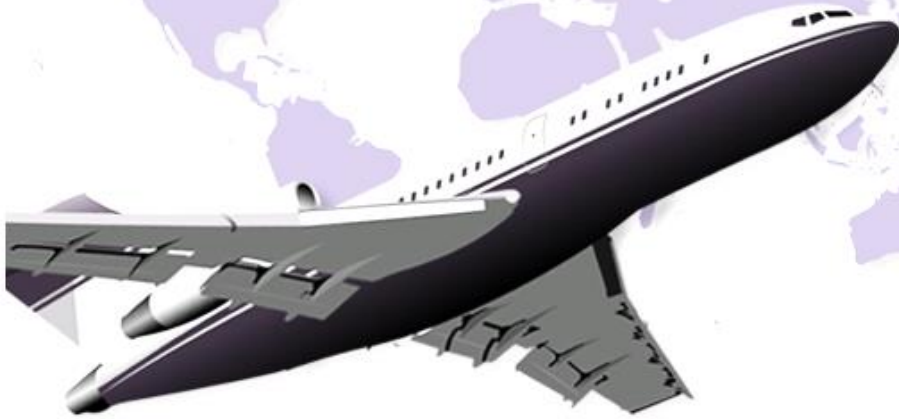




LUND UNIVERSITY  
School of Economics and Management

# Brand Conviction and Brand Desirability in the Aviation Industry



by

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# Abstract

The Awareness-Interest-Conviction-Desire-Action (“AICDA”) model was studied by various marketing scholars in the past 80 years. However, the relationship between brand conviction and brand desirability in the aviation industry has not yet been proved empirically. Through the conduction of a preliminary questionnaire survey in Lund, Sweden (N = 288) and a main questionnaire survey in Hong Kong (N = 600), it is found that comfortable, on-time, cheap, reliable, and safe are the major convictional factors in the aviation industry. Also, these major convictional factors mentioned above are positively related to desirability of airline brands. Furthermore, comfortable has a stronger influence on desirability of airline brands, on-time, cheap, and reliable have a moderate influence on desirability of airline brands, while safe has a weaker influence on desirability of airline brands. Apart from bridging the research gap of the AICDA model, this research is especially useful for improving the brand positioning strategies of airlines.

Keywords: brand conviction, brand desirability, brand positioning, airlines

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# 1 Introduction

The Awareness-Interest-Conviction-Desire-Action (“AICDA”) model was first developed in 1937 and over the past 80 years, it has been the focus of interest by several scholars in marketing (Capatina, Schin, & Rusu, 2017; Yildiz, 2017; Peranginangin & Alamsyah, 2017). Recent scholarship has focused on investigating the factors influencing brand awareness such as technological development (Capatina, et al. 2017; Ho, Chiu, Chen, & Papazafeiropoulou, 2015; Tritama & Tarigan, 2016). Yildiz (2017) and others (Momany & Alshboul, 2016; Chan, Leung, Tse, & Tan, 2015) have focused on marketing strategies, while Peranginangin & Alamsyah (2017) and others (Langaro, Rita, & De Fátima Salgueiro, 2018; Ročkutė, Minelgaitė, Zailskaitė-Jakštė, & Damaševičius, 2018; Lambert-Pandraud, Laurent, Mullet, & Yoon, 2017) have focused on socio-cultural environment.

Our study takes its point of departure in the seminal work done by Ivey and Horvath (1961) which made the claim that brand desirability was influenced by brand conviction. Since this study, several workers have explored different aspects of relationship between brand desirability and conviction. For instance, Tu (2011) showed that brand awareness has an influence on brand desirability. Rudnick and Villasaliya (2017) showed that there is a positive relationship between brand interest and brand equity. Kim (2003) showed that brand conviction determines brand loyalty. Braimah (2015) and others (Tariq, Abbas, Abrar, Iqbal, 2017; De Toni, De Vargas Bacichetto, Milan, & Larentis, 2014) showed that brand awareness can lead to purchase actions.

While the foregoing have made significant inroads in providing empirical evidence for some aspects of Ivey and Horvath’s initial claim, the issue of the relationship between brand desirability and brand conviction remains poorly underbuilt empirically. It is this gap which this thesis aims to fill by providing investigating the relationship between brand conviction and brand desirability. The aviation industry is the focus of this study because the customer satisfaction index of full service airlines dropped by 2.7% (Statista, 2018) even the majority of airlines mainly positioned themselves as safe flight service providers in recent years (Shaw, 2011). Since the current airline brand positioning strategies cannot boost customer satisfaction, there is an urgent need to suggest a new set of branding strategies for airlines so as to help them regain desirability from customers.

## 2 Research Objectives

This research has two objectives. Firstly, it bridges the research gap by conducting an empirical study to investigate the relationship between brand conviction and brand desirability, since this relationship has not yet been studied by marketing researchers. Secondly, it provides airline companies with consumer insights such as the kinds of beliefs which could boost desirability towards airline brands, helping airlines to improve their brand positioning strategies.

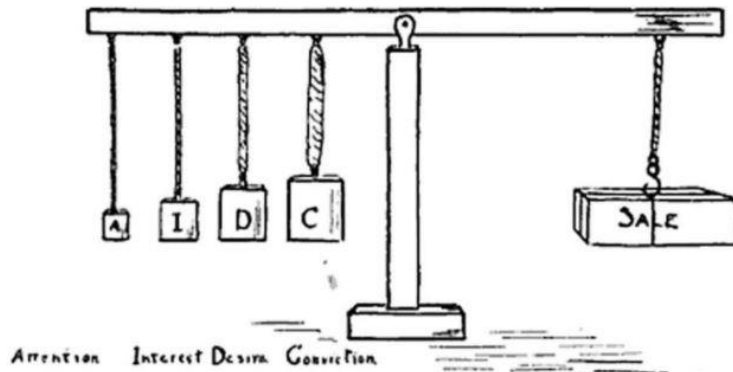
## 3 Theoretical Framework

Evolved from the Awareness-Interest-Desire-Conviction (“AIDC”) model and Awareness-Interest-Desire-Action (“AIDA”) model, the AICDA model emphasizes the influence of brand conviction on brand desirability. In the following section we will review three papers written by Dukesmith (1904), Lewis (1908), and Ivey and Horvath (1961) respectively. We select these three texts because they outlined the development of the relationship between brand conviction and brand desirability.

### 3.1 Awareness-Interest-Desire-Conviction (“AIDC”) Model

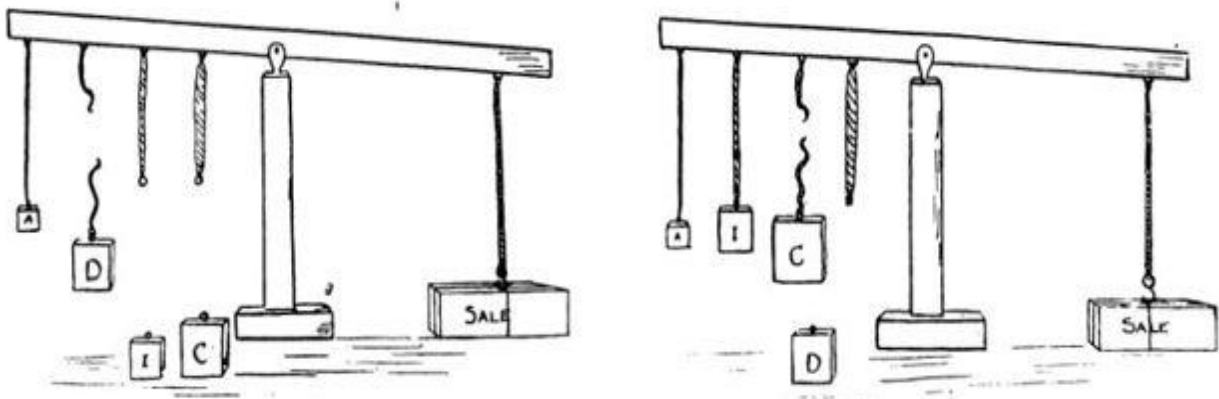
The AIDC model argued that a successful sale, irrespective of type (wholesale, retail, etc.) depended on the salesperson’s ability to successfully complete the following steps: (i) capture the awareness of customers by actively introducing the characteristics of a product to them (Dukesmith, 1904); (ii) make a pitch outlining the reasons for owning the product to arouse the interest of customers (Dukesmith, 1904); (iii) increase the desire for the product by referring to positive user experiences (Dukesmith, 1904) and (iv) promote brand conviction by letting customers believe that the product was price-worthy (Dukesmith, 1904).

Dukesmith emphasized that the AIDC model had a sequence which brand awareness came first, followed by brand interest, brand desirability, and brand conviction (Dukesmith, 1904). Furthermore, brand interest should carry a heavier weight than brand awareness, brand desirability should carry a heavier weight than brand interest, and brand conviction should carry a heavier weight than brand desirability (Dukesmith, 1904). Figure 1 shows the sequence and weight of the elements of the AIDC model.



**Figure 1. Sequence of the Elements of the AIDC Model (Dukesmith, 1904, p.13)**

In order to prove that any violation of the AIDC model would lead to a failure in sales, Dukesmith used two examples, one of them was ranking brand desirability before brand interest, and the other one was ranking brand conviction before brand desirability (Dukesmith, 1904). In the first example, the sale would fail because the attention for interest of customers would very possibly be mistaken by the salesperson (Dukesmith, 1904). The attempt would be unsuccessful in the second example as well since the salesperson would very possibly be too eager to close the sale by coercing customers to buy the product, letting them feel annoyed or disgusted (Dukesmith, 1904). Figure 2 shows the two examples which violate the AIDC model.



**Figure 2. Examples Which Violate the AIDC Model (Dukesmith, 1904, p.14)**

### 3.2 Awareness-Interest-Desire-Action (“AIDA”) Model

Dukesmith was the first scholar to outline the sequence of creating a successful sale. However, his AIDC model only focused on the sale of physical goods such as the goods for retail and wholesale. To cope with this limitation, Lewis developed the AIDA model in 1908, which is a modified version of the AIDC model.

Lewis argued that a successful sale of a product or service started from grabbing the awareness of customers through advertising (Lewis, 1908). The advertisements had to explain the benefits of the product or service so as to raise the interest of customers (Lewis, 1908). Then, customers would desire for the product or service if the advertisements were convincing (Lewis, 1908). Finally, customers would carry out purchase actions (Lewis, 1908).

Besides highlighting the sequence of a successful sale, Lewis also explained the factors driving the change from brand awareness to purchase actions (Lewis, 1908). Brand awareness led to brand interest and brand desirability because advertisements provided more knowledge about a product or service, which lets customers have a better cognition and deeper impression towards the product or service (Lewis, 1908). Brand desirability led to purchase actions because customers tended to satisfy their desires by owning the product or service they like (Lewis, 1908).

### 3.3 Awareness-Interest-Conviction-Desire-Action (“AICDA”) Model

Lewis generalized the application of his AIDA model from physical goods marketing to service marketing. Also, he highlighted the importance of advertisements rather than salespeople in the arousal of brand awareness and brand interest. Moreover, he addressed the importance of closing the sale by including purchase actions as one of the elements in the AIDA model. However, Lewis did not include brand conviction, which is one of the crucial elements Dukesmith mentioned, in this model. Thus, Ivey and Horvath created the AICDA model in 1937 to supplement the AIDA model.

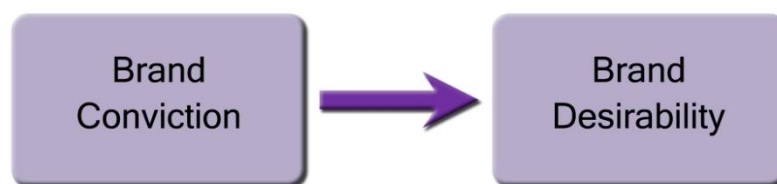
Ivey and Horvath (1961) argued that a successful sale started from gaining customer awareness towards a brand, followed by letting customers have a positive impression about the brand, creating brand conviction, arousing customer likeliness towards the brand, and getting purchase actions from customers. Most importantly, these two scholars believed that brand conviction led to brand desirability, which was opposite to the proposition of Dukesmith that brand desirability should come before brand conviction (Ivey & Horvath, 1961). One of the possible reasons was that Ivey and Horvath (1961) comprehended brand conviction and brand desirability as the beliefs and the likeliness of customers toward a brand respectively, while Dukesmith (1904) comprehended brand conviction and brand desirability as the price-worthiness and the willingness of customers to own a product respectively. Therefore, Ivey and Horvath (1961) stated that customer impression, instead of likeliness, towards a brand would influence the beliefs they had toward the brand, since impression and beliefs were the comprehension of a brand, while likeliness was a kind of emotions. Unlike Dukesmith and Lewis, the AICDA model pays more attention to branding than the marketing of physical goods or services.

