.11	.79
	SAS	.350(*)	.172	.042	.01	.69
	Singapore Airlines	1.025(*)	.172	.000	.69	1.36
	Swiss	.775(*)	.172	.000	.44	1.11
	Thai	.775(*)	.172	.000	.44	1.11
Thai	Austrian Airlines	-.300	.172	.081	-.64	.04
	BMI	-.125	.210	.553	-.54	.29
	LOT	.100	.172	.561	-.24	.44
	Lufthansa	-.325	.172	.059	-.66	.01
	SAS	-.425(*)	.172	.014	-.76	-.09
	Singapore Airlines	.250	.172	.146	-.09	.59
	Swiss	.000	.172	1.000	-.34	.34
	TAP	-.775(*)	.172	.000	-1.11	-.44
Aer Lingus	American Airlines	.933(*)	.263	.000	.42	1.45
	British Airways	1.067(*)	.233	.000	.61	1.52
	Cathay Pacific	.974(*)	.308	.002	.37	1.58
	Iberia	.707(*)	.235	.003	.25	1.17

	Qantas	1.027(*)	.270	.000	.50	1.56
American Airlines	Aer Lingus	-.933(*)	.263	.000	-1.45	-.42
	British Airways	.133	.157	.396	-.17	.44
	Cathay Pacific	.041	.255	.872	-.46	.54
	Iberia	-.227	.160	.157	-.54	.09
	Qantas	.093	.208	.654	-.32	.50
British Airways	Aer Lingus	-1.067(*)	.233	.000	-1.52	-.61
	American Airlines	-.133	.157	.396	-.44	.17
	Cathay Pacific	-.092	.224	.681	-.53	.35
	Iberia	-.360(*)	.104	.001	-.56	-.16
	Qantas	-.040	.169	.813	-.37	.29
Cathay Pacific	Aer Lingus	-.974(*)	.308	.002	-1.58	-.37
	American Airlines	-.041	.255	.872	-.54	.46
	British Airways	.092	.224	.681	-.35	.53
	Iberia	-.268	.227	.238	-.71	.18
	Qantas	.052	.263	.842	-.46	.57
Iberia	Aer Lingus	-.707(*)	.235	.003	-1.17	-.25
	American Airlines	.227	.160	.157	-.09	.54
	British Airways	.360(*)	.104	.001	.16	.56
	Cathay Pacific	.268	.227	.238	-.18	.71
	Qantas	.320	.172	.063	-.02	.66
Qantas	Aer Lingus	-1.027(*)	.270	.000	-1.56	-.50
	American Airlines	-.093	.208	.654	-.50	.32
	British Airways	.040	.169	.813	-.29	.37
	Cathay Pacific	-.052	.263	.842	-.57	.46
	Iberia	-.320	.172	.063	-.66	.02
Aeroflot	Air France	-.450(*)	.140	.001	-.73	-.17
	KLM	-.150	.140	.285	-.43	.13
	Alitalia	-.883(*)	.140	.000	-1.16	-.61
	CSA	.200	.140	.154	-.08	.48
	Delta	-.150	.140	.285	-.43	.13
Air France	Aeroflot	.450(*)	.140	.001	.17	.73
	KLM	.300(*)	.140	.033	.02	.58
	Alitalia	-.433(*)	.140	.002	-.71	-.16
	CSA	.650(*)	.140	.000	.37	.93
	Delta	.300(*)	.140	.033	.02	.58
KLM	Aeroflot	.150	.140	.285	-.13	.43
	Air France	-.300(*)	.140	.033	-.58	-.02
	Alitalia	-.733(*)	.140	.000	-1.01	-.46
	CSA	.350(*)	.140	.013	.07	.63
	Delta	.000	.140	1.000	-.28	.28
Alitalia	Aeroflot	.883(*)	.140	.000	.61	1.16
	Air France	.433(*)	.140	.002	.16	.71
	KLM	.733(*)	.140	.000	.46	1.01
	CSA	1.083(*)	.140	.000	.81	1.36
	Delta	.733(*)	.140	.000	.46	1.01
CSA	Aeroflot	-.200	.140	.154	-.48	.08
	Air France	-.650(*)	.140	.000	-.93	-.37

	KLM	-.350(*)	.140	.013	-.63	-.07
	Alitalia	-1.083(*)	.140	.000	-1.36	-.81
	Delta	-.350(*)	.140	.013	-.63	-.07
Delta	Aeroflot	.150	.140	.285	-.13	.43
	Air France	-.300(*)	.140	.033	-.58	-.02
	KLM	.000	.140	1.000	-.28	.28
	Alitalia	-.733(*)	.140	.000	-1.01	-.46
	CSA	.350(*)	.140	.013	.07	.63

* The mean difference is significant at the .05 level.
Dependent Variable: 9. Inf Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.025	.230	.913	-.48	.43
	LOT	-.175	.188	.352	-.54	.19
	Lufthansa	.000	.188	1.000	-.37	.37
	SAS	-.250	.188	.184	-.62	.12
	Singapore Airlines	.525(*)	.188	.005	.16	.89
	Swiss	.350	.188	.063	-.02	.72
	TAP	-.350	.188	.063	-.72	.02
	Thai	.400(*)	.188	.033	.03	.77
BMI	Austrian Airlines	.025	.230	.913	-.43	.48
	LOT	-.150	.230	.515	-.60	.30
	Lufthansa	.025	.230	.913	-.43	.48
	SAS	-.225	.230	.328	-.68	.23
	Singapore Airlines	.550(*)	.230	.017	.10	1.00
	Swiss	.375	.230	.103	-.08	.83
	TAP	-.325	.230	.158	-.78	.13
	Thai	.425	.230	.065	-.03	.88
LOT	Austrian Airlines	.175	.188	.352	-.19	.54
	BMI	.150	.230	.515	-.30	.60
	Lufthansa	.175	.188	.352	-.19	.54
	SAS	-.075	.188	.690	-.44	.29
	Singapore Airlines	.700(*)	.188	.000	.33	1.07
	Swiss	.525(*)	.188	.005	.16	.89
	TAP	-.175	.188	.352	-.54	.19
	Thai	.575(*)	.188	.002	.21	.94
Lufthansa	Austrian Airlines	.000	.188	1.000	-.37	.37
	BMI	-.025	.230	.913	-.48	.43
	LOT	-.175	.188	.352	-.54	.19
	SAS	-.250	.188	.184	-.62	.12
	Singapore Airlines	.525(*)	.188	.005	.16	.89
	Swiss	.350	.188	.063	-.02	.72
	TAP	-.350	.188	.063	-.72	.02
	Thai	.400(*)	.188	.033	.03	.77
SAS	Austrian Airlines	.250	.188	.184	-.12	.62
	BMI	.225	.230	.328	-.23	.68

	LOT	.075	.188	.690	-.29	.44
	Lufthansa	.250	.188	.184	-.12	.62
	Singapore Airlines	.775(*)	.188	.000	.41	1.14
	Swiss	.600(*)	.188	.001	.23	.97
	TAP	-.100	.188	.595	-.47	.27
	Thai	.650(*)	.188	.001	.28	1.02
Singapore Airlines	Austrian Airlines	-.525(*)	.188	.005	-.89	-.16
	BMI	-.550(*)	.230	.017	-1.00	-.10
	LOT	-.700(*)	.188	.000	-1.07	-.33
	Lufthansa	-.525(*)	.188	.005	-.89	-.16
	SAS	-.775(*)	.188	.000	-1.14	-.41
	Swiss	-.175	.188	.352	-.54	.19
	TAP	-.875(*)	.188	.000	-1.24	-.51
	Thai	-.125	.188	.506	-.49	.24
Swiss	Austrian Airlines	-.350	.188	.063	-.72	.02
	BMI	-.375	.230	.103	-.83	.08
	LOT	-.525(*)	.188	.005	-.89	-.16
	Lufthansa	-.350	.188	.063	-.72	.02
	SAS	-.600(*)	.188	.001	-.97	-.23
	Singapore Airlines	.175	.188	.352	-.19	.54
	TAP	-.700(*)	.188	.000	-1.07	-.33
	Thai	.050	.188	.790	-.32	.42
TAP	Austrian Airlines	.350	.188	.063	-.02	.72
	BMI	.325	.230	.158	-.13	.78
	LOT	.175	.188	.352	-.19	.54
	Lufthansa	.350	.188	.063	-.02	.72
	SAS	.100	.188	.595	-.27	.47
	Singapore Airlines	.875(*)	.188	.000	.51	1.24
	Swiss	.700(*)	.188	.000	.33	1.07
	Thai	.750(*)	.188	.000	.38	1.12
Thai	Austrian Airlines	-.400(*)	.188	.033	-.77	-.03
	BMI	-.425	.230	.065	-.88	.03
	LOT	-.575(*)	.188	.002	-.94	-.21
	Lufthansa	-.400(*)	.188	.033	-.77	-.03
	SAS	-.650(*)	.188	.001	-1.02	-.28
	Singapore Airlines	.125	.188	.506	-.24	.49
	Swiss	-.050	.188	.790	-.42	.32
	TAP	-.750(*)	.188	.000	-1.12	-.38
Aer Lingus	American Airlines	.133	.287	.642	-.43	.70
	British Airways	.425	.254	.095	-.07	.92
	Cathay Pacific	.256	.336	.446	-.40	.92
	Iberia	.413	.257	.108	-.09	.92
	Qantas	.693(*)	.295	.019	.11	1.27
American Airlines	Aer Lingus	-.133	.287	.642	-.70	.43
	British Airways	.292	.171	.089	-.04	.63
	Cathay Pacific	.123	.279	.659	-.42	.67
	Iberia	.280	.175	.110	-.06	.62
	Qantas	.560(*)	.227	.014	.11	1.01

British Airways	Aer Lingus	-.425	.254	.095	-.92	.07
	American Airlines	-.292	.171	.089	-.63	.04
	Cathay Pacific	-.169	.245	.492	-.65	.31
	Iberia	-.012	.114	.918	-.23	.21
	Qantas	.268	.185	.147	-.09	.63
Cathay Pacific	Aer Lingus	-.256	.336	.446	-.92	.40
	American Airlines	-.123	.279	.659	-.67	.42
	British Airways	.169	.245	.492	-.31	.65
	Iberia	.157	.248	.526	-.33	.64
	Qantas	.437	.287	.129	-.13	1.00
Iberia	Aer Lingus	-.413	.257	.108	-.92	.09
	American Airlines	-.280	.175	.110	-.62	.06
	British Airways	.012	.114	.918	-.21	.23
	Cathay Pacific	-.157	.248	.526	-.64	.33
	Qantas	.280	.188	.136	-.09	.65
Qantas	Aer Lingus	-.693(*)	.295	.019	-1.27	-.11
	American Airlines	-.560(*)	.227	.014	-1.01	-.11
	British Airways	-.268	.185	.147	-.63	.09
	Cathay Pacific	-.437	.287	.129	-1.00	.13
	Iberia	-.280	.188	.136	-.65	.09
Aeroflot	Air France	.100	.153	.515	-.20	.40
	KLM	.167	.153	.277	-.13	.47
	Alitalia	-.383(*)	.153	.013	-.68	-.08
	CSA	.033	.153	.828	-.27	.33
	Delta	.167	.153	.277	-.13	.47
Air France	Aeroflot	-.100	.153	.515	-.40	.20
	KLM	.067	.153	.664	-.23	.37
	Alitalia	-.483(*)	.153	.002	-.78	-.18
	CSA	-.067	.153	.664	-.37	.23
	Delta	.067	.153	.664	-.23	.37
KLM	Aeroflot	-.167	.153	.277	-.47	.13
	Air France	-.067	.153	.664	-.37	.23
	Alitalia	-.550(*)	.153	.000	-.85	-.25
	CSA	-.133	.153	.385	-.43	.17
	Delta	.000	.153	1.000	-.30	.30
Alitalia	Aeroflot	.383(*)	.153	.013	.08	.68
	Air France	.483(*)	.153	.002	.18	.78
	KLM	.550(*)	.153	.000	.25	.85
	CSA	.417(*)	.153	.007	.12	.72
	Delta	.550(*)	.153	.000	.25	.85
CSA	Aeroflot	-.033	.153	.828	-.33	.27
	Air France	.067	.153	.664	-.23	.37
	KLM	.133	.153	.385	-.17	.43
	Alitalia	-.417(*)	.153	.007	-.72	-.12
	Delta	.133	.153	.385	-.17	.43
Delta	Aeroflot	-.167	.153	.277	-.47	.13
	Air France	-.067	.153	.664	-.37	.23
	KLM	.000	.153	1.000	-.30	.30

	Alitalia	-.550(*)	.153	.000	-.85	-.25
	CSA	-.133	.153	.385	-.43	.17

* The mean difference is significant at the .05 level.

Dependent Variable: 10. Prompt Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.150	.217	.490	-.58	.28
	LOT	.550(*)	.177	.002	.20	.90
	Lufthansa	.100	.177	.573	-.25	.45
	SAS	-.025	.177	.888	-.37	.32
	Singapore Airlines	.625(*)	.177	.000	.28	.97
	Swiss	.500(*)	.177	.005	.15	.85
	TAP	-1.025(*)	.177	.000	-1.37	-.68
	Thai	.500(*)	.177	.005	.15	.85
BMI	Austrian Airlines	.150	.217	.490	-.28	.58
	LOT	.700(*)	.217	.001	.27	1.13
	Lufthansa	.250	.217	.250	-.18	.68
	SAS	.125	.217	.565	-.30	.55
	Singapore Airlines	.775(*)	.217	.000	.35	1.20
	Swiss	.650(*)	.217	.003	.22	1.08
	TAP	-.875(*)	.217	.000	-1.30	-.45
	Thai	.650(*)	.217	.003	.22	1.08
LOT	Austrian Airlines	-.550(*)	.177	.002	-.90	-.20
	BMI	-.700(*)	.217	.001	-1.13	-.27
	Lufthansa	-.450(*)	.177	.011	-.80	-.10
	SAS	-.575(*)	.177	.001	-.92	-.23
	Singapore Airlines	.075	.177	.672	-.27	.42
	Swiss	-.050	.177	.778	-.40	.30
	TAP	-1.575(*)	.177	.000	-1.92	-1.23
	Thai	-.050	.177	.778	-.40	.30
Lufthansa	Austrian Airlines	-.100	.177	.573	-.45	.25
	BMI	-.250	.217	.250	-.68	.18
	LOT	.450(*)	.177	.011	.10	.80
	SAS	-.125	.177	.481	-.47	.22
	Singapore Airlines	.525(*)	.177	.003	.18	.87
	Swiss	.400(*)	.177	.024	.05	.75
	TAP	-1.125(*)	.177	.000	-1.47	-.78
	Thai	.400(*)	.177	.024	.05	.75
SAS	Austrian Airlines	.025	.177	.888	-.32	.37
	BMI	-.125	.217	.565	-.55	.30
	LOT	.575(*)	.177	.001	.23	.92
	Lufthansa	.125	.177	.481	-.22	.47
	Singapore Airlines	.650(*)	.177	.000	.30	1.00
	Swiss	.525(*)	.177	.003	.18	.87
	TAP	-1.000(*)	.177	.000	-1.35	-.65
	Thai	.525(*)	.177	.003	.18	.87

Singapore Airlines	Austrian Airlines	-.625(*)	.177	.000	-.97	-.28
	BMI	-.775(*)	.217	.000	-1.20	-.35
	LOT	-.075	.177	.672	-.42	.27
	Lufthansa	-.525(*)	.177	.003	-.87	-.18
	SAS	-.650(*)	.177	.000	-1.00	-.30
	Swiss	-.125	.177	.481	-.47	.22
	TAP	-1.650(*)	.177	.000	-2.00	-1.30
	Thai	-.125	.177	.481	-.47	.22
Swiss	Austrian Airlines	-.500(*)	.177	.005	-.85	-.15
	BMI	-.650(*)	.217	.003	-1.08	-.22
	LOT	.050	.177	.778	-.30	.40
	Lufthansa	-.400(*)	.177	.024	-.75	-.05
	SAS	-.525(*)	.177	.003	-.87	-.18
	Singapore Airlines	.125	.177	.481	-.22	.47
	TAP	-1.525(*)	.177	.000	-1.87	-1.18
	Thai	.000	.177	1.000	-.35	.35
TAP	Austrian Airlines	1.025(*)	.177	.000	.68	1.37
	BMI	.875(*)	.217	.000	.45	1.30
	LOT	1.575(*)	.177	.000	1.23	1.92
	Lufthansa	1.125(*)	.177	.000	.78	1.47
	SAS	1.000(*)	.177	.000	.65	1.35
	Singapore Airlines	1.650(*)	.177	.000	1.30	2.00
	Swiss	1.525(*)	.177	.000	1.18	1.87
	Thai	1.525(*)	.177	.000	1.18	1.87
Thai	Austrian Airlines	-.500(*)	.177	.005	-.85	-.15
	BMI	-.650(*)	.217	.003	-1.08	-.22
	LOT	.050	.177	.778	-.30	.40
	Lufthansa	-.400(*)	.177	.024	-.75	-.05
	SAS	-.525(*)	.177	.003	-.87	-.18
	Singapore Airlines	.125	.177	.481	-.22	.47
	Swiss	.000	.177	1.000	-.35	.35
	TAP	-1.525(*)	.177	.000	-1.87	-1.18
Aer Lingus	American Airlines	.533(*)	.271	.049	.00	1.06
	British Airways	.942(*)	.240	.000	.47	1.41
	Cathay Pacific	.436	.317	.170	-.19	1.06
	Iberia	.547(*)	.242	.024	.07	1.02
	Qantas	.987(*)	.278	.000	.44	1.53
American Airlines	Aer Lingus	-.533(*)	.271	.049	-1.06	.00
	British Airways	.408(*)	.162	.012	.09	.73
	Cathay Pacific	-.097	.263	.711	-.61	.42
	Iberia	.013	.165	.936	-.31	.34
	Qantas	.453(*)	.215	.035	.03	.87
British Airways	Aer Lingus	-.942(*)	.240	.000	-1.41	-.47
	American Airlines	-.408(*)	.162	.012	-.73	-.09
	Cathay Pacific	-.506(*)	.231	.029	-.96	-.05
	Iberia	-.395(*)	.107	.000	-.61	-.18
	Qantas	.045	.174	.796	-.30	.39
Cathay Pacific	Aer Lingus	-.436	.317	.170	-1.06	.19

