

การสร้างภาพลักษณ์ตราสินค้าของสนามบินสุวรรณภูมิ ที่มีต่อสายการบินนานาชาติ

Marketing Strategies for Building Brand Image of Suvarnabhumi Airport Among International Airlines

เพชรอำไพ ดาระกา*

บทคัดย่อ

การสร้างภาพลักษณ์ตราสินค้าของสนามบินสุวรรณภูมิที่มีต่อสายการบินนานาชาติ มีวัตถุประสงค์ของการวิจัยเพื่อ (1) ตรวจสอบการรับรู้ภาพลักษณ์ตราสินค้าของสนามบินสุวรรณภูมิที่มีต่อสายการบินนานาชาติ; (2) เพื่อระบุกลยุทธ์การตลาดในการสร้างภาพลักษณ์ตราสินค้าของสนามบินสุวรรณภูมิที่มีต่อสายการบินนานาชาติ; (3) เพื่อประเมินประสิทธิภาพของ การสร้างภาพลักษณ์ตราสินค้าของสนามบินสุวรรณภูมิที่มีต่อสายการบินนานาชาติ; (4) เพื่อสร้างรูปแบบการสร้างภาพลักษณ์ตราสินค้าของสนามบินสุวรรณภูมิที่มีต่อสายการบินนานาชาติที่เหมาะสมเพื่อดึงดูดสายการบินนานาชาติให้มาใช้บริการ

การศึกษาค้นคว้าครั้งนี้เป็นการวิจัยแบบผสมผสานระหว่างการวิจัยเชิงปริมาณ (Quantitative Method) กับการวิจัยเชิงคุณภาพ (Qualitative Research) โดยการสัมภาษณ์เชิงลึก (In-Depth Interview) เครื่องมือที่ใช้ในการวิจัย ประกอบด้วย แบบสอบถามเพื่อใช้สอบถามเจ้าหน้าที่ของสายการบินต่างๆ ที่มาใช้บริการที่ท่าอากาศยานสุวรรณภูมิ และแบบสัมภาษณ์แบบสังเกต ผู้ให้ข้อมูล (Key Informants) ที่เกี่ยวข้อง ข้อมูลเชิงคุณภาพจากการสัมภาษณ์

วิเคราะห์ด้วยการวิเคราะห์เนื้อหา (Content Analysis)

ผลการวิจัยพบว่า ทรัพยากรของท่าอากาศยานสุวรรณภูมิ กลยุทธ์การตลาดของธุรกิจบริการที่สำคัญลูกค้าใช้ในการเลือกใช้บริการ เช่น ตัวอาคารท่าอากาศยานสุวรรณภูมิมีการออกแบบตัวอาคารที่เป็นเอกลักษณ์ของท่าอากาศยานสุวรรณภูมิ เครื่องมือที่ทันสมัยทั้งสายวางส่งกระเป๋า อุปกรณ์ต่างๆ ที่ใช้ในการให้บริการ การตกแต่งสถานที่ที่เน้นเอกลักษณ์ของวัฒนธรรมไทย บรรยากาศภายในของท่าอากาศยานที่ดูโปร่งสบาย การจัดสรรพื้นที่บริการ บุคลากรผู้ให้บริการของท่าอากาศยานสุวรรณภูมิ กลยุทธ์การตลาดของธุรกิจบริการ บุคลากรมีหน้าที่สองส่วนคือบุคลากรส่วนหน้าและส่วนหลัง โดยบุคลากรส่วนหน้าเป็นบุคคลที่ต้องมีการติดต่อและให้บริการกับผู้รับบริการโดยตรง และบุคลากรส่วนหลังเป็นฝ่ายสนับสนุนที่จะทำให้การให้บริการประสบความสำเร็จตามที่ผู้รับบริการต้องการ บุคลากรทั้งส่วนหน้าและส่วนหลังต้องทำงานร่วมกัน กระบวนการปฏิบัติงานของท่าอากาศยานสุวรรณภูมิ กลยุทธ์การตลาดของธุรกิจบริการ ซึ่งธุรกิจท่าอากาศยานต้องอาศัยบุคลากรและเครื่องมือที่ทันสมัย เพื่อให้ผู้รับบริการได้รับความสะดวก รวดเร็ว

