

Explicit and Implicit Customer Loyalty Factors in the Leisure Airline Business

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(Short) Abstract

One of the main challenges for airlines is to retain loyal customers in a very competitive environment. Loyal customers offer a greater share of wallet, require less marketing effort, spread positive word of mouth and are often less price sensitive. Consequently, the objective of this paper is to understand what the key leisure airline loyalty factors are and how the leisure airline could design their product to retain as many loyal leisure passengers as possible. Hence, we develop a framework based on the customer value model which can serve as guidance for airline managers focusing on the leisure air market. To find loyalty factors, a literature review followed by a means-end analysis to update the loyalty factor database were conducted. The loyalty factors were then tested in a survey including explicit and implicit questions with 402 air passengers at Zurich Airport in 2014. Based on stated preferences 21 identified factors were ranked. By using the Kano approach ten main aggregated attributes were identified and the potential implicit loyalty impact was measured.

Key words: Airlines, customer loyalty, means end analysis, Kano analysis, leisure travellers, customer value

Contribution classification

Please tick (1) type of intervention, (2) stream of discussion, and (3) sub-stream of discussion to classify your contribution.

(2) Streams of Discussion:	<input type="checkbox"/> Tourism in/ from and to emerging countries: Challenges and implications, under special consideration of China	<input checked="" type="checkbox"/> Aiest's Advances in Tourism Research - Perspectives of Actors, Institutions and Systems
(1) Types of intervention:	(3) Sub-streams:	
<input checked="" type="checkbox"/> Academia		

<input checked="" type="checkbox"/> Practice	<input checked="" type="checkbox"/> Actors behaviour	<input type="checkbox"/> Institutional settings
	<input type="checkbox"/> Systemic perspective	<input type="checkbox"/> other

Extended Abstract

1 Introduction

Airline businesses are challenged by a number of different external factors such as high fuel prices, over capacities, strikes, regulations, natural disasters, etc. On top of all these challenges, airlines also have to deal with strong and partly even unfair competition and face intense price pressures, especially since the appearance of low cost carriers and new long haul carriers operating under a states supported playing field out of the Middle East.

Especially in the leisure travel segment, low cost carriers and easy online booking systems had an impact on loyalty of travellers. The leisure business experienced big price reductions and the margins of leisure airlines disappeared. Today, leisure airlines focus on providing better service quality to differentiate from low cost carriers, but struggle especially in the short haul market.

A variety of research was published on passengers' choice behaviour, but only few focused on leisure travellers. Loyalty factors found vary from each study and most studies focus on stated rather than revealed or hidden customer preferences. Therefore, this paper aims to better understand loyalty factors for leisure travellers.

2 Literature Review

Many terms are used as synonyms for customer retention or customer retention management in literature. For example, relationship marketing, retention marketing or brand loyalty are commonly used terms. Bruhn and Homburg (2010) define customer retention as all measures of a company that aim to positively shape a customer's behavioral intention and actual behavior towards the company or the company's product/service, to stabilize and expand the relationship with this customer for the future.

This definition reveals that there is a supply and a demand-oriented view on customer retention. For this reason Bruhn and Homburg (2010) propose to differentiate the two terms customer retention and customer loyalty. The term customer loyalty refers to the demand oriented perspective, meaning that the customer has a reduced willingness to change the supplier, whereas customer retention can exist on the supply and the demand side.

In this paper the term customer loyalty is understood as customer loyalty factors that generate repeated airline choice in the leisure market, meaning factors that trigger a behavioral loyalty. Airlines have sought loyalty with loyalty programs such as frequent flyer programs offering price discounts and different status levels. Such programs aim mainly at frequent business travelers.

An important precondition for customer loyalty is customer satisfaction. Research has shown that there exists a positive relationship between customer satisfaction and loyalty. However, customer satisfaction does not automatically lead to customer loyalty. The relationship between those two constructs is more complex. Many studies do not focus on the form of

relationship between customer satisfaction and customer loyalty, but assume a linear relationship. (Moser 2007)

Another stream of research considers customer value as one of the most relevant factors in gaining competitive advantage and economic success (Belz, Bieger 2004; Boksberger 2011; Boetsch, Wittmer, Bieger 2011; Wittmer, Böttger 2009; Wittmer, Rowley 2014, Wittmer, Riegler, 2014). Moreover, customer value has also been argued to be the most significant indicator of repurchase intention. Empirical research has proven that customer value has a positive influence on the repurchase probability and on customer loyalty in the long run (Boetsch 2008).

Analyzing the literature that provides different definitions of customer value, different tools and procedures for the measurement and management of customer benefits generating strategic competitive advantages can be identified (Zeithaml 1988, Gale 1994, Woodruff 1997, Day & Crask 2000, Matzler 2000, Payne & Holt 2001, Belz & Bieger 2006). Some see customer value as the value to the customer (Pechlaner/Smeral/Matzler 2002, Huber/Herrmann/Morgan 2001, Matzler 2000, Parasuraman 1997, Woodruff 1997, Gale 1994). This paper refers to customer value as “the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given“ (Zeithaml, 1988) and thus focuses on the consumer’s perspective. In this context, the Kano analysis, which is used for this paper’s analysis, is an appropriate tool to investigate customer value and find loyalty factors.

