

Impact of Services Mix Variables in building Customer Brand Loyalty: A study

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ABSTRACT

With the demand for national economic developments, technological advancements, and other aspects of community life, as well as effects of globalization, there had been changes in the business climate of commercial flight services in India. The changes in the business climate, characterized by the government deregulation in the air transport industry, had created the emergence of new competitors for the Indian Airlines (now amalgamated with Air India). Each of the new airlines would be competing in the existing market. The competition is indeed escalating. Some airline companies have used market gimmicks to draw customers, from offering no frills pricing and special discounts with low prices and refunds apart from some of the best customer services like personalized services etc. All these efforts are to attract the customer in the highly competitive emerging market to provide better services to customers of domestic airline so as to attract the Customer Loyalty and in turn emerge as the best brand and increase/improve market share.

Key words: Empathy, Reliability, Brand Loyalty, Responsiveness, Tangibility, Assurance

INTRODUCTION

Services Mix comprising of Product, Place, Price, Promotion, People, Process and Physical Evidence plays an important role in building Customer Brand Loyalty. In the Service Industry, It is important to recognize that what the consumers are demanding are not products, or features of products but the benefits offered by the service companies/providers. Producing added benefits thus helps the marketer to distinguish one product from another. Good design or style of service can form the basis of differentiation. This enables the company to create a personality for its service. The design and décor of the aircraft provides opportunities to personalize their product as well as periodically to update them when differentiation under IATA regulations was virtually excluded, nonetheless, certain airlines were able to develop distinct personalities. Indigo Airlines created a brand for itself by providing personalized and low fare Airline Services by developing an image of a friendly airline distinctive from other airline serving on different domestic routes in India. A similar style was evident in Vijay Mallya's Kingfisher Airlines though of late this company is facing financial difficulties but on the services differentiation and commitment of service the company was providing excellent services on top of all other airlines with 18.8% market

share about two years back when it was flying high by its excellent services offered. The following are the services mix variables relating to Airline Industry.

Product

Getting the product right is the single most important activity of marketing. If the product isn't what the market wants, no amount of price adjustment or brilliant promotion will encourage consumers to buy it. The airline product is quite a complex one since it comprises of a service of incorporating the temporary user of airline seat and certain tangible products such as free flight bags or a free bottle of duty free spirit to encourage booking.

The airline product includes of two types of services:

- 1. On the ground services**
- 2. In-flight services**

The on-the-ground services include a convenient airport with car parking facilities, duty free shopping quick and efficient checking of baggage, efficient service at re-counter, transport to the airport, etc.

Place:

The airline industry has adopted different distribution channels for marketing their services to their target audience. On the ground there are many ticket counters with computerized 24-hour reservation systems. They have many specially designed check-in counters for club and premiere passengers. And on board, passengers are helped with information given by the cabin crew and the polite services rendered by the airhostesses.

Price

Price plays as much a tool of marketing as promotion plays a critical role in the marketing mix. The concept of fair price is paramount. Buyers judge whether a product is fairly priced by seeing whether it represents value for money. Pricing can be classified in three ways.

- **Premium Pricing**
- **Value for Money Pricing**
- **Cheap Value Pricing**

Promotion:

Promotion is an important part of the Services marketing Mix. It is very important to define the product in terms of what the customer wants and not in terms of what the marketer makes and sells. Services being intangible products are personalized so as to be successfully promoted. Sales promotion is in the traditional sense of sampling, demonstration and point of purchase display, but these are severely limited in the case of an intangible service product.

People:

In the service industry, service personnel come in direct contact with their customers in the course of production and consumption of the services.

The airhostess in any airline come in contact with the customers in the process of providing the service, while the cock-pit crew are employees who contribute to the service product but do not come in direct contact with the customers.

While delivering services, airlines ensure that the service is delivered as promised and this is often totally within the control of the front-line staff. This ensures some amount of reliability. This in turn affects the degree of responsiveness sought from customers.

Process:

Process means the actual procedures, mechanisms and flow of activities by which service is delivered. Airline basically by informing, guiding and helping the customers deliver the service. For e.g.: Computer reservation system of Indian Airlines enables any reservation request from anywhere in the world to be auctioned in minutes. The reservation facility is accessible through all-major computerized reservation system of the world.