*นักศึกษาลัทธิปริยัติ วิทยาลัยบัณฑิต สาขาวิชาการจัดการท่องเที่ยวแบบบูรณาการ สถาบันบัณฑิตพัฒนบริหารศาสตร์

และไม่ยุ่งยาก ต้องจัดการให้บริการในลักษณะ One Stop Service การให้บริการตั้งแต่ขั้นตอนแรกมีความสำคัญเป็นที่สุด

กลยุทธ์การตลาดในการสร้างภาพลักษณ์ของท่าอากาศยานสุวรรณภูมิ การเชื่อมโยงภาพลักษณ์ด้านคุณภาพของการบริการจากประสบการณ์ของเจ้าหน้าที่ของสายการบินต่างๆ ที่มาใช้บริการที่ท่าอากาศยานสุวรรณภูมิ โดยการสื่อสารถึงคุณภาพการบริการของท่าอากาศยานสุวรรณภูมิ จากประสบการณ์ของเจ้าหน้าที่ของสายการบินท่านอื่นๆ เพื่อช่วยกระตุ้นให้เจ้าหน้าที่ของสายการบินรับรู้ถึงคุณภาพของการบริการได้มากยิ่งขึ้น การมอบสิ่งพิเศษให้กับเจ้าหน้าที่ของสายการบิน เพื่อเป็นการแสดงถึงภาพลักษณ์ของท่าอากาศยานสุวรรณภูมิซึ่ง คือ การแสดงเอกลักษณ์ความเป็นไทย การแสดงถึงวัฒนธรรมไทย การออกแบบการสื่อสารทางการตลาดที่เน้นด้านของการให้บริการ และการสร้างประสบการณ์ให้แก่เจ้าหน้าที่ของสายการบิน

คำสำคัญ : กลยุทธ์การตลาด, การสร้างภาพลักษณ์, ท่าอากาศยานสุวรรณภูมิ

Abstract

The research of this study is aimed to: 1) examine perception of airport's brand from international airlines ; 2) identify marketing strategies use by the airport to build brand image ; 3) evaluate the efficiency of marketing strategies for building brand image of the airport ; and 4) find solutions for building the airport's brand image in other to better attract international airlines. It is mix method research; qualitative and

quantitative by in depth interview and by questionnaire. All respondents are the people who work with the international airlines at Suvarnabhumi Airport.

The results of the study are as follows : the marketing strategies by providing the terminal building of Suvarnabhumi Airport is designed by Thai identity culture. It looks cozy. Additionally, the facilities are modern such as carousal. Moreover, Human resource is the important to attract the passenger. There are both sections frontline staff and back up office staff. They corporate in serving at the airport. It is one stop service. The first step of service is the key.

Marketing strategies for building brand image of Suvarnabhumi Airport is conformed to service quality by the staff of international airlines who are the customers. They are the people media to promote and disseminate the image of the airport.

Keywords: Marketing Strategies, Brand Image, Suvarnabhumi Airport

1. Introduction

Airport branding is a relatively new phenomenon related to global airline deregulation and increasing proliferation of airports and new low cost carriers (LCCs) (Tretheway & Kincaid, 2005). According to Tretheway and Kincaid (2005), through the 1980s, airports operated as a natural regional monopoly; simply, people chose

airports not based on brand or customer service preference, but on where the flights to and from their desired destination landed. However, the increasing penetration of LCCs, which typically fly smaller airplanes on domestic and short-haul international flights at much lower cost, increased the importance of marketing and branding to consumers of airlines (Trettheway & Kincaid, 2005). This is because LCCs often fly from smaller airports where costs are lower. This has had the effect of introducing competition into the airport industry, which was previously largely undifferentiated. This is a strategic situation that is typically met with differentiation, or branding, by providers of goods and services (Kapferer, 2008).

