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A Research on Service Marketing of Spring Airlines

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ABSTRACT

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Spring Airlines, as the first low-cost airlines in China, is undergoing rapid development while the trade range is wider to the world. Meanwhile, in the Chinese aviation industry, competition has been more and more intensified than ever before with an increasing flow in of foreign companies. Service, as a key factor involved in aviation industry, determine the success and failure for an airline to a great extent.

This thesis presents a theoretical explanation of the definition of service marketing. It takes an analytic stance to elaborate the fundamental factors that lead the airlines to be successful in the area of service. A questionnaire and interview are used together to evaluate variable quantity allocated to a target group or to prove the hypothesis.

Given that the domestic aviation industry tends to be low in ticket price, this research proposed that Spring Airlines is full of potential and could manage to be more successful by improving its service quality and enhancing its service marketing.

Keywords: Spring Airlines, Service Marketing, Service Quality, Chinese Low-cost Airlines

TIIVISTELMÄ

Tekijä	Chen Xiwen
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Spring Airlines on joutunut Kiinan ensimmäisenä halpalentoyhtiönä kehittymään nopeasti samalla, kun se on alkanut käymään kauppaa yhä laajemmalla alueella. Samaan aikaan kilpailu Kiinan ilmailualalla on kiristynyt ja ulkomaalaisten toimijoiden määrä Kiinan markkinoilla kasvanut.

Palvelu on yksi ilmailualan avaintekijöistä ja se pitkälti määrittelee lentoyhtiön menestyksen. Tämä tutkimus antaa teoreettisen kuvan palveluiden markkinoinnista. Tutkimus on tehty analyyttisestä näkökulmasta, jotta lentoyhtiöiden menestykseen vaikuttavat keskeiset tekijät tulevat esille. Tutkimuskeinoina on käytetty kyselyä ja haastatteluja joiden pohjalta on laadittu arvioita muuttujista jotka vaikuttavat kohde ryhmiin. Kyseisiä tutkimuskeinoja käytetään myös mahdollisten selitystekijöiden kartoittamiseen.

Ottaen huomioon kotimaan lentojen alhaisen hintatason tutkimus ehdottaa, että Spring Airlines voisi menestyä paremmin jos se panostaisi palveluidensa laatuun ja niiden markkinointiin. Spring Airlines on omilla markkinoillaan uuden tyyppinen yritys ja täynnä potentiaalia.

Avainsanat: Spring Airlines, Palveluiden markkinointi, Palvelun laatu, Kiinan halpalentoyhtiöt

CONTENTS

ACKNOWLEDGEMENT

ABSTRACT

TIIVISTELMÄ

LIST OF FIGURES AND TABLES	5
LIST OF APPENDICES	8
1 INTRODUCTION	9
1.1 Background of the study	9
1.2 Research problem and object	10
1.3 The limitation of the research	11
1.4 Methodology	11
1.5 Thesis Outline	11
2 SERVICE MARKETING THEORY	14
2.1 Services and Goods	14
2.2 Characteristics of Service	15
2.2.1 Intangibility	15
2.2.2 Perish-ability	16
2.2.3 Inseparability	17
2.2.4 Heterogeneity and variability	17
2.2.5 Non-ownership	18
2.3 Service quality	18
2.3.1 SERVQUAL methodology	19
2.3.2 Gaps of Service Quality	19
2.4 Definition of Services Marketing	21
2.5 Elements of Servicing Marketing	23
2.5.1 Product	23
2.5.2 Promotion	24
2.5.3 Place	25
2.5.4 Price	27
2.5.5 People	28
2.5.6 Physical evidence	29

2.5.7	Process.....	30
2.6	Strategic Issue in Service Marketing	31
2.6.1	Market Segmentation and Targeting	32
2.6.2	Positioning of Services.....	33
2.7	Competitive Strategy in Service Marketing.....	35
2.7.1	Competitive advantage	35
2.7.2	Competitive strategies	35
2.7.3	Cost leadership strategy	37
2.7.4	Differentiation strategy	37
2.7.5	Focus strategy.....	38
3	RESEARCH METHODOLOGY	40
3.1	Research Methods.....	40
3.1.1	Qualitative research method	41
3.1.2	Quantitative research method	41
3.2	Primary and secondary data	42
4	SERVICE MARKETING OF SPRING AIRLINES	44
4.1	The current situation of China's civil aviation environment	44
4.2	Information about Spring Airlines	45
4.3	Group interview for identifying service quality Gaps exist in Spring Airlines	47
4.4	Questionnaire for market segmentation and potential customers	49
4.4.1	Marketing segmentation.....	49
4.4.2	Service quality.....	54
4.5	Questionnaire about service marketing elements.....	57
4.6	Brand awareness of Spring Airlines	60
5	CONCLUSION OF THE RESEARCH.....	63
5.1	Marketing targeting.....	63
5.2	Competitive strategy	65
	REFERENCES.....	68
	APPENDICES	

LIST OF FIGURES AND TABLES

Figure 1. The flow chart of the thesis.....	12
Figure 2. The structure of the thesis	13
Figure 3. SERQUAL model (Zeithaml & Berry, 1988).....	19
Figure 4. Models of service quality gaps (Parasuraman et al., 1985; Curry, 1999; Luk & Layton, 2002:3).....	20
Figure 5. Components of the promotion mix	25
Figure 6. Scope of business activities	36
Figure 7. The 5 market differentiation strategies (Graham McInnes, 2011).....	38
Graph 1. Pricing pyramid.....	28
Graph 2. Total traffic turnover and year-on-year growth of Chinese civil aviation in 2006-2011(Unit: 100 million ton-km) (National Bureau of Statistics of China, 2011).....	44
Graph 3. Customers education background statistics of Spring Airlines	46
Graph 4. Customers occupation statistics of Spring Airlines	46
Graph 5. Customers income level statistics of Spring Airlines (Unit: RMB/per month).	47
Graph 6. The pie chart of respondents' gender.....	50
Graph 7. Pie chart of respondents' age	50
Graph 8. Income level of respondents (Unit: RMB).....	51
Graph 9. Occupations pie chart of respondents	52

Graph 10. Respondents' frequency of taking plane.....	52
Graph 11. The geographic segmentation analysis	53
Graph 12. The main object of taking flight.....	54
Graph 13. Factors affect respondents to pick airlines.....	57
Graph 14. Factors affect respondents' view about service attendants	58
Graph 15. The online information channel chosen by respondents.....	59
Graph 16. Methods of booking flight tickets	59
Graph 17. The perspectives of respondents toward flight ticket price in China..	60
Graph 18. Brand awareness of Spring Airlines for respondents.....	61
Graph 19. Channels for respondents to know Spring Airlines	61
Picture 1. The demand for most service organizations	16
Picture 2. Service marketing system for low contact service (Christopher H. Lovelock, 1984: 341)	22
Picture 3. Service marketing system for high contact service (Sildeshare, 2012)	23
Table 1. The comparison between primary data and secondary data (Management class, 2012).....	43
Table 2. Part of personal information of interviewees	47
Table 3. Gaps involve in service process of Spring Airlines.....	48
Table 4. Respondents' opinion of ground service	55
Table 5. Respondents' attitude toward in-flight service.....	55

Table 6. Respondents' unpleasant experience at arrival.....	56
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LIST OF APPENDICES

Appendix 1: Questionnaire in English

Appendix 2: Questionnaire in Chinese

1 INTRODUCTION

The first chapter starts with the study background including a short text describing the current situation of Chinese civil aviation industry along with a brief introduction of Spring Airlines. Secondly, the research problem and objectives will be described in order to present the purpose of the thesis. Next is the introduction of methodology used in the thesis, limitation of this research will be analyzed in thesis chapter as well. At the end, the thesis structure is shown in the form of flow chart in order to give a clearer understanding.

1.1 Background of the study

In this thesis, Spring Airlines is used as a research background with a purpose of obtaining a comprehensive analysis of the current situation of service marketing in Chinese low-cost airlines. Accordingly, discussing, designing and suggesting a service marketing strategy for Spring Airlines by combing service marketing theory and practical experience from foreign advanced low-cost airlines, will be carried out.

With the rapid development of China's national economy, the demand of transportation industry has increasingly grown. Meanwhile, the heavy investment in traffic infrastructure makes the big development of major transportation way such as highway, rapid transit railway, civil aviation and so forth. In addition, either the entering of foreign airlines or the development of other transportation ways has seized the market share of the airline market. That tendency brings an enormous pressure for Chinese domestic airlines.

In order to survive in the fierce competition in the Chinese airline industry, the Chinese airlines are inevitable to assume the low-cost operational model. As the first and only low-cost airline in China, the development space of Spring Airlines (actually Spring and Autumn Airlines in Chinese literature) is enormous. In the first year, Spring Airlines gained a profit of 20 million CNY by owning three airplanes. In 2007, the gross operating income of Spring Airlines is 1.23 billion, achieved the profit of 70 million. In the case when all the airlines in China were in

a deficit state, Spring Airlines obtained a profit of 20 million. (MBA library, 2012) In the first half year of 2011, Spring Airlines earned a net income of CNY 160 million (about 24.8\$) according to the news posted by Katie Cantle. In line with the survey report published 2008, majority (34% and 10%) of consumers expressed optimistic and very optimistic views about the future of low-cost airlines.

The activities of commercial airlines compose a long chain of preflight, in-flight and post flight services which are longer than other service provider such as telecommunication, restaurant, and insurance company, and so on. Service, as a crucial part in the airline business, is directly affect the evaluation given by customers.

Furthermore, service marketing is broadly used in the industries like airlines, banking, insurance, telecommunications, and so forth. (Lovelock, 2006:12) For the particularity of low cost airline's culture, "*no-frills service*" under high density, short-haul routes with one type of aircraft and fast turnaround times are required by low-cost mechanism, service marketing in this industry has been case-by-case. (Henrik Malver, 1998:41)

1.2 Research problem and object

In the thesis, I would like to state the service marketing for Spring Airlines, and the strategy of service marketing. The overall object of this thesis is to offer a scope of strategic options available for Spring Airlines to implement through analyzing service marketing, collecting internal data, and segmenting the market. Accordingly, discussing, designing and suggesting the service marketing strategy for Spring Airlines by using the service marketing theory and empirical study from practical research, will be shown. (see Xinyue, Qin, 2008:8)

So as to reach the research objective, the questions can be as follows:

- What current service marketing exists in Spring Airlines?
- What do the customers think about Spring Airlines and its customer service?

- What practical and rewarding effort can be done to implement a successful service marketing strategy for the current situation?
- How to implement the new strategies and collect data to support the research result?

1.3 The limitation of the research

Due to the limitation of time and place, it is hard to organize interviews which aim at current customers and lost customers although it can be better for catching the very thought of typical customers.

Another problem involved in this research is the lack of specific data associated with the service part of company. Due to the copyright reasons and trade secrets, it is hard for an outsider to obtain internal data about the overall service operating system and financial tables concerning finance such as the quarterly earnings table or the marketing expenditure Spring Airlines invest every year. Furthermore, the region of doing research is limited in mainland China and the strategy can only achieve a short term effect.

1.4 Methodology

Both the quantitative and qualitative research methods will be used in this thesis. Respondents will also be selected from social networks by random. This part aims at collecting customers' opinions and attitudes of Spring Airlines in order to improve the customer service of Spring Airlines. In chapter 5, the research method will be elaborated.

1.5 Thesis Outline

This thesis is divided into 6 chapters. Chapter 1 introduces the general framework of this thesis along with the study background, and Chapter 2 defines problem areas and describes the theoretical ground of this study. Chapter 3 deals with the research methodology mainly as a whole. Chapter 5 is the empirical part. Chapter 6 discusses the research and puts forward the solutions of the particular problems.

The parts within a chapter is connected with each other. What is worth mentioning is: First, strategic issue is partly connected with “environmental influence on service marketing”, while the latter one is more specific on the basis of China’s condition. Secondly, the concept of service blue print possesses reference value when providing suggestion in the end.

