Based on Customer Value for Building an EvaluationModel of International Airline

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ABSTRACT

The airline industry is faced the disadvantageous economic environment, such as the global financial storm, the high petroleum price and the inflated pressure, the fuel oil cost accounts for the total transport business cost the proportion, from 13% rises to today 40%, has amounted to 183,00 million dollars. Under this influence, many middle and small scale international airlines go out of market. And many Airlines utilize reducing weight of airplane, diminishing scheduled flights or canceling flight to control operation costs. However, above methods could only provide the temporary operation for enterprise and useless for long-term market share. Thus, enterprise should base on customer ’ orientation and focus on customer ’ demand to enhance enterprise's competitive capability. Based on the definition of Marketing by American Marketing Association in 2004, how to create, communicate and deliver value to customers is an important function for organization. Even though Woodruff (1997) has submitted a hierarchical model of customer value which includes attribute-consequence-value (A-C-V) three level. But, the context of each level is not clear and abstract. In fact, as a result of industrial difference, the dimension of customer value will also have a difference. Especially passengers take the international airline and stay long time in the cabin. There is high degree of interaction between passengers and service personnel. Thus, it is necessary to adopt the “ experience ” as a dimension to increase the integrity of customer value. Therefore, for constructing the complete decision model, firstly, this study reviews previous literature and utilizes in-depth interview with experts and customers and to obtain the actual content which customer expected. Next, Interpretive Structural Modeling (ISM) is utilized to clear the interdependent relationships among criterion and construct an evaluation model of international airlines. Thirdly, Analytic Network Process (ANP) is used to calculate relative weight of criterion. By applying ANP method, the interaction results could be obtained and got more reasonable consequence from customers.

Finally, three well-known international airlines are selected as alternatives to construct an evaluation model of international airline and obtain objective result thought questionnaire analysis. According to research result, top ten passenger ’ s service attribute statuses are large scale, well image, prompt response, short check-in, high awareness, friendly attitude, special price, well flight records, comfort seat and low exceptional rate. In addition, marketers should not only use the price as marketing strategy but passing the value of transaction, safety, service and experiential to the customer as well as enhance the mind share of customers. Besides above, marketers should utilize the simulate evaluation before provide the service strategy to discover the valuable service attributes, and provides these service attributes with competitors in advance. According to the results of competition analysis, enterprise would increases successful opportunity in promotion. At the same time, the “ negative but afterward ” of self-criticism could be transformed into “ frontage and forward ” forecast.

Keywords : Customer value、Interpretive structural modeling、Analytical network process

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