Airport branding and marketing is a matter of increasing concern as the air transport industry becomes more important. However, managing the brand of the airport is not an easy problem because the services and tangible offerings of the airport are provided by a multitude of different companies and individuals (Paternoster, 2008). As Paternoster (2008) explained, customer service is a fundamental aspect of the airport brand, and one that customers consider a top priority when choosing a preferred airport. However, this customer service consideration is not just based on the service from the airport management company. Instead, it encompasses service from airport employees from check-in

straight through the airport experience, as well as backstage services that impact the visitor experience like on-time flight management (Paternoster, 2008). The problem of branding becomes clear, since it is difficult to control the services provided by other firms and agencies (Paternoster, 2008). Changi Airport (SIN), which Paternoster (2008) profiles, has one of the strongest customer service brands available, and promotes this airport brand to its visitors aggressively. Its brand management practices go beyond simple logos and taglines, and focus on key elements of customer service definition and provision (Paternoster, 2008). This includes not just initial design and offering of services, but also continual review of passenger needs and offerings to make sure that the services being offered are consistent with airport needs (Paternoster, 2008).

This research will provide increased insight into this issue by exploring a marketing and branding effort at Suvarnabhumi Airport as a means to draw attention from international airlines, or in other words from a B2B perspective. Suvarnabhumi Airport is not just one of the largest airports in the world by passenger numbers. It is also the largest such airport that could be reasonably characterized as being located in an emerging economy. Thus, it also provides an ideal opportunity for exploring the implications of airport marketing and brand

building on the international stage from an emerging market. This will both be very useful to Suvarnabhumi Airport itself in its rebranding efforts and provide valuable information to fill the existing research gap.

2. Research Objectives

1. To identify marketing strategies used by the airport to build brand image;
2. To evaluate the efficiency of marketing strategies for building the brand image of the airport; and
3. To examine perceptions of the airport's brand image from international airlines;
4. To develop a brand image building model for Suvarnabhumi airport as a destination airport of international airlines