	American Airlines	.097	.263	.711	-.42	.61
	British Airways	.506(*)	.231	.029	.05	.96
	Iberia	.111	.234	.636	-.35	.57
	Qantas	.551(*)	.271	.042	.02	1.08
Iberia	Aer Lingus	-.547(*)	.242	.024	-1.02	-.07
	American Airlines	-.013	.165	.936	-.34	.31
	British Airways	.395(*)	.107	.000	.18	.61
	Cathay Pacific	-.111	.234	.636	-.57	.35
	Qantas	.440(*)	.177	.013	.09	.79
Qantas	Aer Lingus	-.987(*)	.278	.000	-1.53	-.44
	American Airlines	-.453(*)	.215	.035	-.87	-.03
	British Airways	-.045	.174	.796	-.39	.30
	Cathay Pacific	-.551(*)	.271	.042	-1.08	-.02
	Iberia	-.440(*)	.177	.013	-.79	-.09
Aeroflot	Air France	-.583(*)	.145	.000	-.87	-.30
	KLM	-.250	.145	.084	-.53	.03
	Alitalia	-.933(*)	.145	.000	-1.22	-.65
	CSA	.183	.145	.205	-.10	.47
	Delta	-.267	.145	.066	-.55	.02
Air France	Aeroflot	.583(*)	.145	.000	.30	.87
	KLM	.333(*)	.145	.021	.05	.62
	Alitalia	-.350(*)	.145	.016	-.63	-.07
	CSA	.767(*)	.145	.000	.48	1.05
	Delta	.317(*)	.145	.029	.03	.60
KLM	Aeroflot	.250	.145	.084	-.03	.53
	Air France	-.333(*)	.145	.021	-.62	-.05
	Alitalia	-.683(*)	.145	.000	-.97	-.40
	CSA	.433(*)	.145	.003	.15	.72
	Delta	-.017	.145	.908	-.30	.27
Alitalia	Aeroflot	.933(*)	.145	.000	.65	1.22
	Air France	.350(*)	.145	.016	.07	.63
	KLM	.683(*)	.145	.000	.40	.97
	CSA	1.117(*)	.145	.000	.83	1.40
	Delta	.667(*)	.145	.000	.38	.95
CSA	Aeroflot	-.183	.145	.205	-.47	.10
	Air France	-.767(*)	.145	.000	-1.05	-.48
	KLM	-.433(*)	.145	.003	-.72	-.15
	Alitalia	-1.117(*)	.145	.000	-1.40	-.83
	Delta	-.450(*)	.145	.002	-.73	-.17
Delta	Aeroflot	.267	.145	.066	-.02	.55
	Air France	-.317(*)	.145	.029	-.60	-.03
	KLM	.017	.145	.908	-.27	.30
	Alitalia	-.667(*)	.145	.000	-.95	-.38
	CSA	.450(*)	.145	.002	.17	.73

* The mean difference is significant at the .05 level.

Dependent Variable: 11. Will Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.200	.225	.375	-.64	.24
	LOT	.300	.184	.103	-.06	.66
	Lufthansa	.025	.184	.892	-.34	.39
	SAS	-.225	.184	.222	-.59	.14
	Singapore Airlines	.450(*)	.184	.015	.09	.81
	Swiss	.025	.184	.892	-.34	.39
	TAP	-.650(*)	.184	.000	-1.01	-.29
	Thai	.225	.184	.222	-.14	.59
BMI	Austrian Airlines	.200	.225	.375	-.24	.64
	LOT	.500(*)	.225	.027	.06	.94
	Lufthansa	.225	.225	.318	-.22	.67
	SAS	-.025	.225	.912	-.47	.42
	Singapore Airlines	.650(*)	.225	.004	.21	1.09
	Swiss	.225	.225	.318	-.22	.67
	TAP	-.450(*)	.225	.046	-.89	-.01
	Thai	.425	.225	.060	-.02	.87
LOT	Austrian Airlines	-.300	.184	.103	-.66	.06
	BMI	-.500(*)	.225	.027	-.94	-.06
	Lufthansa	-.275	.184	.135	-.64	.09
	SAS	-.525(*)	.184	.004	-.89	-.16
	Singapore Airlines	.150	.184	.415	-.21	.51
	Swiss	-.275	.184	.135	-.64	.09
	TAP	-.950(*)	.184	.000	-1.31	-.59
	Thai	-.075	.184	.684	-.44	.29
Lufthansa	Austrian Airlines	-.025	.184	.892	-.39	.34
	BMI	-.225	.225	.318	-.67	.22
	LOT	.275	.184	.135	-.09	.64
	SAS	-.250	.184	.175	-.61	.11
	Singapore Airlines	.425(*)	.184	.021	.06	.79
	Swiss	.000	.184	1.000	-.36	.36
	TAP	-.675(*)	.184	.000	-1.04	-.31
	Thai	.200	.184	.277	-.16	.56
SAS	Austrian Airlines	.225	.184	.222	-.14	.59
	BMI	.025	.225	.912	-.42	.47
	LOT	.525(*)	.184	.004	.16	.89
	Lufthansa	.250	.184	.175	-.11	.61
	Singapore Airlines	.675(*)	.184	.000	.31	1.04
	Swiss	.250	.184	.175	-.11	.61
	TAP	-.425(*)	.184	.021	-.79	-.06
	Thai	.450(*)	.184	.015	.09	.81
Singapore Airlines	Austrian Airlines	-.450(*)	.184	.015	-.81	-.09
	BMI	-.650(*)	.225	.004	-1.09	-.21
	LOT	-.150	.184	.415	-.51	.21
	Lufthansa	-.425(*)	.184	.021	-.79	-.06

	SAS	-.675(*)	.184	.000	-1.04	-.31
	Swiss	-.425(*)	.184	.021	-.79	-.06
	TAP	-1.100(*)	.184	.000	-1.46	-.74
	Thai	-.225	.184	.222	-.59	.14
Swiss	Austrian Airlines	-.025	.184	.892	-.39	.34
	BMI	-.225	.225	.318	-.67	.22
	LOT	.275	.184	.135	-.09	.64
	Lufthansa	.000	.184	1.000	-.36	.36
	SAS	-.250	.184	.175	-.61	.11
	Singapore Airlines	.425(*)	.184	.021	.06	.79
	TAP	-.675(*)	.184	.000	-1.04	-.31
	Thai	.200	.184	.277	-.16	.56
TAP	Austrian Airlines	.650(*)	.184	.000	.29	1.01
	BMI	.450(*)	.225	.046	.01	.89
	LOT	.950(*)	.184	.000	.59	1.31
	Lufthansa	.675(*)	.184	.000	.31	1.04
	SAS	.425(*)	.184	.021	.06	.79
	Singapore Airlines	1.100(*)	.184	.000	.74	1.46
	Swiss	.675(*)	.184	.000	.31	1.04
	Thai	.875(*)	.184	.000	.51	1.24
Thai	Austrian Airlines	-.225	.184	.222	-.59	.14
	BMI	-.425	.225	.060	-.87	.02
	LOT	.075	.184	.684	-.29	.44
	Lufthansa	-.200	.184	.277	-.56	.16
	SAS	-.450(*)	.184	.015	-.81	-.09
	Singapore Airlines	.225	.184	.222	-.14	.59
	Swiss	-.200	.184	.277	-.56	.16
	TAP	-.875(*)	.184	.000	-1.24	-.51
Aer Lingus	American Airlines	.267	.281	.343	-.29	.82
	British Airways	.583(*)	.249	.019	.09	1.07
	Cathay Pacific	.487	.329	.140	-.16	1.13
	Iberia	.373	.251	.138	-.12	.87
	Qantas	.573(*)	.289	.048	.01	1.14
American Airlines	Aer Lingus	-.267	.281	.343	-.82	.29
	British Airways	.317	.168	.060	-.01	.65
	Cathay Pacific	.221	.273	.420	-.32	.76
	Iberia	.107	.171	.534	-.23	.44
	Qantas	.307	.223	.169	-.13	.74
British Airways	Aer Lingus	-.583(*)	.249	.019	-1.07	-.09
	American Airlines	-.317	.168	.060	-.65	.01
	Cathay Pacific	-.096	.240	.689	-.57	.38
	Iberia	-.210	.111	.060	-.43	.01
	Qantas	-.010	.181	.956	-.37	.35
Cathay Pacific	Aer Lingus	-.487	.329	.140	-1.13	.16
	American Airlines	-.221	.273	.420	-.76	.32
	British Airways	.096	.240	.689	-.38	.57
	Iberia	-.114	.243	.639	-.59	.36
	Qantas	.086	.281	.760	-.47	.64

Iberia	Aer Lingus	-.373	.251	.138	-.87	.12
	American Airlines	-.107	.171	.534	-.44	.23
	British Airways	.210	.111	.060	-.01	.43
	Cathay Pacific	.114	.243	.639	-.36	.59
	Qantas	.200	.184	.277	-.16	.56
Qantas	Aer Lingus	-.573(*)	.289	.048	-1.14	-.01
	American Airlines	-.307	.223	.169	-.74	.13
	British Airways	.010	.181	.956	-.35	.37
	Cathay Pacific	-.086	.281	.760	-.64	.47
	Iberia	-.200	.184	.277	-.56	.16
Aeroflot	Air France	-.450(*)	.150	.003	-.74	-.16
	KLM	.017	.150	.912	-.28	.31
	Alitalia	-.800(*)	.150	.000	-1.09	-.51
	CSA	.183	.150	.223	-.11	.48
	Delta	-.200	.150	.184	-.49	.09
Air France	Aeroflot	.450(*)	.150	.003	.16	.74
	KLM	.467(*)	.150	.002	.17	.76
	Alitalia	-.350(*)	.150	.020	-.64	-.06
	CSA	.633(*)	.150	.000	.34	.93
	Delta	.250	.150	.097	-.04	.54
KLM	Aeroflot	-.017	.150	.912	-.31	.28
	Air France	-.467(*)	.150	.002	-.76	-.17
	Alitalia	-.817(*)	.150	.000	-1.11	-.52
	CSA	.167	.150	.268	-.13	.46
	Delta	-.217	.150	.150	-.51	.08
Alitalia	Aeroflot	.800(*)	.150	.000	.51	1.09
	Air France	.350(*)	.150	.020	.06	.64
	KLM	.817(*)	.150	.000	.52	1.11
	CSA	.983(*)	.150	.000	.69	1.28
	Delta	.600(*)	.150	.000	.31	.89
CSA	Aeroflot	-.183	.150	.223	-.48	.11
	Air France	-.633(*)	.150	.000	-.93	-.34
	KLM	-.167	.150	.268	-.46	.13
	Alitalia	-.983(*)	.150	.000	-1.28	-.69
	Delta	-.383(*)	.150	.011	-.68	-.09
Delta	Aeroflot	.200	.150	.184	-.09	.49
	Air France	-.250	.150	.097	-.54	.04
	KLM	.217	.150	.150	-.08	.51
	Alitalia	-.600(*)	.150	.000	-.89	-.31
	CSA	.383(*)	.150	.011	.09	.68

* The mean difference is significant at the .05 level.

Dependent Variable: 12. Alw Airline Expactations
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.200	.242	.409	-.68	.28

	LOT	.100	.198	.613	-.29	.49
	Lufthansa	.000	.198	1.000	-.39	.39
	SAS	-.050	.198	.800	-.44	.34
	Singapore Airlines	.725(*)	.198	.000	.34	1.11
	Swiss	.400(*)	.198	.043	.01	.79
	TAP	-.575(*)	.198	.004	-.96	-.19
	Thai	.325	.198	.100	-.06	.71
BMI	Austrian Airlines	.200	.242	.409	-.28	.68
	LOT	.300	.242	.216	-.18	.78
	Lufthansa	.200	.242	.409	-.28	.68
	SAS	.150	.242	.536	-.33	.63
	Singapore Airlines	.925(*)	.242	.000	.45	1.40
	Swiss	.600(*)	.242	.013	.12	1.08
	TAP	-.375	.242	.122	-.85	.10
	Thai	.525(*)	.242	.030	.05	1.00
LOT	Austrian Airlines	-.100	.198	.613	-.49	.29
	BMI	-.300	.242	.216	-.78	.18
	Lufthansa	-.100	.198	.613	-.49	.29
	SAS	-.150	.198	.448	-.54	.24
	Singapore Airlines	.625(*)	.198	.002	.24	1.01
	Swiss	.300	.198	.129	-.09	.69
	TAP	-.675(*)	.198	.001	-1.06	-.29
	Thai	.225	.198	.255	-.16	.61
Lufthansa	Austrian Airlines	.000	.198	1.000	-.39	.39
	BMI	-.200	.242	.409	-.68	.28
	LOT	.100	.198	.613	-.29	.49
	SAS	-.050	.198	.800	-.44	.34
	Singapore Airlines	.725(*)	.198	.000	.34	1.11
	Swiss	.400(*)	.198	.043	.01	.79
	TAP	-.575(*)	.198	.004	-.96	-.19
	Thai	.325	.198	.100	-.06	.71
SAS	Austrian Airlines	.050	.198	.800	-.34	.44
	BMI	-.150	.242	.536	-.63	.33
	LOT	.150	.198	.448	-.24	.54
	Lufthansa	.050	.198	.800	-.34	.44
	Singapore Airlines	.775(*)	.198	.000	.39	1.16
	Swiss	.450(*)	.198	.023	.06	.84
	TAP	-.525(*)	.198	.008	-.91	-.14
	Thai	.375	.198	.058	-.01	.76
Singapore Airlines	Austrian Airlines	-.725(*)	.198	.000	-1.11	-.34
	BMI	-.925(*)	.242	.000	-1.40	-.45
	LOT	-.625(*)	.198	.002	-1.01	-.24
	Lufthansa	-.725(*)	.198	.000	-1.11	-.34
	SAS	-.775(*)	.198	.000	-1.16	-.39
	Swiss	-.325	.198	.100	-.71	.06
	TAP	-1.300(*)	.198	.000	-1.69	-.91
	Thai	-.400(*)	.198	.043	-.79	-.01
Swiss	Austrian Airlines	-.400(*)	.198	.043	-.79	-.01
	BMI	-.600(*)	.242	.013	-1.08	-.12

	LOT	-.300	.198	.129	-.69	.09
	Lufthansa	-.400(*)	.198	.043	-.79	-.01
	SAS	-.450(*)	.198	.023	-.84	-.06
	Singapore Airlines	.325	.198	.100	-.06	.71
	TAP	-.975(*)	.198	.000	-1.36	-.59
	Thai	-.075	.198	.704	-.46	.31
TAP	Austrian Airlines	.575(*)	.198	.004	.19	.96
	BMI	.375	.242	.122	-.10	.85
	LOT	.675(*)	.198	.001	.29	1.06
	Lufthansa	.575(*)	.198	.004	.19	.96
	SAS	.525(*)	.198	.008	.14	.91
	Singapore Airlines	1.300(*)	.198	.000	.91	1.69
	Swiss	.975(*)	.198	.000	.59	1.36
	Thai	.900(*)	.198	.000	.51	1.29
Thai	Austrian Airlines	-.325	.198	.100	-.71	.06
	BMI	-.525(*)	.242	.030	-1.00	-.05
	LOT	-.225	.198	.255	-.61	.16
	Lufthansa	-.325	.198	.100	-.71	.06
	SAS	-.375	.198	.058	-.76	.01
	Singapore Airlines	.400(*)	.198	.043	.01	.79
	Swiss	.075	.198	.704	-.31	.46
	TAP	-.900(*)	.198	.000	-1.29	-.51
Aer Lingus	American Airlines	.433	.302	.152	-.16	1.03
	British Airways	.683(*)	.268	.011	.16	1.21
	Cathay Pacific	.654	.354	.065	-.04	1.35
	Iberia	.340	.270	.208	-.19	.87
	Qantas	.900(*)	.310	.004	.29	1.51
American Airlines	Aer Lingus	-.433	.302	.152	-1.03	.16
	British Airways	.250	.180	.166	-.10	.60
	Cathay Pacific	.221	.294	.453	-.36	.80
	Iberia	-.093	.184	.612	-.45	.27
	Qantas	.467	.239	.052	.00	.94
British Airways	Aer Lingus	-.683(*)	.268	.011	-1.21	-.16
	American Airlines	-.250	.180	.166	-.60	.10
	Cathay Pacific	-.029	.258	.909	-.54	.48
	Iberia	-.343(*)	.120	.004	-.58	-.11
	Qantas	.217	.194	.265	-.16	.60
Cathay Pacific	Aer Lingus	-.654	.354	.065	-1.35	.04
	American Airlines	-.221	.294	.453	-.80	.36
	British Airways	.029	.258	.909	-.48	.54
	Iberia	-.314	.261	.229	-.83	.20
	Qantas	.246	.302	.416	-.35	.84
Iberia	Aer Lingus	-.340	.270	.208	-.87	.19
	American Airlines	.093	.184	.612	-.27	.45
	British Airways	.343(*)	.120	.004	.11	.58
	Cathay Pacific	.314	.261	.229	-.20	.83
	Qantas	.560(*)	.198	.005	.17	.95
Qantas	Aer Lingus	-.900(*)	.310	.004	-1.51	-.29