### 3.4 Variations of AICDA Model

From 1961 onwards, there were several variations based on the AICDA model. For instance, McGuire developed the Presentation-Attention-Comprehension-Yielding-Retention-Behaviour (“PACYRB”) model in 1969, Robertson created the Awareness-Comprehension-Attitude-Legitimation-Trial-Adoption (“ACALTA”) model in 1971, and Preston and Thorson generated the Distribution-Awareness-Perception-Evaluation-Stimulation-Adoption (“DAPESA” or “Association”) model in 1984 (Barry & Howard, 1990). Even “comprehension” and “perception” replace “conviction,” and “yielding,” “legitimation,” and “stimulation” replace “desirability,” these scholars still agree with Ivey and Horvath that conviction should come before desirability.

### 3.5 Conceptual Model

Since Dukesmith and Ivey and Horvath comprehend brand conviction and brand desirability differently, this study refers to Ivey and Horvath when defining these two concepts, as their definitions are more comprehensive and precise. For example, this study defines brand conviction as the beliefs toward a brand, because price-worthiness is a kind of beliefs, and this also matches the definition of conviction in English dictionaries (Cambridge University Press, 2018; Oxford University Press, 2018; Macmillan Publishers Limited, 2018). Furthermore, this study defines brand desirability as the likeliness towards a brand, because the willingness to own a thing is a behavioural representation of likeliness (Lench, Darbor, & Berg, 2013; Dolan, 2002). As this study agrees with the way Ivey and Horvath define brand conviction and brand desirability, it assumes that brand conviction influences brand desirability. Figure 3 presents the conceptual model of this study.



**Figure 3. Conceptual Model**

# 4 Methodology

## 4.1 Research Questions (“RQ”) and Hypotheses (“H”)

*RQ1: What are the major convictional factors in the aviation industry?*

Although Ivey and Horvath (1961) defined brand conviction as the beliefs toward a brand, they did not provide any suggestion for the measurement of brand conviction. Therefore, Abelson (1988) created a scale to measure brand conviction. The scale had 15 items, such as “My beliefs about a brand expresses the real me,” “My belief is important to me,” and “It is easy to explain my views”. These items were categorized into three dimensions: “emotional commitment,” “ego preoccupation,” and “cognitive elaboration” (Abelson, 1988, p.269). Appendix A illustrates the Abelson Scale in detail.

Arguing that the Abelson Scale only focused on the cognitive side of brand conviction, Kim (2003) supplemented the Abelson Scale by adding 21 new items which measured brand conviction from an affective approach, such as “How do you feel about your favourite brand?” and “My favourite brand has a name I can trust” (p.101-105). Appendix B presents the Kim Scale in detail.

Even the Kim Scale considered cognitive and affective factors when measuring brand conviction, it pays too much attention on discovering the ways customers communicate the beliefs and emotions toward their favourite brands instead of clarifying the beliefs customers possess toward the brands they are in favour of. Since there are many kinds of beliefs in the world such as safe, healthy, price-worthy and the like, the first research question of this study aims to sort out the major beliefs customers have toward their favourite airline brands by asking “What are the major convictional factors in the aviation industry?” In this research we choose to operationalise “major beliefs” as “major convictional factors,” since convictional factors are easier to define than beliefs and have the added advantage of being relevant to the airline industry.

*H1: Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are the major convictional factors in the aviation industry.*

Corresponding to the first research question, the hypothesis is “Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are the major convictional factors in the aviation industry,” because a questionnaire survey conducted by Clemes, Gan, Kao, and Choong (2008) with 428 respondents identified that these elements were the critical factors which customers would consider when they rated the service quality of an airline. Also,

various scholars discovered that on-time performance (Young, Cunningham, & Lee, 1994), assurance (Natalisa & Subroto, 2003), and meals (Jain & Gupta, 2004) would significantly determine the satisfaction of customers towards airline brands. Moreover, some researchers emphasized that schedule convenience (Ostrowski & O'Brien, 1993), comfort (Kloppenborg & Gourdin, 1992), helpfulness (O'Brien, Gennaro, & Summers, 1977), and safety (Comm, 1993) would affect customer choice of airlines to a large extent.

*RQ2: What is the direction of relationship between major convictional factors and desirability of airline brands?*

After discovering the major convictional factors, there is a need to examine the relationship between major convictional factors and desirability of airline brands so as to figure out which major convictional factor(s) let(s) customers be in favour of certain airline brands. Therefore, the second research question of this study is “What is the direction of relationship between major convictional factors and desirability of airline brands?”. The purpose of having this research question is to examine if brand conviction has an influence on brand desirability, since Ivey and Horvath emphasize this relationship in the AICDA model.

*H2: Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are positively related to desirability of airline brands.*

Regarding the second research question, the corresponding hypothesis is “Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are positively related to desirability of airline brands,” because Clemes, Gan, Kao, and Choong revealed that the abovementioned seven elements had t-values from 1.799 to 6.656, indicating a positive influence of these elements on the service quality ratings of airlines (Clemes, Gan, Kao, & Choong, 2008). Although service quality ratings may not exactly equal brand desirability, it could affect customer satisfaction towards an airline brand.

*RQ3: How strong is the relationship between major convictional factors and desirability of airline brands?*

After identifying the direction of relationship between major convictional factors and desirability of airline brands, the strength of relationship between these two variables has to be investigated in order to find out which convictional factor(s) let(s) customers be in favour of certain airline brands to a larger extent. Thus, the third research question of this study is “How strong is the relationship between major convictional factors and desirability of airline brands?”.

*H3: Safety and helpfulness have a stronger relationship with desirability of airline brands than timeliness, assurance, convenience, comfort, and meals.*

The corresponding hypothesis to the third research question is “Safety and helpfulness have a stronger relationship with desirability of airline brands than timeliness, assurance, convenience, comfort, and meals.” As in the research conducted by Clemes, Gan, Kao, and Choong, the standardized beta coefficients of safety ( $\beta = 0.290$ ) and helpfulness ( $\beta = 0.249$ )



were significantly higher than the other five elements ( $\beta$  ranged from 0.084 to 0.092), showing that safety and helpfulness influenced the service quality ratings of airlines to a larger extent, while timeliness, assurance, convenience, comfort, and meals influenced the service quality ratings of airlines to a smaller extent (Clemes, Gan, Kao, & Choong, 2008). Table 1 summarizes the research questions of this study and their corresponding hypotheses.

Research Question (“RQ”)	Hypothesis (“H”)
RQ1: What are the major convictional factors in the aviation industry?	H1: Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are the major convictional factors in the aviation industry.
RQ2: What is the direction of relationship between major convictional factors and desirability of airline brands?	H2: Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are positively related to desirability of airline brands.
RQ3: How strong is the relationship between major convictional factors and desirability of airline brands?	H3: Safety and helpfulness have a stronger relationship with desirability of airline brands than timeliness, assurance, convenience, comfort, and meals.

**Table 1. Summary of Research Questions and Hypotheses**

## 4.2 Research Design

In order to investigate the relationship between major convictional factors and desirability of airline brands, two cross-sectional questionnaire surveys were conducted because relatively simple data can be collected from a larger population in a shorter period of time through questionnaires (Adams, 2007; Krishnaswami & Satyaprasad, 2010; Cavana, 2001).

### 4.2.1 Preliminary questionnaire survey

#### 4.2.1.1. Questionnaire design

The preliminary questionnaire survey aimed to identify the major convictional factors in the aviation industry. Since the Abelson Scale and Kim Scale did not accurately clarify the beliefs customers have toward their favourite brands, this study created its own question “What adjectives do you use to describe your favourite airline brands?” to collect the convictional factors which customers possess toward their favourite airline brands and examine the reliability of the first hypothesis. The question was open-ended so that the respondents could

include their feelings and understanding of the subject when they filled in the questionnaires (Copeland, 2017).

Besides the abovementioned question, the respondents were asked about their gender, age groups, education levels, annual personal incomes, nationalities, occupations, frequencies of taking international flights, reasons for taking international flights, and food preferences so as to ensure that the samples were representative and with diverse socio-cultural backgrounds. Except nationality and occupation were short-answered questions, the other items were the multiple choice questions which had adequate choices for respondents to choose from. For instance, there were five options (“High School,” “Bachelor’s Degree,” “Master’s Degree,” “PhD Degree,” and “Others”) in the question about education levels, and six options (“No preference,” “Halal,” “Vegetarian,” “Vegan,” “Gluten free,” and “Others”) were provided in the question regarding food preferences. Appendix C shows a sample questionnaire of the preliminary questionnaire survey.

#### 4.2.1.2. Sampling

The preliminary questionnaire survey was carried out in Lund, Sweden. Lund is an international academic city which attracts people from around the world to study, conduct research, or work in this place. Thus, it was easier to look for respondents with varied socio-cultural backgrounds so that the samples could be more representative. The population size of this research was 120 000, since Lund had around 120 000 citizens in 2016 (Brinkhoff, 2018). 0.24% of the population (288 individuals) was selected as samples, and they were divided evenly between male and female and among three age groups: 15 to 24 years old, 25 to 59 years old, and 60 years old or above. The range in each age group was set according to the definition of “youth,” “adults,” and “elderly” provided by the United Nations (2017). Table 2 shows the sample size of the preliminary questionnaire survey in detail.

		Age Group		
		15-24	25-59	60 or above
Gender	Male	48	48	48
	Female	48	48	48

**Table 2. Sample Size of Preliminary Questionnaire Survey**

Between 13 November 2017 and 15 December 2017, 190 physical questionnaires were distributed in the city centre of Lund and around 10 teaching buildings at Lund University, and 56 online questionnaires were distributed via the Facebook groups created by the students and residents in Lund. The survey was conducted from mid-November to mid-December because more people were estimated to be in town during this period of time as Christmas had not yet come. Therefore, it was easier to approach target respondents. Furthermore, both

physical and online questionnaires were used so that the target respondents could be reached efficiently.

#### 4.2.1.3. Ways to select major convictional factors

The major convictional factors were selected in four steps. Firstly, all the convictional factors collected in the preliminary questionnaire survey were recorded. Secondly, the convictional factors with similar meanings were grouped to become distinctive convictional factors. Thirdly, the weighted total marks (“WTM”) of each distinctive convictional factor were calculated according to the frequency of taking international flights ( $\geq 12$  times: 5 marks; 4 to 11 times: 4 marks; 2 to 3 times: 3 marks; 1 time: 2 marks; 0 time: 1 mark) because the convictional factors raised by the individuals who flew more were more representative than those who flew less. Lastly, the distinctive convictional factors with significantly higher WTM were regarded as the major convictional factors in the aviation industry. The term “significantly higher WTM” was defined as “higher than other distinctive convictional factors by 50 WTM or above.”

### 4.2.2 Main questionnaire survey

#### 4.2.2.1. Questionnaire design

The main questionnaire survey aimed to investigate the relationship between major convictional factors and desirability. To measure desirability of airline brands, the question “To what extent do you like the following airline brands?” was asked, since brand desirability was about the likeliness towards a brand, according to Ivey and Horvath (1961).

Recognizing “comfortable,” “on-time,” “cheap,” “reliable,” and “safe” as major convictional factors, the strength of major convictional factors held by customers toward airline brands was measured by five questions: “To what extent do you think the following airline is comfortable?”, “To what extent do you think the following airline is on-time?”, “To what extent do you think the following airline is cheap?”, “To what extent do you think the following airline is reliable?”, and “To what extent do you think the following airline is safe?”.

The Likert Scale (Strongly Agree: 5 marks; Agree: 4 marks; Neutral: 3 marks; Disagree: 2 marks; Strongly Disagree: 1 mark) was adopted to evaluate the desirability and strength of major convictional factors held by customers toward airline brands (Fox, 2003; Penn & Berridge, 2010). In case some of the respondents had no knowledge about specific airline brands when they evaluated them, the option “Don’t know this brand” was included in the scale.

Referring to the Skytrax Top 100 Airlines in 2017, the top 5 full service airlines in Asia: Qatar Airways, Singapore Airlines, ANA (All Nippon Airways), Emirates, and Cathay Pacific, and top 5 full service airlines in Europe: Lufthansa, Turkish Airlines, Air France-KLM, Finnair, and Aeroflot (Skytrax, 2018), were studied because it was more possible that customers were more familiar with these airline brands since the Top 100 Airlines were ranked based on customer opinions. Thus, the desirability and strength of major convictional factors held by customers toward airline brands could be measured more effectively by preventing the respondents from choosing the option “Don’t know this brand” too often when they evaluated the airline brands.