The following listed research found relevant product attributes which can be measured and can provide indications towards loyal behavior of leisure passengers.

Table 1: Overview of the relevant attributes from literature review

Source	Research focus	Purpose of flight	Product attributes (rank for leisure/ economy travelers)	
Prousaloglou & Koppelman (1999)	<i>Passengers' choice behavior</i>	U.S. airline passengers (Business and leisure)	<ul style="list-style-type: none"> Schedule convenience Frequent flyer benefits Fares 	<ul style="list-style-type: none"> Carrier preference Service quality Market presence
Middleton & Clarke (2001)	<i>Passenger transport bundles</i> Core, tangible and augmented product elements		<ul style="list-style-type: none"> Service availability and convenience (routes offered, schedules and capacity) Cost in comparison with competitors Comfort and speed 	<ul style="list-style-type: none"> Passenger handling (terminals, check-In) Convenience of booking and ticketing Contact with staff Image and positioning
Wessels (2006)	<i>Survey – passengers' choice behavior</i>	US students, leisure travelers	<ul style="list-style-type: none"> Price (1) Safety (2) Scheduling Convenience(3) Non-stop flights (4) 	<ul style="list-style-type: none"> Reservation convenience (5) Baggage-handling (6) On-time travel (7) Connecting flight convenience (8) Customer service (9) Check-in convenience (10)
Shaw (2007)	<i>Leisure segment compared to business segment</i>		<ul style="list-style-type: none"> Price (1) Safety (2) 	<ul style="list-style-type: none"> Punctuality (3) Seating comfort (lower) Airport service (long check-in) Catering (lower standard)
Bieger, Laesser & Wittmer (2007)	<i>Passenger choice behavior: Stated (1) & hidden preferences (1) influencing customer value</i>	Switzerland airline passengers (60% leisure) Economy class	<ul style="list-style-type: none"> Safety (1) Direct connection (2), (2) Punctuality (3) Travel comfort (4) 	<ul style="list-style-type: none"> Total travel costs (5), (1) Total travel time (6) Sympathy/ brand (7), (3) Time departure and arrival (8) Mileage program (9) Number of daily connections (10), (4)
Park (2007)	<i>Passengers' choice behavior</i>	Korean & Australian international passengers	<ul style="list-style-type: none"> In-flight service Reservation-related service Airport service Reliability 	<ul style="list-style-type: none"> Employee Service Flight availability Overall service quality Ticket price Value Passenger satisfaction Airline image
Rohtkopf (2009)	<i>Factors along service chain</i>		<p>Basic factors</p> <ul style="list-style-type: none"> Pre-flight: schedule, reachability, connection to airport, check-In, boarding, lounges Core product: punctuality, safety, cleanliness, frequency, information Post-flight: baggage handling, lounges, connection from airport 	<p>Add-on factors:</p> <ul style="list-style-type: none"> Pre-flight: loyalty programs, travel offices, combination (bus/train flight ticket), decentralized check-In Core product: comfort, environmental friendliness Post-flight: quickness of baggage handling, combination ticket (bus/train flight ticket)
Mikulic & Prebežac (2010)	<i>Passengers' choice behavior</i> Traditional and low-cost Effects on carrier choice and loyalty	Lufthansa, Croatia Airlines & Germanwings	<ul style="list-style-type: none"> Offer of flights & destinations (arrival, departure time, frequency, destinations) Ticket purchase experience (convenience, flexibility of reservation) 	<ul style="list-style-type: none"> Airport experience (check-in efficiency, boarding, baggage, lounges) Flight experience (catering, seating, staff) Service reliability (punctuality, safety) Price (ticket, baggage, FFP-discounts)

Table 2: Overview of the relevant attributes from the literature review (continued)