	American Airlines	-.467	.239	.052	-.94	.00
	British Airways	-.217	.194	.265	-.60	.16
	Cathay Pacific	-.246	.302	.416	-.84	.35
	Iberia	-.560(*)	.198	.005	-.95	-.17
Aeroflot	Air France	-.217	.161	.180	-.53	.10
	KLM	.117	.161	.470	-.20	.43
	Alitalia	-.500(*)	.161	.002	-.82	-.18
	CSA	.150	.161	.353	-.17	.47
	Delta	.100	.161	.536	-.22	.42
Air France	Aeroflot	.217	.161	.180	-.10	.53
	KLM	.333(*)	.161	.039	.02	.65
	Alitalia	-.283	.161	.079	-.60	.03
	CSA	.367(*)	.161	.023	.05	.68
	Delta	.317	.161	.050	.00	.63
KLM	Aeroflot	-.117	.161	.470	-.43	.20
	Air France	-.333(*)	.161	.039	-.65	-.02
	Alitalia	-.617(*)	.161	.000	-.93	-.30
	CSA	.033	.161	.836	-.28	.35
	Delta	-.017	.161	.918	-.33	.30
Alitalia	Aeroflot	.500(*)	.161	.002	.18	.82
	Air France	.283	.161	.079	-.03	.60
	KLM	.617(*)	.161	.000	.30	.93
	CSA	.650(*)	.161	.000	.33	.97
	Delta	.600(*)	.161	.000	.28	.92
CSA	Aeroflot	-.150	.161	.353	-.47	.17
	Air France	-.367(*)	.161	.023	-.68	-.05
	KLM	-.033	.161	.836	-.35	.28
	Alitalia	-.650(*)	.161	.000	-.97	-.33
	Delta	-.050	.161	.757	-.37	.27
Delta	Aeroflot	-.100	.161	.536	-.42	.22
	Air France	-.317	.161	.050	-.63	.00
	KLM	.017	.161	.918	-.30	.33
	Alitalia	-.600(*)	.161	.000	-.92	-.28
	CSA	.050	.161	.757	-.27	.37

* The mean difference is significant at the .05 level.

Dependent Variable: 13. Beh Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	.050	.224	.823	-.39	.49
	LOT	.550(*)	.183	.003	.19	.91
	Lufthansa	.050	.183	.785	-.31	.41
	SAS	-.075	.183	.682	-.43	.28
	Singapore Airlines	.625(*)	.183	.001	.27	.98
	Swiss	.325	.183	.076	-.03	.68
	TAP	-.775(*)	.183	.000	-1.13	-.42

	Thai	.375(*)	.183	.041	.02	.73
BMI	Austrian Airlines	-.050	.224	.823	-.49	.39
	LOT	.500(*)	.224	.026	.06	.94
	Lufthansa	.000	.224	1.000	-.44	.44
	SAS	-.125	.224	.577	-.56	.31
	Singapore Airlines	.575(*)	.224	.010	.14	1.01
	Swiss	.275	.224	.220	-.16	.71
	TAP	-.825(*)	.224	.000	-1.26	-.39
	Thai	.325	.224	.147	-.11	.76
LOT	Austrian Airlines	-.550(*)	.183	.003	-.91	-.19
	BMI	-.500(*)	.224	.026	-.94	-.06
	Lufthansa	-.500(*)	.183	.006	-.86	-.14
	SAS	-.625(*)	.183	.001	-.98	-.27
	Singapore Airlines	.075	.183	.682	-.28	.43
	Swiss	-.225	.183	.219	-.58	.13
	TAP	-1.325(*)	.183	.000	-1.68	-.97
	Thai	-.175	.183	.339	-.53	.18
Lufthansa	Austrian Airlines	-.050	.183	.785	-.41	.31
	BMI	.000	.224	1.000	-.44	.44
	LOT	.500(*)	.183	.006	.14	.86
	SAS	-.125	.183	.495	-.48	.23
	Singapore Airlines	.575(*)	.183	.002	.22	.93
	Swiss	.275	.183	.133	-.08	.63
	TAP	-.825(*)	.183	.000	-1.18	-.47
	Thai	.325	.183	.076	-.03	.68
SAS	Austrian Airlines	.075	.183	.682	-.28	.43
	BMI	.125	.224	.577	-.31	.56
	LOT	.625(*)	.183	.001	.27	.98
	Lufthansa	.125	.183	.495	-.23	.48
	Singapore Airlines	.700(*)	.183	.000	.34	1.06
	Swiss	.400(*)	.183	.029	.04	.76
	TAP	-.700(*)	.183	.000	-1.06	-.34
	Thai	.450(*)	.183	.014	.09	.81
Singapore Airlines	Austrian Airlines	-.625(*)	.183	.001	-.98	-.27
	BMI	-.575(*)	.224	.010	-1.01	-.14
	LOT	-.075	.183	.682	-.43	.28
	Lufthansa	-.575(*)	.183	.002	-.93	-.22
	SAS	-.700(*)	.183	.000	-1.06	-.34
	Swiss	-.300	.183	.101	-.66	.06
	TAP	-1.400(*)	.183	.000	-1.76	-1.04
	Thai	-.250	.183	.172	-.61	.11
Swiss	Austrian Airlines	-.325	.183	.076	-.68	.03
	BMI	-.275	.224	.220	-.71	.16
	LOT	.225	.183	.219	-.13	.58
	Lufthansa	-.275	.183	.133	-.63	.08
	SAS	-.400(*)	.183	.029	-.76	-.04
	Singapore Airlines	.300	.183	.101	-.06	.66
	TAP	-1.100(*)	.183	.000	-1.46	-.74
	Thai	.050	.183	.785	-.31	.41

TAP	Austrian Airlines	.775(*)	.183	.000	.42	1.13
	BMI	.825(*)	.224	.000	.39	1.26
	LOT	1.325(*)	.183	.000	.97	1.68
	Lufthansa	.825(*)	.183	.000	.47	1.18
	SAS	.700(*)	.183	.000	.34	1.06
	Singapore Airlines	1.400(*)	.183	.000	1.04	1.76
	Swiss	1.100(*)	.183	.000	.74	1.46
	Thai	1.150(*)	.183	.000	.79	1.51
Thai	Austrian Airlines	-.375(*)	.183	.041	-.73	-.02
	BMI	-.325	.224	.147	-.76	.11
	LOT	.175	.183	.339	-.18	.53
	Lufthansa	-.325	.183	.076	-.68	.03
	SAS	-.450(*)	.183	.014	-.81	-.09
	Singapore Airlines	.250	.183	.172	-.11	.61
	Swiss	-.050	.183	.785	-.41	.31
	TAP	-1.150(*)	.183	.000	-1.51	-.79
Aer Lingus	American Airlines	.333	.279	.233	-.21	.88
	British Airways	.225	.248	.364	-.26	.71
	Cathay Pacific	.077	.327	.814	-.57	.72
	Iberia	-.040	.250	.873	-.53	.45
	Qantas	.760(*)	.287	.008	.20	1.32
American Airlines	Aer Lingus	-.333	.279	.233	-.88	.21
	British Airways	-.108	.167	.517	-.44	.22
	Cathay Pacific	-.256	.272	.345	-.79	.28
	Iberia	-.373(*)	.170	.029	-.71	-.04
	Qantas	.427	.222	.054	-.01	.86
British Airways	Aer Lingus	-.225	.248	.364	-.71	.26
	American Airlines	.108	.167	.517	-.22	.44
	Cathay Pacific	-.148	.239	.535	-.62	.32
	Iberia	-.265(*)	.111	.017	-.48	-.05
	Qantas	.535(*)	.180	.003	.18	.89
Cathay Pacific	Aer Lingus	-.077	.327	.814	-.72	.57
	American Airlines	.256	.272	.345	-.28	.79
	British Airways	.148	.239	.535	-.32	.62
	Iberia	-.117	.241	.628	-.59	.36
	Qantas	.683(*)	.280	.015	.13	1.23
Iberia	Aer Lingus	.040	.250	.873	-.45	.53
	American Airlines	.373(*)	.170	.029	.04	.71
	British Airways	.265(*)	.111	.017	.05	.48
	Cathay Pacific	.117	.241	.628	-.36	.59
	Qantas	.800(*)	.183	.000	.44	1.16
Qantas	Aer Lingus	-.760(*)	.287	.008	-1.32	-.20
	American Airlines	-.427	.222	.054	-.86	.01
	British Airways	-.535(*)	.180	.003	-.89	-.18
	Cathay Pacific	-.683(*)	.280	.015	-1.23	-.13
	Iberia	-.800(*)	.183	.000	-1.16	-.44
Aeroflot	Air France	-.250	.149	.094	-.54	.04
	KLM	-.483(*)	.149	.001	-.78	-.19

	Alitalia	-.733(*)	.149	.000	-1.03	-.44
	CSA	.200	.149	.181	-.09	.49
	Delta	-.017	.149	.911	-.31	.28
Air France	Aeroflot	.250	.149	.094	-.04	.54
	KLM	-.233	.149	.119	-.53	.06
	Alitalia	-.483(*)	.149	.001	-.78	-.19
	CSA	.450(*)	.149	.003	.16	.74
	Delta	.233	.149	.119	-.06	.53
KLM	Aeroflot	.483(*)	.149	.001	.19	.78
	Air France	.233	.149	.119	-.06	.53
	Alitalia	-.250	.149	.094	-.54	.04
	CSA	.683(*)	.149	.000	.39	.98
	Delta	.467(*)	.149	.002	.17	.76
Alitalia	Aeroflot	.733(*)	.149	.000	.44	1.03
	Air France	.483(*)	.149	.001	.19	.78
	KLM	.250	.149	.094	-.04	.54
	CSA	.933(*)	.149	.000	.64	1.23
	Delta	.717(*)	.149	.000	.42	1.01
CSA	Aeroflot	-.200	.149	.181	-.49	.09
	Air France	-.450(*)	.149	.003	-.74	-.16
	KLM	-.683(*)	.149	.000	-.98	-.39
	Alitalia	-.933(*)	.149	.000	-1.23	-.64
	Delta	-.217	.149	.147	-.51	.08
Delta	Aeroflot	.017	.149	.911	-.28	.31
	Air France	-.233	.149	.119	-.53	.06
	KLM	-.467(*)	.149	.002	-.76	-.17
	Alitalia	-.717(*)	.149	.000	-1.01	-.42
	CSA	.217	.149	.147	-.08	.51

* The mean difference is significant at the .05 level.
Dependent Variable: 14. Safe Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.150	.203	.460	-.55	.25
	LOT	.375(*)	.166	.024	.05	.70
	Lufthansa	.050	.166	.763	-.28	.38
	SAS	-.100	.166	.546	-.43	.23
	Singapore Airlines	.275	.166	.097	-.05	.60
	Swiss	.150	.166	.366	-.18	.48
	TAP	-.675(*)	.166	.000	-1.00	-.35
	Thai	.100	.166	.546	-.23	.43
BMI	Austrian Airlines	.150	.203	.460	-.25	.55
	LOT	.525(*)	.203	.010	.13	.92
	Lufthansa	.200	.203	.325	-.20	.60
	SAS	.050	.203	.806	-.35	.45
	Singapore Airlines	.425(*)	.203	.037	.03	.82
	Swiss	.300	.203	.140	-.10	.70

	TAP	-.525(*)	.203	.010	-.92	-.13
	Thai	.250	.203	.218	-.15	.65
LOT	Austrian Airlines	-.375(*)	.166	.024	-.70	-.05
	BMI	-.525(*)	.203	.010	-.92	-.13
	Lufthansa	-.325	.166	.050	-.65	.00
	SAS	-.475(*)	.166	.004	-.80	-.15
	Singapore Airlines	-.100	.166	.546	-.43	.23
	Swiss	-.225	.166	.175	-.55	.10
	TAP	-1.050(*)	.166	.000	-1.38	-.72
	Thai	-.275	.166	.097	-.60	.05
Lufthansa	Austrian Airlines	-.050	.166	.763	-.38	.28
	BMI	-.200	.203	.325	-.60	.20
	LOT	.325	.166	.050	.00	.65
	SAS	-.150	.166	.366	-.48	.18
	Singapore Airlines	.225	.166	.175	-.10	.55
	Swiss	.100	.166	.546	-.23	.43
	TAP	-.725(*)	.166	.000	-1.05	-.40
	Thai	.050	.166	.763	-.28	.38
SAS	Austrian Airlines	.100	.166	.546	-.23	.43
	BMI	-.050	.203	.806	-.45	.35
	LOT	.475(*)	.166	.004	.15	.80
	Lufthansa	.150	.166	.366	-.18	.48
	Singapore Airlines	.375(*)	.166	.024	.05	.70
	Swiss	.250	.166	.132	-.08	.58
	TAP	-.575(*)	.166	.001	-.90	-.25
	Thai	.200	.166	.228	-.13	.53
Singapore Airlines	Austrian Airlines	-.275	.166	.097	-.60	.05
	BMI	-.425(*)	.203	.037	-.82	-.03
	LOT	.100	.166	.546	-.23	.43
	Lufthansa	-.225	.166	.175	-.55	.10
	SAS	-.375(*)	.166	.024	-.70	-.05
	Swiss	-.125	.166	.451	-.45	.20
	TAP	-.950(*)	.166	.000	-1.28	-.62
	Thai	-.175	.166	.291	-.50	.15
Swiss	Austrian Airlines	-.150	.166	.366	-.48	.18
	BMI	-.300	.203	.140	-.70	.10
	LOT	.225	.166	.175	-.10	.55
	Lufthansa	-.100	.166	.546	-.43	.23
	SAS	-.250	.166	.132	-.58	.08
	Singapore Airlines	.125	.166	.451	-.20	.45
	TAP	-.825(*)	.166	.000	-1.15	-.50
	Thai	-.050	.166	.763	-.38	.28
TAP	Austrian Airlines	.675(*)	.166	.000	.35	1.00
	BMI	.525(*)	.203	.010	.13	.92
	LOT	1.050(*)	.166	.000	.72	1.38
	Lufthansa	.725(*)	.166	.000	.40	1.05
	SAS	.575(*)	.166	.001	.25	.90
	Singapore Airlines	.950(*)	.166	.000	.62	1.28

	Swiss	.825(*)	.166	.000	.50	1.15
	Thai	.775(*)	.166	.000	.45	1.10
Thai	Austrian Airlines	-.100	.166	.546	-.43	.23
	BMI	-.250	.203	.218	-.65	.15
	LOT	.275	.166	.097	-.05	.60
	Lufthansa	-.050	.166	.763	-.38	.28
	SAS	-.200	.166	.228	-.53	.13
	Singapore Airlines	.175	.166	.291	-.15	.50
	Swiss	.050	.166	.763	-.28	.38
	TAP	-.775(*)	.166	.000	-1.10	-.45
Aer Lingus	American Airlines	.400	.253	.114	-.10	.90
	British Airways	.267	.224	.235	-.17	.71
	Cathay Pacific	.667(*)	.297	.025	.08	1.25
	Iberia	-.093	.226	.680	-.54	.35
	Qantas	.387	.260	.138	-.12	.90
American Airlines	Aer Lingus	-.400	.253	.114	-.90	.10
	British Airways	-.133	.151	.378	-.43	.16
	Cathay Pacific	.267	.246	.279	-.22	.75
	Iberia	-.493(*)	.154	.001	-.80	-.19
	Qantas	-.013	.201	.947	-.41	.38
British Airways	Aer Lingus	-.267	.224	.235	-.71	.17
	American Airlines	.133	.151	.378	-.16	.43
	Cathay Pacific	.400	.216	.065	-.02	.82
	Iberia	-.360(*)	.100	.000	-.56	-.16
	Qantas	.120	.163	.462	-.20	.44
Cathay Pacific	Aer Lingus	-.667(*)	.297	.025	-1.25	-.08
	American Airlines	-.267	.246	.279	-.75	.22
	British Airways	-.400	.216	.065	-.82	.02
	Iberia	-.760(*)	.219	.001	-1.19	-.33
	Qantas	-.280	.253	.270	-.78	.22
Iberia	Aer Lingus	.093	.226	.680	-.35	.54
	American Airlines	.493(*)	.154	.001	.19	.80
	British Airways	.360(*)	.100	.000	.16	.56
	Cathay Pacific	.760(*)	.219	.001	.33	1.19
	Qantas	.480(*)	.166	.004	.15	.81
Qantas	Aer Lingus	-.387	.260	.138	-.90	.12
	American Airlines	.013	.201	.947	-.38	.41
	British Airways	-.120	.163	.462	-.44	.20
	Cathay Pacific	.280	.253	.270	-.22	.78
	Iberia	-.480(*)	.166	.004	-.81	-.15
Aeroflot	Air France	-.317(*)	.135	.019	-.58	-.05
	KLM	-.150	.135	.268	-.42	.12
	Alitalia	-.717(*)	.135	.000	-.98	-.45
	CSA	.300(*)	.135	.027	.03	.57
	Delta	-.033	.135	.806	-.30	.23
Air France	Aeroflot	.317(*)	.135	.019	.05	.58
	KLM	.167	.135	.218	-.10	.43
	Alitalia	-.400(*)	.135	.003	-.67	-.13

	CSA	.617(*)	.135	.000	.35	.88
	Delta	.283(*)	.135	.037	.02	.55
KLM	Aeroflot	.150	.135	.268	-.12	.42
	Air France	-.167	.135	.218	-.43	.10
	Alitalia	-.567(*)	.135	.000	-.83	-.30
	CSA	.450(*)	.135	.001	.18	.72
	Delta	.117	.135	.389	-.15	.38
Alitalia	Aeroflot	.717(*)	.135	.000	.45	.98
	Air France	.400(*)	.135	.003	.13	.67
	KLM	.567(*)	.135	.000	.30	.83
	CSA	1.017(*)	.135	.000	.75	1.28
	Delta	.683(*)	.135	.000	.42	.95
CSA	Aeroflot	-.300(*)	.135	.027	-.57	-.03
	Air France	-.617(*)	.135	.000	-.88	-.35
	KLM	-.450(*)	.135	.001	-.72	-.18
	Alitalia	-1.017(*)	.135	.000	-1.28	-.75
	Delta	-.333(*)	.135	.014	-.60	-.07
Delta	Aeroflot	.033	.135	.806	-.23	.30
	Air France	-.283(*)	.135	.037	-.55	-.02
	KLM	-.117	.135	.389	-.38	.15
	Alitalia	-.683(*)	.135	.000	-.95	-.42
	CSA	.333(*)	.135	.014	.07	.60

* The mean difference is significant at the .05 level.