3. Research Scope

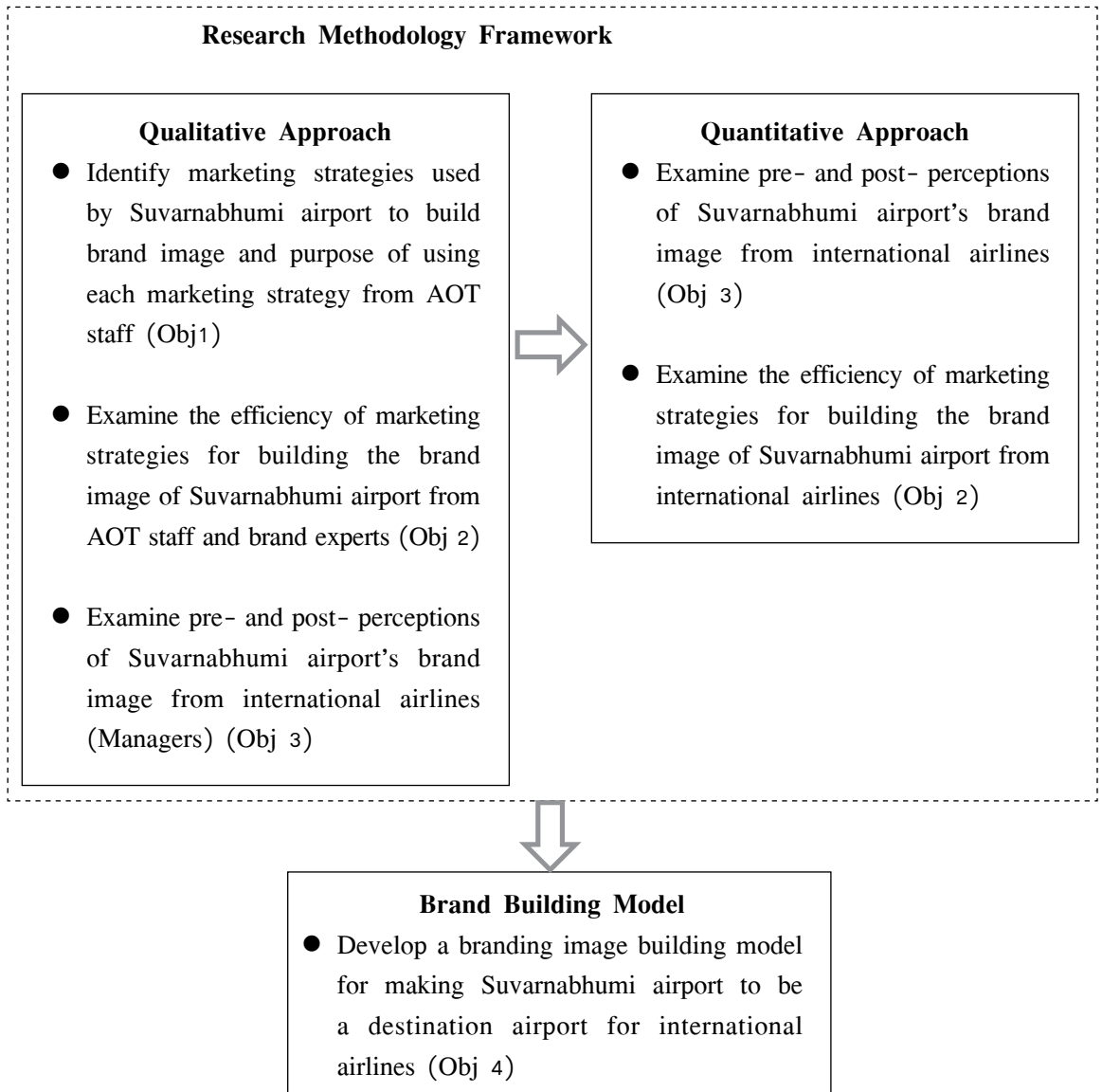
The scope of this research is limited to exploration of Suvarnabhumi Airport and its marketing and branding efforts. It will use both qualitative and quantitative methods for data collection and analysis. Qualitative data will be collected from interviews with brand and marketing managers at Airports of Thailand (AOT), the management company that manages Suvarnabhumi Airport.

This information will focus on the marketing strategies currently being used to develop the airport's brand and image

4. Research Benefits

As the airport is currently undergoing a process of brand identification, the research will help brand managers working with the airport understand how effective the rebranding has been and how the airport is perceived by international airline representatives who encounter the airport. This will help the airport's brand managers and marketers develop their marketing approach more effectively, identifying areas where the airport's brand could be better aligned to its offerings as well as where it has been successful. It will also help determine what factors the airline's new brand needs to overcome. This will be useful because it will help the airport develop a first-class airline brand and service offering that will help it move into the top ranks of airports worldwide. It will also be useful because it will identify areas where the airport needs to continue developing its offerings and services in order to support a top airport brand.

Framework



5. Research Design

5.1 Research Tools

The research tools consisted of

1. A set of questionnaire is composed of 2 main parts

- 1.1 General information about the respondents

- 1.2 Information about Marketing strategies for building brand image of Suvarnabhumi Airport

2. In depth interview

5.2 Research Population and Sample Population

There are four groups included in

the target population for this research. For interviews (qualitative research), the target population includes AOT staff members engaged in brand building at Suvarnabhumi Airport; brand experts in Thailand; and managers of international airlines whose jobs are associated with Suvarnabhumi Airport. For the survey (quantitative research), the target population is general staff of international airlines associated with Suvarnabhumi Airport, including pilots, flight attendants, cargo staff, and ground staff

Sample

The total sample size for the interviews ($n = 15$) is divided into three groups. The sample size for the questionnaires ($n = 384$) was derived using calculation for an infinite population

5.3 Research Phases

The interview guide was tested using expert analysis-based pre-testing. In this process, the proposed research questions were reviewed by the researcher's supervisory professor, who provided suggestions for improvement and coached the researcher toward appropriate changes.