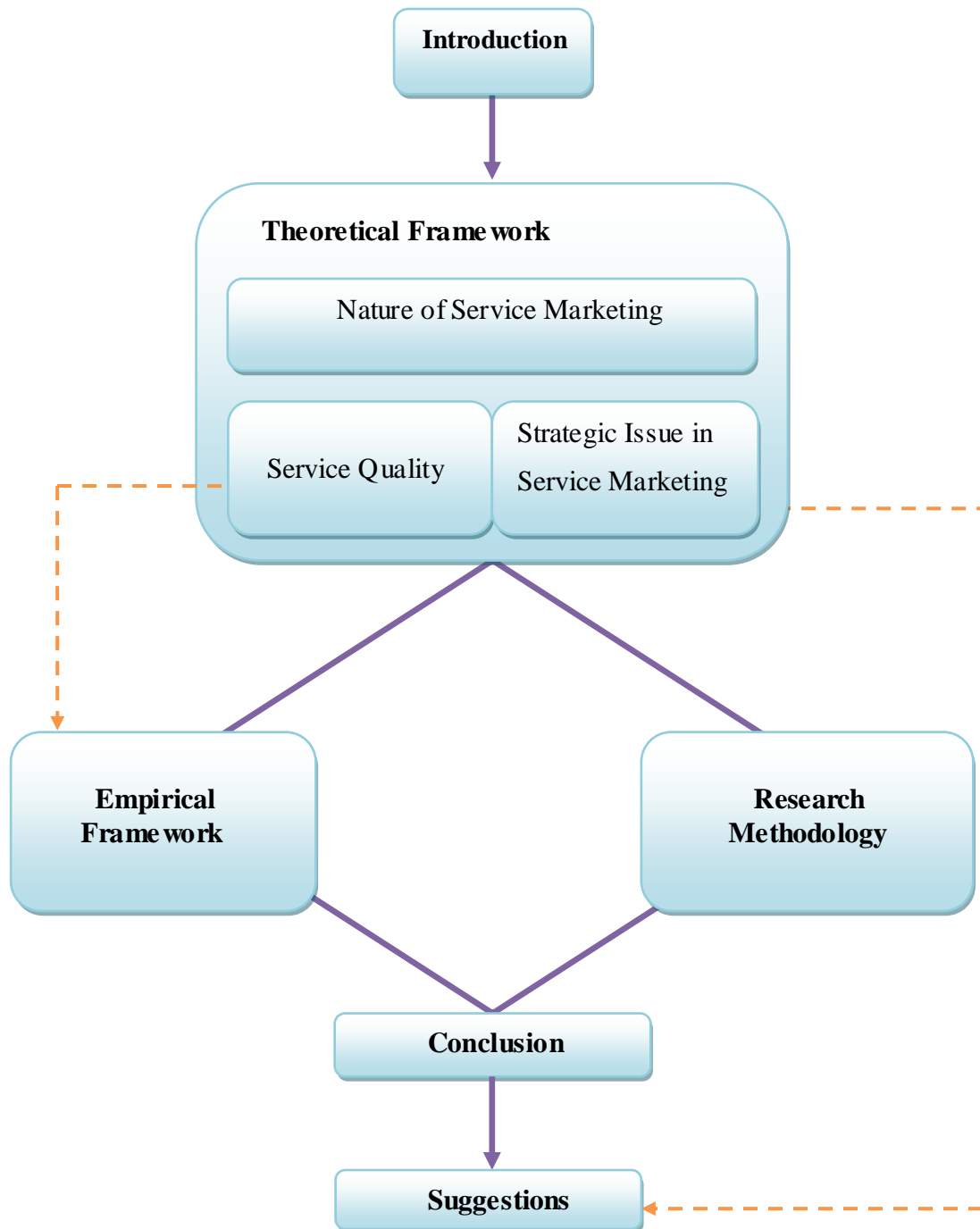


Figure 1. The flow chart of the thesis

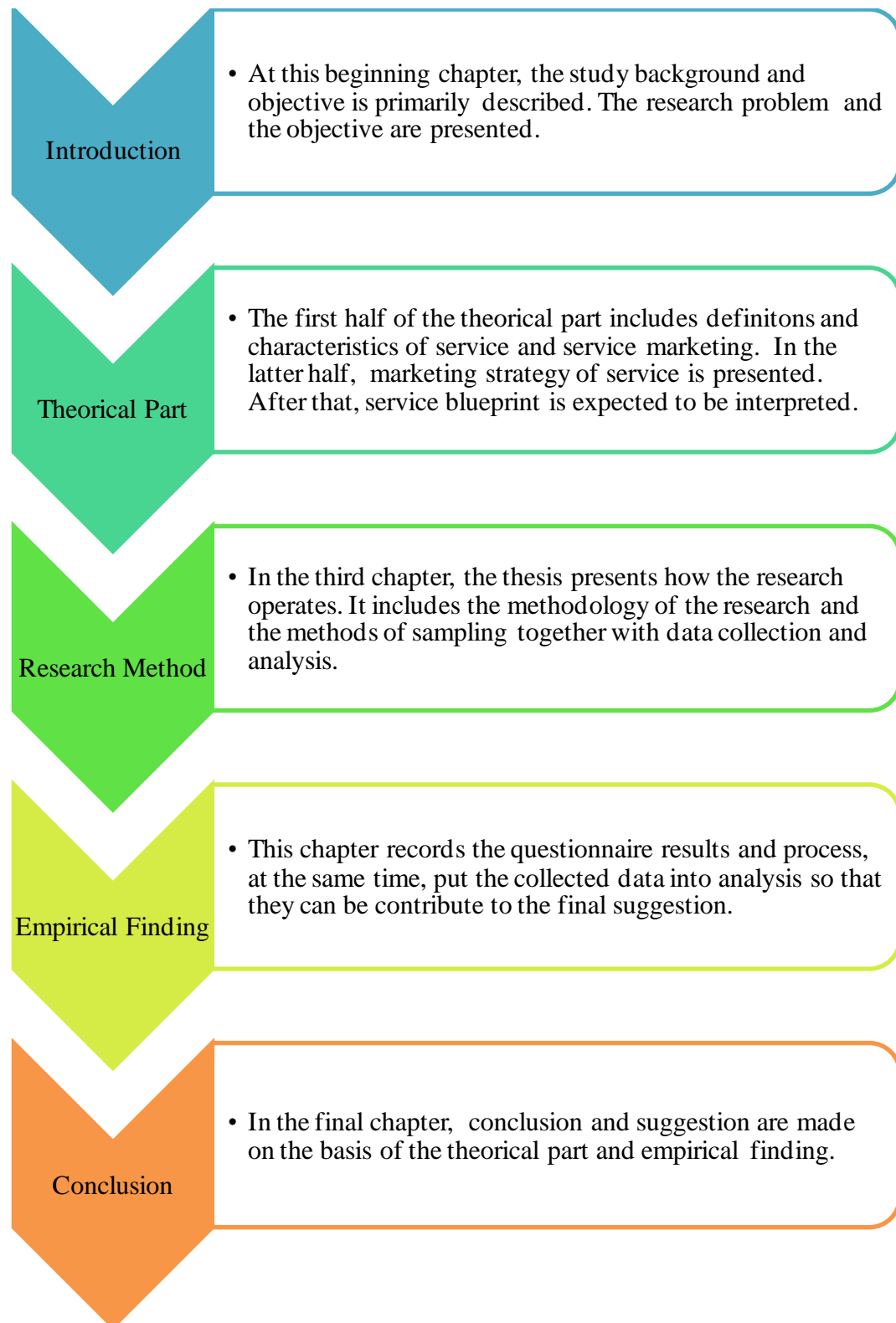


Figure 2. The structure of the thesis

2 SERVICE MARKETING THEORY

This thesis analyzes advantages and inferior conditions as well as opportunities and threats of Spring Airlines with modern marketing theory combined with practice together based civil air transportation market and the actual conditions of Spring Airline in the current situation of Spring Airlines. It creates service marketing tactics of passenger traffic of Spring Airlines based on subdividing to market and defining the target market. It explains the tactics of service, product, price, distribution, promotion, people, physical evidence, process.

2.1 Services and Goods

To define service marketing, the first thing is to figure out the distinctive characteristics between goods and service. The main difference between goods and services lies in the truth that consumers generally catch the value from services without getting permanent ownership of the substantial tangible facilities they use.

Concerning goods, John M. Rathmell (1966) observed that vast majority of markets have a general understanding of the term “goods”. In his theory, goods are considered as visible, tangible, audible products produced for commercial use.

While referring to services, Rathmell(1966) stated that there was no clear understanding toward it.

Nick Jones (1999) noted that the word service has a great richness and diversity of meaning. It can present countless meanings in different contexts. The wide spread of the word service absolutely demonstrates that we live in a harmonious world of booming third industry.

However, the word service together with the word love could be included in the most abused and mistaken words today. The distinctiveness of service definition makes it extremely elusive and equivocal. If one try to discover the multiple facts of service, there is no difficulty to find that service have distinctive meanings and can be differently applied under various contexts. (see Malver, 1998: 41)

Malver also stated that the boundary for service is highly connected with culture background. Service is involved in people's daily life. The way of comprehending and applying service is decided by various culture contexts. (Malver, 1998: 41) For this and other reasons, he tried to redefine this misunderstanding by delimiting good as a physical object and service as an act. (Rathmell, 1966:32)

Rathmell captures the distinction well when he describes goods and services separately like below:

“the former being an object, an article, a device or a material and the latter a deed, a performance, or an effort.” (Rathmell,1996:32).

As stated by Lovelock in 1984, to some extent, the intangible quality is also a major distinction between goods and services although services also have their own inner differences of intangibility among themselves. (Dub é-Rioux et al. 1990: 861). According to Kotler (1976: 183), a product contains the form “*physical objects, services, personalities, places, organizations, and idea*” that can be provided to the market. Whilst, Bender (1976) views service as a series of activities happening in an organization in order to get customer satisfaction through affording a sort of services or products.

2.2 Characteristics of Service

2.2.1 Intangibility

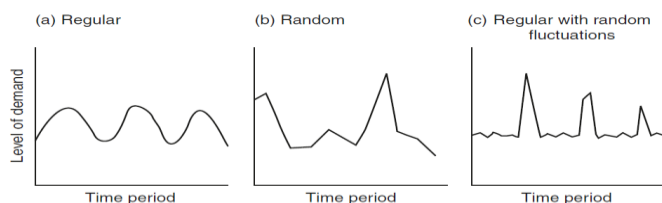
To make a distinction between goods and services, the broad consensus is that services are to a great extent intangible. Gummesson (1997) insisted that, there are four natures of service, and intangibility is one of it. Besides, the intangibility, as one of the properties of service, refer to service marketing theory are sometime ignored. Material products, on the other hand, bring customers a more intuitional feeling compared with intangible goods. Customers can see, feel, touch, taste the products that placed in front of them, and they can determine whether they will buy it immediately. Just as Dub é-Rioux et al.(1990) pointed out that services also “differ widely among themselves on the dimension of intangibility”, which has

been “frequently related to the dimension of abstractness/concreteness.” It seems that the intangible nature of most services make them difficult for customers to assess.

2.2.2 Perish-ability

According to the business dictionary (2012), “*perish-ability is one of the four fundamental characteristics of a service, it refers to the fact that services cannot be produced and stockpiled before consumption: they exist only at the time of their production.*” Perish-ability could be a hard one to appreciate among all the particular features of service. To compare with physical products, services are owned the ability of perish, because services are unable to be stored in a warehouse for later sales or use, but most physical products can. For instance, airline seats not purchased on a particular flight, the value or even the sales revenue of those seats would have nonreversible loss. In laymen’s terms, if supply is greater than demand, the revenue or value of that service is lost.

In virtue of perish ability; demand forecasting becomes an important thing for services marketing. Since it takes time for products to go from raw materials to finished products, that is why demand forecasts are needed, the demand patterns for certain service departments in organizations are invalid for public consumption. Generally speaking, the demand for most service organizations can be present as these three patterns: regular, random, and regular with random fluctuations. (see Peter Mudie & Angela Pirrie, 2006:6)



Picture 1. The demand for most service organizations

2.2.3 Inseparability

As Brian Monger (2006) described, services are connected with customers and the sellers. Given the inseparability of production and consumption in most service encounters, customers actually become involved in the production of the service, which means the creation and performance of service and consumption are processing at the same time. (Mudie & Pirrie, 2006:5-6) More specifically, goods are produced, stored, sold and consumed whereas services are sold and then produced and consumed.

2.2.4 Heterogeneity and variability

Lovelock (2001) explained that variability “is a lack of consistency in inputs and outputs during the service production process.” (Lovelock, 2001:11) There is no service that is entirely identical because the “Human element” involves in the service provision, which means each service is unique. On the contrary, services are variable. Furthermore, the involvement of the “Human element” in the operational system increases the difficulties of variability control and standardization of service inputs and outputs.

Nevertheless, physical goods are manufactured in a controllable condition. Long before physical goods are sold to customers or put in stores, their quality and quantity can not only be improved by better designing, but also by checking from a uniform quality standard.(Lovelock, 2001:12) Just as Olufisayo (2012) pointed out “Indeed, with many services, we are purchasing nothing else but the skills of the suppliers. ”

Consequently, as Christophe summarize, it seems to be more errors and disadvantages happening in the service process because of variability. That is why service organizations are often hard for both supplier and consumer to enhance the productivity and quality of service as well as to ensure the consistent “product”.

2.2.5 Non-ownership

The deletion of ownership is an essential distinction between services and physical products. On account of a customer pay for the temporary rights of using or hiring a certain facility, in other words, consumers do not secure the ownership of the service they came down with. (Business dictionary, 2011)

Service providers offer consumers the chance to obtain temporarily the right of using some tangible products such as a seat on the flight or the intangible labor and skills of specialists in professional fields.

Customers who buy physical goods, other than the goods restricted by hire purchase provision, have full use of the product. For service, the consumer gets the service itself as well as the process of creating and delivering the service. To be more specific, as Lovelock (2001) stated, one can understand the primary interest of himself/herself in the final output of a service, namely the way he/she expected to be treated during the process of service, which has a crucial influence on the customers' satisfaction. (Lovelock, 2001:11)

2.3 Service quality

Service quality can be applied in the strategy that organizations can use to obtain a competitive advantage to against competitors. Service plays an important role in the economy. (Benjamin Schneider & Susan S. White, 2004:9) Service quality has lead to both interest and dispute in the professional field. "Service meets customers' needs or expectations" is one of the most commonly used definitions of service quality. On the other hand, service quality can be defined as the distinction between consumers' hope and feeling toward service. If the consumers' expectations are higher than the reality, the customers will feel dissatisfaction. (see Lewis & Mitchell, 1990:15)

2.3.1 SERVQUAL methodology

To measure service quality, the service quality model, developed by Zeithaml, Parasuraman & Berry (1988), can be used as a tool to measure the scale of service quality.

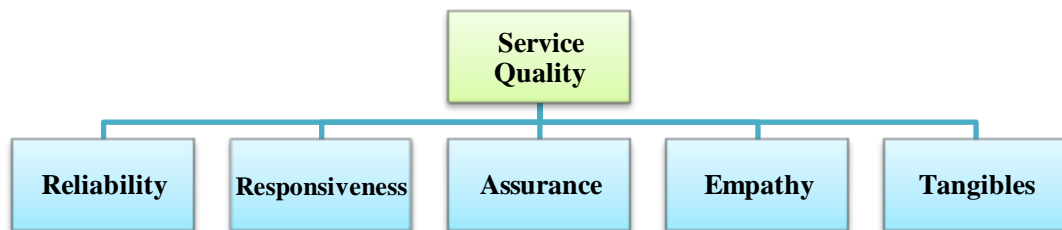


Figure 3. SERVQUAL model (Zeithaml & Berry, 1988)

Assurance integrates the factors of firstly, competence means to own the necessary knowledge and skills; secondly, the definition of courtesy is to show polite behavior or remark; next, credibility owns the characteristics of reliability of staff; finally, security means risk averse.

Tangible comprise all the physical, visible and touchable products. The risk involve in tangible is that service provider may lose the reliability or responsiveness in order to improve their tangibles. Empathy is the ability to realize expectations and emotion experienced by another individual. Communication and understanding combined together to reach empathy. Reliability is the ability of people or an organization to act and keep working in both normal situations along with inordinate or unexpected situations.

2.3.2 Gaps of Service Quality

Seven quality gaps are involved in service quality. As can be seen clearly from Figure 4, Gap 1 is the knowledge gap which means lack of research toward expectation and demand of consumers. What's more, Gap 1 stated clearly the issue about the knowledge of the market. It happens as a result of inadequate research or failures of communication. Gap1, Gap 5 and Gap 6 are directly related to consumers. The reason for Gap 5 is short of knowing customers

expectation. Also, not choosing or delivering the right service measures, not matching performance as promised are the reasons for causing Gap 5. Gap 6 implies that the first line service providers have distinctive comprehension toward consumer's needs. The causes of the other four Gaps are separately described as follows:

Gap 2: results from bad service design together with inadequate consumer-driven criterions. Improper physical evidence is also a problem of Gap 2.

Gap 3: The deficiencies of human resource policies and consumers who do not perform their roles.

Gap 4: is the communication Gap which means the inadequacy of integrated services marketing communications and lack of horizontal communications.

Gap 7: due to the different comprehends of consumer expectations between service providers and managers.