Then facilities at the airport, in-flight entertainment, reading material, in-flight amenities, etc. help the customers, the travelers to have an enjoyable and convenient travel.

These are some of the procedures that form a part of the total process designed to deliver quality service. Airlines are making every effort to constantly redefine service procedures to enhance service satisfaction levels.

Physical Evidence

Physical Evidence refers to the environment in which the service is delivered and where the service industry and customer interact. Booking offices, ticket counters, etc. must be spacious and well designed with good looks. Further the aircrafts must be given good exteriors and must be maintained well.

The aircrafts must have elegant interiors and must be incorporated with all basic facilities. The aircrafts must have well designed seats with more leg room especially in the business class. Domestic lounges are enhanced with good interiors and basic amenities which will make it an ideal place to conduct business, entertain or relax. Thus airlines are continuously striving to deliver quality service to its customers.

Objectives of the Study

The main objective of the study is to analyze the role of services mix variables for differentiating the levels of customers' Satisfactions or dissatisfactions in building brand loyalty.

Need of the study

As the Services are intangible and Airlines travel being the part of the Services Industry, and in view of the deregulation effected only recently in Indian Airline Industry, many private players started companies in Indian Domestic Airlines Industry creating a gap in the different offers by these airlines in the Services area. There is a need to study these gaps to find out factors that are causing an effect on building the brand loyalty. Hence, this study.

Methodology & Tools:

The schedule designed with a set of services mix variables, the responses of 600 customers traveling across six domestic airlines was collected and factor analysis, chi-square analysis and cronbach's alpha test for consistency among variables applied for analysing the data.

Review of Literature:

The following is the Review of the existing studies relevant to the present Research Study.

Raquel Espino, Juan Carlos Martín(2006) A study conducted to examine different model specifications to detect the presence of preference heterogeneity in an airline choice context. We analyze the most important route connecting the Canary Islands archipelago with the Iberian Peninsula. For this purpose, we conduct a stated preference (SP) experiment to analyze individual's preference for the main attributes defining the service offered by the airlines. We find consistent specifications for multinomial logit and mixed logit models. In the first multinomial logit model, all the modeling variables enter in the utility function in linear form.. Our results suggest that the benefit measures at the individual level are really sensitive to preference heterogeneity assumptions. We eventually obtain that the willingness to pay using mixed logit models are lower than those obtained from multinomial logit specifications. That means that preference heterogeneity needs to be considered in order to properly estimate the willingness to pay measures for service quality changes because if taste heterogeneity is important and neglected, the willingness to pay measures can be highly overestimated.

Ken Butcher, AE Asad Kayani(2006) Research conducted on - Most service businesses tend to experience unwelcome delays in service delivery that often generate strong negative impacts from customers. In response, managers develop and implement service intervention strategies, such as providing length and reason of a delay, both of which have been reported to have positive impacts on customers. However, the results from studies investigating such interventions are mixed. Accordingly, it is hypothesized that these effects may be contingent upon certain situations. This research project has investigated the wait situation using an experimental design. A 2 · 2 · 2 factorial design was first created using a restaurant scenario for the stimulus material and an online web site was used to collect data from 130 respondents. Our findings indicate a significant moderating effect of level of service use and degree of goal attractiveness on the effectiveness of providing duration and cause information. More importantly, we found that under certain conditions a service intervention may be counterproductive to the intended strategy. This finding suggests that managers need to be wary of developing and executing expensive service recovery strategies without due regard to the customer segment being targeted.

Barkha Mittal, Ravi Malhotra, Shriharsh Sarkar, Soham Basu(2007) Conducted on Mergers and acquisitions: Jet Airways' (Jet) announcement of its acquisition of Air Sahara in April 2007 signaled the end of the saga that had stretched for more than a year ever since Jet made its first offer in January 2006. This move sets the stage for the further consolidation in airline industry in India. Ever since open sky policy came into effect in 1993, the industry has seen a number of entries and exits. Long dominated by government sector monopoly, the industry is now in the phase of consolidation. Jet's acquisition of Air Sahara is one such

example of this trend. The case chronicles the acquisition process and the in the process examines the changing structure of the industry, financial implications and how mergers and acquisitions will impact the industry and consumers.