The questionnaire was tested using pilot testing. Pilot testing is a process of using a random sample or a preliminary administration of the questionnaire in order to test internal consistency and construct reliability

The qualitative data will be analyzed using thematic analysis and content analysis. Thematic analysis is an approach that uses texts (including interviews) as the basis for deriving themes surrounding the research question or topic of interest. Quantitative analysis will include statistical analysis. This will include descriptive and inferential statistics. Descriptive statistics are used to describe the sample and responses, while inferential statistics are used to draw conclusions about relationships and causes between variables

6. Research Summary

6.1. To examine perceptions of the airport's brand from international airlines

The perception of Brand Awareness Suvarnabhumi Airport's staff airlines. They are perception more than 50% of 17 items of the questionnaires, Top 5 of Brand Awareness questionnaires are Suvarnabhumi Airport has alliance airport (79.3%); employees are reliable (75.7%); well demonstrates Thai culture (73.9%); has reliable and helpful staff (73.4%); welcoming and comfort airport (69.1%), On the hand, Brand Awareness. Suvarnabhumi Airport has a quick service (45.7%).

6.2. To identify marketing strategies used by the airport to build brand image.



Service Marketing Strategies is consisted of airport terminal designed by Thai identical culture; modern facilities for example carousals, check in counters, and lounges. It is cozy. Moreover, Human resource is the important attract the passenger. There are both sections frontline staff and back up office staff. They corporate in serving at the airport. It is one stop service. The first step of service is the key. Which makes the customer will come back to get the service. As a royalty customer.

6.3. To evaluate the efficiency of marketing strategies for building the brand image of the airport.

Pre and Post of Brand Awareness and Brand Image is not different, exceptionally 3 items; staff can communicate in English fluently; safety airport; and quick service.

6.4. To find solutions for building the airport's brand image in order to better attract international airlines.

Suvarnabhumi Airport management must develop as follow; the run way; terminal; staff and tax free service area.

7. Discussion

1. Airport facilities, terminal is designed by thai identical culture, carousal, modern service equipment are service marketing strategies which international airline staff perceived therefor, they will come back to get service as royalty customer. The result of this study is conformed to the paper of the paper of Ribeiro de Almeida (2011) points to Faro Airport as an example of a smaller airport that has had to place more emphasis on brand image as a means of increasing its market share from tourist-oriented flights.

2. Human resource both sections frontline staff and back up office staff They corporate in serving at the airport. It is one stop service that customer satisfaction. These are brand awareness as building brand image of Suvarnabhumi Airport which conformed with Wattanacharoensil & Yoopetch (2012) The authors studied ground service at Suvarnabhumi Airport from the perspective of service quality and human resources capabilities. The objectives of the research included studying strengths and weakness of these areas as well as employee competencies. The authors used the Delphi approach as a research method; this approach uses surveys of subject matter experts in order to collect highly informed opinions. Participants included representatives of 20 airlines operating from the industry. (A similar approach will be used for the current

research.) They found the empathy and responsiveness dimensions of SERVQUAL were most associated with the strengths of Thai ground service workers at the airport, but reliability and responsiveness (especially related to academic and English speaking factors) were weak. Overall, service quality was relatively strong, but there were some significant gaps that could be found, especially poor baggage handling and handling fares and refunds. Since these are customer-facing areas, these could have a significant impact on customer satisfaction at Suvarnabhumi.

3. Process of the operation of Suvarnabhumi Airport must be convenient, fast and comfortable as one stop service which conformed with Koubaa (2008) did find that brand COO did modify the brand image of a particular product, though it is unclear whether this would be carried through to the service of an airport. Another problem that Suvarnabhumi Airport will face has been alluded to above; it cannot control its services offered directly, but must instead form alliances with other brands (such as airlines and ground service firms) in order to be effective (Paternoster, 2008). In this case, consistency between brand concepts is important to make sure that the brands that are being allied with have the same goals and approaches to the consumer base (Lanseng & Olsen, 2012). This type of congruence means that the brand image can

be more carefully controlled, and consumers will not perceive any discrepancies.