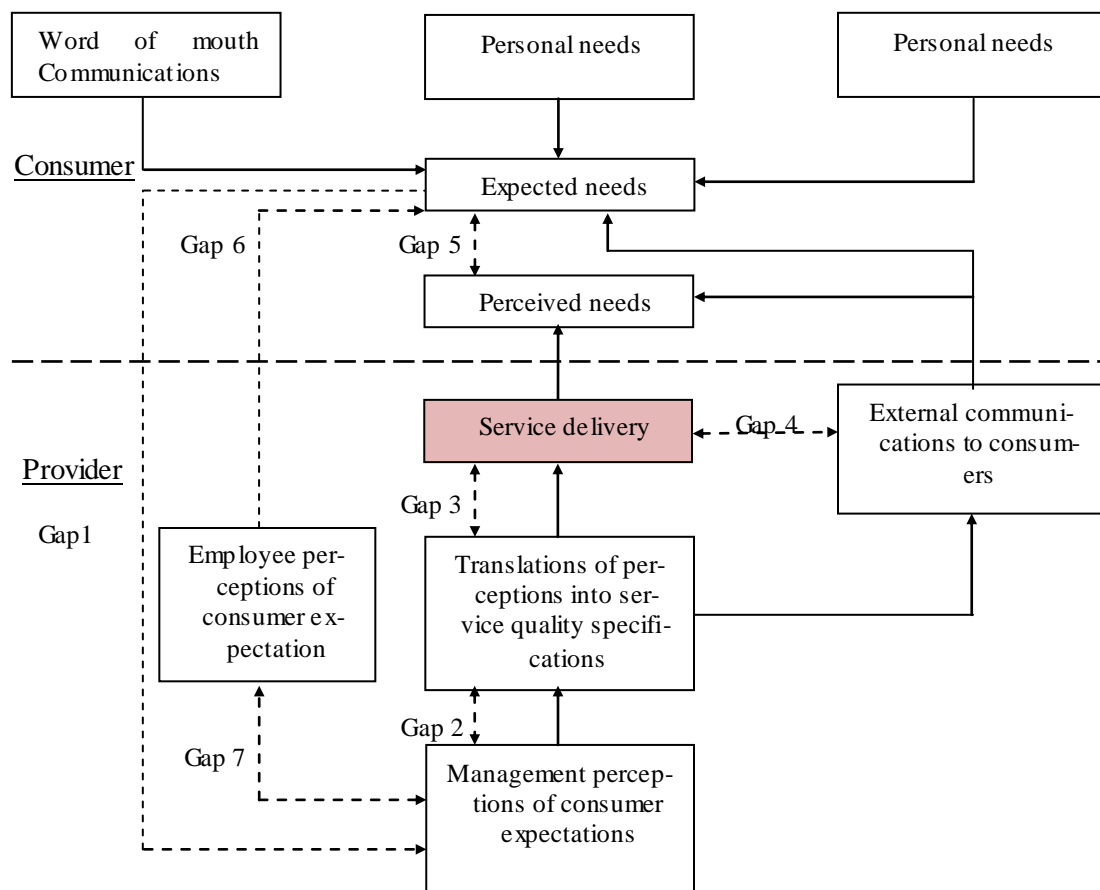


Figure 4. Models of service quality gaps (Parasuraman et al., 1985; Curry, 1999; Luk & Layton, 2002:3)

As Brown and Bond (1995) stated, the gap model is one of the most heuristic worthy contributions to the service document. Factors from Gap 1 to Gap 6 are considered as the way service is sent. Gap 5 is regarded as the real criterion of evaluating service quality. Additionally, the SERVQUAL methodology has brought Gap 5 effect.

2.4 Definition of Services Marketing

Combined with the discussion about the difference between “goods” and “service” above, services possess the characteristic of intangible, non-ownership. What’s more, service consumption and service production are proceeding at the same time. Referring to the variability, the service provider offers unique service which can not be simulated. Through the understanding of service knowledge, the definition of services marketing can be easier to define.

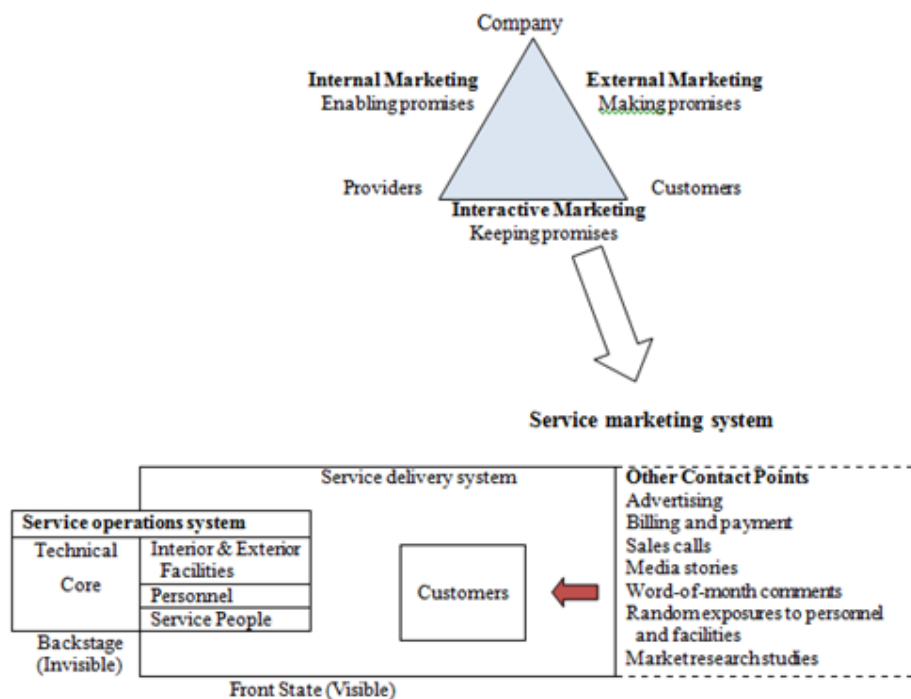
Marketing of services, as a sub field of marketing, is a comparatively new topic in the area of marketing. It was obtained its importance as a discipline at the end of 20th century. (Wikipedia 2012) The more and more widely use of services marketing requires the effective management of it, experience also be a crucial factor when marketing services. (R. Srinivasan, 2004:25)

Services marketing in relation to “both business to consumer (B2C) and business to business (B2B) services”, and comprises marketing of services like “telecommunications, hospitality, car rental, air travel, health care and professional services.” (Wikipedia, 2013)

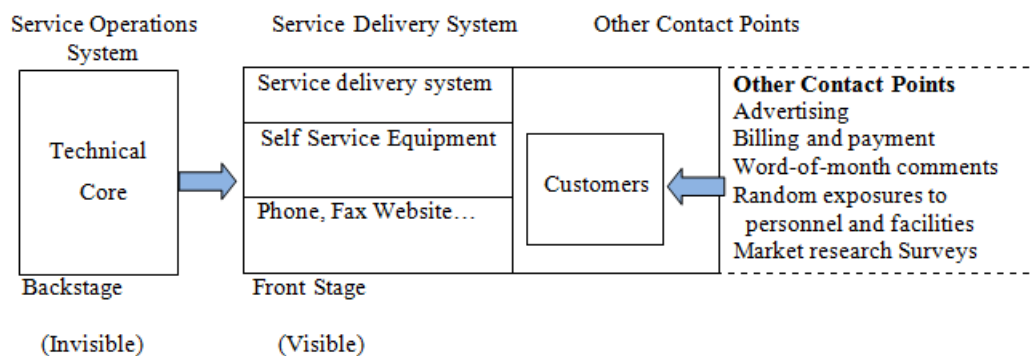
Service marketing system, operations system, delivery system and marketing system are three overlapping systems of service business. As shown in Figure 4, the factors included in the operations system are able to operate the service operation and to produce the service product; Customers can only see part of the operations system. As for the delivery system, it includes the visible part of operation system as well as the customers who are sometimes powerful in creating service product instead of passively waiting.

Then, the marketing system involves the delivery system, which substantially consists of the “*product and distribution elements of the product and distribution elements of the marketing mix*”, at the same time, the many other ways in which customers may be exposed to the service firm and there by constitute an impression of it.

Two kinds of arrowheads are marked below in the figure, the arrowhead in red shows trend of the service marketing for high contact service. Meanwhile, the arrowhead in blue, on contrast, reflects the Service marketing system for high contact service.



Picture 2. Service marketing system for low contact service (Christopher H. Lovelock, 1984: 341)



Picture 3. Service marketing system for high contact service (Sildeshare, 2012)

2.5 Elements of Servicing Marketing

Generally speaking, marketing activity consists of product, price, promotion and place which called ‘4 Ps’ for short. Nonetheless, the discriminative definition of services requires the additional three Ps – people, physical evidence and process.

2.5.1 Product

Medha Behera(2008) insisted that, a product can also offer consumer value in intangible form. Moreover, the product here, either tangible product or intangible product, represents the first ‘P’ in marketing activity. Products developed and introduced to the consumers in the marketplace can be modified or changed, and it can be withdrawn. (see Ezine Articles, 2013) A product plus a tactic of product withdrawal could be recommended to the market as part of the market penetration strategy. The reason why products withdrawn also support the same strategy is that the withdrawal product can be utilized in other places. Furthermore, products can also *“be changed or modified to alter the shape of the product’s life cycle.”* (William A. Cohen, 2006: 54)

Cohen pointed out simultaneously, other than the three basic actions that are mentioned above, branding and packaging are also the important reference points of product quality. Product quality will influence the price and the profitability of

this product. While, highest quality not means the product is desired by all people. (Cohen, 2006: 54)

Besides, product can be divided into core product, actual product, augmented product and potential product. Core product implies to satisfy the basic demands of customers. So as to earn a profit, actual product relates to the tangible facts of service, and augmented product is about the intangible facts that prop up a service compose the augmented product combined with the actual product. (Slideshare, 2012)

The marketing managers should choose the characteristics of core product and *“the bundle of supplementary service elements”*. (see Lovelock, 2001:15)

2.5.2 Promotion

Promotion, in short, is a way to inform customers about the products. To be successful, a marketing project should have a feasible communication procedure. As Cohen (2006) described, promotion can be divided into four extra categories. Firstly, face-to-face selling need to use the service of an agent, or associated with the professional ability of sales force. Secondly, sales promotion tactics are particularly suitable for introducing new products and in times of fierce market competition. Thirdly, advertising are defined as a form of communication for marketing and used to encourage or persuade a potential group or target group to carry on or practice some new consumer behavior. (see the century dictionary online, 2012). Last but not least, publicity is a type of promotion that depends on public relations to influence a news story carried which usually free by mass media. The main objective of publicity is to create an picture through editorial or *‘independent source’*. (see Business Dictionary, 2012)

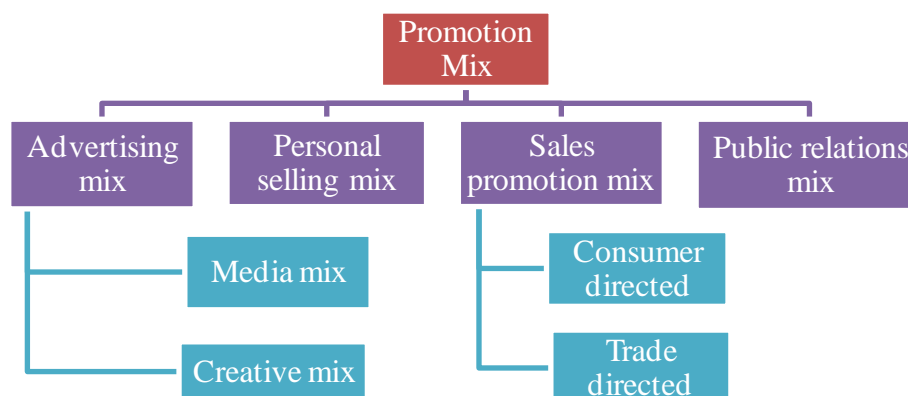


Figure 5. Components of the promotion mix

Promotion has three crucial functions: offering necessary message and suggestion, persuading target consumers of the advantages a certain product has owned, and if the occasion should arise, promoting consumers to go into action of buying.

In service marketing, communications can be disseminated from one to another through different channels, such as sales force, trainer or mass media. Companies can demonstrate consumers about the benefit the service can provide and where and when to get this service, also the way to involve in the service process. (see Lovelock, 2001:12) Likewise, in their book, Jerome, William and Montrose (1970:46) relate promotion to any “*identifiable effort*” on the part of a selling party to encourage consumers to accept the information provided by sellers and to keep it in a compensable way.

To make promotion work, the idea directly in connection with the emotional charge, would be easier accepted by mind. Also, the more intense the emotion refer to an idea, the more retrievable that concept would be. (Jerome B. Kernan, William P. Dommermuth, and Montrose S.Sommers, 1970:46)

2.5.3 Place

With the increasingly fierce competition, the importance of convenient distribution is paid more and more attention. Brian Monger (2010) indicated, on account of the inseparability of service, place is an important element for service marketing. The intermediary organ scarcely ever participate in the place of a

service. The assign location and deliverer of service are the tangible constituent part.

According to the properties of service that have been offered, the delivery time and place along with physical or electronic distribution channels should be determined in the process of transferring products. As Cohen summarized, there are six elementary channels:

Direct channels that sell directly to customers or indirect channels like intermediaries, wholesalers, retailers and so on. Using an indirect channel provide more opportunities to make contact with many more customers, as a result, the total benefit can be much greater.

Different from selecting single channels, multiple channels means more than one channel is running. For the high cost of extra channels and inter channel rivalry, multiple channels are not always chosen even though it owns the advantages of involving more marketing channels and more sales opportunities.

The length of a channel depends on the decisions made by sellers. It also on the basis of the number of intermediary organs involve in “*a single line of distribution.*”

Type of intermediaries should also be taken into account. Intermediary includes four types of intermediaries. Brokers responsible to match buyers and sellers; retailers purchase merchandise from supplier and then resell to customers directly; transformers purchase merchandise and resell the modified products; information brokers sell nothing but information. (see Online Financial Intermediation, 2012)

The number of instructions used at each step need to be taken into account as well:

Choosing intermediaries can be a major consideration. Market segmentation should be regarded and how the intermediary knows about the market. Also, policy, strategy and the distributor involve in the marketing should be considered.

(Cohen, 2006: 57)

2.5.4 Price

The price of a product is a crucial matter for the reason that it links destiny to the chance of profit increase. (Thomas T. Nagle & John E. Hogan, 2006:151) Hitesh Bhasin(2012) stated that Pricing of a product is updated all the time and there are diverse factors that affect the pricing strategy. (see Marketing 91, 2011)

Bhasin concludes the pricing mainly includes product cost, the possibility of price fluctuations, the outlay used for advertising and marketing, the expense for circulation and distribution, and so forth. (Bhasin, 2011). Parts of them are separated from others and can change according to the real situation. Change would happen, while pricing manager owned the ability to take the risk.

Beside the factors that have been shown, when drawing up a pricing strategy, there are some additional things should be noted, competition is a case in point. Meanwhile, pricing not only have the function of promoting by mean of commercial discounts, but also influences the targeting and positioning of a product.

The responsibilities of the service manager are not just the traditional way of pricing such as formulating selling price to consumers. It is worth mentioning that traditional pricing mission involves setting commercial margins and creating a credit period. More specifically, extra financial expenditures, passive perceptual experience, even the time, mental and physical effort are included in their tasks. They should also find a way to minimize the cost and assume the burden consumers could take when buying or using a service.

The various layers which contribute to integrated pricing strategy creating a basis of formulating price that “*minimizes loss and maximizes profits*” are combined to comprise the strategic pricing pyramid as shown in Graph 1. (Thomas T. Nagle & John E. Hogan, 2006:16)

As demonstrated in the pyramid below, value creation is the foundation of the pyramid. Value creation adds the value of tangible and intangible products and service. Nagle and Hogan (2006:245) noted that, on the reciprocal layer is price

structure, when the price structure is established, information delivery of marketing can be developed, and layer of price and value communication can be reached. Next, the price structure should be integrated throughout the pricing process before setting final price even in front of the fierce competition and tough customers. Even though shortcuts easily lead lost from the object of higher profits, taking a shortcut by leaving out one or more elements of pricing strategy still can be great attractive when setting prices.



Graph 1. Pricing pyramid

2.5.5 People

In the service marketing structure put forward by Booms and Bitners, the people in 7Ps means everyone participate in the service encounter in a way of direct or indirect, such as employees along with other consumers.

The nature called inseparability in the service process of producing and consuming makes service organizations think highly of either employees from their own service organization or the contact person from the intermediary organ, they all play an important role in the process of service. Indeed, the ability of contact person decides the service quality and the competitiveness of a service

company to a great extent. Contact persons provide benefit for service organization by using their professional knowledge.