Dependent Variable: 15. Court Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.200	.226	.377	-.64	.24
	LOT	.150	.185	.417	-.21	.51
	Lufthansa	-.025	.185	.892	-.39	.34
	SAS	-.175	.185	.343	-.54	.19
	Singapore Airlines	.675(*)	.185	.000	.31	1.04
	Swiss	.275	.185	.137	-.09	.64
	TAP	-.325	.185	.079	-.69	.04
	Thai	.225	.185	.223	-.14	.59
BMI	Austrian Airlines	.200	.226	.377	-.24	.64
	LOT	.350	.226	.122	-.09	.79
	Lufthansa	.175	.226	.439	-.27	.62
	SAS	.025	.226	.912	-.42	.47
	Singapore Airlines	.875(*)	.226	.000	.43	1.32
	Swiss	.475(*)	.226	.036	.03	.92
	TAP	-.125	.226	.580	-.57	.32
	Thai	.425	.226	.060	-.02	.87
LOT	Austrian Airlines	-.150	.185	.417	-.51	.21
	BMI	-.350	.226	.122	-.79	.09
	Lufthansa	-.175	.185	.343	-.54	.19

	SAS	-.325	.185	.079	-.69	.04
	Singapore Airlines	.525(*)	.185	.005	.16	.89
	Swiss	.125	.185	.498	-.24	.49
	TAP	-.475(*)	.185	.010	-.84	-.11
	Thai	.075	.185	.685	-.29	.44
Lufthansa	Austrian Airlines	.025	.185	.892	-.34	.39
	BMI	-.175	.226	.439	-.62	.27
	LOT	.175	.185	.343	-.19	.54
	SAS	-.150	.185	.417	-.51	.21
	Singapore Airlines	.700(*)	.185	.000	.34	1.06
	Swiss	.300	.185	.104	-.06	.66
	TAP	-.300	.185	.104	-.66	.06
	Thai	.250	.185	.176	-.11	.61
SAS	Austrian Airlines	.175	.185	.343	-.19	.54
	BMI	-.025	.226	.912	-.47	.42
	LOT	.325	.185	.079	-.04	.69
	Lufthansa	.150	.185	.417	-.21	.51
	Singapore Airlines	.850(*)	.185	.000	.49	1.21
	Swiss	.450(*)	.185	.015	.09	.81
	TAP	-.150	.185	.417	-.51	.21
	Thai	.400(*)	.185	.030	.04	.76
Singapore Airlines	Austrian Airlines	-.675(*)	.185	.000	-1.04	-.31
	BMI	-.875(*)	.226	.000	-1.32	-.43
	LOT	-.525(*)	.185	.005	-.89	-.16
	Lufthansa	-.700(*)	.185	.000	-1.06	-.34
	SAS	-.850(*)	.185	.000	-1.21	-.49
	Swiss	-.400(*)	.185	.030	-.76	-.04
	TAP	-1.000(*)	.185	.000	-1.36	-.64
	Thai	-.450(*)	.185	.015	-.81	-.09
Swiss	Austrian Airlines	-.275	.185	.137	-.64	.09
	BMI	-.475(*)	.226	.036	-.92	-.03
	LOT	-.125	.185	.498	-.49	.24
	Lufthansa	-.300	.185	.104	-.66	.06
	SAS	-.450(*)	.185	.015	-.81	-.09
	Singapore Airlines	.400(*)	.185	.030	.04	.76
	TAP	-.600(*)	.185	.001	-.96	-.24
	Thai	-.050	.185	.787	-.41	.31
TAP	Austrian Airlines	.325	.185	.079	-.04	.69
	BMI	.125	.226	.580	-.32	.57
	LOT	.475(*)	.185	.010	.11	.84
	Lufthansa	.300	.185	.104	-.06	.66
	SAS	.150	.185	.417	-.21	.51
	Singapore Airlines	1.000(*)	.185	.000	.64	1.36
	Swiss	.600(*)	.185	.001	.24	.96
	Thai	.550(*)	.185	.003	.19	.91
Thai	Austrian Airlines	-.225	.185	.223	-.59	.14
	BMI	-.425	.226	.060	-.87	.02
	LOT	-.075	.185	.685	-.44	.29

	Lufthansa	-.250	.185	.176	-.61	.11
	SAS	-.400(*)	.185	.030	-.76	-.04
	Singapore Airlines	.450(*)	.185	.015	.09	.81
	Swiss	.050	.185	.787	-.31	.41
	TAP	-.550(*)	.185	.003	-.91	-.19
Aer Lingus	American Airlines	.933(*)	.282	.001	.38	1.49
	British Airways	1.267(*)	.250	.000	.78	1.76
	Cathay Pacific	1.308(*)	.330	.000	.66	1.96
	Iberia	1.040(*)	.252	.000	.55	1.53
	Qantas	1.400(*)	.290	.000	.83	1.97
American Airlines	Aer Lingus	-.933(*)	.282	.001	-1.49	-.38
	British Airways	.333(*)	.169	.048	.00	.66
	Cathay Pacific	.374	.274	.172	-.16	.91
	Iberia	.107	.172	.535	-.23	.44
	Qantas	.467(*)	.224	.037	.03	.91
British Airways	Aer Lingus	-1.267(*)	.250	.000	-1.76	-.78
	American Airlines	-.333(*)	.169	.048	-.66	.00
	Cathay Pacific	.041	.241	.865	-.43	.51
	Iberia	-.227(*)	.112	.043	-.45	-.01
	Qantas	.133	.181	.463	-.22	.49
Cathay Pacific	Aer Lingus	-1.308(*)	.330	.000	-1.96	-.66
	American Airlines	-.374	.274	.172	-.91	.16
	British Airways	-.041	.241	.865	-.51	.43
	Iberia	-.268	.243	.272	-.75	.21
	Qantas	.092	.282	.744	-.46	.65
Iberia	Aer Lingus	-1.040(*)	.252	.000	-1.53	-.55
	American Airlines	-.107	.172	.535	-.44	.23
	British Airways	.227(*)	.112	.043	.01	.45
	Cathay Pacific	.268	.243	.272	-.21	.75
	Qantas	.360	.185	.051	.00	.72
Qantas	Aer Lingus	-1.400(*)	.290	.000	-1.97	-.83
	American Airlines	-.467(*)	.224	.037	-.91	-.03
	British Airways	-.133	.181	.463	-.49	.22
	Cathay Pacific	-.092	.282	.744	-.65	.46
	Iberia	-.360	.185	.051	-.72	.00
Aeroflot	Air France	.117	.151	.439	-.18	.41
	KLM	.200	.151	.185	-.10	.50
	Alitalia	-.633(*)	.151	.000	-.93	-.34
	CSA	.100	.151	.507	-.20	.40
	Delta	.117	.151	.439	-.18	.41
Air France	Aeroflot	-.117	.151	.439	-.41	.18
	KLM	.083	.151	.580	-.21	.38
	Alitalia	-.750(*)	.151	.000	-1.05	-.45
	CSA	-.017	.151	.912	-.31	.28
	Delta	.000	.151	1.000	-.30	.30
KLM	Aeroflot	-.200	.151	.185	-.50	.10
	Air France	-.083	.151	.580	-.38	.21
	Alitalia	-.833(*)	.151	.000	-1.13	-.54

	CSA	-.100	.151	.507	-.40	.20
	Delta	-.083	.151	.580	-.38	.21
Alitalia	Aeroflot	.633(*)	.151	.000	.34	.93
	Air France	.750(*)	.151	.000	.45	1.05
	KLM	.833(*)	.151	.000	.54	1.13
	CSA	.733(*)	.151	.000	.44	1.03
	Delta	.750(*)	.151	.000	.45	1.05
CSA	Aeroflot	-.100	.151	.507	-.40	.20
	Air France	.017	.151	.912	-.28	.31
	KLM	.100	.151	.507	-.20	.40
	Alitalia	-.733(*)	.151	.000	-1.03	-.44
	Delta	.017	.151	.912	-.28	.31
Delta	Aeroflot	-.117	.151	.439	-.41	.18
	Air France	.000	.151	1.000	-.30	.30
	KLM	.083	.151	.580	-.21	.38
	Alitalia	-.750(*)	.151	.000	-1.05	-.45
	CSA	-.017	.151	.912	-.31	.28

* The mean difference is significant at the .05 level.

Dependent Variable: 16. Knowl Alliance Expectation

LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	.075	.219	.732	-.35	.50
	LOT	.375(*)	.179	.036	.02	.73
	Lufthansa	-.075	.179	.675	-.43	.28
	SAS	-.150	.179	.402	-.50	.20
	Singapore Airlines	.675(*)	.179	.000	.32	1.03
	Swiss	.350	.179	.050	.00	.70
	TAP	-.250	.179	.162	-.60	.10
	Thai	.400(*)	.179	.025	.05	.75
BMI	Austrian Airlines	-.075	.219	.732	-.50	.35
	LOT	.300	.219	.171	-.13	.73
	Lufthansa	-.150	.219	.493	-.58	.28
	SAS	-.225	.219	.304	-.65	.20
	Singapore Airlines	.600(*)	.219	.006	.17	1.03
	Swiss	.275	.219	.209	-.15	.70
	TAP	-.325	.219	.138	-.75	.10
	Thai	.325	.219	.138	-.10	.75
LOT	Austrian Airlines	-.375(*)	.179	.036	-.73	-.02
	BMI	-.300	.219	.171	-.73	.13
	Lufthansa	-.450(*)	.179	.012	-.80	-.10
	SAS	-.525(*)	.179	.003	-.88	-.17
	Singapore Airlines	.300	.179	.094	-.05	.65
	Swiss	-.025	.179	.889	-.38	.33
	TAP	-.625(*)	.179	.000	-.98	-.27
	Thai	.025	.179	.889	-.33	.38
Lufthansa	Austrian Airlines	.075	.179	.675	-.28	.43

	BMI	.150	.219	.493	-.28	.58
	LOT	.450(*)	.179	.012	.10	.80
	SAS	-.075	.179	.675	-.43	.28
	Singapore Airlines	.750(*)	.179	.000	.40	1.10
	Swiss	.425(*)	.179	.018	.07	.78
	TAP	-.175	.179	.328	-.53	.18
	Thai	.475(*)	.179	.008	.12	.83
SAS	Austrian Airlines	.150	.179	.402	-.20	.50
	BMI	.225	.219	.304	-.20	.65
	LOT	.525(*)	.179	.003	.17	.88
	Lufthansa	.075	.179	.675	-.28	.43
	Singapore Airlines	.825(*)	.179	.000	.47	1.18
	Swiss	.500(*)	.179	.005	.15	.85
	TAP	-.100	.179	.576	-.45	.25
	Thai	.550(*)	.179	.002	.20	.90
Singapore Airlines	Austrian Airlines	-.675(*)	.179	.000	-1.03	-.32
	BMI	-.600(*)	.219	.006	-1.03	-.17
	LOT	-.300	.179	.094	-.65	.05
	Lufthansa	-.750(*)	.179	.000	-1.10	-.40
	SAS	-.825(*)	.179	.000	-1.18	-.47
	Swiss	-.325	.179	.069	-.68	.03
	TAP	-.925(*)	.179	.000	-1.28	-.57
	Thai	-.275	.179	.124	-.63	.08
Swiss	Austrian Airlines	-.350	.179	.050	-.70	.00
	BMI	-.275	.219	.209	-.70	.15
	LOT	.025	.179	.889	-.33	.38
	Lufthansa	-.425(*)	.179	.018	-.78	-.07
	SAS	-.500(*)	.179	.005	-.85	-.15
	Singapore Airlines	.325	.179	.069	-.03	.68
	TAP	-.600(*)	.179	.001	-.95	-.25
	Thai	.050	.179	.780	-.30	.40
TAP	Austrian Airlines	.250	.179	.162	-.10	.60
	BMI	.325	.219	.138	-.10	.75
	LOT	.625(*)	.179	.000	.27	.98
	Lufthansa	.175	.179	.328	-.18	.53
	SAS	.100	.179	.576	-.25	.45
	Singapore Airlines	.925(*)	.179	.000	.57	1.28
	Swiss	.600(*)	.179	.001	.25	.95
	Thai	.650(*)	.179	.000	.30	1.00
Thai	Austrian Airlines	-.400(*)	.179	.025	-.75	-.05
	BMI	-.325	.219	.138	-.75	.10
	LOT	-.025	.179	.889	-.38	.33
	Lufthansa	-.475(*)	.179	.008	-.83	-.12
	SAS	-.550(*)	.179	.002	-.90	-.20
	Singapore Airlines	.275	.179	.124	-.08	.63
	Swiss	-.050	.179	.780	-.40	.30
	TAP	-.650(*)	.179	.000	-1.00	-.30
Aer Lingus	American Airlines	-.200	.273	.464	-.74	.34

	British Airways	-.250	.242	.302	-.72	.22
	Cathay Pacific	-.718(*)	.320	.025	-1.35	-.09
	Iberia	-.373	.244	.127	-.85	.11
	Qantas	.387	.281	.169	-.16	.94
American Airlines	Aer Lingus	.200	.273	.464	-.34	.74
	British Airways	-.050	.163	.759	-.37	.27
	Cathay Pacific	-.518	.265	.051	-1.04	.00
	Iberia	-.173	.166	.298	-.50	.15
	Qantas	.587(*)	.216	.007	.16	1.01
British Airways	Aer Lingus	.250	.242	.302	-.22	.72
	American Airlines	.050	.163	.759	-.27	.37
	Cathay Pacific	-.468(*)	.233	.045	-.93	-.01
	Iberia	-.123	.108	.255	-.34	.09
	Qantas	.637(*)	.176	.000	.29	.98
Cathay Pacific	Aer Lingus	.718(*)	.320	.025	.09	1.35
	American Airlines	.518	.265	.051	.00	1.04
	British Airways	.468(*)	.233	.045	.01	.93
	Iberia	.345	.236	.144	-.12	.81
	Qantas	1.105(*)	.273	.000	.57	1.64
Iberia	Aer Lingus	.373	.244	.127	-.11	.85
	American Airlines	.173	.166	.298	-.15	.50
	British Airways	.123	.108	.255	-.09	.34
	Cathay Pacific	-.345	.236	.144	-.81	.12
	Qantas	.760(*)	.179	.000	.41	1.11
Qantas	Aer Lingus	-.387	.281	.169	-.94	.16
	American Airlines	-.587(*)	.216	.007	-1.01	-.16
	British Airways	-.637(*)	.176	.000	-.98	-.29
	Cathay Pacific	-1.105(*)	.273	.000	-1.64	-.57
	Iberia	-.760(*)	.179	.000	-1.11	-.41
Aeroflot	Air France	-.383(*)	.146	.009	-.67	-.10
	KLM	-.383(*)	.146	.009	-.67	-.10
	Alitalia	-.600(*)	.146	.000	-.89	-.31
	CSA	.100	.146	.493	-.19	.39
	Delta	-.533(*)	.146	.000	-.82	-.25
Air France	Aeroflot	.383(*)	.146	.009	.10	.67
	KLM	.000	.146	1.000	-.29	.29
	Alitalia	-.217	.146	.138	-.50	.07
	CSA	.483(*)	.146	.001	.20	.77
	Delta	-.150	.146	.304	-.44	.14
KLM	Aeroflot	.383(*)	.146	.009	.10	.67
	Air France	.000	.146	1.000	-.29	.29
	Alitalia	-.217	.146	.138	-.50	.07
	CSA	.483(*)	.146	.001	.20	.77
	Delta	-.150	.146	.304	-.44	.14
Alitalia	Aeroflot	.600(*)	.146	.000	.31	.89
	Air France	.217	.146	.138	-.07	.50
	KLM	.217	.146	.138	-.07	.50
	CSA	.700(*)	.146	.000	.41	.99

	Delta	.067	.146	.648	-.22	.35
CSA	Aeroflot	-.100	.146	.493	-.39	.19
	Air France	-.483(*)	.146	.001	-.77	-.20
	KLM	-.483(*)	.146	.001	-.77	-.20
	Alitalia	-.700(*)	.146	.000	-.99	-.41
	Delta	-.633(*)	.146	.000	-.92	-.35
Delta	Aeroflot	.533(*)	.146	.000	.25	.82
	Air France	.150	.146	.304	-.14	.44
	KLM	.150	.146	.304	-.14	.44
	Alitalia	-.067	.146	.648	-.35	.22
	CSA	.633(*)	.146	.000	.35	.92

* The mean difference is significant at the .05 level.