Wenbin Wei and Mark Hansen(2007) are interested in how airlines make decisions on aircraft size and service frequency in a competitive environment. We apply three game-theoretic models to analyze airlines' choices in duopoly markets: one short-haul market and one long-haul market. We study how airlines' choices in a competitive environment may vary with flight distance, and also do sensitivity analysis to explore how the equilibrium results may change when air travel demand is higher, as it may happen in the future.

Our research considers the competition factor in airlines' decisions on both aircraft size and service frequency, and the impact of these decisions on both the cost and demand sides of airlines' business. Different from previous studies, our research is based on cost, market share and demand models derived from empirical studies.

Myungsook an A E Yonghwi Noh(2009) conducted a study to investigate the impact of the in-flight service quality on airline customer satisfaction and loyalty. This study analyzed the data from passengers of two classes: prestige (business) and economy. The results suggest that there are different factors of in-flight service quality that are important according to the customer seat class. In the case of the prestige class, there were six service quality factors of importance: alcoholic and non-alcoholic beverage, responsiveness and empathy, reliability, assurance, presentation style of food, and food quality; while the economy class showed five important service quality factors: responsiveness and empathy, food quality, alcoholic beverage, non-alcoholic beverage, and reliability. These findings imply that airline companies' in-flight service should have different delivery strategies based on the customer seat class.

The Indian Airline industry being fairly old and still the domestic players playing a major role in air transport in India, though they are only a decade old, the scope of service differentiation by these airlines the research is carried out basing on the 7ps of the services, the effect of commitment to quality services by airline operators and the differentiation of services with respect to Six major domestic airlines basing on the market share as indicated by DGCA India, as there is no such extensive study carried out in this area.

Air India (Indian Airlines now merged with Air India)

Air India operates regular flights to 76 destinations, 58 within India and 18 abroad. The airlines flies regularly to all key cities of India that include Delhi, Bangalore, Mumbai, Kolkata, Lucknow, Hyderabad, Pune, Goa, Chennai along with many regional destinations like Ahmedabad, Gorakhpur, Allahabad, Bhubaneshwar, Ranchi and others. Offering cheap and great airfare deals, Indian also operate flights to almost all popular sectors of the country that include New Delhi-Bangalore-New Delhi, Mumbai-Bangalore-Mumbai, New Delhi-Mumbai-New Delhi, Bangalore-New Delhi-Bangalore, Mumbai-Goa-Mumbai, Delhi-Goa-Delhi, Bangalore-Hyderabad-Bangalore and more. **Air India** is planning to expand its network with in the country and abroad in coming years.

Jet airways

Jet Airways, which commenced operations on May 5, 1993, has, within a short span of 14 years, established its position as a market leader. The airline has had the distinction of being repeatedly adjudged India's 'Best Domestic Airline' and has won several national and international awards.

Jet Airways operates regular flights to over forty-four key sectors, such as New Delhi to Bangalore, Mumbai to Bangalore, New Delhi to Mumbai, Bangalore to New Delhi, Mumbai to Goa, and Delhi to Goa. Book your travel on **Jet Airways** with Yatra and avail discounted tickets to Delhi, Mumbai, Goa and other major destinations across India.

IndiGo Airlines

Headquartered in Delhi, **IndiGo** took off its inaugural flight on August 4, 2006. A private low-fare carrier, **IndiGo** provides affordable, precise and state of the art service to its passengers. A subsidiary of InterGlobe Enterprises, IndiGo operates through all popular sectors like Mumbai, Delhi, Bangalore, Goa, Chennai and many more. With 147 daily flights serving all across the country, **IndiGo** endows uniquely smooth, safe and pleasant journey. Propitiously working, providing vanguard service to its guests, this latest entrant in the domestic aviation space bequeaths the cheapest ticket air travel.

Spicejet Airlines

Marked its position as the most competent airlines, **Spicejet** is one of the newest cheap ticket and low cost airlines. Endowing state of the art facility including easy access to cheap and low priced air tickets, **Spicejet Airline** covers almost all important destinations including Mumbai, New Delhi, Bangalore, Chennai, Ahmadabad, Goa, Kolkata, Pune and many more. Making air travel a possible dream for every Indian, **Spicejet** aims to compete with the India Railway passengers traveling in AC coaches. The Airline offers the most dynamic fares, without compromising on the safety and comfort of its passengers. Making air travel a pleasure trip, **Spicejet** endows every Indian the power to fly.