In some cases, service providers are the “service” itself. For some occupations such as maintenance personnel, cook, airline stewardess, they are devoted to produce service in real time.

Service business is an industry that requires more human-to-human activities, it is necessary for the service industry to realize the consumption concept of consumers through high level of consumer contact. At the same time, customers, as a kind of resource, are accumulated. By using information given by customers to promote the service for customers can be feasible. Customer behavior decide the strategy of organization, similarly, organization can manage customer behavior.

Performance of customer-contact employees are mainly embodied in the areas like job design, recruitment, training and teamwork. Additionally, there are several crucial ways to improve service quality and quantity like training employees, establishing good cooperation relationship with intermediaries, introducing advance technology, etc. Incentives, advanced education, training, psychological tests can improve the quality of people. (G.Kalaimani, 2011:2)

2.5.6 Physical evidence

Everything from the service setting to service facilities that an connected with surroundings where service happens can be considered as physical evidence. Physical evidence is directly related to the impression a service give to customers. (see Lovelock, 2001:12) Customers mainly depend on physical evidence given by a service to judge before they purchase service product although the intangible of service. Physical evidence contributes to the environment and impression of a service. In other words, physical evidences make services substantialization. It seems that physical evidence is a marketing communication for a service organization and affects its corporation image.

The range of physical evidence is large, including buildings, persons, facilities, symbols and so forth. Being aware of the importance of physical evidence, service organization should treat physical evidence in a seriously way.

Brain Monger explained that there are two types of evidence, one is peripheral evidence, and another is essential evidence. Peripheral evidence is bought from service, but it does not have its own value apart from service. Peripheral evidence tends to be something that enables to touch, feel, or intuitively feel. Diverse from peripheral evidence, essential evidence cannot be bought by the customers even though it is meaningful for service marketing.

Through investigating, peripheral evidence should be designed according to the customer's requirement. It also provide some supplementary to satisfied consumer's need about main service. As illustrated above, symbols, advertisement, the layout, and so on, can be regarded as essential evidence.

Because the preconceived notions of service, marketers fairly neglect the effects physical evidence can bring and make no effort to put physical evidence into marketing even though physical evidence can play a big part in. Essential evidence and peripheral evidence belong to the key means for service organization to improve and keep its image. Some marketers make effort to utilize tangible evidence to emphasis the intangible products. A right direction for the manager is to make sure that impression the physical evidence convey is equal to the real image the organization expect.

2.5.7 Process

Lovelock (2001:15) stated that process refer to the delivery. Process in marketing is the way a step-by-step sequence, system or mechanism deliver and operate a series of activities or actions concerning about services.

The design process is controllable, stable and sequential. In customer service, there are some processes like procedures of dealing with consumer's complaints, processes for exploring customers' demand, which make an organization function smoothly. (The Times 100, 2013) In short, marketing has some elements that

integrate to form an entire process. In service marketing, process specific to consumer's consumption and organization's production. (Marketing Teacher, 2013)

A valid process is required to be created and applied in order to create and deliver products. Marketing actually increases value to all three phases that contribute to the process: inputs, throughputs and outputs. (Marketing Teacher, 2013) If processes are well-designed, customers would feel satisfied owing to the effective, convenient and fast service delivery. On the contrary, an ineffective and badly-designed process will make consumers feel impatient because of its redundant procedure. Accordingly, employees, especially those on the forefront seem to be inefficient and fallible under the poor designed process.

What's more, process divided into direct activities which increase outcome when contacting with customers. While, on the other hand, indirect activities often occur in the backstage. (Marketing Teacher, 2013)

2.6 Strategic Issue in Service Marketing

Service marketing strategy means the plan or project designed by service organizations for the purpose of further survival and development according to the alternatives from internal and external. (MBA Zhiku, 2013) As Zeithaml, Bitner & Gremler (2010) illustrated that, service marketing strategy plays particular emphasis on intangible program such as the process of delivery and operation. An effective services marketing strategy need the composite of functions in organization. (Valarie A. Zeithaml, Mary Jo Bitner & Dwayne D.Gremler, 2010:4)

Additionally, as Vargo and Lusch (2004:6) described, goods marketing pay more attention on the process of transactions while services marketing strategy put more value on the relationship and communication with consumers.

Service has its own characteristics as mentioned above: intangibility, perishability, inseparability, heterogeneity and variability. Accordingly, when making service marketing strategy, the features of service ought to be taken into consideration. (MBA Zhiku, 2013)

What's more, marketing strategy is not fixed for all marketers. Selecting or emphasizing one over the other has definite consequences on the promotion manager.

2.6.1 Market Segmentation and Targeting

➤ Market Segmentation

Market segmentation is the aggregating of different customer groups in accordance with different demands, characteristics and behavior because customers have diverse prospective toward product. Cohen (2006) in his book described, sub-group of consumers such as children, elderly can be summarized some common features. Due to those exclusive features, products can be optimized or divided into several brands for the target market identified. The products which have been optimized for the market segments are more competitive.

Customers' motivation of buying products is the cornerstone of market segmentation. Market segmentation makes it possible for service organization to categorize and target different consumers who brace the different demand and expectation toward service products. There are three norms involved in market segment identification. They are homogeneity, distinction and reaction, which separately means the same as buying motivation in segment, unique from other customer groups and the parallel reflection to market.

Strategy for segmentation has several forms in order to satisfy the needs of specific segments. Subdividing products into diverse brands for catering potential customers is a case in point. (John J. Burnett, 1993: 42) Meanwhile, market segmentation can be achieved without making adjustments to products, while by dividing marketing programs to customize the market segment. In some particular cases, each potential customer has his/her own improve program map by market segmentation accordingly. When analyzing the market segmentation, the geographic segmentation, psychographic segmentation, behavioral segmentation together with the demographic segmentation should be integrity considered.

➤ **Market Targeting**

Market targeting is the second step in the process of segmentation. Targeting happens at the moment when decided how many and which buyer groups have been searched by the marketer. To select a suitable target market is the final object of analyzing market segments. Targeting is a process of estimation and comparative analysis for selecting segments so as to get best consequence for business. There are undifferentiated, differentiated or concentrated marketing separately for mass marketing single and multi-segment strategy. (Dibb and Simkin, 1996: 15-16)

Step one of targeting is to use the identified segments based on product-usage levels according to the features of segments. Next, more information about segments can be collected and analyzed. After that, the norms are about to practice for the sake of checking segments that is found to be profitable. The following step is to consider limited factors exist in each segment and select several segments need to be abandoned in view of marketing action. Move to the last step, final segments will be sorted as the target for marketing strategy.

When analyzing the market segmentation, the geographic segmentation, psychographic segmentation, behavioral segmentation together with the demographic segmentation should be integrity considered. To put it in a nutshell, segmentation strategy along with service product differentiation and positioning strategy consist of the foundation of contemporary marketing strategy.

2.6.2 Positioning of Services

Positioning actually focuses more on future prospect than simply on the product. Positioning is considered as the process of building and keeping the diverse place in market for a whole company or just for offering a single product. (Lovelock, 1991:61) Good and precise positioning on behalf of that management of crucial determination and movement should be made for the marketing of organization. (Andy Marken, 1987: 7)

Specific positioning strategies including:

Attribute positioning: it is service provider positions on properties; it stresses one or two of the features of the product.

Benefit positioning: A positioning option that offers additional benefits by analyzing the benefits of different customer.

Use/application positioning: to position the best for a certain application.

User positioning: means to position the specific target group of consumers.

Competitor positioning strategy, positioned in order to against competitor.

Category positioning: to be the best in a product category to be the same as service. Quality and price positioning: service is positioned as bracing a certain standard by using a certain price.

There still are some common views toward positioning in the field of developing new product. Positioning, bring into line with marketing functions, and helps to manage certain kinds of data by means of combing segmentation and differentiation to increase the effectively of marketing program. The final purpose of positioning is to make every component perform its own function chosen in the area of markets management to assist organization's positioning in a comprehensive program.

Meanwhile, positioning strategy is appropriate for either macro environment or micro environment. An individual customer can be positioned as well. Besides, the position a product gives to a customer depends largely on the physical features or intangible images the producer shaped by sales efforts. Furthermore, for purpose of accessing effectiveness, positioning should be customer-oriented.

The marketing manager ought to know well the main attitudes along with perceives of the customers for a certain product. To conclude, it seems that effective marketing research is closely related to effective positioning. (Burnett, 1993:59)

2.7 Competitive Strategy in Service Marketing

Michael E. Porter (1985) indicated that competition is a key factor that decides whether a company is on the road to success. (see Institute for Strategy and Competitiveness, 2012) In other words, competition relates to the activities of a company that are conducted to its performance. The competitive strategy in service marketing are undergo 4 phases:

2.7.1 Competitive advantage

Competitive advantages are the strengths to persuade competitors by means of providing more value to cater for consumers. Marketers implement competitive advantages by offering attractive lower price or giving extra products or services equal to or even higher than product prices. When establishing a competitive advantage or evaluating the venture involve in competitive, the definition of competitive advantage should be concerned. (Cole Ehmke, M.s.,2008)

Ehmke (2008) pointed out additionally, to have a deep going understand, having a competitive advantage means to get competitive force among others. Substantially, a competitive advantage explains the motivation for a purchasing behavior. Moreover, competitive advantages reflect the competitive degree of a product. While for the products or services which are hard to distinguish from others, the competitive edges are unsuspecting. Strong competitive advantages often support to grow a successful business by establishing a core of loyal consumers which are expanding with time.

2.7.2 Competitive strategies

An advantageous position in a market, as the elementary field where compete arise, is searched and used in competitive strategy in order to get competitive advantages. Competitive strategy plans to build a lucrative position in order to confront the existing competition.

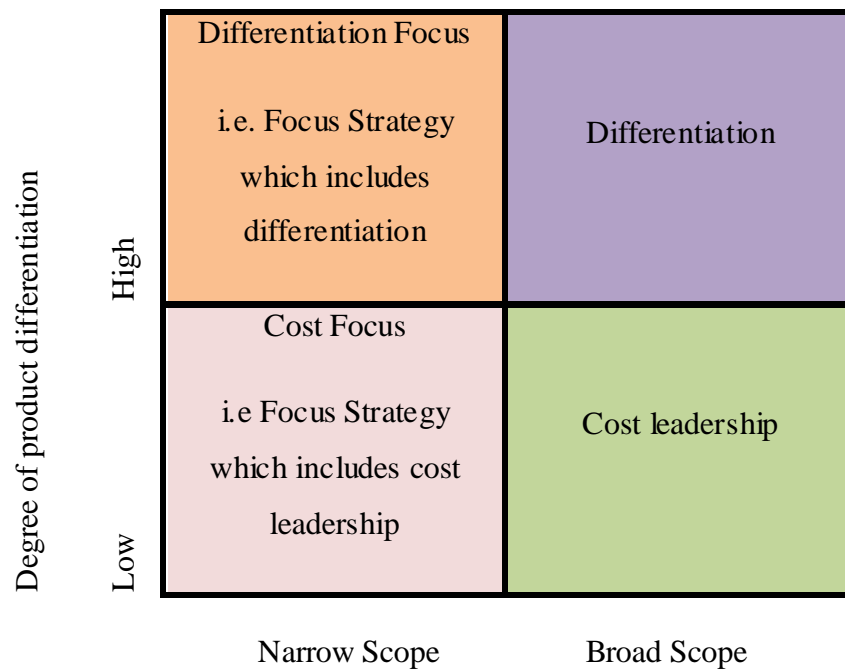


Figure 6. Scope of business activities

There are two core problems involved in choosing competitive strategy. Firstly, the attractiveness of industries for long period earning power and the elements affect the attractiveness of industries. Secondly, the crucial factors of fairly competitive position in an industry are also very essential in choosing competitive strategy.

While the real project for an enduring competitive benefit is able to start as soon the business chances are discriminated according to the company's main product lines and served market.

Porter described *four "generic" business strategies* as shown in Figure 6. They can be used for obtaining competitive advantage. These four strategies connect with the range of narrow business activities compared with broad business activities. Business activities can ensure the persistence competitive advantage by using one of strategies.

2.7.3 Cost leadership strategy

The main idea of this strategy is to achieve the goal of lowest-cost producer within its field. Churning out, namely volume production is considered as the traditional way of achieving this strategy. It is made to develop and benefit from “economies of scale.” (Jim Riley, 2012) The strategy depends on large scale production and is more suit for “standard” products with fairly *little differentiation*. At the same time, most of the customers are able to adopt it. Moreover, when the cost advantage is obvious, a low-cost leader can also lower the price so as to create benefit maximization. By doing this, low-cost leader can increase the market share of his organization.

Large scale signified that the business should occupy a wide range of the market. The cost leader has the capacity to create a competitive advantage by the following two processes: cutting down production costs so that amount of profit get from each sale can be increased. Then, as organization expected, the brand they owned can grasp premium price. Another way is to decrease production costs and expect to increase sales and market share of organization. What is not easy is that close cooperation between every function within fields is requested to practice a cost leadership strategy.

2.7.4 Differentiation strategy

Differentiating strategy is a method developed to differentiate the products or services of a certain company from its competitors. Market segmentation and market differentiation can be used at the same time, but marketers tend to choose only one from them to implement. Product differentiation that can be considered as success leads to an equal or greater sales in a wide and large market. Whilst, differ from product differentiation, a good market segmentation need to create more value in the identified target market segments.

Market Differentiation Strategies can be divided into 5 levels:

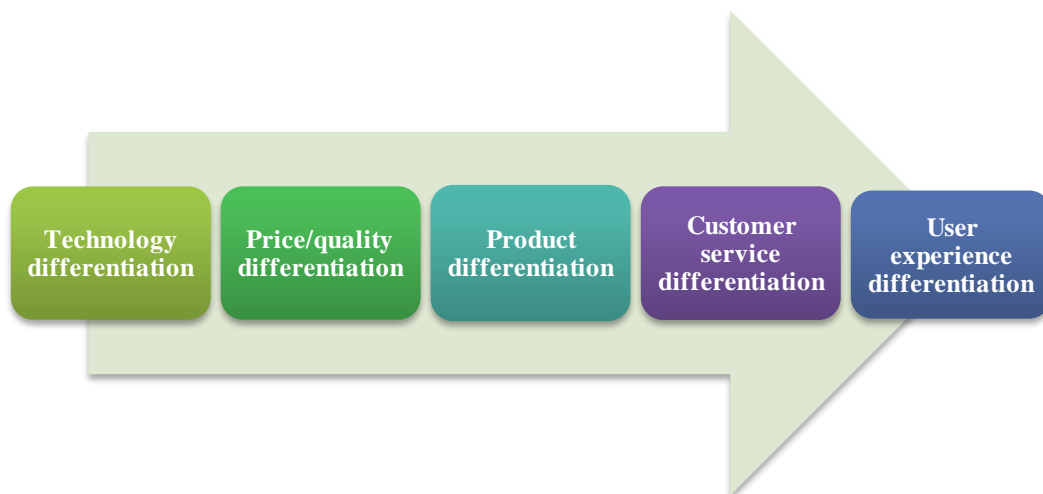


Figure 7. The 5 market differentiation strategies (Graham McInnes, 2011)

The lowest level among market differentiation strategy is technology differentiation, which creates sales by using advanced technology in the market. The second one is price/quality differentiation. The third level is product differentiation. When the segments are targeted by other competitors, product differentiation strategy happened to compete for the segment. Likewise, product differentiation is what makes products full of variety to the certain group of customers. (Cohen, 2006) After that comes to the customer service differentiation. Emphasizing the upper customer service and highlighting the differentiation ratio is a method to refrain from disadvantages of a service or product. The highest level is user experience differentiation. In contemporary market, brand and products/service should build an emotional or social link to customers. Products/brands or service can avoid mass production to a large extent by establish good emotional and social bond. (Graham McInnes, 2011 :6)

2.7.5 Focus strategy

Focus strategies depend on the narrow scope of competitive strategy. The marketer specially designed the strategy in accordance with the selected group. It can be found that the two strategies shown above relate to the whole industry, so called “industry-wide” strategy. Focus strategy use segmentation method and aims

to be the outstanding one by offering products and services in this selected segment. Business applies focus strategy to concentrate on one segment in the market.