Dependent Variable: 17. Att Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.050	.225	.824	-.49	.39
	LOT	.200	.184	.277	-.16	.56
	Lufthansa	.000	.184	1.000	-.36	.36
	SAS	-.150	.184	.415	-.51	.21
	Singapore Airlines	.750(*)	.184	.000	.39	1.11
	Swiss	.525(*)	.184	.004	.16	.89
	TAP	-.425(*)	.184	.021	-.79	-.06
	Thai	.600(*)	.184	.001	.24	.96
BMI	Austrian Airlines	.050	.225	.824	-.39	.49
	LOT	.250	.225	.267	-.19	.69
	Lufthansa	.050	.225	.824	-.39	.49
	SAS	-.100	.225	.657	-.54	.34
	Singapore Airlines	.800(*)	.225	.000	.36	1.24
	Swiss	.575(*)	.225	.011	.13	1.02
	TAP	-.375	.225	.096	-.82	.07
	Thai	.650(*)	.225	.004	.21	1.09
LOT	Austrian Airlines	-.200	.184	.277	-.56	.16
	BMI	-.250	.225	.267	-.69	.19
	Lufthansa	-.200	.184	.277	-.56	.16
	SAS	-.350	.184	.057	-.71	.01
	Singapore Airlines	.550(*)	.184	.003	.19	.91
	Swiss	.325	.184	.078	-.04	.69
	TAP	-.625(*)	.184	.001	-.99	-.26
	Thai	.400(*)	.184	.030	.04	.76
Lufthansa	Austrian Airlines	.000	.184	1.000	-.36	.36
	BMI	-.050	.225	.824	-.49	.39
	LOT	.200	.184	.277	-.16	.56
	SAS	-.150	.184	.415	-.51	.21
	Singapore Airlines	.750(*)	.184	.000	.39	1.11
	Swiss	.525(*)	.184	.004	.16	.89
	TAP	-.425(*)	.184	.021	-.79	-.06

	Thai	.600(*)	.184	.001	.24	.96
SAS	Austrian Airlines	.150	.184	.415	-.21	.51
	BMI	.100	.225	.657	-.34	.54
	LOT	.350	.184	.057	-.01	.71
	Lufthansa	.150	.184	.415	-.21	.51
	Singapore Airlines	.900(*)	.184	.000	.54	1.26
	Swiss	.675(*)	.184	.000	.31	1.04
	TAP	-.275	.184	.135	-.64	.09
	Thai	.750(*)	.184	.000	.39	1.11
Singapore Airlines	Austrian Airlines	-.750(*)	.184	.000	-1.11	-.39
	BMI	-.800(*)	.225	.000	-1.24	-.36
	LOT	-.550(*)	.184	.003	-.91	-.19
	Lufthansa	-.750(*)	.184	.000	-1.11	-.39
	SAS	-.900(*)	.184	.000	-1.26	-.54
	Swiss	-.225	.184	.222	-.59	.14
	TAP	-1.175(*)	.184	.000	-1.54	-.81
	Thai	-.150	.184	.415	-.51	.21
Swiss	Austrian Airlines	-.525(*)	.184	.004	-.89	-.16
	BMI	-.575(*)	.225	.011	-1.02	-.13
	LOT	-.325	.184	.078	-.69	.04
	Lufthansa	-.525(*)	.184	.004	-.89	-.16
	SAS	-.675(*)	.184	.000	-1.04	-.31
	Singapore Airlines	.225	.184	.222	-.14	.59
	TAP	-.950(*)	.184	.000	-1.31	-.59
	Thai	.075	.184	.684	-.29	.44
TAP	Austrian Airlines	.425(*)	.184	.021	.06	.79
	BMI	.375	.225	.096	-.07	.82
	LOT	.625(*)	.184	.001	.26	.99
	Lufthansa	.425(*)	.184	.021	.06	.79
	SAS	.275	.184	.135	-.09	.64
	Singapore Airlines	1.175(*)	.184	.000	.81	1.54
	Swiss	.950(*)	.184	.000	.59	1.31
	Thai	1.025(*)	.184	.000	.66	1.39
Thai	Austrian Airlines	-.600(*)	.184	.001	-.96	-.24
	BMI	-.650(*)	.225	.004	-1.09	-.21
	LOT	-.400(*)	.184	.030	-.76	-.04
	Lufthansa	-.600(*)	.184	.001	-.96	-.24
	SAS	-.750(*)	.184	.000	-1.11	-.39
	Singapore Airlines	.150	.184	.415	-.21	.51
	Swiss	-.075	.184	.684	-.44	.29
	TAP	-1.025(*)	.184	.000	-1.39	-.66
Aer Lingus	American Airlines	.867(*)	.281	.002	.32	1.42
	British Airways	.950(*)	.249	.000	.46	1.44
	Cathay Pacific	.692(*)	.329	.036	.05	1.34
	Iberia	.880(*)	.251	.000	.39	1.37
	Qantas	1.400(*)	.289	.000	.83	1.97
American Airlines	Aer Lingus	-.867(*)	.281	.002	-1.42	-.32
	British Airways	.083	.168	.620	-.25	.41

	Cathay Pacific	-.174	.273	.523	-.71	.36
	Iberia	.013	.171	.938	-.32	.35
	Qantas	.533(*)	.223	.017	.10	.97
British Airways	Aer Lingus	-.950(*)	.249	.000	-1.44	-.46
	American Airlines	-.083	.168	.620	-.41	.25
	Cathay Pacific	-.258	.240	.284	-.73	.21
	Iberia	-.070	.111	.530	-.29	.15
	Qantas	.450(*)	.181	.013	.10	.80
Cathay Pacific	Aer Lingus	-.692(*)	.329	.036	-1.34	-.05
	American Airlines	.174	.273	.523	-.36	.71
	British Airways	.258	.240	.284	-.21	.73
	Iberia	.188	.243	.439	-.29	.66
	Qantas	.708(*)	.281	.012	.16	1.26
Iberia	Aer Lingus	-.880(*)	.251	.000	-1.37	-.39
	American Airlines	-.013	.171	.938	-.35	.32
	British Airways	.070	.111	.530	-.15	.29
	Cathay Pacific	-.188	.243	.439	-.66	.29
	Qantas	.520(*)	.184	.005	.16	.88
Qantas	Aer Lingus	-1.400(*)	.289	.000	-1.97	-.83
	American Airlines	-.533(*)	.223	.017	-.97	-.10
	British Airways	-.450(*)	.181	.013	-.80	-.10
	Cathay Pacific	-.708(*)	.281	.012	-1.26	-.16
	Iberia	-.520(*)	.184	.005	-.88	-.16
Aeroflot	Air France	-.100	.150	.506	-.39	.19
	KLM	.133	.150	.375	-.16	.43
	Alitalia	-.683(*)	.150	.000	-.98	-.39
	CSA	.200	.150	.183	-.09	.49
	Delta	.033	.150	.824	-.26	.33
Air France	Aeroflot	.100	.150	.506	-.19	.39
	KLM	.233	.150	.121	-.06	.53
	Alitalia	-.583(*)	.150	.000	-.88	-.29
	CSA	.300(*)	.150	.046	.01	.59
	Delta	.133	.150	.375	-.16	.43
KLM	Aeroflot	-.133	.150	.375	-.43	.16
	Air France	-.233	.150	.121	-.53	.06
	Alitalia	-.817(*)	.150	.000	-1.11	-.52
	CSA	.067	.150	.657	-.23	.36
	Delta	-.100	.150	.506	-.39	.19
Alitalia	Aeroflot	.683(*)	.150	.000	.39	.98
	Air France	.583(*)	.150	.000	.29	.88
	KLM	.817(*)	.150	.000	.52	1.11
	CSA	.883(*)	.150	.000	.59	1.18
	Delta	.717(*)	.150	.000	.42	1.01
CSA	Aeroflot	-.200	.150	.183	-.49	.09
	Air France	-.300(*)	.150	.046	-.59	-.01
	KLM	-.067	.150	.657	-.36	.23
	Alitalia	-.883(*)	.150	.000	-1.18	-.59
	Delta	-.167	.150	.267	-.46	.13

Delta	Aeroflot	-.033	.150	.824	-.33	.26
	Air France	-.133	.150	.375	-.43	.16
	KLM	.100	.150	.506	-.19	.39
	Alitalia	-.717(*)	.150	.000	-1.01	-.42
	CSA	.167	.150	.267	-.13	.46

* The mean difference is significant at the .05 level.

Dependent Variable: 18. Sch Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	.250	.224	.264	-.19	.69
	LOT	.600(*)	.183	.001	.24	.96
	Lufthansa	.100	.183	.584	-.26	.46
	SAS	-.050	.183	.784	-.41	.31
	Singapore Airlines	.875(*)	.183	.000	.52	1.23
	Swiss	.600(*)	.183	.001	.24	.96
	TAP	-.200	.183	.274	-.56	.16
	Thai	.650(*)	.183	.000	.29	1.01
BMI	Austrian Airlines	-.250	.224	.264	-.69	.19
	LOT	.350	.224	.118	-.09	.79
	Lufthansa	-.150	.224	.503	-.59	.29
	SAS	-.300	.224	.180	-.74	.14
	Singapore Airlines	.625(*)	.224	.005	.19	1.06
	Swiss	.350	.224	.118	-.09	.79
	TAP	-.450(*)	.224	.045	-.89	-.01
	Thai	.400	.224	.074	-.04	.84
LOT	Austrian Airlines	-.600(*)	.183	.001	-.96	-.24
	BMI	-.350	.224	.118	-.79	.09
	Lufthansa	-.500(*)	.183	.006	-.86	-.14
	SAS	-.650(*)	.183	.000	-1.01	-.29
	Singapore Airlines	.275	.183	.133	-.08	.63
	Swiss	.000	.183	1.000	-.36	.36
	TAP	-.800(*)	.183	.000	-1.16	-.44
	Thai	.050	.183	.784	-.31	.41
Lufthansa	Austrian Airlines	-.100	.183	.584	-.46	.26
	BMI	.150	.224	.503	-.29	.59
	LOT	.500(*)	.183	.006	.14	.86
	SAS	-.150	.183	.412	-.51	.21
	Singapore Airlines	.775(*)	.183	.000	.42	1.13
	Swiss	.500(*)	.183	.006	.14	.86
	TAP	-.300	.183	.101	-.66	.06
	Thai	.550(*)	.183	.003	.19	.91
SAS	Austrian Airlines	.050	.183	.784	-.31	.41
	BMI	.300	.224	.180	-.14	.74
	LOT	.650(*)	.183	.000	.29	1.01
	Lufthansa	.150	.183	.412	-.21	.51
	Singapore Airlines	.925(*)	.183	.000	.57	1.28

	Swiss	.650(*)	.183	.000	.29	1.01
	TAP	-.150	.183	.412	-.51	.21
	Thai	.700(*)	.183	.000	.34	1.06
Singapore Airlines	Austrian Airlines	-.875(*)	.183	.000	-1.23	-.52
	BMI	-.625(*)	.224	.005	-1.06	-.19
	LOT	-.275	.183	.133	-.63	.08
	Lufthansa	-.775(*)	.183	.000	-1.13	-.42
	SAS	-.925(*)	.183	.000	-1.28	-.57
	Swiss	-.275	.183	.133	-.63	.08
	TAP	-1.075(*)	.183	.000	-1.43	-.72
	Thai	-.225	.183	.219	-.58	.13
Swiss	Austrian Airlines	-.600(*)	.183	.001	-.96	-.24
	BMI	-.350	.224	.118	-.79	.09
	LOT	.000	.183	1.000	-.36	.36
	Lufthansa	-.500(*)	.183	.006	-.86	-.14
	SAS	-.650(*)	.183	.000	-1.01	-.29
	Singapore Airlines	.275	.183	.133	-.08	.63
	TAP	-.800(*)	.183	.000	-1.16	-.44
	Thai	.050	.183	.784	-.31	.41
TAP	Austrian Airlines	.200	.183	.274	-.16	.56
	BMI	.450(*)	.224	.045	.01	.89
	LOT	.800(*)	.183	.000	.44	1.16
	Lufthansa	.300	.183	.101	-.06	.66
	SAS	.150	.183	.412	-.21	.51
	Singapore Airlines	1.075(*)	.183	.000	.72	1.43
	Swiss	.800(*)	.183	.000	.44	1.16
	Thai	.850(*)	.183	.000	.49	1.21
Thai	Austrian Airlines	-.650(*)	.183	.000	-1.01	-.29
	BMI	-.400	.224	.074	-.84	.04
	LOT	-.050	.183	.784	-.41	.31
	Lufthansa	-.550(*)	.183	.003	-.91	-.19
	SAS	-.700(*)	.183	.000	-1.06	-.34
	Singapore Airlines	.225	.183	.219	-.13	.58
	Swiss	-.050	.183	.784	-.41	.31
	TAP	-.850(*)	.183	.000	-1.21	-.49
Aer Lingus	American Airlines	-.467	.279	.095	-1.01	.08
	British Airways	-.242	.247	.329	-.73	.24
	Cathay Pacific	.205	.327	.531	-.44	.85
	Iberia	-.773(*)	.250	.002	-1.26	-.28
	Qantas	.107	.287	.710	-.46	.67
American Airlines	Aer Lingus	.467	.279	.095	-.08	1.01
	British Airways	.225	.167	.178	-.10	.55
	Cathay Pacific	.672(*)	.271	.013	.14	1.20
	Iberia	-.307	.170	.072	-.64	.03
	Qantas	.573(*)	.221	.010	.14	1.01
British Airways	Aer Lingus	.242	.247	.329	-.24	.73
	American Airlines	-.225	.167	.178	-.55	.10
	Cathay Pacific	.447	.239	.061	-.02	.92

	Iberia	-.532(*)	.111	.000	-.75	-.31
	Qantas	.348	.180	.053	.00	.70
Cathay Pacific	Aer Lingus	-.205	.327	.531	-.85	.44
	American Airlines	-.672(*)	.271	.013	-1.20	-.14
	British Airways	-.447	.239	.061	-.92	.02
	Iberia	-.978(*)	.241	.000	-1.45	-.51
	Qantas	-.098	.279	.725	-.65	.45
Iberia	Aer Lingus	.773(*)	.250	.002	.28	1.26
	American Airlines	.307	.170	.072	-.03	.64
	British Airways	.532(*)	.111	.000	.31	.75
	Cathay Pacific	.978(*)	.241	.000	.51	1.45
	Qantas	.880(*)	.183	.000	.52	1.24
Qantas	Aer Lingus	-.107	.287	.710	-.67	.46
	American Airlines	-.573(*)	.221	.010	-1.01	-.14
	British Airways	-.348	.180	.053	-.70	.00
	Cathay Pacific	.098	.279	.725	-.45	.65
	Iberia	-.880(*)	.183	.000	-1.24	-.52
Aeroflot	Air France	-.400(*)	.149	.007	-.69	-.11
	KLM	-.183	.149	.220	-.48	.11
	Alitalia	-.767(*)	.149	.000	-1.06	-.47
	CSA	.200	.149	.180	-.09	.49
	Delta	-.283	.149	.058	-.58	.01
Air France	Aeroflot	.400(*)	.149	.007	.11	.69
	KLM	.217	.149	.147	-.08	.51
	Alitalia	-.367(*)	.149	.014	-.66	-.07
	CSA	.600(*)	.149	.000	.31	.89
	Delta	.117	.149	.435	-.18	.41
KLM	Aeroflot	.183	.149	.220	-.11	.48
	Air France	-.217	.149	.147	-.51	.08
	Alitalia	-.583(*)	.149	.000	-.88	-.29
	CSA	.383(*)	.149	.010	.09	.68
	Delta	-.100	.149	.503	-.39	.19
Alitalia	Aeroflot	.767(*)	.149	.000	.47	1.06
	Air France	.367(*)	.149	.014	.07	.66
	KLM	.583(*)	.149	.000	.29	.88
	CSA	.967(*)	.149	.000	.67	1.26
	Delta	.483(*)	.149	.001	.19	.78
CSA	Aeroflot	-.200	.149	.180	-.49	.09
	Air France	-.600(*)	.149	.000	-.89	-.31
	KLM	-.383(*)	.149	.010	-.68	-.09
	Alitalia	-.967(*)	.149	.000	-1.26	-.67
	Delta	-.483(*)	.149	.001	-.78	-.19
Delta	Aeroflot	.283	.149	.058	-.01	.58
	Air France	-.117	.149	.435	-.41	.18
	KLM	.100	.149	.503	-.19	.39
	Alitalia	-.483(*)	.149	.001	-.78	-.19
	CSA	.483(*)	.149	.001	.19	.78

* The mean difference is significant at the .05 level.