Source	Research focus	Purpose of flight	Product attributes (rank for leisure/ economy travelers)
Forgas, Moliner, Sánchez, & Palau (2010)	<i>Drivers of airline loyalty</i> Low-cost & traditional airlines	Passengers at El Prat (Barcelona) airport <i>Barcelona-London</i>	<ul style="list-style-type: none"> • Airport installation • Aircraft installation • Personnel • Company's service • Monetary costs • Non-monetary costs: time & waiting • Non-monetary cost: distance • Emotional value • Social value
Dolnicar, Grün, Grabler, & Kulnig (2010)	<i>Drivers of airline loyalty</i> Short- & long haul flights, most important for leisure travelers (1), (2) ...	European & international leisure & business passengers	<ul style="list-style-type: none"> • Price (1) • Nationality (2) • Safety • Seat comfort • Plane interior (cleanliness, modernity) • In-flights entertainment • Flight plan (schedule, punctuality) • Image (reliability, sympathy, reputation) (3) • Catering • Baggage handling • Personnel • Flexibility
McKechnie, Grant, & Golawala (2011)	<i>Service quality touch points</i>	Passengers from South Asia & Middle East (leisure)	<ul style="list-style-type: none"> • Comfortable seating (1) • Cleanliness (2) • Modern aircraft (3) • Flight schedules (4) • Food/beverage quality (5) • In-flight entertainment (6) • Waiting lounges (7) • Frequent flyer program (8) • Cabin Crew (9) • In-flight communication (10) • Check in counters (11) • Chauffeur services (12)
Jiang (2012)	<i>Passengers' choice behavior</i> Low-cost long haul airlines	Asia and Oceania, AirAsia X (85% leisure) & Jetstar (90% leisure)	<ul style="list-style-type: none"> • Safety (1) • Price & schedule (2) • Reliability (punctuality & consistent service quality) (3) • Responsiveness (efficient, check-in, baggage, boarding) (4) • Employees (understand need, willingness to help) • Facilities (In-flight entertainment & seating comfort)
Rupert (2012)	<i>Passengers' choice behavior</i> Stated preferences influencing customer value Low-cost carriers	European passengers (80% leisure)	<ul style="list-style-type: none"> • Reliability, safety (1) • Departure time (2) • Easy booking (3) • Price (4) • Departure/ arrival airport (5) • Staff behavior/ competence (6) • Baggage handling (7) • Seating comfort (8) • Airplane modern/ clean (9) • Brand/ image /reputation (10) • Free drinks (11) • Free snacks & food (12)
Wu & Cheng (2013)	<i>Service quality framework</i>	Passengers at Taiwan Tayouan International Airport	<ul style="list-style-type: none"> • Service Quality: • Interaction quality (conduct, expertise, problem-solving) • Physical environment quality (cleanliness, comfort, tangibles, safety & security) • Outcome quality (waiting time, valence) • Access quality (information, convenience)
Deloitte (2013)	<i>Survey – passengers' choice behavior</i>	US leisure travelers	<ul style="list-style-type: none"> • Value for money (price) (1) • Safety (2) • Punctuality (3) • Baggage handling (4) • Check-in convenience (5) • Service (6) • Staff attitude (7) • Consistency of service (8) • Recent flying experience (9) • Deliver of promise (10) • Comfort (11) • Network of routes (12)
Wittmer & Rowley (2014)	<i>Purchasable supplementary services</i> Full-service network carriers Short and long haul	Passengers at Zurich international airport Economy class (62% leisure)	<ul style="list-style-type: none"> • Preferred seat selection (1) • Baggage delivery home/ hotel (2) • Airport internet access (3) • Priority security lane access (4) • In-flight internet access • Priority baggage delivery • Lounge access • Priority check in lane • Customer service hotline • Priority boarding lane • Priority parking at airport

Key attributes from the literature which are going to be used for the empirical analysis are grouped into five different value dimensions and shown in table 3.