Some organizations grasp competitive advantage by satisfying the particular needs and searching the niche market. According to Porter' theory (1985:43), when a company have made their segmentation and found their target market, they can choose one of the three competitive strategies. Moreover, cost leadership strategy and differentiation strategy are categorized as a kind of broad scope strategy. On the contrast, cost focus and differentiation focus is narrow scope strategy.

The focus strategy can turn into two modalities:

On the one hand, the main idea of cost focus is to gain a cost advantage over competition in the selected target segment. In a certain segment, cost focus develops distinctive in cost behavior.

On the other hand, differ from the cost focus strategy, the differentiation focus strategy aims to search differentiation instead of cost. Furthermore, in some segments, differentiation focus pays more attention to give satisfaction to the particular demand of consumers.

All in all, these two variants are dependent on differentiation and market segment. Target segments should have consumers who have special demand as well as the unique delivery system which suit to the target segment. (Porter, 1985:58)

3 RESEARCH METHODOLOGY

David A. Aaker, V. Kumar and George Day (2001:1) in their book defined, “*marketing research is a critical part of such a marketing intelligence system*”. Actually, marketing research provides assistance to enhance decision making through collecting relevant, accurate and timely information, which is known as RAT information. Information is gathered to figure out particular decision problems.

Moreover, information is needed to investigate the trends in environment so as to develop accordingly strategies. (Susan P. Douglas & C. Samuel Craig, 1983:1) All the decisions create particular demands for data. Also, more effective strategies can be made through marketing activities.

In this chapter, the research methods along with the data will be described. The distinction between qualitative and quantitative research methods will be analyzed as well. Sample selection methods are shown to access a clearer understanding. Additionally, either validity or reliability of this research is considered to be stated.

3.1 Research Methods

Not only quantitative but also qualitative methods are considered to work in coordination. Furthermore, questionnaire will be adopted to get the respondents who do not have the experience of taking flight of Spring Airlines. The purpose of the questionnaire is to put forward suggestions about service in flight from customers’ perspectives. Additionally, the objective of group interview is to improve the service quality special for Spring Airlines.

A questionnaire with both open questions and multiple-choice questions will be designed, and it will be released on the low-cost forum which have large visitor flow rate. Besides, a group interview of current customer of Spring Airlines will be used to obtain the accuracy for a better solution. Having accompanying preliminary measurement, the interview becomes a powerful and obligato research tool. An interview can produce the result that other tools cannot yield.

(Malver, 1998:181) It is the reason why I chose to combine group interview with a questionnaire for observing service marketing in Spring Airlines.

3.1.1 Qualitative research method

Thomas Sabel (2012) described qualitative research as “*An unstructured methodology based on small samples, intended to provide insight and understanding.*” Qualitative research is also concentrate on the means people use to explain and comprehend their experiences together with the world where people live.

There is a quantity of various methods rest in the broader structure of these kinds of researches, but the majority of these researches brace the same purpose. Researchers utilize qualitative methods to disinter the action, opinions and experience of a certain group they research. Meanwhile, to realize the social reality of person, groups together with cultures. (Holloway, 1997: 2) According to Kerlinger (1988), qualitative data normally relates to case studies.

Qualitative research is not able be characterized by the option of defined approaches over others. Qualitative research presume a distinctive knowledge of research overall, which use narrative interview or questionnaire instead of the determination. (Uwe Flick, 2009:90) Implemented qualitative research requests studying the approaches and internalizing the perceptions and hypothesis that are based on qualitative research which needs practice and experience. (Monique Hennink, Inge Hutter & Ajay Bailey, 2011:36)

3.1.2 Quantitative research method

Quantitative research can show data in the form of charts, tables or graphs to sum up the collected statistics. In this way, the research idea can be easier known and is very well-organized. At the same time, the relation between data could be observed so as to figure out patterns or hypotheses. In short, quantitative data is related to numbers, impersonal hard data.

Quantitative research is a research methodology that seeks to quantify the data and, typically, applies some forms of statistical analysis. (Thomas Sabel, 2012) The choices of quantitative research have to be predesigned and will involve a great number of people. Just like Kerlinger (1964) indicated, quantitative research is frequently involves “*hypothesis-testing*” research. In fact, quantitative research pays more attention to people's thinking way, actions and motivations toward a certain and why people are different from others. In line with definition, test should be quantitative, impersonal, statistically and effective. (Anderson, 2006) Quantitative research has a particular application in improving product and marketing research. Also, quantitative research is used to determine and summarize research results. (Slideshare, 2011)

3.2 Primary and secondary data

Data of research can be divided into primary data and secondary data. Primary data includes original information gathered by researchers. Secondary data includes record collected by other people.

The key benefit of collecting secondary data is that obtaining findings from former resources save the costs, time and workforce compared to recollecting research information. While, there are two main disadvantages involve in this data. For one thing, disadvantage of making use of secondary data is that most of the secondary data have some deviations compare to the real research object of researcher. For another thing, the accuracy, time-validity and validity of secondary data require research to be careful. To avoid those problems mentioned, researchers can start from the hypotheses and then find out the secondary data. (see P. Ghauri, P. Gronhaug & I. Kristianslund,1995:35)

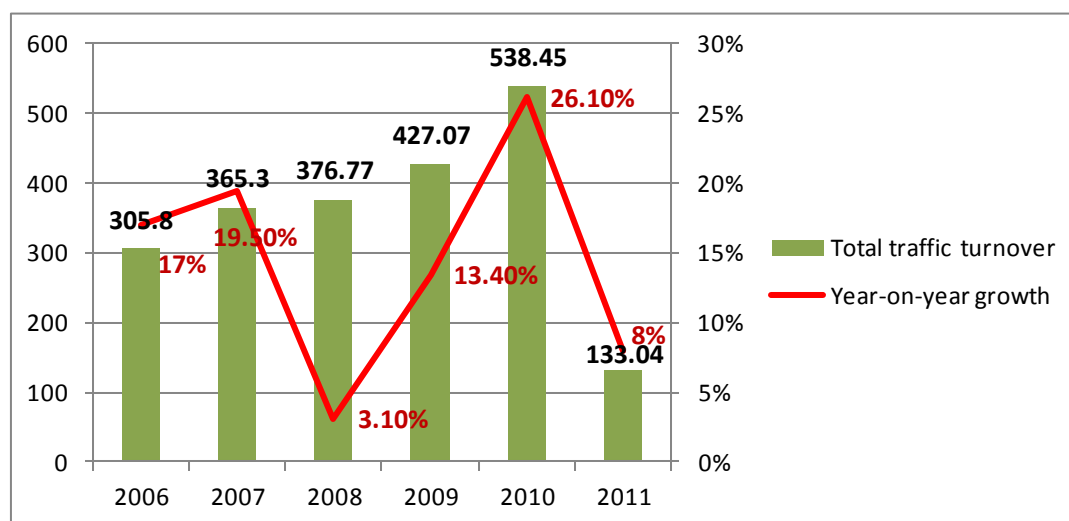
Data Facts and figures pertinent to the problem	Secondary data Facts and figures already recorded prior to the project	Internal data (inside the firm) <ul style="list-style-type: none"> • Financial statements, research reports, files, customer letters, sales call reports, and customer lists
		External data (outside the firm) <ul style="list-style-type: none"> • Census reports, trade association studies and magazines, business periodicals, and Internet-based reports
	Primary data Facts and figures newly collected for the project	Observational data (watching people) <ul style="list-style-type: none"> • Mechanical and electronic approaches • Personal approaches
		Questionnaire data (asking people) <ul style="list-style-type: none"> • Idea generation through in-depth interviews and focus groups • Idea evaluation by mail, online, telephone, and personal surveys

Table 1. The comparison between primary data and secondary data (Management class, 2012)

4 SERVICE MARKETING OF SPRING AIRLINES

4.1 The current situation of China's civil aviation environment

From the year 2001 to 2005, the overall commercial-aviation accident rate was 0.29, which decreased 55% from 2001 to 2005 and 0.7.



Graph 2. Total traffic turnover and year-on-year growth of Chinese civil aviation in 2006-2011 (Unit: 100 million ton-km) (National Bureau of Statistics of China, 2011)

As for the volume of passenger traffic, the passenger traffic volume reached the amount of 50 billion, increased by 16.1% over last year. The three largest and key airports in China are situated in Beijing, Guangzhou and Shanghai. In 2010, the numbers of airports in China sustainable increased. Meanwhile, the passenger traffic volume of Beijing Capital International Airport occupied 13.1 percent of the volume, while Guangzhou Baiyun Airport had 7.3 percent, slightly higher than the 7.2 percent of volume of Shanghai Pudong Airport.

Up until the year of 2006, CCAC possessed altogether 1039 transport aircrafts, and they have grown 149 percent among a decade. Compared with 2005, the amount of aircrafts grew by 15.57 percent. Facilities and devices used for aircraft maintenance enhanced obviously, especially in Beijing, Shanghai, Guangzhou, Chengdu, which are regarded as the developed regions in China. (Xin Yueqin,

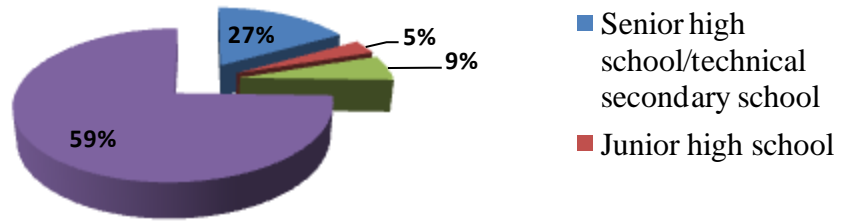
2008:11) Statistics show that Chinese Civil Aviation Market will be developing quickly with similar speed as the past decades, providing market potential together with trade chances for current and fresh business man. Although the involvement of foreign airlines impacted the Chinese Aviation Market to a large extend, the state and aviation authorities still participate in regulating this market. (Wagner,2010)

4.2 Information about Spring Airlines

Spring Airlines was founded in 2005, and the headquarter of Spring Airlines is in Shanghai, where is the financial center of China. Spring Airlines is the first and only low-cost airline in China. Spring Airlines promise to give Chinese consumers the best-value airfares. After years of processing, Spring Airlines become the rare survival in Chinese travel industry. Because of the special form of low-cost operation, Spring Airlines has started a revolution in Chinese civil aviation industry. (Spring Airlines, 2011)

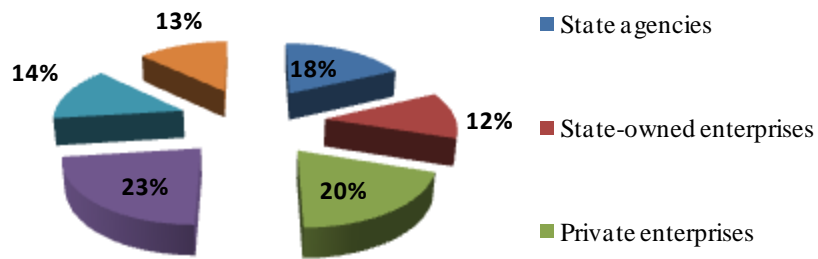
From the aspects of air route and sales network construction, Spring Airlines operated more than 30 air routes, which covered all the capital cities in China. For the goal of “Everyone is able to afford the plane ride”, Spring Airlines started its innovation through operating low cost pattern. More specifically, the release of special tickets worth respectively “99”, “199” and “299” RMB is one of the representations of Spring Airlines’ innovation.

According to the statistics released in the official website of Spring Airlines in the year of 2006, the customers of Spring Airlines were concentrated on young and middle-aged. Furthermore, as shown in the pie chart 3, most of the customers had a college degree and faculty school degree (50%). Next, the civil servants accounted for 18 percent. The remaining 26 percent were workers from science, education, culture, health careers and state-owned enterprises.(see Graph 3.)



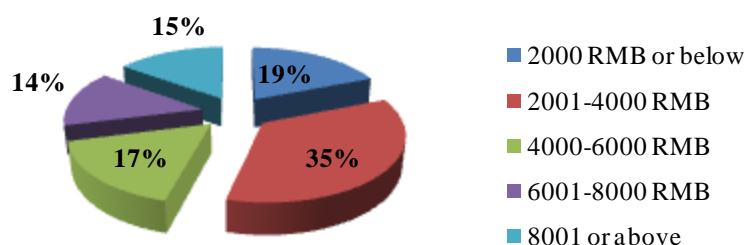
Graph 3. Customers education background statistics of Spring Airlines

Referring to occupation structure, the customers of Spring Airlines were the employees from foreign-invested enterprises and private enterprises, they accounted respectively 23%, 20% (see Graph 4).



Graph 4. Customers occupation statistics of Spring Airlines

As for income level, 2001 to 4000 RMB accounted for 35% and was the biggest group of consumers of Spring Airlines. (Spring Airlines, 2012)



Graph 5. Customers income level statistics of Spring Airlines (Unit: RMB/per month).

4.3 Group interview for identifying service quality Gaps exist in Spring Airlines

To get and keep customer loyalty, high level of service quality is crucial. Additionally, service quality is often discussed in the airline industry. (34) Three respondents are selected from the Spring Airlines forum.

Interviewees	Email	Times of choosing Spring Airlines	Interview time (Beijing Time)
Mr. W	552372452@qq.com	4	4pm. 11.1.2013
Mr.L	GopolE@163.com	1	
Miss. L	1551600639@qq.com	2	

Table 2. Part of personal information of interviewees

The reason for contacting them is that they all shared their unpleasantness they encountered by taking a flight of Spring Airlines. All of the three interviewees who just want to show part of their personal information have experience of choosing Spring Airlines. They pointed out respectively both good side and the

bad side of Spring Airlines' service. It can be started from sharing the ostensible details of interviewees.

	Gap 1	Gap 2	Gap 3	Gap 4	Gap 5
Ticket purchase		Mr. L		Mr. L	
Pre-flight services		Mr. W/ Miss Liu			Mr. W/ Miss Liu
Check-in					
In-flight services		Mr. L			Mr. L
Departure					
Airport services					
Arrival					
Baggage delivery		Mr. W			Mr. W
Post-arrival services					

Table 3. Gaps involve in service process of Spring Airlines

As shown in Table 3 above, interviewees all meet with problems concerning pre-flight services. Interviewee A has had totally 4 flight experiences with Spring Airlines. However, of those 4 flights, he had twice unsatisfactory experiences. Mr. Wang stated that his luggage was damaged during delivery, while the airport ascribed the damage to boarding bag's substandard quality of Mr. W. Another occasion encountered by Mr. W is the cancelation of the flight without purpose which made him suffer a financial loss. The last issue finally made him lose patience for Spring Airlines and to seek other airlines even though the ticket price of the same air route is more expensive.