Dependent Variable: 19. Personal Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	-.550(*)	.232	.018	-1.01	-.09
	LOT	-.100	.189	.598	-.47	.27
	Lufthansa	-.025	.189	.895	-.40	.35
	SAS	-.300	.189	.113	-.67	.07
	Singapore Airlines	.500(*)	.189	.008	.13	.87
	Swiss	.350	.189	.065	-.02	.72
	TAP	-.725(*)	.189	.000	-1.10	-.35
	Thai	.150	.189	.429	-.22	.52
BMI	Austrian Airlines	.550(*)	.232	.018	.09	1.01
	LOT	.450	.232	.053	-.01	.91
	Lufthansa	.525(*)	.232	.024	.07	.98
	SAS	.250	.232	.281	-.21	.71
	Singapore Airlines	1.050(*)	.232	.000	.59	1.51
	Swiss	.900(*)	.232	.000	.44	1.36
	TAP	-.175	.232	.451	-.63	.28
	Thai	.700(*)	.232	.003	.24	1.16
LOT	Austrian Airlines	.100	.189	.598	-.27	.47
	BMI	-.450	.232	.053	-.91	.01
	Lufthansa	.075	.189	.692	-.30	.45
	SAS	-.200	.189	.291	-.57	.17
	Singapore Airlines	.600(*)	.189	.002	.23	.97
	Swiss	.450(*)	.189	.018	.08	.82
	TAP	-.625(*)	.189	.001	-1.00	-.25
	Thai	.250	.189	.187	-.12	.62
Lufthansa	Austrian Airlines	.025	.189	.895	-.35	.40
	BMI	-.525(*)	.232	.024	-.98	-.07
	LOT	-.075	.189	.692	-.45	.30
	SAS	-.275	.189	.147	-.65	.10
	Singapore Airlines	.525(*)	.189	.006	.15	.90
	Swiss	.375(*)	.189	.048	.00	.75
	TAP	-.700(*)	.189	.000	-1.07	-.33
	Thai	.175	.189	.356	-.20	.55
SAS	Austrian Airlines	.300	.189	.113	-.07	.67
	BMI	-.250	.232	.281	-.71	.21
	LOT	.200	.189	.291	-.17	.57
	Lufthansa	.275	.189	.147	-.10	.65
	Singapore Airlines	.800(*)	.189	.000	.43	1.17
	Swiss	.650(*)	.189	.001	.28	1.02
	TAP	-.425(*)	.189	.025	-.80	-.05
	Thai	.450(*)	.189	.018	.08	.82
Singapore Airlines	Austrian Airlines	-.500(*)	.189	.008	-.87	-.13
	BMI	-1.050(*)	.232	.000	-1.51	-.59
	LOT	-.600(*)	.189	.002	-.97	-.23

	Lufthansa	-.525(*)	.189	.006	-.90	-.15
	SAS	-.800(*)	.189	.000	-1.17	-.43
	Swiss	-.150	.189	.429	-.52	.22
	TAP	-1.225(*)	.189	.000	-1.60	-.85
	Thai	-.350	.189	.065	-.72	.02
Swiss	Austrian Airlines	-.350	.189	.065	-.72	.02
	BMI	-.900(*)	.232	.000	-1.36	-.44
	LOT	-.450(*)	.189	.018	-.82	-.08
	Lufthansa	-.375(*)	.189	.048	-.75	.00
	SAS	-.650(*)	.189	.001	-1.02	-.28
	Singapore Airlines	.150	.189	.429	-.22	.52
	TAP	-1.075(*)	.189	.000	-1.45	-.70
	Thai	-.200	.189	.291	-.57	.17
TAP	Austrian Airlines	.725(*)	.189	.000	.35	1.10
	BMI	.175	.232	.451	-.28	.63
	LOT	.625(*)	.189	.001	.25	1.00
	Lufthansa	.700(*)	.189	.000	.33	1.07
	SAS	.425(*)	.189	.025	.05	.80
	Singapore Airlines	1.225(*)	.189	.000	.85	1.60
	Swiss	1.075(*)	.189	.000	.70	1.45
	Thai	.875(*)	.189	.000	.50	1.25
Thai	Austrian Airlines	-.150	.189	.429	-.52	.22
	BMI	-.700(*)	.232	.003	-1.16	-.24
	LOT	-.250	.189	.187	-.62	.12
	Lufthansa	-.175	.189	.356	-.55	.20
	SAS	-.450(*)	.189	.018	-.82	-.08
	Singapore Airlines	.350	.189	.065	-.02	.72
	Swiss	.200	.189	.291	-.17	.57
	TAP	-.875(*)	.189	.000	-1.25	-.50
Aer Lingus	American Airlines	1.267(*)	.289	.000	.70	1.83
	British Airways	1.433(*)	.256	.000	.93	1.94
	Cathay Pacific	1.179(*)	.339	.001	.51	1.84
	Iberia	.973(*)	.259	.000	.47	1.48
	Qantas	1.533(*)	.297	.000	.95	2.12
American Airlines	Aer Lingus	-1.267(*)	.289	.000	-1.83	-.70
	British Airways	.167	.173	.335	-.17	.51
	Cathay Pacific	-.087	.281	.757	-.64	.46
	Iberia	-.293	.176	.096	-.64	.05
	Qantas	.267	.229	.245	-.18	.72
British Airways	Aer Lingus	-1.433(*)	.256	.000	-1.94	-.93
	American Airlines	-.167	.173	.335	-.51	.17
	Cathay Pacific	-.254	.247	.305	-.74	.23
	Iberia	-.460(*)	.115	.000	-.69	-.23
	Qantas	.100	.186	.591	-.27	.47
Cathay Pacific	Aer Lingus	-1.179(*)	.339	.001	-1.84	-.51
	American Airlines	.087	.281	.757	-.46	.64
	British Airways	.254	.247	.305	-.23	.74
	Iberia	-.206	.250	.409	-.70	.28

	Qantas	.354	.290	.222	-.21	.92
Iberia	Aer Lingus	-.973(*)	.259	.000	-1.48	-.47
	American Airlines	.293	.176	.096	-.05	.64
	British Airways	.460(*)	.115	.000	.23	.69
	Cathay Pacific	.206	.250	.409	-.28	.70
	Qantas	.560(*)	.189	.003	.19	.93
Qantas	Aer Lingus	-1.533(*)	.297	.000	-2.12	-.95
	American Airlines	-.267	.229	.245	-.72	.18
	British Airways	-.100	.186	.591	-.47	.27
	Cathay Pacific	-.354	.290	.222	-.92	.21
	Iberia	-.560(*)	.189	.003	-.93	-.19
Aeroflot	Air France	-.333(*)	.155	.031	-.64	-.03
	KLM	-.200	.155	.196	-.50	.10
	Alitalia	-.683(*)	.155	.000	-.99	-.38
	CSA	.083	.155	.590	-.22	.39
	Delta	-.300	.155	.053	-.60	.00
Air France	Aeroflot	.333(*)	.155	.031	.03	.64
	KLM	.133	.155	.389	-.17	.44
	Alitalia	-.350(*)	.155	.024	-.65	-.05
	CSA	.417(*)	.155	.007	.11	.72
	Delta	.033	.155	.829	-.27	.34
KLM	Aeroflot	.200	.155	.196	-.10	.50
	Air France	-.133	.155	.389	-.44	.17
	Alitalia	-.483(*)	.155	.002	-.79	-.18
	CSA	.283	.155	.067	-.02	.59
	Delta	-.100	.155	.518	-.40	.20
Alitalia	Aeroflot	.683(*)	.155	.000	.38	.99
	Air France	.350(*)	.155	.024	.05	.65
	KLM	.483(*)	.155	.002	.18	.79
	CSA	.767(*)	.155	.000	.46	1.07
	Delta	.383(*)	.155	.013	.08	.69
CSA	Aeroflot	-.083	.155	.590	-.39	.22
	Air France	-.417(*)	.155	.007	-.72	-.11
	KLM	-.283	.155	.067	-.59	.02
	Alitalia	-.767(*)	.155	.000	-1.07	-.46
	Delta	-.383(*)	.155	.013	-.69	-.08
Delta	Aeroflot	.300	.155	.053	.00	.60
	Air France	-.033	.155	.829	-.34	.27
	KLM	.100	.155	.518	-.20	.40
	Alitalia	-.383(*)	.155	.013	-.69	-.08
	CSA	.383(*)	.155	.013	.08	.69

* The mean difference is significant at the .05 level.

Dependent Variable: 20. Custom Alliance Expectation
LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound

Austrian Airlines	BMI	.225	.229	.326	-.22	.67
	LOT	.650(*)	.187	.001	.28	1.02
	Lufthansa	.025	.187	.894	-.34	.39
	SAS	-.075	.187	.688	-.44	.29
	Singapore Airlines	1.025(*)	.187	.000	.66	1.39
	Swiss	.775(*)	.187	.000	.41	1.14
	TAP	-.025	.187	.894	-.39	.34
	Thai	.550(*)	.187	.003	.18	.92
BMI	Austrian Airlines	-.225	.229	.326	-.67	.22
	LOT	.425	.229	.064	-.02	.87
	Lufthansa	-.200	.229	.383	-.65	.25
	SAS	-.300	.229	.191	-.75	.15
	Singapore Airlines	.800(*)	.229	.000	.35	1.25
	Swiss	.550(*)	.229	.017	.10	1.00
	TAP	-.250	.229	.275	-.70	.20
	Thai	.325	.229	.156	-.12	.77
LOT	Austrian Airlines	-.650(*)	.187	.001	-1.02	-.28
	BMI	-.425	.229	.064	-.87	.02
	Lufthansa	-.625(*)	.187	.001	-.99	-.26
	SAS	-.725(*)	.187	.000	-1.09	-.36
	Singapore Airlines	.375(*)	.187	.045	.01	.74
	Swiss	.125	.187	.504	-.24	.49
	TAP	-.675(*)	.187	.000	-1.04	-.31
	Thai	-.100	.187	.593	-.47	.27
Lufthansa	Austrian Airlines	-.025	.187	.894	-.39	.34
	BMI	.200	.229	.383	-.25	.65
	LOT	.625(*)	.187	.001	.26	.99
	SAS	-.100	.187	.593	-.47	.27
	Singapore Airlines	1.000(*)	.187	.000	.63	1.37
	Swiss	.750(*)	.187	.000	.38	1.12
	TAP	-.050	.187	.789	-.42	.32
	Thai	.525(*)	.187	.005	.16	.89
SAS	Austrian Airlines	.075	.187	.688	-.29	.44
	BMI	.300	.229	.191	-.15	.75
	LOT	.725(*)	.187	.000	.36	1.09
	Lufthansa	.100	.187	.593	-.27	.47
	Singapore Airlines	1.100(*)	.187	.000	.73	1.47
	Swiss	.850(*)	.187	.000	.48	1.22
	TAP	.050	.187	.789	-.32	.42
	Thai	.625(*)	.187	.001	.26	.99
Singapore Airlines	Austrian Airlines	-1.025(*)	.187	.000	-1.39	-.66
	BMI	-.800(*)	.229	.000	-1.25	-.35
	LOT	-.375(*)	.187	.045	-.74	-.01
	Lufthansa	-1.000(*)	.187	.000	-1.37	-.63
	SAS	-1.100(*)	.187	.000	-1.47	-.73
	Swiss	-.250	.187	.182	-.62	.12
	TAP	-1.050(*)	.187	.000	-1.42	-.68
	Thai	-.475(*)	.187	.011	-.84	-.11
Swiss	Austrian Airlines	-.775(*)	.187	.000	-1.14	-.41

	BMI	-.550(*)	.229	.017	-1.00	-.10
	LOT	-.125	.187	.504	-.49	.24
	Lufthansa	-.750(*)	.187	.000	-1.12	-.38
	SAS	-.850(*)	.187	.000	-1.22	-.48
	Singapore Airlines	.250	.187	.182	-.12	.62
	TAP	-.800(*)	.187	.000	-1.17	-.43
	Thai	-.225	.187	.229	-.59	.14
TAP	Austrian Airlines	.025	.187	.894	-.34	.39
	BMI	.250	.229	.275	-.20	.70
	LOT	.675(*)	.187	.000	.31	1.04
	Lufthansa	.050	.187	.789	-.32	.42
	SAS	-.050	.187	.789	-.42	.32
	Singapore Airlines	1.050(*)	.187	.000	.68	1.42
	Swiss	.800(*)	.187	.000	.43	1.17
	Thai	.575(*)	.187	.002	.21	.94
Thai	Austrian Airlines	-.550(*)	.187	.003	-.92	-.18
	BMI	-.325	.229	.156	-.77	.12
	LOT	.100	.187	.593	-.27	.47
	Lufthansa	-.525(*)	.187	.005	-.89	-.16
	SAS	-.625(*)	.187	.001	-.99	-.26
	Singapore Airlines	.475(*)	.187	.011	.11	.84
	Swiss	.225	.187	.229	-.14	.59
	TAP	-.575(*)	.187	.002	-.94	-.21
Aer Lingus	American Airlines	1.467(*)	.286	.000	.91	2.03
	British Airways	1.783(*)	.253	.000	1.29	2.28
	Cathay Pacific	.897(*)	.335	.007	.24	1.55
	Iberia	1.267(*)	.255	.000	.77	1.77
	Qantas	1.907(*)	.294	.000	1.33	2.48
American Airlines	Aer Lingus	-1.467(*)	.286	.000	-2.03	-.91
	British Airways	.317	.171	.064	-.02	.65
	Cathay Pacific	-.569(*)	.278	.041	-1.11	-.02
	Iberia	-.200	.174	.251	-.54	.14
	Qantas	.440	.226	.052	.00	.88
British Airways	Aer Lingus	-1.783(*)	.253	.000	-2.28	-1.29
	American Airlines	-.317	.171	.064	-.65	.02
	Cathay Pacific	-.886(*)	.244	.000	-1.37	-.41
	Iberia	-.517(*)	.113	.000	-.74	-.29
	Qantas	.123	.184	.502	-.24	.48
Cathay Pacific	Aer Lingus	-.897(*)	.335	.007	-1.55	-.24
	American Airlines	.569(*)	.278	.041	.02	1.11
	British Airways	.886(*)	.244	.000	.41	1.37
	Iberia	.369	.247	.135	-.11	.85
	Qantas	1.009(*)	.286	.000	.45	1.57
Iberia	Aer Lingus	-1.267(*)	.255	.000	-1.77	-.77
	American Airlines	.200	.174	.251	-.14	.54
	British Airways	.517(*)	.113	.000	.29	.74
	Cathay Pacific	-.369	.247	.135	-.85	.11
	Qantas	.640(*)	.187	.001	.27	1.01

Qantas	Aer Lingus	-1.907(*)	.294	.000	-2.48	-1.33
	American Airlines	-.440	.226	.052	-.88	.00
	British Airways	-.123	.184	.502	-.48	.24
	Cathay Pacific	-1.009(*)	.286	.000	-1.57	-.45
	Iberia	-.640(*)	.187	.001	-1.01	-.27
Aeroflot	Air France	-.100	.153	.513	-.40	.20
	KLM	-.067	.153	.662	-.37	.23
	Alitalia	-.800(*)	.153	.000	-1.10	-.50
	CSA	.117	.153	.445	-.18	.42
	Delta	-.250	.153	.102	-.55	.05
Air France	Aeroflot	.100	.153	.513	-.20	.40
	KLM	.033	.153	.827	-.27	.33
	Alitalia	-.700(*)	.153	.000	-1.00	-.40
	CSA	.217	.153	.156	-.08	.52
	Delta	-.150	.153	.326	-.45	.15
KLM	Aeroflot	.067	.153	.662	-.23	.37
	Air France	-.033	.153	.827	-.33	.27
	Alitalia	-.733(*)	.153	.000	-1.03	-.43
	CSA	.183	.153	.230	-.12	.48
	Delta	-.183	.153	.230	-.48	.12
Alitalia	Aeroflot	.800(*)	.153	.000	.50	1.10
	Air France	.700(*)	.153	.000	.40	1.00
	KLM	.733(*)	.153	.000	.43	1.03
	CSA	.917(*)	.153	.000	.62	1.22
	Delta	.550(*)	.153	.000	.25	.85
CSA	Aeroflot	-.117	.153	.445	-.42	.18
	Air France	-.217	.153	.156	-.52	.08
	KLM	-.183	.153	.230	-.48	.12
	Alitalia	-.917(*)	.153	.000	-1.22	-.62
	Delta	-.367(*)	.153	.017	-.67	-.07
Delta	Aeroflot	.250	.153	.102	-.05	.55
	Air France	.150	.153	.326	-.15	.45
	KLM	.183	.153	.230	-.12	.48
	Alitalia	-.550(*)	.153	.000	-.85	-.25
	CSA	.367(*)	.153	.017	.07	.67

* The mean difference is significant at the .05 level.