Similar to the preliminary questionnaire survey, apart from the six questions mentioned above, the respondents were asked about their gender, age groups, education levels, annual personal incomes, nationalities, occupations, frequencies of taking international flights, reasons for taking international flights, and food preferences to ensure that representative samples could be obtained by the diversification of socio-cultural backgrounds. Appendix D and E present a sample questionnaire of the main questionnaire survey in English and Chinese respectively.

4.2.2.2. Sampling

The main questionnaire survey was carried out in Hong Kong since it is an international city which attracts people from around the world to study, travel, or work in this place. Thus, it was easier to look for respondents with varied socio-cultural backgrounds so that the samples could be more representative. The population size of this research was 7 400 000, since Hong Kong had around 7 400 000 citizens in 2017 (Census and Statistics Department, 2018). 0.008% of the population (600 individuals) was selected as samples, and they were divided evenly between male and female and among three age groups: 15 to 24 years old, 25 to 59 years old, and 60 years old or above. The range in each age group was again set according to the definition of “youth,” “adults,” and “elderly” provided by the United Nations (2017). Table 3 shows the sample size of the preliminary questionnaire survey in detail.

		Age Group		
		15-24	25-59	60 or above
Gender	Male	100	100	100
	Female	100	100	100

**Table 3. Sample Size of Main Questionnaire Survey**

From 14 February 2018 to 19 February 2018, 600 physical questionnaires were distributed in one private high school, two government subsidised high schools, nine shopping malls, and three nursing homes in Hong Kong with the help of the Sociology department of the Chinese University of Hong Kong. The survey was conducted in mid-February because many tourists

were estimated to come to Hong Kong to celebrate the Chinese New Year during these days. Therefore, it was easier to approach target respondents in a short period of time.

#### 4.2.2.3. Ways to interpret results

Two types of relations were investigated in this study. The first type was the relationship between major convictional factors and overall desirability of airline brands. The purpose of examining this relationship was to analyse the relationship between major convictional factors and desirability of airline brands from a general perspective. Regarding each respondent, the overall average of each major convictional factor and desirability of airline brands were calculated by the formulae presented in Table 4.

Item	Formula
Overall Desirability of Airline Brands	$= \frac{\text{Sum of the Customer Desirability of the 10 Airlines}}{10}$
Overall Average of “Comfortable”	$= \frac{\text{Sum of the Marks of Quesition 2a of the 10 Airlines}}{10}$
Overall Average of “On-time”	$= \frac{\text{Sum of the Marks of Quesition 3b of the 10 Airlines}}{10}$
Overall Average of “Cheap”	$= \frac{\text{Sum of the Marks of Quesition 4c of the 10 Airlines}}{10}$
Overall Average of “Reliable”	$= \frac{\text{Sum of the Marks of Quesition 5d of the 10 Airlines}}{10}$
Overall Average of “Safe”	$= \frac{\text{Sum of the Marks of Quesition 6e of the 10 Airlines}}{10}$

Note:

a: To what extent do you think the following airline is comfortable?

b: To what extent do you think the following airline is on-time?

c: To what extent do you think the following airline is cheap?

d: To what extent do you think the following airline is reliable?

e: To what extent do you think the following airline is safe?

**Table 4. Summary of Formulae**

The second type was the relation relationship between major brand convictional factorsmajor convictional factors and customer desirabilitydesirability of specific airline brands. The purpose of examining this relation relationship was to check whether it was similar to or

different from the relation relationship between major brand convictional factorsmajor convictional factors and overall customer desirabilitydesirability of airline brands, so as to test if the general picture could be applied to specific airline brands.

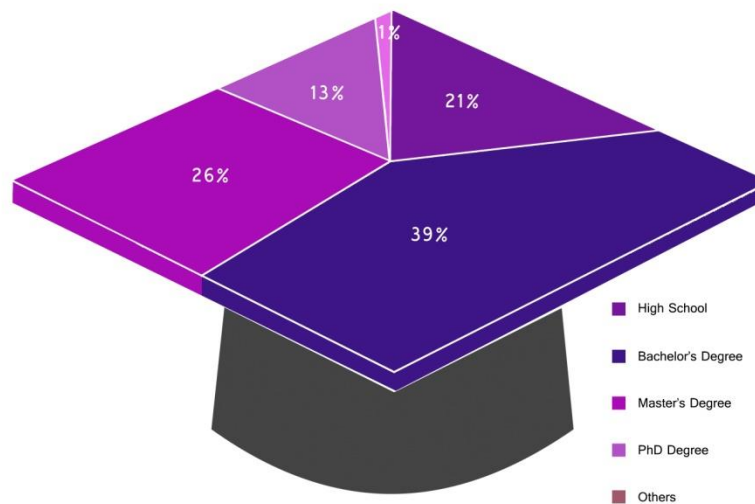
Multiple regression analysis was adopted to investigate the abovementioned relations since it could measure the influence of more than one independent variable on a specific dependent variable (Healey, 2012). Special attention was be paid to t-values, significant levels, and standardized beta coefficients, as t-values illustrate the direction (positive or negative) of the relation relationship between major brand convictional factorsmajor convictional factors and customer desirabilitydesirability of airline brands, significant levels determine whether the null hypothesis, which there is no relation relationship between major brand convictional factorsmajor convictional factors and customer desirabilitydesirability of airline brands, could be rejected, and standardized beta coefficients present the strength of influence of each major brand convictionalconvictional factor on customer desirabilitydesirability of airline brands (Vitalis, 1989). These figures were processed by statistical analysis software.

# 5 Description of Results

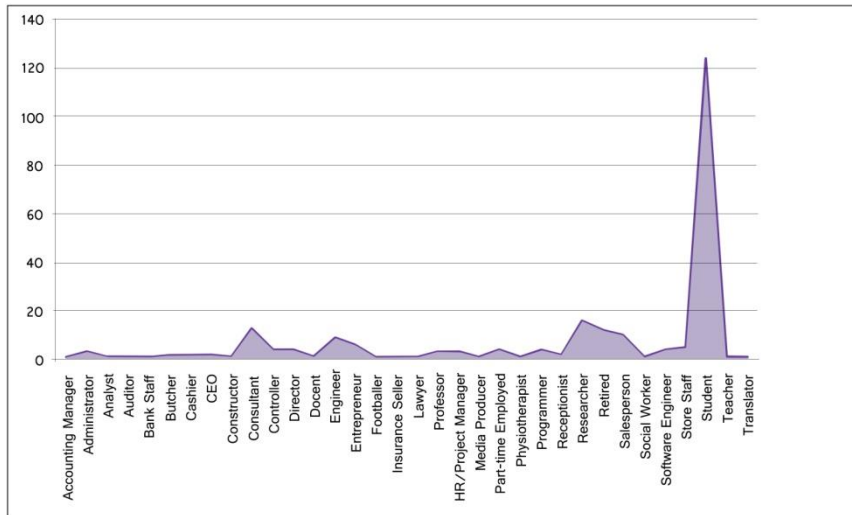
## 5.1 Descriptive Statistics

### 5.1.1 Preliminary questionnaire survey

There were 246 respondents in the preliminary questionnaire survey, the response rate was 85.4%. As shown in Figure 4, 21% of them held a high school diploma, 39% of them held a bachelor's degree, 26% of them held a master's degree, 13% of them held a PhD degree, and 1% of them held other professional degrees. The respondents engaged in 34 types of occupations, ranging from professional posts such as accountants and consultants to general posts such as store staff and salespeople. Around 50% of respondents were students, since Lund is a student city. Figure 5 shows the occupation of the preliminary questionnaire survey respondents.

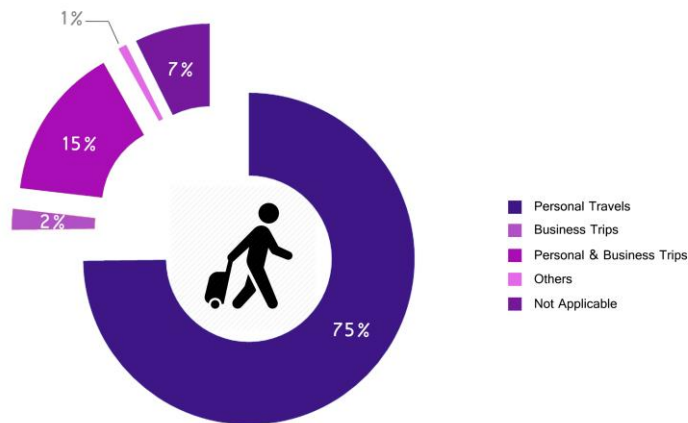


**Figure 4. Educational Levels of Preliminary Questionnaire Survey Respondents**



**Figure 5. Types of Occupation of Preliminary Questionnaire Survey Respondents**

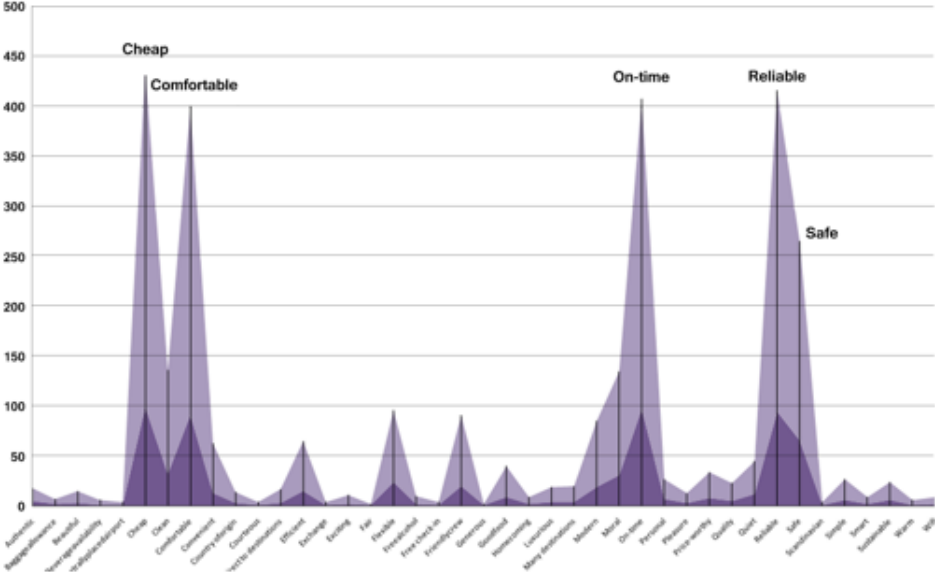
As presented in Figure 6, 75% of respondents went personal travels, 15% of respondents went personal travels and business trips, 2% of respondents went business trips, and 1% of respondents took international flights for other reasons such as study abroad. The details of the socio-cultural backgrounds of preliminary questionnaire survey respondents are demonstrated in Appendix F.



**Figure 6. Flight Reasons of Preliminary Questionnaire Survey Respondents**



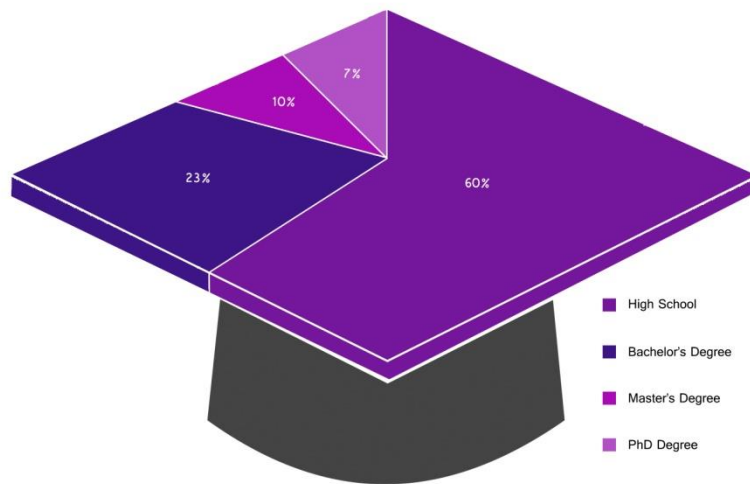
In this survey, a total of 107 convictional factors were collected. After grouping the convictional factors with similar meanings, 41 distinctive convictional factors remained. Appendix G lists all the convictional factors collected in the survey with their synonyms. Since comfortable (WTM = 308), on-time (WTM = 310), cheap (WTM = 338), reliable (WTM = 321), and safe (WTM = 199) had significantly higher weighted total marks than the other 36 distinctive convictional factors (WTM ranged from 1 to 104), these five distinctive convictional factors were regarded as the major convictional factors in the aviation industry. Figure 7 presents the WTM of all the distinctive convictional factors.