GoAir Airlines

Go Airlines (India) Ltd. is the aviation foray of the Wadia Group; the airline operates its services under the brand GoAir. GoAir launched its operations in November 2005. GoAir, a low-fare carrier launched with the objective of commoditizing air travel, offers airline seats at marginal premium to train fares across India. The airline currently operates across 18 destinations 133 daily flights and approximately 931 weekly flights.

The GoAir route network spans prominent business metropolis as well as key

leisure destinations across the Indian subcontinent. GoAir is currently servicing the airports at Ahmedabad, Bagdogra, Bengaluru, Chandigarh, Cochin, Delhi, Goa, Guwahati, Jaipur, Jammu, Leh, Lucknow, Mumbai, Nagpur, Nanded, Patna, Pune and Srinagar. Through this route network GoAir ensures a smart value-for-money option for both business and leisure travellers, without compromising on either safety or service factors.

Kingfisher Airlines

Kingfisher Airlines is an airline based in Bangalore, India. It operates more than 400 flights a day and has a network of 77 destinations, with regional and long-haul international services. Its main bases are Bengaluru International Airport, Chhatrapati Shivaji International Airport, Rajiv Gandhi International Airport and Indira Gandhi International Airport. Kingfisher Airlines, through one of its holding companies United Breweries Group, has 50% stake in low-cost carrier Kingfisher Red, formerly known as Air Deccan.

Kingfisher is one of six airlines in the world to have a five-star rating from Skytrax, along with Asiana Airlines, Malaysia Airlines, Qatar Airways, Singapore Airlines and Cathay Pacific Airways. According to a survey held in September 2008, Kingfisher was the most admired airline brand in the Asia-Pacific region.. In February 2009, Kingfisher Airlines had 904,000 passengers, giving it the highest market share in India.

CUSTOMER PERCEPTIONS ON SELECT AIRLINES IN DOMESTIC AIRLINES IN INDIA

The study conducted with the Schedule designed with a set of service variables, the responses of 600 customers traveling across six domestic airlines was collected and factor analysis, chi-square analysis and cronbach's alpha test for consistency among variables applied on this data.

As per the study, following are the perceptions of the customers from chosen airlines in India:

Airline-wise customers’ opinion on “punctuality maintained in running the flights”

Source: Field Data

			Punctuality maintained in running the flights					Total
			Very Poor	Poor	Fair	Good	Excellent	
AIRLINE	AIR INDIA	Count	46	11	0	30	5	92
		% within AIRLINE	50.0%	12.0%	.0%	32.6%	5.4%	100.0%
	Jet Airways	Count	25	25	5	29	14	98
		% within AIRLINE	25.5%	25.5%	5.1%	29.6%	14.3%	100.0%
	Indigo Airlines	Count	0	32	8	28	34	102
		% within AIRLINE	.0%	31.4%	7.8%	27.5%	33.3%	100.0%
	Spice Jet	Count	40	18	17	8	11	94
		% within AIRLINE	42.6%	19.1%	18.1%	8.5%	11.7%	100.0%
	Go Air	Count	0	30	16	49	15	110
		% within AIRLINE	.0%	27.3%	14.5%	44.5%	13.6%	100.0%
	Kingfisher	Count	0	11	36	30	27	104
		% within AIRLINE	.0%	10.6%	34.6%	28.8%	26.0%	100.0%
Total		Count	111	127	82	174	106	600
		% within AIRLINE	18.5%	21.2%	13.7%	29.0%	17.7%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.650E2 ^a	20	.000

The calculated value of chi-square is 2.650, the probability value (p-value) of 0.000. Therefore there is significant difference between the select airlines customers’ perceptions on “punctuality maintained in running the flights” – reflecting that the highest rating of 33.3% to Indigo Airlines and 5.4% the least rating to Air India Airlines implying Indigo Airlines is more preferred airline on “punctuality maintained in running the flights”.