Marketing Strategies for Building Brand Image

1. Factors related the service quality of Suvarnabhumi Airport and building brand image are modern facilities and infrastructures, welcoming and comfortable airport, staff always smile, English fluently, helpful and reliable. A study that may be relevant to Suvarnabhumi Airport because of its ownership structure explored state-owned airlines and their effect on customer satisfaction (Lopez-Bonilla & Lopez-Bonilla, 2008). The study used existing data from the 2000 and 2005 Users and Consumers Organization surveys regarding customer service at state-owned and private airlines in the medium to large international class (at least 10 million international route miles per year). These studies combined had an aggregate 4,911 respondents. The authors found that there were significant differences in factors including check-in, information, courtesy, seat space, comfort, food, overbooking, word of mouth, and overall satisfaction between public, private, and mixed airlines. In most cases, state-owned and mixed airlines were found to provide a lower level of service than privately owned airlines. This relationship is important because it has implications for state ownership of Suvarnabhumi Airport, particularly that it will need to manage its customer

service levels in order to compete with privately owned airports, if the relationship holds true. A second study addressed the role of Suvarnabhumi and other transit airports in customer satisfaction and revisit intentions in Thailand (Rittichainuwat, Qu, & Mongkhonvanit, 2007). The goal of this research was specifically intended to understand the perceived barriers to revisiting Thailand. It was conducted using a survey (n = 510) of first-time visitors to Thailand, which was conducted at Suvarnabhumi Airport. The authors used logit regression and principal component analysis (PCA) to determine which of the factors involved would prevent re-visitation. Travel barriers, including cost and language barriers as well as long distance, was the only significant barrier to revisiting. This suggests that the airport is a potential source of barriers and customer satisfaction issues.

2. Service beyond expectation for customer (international airlines) are Thai culture which conformed with Janonis, Dovaliene, & Virvilaite, (2007) One study combined theoretical and empirical perspectives to explore the relationship between brand identity and brand image and to understand the role of congruence between these two factors on satisfaction. This study was particularly intended to answer the question of why some brands are perceived as far more unique than others. The authors suggested that the brand identity prism

model (including physical appearance, personality, culture, consumer self-image, consumer reflection, and relationship) was a good framework for understanding how the two concepts were connected. They then identified a brand image building process that could be used to understand the brand building outcomes. This study reinforces the relationship between brand image and brand identity and provides a means of understanding the process of brand identity building.

3. IMC (Integrated Marketing Communication)

Suvarnabhumi Airport management not only use IMC but also cooperate with international airlines by sharing experience. They will transfer the messages and information to promote airport instead. Which conformed with Keller (2009) lists a number of potential communication types that can be used, including advertising, sales promotions, events and experiences, public relations and publicity, direct marketing, interactive marketing, word of mouth marketing, and personal selling. There are no specific channels that should be avoided, but instead channels (or touch points) should be selected based on the consumer segmentation and targeting for the product, in order to maximize reach (Pickton & Broderick, 2005). Ultimately, the goal is to provide a campaign that is most appropriate for the product or service, rather than to fulfill a set of specific requirements or best practices

(Keller, 2009). Selection of channels should meet practical requirements as well as building brand recall (or being able to identify the brand's qualities and characteristics after exposure). Keller (2009) argues that rather than duplicating messages, continuation or integration of messages is necessary to achieve this effect. Pickton & Broderick, (2005). These channels can include either or both of traditional and digital media marketing channels. In this section, marketing channels from each of these categories are discussed and what types of messages that can be used for are identified. The task of IMC is then to select the appropriate channels for the message and target audience (Shimp, 2010). There is little or no research on marketing tools and channels used by airport marketing campaigns. However, a general overview of available tools provides information about which tools might be most appropriate.