The bad side raised by Miss L. related to Spring Airlines, is the flight delay. She was detained in the hotel for 14 hours because of flight delay without any messages from airport.

As for Mr. L, he has taken flights of Spring Airlines two times. Nevertheless, at the first time, Mr. L asked the flight attendant to take a bottle of water for him in-flight, but he gained nothing when he got off the plane. The second time is the business of refund tickets. Mr. L booked a flight through the website of Spring Airlines in the beginning of June 2012. What's more, the instructions illustrated on the official Spring Airlines presented it would take 15 to 30 days returning the money. Mr. L waited for one and a half months but he received nothing. In addition, customer service phone for Spring Airlines was always busy when Mr. L was tried to dial it. From the above, Mr. L is one of the lost customers of Spring Airlines.

The data is inadequate because the sample size is insufficient. Different consumers may have diverse reasons to complain about. As a result, the problems reflected by three unsatisfied customers concentrated in Gpa2 and Gap 5 imply the service quality in Spring Airlines still has much to improve.

4.4 Questionnaire for market segmentation and potential customers

First of all, the questionnaire starts with the basic information including gender, age, occupation, living city. In total, 153 questionnaires were returned, while a filter question "Do you have the experience of taking a flight?" was used to filter the respondents who have no experience of taking a flight. More importantly, there were 3 questionnaires out of 153 respondents that were thought to be invalid because a multiple choice question with the option "no unpleasant experience" cannot be selected when another option had been selected.

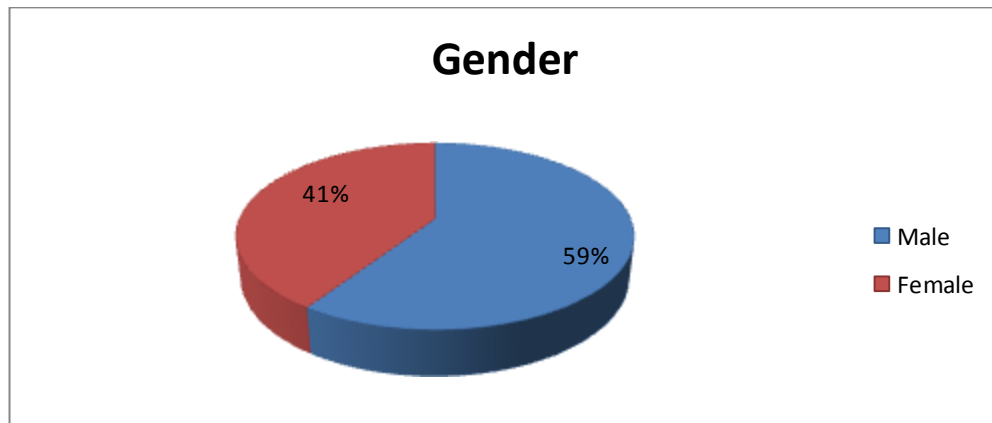
4.4.1 Marketing segmentation

Service in the aviation industry has the features of speed, changeable, geographically dispersed and extensive, which determine that marketing segments in aviation industry cannot be limited to one or two segments. Instead, following

segmentation variable should be taken into consideration: Geographic segmentation, psychological segmentation, demographic segmentation, behavior segmentation.

4.4.1.1 Demographic segmentation

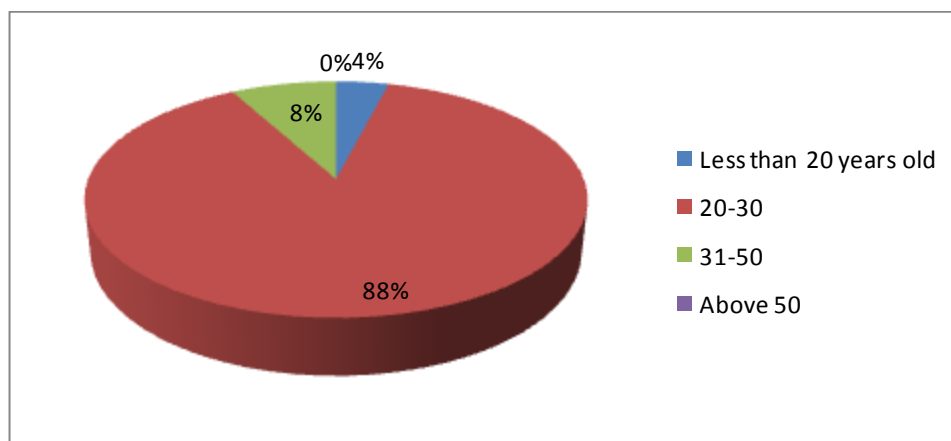
1. Gender



Graph 6. The pie chart of respondents' gender

This is a pie chart that demonstrates the proportion of the gender among the 153 respondents. There were 89 (59.33%) male respondents and 61(40.67%) female respondents involved in this questionnaire.

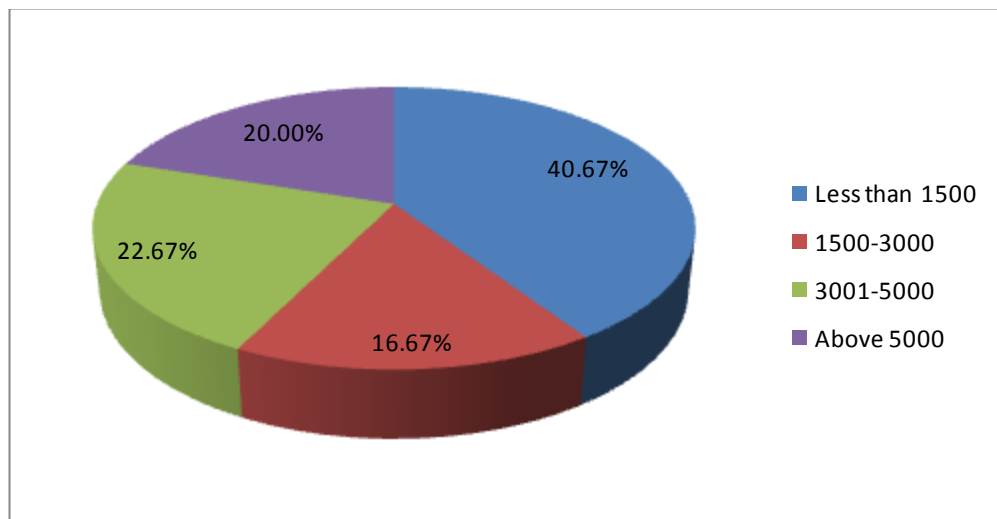
2. Ages of respondents



Graph 7. Pie chart of respondents' age

In Graph 7, the pie chart illustrates some data regarding the age group of respondents. The age range between 20-30 years old, which makes up 88 percent, had the largest percentage among respondents. Followed by 31-50 years old, which is 8 percent; and finally come under 20 years old and above 50 years old, at 4 percent and zero respectively.

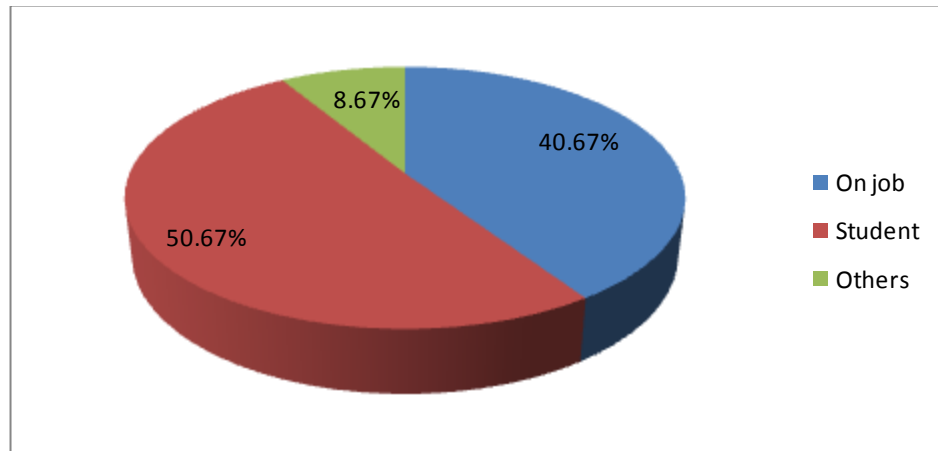
3. Income level of respondents



Graph 8. Income level of respondents (Unit: RMB)

As can be seen in the pie chart, the income level of respondents is classified into 4 types as follows: under 1500 RMB (61) per month, earning 1500 to 4000 RMB (25) per month, 3001 to 5000 RMB (34) per month and above 5000 RMB (30) per month. To sum up, people earning less than 1500 RMB has the largest proportion, which accounts for 40.67 percent. Following is the income level of 3001 to 5000, about 34 persons (22.67%). Next is a 30 persons group of above 5000, occupied 20 percent. However, the income level of above 1500 to 3000 RMB owns the smallest percentage which is 16.67 percent.

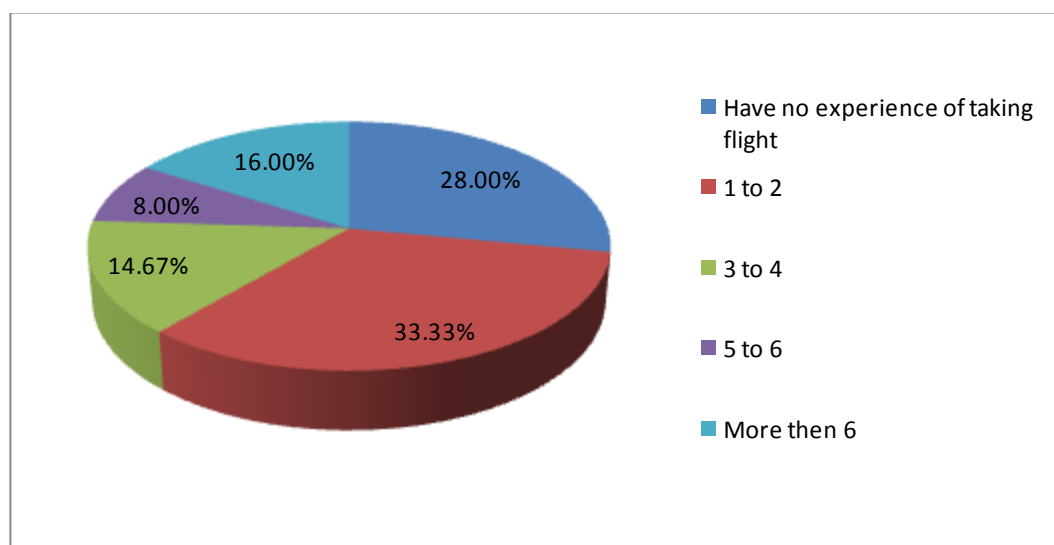
4. Occupation of respondents



Graph 9. Occupations pie chart of respondents

The objective of this question is to find out the occupation of respondents. Clearly enough, student was the number one occupation among 150 respondents, at 50.67 percent. 61 people, who represent 40.67%, are the second common among the total occupations belong to respondents. People who chose others (13) are separately interns, unemployed and individual household. The result is valid and reliable because it coordinated with the age group and income level shown below.

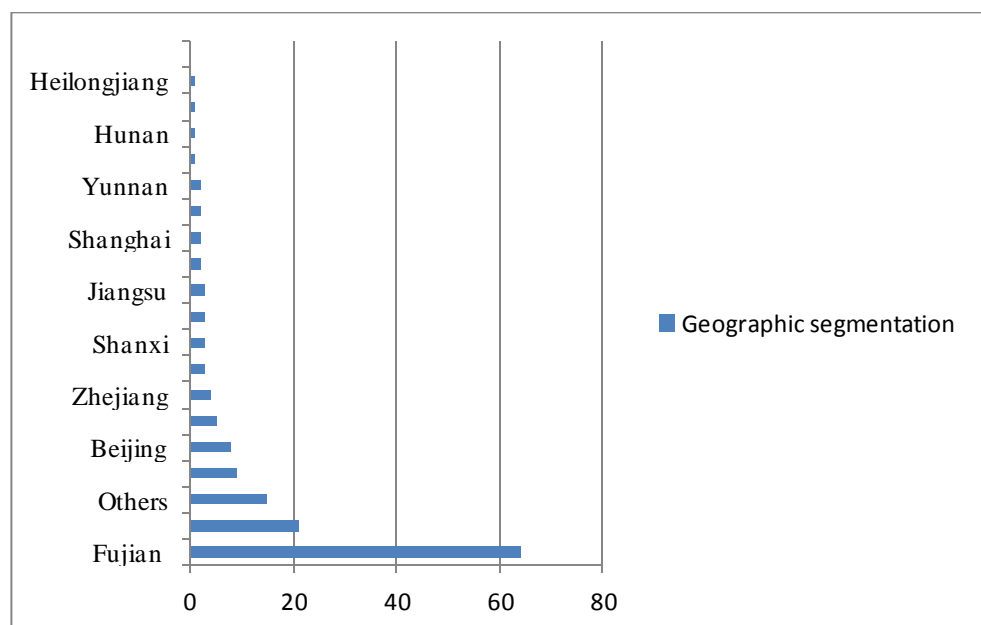
5. How often do you take a plane per year?



Graph 10. Respondents' frequency of taking plane

This is a filter question in order to remove respondents who have never taken a plane. If respondents chose the option NO, the question will skip to the end automatically. The rest of respondents (108) took up 72 percent. Among the 108 respondents who have had flight experience, 46.2 percent of the respondents chose take plane one to two times a year; 20.4 percent of them chose 3 to 4 times per year; 11.1 percent of them chose taking 5 to 6 times of flight every year. Last, about 22.2 percent of 108 respondents chose taking flight more than 6 times per year.

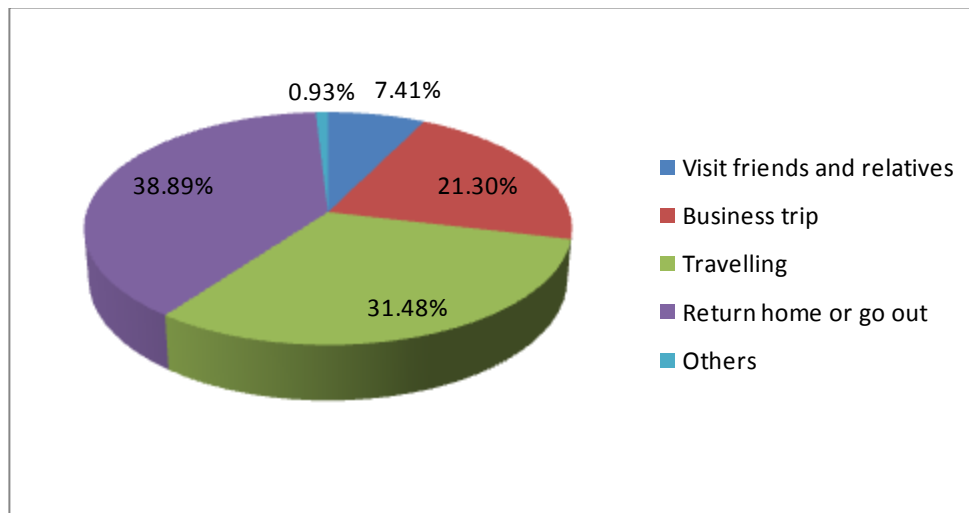
4.4.1.2 Geographic segmentation



Graph 11. The geographic segmentation analysis

The advantage of geographic segmentation is that researchers can make a clear understanding for their target market and tailor the distinctive marketing strategies in accordance with the demands of different geographic areas. It can be found in the graph that most of the respondents from Fujian province in China, which means the survey research results, are especially suitable for Fujian area.