Passengers’ responses on “In-flight services” offered by select Airline companies

			In- flight services					Total
			Very Poor	Poor	Fair	Good	Excellent	
AIRLINE	AIR INDIA	Count	46	11	9	18	8	92
		% within AIRLINE	50.0%	12.0%	9.8%	19.6%	8.7%	100.0%
	Jet Airways	Count	25	18	12	0	43	98
		% within AIRLINE	25.5%	18.4%	12.2%	.0%	43.9%	100.0%
	Indigo Airlines	Count	32	8	2	0	60	102
		% within AIRLINE	31.4%	7.8%	2.0%	.0%	58.8%	100.0%
	Spice Jet	Count	45	6	7	30	6	94
		% within AIRLINE	47.9%	6.4%	7.4%	31.9%	6.4%	100.0%
	Go Air	Count	15	31	20	8	36	110
		% within AIRLINE	13.6%	28.2%	18.2%	7.3%	32.7%	100.0%
	Kingfisher	Count	0	3	24	50	27	104
		% within AIRLINE	.0%	2.9%	23.1%	48.1%	26.0%	100.0%

Total	Count	163	77	74	106	180	600
	% within AIRLINE	27.2%	12.8%	12.3%	17.7%	30.0%	100.0%

Source: Field Data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.028E2 ^a	20	.000

The calculated value of chi-square is 3.028, the probability value (p-value) of 0.000. Therefore there is significant difference between the select airlines customers’ perceptions on “In- flight services” – reflecting that the highest rating of 58.8% to Indigo Airlines and 6.4% the least rating to Spicejet Airlines implying Indigo Airlines is more preferred airline on “In-flight services”.

Passengers perception on “catering facilities and hygienity” offered by select airlines

Source: Field Data

			Catering facilities and hygienity					Total
			Very Poor	Poor	Fair	Good	Excellent	
AIRLINE	AIR INDIA	Count	24	24	24	20	0	92
		% within AIRLINE	26.1%	26.1%	26.1%	21.7%	.0%	100.0%
	Jet Airways	Count	38	4	5	47	4	98
		% within AIRLINE	38.8%	4.1%	5.1%	48.0%	4.1%	100.0%
	Indigo Airlines	Count	32	0	0	10	60	102
		% within AIRLINE	31.4%	.0%	.0%	9.8%	58.8%	100.0%
	Spice Jet	Count	14	44	0	13	23	94
		% within AIRLINE	14.9%	46.8%	.0%	13.8%	24.5%	100.0%
	Go Air	Count	13	37	16	37	7	110
		% within AIRLINE	11.8%	33.6%	14.5%	33.6%	6.4%	100.0%
	Kingfisher	Count	3	0	24	50	27	104
		% within AIRLINE	2.9%	.0%	23.1%	48.1%	26.0%	100.0%
Total		Count	124	109	69	177	121	600
		% within AIRLINE	20.7%	18.2%	11.5%	29.5%	20.2%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.753E2 ^a	20	.000

The calculated value of chi-square is 3.753, the probability value (p-value) of 0.000. Therefore there is significant difference between the select airlines customers’ perceptions on “catering facilities and hygienity” – reflecting that the highest rating of 58.8% to Indigo

Airlines and 0% the least rating to Air India Airlines implying Indigo Airlines is more preferred airline on “catering facilities and hygienity”.

Customers’ perception on “In-flight entertainment” offered by select airlines.

Source: Field Data

			In-flight entertainment					Total
			Very Poor	Poor	Fair	Good	Excellent	
AIRLINE	AIR INDIA	Count	24	24	18	19	7	92
		% within AIRLINE	26.1%	26.1%	19.6%	20.7%	7.6%	100.0%
	Jet Airways	Count	29	37	5	14	13	98
		% within AIRLINE	29.6%	37.8%	5.1%	14.3%	13.3%	100.0%
	Indigo Airlines	Count	19	13	10	0	60	102
		% within AIRLINE	18.6%	12.7%	9.8%	.0%	58.8%	100.0%
	Spice Jet	Count	8	40	35	5	6	94
		% within AIRLINE	8.5%	42.6%	37.2%	5.3%	6.4%	100.0%
	Go Air	Count	13	2	60	20	15	110
		% within AIRLINE	11.8%	1.8%	54.5%	18.2%	13.6%	100.0%
	Kingfisher	Count	0	11	3	33	57	104
		% within AIRLINE	.0%	10.6%	2.9%	31.7%	54.8%	100.0%
Total		Count	93	127	131	91	158	600
		% within AIRLINE	15.5%	21.2%	21.8%	15.2%	26.3%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.584E2 ^a	20	.000

The calculated value of chi-square is 3.584; the probability value (p-value) of 0.000. Therefore there is significant difference between the select airlines customers’ perceptions on “In-flight entertainment” – reflecting that the highest rating of 58.8% to Indigo Airlines and 6.4% the least rating to Spicejet Airlines implying Indigo Airlines is more preferred airline on “In-flight entertainment”.