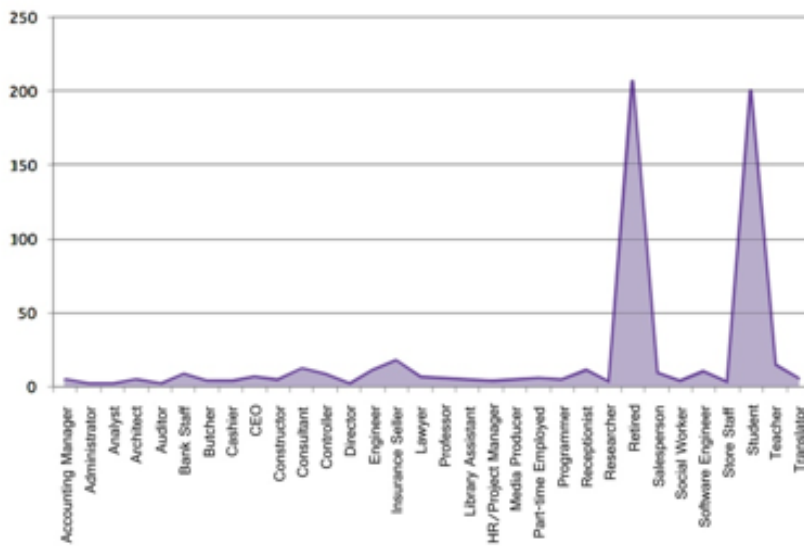
**Figure 7. Weighted Total Marks of Distinctive Convictional Factors**

5.1.2 Main questionnaire survey

There were 600 respondents in the preliminary questionnaire survey, the response rate was 100%. Among all the respondents, 60% of them were high school diploma holders, 23% of them were bachelor’s degree holders, 10% of them were master’s degree holders, and 7% of them were PhD degree holders. Moreover, around 33% and 34% of respondents were students and retired respectively. Figure 8 and 9 show the education levels and occupation of the main questionnaire survey respondents respectively.

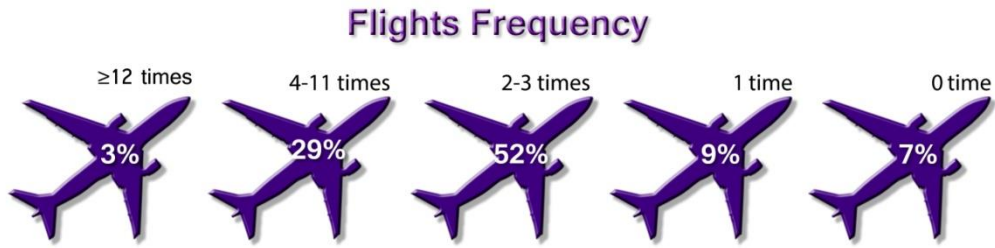


**Figure 8. Educational Levels of Main Questionnaire Survey Respondents**

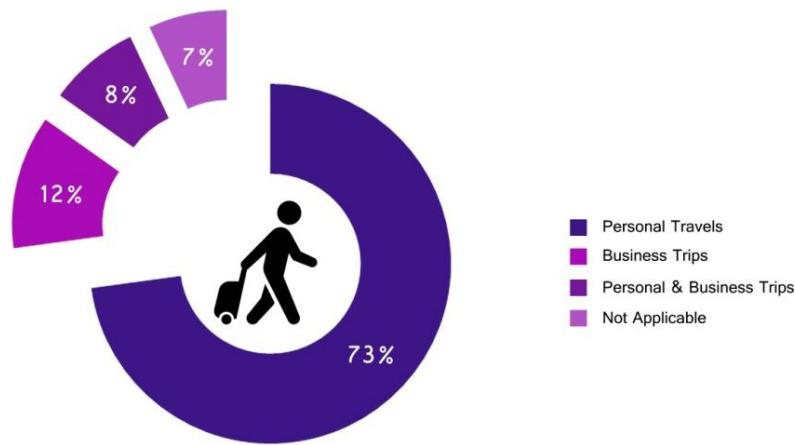


**Figure 9. Types of Occupation of Main Questionnaire Survey Respondents**

As presented in Figure 10, 7% of respondents never took any international flight last year, 9% of respondents took one international flight last year, 52% of respondents took two to three international flights last year, 29% of respondents took four to eleven international flights last year, and 3% of respondents took twelve or more international flights last year. Figure 11 shows that 73% of them went personal travels, 12% of them went business trips, 8% of them went personal travels and business trips. The details of the socio-cultural backgrounds of main questionnaire survey respondents are demonstrated in Appendix H.



**Figure 10. Flight Frequency of Main Questionnaire Survey Respondents**



**Figure 11. Flight Reasons of Main Questionnaire Survey Respondents**

## 5.2 Inferential Statistics

### 5.2.1 Relationship between major convictional factors and overall desirability of airline brands

The multiple regression analysis was adopted to examine whether there was any relationship between major convictional factors and overall desirability of airline brands. Table 5 shows that all major convictional factors: comfortable ( $t = 9.589$ ), on-time ( $t = 5.579$ ), cheap ( $t = 5.817$ ), reliable ( $t = 7.496$ ), and safe ( $t = 3.341$ ), were positively related to overall desirability of airline brands since the t-values were all positive, and this relationship was moderate to strong as the t-values ranged from 3.341 to 9.589, indicating that customers were more in favour of the airline brands when they had a stronger belief that these airlines were comfortable, on-time, cheap, reliable, or safe. Also, the relationship between each major convictional factor and overall desirability of airline brands was significant at 1% level,

showing that the null hypothesis, which there is no relationship between major convictional factors and overall desirability of airline brands, could be rejected.

The strength of relationship between major convictional factors and overall desirability of airline brands was measured by standardized beta coefficients. According to Table 5, among all major convictional factors, comfortable ( $\beta = 0.325$ ) and reliable ( $\beta = 0.256$ ) had a stronger influence on overall desirability of airline brands since their standardized beta coefficients were significantly higher than the other three major convictional factors ( $\beta$  ranged between 0.111 and 0.192), indicating that when customers had a stronger belief that the airlines were comfortable or reliable, they would be more in favour of these airline brands to a larger extent. On the contrary, when customers had a stronger belief that the airlines were on-time, cheap, or safe, they would be more in favour of these airline brands to a smaller extent.

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Overall Desirability of Airline Brands	Constant	0.117	0.176		0.664	0.507
	Comfortable	0.360	0.038	0.325	9.589	0.000***
	On-time	0.166	0.030	0.190	5.579	0.000***
	Cheap	0.156	0.027	0.192	5.817	0.000***
	Reliable	0.207	0.028	0.256	7.496	0.000***
	Safe	0.089	0.027	0.111	3.341	0.001***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

**Table 5. Regression of Major Convictional Factors Against Overall Desirability of Airline Brands**

### 5.2.2 Relationship between major convictional factors and desirability of specific airline brands

Besides presenting an overall picture, the relationship between major convictional factors and desirability of specific airline brands was also investigated. As illustrated in Table 6, major convictional factors were positively related to desirability of all specific airline brands since the t-values were all positive. Except the relationship between safe (t-values ranged from 1.743 to 5.327) and desirability of all specific airline brands was weak to moderate, the other four major convictional factors (t-values ranged from 3.444 to 13.399) had a moderate to strong relationship with desirability of all specific airline brands, showing that customers

were more in favour of an airline brand when they had a stronger belief that this airline was comfortable, on-time, cheap, or reliable. In Table 7, 48 out of 50 relations between major convictional factors and desirability of all specific airline brands were significant at 1% level, indicating that the null hypothesis, which there is no relationship between major convictional factors and desirability of specific airline brands, could be rejected.

According to Table 8, among all major convictional factors, comfortable ( $\beta$  ranged from 0.295 to 0.444) and on-time ( $\beta$  ranged from 0.213 to 0.311) had a stronger influence on desirability of specific airline brands since their standardized beta coefficients were significantly higher than the other three major convictional factors ( $\beta$  ranged between 0.061 and 0.258), illustrating that when customers had a stronger belief that an airline was comfortable or on-time, they would be more in favour of this airline brand to a larger extent. On the contrary, when customers had a stronger belief that an airline were cheap, reliable, or safe, they would be more in favour of this airline brand to a smaller extent. Appendix I illustrates the regression of major convictional factors against desirability of specific airline brands in detail.

By comparing the relationship between major convictional factors and overall desirability of airline brands and the relationship between major convictional factors and desirability of specific airline brands, it could be concluded that major convictional factors were positively related to desirability of airline brands, and the relationship was mostly moderate to strong. Also, this relationship was almost significant at 1% level. Furthermore, among all major convictional factors, comfortable had a stronger influence on desirability of airline brands.

Airline Brands	t <sup>a</sup>					
	Constant	Comfortable	On-time	Cheap	Reliable	Safe
Cathay Pacific	-1.178	13.399	6.420	4.888	6.511	2.812
Emirates	2.451	8.867	6.604	5.657	6.107	4.087
ANA	-0.319	10.077	7.727	3.933	5.281	1.743
Qatar Airways	-6.500	12.763	9.522	8.100	8.719	2.770
Singapore Airlines	-4.476	10.520	9.756	6.212	6.620	5.327
Aeroflot	-0.511	9.566	7.080	3.444	5.883	3.287
Air France-KLM	-0.069	8.513	6.049	4.359	4.619	3.745
Finnair	-3.186	9.568	8.537	4.904	5.247	3.314
Lufthansa	2.461	11.915	7.989	3.521	5.712	2.587
Turkish Airlines	2.074	8.190	6.244	4.095	6.023	3.560

Note: a. Dependent Variable - Desirability of Specific Airline Brands

**Table 6. Regression of Major Convictional Factors Against Desirability of Specific Airline Brands (T-value)**

Airline Brands	Significant Level <sup>a</sup>					
	Constant	Comfortable	On-time	Cheap	Reliable	Safe
Cathay Pacific	0.239	0.000***	0.000***	0.000***	0.000***	0.005***
Emirates	0.015	0.000***	0.000***	0.000***	0.000***	0.000***
ANA	0.750	0.000***	0.000***	0.000***	0.000***	0.082*
Qatar Airways	0.000	0.000***	0.000***	0.000***	0.000***	0.006***
Singapore Airlines	0.000	0.000***	0.000***	0.000***	0.000***	0.000***
Aeroflot	0.609	0.000***	0.000***	0.001***	0.000***	0.001***
Air France-KLM	0.945	0.000***	0.000***	0.000***	0.000***	0.000***
Finnair	0.002	0.000***	0.000***	0.000***	0.000***	0.001***
Lufthansa	0.014	0.000***	0.000***	0.000***	0.000***	0.010**
Turkish Airlines	0.038	0.000***	0.000***	0.000***	0.000***	0.000***

Note:

a. Dependent Variable - Desirability of Specific Airline Brands

\*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

**Table 7. Regression of Major Convictional Factors Against Desirability of Specific Airline Brands (Significant Level)**

Airline Brands	Standardized Coefficients <sup>a</sup>					
	$\beta$					
	Constant	Comfortable	On-time	Cheap	Reliable	Safe
Cathay Pacific	-	0.444	0.213	0.151	0.201	0.086
Emirates	-	0.305	0.219	0.186	0.205	0.142
ANA	-	0.355	0.268	0.135	0.181	0.061
Qatar Airways	-	0.369	0.286	0.244	0.258	0.078
Singapore Airlines	-	0.341	0.311	0.200	0.215	0.171
Aeroflot	-	0.336	0.252	0.120	0.210	0.115
Air France-KLM	-	0.305	0.218	0.156	0.167	0.133
Finnair	-	0.324	0.290	0.160	0.175	0.109
Lufthansa	-	0.404	0.275	0.119	0.197	0.088
Turkish Airlines	-	0.295	0.223	0.147	0.215	0.126

Note: a. Dependent Variable - Desirability of Specific Airline Brands

**Table 8. Regression of Major Convictional Factors Against Desirability of Specific Airline Brands (Standardized Beta Coefficients)**

### 5.2.3 Validity and Reliability of Data

Even there were over 50% Swedes in the preliminary survey and over 50% Chinese in the main questionnaire survey, the different nationalities of major respondents in these two surveys did not lead to biased results, since the tendency of selecting “comfortable,” “on-time,” “cheap,” “reliable,” and “safe” as convictional factors, desirability and strength of major convictional factors held by customers toward airline brands were not conditioned by nationality, according to a cross tabulation analysis conducted among these variables.