4.4.1.3 Psychological segmentation



Graph 12. The main object of taking flight

The pie chart above shows the psychological segmentation of respondents. Firstly, most of the respondents (38.89%) selected return home or go out as the main object of taking flights. Secondly, there are 31.48 percent of respondents took flight mainly for travelling. Business trip is the main reasons for 21.3% respondents to take flight. Furthermore, 7.41 percent of respondents took flights for visiting friends and relatives. The option others contains other reasons for taking domestic flight for transfer to the flight of going abroad.

4.4.2 Service quality

1. Ground service

A matrix analysis is used to rank the factors involved in ground service in consumers' perspectives. Overall, the majority of customers consider all functions belong to ground service are of great importance. While, 75 of the total 108 respondents braced the idea that the effect of flight information of circulation in ground service is very important.

Ground service	Very weak	Weak	Average	Strong	Very strong
Check-in speed at the counter	1	8	13	34	52
Luggage check-in	1	1	18	33	55
Service manner	3	4	11	37	55
Boarding guide	1	7	23	29	48
Flight information circulation	1	2	6	24	75
Terminal environment	1	4	15	40	48

Table 4. Respondents' opinion of ground service

2. In flight

Similarly, the following question concerning the customers' attitude in-flight.

In-flight service	Very weak	Weak	Average	Strong	Very strong
Cabin environment and facilities	1	2	6	39	60
Service attitude of service attendants	1	2	8	33	64
Facilities for entertainment	4	12	37	31	24
Airplane food	3	2	18	37	48
Airplane lavatory	1	2	12	27	66

Table 5. Respondents' attitude toward in-flight service

As illustrated in Table 5., compared with other factors that affect customers' attitude toward in-flight service, facilities entertainment is less important. Meanwhile, the cleanliness of airplane lavatory is the most essential in the consumers' point of view.

3. Service at arrival: Have you ever experienced something unpleasant on arrival?

On account of this is a multiple choices question, relations between age and gender of respondents encounter bad arrival experience is to be measured. Since respondents are mainly students aged 20-30, so the result is more accurate and valid among this range. From the comparison table we can see, except the totally 42 respondents claimed that they have no unpleasant experience in arrival, there are 2 link in arrival service, the baggage claim (41 choices) and transferring (26 choices), obtained more unpleasant feedback than others. In fact, it seems that males received more unpleasant experiences than females and females enjoy more fluent process in arrival service. Obviously, in transferring service, the gap between female and male is seen as the widest.

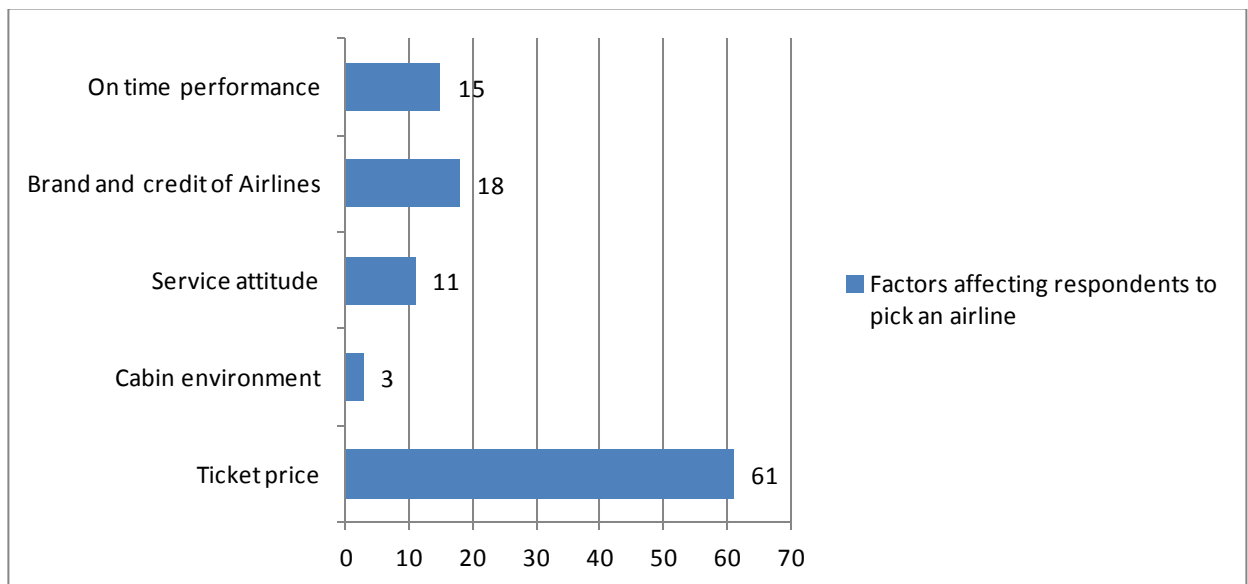
	Age							
	Male				Female			
	Under 20	20-30	31-50	Above 50	Under 20	20-30	31-50	Above 50
Baggage claim		18	4			17	2	
Baggage query		5				6		
Transferring service	1	14	3			7	1	
Baggage compensation	1	5				2	1	
No unpleasant		18	1			22	1	

Table 6. Respondents' unpleasant experience at arrival

4.5 Questionnaire about service marketing elements

The objective of question 6 to 8 is to find out what respondents focus on when undergoing airline service throughout the whole process starts from choosing airlines to the after flight.

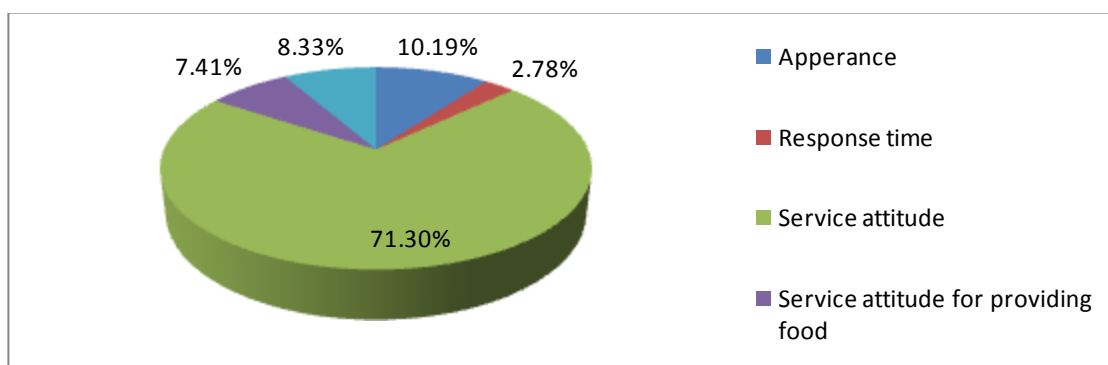
1. Process: Factors affect respondents to pick airlines



Graph 13. Factors affect respondents to pick airlines

It is clear that, among the last 108 respondents, the most influential factor for customers to select airlines is ticket price, which accounts for 56.48% of all 108 respondents. Brand and credit of airlines, on the other hand, is the next largest meaningful factor, 39.81 % lower than ticket price and followed closely by on time performance. Cabin environment is the smallest affective factor when customers deciding their airlines.

2. People: Factors affect respondents' view about service attendants



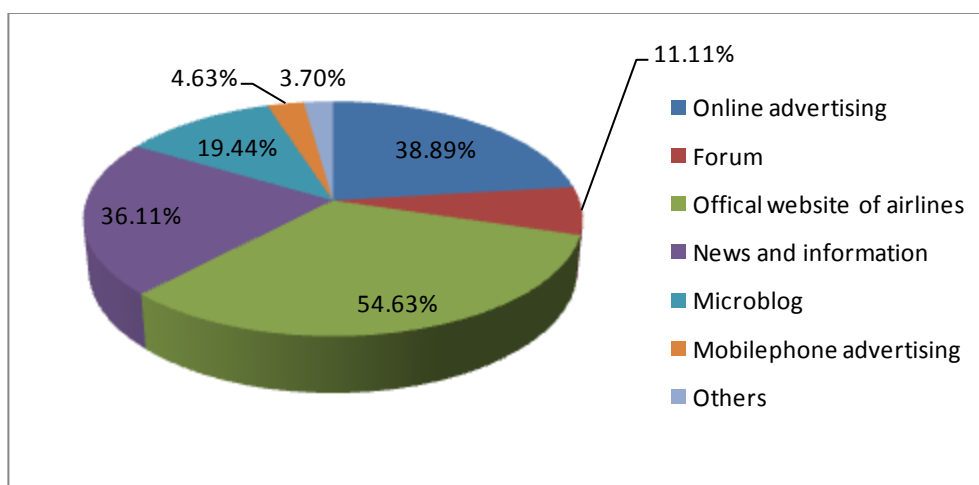
Graph 14. Factors affect respondents' view about service attendants

The graph and chart describe some basic information about consumers' attitudes toward service attendants in appearance, response time, service attitude, attitude for providing food and the ability to comfort customer's emotions. From the graph, it can be seen that, most of the customers held the view that service attitude is the most important characteristic of service attendants. In the meantime, among all the rest of respondents, 10.19% of them embraced the idea that appearance is most crucial for a service attendant. The ability for comforting customers' emotion were apparently the third largest factors, which accounted for 8.33%, that can be regarded as important for service attendants. More included the service attitude of providing food and response time for calling service, respectively accounted for 7.41% and 2.78%.

3. Promotion: The online information channel chosen by respondents

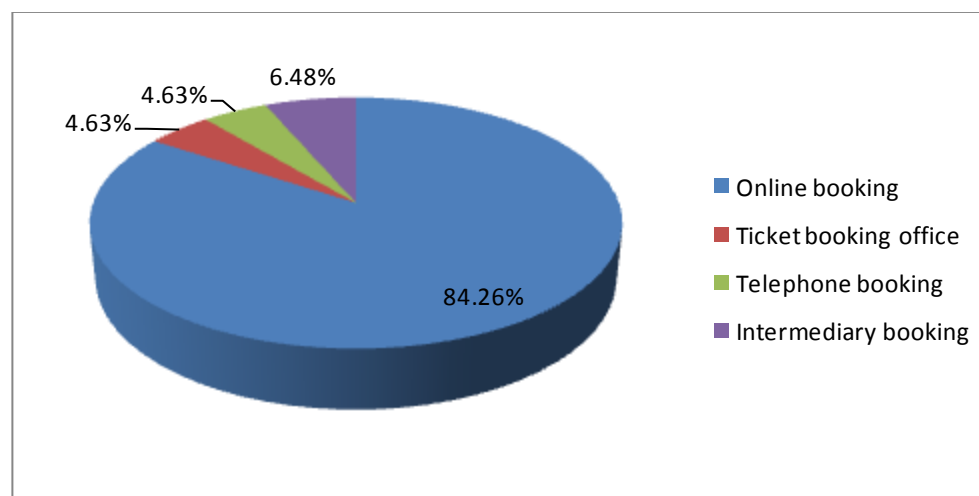
Channels chosen by customers to get information are a pressing problem confronting airlines. In the contemporary society, Internet is developing is wide spread, more and more people intend to obtain information through Internet. In Graph 15, most preferred channel of getting airline information is by official website of Spring Airlines with 42 people. There is a noticeable enlightenment for Spring Airlines to improve its official website. However, 39 choices thought that news shown on the website also affect the choices of respondents, which means large news websites is a good tube for advertising because large new websites are

relatively reliable. Choices of gaining airline information by online advertising are 49, which confirmed that publishing website advertisements is necessary. It jumped to the newly developing way of promoting, micro blog; this can make the group of young get to know the brand of Spring Airlines. The next is forum (12 choices) which was popular several years ago but is has been decreasing recently. Mobile phone advertising is expected as a not popular way because of the advertisement overflow. Another answer given by respondents for online channel of obtaining airline information is e-mail.



Graph 15. The online information channel chosen by respondents

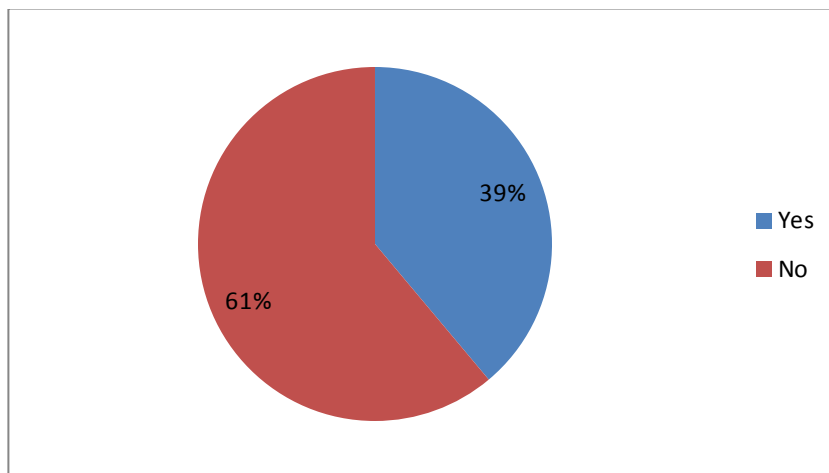
4. Process: The main way of booking tickets chosen by respondents



Graph 16. Methods of booking flight tickets

Obviously, the main way of tickets booking is online booking as shown in the pie chart which owned a proportion of 84.26%. Additionally, the percentage of booking flight tickets by ticket booking office is the same as by telephone booking, accounts for 4.63%, about 5 people. What's more, intermediary booking accounted for the smallest share, approximately 6.48%.

5. Price: The perspectives of respondents toward flight ticket price in China

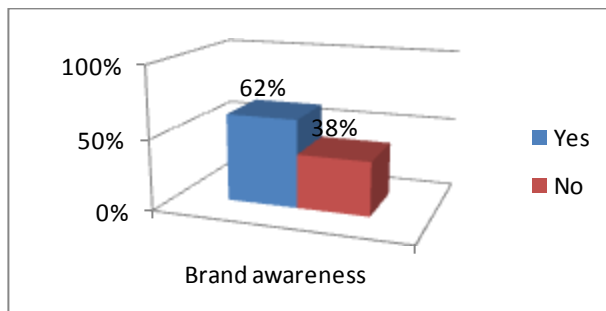


Graph 17. The perspectives of respondents toward flight ticket price in China

According to the pie chart in Graph 17, 39% of the respondents approved that most of Chinese can afford the price of air tickets nowadays. The situation shown in the figure stated that there still is a long way to go for Spring Airlines to achieve its goal of taking airplane just like taking a bus. The imbalance of income and outcome brings large pressure for people's living quality. Furthermore, the increasing wider gap between poor and rich provide the necessity of developing low-cost airlines in the future point of view.

4.6 Brand awareness of Spring Airlines

Valid respondents involved in this question is 150 persons for the reason that people who have no experience of taking flight can still have the awareness of Spring Airlines by way of mass medias, Internet and others.