Table 3: Key attributes of the academic sources

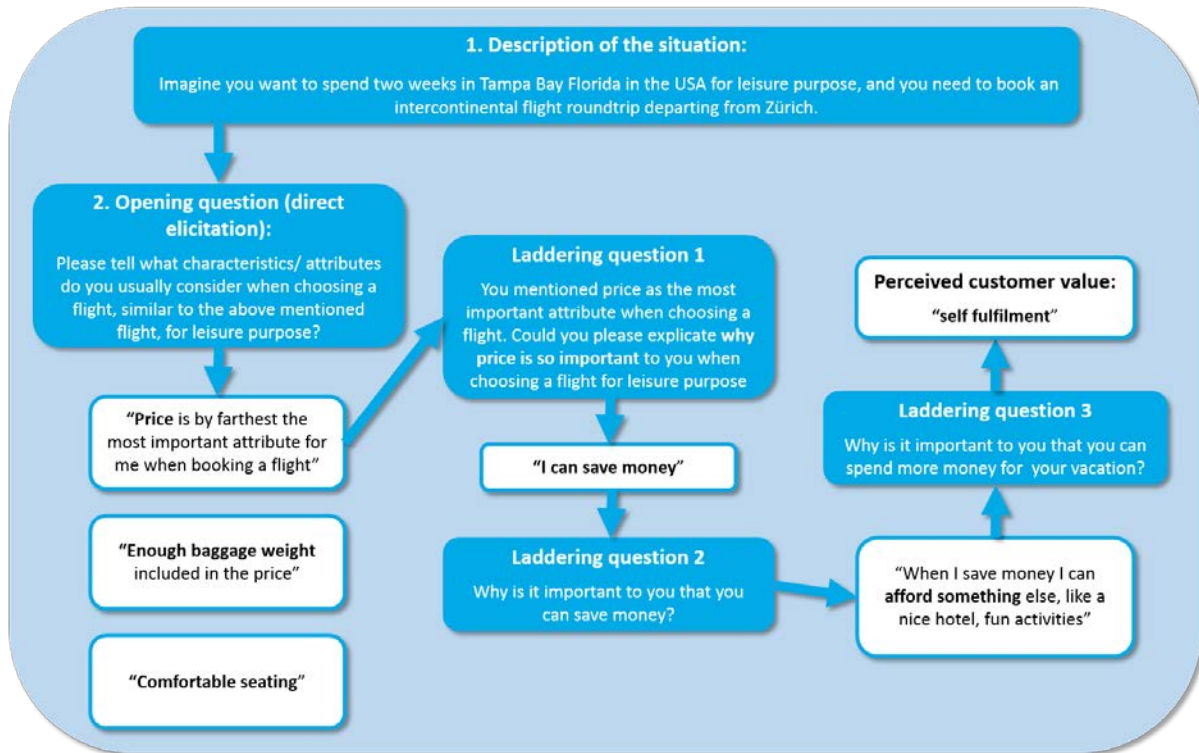
Category (Value dimension)	Key attributes			
Price (monetary costs)	1 Price/ total travel costs			
Flight plan, time (non-monetary costs)	2 Network/ connections	3 Direct, non-stop flight	4 Departure/ arrival time	5 Departure/arrival airport 6 Punctuality
Safety (perceived risks)	7 Safety			
Brand image (emotional value/ perceived benefits)	8 Airline brand/ image	9 Nationality	10 Sympathy	11 Reliability
Product & service quality (perceived benefits)	Pre-flight:		12 Booking	
			13 Reservation/ seat selection (flexibility)	
			14 Mileage program	
			15 Check-in	
	Core product (in-flight):		16 Plane interior (modern, clean)	
			17 Catering	
			18 Comfort	
		19 Personnel behavior, competence		
		20 Entertainment/ internet access		
Post-flight:		21 Baggage handling		

3 Data and Methodology

The research process followed recommendations made by previous authors investigating customer value. Thereby, especially the recommendation of Bieger (2002) was followed since he valued the Kano Method as an appropriate way to evaluate the needs and expectations of customers. Furthermore, this method was proposed by Bailom et al. (1996) who emphasized its eligibility to measure the influence of single product components on the product quality and thus also on customer satisfaction. However, Zeithaml (1988) recommended to conduct a means end analysis beforehand in order to learn about the customer’s motives.

The means end analysis was conducted through personal interviews, following the laddering technique, as it was first suggested by Reynolds and Gutman (1988). The goal of this technique is to discover the subjective knowledge of the customer that, combined with emotions, leads to motivation to purchase a product (Kroeber-Riel, Weinberg & Gröppel-Klein, 2009; Zanolli & Naspetti 2002). By continuously asking for the reason of the customer’s decision, the interviewer is able to identify product advantages that are relevant to the customer while discovering his values and needs (Esch, Herrmann & Satter, 2011). The applied means-end process is shown in figure 1.

Figure 1: *Applied means-end process for the customer interviews*



The means-end approach allowed to identify product attributes that appeared to be relevant to the customers in order to update the attributes found in the literature and enquire them in the Kano Analysis. In addition to the attributes derived from literature, three additional attributes were found as a result of the means-end analysis (table 4).

Kano developed his model of customer satisfaction in 1984 as a model that pictures the influence of certain product features on product quality and customer satisfaction (Bailom et al, 1996). As a function of customer expectations and extent to which expectations are met, the Kano model clusters product features into five categorizations:

- Excitement attributes cause satisfaction with the customer when they are available. However, if they are not part of the product, the customer is not dissatisfied since he does not expect these features.
- Performance attributes trigger either customer satisfaction or dissatisfaction depending on their extent of fulfillment. This is why Gregory & Parsa call them “performance needs” and “keys to satisfaction” (Gregory & Parsa, 2013, p. 30). There is a linear relation assumed between customer satisfaction and extent of fulfillment.
- Basic attributes are expected by the customer and required. Without basic attributes, customers are dissatisfied (Gregory & Parsa, 2013). These attributes are that self-evident that customers only recognize them when they are not available.
- Indifferent attributes neither have a negative nor positive impact on customer satisfaction (Gregory & Parsa, 2013). In opposite to the other attributes, indifferent attributes do not influence customer satisfaction.

- To-be-eliminated attributes cause dissatisfaction when being part of the offer. Product management must identify these attributes early in order to ensure customer satisfaction.

The classification is done through a survey where there are two questions to every product attribute. In one question, the customer is asked how he would feel if the feature would be offered, while he is asked in the second question how he would feel if the feature was not offered. From the frequency of the responses, the attribute can be classified according to Table 4. In order to measure the influence on satisfaction and dissatisfaction Berger et al (1993) developed the customer satisfaction coefficient. By putting all positive responses in relation to the negative ones, a weighted response is evaluated. Thus, also ambivalent responses can be measured and all attributes can be classified into the categories above.