As shown in Table 9, the tendency of selecting “comfortable,” “on-time,” “cheap,” “reliable,” and “safe” as convictional factors was not conditioned by nationality, since all the relations between the tendency of convictional factors selection and nationality were significant at above 10% level, indicating that the null hypothesis, which there is no relationship between the tendency of convictional factors selection and nationality, should be accepted.



Furthermore, Table 10 illustrated that desirability and strength of major convictional factors held by customers toward airline brands were not conditioned by nationality, because the Eta value ranged from 0.208 to 0.259 for all the relations between desirability and strength of major convictional factors held by customers toward airline brands and nationality differences, indicating a weak relationship among these variables. This was also the case for all specific airline brands, since Table 11 showed that the Eta value ranged from 0.176 to 0.290 for all the relations between desirability and strength of major convictional factors held by customers toward specific airline brands and nationality differences, indicating a weak relationship among these variables. Appendix J presents the cross tabulation analysis regarding the effect of nationality on desirability and strength of major convictional factors held by customers toward specific airline brands in detail.

Dependent Variables	Independent Variable	Phi	Significant Level
Comfortable	Nationality	0.447	0.128
On-time		0.397	0.479
Cheap		0.414	0.334
Reliable		0.370	0.709
Safe		0.362	0.771

**Table 9. Tendency of Selecting "Comfortable," "On-time," "Cheap," "Reliable," and "Safe" as Convictional Factors: Differences by Nationality (Cross Tabulation Analysis)**

Dependent Variables	Independent Variable	Eta
Overall Desirability of Airline Brands	Nationality	0.208
Comfortable		0.232
On-time		0.235
Cheap		0.206
Reliable		0.211
Safe		0.259

**Table 10. Overall Desirability and Strength of Major Convictional Factors Held by Customers Toward Airline Brands: Differences by Nationality (Cross Tabulation Analysis)**

Airline Brands	Eta <sup>a</sup>					
	Desirability	Comfortable	On-time	Cheap	Reliable	Safe
Cathay Pacific	0.290	0.279	0.286	0.230	0.275	0.227
Emirates	0.240	0.258	0.215	0.224	0.259	0.238
ANA	0.246	0.209	0.176	0.282	0.222	0.242
Qatar Airways	0.259	0.211	0.199	0.223	0.266	0.271
Singapore Airlines	0.261	0.200	0.217	0.254	0.242	0.243
Aeroflot	0.276	0.211	0.215	0.205	0.221	0.218
Air France-KLM	0.213	0.192	0.199	0.239	0.262	0.269
Finnair	0.227	0.195	0.211	0.226	0.240	0.251
Lufthansa	0.220	0.220	0.258	0.213	0.206	0.241
Turkish Airlines	0.259	0.224	0.226	0.219	0.266	0.224

Note: a. Independent Variable - Nationality

**Table 11. Desirability and Strength of Major Convictional Factors Held by Customers Toward Specific Airline Brands: Differences by Nationality (Cross Tabulation Analysis)**

Apart from nationality differences, the results were not biased even students accounted for over 30% of respondents in the preliminary and main questionnaire survey, since the tendency of selecting “comfortable,” “on-time,” “cheap,” “reliable,” and “safe” as convictional factors, desirability and strength of major convictional factors held by customers toward airline brands were not conditioned by occupation, according to a cross tabulation analysis conducted among these variables.

As shown in Table 12, the tendency of selecting “comfortable,” “on-time,” “cheap,” “reliable,” and “safe” as convictional factors was not conditioned by occupation to a large extent, since 4 out of 5 relations between the tendency of convictional factors selection and occupation were significant at above 10% level, indicating that the null hypothesis, which there is no relationship between the tendency of convictional factors selection and occupation, should be accepted. Furthermore, Table 13 illustrated that desirability and strength of major convictional factors held by customers toward airline brands were not conditioned by occupation, because the Eta value ranged from 0.192 to 0.261 for all the relations between desirability and strength of major convictional factors held by customers toward airline brands

and occupation differences, indicating a weak relationship among these variables. This was also the case for all specific airline brands, since Table 14 showed that the Eta value ranged from 0.183 to 0.349 for all the relations between desirability and strength of major convictional factors held by customers toward specific airline brands and occupation differences, indicating a weak relationship among these variables. Appendix K presents the cross tabulation analysis regarding the effect of occupation on desirability and strength of major convictional factors held by customers toward specific airline brands in detail.

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Phi</b>	<b>Significant Level</b>
Comfortable	Occupation	0.376	0.387
On-time		0.348	0.625
Cheap		0.398	0.221
Reliable		0.370	0.435
Safe		0.488	0.004***

Note: \*\*\* - Significant at 1% level

**Table 12. Tendency of Selecting "Comfortable," "On-time," "Cheap," "Reliable," and "Safe" as Convictional Factors: Differences by Occupation (Cross Tabulation Analysis)**

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Overall Desirability of Airline Brands	Occupation	0.211
Comfortable		0.227
On-time		0.230
Cheap		0.220
Reliable		0.192
Safe		0.261

**Table 13. Overall Desirability and Strength of Major Convictional Factors Held by Customers Toward Airline Brands: Differences by Occupation (Cross tabulation Analysis)**

Airline Brands	Eta <sup>a</sup>					
	Desirability	Comfortable	On-time	Cheap	Reliable	Safe
Cathay Pacific	0.206	0.212	0.236	0.191	0.247	0.258
Emirates	0.210	0.195	0.184	0.205	0.242	0.183
ANA	0.260	0.197	0.311	0.244	0.198	0.195
Qatar Airways	0.210	0.185	0.202	0.204	0.225	0.277
Singapore Airlines	0.207	0.215	0.224	0.201	0.197	0.228
Aeroflot	0.265	0.270	0.229	0.254	0.193	0.204
Air France-KLM	0.188	0.188	0.282	0.249	0.279	0.272
Finnair	0.221	0.349	0.311	0.253	0.206	0.210
Lufthansa	0.208	0.204	0.183	0.249	0.210	0.283
Turkish Airlines	0.272	0.201	0.279	0.209	0.263	0.249

Note: a. Independent Variable - Occupation

**Table 14. Desirability and Strength of Major Convictional Factors Held by Customers Toward Specific Airline Brands: Differences by Occupation (Cross Tabulation Analysis)**

# 6 Discussion

## 6.1 Major Findings

There are three major findings in this research. Firstly, comfortable, on-time, cheap, reliable, and safe are the major convictional factors in the aviation industry. Secondly, all the five major convictional factors mentioned above are positively related to desirability of airline brands. Thirdly, comfort appears to be the strongest predictor of brand desirability among airline brands. Punctuality, low price and reliability have a moderate influence on desirability of airline brands. Safety has the weakest influence on desirability of airline brands.

The first finding is partly consistent with the first hypothesis, since timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are anticipated to be the major convictional factors in this hypothesis, while comfortable (= comfort), on-time (= timeliness), reliable (= assurance), safe (= safety), and cheap are revealed to be the major convictional factors.

The second finding is also partly consistent with the second hypothesis, since timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are anticipated to be positively related to desirability of airline brands, while comfortable (= comfort), on-time (= timeliness), reliable (= assurance), safe (= safety), and cheap are revealed to be positively related to desirability of airline brands. It implies that customers nowadays consider low price, instead of helpfulness or meals, as a major convictional factors when they rate their desirability towards airline brands.

The third finding is inconsistent with the third hypothesis, since safety and helpfulness are anticipated to have stronger influence on desirability of airline brands in this hypothesis, while comfortable is revealed to have a stronger influence on desirability of airline brands. It implies that when customers have a stronger belief that the airlines are comfortable, rather than safe or helpful, they will be more in favor of these airline brands to a larger extent. Table 15 shows the comparison between the hypotheses and findings in this research.

<b>Hypothesis (“H”)</b>	<b>Finding (“F”)</b>	<b>Conclusion</b>
H1: Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are the major convictional factors in the aviation industry.	F1: Comfortable, on-time, cheap, reliable, and safe are the major convictional factors in the aviation industry.	F1 is partly consistent with H1.
H2: Timeliness, assurance, convenience, helpfulness, comfort, meals, and safety are positively related to desirability of airline brands.	F2: Comfortable, on-time, cheap, reliable, and safe are positively related to desirability of airline brands.	F2 is partly consistent with H2.
H3: Safety and helpfulness have a stronger relationship with desirability of airline brands than timeliness, assurance, convenience, comfort, and meals.	F3: Comfortable has a stronger relationship with desirability of airline brands than on-time, cheap, reliable, and safe.	F3 is inconsistent with H3.

**Table 15. Comparison Between Hypotheses and Findings**

## 6.2 Limitations and Future Research Directions

There are four main limitations in this research. The first three limitations cannot be overcome, because a cross-sectional study is chosen due to the time constraints of our degree project. Corresponding to all the limitations, future research directions are suggested.

First, the data collected in the preliminary and main questionnaire survey can only reflect the opinions of respondents at the time when the surveys are conducted. Therefore, the changes in the convictional factors which customers possess toward their favourite airline brands, the strength of major convictional factors held by customers toward airline brands, and desirability of airline brands over time cannot be determined. Regarding this limitation, a longitudinal study can be conducted in future to examine if the influence of major convictional factors on desirability of airline brands changes over time by recording the perception and desirability toward airline brands of the same customers every three or six months within a two to three years time span (Bryman, 2012; Walliman, 2006).

Second, this study only explores the relationship between brand conviction and brand desirability. It cannot discover the reasons causing customers to possess certain convictional factors toward their favourite airline brands. Also, factors other than brand conviction, such as the media (Van Reijmersda, Smit, & Neijens, 2010) or recommendations of friends (Calder & Burnkrant, 1977), which may have an effect on desirability of airline brands, cannot be not

investigated. Concerning this limitation, an in-depth interview can be held in future to ask customers why they possess certain convictional factors toward their favourite airline brands and prefer certain airline brands. Furthermore, questions which require explanation of customer choices such as “Why do you use these adjectives to describe your favourite airline brands?” and “Why do you like the following airline brands?” can be included in future questionnaire surveys.

Third, the opinions of respondents in the preliminary and main questionnaire survey can be biased due to memory errors or exaggeration of actual facts (University of Southern California, 2018), which may affect the reliability of the data collected. This limitation cannot be overcome because biases will present in any study which involves the participation of human beings since people seem to have no idea how biased they are (Carnegie Mellon University, 2015).

Fourth, this research only focuses on full service airlines instead of low-cost airlines when it examines the relationship between major convictional factors and desirability of airline brands. Due to the significant differences in the business models between full service and low-cost airlines such as flight ticket prices and flight routes (Reichmuth, 2008; Sabre Airline Solutions, 2011), it will be meaningful to study the influence of major convictional factors on desirability of low-cost airline brands in future to check if the relationship between brand conviction and brand desirability is similar regarding full service and low-cost airlines. Table 16 presents a summary of the limitations and future research directions of this study.

<b>Limitation</b>	<b>Future Research Direction</b>
1. The changes in customer perception and desirability toward airline brands over time cannot be determined.	Conduct a longitudinal study.
2. The reasons causing customers to possess certain convictional factors toward their favourite airline brands and factors other than brand conviction which may affect desirability of airline brands cannot be discovered.	Hold an in-depth interview or include questions which require explanation of customer choices in questionnaire surveys.
3. The opinions of respondents in the preliminary and main questionnaire survey may be biased.	Not applicable.
4. Low-cost airlines are ignored when examining the relationship between major convictional factors and desirability of airline brands.	Study the influence of major convictional factors on desirability of low-cost airline brands.

**Table 16. Summary of Limitations and Future Research Directions**

## 6.3 Managerial Implications

The abovementioned major findings prove that current airline brand positioning strategies, which only focuses on the provision of safe flights, may not be able to let customers be satisfied, since customers nowadays not only demand for safety, but also comfortability, low price, punctuality, and reliability from their desired airline brands. Based on these findings, this study develops a multi-dimensional pyramid-shaped branding strategy to improve customer satisfaction of airline brands. As shown in Figure 12, this strategy suggests that airlines should accentuate the comfortable services they provide, such as extra legroom, ergonomic seats, or wonderful boarding music, since comfortability has a stronger influence on desirability of airline brands. Next, they should pay moderate attention to market themselves as reliable, cheap, and on-time, such as the provision of baggage delivery guarantee, special fares, and punctual flights, since these three elements have a moderate influence on desirability of airline brands. Lastly, they just need to briefly mention the provision of safe flights without paying too much attention on it, since safety has a weaker influence on desirability of airline brands. By doing so, it is expected that the airlines will be favoured by customers to a larger extent.