Passengers’ responses on “personalized services” provided by select airlines.

			Personalized services					Total
			Very Poor	Poor	Fair	Good	Excellent	
AIRLINE	AIR INDIA	Count	33	22	11	21	5	92
		% within AIRLINE	35.9%	23.9%	12.0%	22.8%	5.4%	100.0%
	Jet Airways	Count	34	17	0	43	4	98
		% within AIRLINE	34.7%	17.3%	.0%	43.9%	4.1%	100.0%

Indigo Airlines	Count	19	13	8	2	60	102
	% within AIRLINE	18.6%	12.7%	7.8%	2.0%	58.8%	100.0%
Spice Jet	Count	14	44	8	17	11	94
	% within AIRLINE	14.9%	46.8%	8.5%	18.1%	11.7%	100.0%
Go Air	Count	13	2	80	0	15	110
	% within AIRLINE	11.8%	1.8%	72.7%	.0%	13.6%	100.0%
Kingfisher	Count	0	14	0	33	57	104
	% within AIRLINE	.0%	13.5%	.0%	31.7%	54.8%	100.0%
Total	Count	113	112	107	116	152	600
	% within AIRLINE	18.8%	18.7%	17.8%	19.3%	25.3%	100.0%

Source: Field Data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.481E2 ^a	20	.000

The calculated value of chi-square is 5.481; the probability value (p-value) of 0.000. Therefore there is significant difference between the select airlines customers' perceptions on "personalized services" – reflecting that the highest rating of 58.8% to Indigo Airlines and 4.1% the least rating to Jet Airways implying Indigo Airlines is more preferred airline on "personalized services".

The above are the some of the variables relating to Services Mix (7Ps) of Services marketing viz: Product, Price, Place, Promotion, People, Process, and Physical Evidence.

As per the study on these variables the Airline best conforming to the customers' perceptions and satisfaction is Indigo Airlines which implies that these service factors which plays a major role in building the brand loyalty. Indigo Airlines by keeping very strict control on these variables/factors has risen to one of the top domestic airliners in India.

As per the Hypothesis tested, the study reflects that there is a conformity between Service Quality provided by Indigo Airlines & external Communication on the customer satisfaction level, therefore Indigo Airlines even though it is newer airline compared to Kingfisher and other Airlines, it is able to withstand its brand in the market and attracting higher market share in Indian domestic arena and which is the only Airline to earn profits in the Indian Domestic Market. Hence it can be inferred that the Service variables such as "Punctuality maintained in running flight services", "In-flight Services offered", "Catering facilities and Hygienity", "In-flight entertainment" and "Personalized services provided by the airlines" play a very important role in building brand loyalty and attracting and improving market share.

Based on the findings the following are some of the suggestions.

1. From the above study it is suggested that other airlines may take steps in strictly adhering to the quality of Service provided to the customers through assurance in the above service variables.
2. Leadership must show every single customer service a priority: The leaders set the tone and direction for a company's culture. If the top leaders expect great service for every customer every time, then they will naturally do what it takes to create a culture

that breeds such service which automatically in turn improves the Brand. For true, sustainable improvement in customer service quality, airlines companies must make a commitment at the highest level of management to deliver the best service they can to every customer every time with no exceptions

Conclusions

This study concludes that:

The Indigo Airlines is the Leader in the Services offered to the customers with top ratings in the Services mix variables, therefore the airlines is conforming to the Customer Satisfaction to an extent and hence the customers' loyalty towards the company and brand and further the company is on the verge of turning the corner into profits. The majority of customers of domestic airline companies were not satisfied with the services they received. Fulfilling the company's promises (conformity between service quality and external communications) has no significant effects on the level of customer satisfaction. Exaggerated promotional themes (not in conformity with the services provided) could lead to customers' dissatisfaction for the services provided by the domestic airline companies which in turn will effect the brand loyalty having negative effect on the growth of the companies. If above suggestions are implemented by Airlines in true spirit, the level of Customer Satisfaction will be increased so as to compete in a Global Marketing Environment.

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