Table 4: Evaluation table for Kano analysis

		Dysfunctional				
		I like it	I expect it	I am neutral	I can tolerate it	I dislike it
Functional	I like it	Q	A	A	A	O
	I expect it	R _A	Q	I	I	M
	I am neutral	R _A	I	I	I	M
	I can tolerate it	R _A	I	I	Q	M
	I dislike it	R _O	R _M	R _M	R _M	Q

Requirement: A: Attractive M: Must-be O: One-dimensional I: Indifferent
 Q: Questionable R: Reverse (lower letter corresponds to type of reverse)

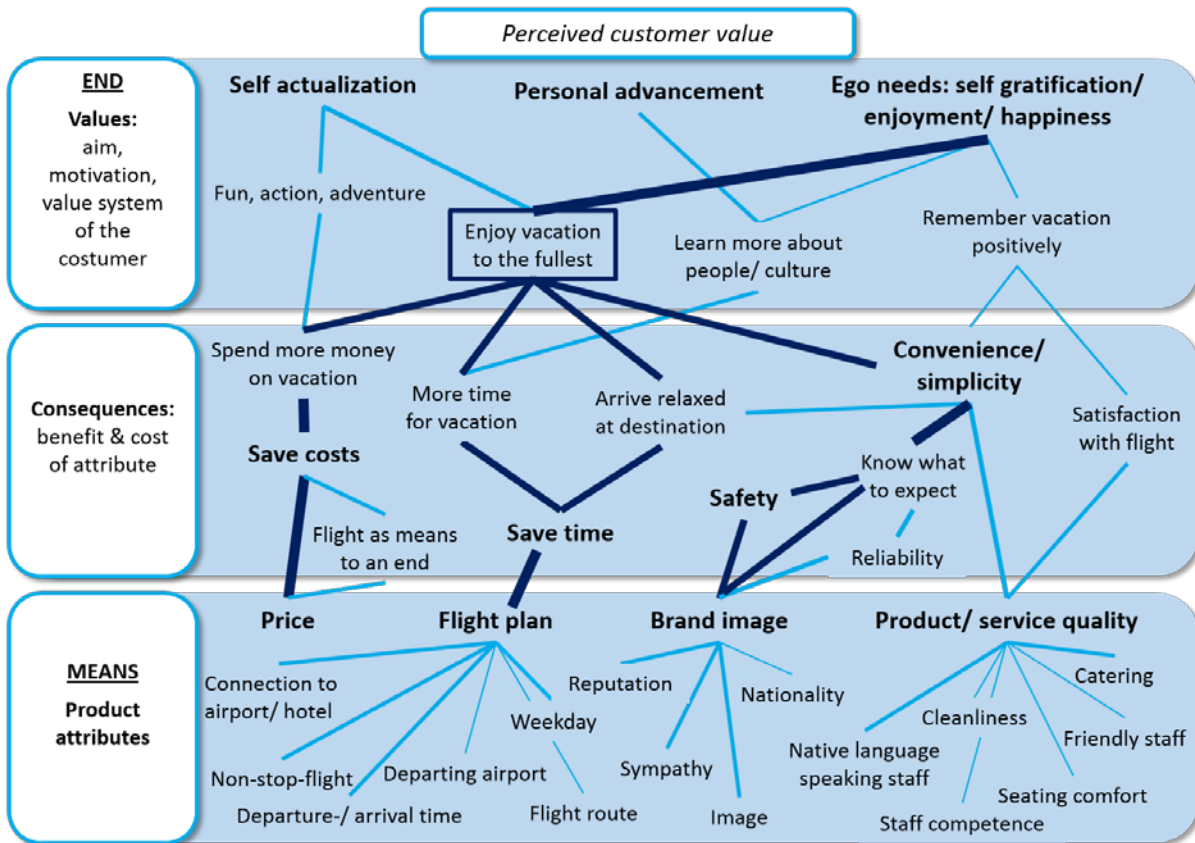
Source: Berger et al. (1993, as cited in Wittmer, 2011, p. 139)

4 Results

Means-end Analysis

The laddering exercise was conducted with 20 participants in Switzerland. The aim was to get a well-distributed sample age wise, gender wise but also concerning profession and educational background. This was achieved with an average age of 43 years, 11 male and 9 female, 14 with University or University of Applied Science degree owners and 12 different professions. The Hierarchical value map (figure 2) draws the laddering process and shows the end values: Self-actualization, personal advancement and ego needs such as self-gratification, enjoyment and happiness. These soft results are in line with research conducted by Wittmer and Riegler 2014 highlighting that personal well-being when travelling is an issue. The thicker the lines in the value map, the more important is the relationship attributes.

Figure 2: Hierarchical value map



From the means-end analysis three attributes in addition to the ones from the literature review enter the Kano analysis (table 5).