**Figure 12. Pyramid-shaped Airline Branding Strategy**



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# Appendix A. The Abelson Scale

Dimension	Item
Emotional Commitment	1. My beliefs about my favourite brand express the real me.
	2. I can't imagine ever changing my mind.
	3. My beliefs are based on the moral sense of the way things should be.
	4. I would be willing to spend a day a month working for a group supporting my views.
	5. I think my view is absolutely correct.
Ego Preoccupation	6. I think about my favourite brand often.
	7. I hold my views very strongly.
	8. My belief is important to me.
	9. I am extremely concerned about the issue.
	10. When I think about the issue, I feel fearful.
Cognitive Elaboration	11. I've held my views a long time compared to most people.
	12. Several other issues could come up in a conversation about it.
	13. Several things could happen if my views were enacted.
	14. I have more knowledge on the issue than the average person.
	15. It's easy to explain my views.

## Appendix B. The Kim Scale

Types of Brand Conviction	Item
Affective Brand Conviction	1. How do you feel about your favourite brand of designer sunglasses?
	2. During my next purchase, I would buy my favourite brand of designer sunglasses as the last time.
	3. I think I am (would be) loyal to only one brand of designer sunglasses.
	4. I would always buy the same brand of designer sunglasses.
	5. Usually, I would buy the same brand of designer sunglasses.
	6. Various brands of designer sunglasses available in the market are (ranged from “very alike” to “very different”)
	7. The brand name is the first thing I would be looking at when purchasing designer sunglasses.
	8. When buying a pair of designer sunglasses, how committed would you be to buying your favourite brand, rather than an alternative brand?
	9. If you could not get your favourite brand of designer sunglasses at the store, you would (ranged from “happily buy a different brand” to “keep trying different shops until you got the brand you wanted”)
	10. My attitude to my favourite brand of designer sunglasses is (ranged from “very negative” to “very positive”)
	11. How strong or intense is your feeling toward your favourite brand of designer sunglasses?
	12. How certain do you feel about your attitude toward your favourite brand of designer sunglasses?
	13. How important would you say your favourite brand of designer sunglasses would be to you personally?
	14. How knowledgeable do you feel about your favourite brand of designer sunglasses?
	15. My favourite brand of designer sunglasses delivers what it promises.
	16. Product claims from my favourite brand of designer sunglasses are believable.
	17. I just can't believe what the ads say about my favourite brand of designer sunglasses.
	18. My experiences with my favourite brand of designer sunglasses make me wary of their claims.
	19. My favourite brand of designer sunglasses has a name I can trust.
	20. My favourite brand of designer sunglasses is at the forefront of using technology to deliver a better product.
	21. Wearing my favourite brand of designer sunglasses makes me feel like someone who is competent and know what he or she is doing.

Cognitive Brand Conviction	22. My beliefs about my favourite brand of designer sunglasses express the real me.
	23. I can't imagine ever changing my mind to a different brand of designer sunglasses.
	24. I think my view about my favourite brand of designer sunglasses is absolutely correct.
	25. I think about my favourite brand of designer sunglasses often.
	26. I hold my views about my favourite brand of designer sunglasses very strongly.
	27. My beliefs about my favourite brand of designer sunglasses are important to me.
	28. I am extremely concerned about my favourite brand of designer sunglasses.
	29. I've held my views about my favourite brand of designer sunglasses a long time compared to most people.
	30. I have more knowledge about my favourite brand of designer sunglasses than the average person.
	31. It's easy to explain my views about my favourite brand of designer sunglasses.



# Appendix C. Sample Questionnaire of the Preliminary Questionnaire Survey

## Lund University School of Economics and Management Questionnaire Survey Regarding Customer Description of Airline Brands

Greetings! We are Farah Hamasha and Tung Hang Hui (Tom), the Master's in Management students from Lund University School of Economics and Management who are conducting a marketing research to investigate the relationship between convictional factors and brand desirability in the aviation industry. We hope that you can spend a few minutes to fill in this anonymous questionnaire.

All the data collected in this survey will only be used for academic purposes, and they will be destroyed immediately after the research has been finished. If you have further inquiries, please feel free to contact Farah (fa8856ha-s@student.lu.se) or Tom (tu6865hu-s@student.lu.se) via email.

### Part A. Description of Airline Brands

1. What adjectives do you use to describe your favourite airline brands? (At least 3)

\_\_\_\_\_

### Part B. Personal Information (Please tick [✓] the appropriate box)

2. Gender

Male  Female

3. Age Group

15-24  25-59  60 or above

4. Highest level of education achieved

High School  Bachelor's Degree  Master's Degree

PhD Degree  Others (Please specify): \_\_\_\_\_

5. Annual personal income before tax in the past year

SEK 0-18 800  SEK 18 801-438 900  SEK 438 901-638 500

SEK 638 501 or above

6. Nationality: \_\_\_\_\_

7. Occupation: \_\_\_\_\_

8. Frequency of taking international flights in the past year

$\geq 12$  times    4-11 times    2-3 times    1 time

0 time (If you choose this option, please skip Question 9)

9. Reasons for taking international flights (You may choose more than one option)

Personal travels    Business trips

Others (Please specify): \_\_\_\_\_

10. Food preferences

No preference    Halal    Vegetarian    Vegan

Gluten free    Others (Please specify): \_\_\_\_\_

**This is the end of the questionnaire. Thank you very much!**

# Appendix D. Sample Questionnaire of the Main Questionnaire Survey (English Version)

## Lund University School of Economics and Management Questionnaire Survey Regarding Desirability and Conviction of Airline Brands

Greetings! We are Farah Hamasha and Tung Hang Hui (Tom), the Master's in Management students from Lund University School of Economics and Management who are conducting a marketing research to investigate the relationship between convictional factors and brand desirability in the aviation industry. We hope that you can spend a few minutes to fill in this anonymous questionnaire.

All the data collected in this survey will only be used for academic purposes, and they will be destroyed immediately after the research has been finished.

### Part A. Desirability of Airline Brands

1. To what extent do you like the following airline brands?

Airline Brands	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree	Don't know this brand
Cathay Pacific						
Emirates						
ANA						
Qatar Airways						
Singapore Airlines						
Aeroflot						
Air France-KLM						
Finnair						
Lufthansa						
Turkish Airlines						

**Part B. Conviction of Airline Brands**

2. To what extent do you think the following airline is **comfortable**?

<b>Airline Brands</b>	<b>1 Strongly disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly agree</b>	<b>Don't know this brand</b>
Cathay Pacific						
Emirates						
ANA						
Qatar Airways						
Singapore Airlines						
Aeroflot						
Air France-KLM						
Finnair						
Lufthansa						
Turkish Airlines						

3. To what extent do you think the following airline is **on-time**?

<b>Airline Brands</b>	<b>1 Strongly disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly agree</b>	<b>Don't know this brand</b>
Cathay Pacific						
Emirates						
ANA						
Qatar Airways						
Singapore Airlines						
Aeroflot						
Air France-KLM						
Finnair						
Lufthansa						
Turkish Airlines						

4. To what extent do you think the following airline is **cheap**?

<b>Airline Brands</b>	<b>1 Strongly disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly agree</b>	<b>Don't know this brand</b>
Cathay Pacific						
Emirates						
ANA						
Qatar Airways						
Singapore Airlines						
Aeroflot						
Air France-KLM						
Finnair						
Lufthansa						
Turkish Airlines						

5. To what extent do you think the following airline is **reliable**?

<b>Airline Brands</b>	<b>1 Strongly disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly agree</b>	<b>Don't know this brand</b>
Cathay Pacific						
Emirates						
ANA						
Qatar Airways						
Singapore Airlines						
Aeroflot						
Air France-KLM						
Finnair						
Lufthansa						
Turkish Airlines						

6. To what extent do you think the following airline is **safe**?

Airline Brands	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree	Don't know this brand
Cathay Pacific						
Emirates						
ANA						
Qatar Airways						
Singapore Airlines						
Aeroflot						
Air France-KLM						
Finnair						
Lufthansa						
Turkish Airlines						

**Part C. Personal Information (Please tick [✓] the appropriate box)**

7. Gender

Male  Female

8. Age Group

15-24  25-59  60 or above

9. Highest level of education achieved

High School  Bachelor's Degree  Master's Degree

PhD Degree  Others (Please specify): \_\_\_\_\_

10. Annual personal income before tax in the past year

HKD 0-45 600  HKD 45 601-194 400  HKD 194 401-600 000

HKD 600 001 or above

11. Nationality: \_\_\_\_\_



12. Occupation: \_\_\_\_\_

13. Frequency of taking international flights in the past year

$\geq 12$  times    4-11 times    2-3 times    1 time

0 time (If you choose this option, please skip Question 14)

14. Reasons for taking international flights (You may choose more than one option)

Personal travels    Business trips

Others (Please specify): \_\_\_\_\_

15. Food preferences

No preference    Halal    Vegetarian    Vegan

Gluten free    Others (Please specify): \_\_\_\_\_

**This is the end of the questionnaire. Thank you very much!**

# Appendix E. Sample Questionnaire of the Main Questionnaire Survey (Chinese Version)

## 隆德大學商學院 有關顧客對航空品牌的喜愛度與信念之問卷調查

你好! 我們是Farah Hamasha和Tung Hang Hui (Tom)，隆德大學商學院商業管理碩士生。我們現正進行一項有關航空品牌信念與喜愛度的市場研究，希望閣下能抽數分鐘時間填寫本問卷。

本次問卷調查所得之資料只會用作學術用途，在研究後將會被銷毀。

### A. 對航空品牌之喜愛度

1. 你在多大程度上喜愛以下的航空品牌?

航空品牌	1 強烈 不同意	2 不同意	3 中立	4 同意	5 強烈同意	不認識此 品牌
國泰航空						
阿聯酋航空						
全日空						
卡塔爾航空						
新加坡航空						
俄羅斯航空						
法荷航集團						
芬蘭航空						
漢莎航空						
土耳其航空						

## B. 對航空品牌之信念

2. 你在多大程度上認為以下航空品牌是「舒適」的?

航空品牌	1 強烈 不同意	2 不同意	3 中立	4 同意	5 強烈同意	不認識此 品牌
國泰航空						
阿聯酋航空						
全日空						
卡塔爾航空						
新加坡航空						
俄羅斯航空						
法荷航集團						
芬蘭航空						
漢莎航空						
土耳其航空						

3. 你在多大程度上認為以下航空品牌是「準時」的?

航空品牌	1 強烈 不同意	2 不同意	3 中立	4 同意	5 強烈同意	不認識此 品牌
國泰航空						
阿聯酋航空						
全日空						
卡塔爾航空						
新加坡航空						
俄羅斯航空						
法荷航集團						
芬蘭航空						
漢莎航空						
土耳其航空						

4. 你在多大程度上認為以下航空品牌是「便宜」的?

航空品牌	1 強烈 不同意	2 不同意	3 中立	4 同意	5 強烈同意	不認識此 品牌
國泰航空						
阿聯酋航空						
全日空						
卡塔爾航空						
新加坡航空						
俄羅斯航空						
法荷航集團						
芬蘭航空						
漢莎航空						
土耳其航空						

5. 你在多大程度上認為以下航空品牌是「可信」的?

航空品牌	1 強烈 不同意	2 不同意	3 中立	4 同意	5 強烈同意	不認識此 品牌
國泰航空						
阿聯酋航空						
全日空						
卡塔爾航空						
新加坡航空						
俄羅斯航空						
法荷航集團						
芬蘭航空						
漢莎航空						
土耳其航空						

6. 你在多大程度上認為以下航空品牌是「安全」的?