Dependent Variable: 21. Special Alliance Expectation

LSD

(I) Flying Airline	(J) Flying Airline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound
Austrian Airlines	BMI	.175	.227	.442	-.27	.62
	LOT	.325	.186	.080	-.04	.69
	Lufthansa	.075	.186	.686	-.29	.44
	SAS	-.050	.186	.788	-.41	.31
	Singapore Airlines	.775(*)	.186	.000	.41	1.14
	Swiss	.425(*)	.186	.022	.06	.79
	TAP	-.650(*)	.186	.000	-1.01	-.29

	Thai	.300	.186	.106	-.06	.66
BMI	Austrian Airlines	-.175	.227	.442	-.62	.27
	LOT	.150	.227	.510	-.30	.60
	Lufthansa	-.100	.227	.660	-.55	.35
	SAS	-.225	.227	.323	-.67	.22
	Singapore Airlines	.600(*)	.227	.008	.15	1.05
	Swiss	.250	.227	.272	-.20	.70
	TAP	-.825(*)	.227	.000	-1.27	-.38
	Thai	.125	.227	.583	-.32	.57
LOT	Austrian Airlines	-.325	.186	.080	-.69	.04
	BMI	-.150	.227	.510	-.60	.30
	Lufthansa	-.250	.186	.178	-.61	.11
	SAS	-.375(*)	.186	.044	-.74	-.01
	Singapore Airlines	.450(*)	.186	.016	.09	.81
	Swiss	.100	.186	.590	-.26	.46
	TAP	-.975(*)	.186	.000	-1.34	-.61
	Thai	-.025	.186	.893	-.39	.34
Lufthansa	Austrian Airlines	-.075	.186	.686	-.44	.29
	BMI	.100	.227	.660	-.35	.55
	LOT	.250	.186	.178	-.11	.61
	SAS	-.125	.186	.501	-.49	.24
	Singapore Airlines	.700(*)	.186	.000	.34	1.06
	Swiss	.350	.186	.060	-.01	.71
	TAP	-.725(*)	.186	.000	-1.09	-.36
	Thai	.225	.186	.226	-.14	.59
SAS	Austrian Airlines	.050	.186	.788	-.31	.41
	BMI	.225	.227	.323	-.22	.67
	LOT	.375(*)	.186	.044	.01	.74
	Lufthansa	.125	.186	.501	-.24	.49
	Singapore Airlines	.825(*)	.186	.000	.46	1.19
	Swiss	.475(*)	.186	.011	.11	.84
	TAP	-.600(*)	.186	.001	-.96	-.24
	Thai	.350	.186	.060	-.01	.71
Singapore Airlines	Austrian Airlines	-.775(*)	.186	.000	-1.14	-.41
	BMI	-.600(*)	.227	.008	-1.05	-.15
	LOT	-.450(*)	.186	.016	-.81	-.09
	Lufthansa	-.700(*)	.186	.000	-1.06	-.34
	SAS	-.825(*)	.186	.000	-1.19	-.46
	Swiss	-.350	.186	.060	-.71	.01
	TAP	-1.425(*)	.186	.000	-1.79	-1.06
	Thai	-.475(*)	.186	.011	-.84	-.11
Swiss	Austrian Airlines	-.425(*)	.186	.022	-.79	-.06
	BMI	-.250	.227	.272	-.70	.20
	LOT	-.100	.186	.590	-.46	.26
	Lufthansa	-.350	.186	.060	-.71	.01
	SAS	-.475(*)	.186	.011	-.84	-.11
	Singapore Airlines	.350	.186	.060	-.01	.71
	TAP	-1.075(*)	.186	.000	-1.44	-.71
	Thai	-.125	.186	.501	-.49	.24

TAP	Austrian Airlines	.650(*)	.186	.000	.29	1.01
	BMI	.825(*)	.227	.000	.38	1.27
	LOT	.975(*)	.186	.000	.61	1.34
	Lufthansa	.725(*)	.186	.000	.36	1.09
	SAS	.600(*)	.186	.001	.24	.96
	Singapore Airlines	1.425(*)	.186	.000	1.06	1.79
	Swiss	1.075(*)	.186	.000	.71	1.44
	Thai	.950(*)	.186	.000	.59	1.31
Thai	Austrian Airlines	-.300	.186	.106	-.66	.06
	BMI	-.125	.227	.583	-.57	.32
	LOT	.025	.186	.893	-.34	.39
	Lufthansa	-.225	.186	.226	-.59	.14
	SAS	-.350	.186	.060	-.71	.01
	Singapore Airlines	.475(*)	.186	.011	.11	.84
	Swiss	.125	.186	.501	-.24	.49
	TAP	-.950(*)	.186	.000	-1.31	-.59
Aer Lingus	American Airlines	.933(*)	.284	.001	.38	1.49
	British Airways	.933(*)	.251	.000	.44	1.43
	Cathay Pacific	.538	.332	.106	-.11	1.19
	Iberia	.680(*)	.254	.007	.18	1.18
	Qantas	1.280(*)	.292	.000	.71	1.85
American Airlines	Aer Lingus	-.933(*)	.284	.001	-1.49	-.38
	British Airways	.000	.169	1.000	-.33	.33
	Cathay Pacific	-.395	.276	.152	-.94	.15
	Iberia	-.253	.173	.143	-.59	.09
	Qantas	.347	.225	.123	-.09	.79
British Airways	Aer Lingus	-.933(*)	.251	.000	-1.43	-.44
	American Airlines	.000	.169	1.000	-.33	.33
	Cathay Pacific	-.395	.242	.104	-.87	.08
	Iberia	-.253(*)	.112	.024	-.47	-.03
	Qantas	.347	.183	.058	-.01	.70
Cathay Pacific	Aer Lingus	-.538	.332	.106	-1.19	.11
	American Airlines	.395	.276	.152	-.15	.94
	British Airways	.395	.242	.104	-.08	.87
	Iberia	.142	.245	.563	-.34	.62
	Qantas	.742(*)	.284	.009	.18	1.30
Iberia	Aer Lingus	-.680(*)	.254	.007	-1.18	-.18
	American Airlines	.253	.173	.143	-.09	.59
	British Airways	.253(*)	.112	.024	.03	.47
	Cathay Pacific	-.142	.245	.563	-.62	.34
	Qantas	.600(*)	.186	.001	.24	.96
Qantas	Aer Lingus	-1.280(*)	.292	.000	-1.85	-.71
	American Airlines	-.347	.225	.123	-.79	.09
	British Airways	-.347	.183	.058	-.70	.01
	Cathay Pacific	-.742(*)	.284	.009	-1.30	-.18
	Iberia	-.600(*)	.186	.001	-.96	-.24
Aeroflot	Air France	-.317(*)	.152	.037	-.61	-.02
	KLM	-.067	.152	.660	-.36	.23

	Alitalia	-.683(*)	.152	.000	-.98	-.39
	CSA	.100	.152	.510	-.20	.40
	Delta	-.500(*)	.152	.001	-.80	-.20
Air France	Aeroflot	.317(*)	.152	.037	.02	.61
	KLM	.250	.152	.099	-.05	.55
	Alitalia	-.367(*)	.152	.016	-.66	-.07
	CSA	.417(*)	.152	.006	.12	.71
	Delta	-.183	.152	.227	-.48	.11
KLM	Aeroflot	.067	.152	.660	-.23	.36
	Air France	-.250	.152	.099	-.55	.05
	Alitalia	-.617(*)	.152	.000	-.91	-.32
	CSA	.167	.152	.272	-.13	.46
	Delta	-.433(*)	.152	.004	-.73	-.14
Alitalia	Aeroflot	.683(*)	.152	.000	.39	.98
	Air France	.367(*)	.152	.016	.07	.66
	KLM	.617(*)	.152	.000	.32	.91
	CSA	.783(*)	.152	.000	.49	1.08
	Delta	.183	.152	.227	-.11	.48
CSA	Aeroflot	-.100	.152	.510	-.40	.20
	Air France	-.417(*)	.152	.006	-.71	-.12
	KLM	-.167	.152	.272	-.46	.13
	Alitalia	-.783(*)	.152	.000	-1.08	-.49
	Delta	-.600(*)	.152	.000	-.90	-.30
Delta	Aeroflot	.500(*)	.152	.001	.20	.80
	Air France	.183	.152	.227	-.11	.48
	KLM	.433(*)	.152	.004	.14	.73
	Alitalia	-.183	.152	.227	-.48	.11
	CSA	.600(*)	.152	.000	.30	.90

* The mean difference is significant at the .05 level.

18. APPENDIX I: FACTOR ANALYSIS AIRLINES

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.957
Bartlett's Test of Sphericity	Approx. Chi-Square	17268.592
	df	210
	Sig.	.000

Communalities

	Initial	Extraction
1.Modern Aircraft Airline Expectations	1.000	.681
2.Cabin Airline Expactations	1.000	.668
3 Cabin Crew Airline Expactations	1.000	.504
4. Seat Airline Expactations	1.000	.495
5. On-time Airline Expactations	1.000	.550
6. Staff Airline Expactations	1.000	.708
7. Bag Airline Expactations	1.000	.632
8. Check Airline Expactations	1.000	.602
9. Inf Airline Expactations	1.000	.668
10. Prompt Airline Expactations	1.000	.764
11. Will Airline Expactations	1.000	.778
12. Alw Airline Expactations	1.000	.717
13. Beh Airline Expactations	1.000	.648
14. Safe Airline Expactations	1.000	.457
15. Court Airline Expactations	1.000	.677
16. Knowl Airline Expactations	1.000	.653
17. Att Airline Expactations	1.000	.644

18. Sch Airline Expactations	1.000	.488
19. Personal Airline Expactations	1.000	.672
20. Custom Airline Expactations	1.000	.611
21. Special Airline Expactations	1.000	.673

Extraction Method: Principal Component Analysis

2 FACTORS

Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.186	58.028	58.028	12.186	58.028	58.028	8.154	38.827	38.827
2	1.104	5.257	63.285	1.104	5.257	63.285	5.136	24.459	**63.285**
3	.926	4.409	67.694						
4	.877	4.179	71.873						
5	.703	3.348	75.221						
6	.653	3.110	78.331						
7	.523	2.489	80.820						
8	.495	2.357	83.177						
9	.439	2.090	85.267						
10	.405	1.927	87.195						
11	.381	1.814	89.008						
12	.324	1.542	90.551						
13	.302	1.437	91.987						
14	.280	1.334	93.321						
15	.255	1.213	94.534						
16	.245	1.166	95.701						
17	.223	1.064	96.765						
18	.191	.909	97.674						
19	.188	.895	98.569						
20	.156	.742	99.311						
21	.145	.689	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component	
	1	2
10. Prompt Airline Expactations	.874	
11. Will Airline Expactations	.865	
12. Alw Airline Expactations	.840	
21. Special Airline Expactations	.819	
9. Inf Airline Expactations	.810	
13. Beh Airline Expactations	.804	
19. Personal Airline Expactations	.803	
16. Knowl Airline Expactations	.799	

6. Staff Airline Expactations	.799	
7. Bag Airline Expactations	.789	
15. Court Airline Expactations	.785	
20. Custom Airline Expactations	.766	
17. Att Airline Expactations	.765	
8. Check Airline Expactations	.746	
5. On-time Airline Expactations	.732	
2.Cabin Airline Expactations	.716	.394
1.Modern Aircraft Airline Expectations	.692	.450
4. Seat Airline Expactations	.669	
3 Cabin Crew Airline Expactations	.655	
14. Safe Airline Expactations	.608	
18. Sch Airline Expactations	.576	.395

Extraction Method: Principal Component Analysis.
a 2 components extracted.

Rotated Component Matrix(a)

	Component	
	1	2
6. Staff Airline Expactations	**.797**	
11. Will Airline Expactations	**.793**	.385
15. Court Airline Expactations	**.776**	
17. Att Airline Expactations	**.756**	
19. Personal Airline Expactations	**.739**	.355
12. Alw Airline Expactations	**.737**	.418
9. Inf Airline Expactations	**.712**	.400
16. Knowl Airline Expactations	**.710**	.385
20. Custom Airline Expactations	**.705**	.338
10. Prompt Airline Expactations	**.701**	.522

7. Bag Airline Expactations	**.688**	.398
21. Special Airline Expactations	**.678**	.461
13. Beh Airline Expactations	**.654**	.469
5. On-time Airline Expactations	**.654**	.349
1.Modern Aircraft Airline Expectations		**.776**
2.Cabin Airline Expactations	.333	**.746**
18. Sch Airline Expactations		**.662**
8. Check Airline Expactations	.466	**.620**
3 Cabin Crew Airline Expactations	.358	**.613**
14. Safe Airline Expactations	.307	**.603**
4. Seat Airline Expactations	.401	**.579**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.798	.603
2	-.603	.798

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

3 FACTORS

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	**12.186**	58.028	58.028	12.186	58.028	58.028	7.588	**36.134**	36.134
2	**1.104**	5.257	63.285	1.104	5.257	63.285	3.618	**17.230**	53.364
3	**.926**	4.409	67.694	.926	4.409	67.694	3.009	**14.330**	**67.694**
4	.877	4.179	71.873						
5	.703	3.348	75.221						
6	.653	3.110	78.331						
7	.523	2.489	80.820						
8	.495	2.357	83.177						
9	.439	2.090	85.267						
10	.405	1.927	87.195						
11	.381	1.814	89.008						
12	.324	1.542	90.551						
13	.302	1.437	91.987						
14	.280	1.334	93.321						
15	.255	1.213	94.534						
16	.245	1.166	95.701						
17	.223	1.064	96.765						
18	.191	.909	97.674						
19	.188	.895	98.569						
20	.156	.742	99.311						
21	.145	.689	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component		
	1	2	3
10. Prompt Airline Expactations	.874		
11. Will Airline Expactations	.865		
12. Alw Airline Expactations	.840		
21. Special Airline Expactations	.819		
9. Inf Airline Expactations	.810		
13. Beh Airline Expactations	.804		
19. Personal Airline Expactations	.803		
16. Knowl Airline Expactations	.799		
6. Staff Airline Expactations	.799		
7. Bag Airline Expactations	.789		
15. Court Airline Expactations	.785		
20. Custom Airline Expactations	.766		
17. Att Airline Expactations	.765		
8. Check Airline Expactations	.746		
5. On-time Airline Expactations	.732		

2.Cabin Airline Expactations	.716	.394	-.366
1.Modern Aircraft Airline Expectations	.692	.450	
4. Seat Airline Expactations	.669		
3 Cabin Crew Airline Expactations	.655		
14. Safe Airline Expactations	.608		.486
18. Sch Airline Expactations	.576	.395	.376

Extraction Method: Principal Component Analysis.
a 3 components extracted.

Rotated Component Matrix(a)

	Component		
	1	2	3
6. Staff Airline Expactations	**.781**		
11. Will Airline Expactations	**.763**		.440
15. Court Airline Expactations	**.758**		
17. Att Airline Expactations	**.752**	.360	
19. Personal Airline Expactations	**.725**	.363	
12. Alw Airline Expactations	**.707**		.414
20. Custom Airline Expactations	**.698**	.421	
9. Inf Airline Expactations	**.691**	.334	
16. Knowl Airline Expactations	**.690**	.316	
10. Prompt Airline Expactations	**.669**	.369	.432
7. Bag Airline Expactations	**.668**	.341	
21. Special Airline Expactations	**.657**	.419	
13. Beh Airline Expactations	**.623**	.308	.420
5. On-time Airline Expactations	**.623**		.443
2.Cabin Airline Expactations	.313	**.816**	
1.Modern Aircraft Airline Expectations		**.793**	
3 Cabin Crew Airline Expactations	.337	**.622**	

4. Seat Airline Expactations	.374	**.508**	.321
14. Safe Airline Expactations			**.774**
18. Sch Airline Expactations			**.718**
8. Check Airline Expactations	.427	.421	**.505**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.