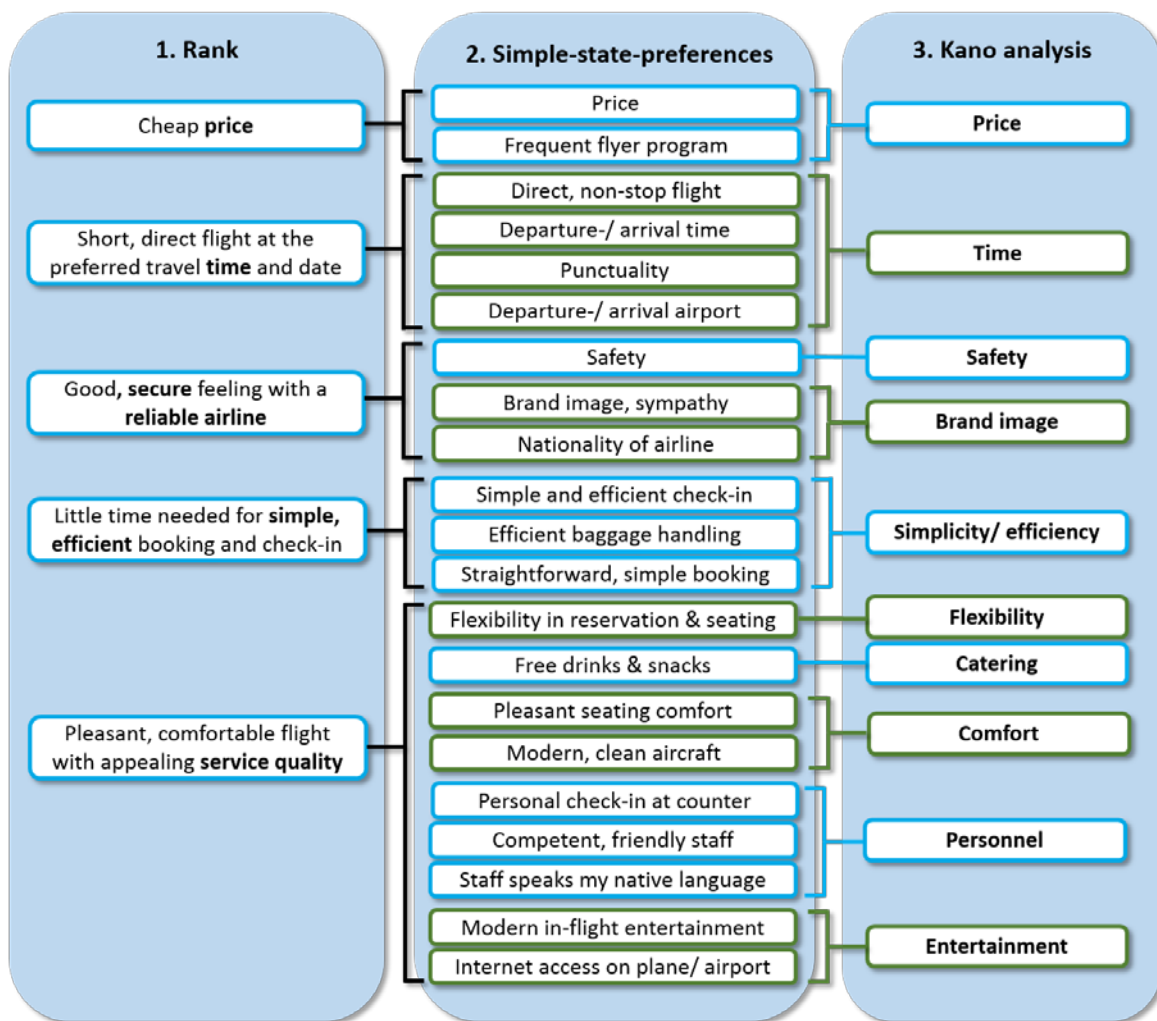
Table 5: Additional attributes of the means-end analysis

Additional Attributes	Description
Native language speaking staff	Airline staff (pre-/ in-/ post-flight) speaks the traveler’s native language
Simplicity/ convenience	Travelers don’t want to be confronted with a complicated check-in or booking process, they want to enjoy their vacation from the beginning, everything should be taken care of so they arrive relaxed at destination
Efficiency	For most travelers the flight is just a means to an end, namely getting to their destination, that’s why travelers want to have as efficient as possible flight related services.

Empirical Analysis

The questionnaire was designed to comprise five different parts. First, respondents were faced with some questions about their flying and booking behavior. Second, different attributes were ranked. Third, stated preferences with respect to the attributes were given by a five point likert scale. Fourth, functional and dysfunctional questions were used to categorize the aggregated customer value attributes and reveal passengers' hidden preferences. Figure 3 presents the key attributes included for the different evaluations.