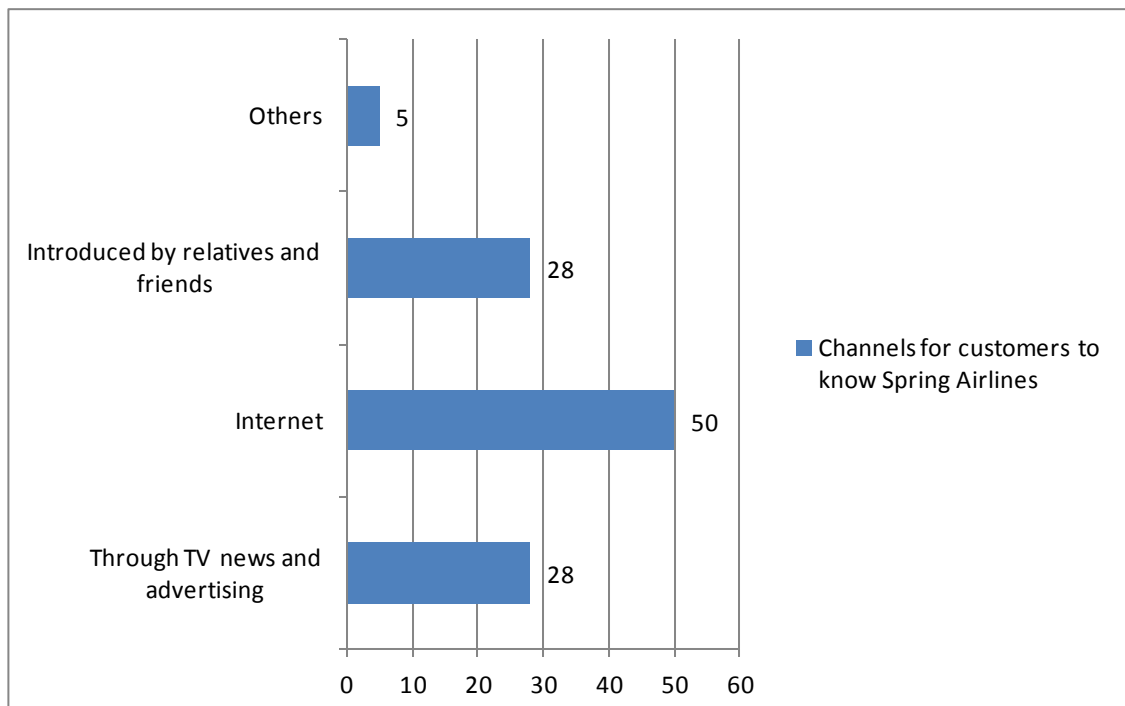


Graph 18. Brand awareness of Spring Airlines for respondents

From Graph 18 it is clear that Spring Airlines had a positive effect on brand awareness. More than half of the respondents (62%) know Spring Airlines to various degree.

By using a filter question, the next question is answered by respondents who know Spring Airlines. The question is:

Through which channel did you get to know Spring Airlines?



Graph 19. Channels for respondents to know Spring Airlines

There are considered to be 3 certain options for respondents for knowing Spring Airlines. Among them, Internet gained 50 choices which occupied the largest percentage. While, introduced by relatives and friends is the same as by TV news and advertising, which comprised 30.11% (28). Business magazine is also a tunnel came up with by respondents for getting information about Spring Airlines. What's more, one of the respondents got to know Spring Airlines because of work requirement.

5 CONCLUSION OF THE RESEARCH

The final chapter is the overall conclusion of the consequences integrated above findings. Suggestions are put forward to improve the service marketing in Spring Airlines on the basis of research result.

As can be seen from the research result, about 56 percent of customers selected airlines in accordance with ticket price. From this point, it is obvious to see that ticket price is still the primary factor that affect customers' consumption concept. Meanwhile, the 61 percent of the people embraced the idea that flight ticket price today is above the general consuming ability of Chinese people. It confirmed that the low-cost strategy will be the future of the Chinese aviation industry.

On the other hand, there is no denying that customers have also noticed the importance of service quality when taking a flight. According to the questionnaire, around 10 percent of the people focus on service attitude when choosing airlines. Besides, 71 percent of respondents thought highly of service attitude of service attendants.

As for the service marketing, Internet, as a main channel for people to obtain information, is considered to be the dominating channel for service marketing. Approximately 55 percent of respondents found ticket information from the official website of Airlines. Moreover, booking flights online seemed to be the most popular way among customers.

All the research results for Chinese aviation industry are instructive for improving the service quality and service marketing of Spring Airlines.

5.1 Marketing targeting

The key point for an enterprise to obtain more customers is to target different target markets. On the basis of the size and capability, an enterprise is able to increase its overall market share by means of analyzing the target market, implementing and differentiate marketing strategy, tailoring independent

marketing program for market segments, along with using various advertising topics.

➤ Positioning strategy for business travelers at their own expenses

Business travelers in China mainly include bosses or managers in private enterprises, individual operators and so forth. This group is the fixed income for Spring Airlines. The characteristics for this part of customers are that they are treated with respect and with higher living conditions.

However, unlike people work in state-owned enterprises, travelers who work in private enterprises should pay their own tickets, thus they are also sensitive about the service and ticket price provided by airlines. Directed at the consumer group that mentioned above, Spring Airlines ought to adopt multi-class price system to make reasonable prices. Certainly, completing the airline network for offering more alternatives of flight numbers is crucial as well.

➤ Positioning strategy for tourism passengers

Passenger sources of tourism passengers are broad which refer to a wide age structure and all social backgrounds. Also, the customer flow of this type has features of directional, seasonal. They are intended to choose holidays and are peak time and exquisitely sensitive to the ticket price and would not be faithful to a certain airline. Instead, the choices made by tourism passengers depend on ticket price provided by different airlines.

As the exploitation of sightseeing resources, numbers of tourist are increasing accordingly. For this reason, Spring Airlines can position service at the features of “safety and economics”. Above all, it can be useful for Spring Airlines to attract more tourists through:

- 1) exploring tourism
- 2) intensive airlines
- 3) flight numbers
- 4) rising plane use rate

- 5) reducing operation costs and
- 6) cutting down ticket price
- 7) cooperating with tourism agencies

➤ Positioning strategy for students

With the improvement of economic conditions, more and more Chinese students prefer to take into account the transportation way of taking the plane. In the questionnaire, more than a half of respondents are students and most of them taking a flight for plying between home and school. For Spring Airlines, Chinese students, particularly those whose universities or schools are far away from the hometowns, are increasingly becoming an appreciable group in the airline industry. The student group, especially students from university and colleges, have a sole resources and fluctuate with the date of term begins and finished. Students who choose plane as the transportation method for purpose of attending schools or returning home pay more attention to the airport location and the time of taking off. To move forward a single step, price is one factor they focus on. Spring Airlines can release the policies especially for students such as half price by student cards following the date of terms begin and breaks, together with holidays, advertising for popularizing student group purchasing. Furthermore, more airlines can be made based on the practical situations.

5.2 Competitive strategy

It is necessary for an airline to select a competitive strategy according to its own capability and target market. Given the current operation scale and competitive strength of Spring Airlines, the target market can be lead by self-paid business travelers and tourism passengers. Spring Airlines should continue improving the service quality, at the same time, insisting its low-cost strategy to embody the differentiation of aviation service in aviation industry. The following are the details:

1. Spring Airlines needs to make an effort to reduce operation cost so as to satisfy customers' sensitive demand. The core competitiveness of Spring

Airlines is low-cost operation, so there are some aspects for Spring Airlines to reduce the cost: using innovative low-cost operation to achieved cost reduction. For example, adopt airplanes of the same type. Spring Airlines only use one type of airplane, called Airbus 320.

The benefit of this strategy is that pilots, flight attendants and maintenance men of Spring Airlines are familiar with the aircraft type. For the maintenance workers, all of them are capable to fix any aircraft belonging to Spring Airlines. The same as pilots and flight attendants, all of them can work on any aircraft of Spring Airlines. It makes mobilizing flights easier. Besides, discounts are easier to get when buying and renting aircrafts.

Additionally, the other feasible strategies are: firstly, there could be no airplane meal, only drinks; secondly, without the first class cabins, the number of cabin seats can be increased; thirdly, simplify the check-in procedure and the ground handing service cuts down the number of flight attendants; fourthly, for the flight ticket selling, Spring Airlines can rely on its own tourism agency to take place of other intermediaries in order to save additional fees.

Moreover, online ticket booking is available to propagandize among customers; fifthly, renting secondary airport for the purpose of saving rent expense and so forth. Also, improving management efficiency is a valid way to reduce operating cost. For instance: 1. Enhance efficiency of employees along with cultivating multiple skills of employees. With the matter of fact, bureaucratism commonly exists in Chinese enterprises which slow down the operation system to some extends. It is necessary for Spring Airlines to avoid bureaucratism and encourage employees to put forward the faults involve in Spring Airlines.

2. To complement the airline networks establishment. The big and medium sized cities which have advanced economies and culture in China are the hot-spot regions for aviation industry. Spring Airlines, similarly, can assemble

financial and material capabilities as well as labor power to increase the density of flights. Meanwhile, it is necessary for Spring Airlines devote into perfecting marketing network accordingly.

3. To afford sincere and thorough personalization service. There is no doubt that providing impressive and meticulous service for customers makes flight implementing phase a pleasure thing. Confronted with to construct culture atmosphere of customer service and to lay the foundation of first-rate service, the internal management principle of “front-line staff serve for customers, staff from second-line serve for the ‘front-line’, managers serve for staff”. Likewise, other strategies can be designed. By way of illustration, the principle of establishing customer-oriented elastic service is worth taking as a strategy to make employees possess more patience and extra time to treat consumers who have special needs.

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APPENDIX 1: QUESTIONNAIRE IN ENGLISH

Questionnaire Concerning Service of Chinese Civil Airlines

Service, as a crucial part in airline, is directly affecting the evaluation given by customers. In this case, the objects of this survey are to evaluate the service quality and service marketing elements of Chinese aviation market nowadays, meanwhile, to have a general understanding about target customers and their opinion toward low-cost airlines. Personal information will not be published.

1. What is your gender?

Male

Female

2. What is your age?

Under 20 years old

20-30

31-50

Above 50

3. What is your income level?

Less than 1500 RMB

1500-3000

3001-5000

Above 5000

4. What is your occupation?

On work

Student

Others ____

5. How often do you take a plane per year?

No experience of taking a plane (skip to question 15)

1-2

3-4

5-6

More than 6

Next is the questions focus on the service quality of Chinese civil aviation:

6. In ground service, you would like to pay more attention about

	No importance	Less important	Average	Important	Very important
Check-in speed at the counter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luggage transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service attitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boarding guide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flight information circulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Terminal environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. In flight, what do you think highly of

	No importance	Less important	Average	Important	Very important
Cabin environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attitudes of service attendants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entertainment facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aircraft meal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleanliness of toilet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. In service arrival, which part have you ever experienced unpleasantness?
(multiple choices)

Baggage claim

Baggage query

Transferring service

Baggage compensation

No impleasure experience

The questions 9-14 are the questions to investigate the service marketing elements.

9. What is the main object of you for taking a flight?

Return home or go out

Visit friends and relatives

Business trip

Travelling

Other ____

10. Which factors do you pay more attention when you choosing airline?

Ticket price

Cabin environment

Service Question

Brand and credit of airlines

Punctuality rate

Other ____

11. Which characteristic is the most important for a service attendant in your opinion?

Appearance

Response time

Service attitude

Service attitude for serving meals

Comfort customers' emotions

12. Which Internet tunnel do you usually use to get information about airline?

Online advertising

Forum

Official website of airlines

News and information

Micro-blog

Mobile phone advertising

Other ____

13. You mainly buy air ticket by mean of

Online booking

Ticket booking office

Telephone booking

Intermediary booking

14. Can the majority of Chinese afford the price of flight tickets at present?

Yes

No

Following is the brand awareness of Spring Airlines.

15. Do you know Spring Airlines?

Yes

No (skip to question 17)

16. In which channel do you know Spring Airlines?

TV news and advertisements

Internet

Introduced by surroundings

Other ____

17. What is your view toward assumption of developing “Air Bus” putted forward by Spring Airlines?

--

18. Do you have any suggestions about this questionnaire, just write down below.

--

Thank you for your participation!

APPENDIX 2: QUESTIONNAIRE IN CHINESE

关于中国民用航空公司服务质量的调查

服务质量作为航空业重要的一环，拥有不可忽视的影响。在这样的情况下，此次目的在于对中国民用航空的服务质量以及服务营销组合进行一次简单的评估，同时，了解潜在顾客对中国民营廉价航空的发展及其未来前景的看法。本问卷仅供学术研究，绝对保密，不会泄露填写者的个人信息！

基本信息

1. 性别
男
女
2. 年龄
20 以下
20-30
31-50
50 以上
3. 您的月收入是：
1500 元以下
1500-3000 元
3001-5000 元
5000 以上
4. 您的职业是：
在职
学生
其他（请注明）
5. 您有过搭乘飞机的经历吗？
没有搭乘飞机的经历（问卷终止）
1-2 次（跳转到 18 题）
3-4 次（跳转到 18 题）
5-6 次（跳转到 18 题）
6 次以上（跳转到 18 题）

以下是关于乘客对中国民用航空服务质量的调查问卷：

6. 地面服务 您比较注重：

	完全不重要	比较不重要	一般	比较重要	非常重要
柜台办理乘机手续的速度	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
行李托运	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
机场工作人员的服务态度	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
登机指引	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
航班信息沟通	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
候机环境	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. 在飞行中，您比较重视的是

	完全不重要	比较不重要	一般	比较重要	非常重要
客舱环境与设施	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
乘务员服务态度	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
娱乐设施的提供	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
餐饮品种	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
卫生间清洁程度	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. 到达站服务，您在哪一环节有过不愉快的经历

- 提取行李
- 行李查询
- 中转服务
- 行李赔偿
- 无不愉快经历

以下是关于您对中国民航服务营销组合的调查问卷

9. 您搭乘飞机的主要目的是：

- 返乡或外出需要
- 探亲访友
- 公务出差
- 休闲旅游
- 其他（请注明）

10. 您在挑选航空公司时注重的因素是什么？

- 机票价格
- 客舱环境
- 服务质量
- 准点率
- 航空公司品牌与信誉
- 其他

11. 您对空乘人员最看重的是：

- 仪容仪表
- 呼叫空乘响应时间
- 服务态度
- 餐饮服务态度
- 延误时对旅客情绪安抚水平

12. 您通常从哪个网络渠道了解航空公司的信息？

- 网络广告
- 论坛
- 航空公司官方网站
- 新闻资讯
- 微博
- 手机广告
- 其他 请注明... _____

13. 您的主要购票方式？

- 网上购票
- 售票处购票
- 电话订票
- 通过旅行社购票
- 其他

14. 您觉得现在中国机票价格是大多数人所能接受的？

- 是
- 否

以下是您对“廉价航空”的了解程度：

15. 您是否知道廉价航空？

是(跳转到 16 题)

否(跳转到 18 题)

16. 您是通过什么渠道了解春秋航空的？

通过电视新闻，广告

网络

亲友介绍

其他 请注明... _____

17. 您对春秋航空这样的廉价航空提出发展“空中巴士”的设想有何看法和建议？

--

18. 非常感谢您的参与，如果您对本次问卷有什么建议或意见可填于下表。

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