航空品牌	1 強烈 不同意	2 不同意	3 中立	4 同意	5 強烈同意	不認識此 品牌
國泰航空						
阿聯酋航空						
全日空						
卡塔爾航空						
新加坡航空						
俄羅斯航空						
法荷航集團						
芬蘭航空						
漢莎航空						
土耳其航空						

c. 個人資料 (請在適當的空格內打[✓])

7. 性別

男  女

8. 年齡

15-24  25-59  60或以上

9. 最高之教育程度

中學  學士  碩士

博士  其他 (請註明): \_\_\_\_\_

10. 個人於去年之年度稅前收入

港幣0-45 600  港幣45 601-194 400  港幣194 401-600 000

港幣600 001或以上

11. 國籍: \_\_\_\_\_

12. 職業: \_\_\_\_\_

13. 去年乘坐國際航班之次數

多於12次    4-11次    2-3次    1次

0次 (請不用回答第14題)

14. 乘坐國際航班之原因 (可選多於一項)

個人旅遊    公幹

其他 (請註明): \_\_\_\_\_

15. 食物偏好

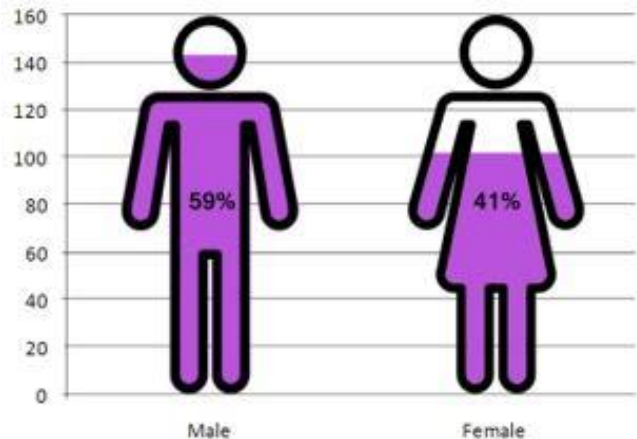
沒有偏好    清真    素食    純素

不含麩質    其他 (請註明): \_\_\_\_\_

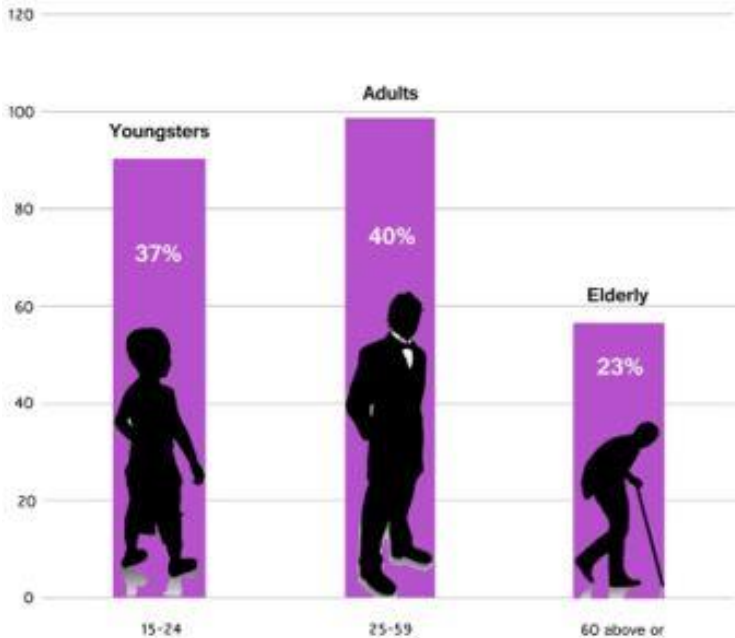
問卷完。多謝參與是次問卷調查!



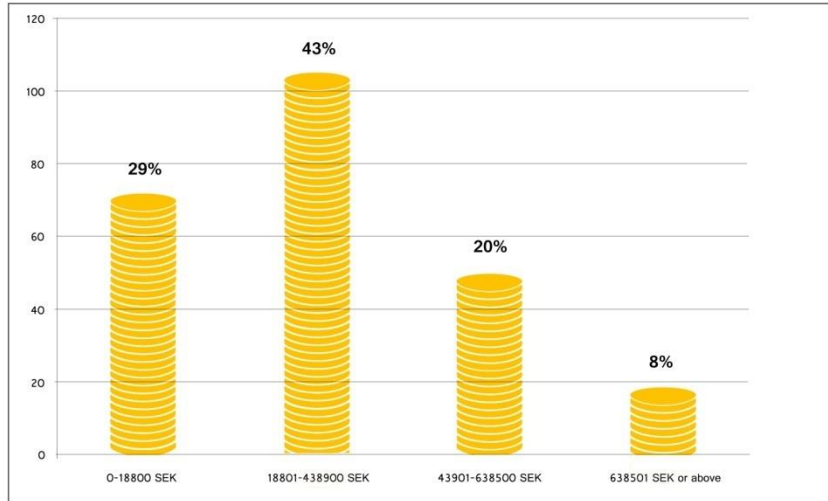
# Appendix F. Socio-cultural Backgrounds of Preliminary Questionnaire Survey Respondents



Gender



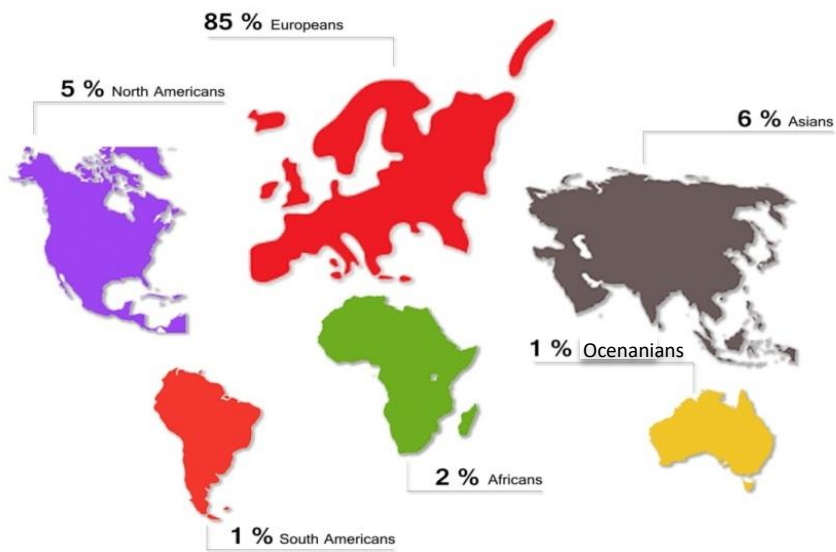
Age Group



Note: The exchange rate between SEK and EUR was recorded on 19 April 2018

The income groups were classified according to the Swedish income tax bands (Swedish Institute, 2017)

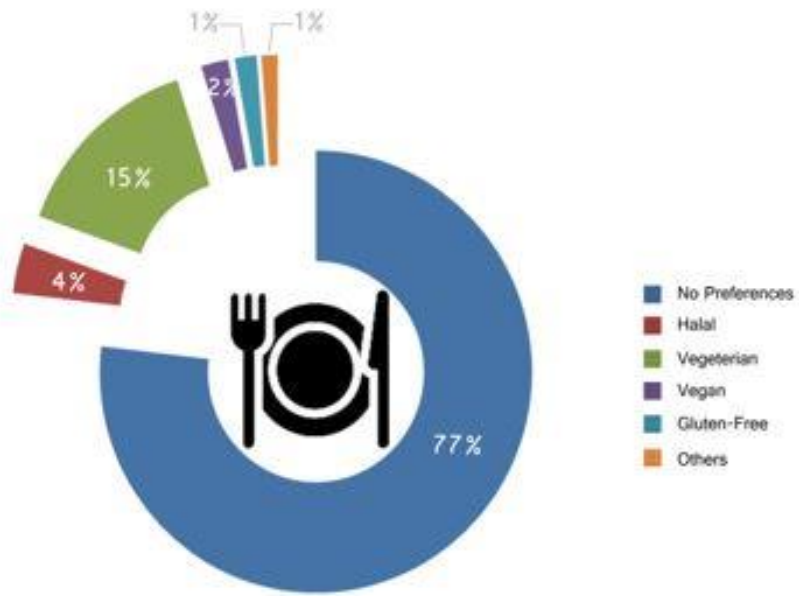
### Income



### Nationality



### Frequency of Taking International Flights

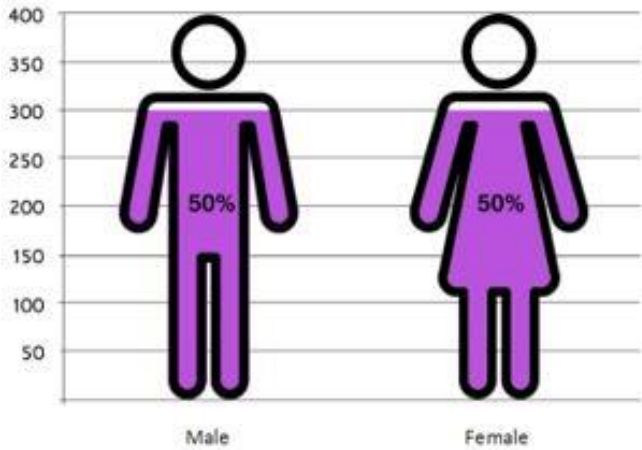


**Food Preference**

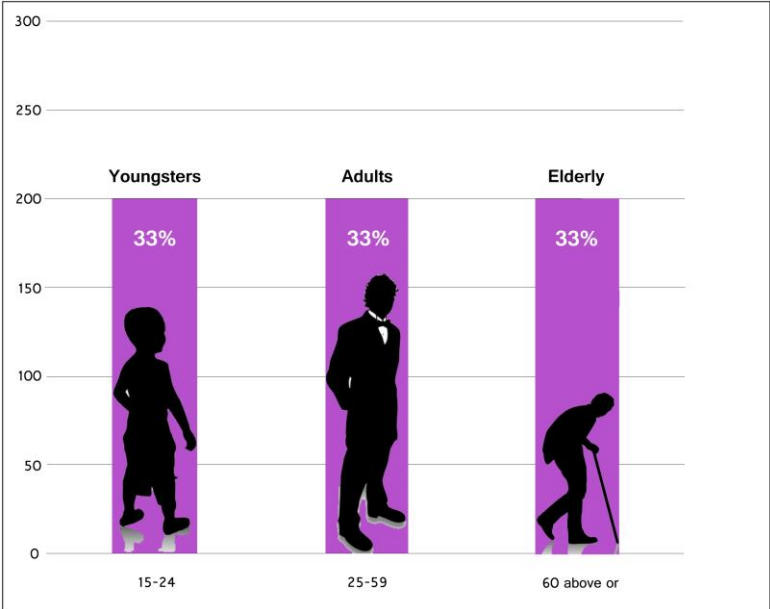
# Appendix G. Convictional Factors List

Adjectives	Synonyms
1. Authentic	Prestigious, Reputable
2. Baggage allowance	/
3. Beautiful	/
4. Beverage availability	/
5. Centrally placed airport	/
6. Cheap	Affordable, Economical, Inexpensive
7. Clean	Tidy
8. Comfortable	Accommodating, Big, Large legroom, Large lounge, Lots of space, Place for the legs, Space
9. Convenient	Accessible
10. Country of origin	Bonding
11. Courteous	/
12. Direct to destinations	Direct flight
13. Efficient	Clarity of information, Well organized
14. Exchange	/
15. Exciting	Inspiring
16. Fair	/
17. Flexible	Communicative, Smooth, Welcoming
18. Free alcohol	/
19. Free check-in	/
20. Friendly crew	Helpful
21. Generous	/
22. Good food	Delicious food, Tasty food
23. Homecoming	Coming home
24. Luxurious	Cool
25. Many destinations	Straight flight to destinations
26. Modern	Fresh, Stylish, Trendy
27. Moral	Decadent, Honest, Polite, Respectful, Transparent
28. On-time	Accurate, Correct times, Fast, In time, No delay, On schedule, Punctual, Quick, Timely
29. Personal	/
30. Pleasure	/
31. Price-worthy	Reasonable, Ungreedy, Value-for-money
32. Quality	Qualitative
33. Quiet	Calm, Silent
34. Reliable	Accountable, Caring, Customer oriented, Dependable, Good service, Professional, Responsible, Service oriented/minded, Trust, Trustworthy
35. Safe	Secure, Security executing
36. Scandinavian	/
37. Simple	Easy, Uncomplicated
38. Smart	/
39. Sustainable	Environment friendly, Green
40. Warm	/
41. Wifi	/