Figure 3: *Key attributes tested in the survey*



The sample consists of 402 usable responses, whereof 54 % were Swiss nationals. Genderwise the sample was split 50:50. One third of the sample earned up to CHF 50'000, 37 % between CHF 50'001 and CHF 100'000, 17 % between CHF 101'000 and CHF 150'000 and 13 % earned more the CHF 150'000. 77 % of the responses travelled for leisure purpose. 72 % were waiting for boarding a long-haul flight. Only 44 % of the respondents had a frequent flyer card and only 25 % were on an all-inclusive tour. 24 % booked through an airline's webpage, 31 % through a travel website and 37 % by going to a travel agency. A large share of them flies 1 to 2 times a year for long haul and short haul.

The rank analysis indicates that a good, secure feeling with a reliable airline is most relevant, followed by a short direct connection and the price (figure 4).

Table 6: Rank analysis: rank of five key aspects

Rank	Five key aspect for rank analysis	Distribution (frequency of valid answers) N=402	Mean	Std. deviation
1	Good, secure feeling with reliable airline	160 (Rank 1), 73 (Rank 2), 75 (Rank 3), 68 (Rank 4), 26 (Rank 5)	2.32	1.321
2	Short, direct flight at the preferred travel time and date	132 (Rank 1), 112 (Rank 2), 79 (Rank 3), 49 (Rank 4), 30 (Rank 5)	2.34	1.255
3	Cheap price	73 (Rank 1), 126 (Rank 2), 80 (Rank 3), 70 (Rank 4), 53 (Rank 5)	2.76	1.299
4	Pleasant, comfortable flight with an appealing service quality	32 (Rank 1), 68 (Rank 2), 109 (Rank 3), 134 (Rank 4), 59 (Rank 5)	3.3	1.15
5	Little time needed for simple, efficient booking process and check-in	627 (Rank 1), 58 (Rank 2), 80 (Rank 3), 231 (Rank 4), 0 (Rank 5)	4.25	1.03

■ Rank 1
 ■ Rank 2
 ■ Rank 3
 ■ Rank 4
 ■ Rank 5

The simple stated preferences using the Likert scale indicate some relative importance of key attributes. Safety, followed by punctuality and price were selected as the most important variables. This result fits to the result of the ranking exercise putting safety and time factors before the price factor (figure 5).

Table 7: Results of the Kano analysis: categorization of the aggregated customer value drivers

Key attribute	Frequency of valid answers						Resulting class	Extent of satisfaction	Extent of dissatisfaction
	M	O	A	I	R	Q			
Safety	259	86	13	30	0	14	Must-be	0.255	-0.889
Time	35	81	230	41	3	12	Attractive	0.804	-0.300
Price	47	195	118	39	1	2	One-dimensional	0.784	-0.607
Brand image	176	147	25	52	1	1	Must-be	0.430	-0.808
Personnel	135	157	55	45	2	8	One-dimensional	0.541	-0.745
Comfort	39	74	208	64	0	17	Attractive	0.732	-0.294
Simplicity & efficiency	99	185	57	56	0	5	One-dimensional	0.610	-0.715
Flexibility	51	119	127	85	5	15	Attractive	0.644	-0.445
Catering	53	52	156	133	3	5	Attractive	0.528	-0.266
Entertainment	18	61	181	129	2	11	Attractive	0.622	-0.203

