
EVALUATING AIRLINES PROMOTION POLICIES AND TACTICS IN CRISIS ENVIRONMENT FROM CUSTOMERS' SATISFACTION PERSPECTIVES: EGYPT AIR' CASE STUDY

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ABSTRACT:

Air transportation services considered the leading factor driving the growing development in tourism industry and its economy. In the current global service economy, airlines considered the lifeblood of tourism. Because of the airline industry has been closely affected by and linked to internal or external politics, economics, security, technological, technical, fatal accidents, and other crisis challenges; the crisis effects on the airlines industry drew and attract the attention to study and analysis. This study considered airlines businesses as crisis environments by its nature. The crisis should face by different promotion and tactics regarding airlines competitive services, customer satisfaction, service quality ameliorate and avoiding bankruptcy. The importance of the study is to discuss the main airlines promotion policies and tactics success indicators. The study diagnoses essential aspects for the airlines strategic solutions from customer's perspectives enriching promotion policies and tactics in its dynamic business environment. EgyptAir studied practically and empirically as the Egyptian national full-service airline founded 1932. The study empirically assessed and integrated the varying factors by conducting Egypt Air' customers survey where many implications are discussed. By questionnaire Survey, the assessment methodology tools depends on collecting and analyzing quantitative and theoretically qualitative concerned data. The convenient sample approach 542 from EgyptAir customers, where using SPSS statistical tools and other statistical applied techniques. Findings of the study indicated and revealed the most influential airlines promotion policies and tactics,

respectively are; first, investing in ICTs applications and services, second, advantages of airline strongest branding and alliances, third, highly employees and staff skills and qualification, fourth, caring the customer behavior intentions, fifth, enriching customers' service experiences, and, previous satisfied experiences on traveling by the airlines. The discussion also includes many tourism crisis theories and practices contribution to tourism and airlines business knowledge and practices.

KEY WORDS: Customer satisfaction, Service quality, Branding, Crises Management, Egypt Air, ICTs, Promotion Policies and Tactics.

INTRODUCTION:

Airlines sensitivity service environments motivate airlines to be always promotion policies and tactics oriented form customers' satisfaction perspective. In service based industries crisis seen as waves of partially unexpected events that have severe negative uncontrolled or unexpected consequences on existing of a business environment (Massey, 2001; Stephens et al., 2005; Hale et al., 2005); so that it well thought-out one of the main tourism related industries management present-day issues to be analyzed. As it deals with vast growing customers' sensitive competitive environments, internal and external service retailers or providers it is complex to handle and control the airlines crisis management and communication. Airlines need to control its accidents, inside business environments, customers and with competitors actions from one side and avoid negative crisis impacts caused by political, economic, security, technological, technical, and other challenges from the other side. The airline companies reputation and business deeply affected by its crisis (Coombs, 2007) more than others refers to its crossed global customer origins and cover markets; so that the global media and communications draws her attentions to this kind of crisis (Le Roux, 2017). Enhancing and keeping airlines good reputation can creates many benefits regarding its crisis business environment. Attracting new customer's market share and business stockholders. Maximizing financial position, consumer loyalty and positive word-of-mouth gaining competitive advantage (Ulmer, 2001; Coombs, 2007; Rhee and Valdez, 2009). Merging strategy with airlines alliance can contribute to decrease the crisis negative impacts; creating strong relationships with the company stockholders and service distribution channels can support branded survive service providers (Pace et al., 2010; Romenti and Valentini, 2010). Regarding the airlines business environments all airlines have promotion policies and tactics

namely crisis management actions and strategies. Although prevention is better than the cure in crisis management, the nature of unpredictable airlines environment caused difficult prevention. In the response stage when crisis occurs; the choices of how to act in response to crisis should be managed and communication strategies should implemented quickly by trained team to avoid ambiguity, confusion, tradeoff actions. Also, to earlier protect the airlines company itself, its customers, and its stockholders from one side and provide timely accurate information to decrease the negative impacts generated by the media (Hale et al., 2005; Stephens et al., 2005; Romenti and Valentini, 2010).

In recovery stage the airline companies can attempts to learn from the crisis, take responsibility, manage customer perception and reinstate any destruction to its rightfulness and brand reputation (Hale et al, 2005; Stephens et al., 2005). The relationships with stockholders in this stage passes from different channels according to the nature of the crisis; stockholders negative perception will arise if the causes can control by the company such as intentionally factors or by human error. Stakeholders will only attribute partial responsibility if the technical failure that cannot be control by the company causes the crisis. Stakeholders arises their sympathy and loyalty if the crisis caused by wholly outside the companies' control. The strongest relationships with stockholders prior to the crisis will decrease loses and generate positive perception of crisis managements (Rhee and Valdez, 2009; Coombs and Holladay, 2002; Coombs, 2004; McDonald et al., 2010).