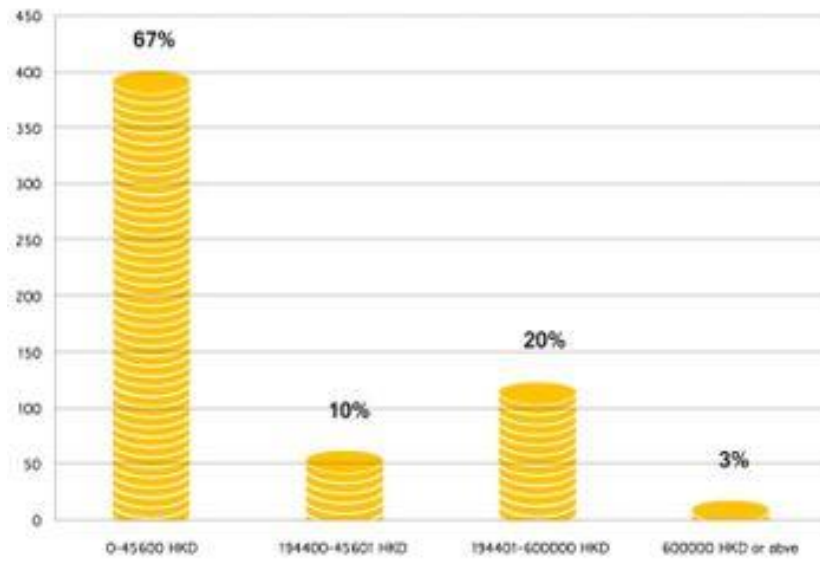
# Appendix H. Socio-cultural Backgrounds of Main Questionnaire Survey Respondents



Gender



Age Group

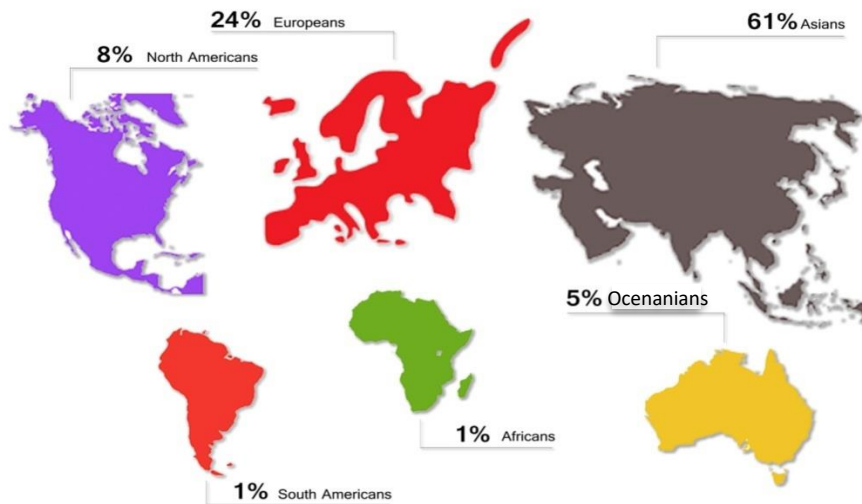


Note:

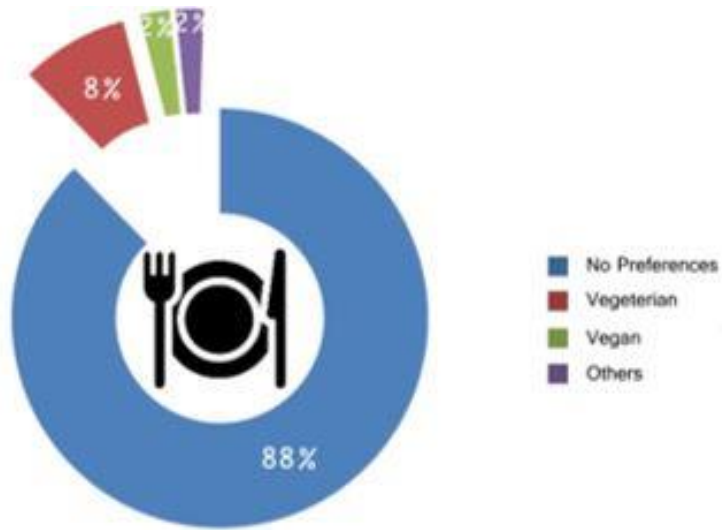
The exchange rate between HKD and EUR was recorded on 19 April 2018

The income groups were classified according to the Hong Kong salary tax bands (Hong Kong Inland Revenue Department, 2017)

### Income



### Nationality



**Food Preference**

# Appendix I. Regression of Major convictional factors Against Desirability of Specific Airline Brands

## Cathay Pacific

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Cathay Pacific	Constant	-0.152	0.129		-1.178	0.239
	Comfortable	0.500	0.037	0.444	13.399	0.000***
	On-time	0.172	0.027	0.213	6.420	0.000***
	Cheap	0.102	0.021	0.151	4.888	0.000***
	Reliable	0.127	0.019	0.201	6.511	0.000***
	Safe	0.058	0.021	0.086	2.812	0.005***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level



## Emirates

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Emirates	Constant	0.417	0.170		2.451	0.015
	Comfortable	0.348	0.039	0.305	8.867	0.000***
	On-time	0.184	0.028	0.219	6.604	0.000***
	Cheap	0.169	0.030	0.186	5.657	0.000***
	Reliable	0.182	0.030	0.205	6.107	0.000***
	Safe	0.109	0.027	0.142	4.087	0.000***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## ANA

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of ANA	Constant	-0.084	0.263		-0.319	0.750
	Comfortable	0.284	0.028	0.355	10.077	0.000***
	On-time	0.459	0.059	0.268	7.727	0.000***
	Cheap	0.091	0.023	0.135	3.933	0.000***
	Reliable	0.114	0.022	0.181	5.281	0.000***
	Safe	0.046	0.026	0.061	1.743	0.082*

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Qatar Airways

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Qatar Airways	Constant	-1.455	0.224		-6.500	0.000
	Comfortable	0.688	0.054	0.369	12.763	0.000***
	On-time	0.194	0.020	0.286	9.522	0.000***
	Cheap	0.169	0.021	0.244	8.100	0.000***
	Reliable	0.304	0.035	0.258	8.719	0.000***
	Safe	0.067	0.024	0.078	2.770	0.006***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Singapore Airlines

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Singapore Airlines	Constant	-1.002	0.224		-4.476	0.000
	Comfortable	0.345	0.033	0.341	10.520	0.000***
	On-time	0.421	0.043	0.311	9.756	0.000***
	Cheap	0.155	0.025	0.200	6.212	0.000***
	Reliable	0.165	0.025	0.215	6.620	0.000***
	Safe	0.154	0.029	0.171	5.327	0.000***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Aeroflot

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Aeroflot	Constant	-0.105	0.206		-0.511	0.609
	Comfortable	0.302	0.032	0.336	9.566	0.000***
	On-time	0.225	0.032	0.252	7.080	0.000***
	Cheap	0.125	0.036	0.120	3.444	0.001***
	Reliable	0.185	0.031	0.210	5.883	0.000***
	Safe	0.114	0.035	0.115	3.287	0.001***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Air France-KLM

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Air Franc-KLM	Constant	-0.016	0.226		-0.069	0.945
	Comfortable	0.419	0.049	0.305	8.513	0.000***
	On-time	0.158	0.026	0.218	6.049	0.000***
	Cheap	0.103	0.024	0.156	4.359	0.000***
	Reliable	0.126	0.027	0.167	4.619	0.000***
	Safe	0.096	0.026	0.133	3.745	0.000***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Finnair

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Finnair	Constant	-0.736	0.231		-3.186	0.002
	Comfortable	0.432	0.045	0.324	9.568	0.000***
	On-time	0.410	0.048	0.290	8.537	0.000***
	Cheap	0.135	0.028	0.160	4.904	0.000***
	Reliable	0.164	0.031	0.175	5.247	0.000***
	Safe	0.101	0.031	0.109	3.314	0.001***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Lufthansa

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Lufthansa	Constant	0.437	0.177		2.461	0.014
	Comfortable	0.510	0.043	0.404	11.915	0.000***
	On-time	0.211	0.026	0.275	7.989	0.000***
	Cheap	0.102	0.029	0.119	3.521	0.000***
	Reliable	0.162	0.028	0.197	5.712	0.000***
	Safe	0.070	0.027	0.088	2.587	0.010**

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Turkish Airline

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant Level
		$\beta$	Standard Error	$\beta$		
Desirability of Turkish Airlines	Constant	0.430	0.207		2.074	0.038
	Comfortable	0.376	0.046	0.295	8.190	0.000***
	On-time	0.150	0.024	0.223	6.244	0.000***
	Cheap	0.117	0.029	0.147	4.095	0.000***
	Reliable	0.144	0.024	0.215	6.023	0.000***
	Safe	0.093	0.026	0.126	3.560	0.000***

Note: \*\*\* - Significant at 1% level \*\* - Significant at 5% level \* - Significant at 10% level

## Appendix J. Desirability and Strength of Major convictional factors Held by Customers Toward Specific Airline Brands - Differences by Nationality (Cross Tabulation Analysis)

### Cathay Pacific

Dependent Variables	Independent Variable	Eta
Desirability of Cathay Pacific	Nationality	0.290
Comfortable		0.279
On-time		0.286
Cheap		0.230
Reliable		0.275
Safe		0.227

### Emirates

Dependent Variables	Independent Variable	Eta
Desirability of Emirates	Nationality	0.240
Comfortable		0.258
On-time		0.215
Cheap		0.224
Reliable		0.259
Safe		0.238

## ANA

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of ANA	Nationality	0.246
Comfortable		0.209
On-time		0.176
Cheap		0.282
Reliable		0.222
Safe		0.242

## Qatar Airways

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Qatar Airways	Nationality	0.259
Comfortable		0.211
On-time		0.199
Cheap		0.223
Reliable		0.266
Safe		0.271

### Singapore Airlines

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Singapore Airlines	Nationality	0.261
Comfortable		0.200
On-time		0.217
Cheap		0.254
Reliable		0.242
Safe		0.243

### Aeroflot

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Aeroflot	Nationality	0.276
Comfortable		0.211
On-time		0.215
Cheap		0.205
Reliable		0.221
Safe		0.218



### **Air France-KLM**

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Air France-KLM	Nationality	0.213
Comfortable		0.192
On-time		0.199
Cheap		0.239
Reliable		0.262
Safe		0.269

### **Finnair**

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Finnair	Nationality	0.227
Comfortable		0.195
On-time		0.211
Cheap		0.226
Reliable		0.240
Safe		0.251

## Lufthansa

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Lufthansa	Nationality	0.220
Comfortable		0.220
On-time		0.258
Cheap		0.213
Reliable		0.206
Safe		0.241

## Turkish Airline

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Turkish Airline	Nationality	0.259
Comfortable		0.224
On-time		0.226
Cheap		0.219
Reliable		0.266
Safe		0.224

## Appendix K. Desirability and Strength of Major convictional factors Held by Customers Toward Specific Airline Brands - Differences by Occupation (Cross Tabulation Analysis)

### Cathay Pacific

Dependent Variables	Independent Variable	Eta
Desirability of Cathay Pacific	Occupation	0.206
Comfortable		0.212
On-time		0.236
Cheap		0.191
Reliable		0.247
Safe		0.258

### Emirates

Dependent Variables	Independent Variable	Eta
Desirability of Emirates	Occupation	0.210
Comfortable		0.195
On-time		0.184
Cheap		0.205
Reliable		0.242
Safe		0.183

## ANA

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of ANA	Occupation	0.260
Comfortable		0.197
On-time		0.311
Cheap		0.244
Reliable		0.198
Safe		0.195

## Qatar Airways

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Qatar Airways	Occupation	0.210
Comfortable		0.185
On-time		0.202
Cheap		0.204
Reliable		0.225
Safe		0.277

### Singapore Airlines

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Singapore Airlines	Occupation	0.207
Comfortable		0.215
On-time		0.224
Cheap		0.201
Reliable		0.197
Safe		0.228

### Aeroflot

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Aeroflot	Occupation	0.265
Comfortable		0.270
On-time		0.229
Cheap		0.254
Reliable		0.193
Safe		0.204

### Air France-KLM

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Air France-KLM	Occupation	0.188
Comfortable		0.188
On-time		0.282
Cheap		0.249
Reliable		0.279
Safe		0.272

### Finnair

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Finnair	Occupation	0.221
Comfortable		0.349
On-time		0.311
Cheap		0.253
Reliable		0.206
Safe		0.210

## Lufthansa

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Lufthansa	Occupation	0.208
Comfortable		0.204
On-time		0.183
Cheap		0.249
Reliable		0.210
Safe		0.283

## Turkish Airline

<b>Dependent Variables</b>	<b>Independent Variable</b>	<b>Eta</b>
Desirability of Turkish Airline	Occupation	0.272
Comfortable		0.201
On-time		0.279
Cheap		0.209
Reliable		0.263
Safe		0.249