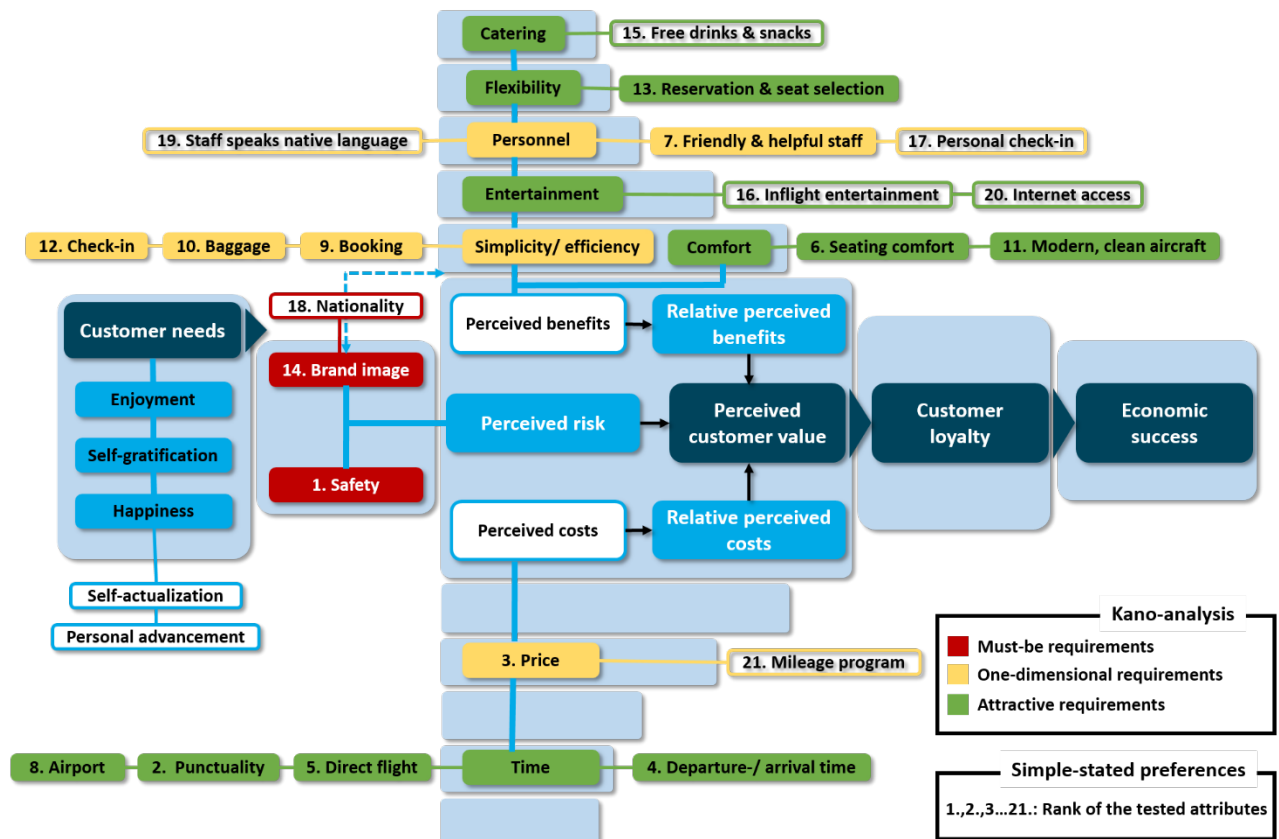
M = Must-be, O = One-dimensional, A = Attractive, I = Indifferent, R = Reversal, Q = Questionable

Source: Basic framework adapted from Wittmer (p. 139, 2011)

The results of the Kano analysis classify the ten aggregated product attributes representing 21 key factors. Must-be factors are safety and brand image (figure 6). Hence, by fulfilling the

passengers expectation on these factors only dissatisfaction can be prevented, but no loyalty created. Those factors could be called hygiene factors, which are just expected. One-dimensional factors are price, personnel and simplicity & efficiency (figure 6). There is a linear relationship between the effort given with respect to these factors and the satisfaction achieved with the customer. Hence, the lower the price the better; the friendlier the personnel the better and the simpler and more efficient processes the better and the higher the level of satisfaction. Attractive attributes are time, comfort, flexibility, catering and entertainment (figure 6). Those factors can create very high levels of satisfaction and create loyalty as there is room to deliver higher quality than expected or then generally provided by the airline industry. The attractive factors are convenience factors and can partly be linked to the results of the means-end analysis. Especially flexibility and comfort are soft factor which are related to end values such as self-actualization, personal advancement and self-gratification, enjoyment and happiness. It is interesting to see that such factors have been found more frequently by researchers in the past years and lead to constructs such as well-being, which still have to be empirically verified (Wittmer, Riegler 2014; de Vos 2013; Ettema 2010).

Figure 4: *Customer loyalty framework for leisure air travelers*



5 Discussion and Conclusion

The underlying research is based on several research approaches and combines the results from the means-end analysis, a ranking exercise, a stated preference exercise and a Kano analysis. From the ranking and stated research typical hard factors such as safety, reliability/punctuality and the price are found to be most relevant. The implicit result from the Kano analysis shows that especially soft factors such as flexibility, time, comfort, entertainment, catering become more important in the leisure airline passenger market. The question where above normal satisfaction and as a result loyalty may be generated links to soft factors. Well-being (Wittmer, Riegler 2014; de Vos 2013; Ettema 2010) seems to be a construct bringing a soft construct which has an influence on buying behaviour and loyalty of leisure air travellers. Hence, airlines can create loyalty by being on time, having fast and simple booking and check-in processes, airport processes, comfort on board and at the airport, good entertainment on board, catering and being flexible with respect to travel changes by travellers. The question stays how these results can be combined with the frequency of a passengers using a specific airline. Possibilities are special logins with personalised processes, better treatment of loyal customers on board than other passengers receive similar as is done today by network carriers with status customers of frequent flyer programs. Due to the frequency of flying, a point discount system such as the common frequent flyer programs offer, are not of great benefit for leisure travellers.

Figure 7 shows the customer loyalty framework with all Kano requirements shown in red (must be), yellow (one-dimensional) and green (attractive). If the boxes are filled with colour 50 % or more of the 402 respondents of the survey ranked those factors either important or extremely important. If they are not filled they were ranked as unimportant or extremely unimportant. Frequent flyer programs as they exist nowadays result to be unimportant or extremely unimportant. This highlights that common frequent flyer programs do not have a loyalty effect for leisure travellers flying with leisure airlines.