Component Transformation Matrix

Component	1	2	3
1	.765	.483	.426
2	-.642	.622	.448
3	-.049	-.616	.786

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

4 FACTORS

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.186	58.028	58.028	12.186	58.028	58.028	4.955	23.595	23.595
2	1.104	5.257	63.285	1.104	5.257	63.285	4.916	23.410	47.005
3	.926	4.409	67.694	.926	4.409	67.694	3.024	14.399	61.404
4	.877	4.179	71.873	.877	4.179	71.873	2.198	10.469	**71.873**
5	.703	3.348	75.221						
6	.653	3.110	78.331						
7	.523	2.489	80.820						
8	.495	2.357	83.177						
9	.439	2.090	85.267						
10	.405	1.927	87.195						
11	.381	1.814	89.008						
12	.324	1.542	90.551						
13	.302	1.437	91.987						
14	.280	1.334	93.321						
15	.255	1.213	94.534						
16	.245	1.166	95.701						
17	.223	1.064	96.765						
18	.191	.909	97.674						
19	.188	.895	98.569						
20	.156	.742	99.311						
21	.145	.689	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component

	1	2	3	4
10. Prompt Airline Expactations	.874			
11. Will Airline Expactations	.865			
12. Alw Airline Expactations	.840			
21. Special Airline Expactations	.819			
9. Inf Airline Expactations	.810			
13. Beh Airline Expactations	.804			
19. Personal Airline Expactations	.803			
16. Knowl Airline Expactations	.799			
6. Staff Airline Expactations	.799			
7. Bag Airline Expactations	.789			
15. Court Airline Expactations	.785			
20. Custom Airline Expactations	.766			
17. Att Airline Expactations	.765			
8. Check Airline Expactations	.746			
5. On-time Airline Expactations	.732			
2.Cabin Airline Expactations	.716	.394	-.366	
1.Modern Aircraft Airline Expectations	.692	.450		
4. Seat Airline Expactations	.669			-.350
3 Cabin Crew Airline Expactations	.655			
14. Safe Airline Expactations	.608		.486	
18. Sch Airline Expactations	.576	.395	.376	.446

Extraction Method: Principal Component Analysis.
a 4 components extracted.

Rotated Component Matrix(a)

	Component			
	1	2	3	4
5. On-time Airline Expactations	**.735**			

11. Will Airline Expactations	**.719**	.454		
6. Staff Airline Expactations	**.694**	.470		
13. Beh Airline Expactations	**.634**	.353	.312	
10. Prompt Airline Expactations	**.631**	.424	.356	
7. Bag Airline Expactations	**.613**	.411	.342	
12. Alw Airline Expactations	**.582**	.507		.314
9. Inf Airline Expactations	**.561**	.492	.301	
19. Personal Airline Expactations	.316	**.747**		
17. Att Airline Expactations	.334	**.745**		
20. Custom Airline Expactations		**.740**		
21. Special Airline Expactations	.317	**.675**		.312
15. Court Airline Expactations	.488	**.630**		
16. Knowl Airline Expactations	.440	**.598**		
2.Cabin Airline Expactations		.305	**.805**	
1.Modern Aircraft Airline Expectations			**.795**	
4. Seat Airline Expactations	.518		**.569**	
3 Cabin Crew Airline Expactations		.456	**.529**	.300
18. Sch Airline Expactations				**.840**
14. Safe Airline Expactations	.473			**.657**
8. Check Airline Expactations	.366	.359	.369	**.474**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 9 iterations.

Component Transformation Matrix

Component	1	2	3	4
1	.598	.594	.424	.331
2	-.319	-.440	.664	.514
3	.388	-.358	-.551	.647
4	-.625	.571	-.275	.456

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

19. APPENDIX J: FACTOR ANALYSIS ALLIANCES

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.963
Bartlett's Test of Sphericity	Approx. Chi-Square	18584.334
	df	210
	Sig.	.000

Communalities

	Initial	Extraction
1.Modern Aircraft Alliance Expectations	1.000	.589
2.Cabin Alliance Expectation	1.000	.580
3. Cabin Crew Alliance Expectation	1.000	.498
4. Seat Alliance Expectation	1.000	.613
5. On-time Alliance Expectation	1.000	.681
6. Staff Alliance Expectation	1.000	.659
7. Bag Alliance Expectation	1.000	.603
8. Check Alliance Expectation	1.000	.662
9. Inf Alliance Expectation	1.000	.682
10. Prompt Alliance Expectation	1.000	.820
11. Will Alliance Expectation	1.000	.739
12. Alw Alliance Expectation	1.000	.713
13. Beh Alliance Expectation	1.000	.665
14. Safe Alliance Expectation	1.000	.590
15. Court Alliance Expectation	1.000	.691
16. Knowl Alliance Expectation	1.000	.697
17. Att Alliance Expectation	1.000	.731

18. Sch Alliance Expectation	1.000	.580
19. Personal Alliance Expectation	1.000	.743
20. Custom Alliance Expectation	1.000	.722
21. Special Alliance Expectation	1.000	.721

Extraction Method: Principal Component Analysis.

2 FACTORS

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.952	61.676	61.676	12.952	61.676	61.676	7.010	33.379	33.379
2	1.028	4.894	66.570	1.028	4.894	66.570	6.970	33.191	66.570
3	.938	4.467	71.037						
4	.651	3.101	74.139						
5	.570	2.713	76.851						
6	.516	2.455	79.306						
7	.463	2.206	81.512						
8	.427	2.036	83.548						
9	.405	1.926	85.474						
10	.392	1.867	87.341						
11	.356	1.697	89.038						
12	.351	1.672	90.709						
13	.316	1.506	92.215						
14	.281	1.339	93.554						
15	.247	1.177	94.731						
16	.231	1.100	95.831						
17	.212	1.009	96.841						
18	.195	.928	97.769						
19	.177	.843	98.612						
20	.170	.811	99.423						
21	.121	.577	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component	
	1	2
10. Prompt Alliance Expectation	.895	
11. Will Alliance Expectation	.849	
12. Alw Alliance Expectation	.844	
9. Inf Alliance Expectation	.823	
21. Special Alliance Expectation	.814	
13. Beh Alliance Expectation	.814	
6. Staff Alliance Expectation	.811	

19. Personal Alliance Expectation	.806	-.304
8. Check Alliance Expectation	.798	
16. Knowl Alliance Expectation	.797	
15. Court Alliance Expectation	.792	
20. Custom Alliance Expectation	.785	-.324
7. Bag Alliance Expectation	.767	
14. Safe Alliance Expectation	.763	
17. Att Alliance Expectation	.761	-.390
18. Sch Alliance Expectation	.757	
1.Modern Aircraft Alliance Expectations	.756	
2.Cabin Alliance Expectation	.752	
5. On-time Alliance Expectation	.716	.409
3. Cabin Crew Alliance Expectation	.692	
4. Seat Alliance Expectation	.663	.416

Extraction Method: Principal Component Analysis.
a 2 components extracted.

Rotated Component Matrix(a)

	Component	
	1	2
5. On-time Alliance Expectation	.796	
4. Seat Alliance Expectation	.764	
10. Prompt Alliance Expectation	.731	.535
11. Will Alliance Expectation	.699	.501
8. Check Alliance Expectation	.678	.451
9. Inf Alliance Expectation	.632	.531
1.Modern Aircraft Alliance Expectations	.630	.439
7. Bag Alliance Expectation	.629	.456
2.Cabin Alliance Expectation	.618	.445

13. Beh Alliance Expectation	.613	.538
14. Safe Alliance Expectation	.605	.474
6. Staff Alliance Expectation	.599	.548
18. Sch Alliance Expectation	.598	.472
12. Alw Alliance Expectation	.598	.597
17. Att Alliance Expectation		.813
19. Personal Alliance Expectation	.357	.784
20. Custom Alliance Expectation	.327	.784
21. Special Alliance Expectation	.406	.745
16. Knowl Alliance Expectation	.390	.738
15. Court Alliance Expectation	.384	.737
3. Cabin Crew Alliance Expectation	.390	.588

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.708	.706
2	.706	-.708

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

3 FACTORS

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.952	61.676	61.676	12.952	61.676	61.676	5.933	28.252	28.252
2	1.028	4.894	66.570	1.028	4.894	66.570	5.738	27.324	55.576
3	.938	4.467	71.037	.938	4.467	71.037	3.247	15.461	**71.037**
4	.651	3.101	74.139						
5	.570	2.713	76.851						
6	.516	2.455	79.306						
7	.463	2.206	81.512						
8	.427	2.036	83.548						
9	.405	1.926	85.474						
10	.392	1.867	87.341						
11	.356	1.697	89.038						
12	.351	1.672	90.709						
13	.316	1.506	92.215						
14	.281	1.339	93.554						
15	.247	1.177	94.731						
16	.231	1.100	95.831						
17	.212	1.009	96.841						
18	.195	.928	97.769						
19	.177	.843	98.612						
20	.170	.811	99.423						
21	.121	.577	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component		
	1	2	3
10. Prompt Alliance Expectation	.895		
11. Will Alliance Expectation	.849		
12. Alw Alliance Expectation	.844		
9. Inf Alliance Expectation	.823		
21. Special Alliance Expectation	.814		
13. Beh Alliance Expectation	.814		
6. Staff Alliance Expectation	.811		
19. Personal Alliance Expectation	.806	-.304	
8. Check Alliance Expectation	.798		
16. Knowl Alliance Expectation	.797		
15. Court Alliance Expectation	.792		
20. Custom Alliance Expectation	.785	-.324	
7. Bag Alliance Expectation	.767		
14. Safe Alliance Expectation	.763		

17. Att Alliance Expectation	.761	-.390	
18. Sch Alliance Expectation	.757		
1.Modern Aircraft Alliance Expectations	.756		.430
2.Cabin Alliance Expectation	.752		.506
5. On-time Alliance Expectation	.716	.409	
3. Cabin Crew Alliance Expectation	.692		.466
4. Seat Alliance Expectation	.663	.416	

Extraction Method: Principal Component Analysis.
a 3 components extracted.

Rotated Component Matrix(a)

	Component		
	1	2	3
5. On-time Alliance Expectation	.766		
11. Will Alliance Expectation	.693	.455	
10. Prompt Alliance Expectation	.682	.468	.373
8. Check Alliance Expectation	.675	.408	
14. Safe Alliance Expectation	.665	.461	
4. Seat Alliance Expectation	.636		.468
7. Bag Alliance Expectation	.636	.420	
12. Alw Alliance Expectation	.622	.566	
13. Beh Alliance Expectation	.601	.493	
6. Staff Alliance Expectation	.599	.508	
18. Sch Alliance Expectation	.557	.416	.313
9. Inf Alliance Expectation	.535	.448	.452
17. Att Alliance Expectation		.772	
19. Personal Alliance Expectation	.332	.740	
20. Custom Alliance Expectation		.721	.379
15. Court Alliance Expectation	.407	.713	

16. Knowl Alliance Expectation	.390	.704	
21. Special Alliance Expectation	.380	.699	
2.Cabin Alliance Expectation	.346		.796
1.Modern Aircraft Alliance Expectations	.389		.733
3. Cabin Crew Alliance Expectation		.455	.696

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 10 iterations.

Component Transformation Matrix

Component	1	2	3
1	.642	.629	.438
2	.638	-.755	.148
3	-.424	-.185	.887

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

4 FACTORS

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.952	61.676	61.676	12.952	61.676	61.676	5.139	24.474	24.474
2	1.028	4.894	66.570	1.028	4.894	66.570	3.943	18.779	43.252
3	.938	4.467	71.037	.938	4.467	71.037	3.385	16.119	59.371
4	.651	3.101	74.139	.651	3.101	74.139	3.101	14.767	**74.139**
5	.570	2.713	76.851						
6	.516	2.455	79.306						
7	.463	2.206	81.512						
8	.427	2.036	83.548						
9	.405	1.926	85.474						
10	.392	1.867	87.341						
11	.356	1.697	89.038						
12	.351	1.672	90.709						
13	.316	1.506	92.215						
14	.281	1.339	93.554						
15	.247	1.177	94.731						
16	.231	1.100	95.831						
17	.212	1.009	96.841						
18	.195	.928	97.769						
19	.177	.843	98.612						
20	.170	.811	99.423						
21	.121	.577	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component			
	1	2	3	4
10. Prompt Alliance Expectation	.895			

11. Will Alliance Expectation	.849			
12. Alw Alliance Expectation	.844			
9. Inf Alliance Expectation	.823			
21. Special Alliance Expectation	.814			
13. Beh Alliance Expectation	.814			
6. Staff Alliance Expectation	.811			
19. Personal Alliance Expectation	.806	-.304		
8. Check Alliance Expectation	.798			
16. Knowl Alliance Expectation	.797			
15. Court Alliance Expectation	.792			
20. Custom Alliance Expectation	.785	-.324		
7. Bag Alliance Expectation	.767			.466
14. Safe Alliance Expectation	.763			
17. Att Alliance Expectation	.761	-.390		
18. Sch Alliance Expectation	.757			
1.Modern Aircraft Alliance Expectations	.756		.430	
2.Cabin Alliance Expectation	.752		.506	
5. On-time Alliance Expectation	.716	.409		
3. Cabin Crew Alliance Expectation	.692		.466	
4. Seat Alliance Expectation	.663	.416		

Extraction Method: Principal Component Analysis.
a 4 components extracted.

Rotated Component Matrix(a)

	Component			
	1	2	3	4
17. Att Alliance Expectation	.759			
19. Personal Alliance Expectation	.722			
20. Custom Alliance Expectation	.720		.324	.338

21. Special Alliance Expectation	.677		.329	
15. Court Alliance Expectation	.672	.465		
16. Knowl Alliance Expectation	.667	.452		
14. Safe Alliance Expectation	.388	.695		
11. Will Alliance Expectation	.395	.614	.406	
13. Beh Alliance Expectation	.438	.596		
4. Seat Alliance Expectation		.585		.496
6. Staff Alliance Expectation	.453	.584	.308	
12. Alw Alliance Expectation	.512	.524	.418	
10. Prompt Alliance Expectation	.421	.507	.505	.366
7. Bag Alliance Expectation	.390		.791	
5. On-time Alliance Expectation		.416	.689	
8. Check Alliance Expectation	.364	.386	.623	
18. Sch Alliance Expectation	.385	.318	.524	
2.Cabin Alliance Expectation				.790
1.Modern Aircraft Alliance Expectations		.394		.739
3. Cabin Crew Alliance Expectation	.484			.664
9. Inf Alliance Expectation	.417	.437	.357	.446

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 16 iterations.

Component Transformation Matrix

Component	1	2	3	4
1	.587	.510	.464	.424
2	-.803	.378	.414	.205
3	-.092	-.386	-.263	.879
4	.048	-.670	.738	-.068

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

20. APPENDIX K: SAMPLE SIZE REQUIREMENTS

Flight Number	Airline	Aircraft	Seats	Load Factor (70%)	Sample Size (10%)
AF 1233	**Air France**	Airbus A320	150	105	
AF 1533	**Air France**	Airbus A320	150	105	
AF 1733	**Air France**	Airbus A320	150	105	
AF 1833	**Air France**	Airbus A320	150	105	
AF 1933	**Air France**	Airbus A320	150	105	
AF 2333	**Air France**	Airbus A320	150	105	
				630	63
BA 631	**British Airways**	Boeing B767-300	213	149	
BA 633	**British Airways**	Boeing B767-300	213	149	
BA 641	**British Airways**	Airbus A320	150	105	
				403	40
DL 133	**Delta**	Boeing B767-300	213	149	
DL 139	**Delta**	Boeing B767-300	213	149	
				298	30
IB 3883	**Iberia**	Airbus A321	203	142	
IB 3885	**Iberia**	Airbus A321	203	142	
IB 3887	**Iberia**	Airbus A320	150	105	
				389	39
KL 1570	**KLM**	Boeing B737-800 Winglets	150	105	
KL 1572	**KLM**	Boeing B737-800 Winglets	150	105	
KL 1576	**KLM**	Boeing B737-800 Winglets	150	105	
KL 1578	**KLM**	Boeing B737-800 Winglets	150	105	
				420	42
LH 3383	**Lufthansa**	Airbus A320	150	105	
LH 3385	**Lufthansa**	Airbus A300-600 Passenger	322	225	
LH 3389	**Lufthansa**	Airbus A320	150	105	
				435	44
LO 602	**LOT**	Embraer RJ-175	83	58	
LO 604	**LOT**	Embraer RJ-175	83	58	
				116	12
LX 1823	**Swiss**	Airbus A320	150	105	
LX 1839	**Swiss**	Airbus A321	203	142	
LX 1843	**Swiss**	Airbus A321	203	142	
				389	39
OK 421	**CSA**	Boeing B737-500	115	81	
OK 423	**CSA**	Boeing B737-400	147	103	
				183	18
OS 802	**Austrian**	Airbus A319	125	88	
OS 804	**Austrian**	Fokker F-100 Version 2	101	71	
				158	16
SK 1834	**SAS**	Boeing B737-800	181	127	
SK 778	**SAS**	Airbus A321	203	142	
				269	27
SQ 347	**Singapore**	Boeing B777-200/ER	249	174	
				174	17
SU 296	**Aeroflot**	Airbus A321	203	142	
				142	14
TG 947	**Thai**	Boeing B777-200/ER	249	174	
				174	17
AZ 718	**Alitalia**	Airbus A320	150	105	
AZ 720	**Alitalia**	Airbus A320	150	105	
AZ 722	**Alitalia**	Airbus A320	150	105	
AZ 719	**Alitalia**	Airbus A320	150	105	
AZ 721	**Alitalia**	Airbus A320	150	105	
				525	53