8. Recommendation

1. Building Brand Image of Suvarnabhumi Airport is good service quality. As the questionnaires and interviewing airline staff find that post image is higher than pre image. Therefore, the airport management must maintain the service quality. Which is consisted of 3 factors as follow:

- 1.1) Process of service by using electronic devices is facilitating and faster.
- 1.2) Human resources are profess-

tional, well trained, sympathy and adaptable. That caused airline staffsatisfaction and perceived brand image of Suvarnabhumi Airport.

1.3) Airport facilities ; there are the policies to develop the airport. The project of building terminal 2; car park; and run way.

2. Innovation of branding image, at present there are passengers increasingly travel by air. So the airport must be ready to accommodate the number of passengers. Innovation is the mean to serve passengers in good service quality

3. Service mind is the key to success in handling passengers. Therefore the airport staff must be well trained. They must be self developed.

9. Recommendations for further study

1. Future study could be conducted to explore marketing strategies for building brand image of other airport to benchmark such as Shangi Airport, Icheon Airport, Hong Kong Airport.

2. There could be a study to compare with other general customer about marketing strategies for building brand image of Suvarnabhumi Airport.

3. There could be a research focusing on the appropriate tools for Marketing strategies for building brand image of Suvarnabhumi

Bibliography

- ACI. (2013a). *International Passenger and Freight Summary*. From <http://www.aci.aero/Data-Centre/Monthly-Traffic-Data/International-Passenger-and-Freight-Summary>
- ACI. (2013b, April). *International passenger traffic monthly ranking*. From <http://www.aci.aero/Data-Centre/Monthly-Traffic-Data/International-Passenger-Rankings/Monthly>
- ACI. (2013c, April). *Passenger traffic monthly ranking*. From <http://www.aci.aero/Data-Centre/Monthly-Traffic-Data/Passenger-Summary/Monthly>
- AOT. (2013). *General Information about Suvarnabhumi Airport* .
(http://www.suvarnabhumiairport.com/about_factsheet_en.php, Producer)
- Babbie, E. (2013). *The basics of social research*. Mason, OH, USA: Cengage Learning.
- Bazargan, M. (2010). *Airline operations and scheduling*. London: Ashgate Publishing.
- Bianco, A., Lowry, T., Berner, R., Arndt, M., & Grover, R. (2004, July 11). *The vanishing mass market*. From Bloomberg BusinessWeek Magazine: <http://www.businessweek.com/stories/2004-07-11/the-vanishing-mass-market>
- Castro, R., & Lohmann, G. (2014). Airport branding: Content analysis of vision statements. *Research in Transportation Business and Management, (In press)*.
- Cole, S. (2003). How advertising affects brand value. In L. Butterfield (Ed.), *AdValue: Twenty ways advertising works for business*. Burlington, MA: Butterworth-Heinemann.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative and mixed methods approaches* (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Dewhirst, T., & Davis, B. (2005). Brand strategy and integrated marketing communications: A case study of Player's Cigarette brand marketing. *Journal of Advertising, 34* (4), 81-92.
- Elliot, M. (2013, April 18). *Asia airport traffic rises 7% in 2012* . From Travel Daily Asia: <http://www.traveldailymedia.com/147247/asia-airport-traffic-rises-7-in-2012>
- Halpern, N. (2008). Lapland's airports: Facilitating the development of international tourism in a peripheral region. *Scandinavian Journal of Hospitality and Tourism, 8* (1), 25-47.
- Halpern, N., & Regmi, U. K. (2011). What's in a name? Analysis of airport brand names and slogans. *Journal of Airport Management, 6* (1), 63-79.
- IATA. (2011, December). *Air traffic management - Seamless Asian sky*. From <http://www.iata.org/publications/airlines-international/december-2011/Pages/atm-asia.aspx>
- Joseph, S. (2014, February 5). *Carlsberg shifts spend from TV to social content* . From Marketing Week: <http://www.marketingweek.co.uk/sectors/food-and-drink/news/carlsberg-shifts-spend-from-tv-to-social-content/4009393.article>

- Kapferer, J. (2008). *The new strategic brand management*. London: Kogan Page.
- Kelly, L., Kerr, G., & Drennan, J. (2010). Avoidance of advertising in social networking sites: The teenage perspective. *Journal of Interactive Advertising*, 10 (2), 16-27.
- Kliatchko, J. (2008). Revisiting the IMC construct: A revised definition and four pillars. *International Journal of Advertising*, 27 (1), 133-160.
- Merrilees, B. (2005). Radical brand evolution: A case-based framework. *Journal of Advertising Research*, 45 (2), 201-210.
- Montaner, T., & Pina, J. (2008). The effect of promotion type and benefit congruency on brand image. *The Journal of Applied Business Research*, 24 (3), 15-28.
- Morgan, N., & Pritchard, A. (2013). *Advertising in tourism and leisure*. New York: Routledge.
- O'Guinn, T. C., Allen, C. T., & Semenik, R. J. (2009). *Advertising and integrated brand promotion* (5th ed.). Mason, OH, USA: Cengage Learning.
- Oxford Economics. (2011). *Economic benefits from air transport in Thailand*. From <http://www.benefitsofaviation.aero/Documents/Benefits-of-Aviation-Thailand-2011.pdf>
- Paternoster, J. (2008). Excellent airport customer service meets successful branding strategy. *Journal of Airport Management*, 2 (3), 218-226.
- Peppers, D., & Rogers, M. (2004). *Managing customer relationships: A strategic framework*. Hoboken, NJ: John Wiley and Sons.
- Ratnatunga, J., & Ewing, M. T. (2004). CEVITA: the valuation and reporting of strategic capabilities. *Management Accounting Research*, 15 (1), 77-105.
- Rosenkrans, G. (2009). The creativeness and effectiveness of online interactive rich media advertising. *Journal of Interactive Advertising*, 9 (2), 18-31.
- Schultz, D. C., & Bailey, S. (2004). Implementing the 'connect the dots' approach to marketing communication. *International Journal of Advertising*, 23 (4), 455-477.
- Sengupta, S. (2007). *Brand positioning: Strategies for competitive advantage* (2nd ed.). New Delhi, India: Tata McGraw Hill.
- Seric, M., & Gil-Saura, I. (2012). ICT, IMC and brand equity in high-quality hotels in Dalmatia: An analysis from guest perceptions. *Journal of Hospitality Marketing & Management*, 21 (8), 821-851.
- Shimp, T. (2008). *Advertising promotion and other aspects of integrated marketing communications*. Mason, OH: Cengage Learning.
- Siegel, A. (2012). *Practical business statistics* (6th ed.). Oxford: Academic Press.

- Sjöden, H., & Törn, F. (2006). When communication challenges brand associations: a framework for understanding consumer responses to brand image incongruity . *Journal of Consumer Behaviour*, 5 (1), 32-42.
- Spiess, L., & Waring, P. (2005). Aesthetic labour, cost minimisation and the labour process in the Asia Pacific airline industry. *Employee Relations*, 27 (2), 193-207.
- The Nation. (2012, September 15). *Aviation still growing, KResearch finds*. From <http://www.nationmultimedia.com/business/Aviation-still-growing-KResearch-finds-30190419.html>
- Trochim, W. M., & Donnelly, J. P. (2006). *The research methods knowledge base* (3rd ed.). Mason, OH: Atomic Dog Publishing.
- van der Wurff, R., Bakker, P., & Picard, R. G. (2008). Economic growth and advertising expenditures in different media in different countries. *Journal of Media Economics*, 21, 28-52.
- Vrontis, D., & Papasolomou, I. (2007). Brand and product building: the case of the Cyprus wine industry. *Journal of Product and Brand Management*, 16 (3), 159-167.
- Winer, R. S. (2009). New communications approaches in marketing: Issues and research directions. *Journal of Interactive Marketing*, 23 (2), 108-117.
- Zenith Optimedia. (2013). *Executive summary: Advertising Expenditure Forecasts June 2013*. From Zenith Optimedia: <http://www.zenithoptimedia.com/wp-content/uploads/2013/06/Adspend-forecasts-June-2013-executive-summary.pdf>