AIRLINE CRISIS MANAGEMENT AND COMMUNICATION BUSINESS STRATEGIES:

There are no airline company is immune to crises, all companies should learn how to manage and communicate crises (Coombs, 2015). Airline crisis management and communication strategies defined as the interaction, discussion among an airline and its stakeholders before stage, during stage, and after the crisis occurrence stage (Canny, 2016). Situational crisis communication theory (SCCT) known as Coombs's SCCT considered one of the best analytical tools in measuring the crisis respond communication strategies that help managers to investigate the basic information that help in identifying the proper approaches to control reputation, stakeholder anger and perceptions and save businesses (Coombs, 2007; David and Chiciudean, 2012). Because of the airline industry described by its increasingly competitive, sensitivity, crisis and rapidly changing; the communication strategies needed decrease criticism for its immediate response to the crisis and long term market values

(Pakdil and Aydın, 2007). Crisis management and communication respond strategies by SCCT protecting reputation by three main objectives; form attributions of the crisis, change perceptions, and reduce the crisis negative effect (Coombs, 2007).

Airlines everlastingly must ready and have crisis plans and management teams ready with alternative actions. Air France and Scandinavian Airlines (SAS) invest and respond in both communicating intensive amount of transparency information and had a clear strategy to uphold their legitimacy. They give more intention in conducting timely oriented press conference followed gradually by publishing many press releases to satisfied and decrease the state of concern and ambiguity. SpainAir communicated less information and managing bad press and gain negative effects regarding their lying communication content and less transparency (Hansson and Vikstrom, 2011). American Airlines Flight 191 crisis management lessons; on time communication, openly, and adequate with media, providing crisis-handling sequences to all stockholders and partners, communication strategies in a timely, open, and sufficient way that hedge responsibility more effective and the strategy of aggression or attack can easily backfire and overshadow positive strategies. Delaying communication and being tight-lipped with media creates the perception that a company has something to hide, and often results in negative media coverage (Ray, 1999; Le Roux, 2017).

Moreover, Canny (2016) used Coombs's SCCT model in situational tool for crisis communication on German wings airline 9525 crisis managing communication to study the stakeholder's perception about the company action and response during crash crisis by German wings. A combination of rebuild and bolstering strategies can be used in airlines actions respond of crisis management; compensation, apology, reminder, ingratiation and victimage (Le Roux, 2017; Coombs, 2007; Canny, 2016; Pakdil and Aydın, 2007). In addition, Scandinavian Airlines (SAS) crisis faced in the fall of 2007 (Scandinavian Airlines Dash 8-Q400; Flights 1209, 2748, 2867) responses analyzed regarding Coombs's SCCT model. The model used in managing recommendations from stakeholders' perceptions and reputational threat of crisis, it concluded that a combination of rebuild and bolstering strategies as in SCCT was found to be applicable in the SAS Dash 8-Q400 crisis case study (Kyhn, 2008). Nel, (2014) reviewed the terrible Malaysia airlines disasters in 2014 management and communication strategies to financial protections, avoid recent job cuts, and escape from ghost bankruptcy. Strategies solutions in crisis management can stated as; managers training to well manage human aspects (emotional concerns surrounding both customers and stakeholder)

and action planning, customer trust building activities and brand image preservation programs for management, and management training to be instantly ready on how dealing with unexpected crisis processes in future (Nel, 2014). Coombs (2015) summarized that the initial actions crisis response should include: timely quick initial response, accurate in checking all facts, keeping spokespeople informed and key message points; give public safety highly priority, using all ICTs channels, providing some sympathy expression, including employees and other stakeholders, and provide ability to deals with all needs of crisis community. Integrated Crisis Mapping (ICM) Model with its four quadrants provides appropriate ways to respond with different crisis fright, anger, sadness or anxiety emotions (Jin, et al., 2012). Accordingly, this study proposed that all airlines should always be promotion policies and tactics business oriented from customer satisfaction perspective to keep survive and competitive.

AIRLINES PROMOTION POLICIES AND TACTICS FOR CUSTOMER SATISFACTION:

Airlines seen as strongly service-oriented industry and tourism lifeblood (Ringle et al., 2011; Shehawy, et al., 2018). Customer satisfaction considered the marketing backbone in gaining service purchases and design service quality values and branding loyalty (Kotler and Armstrong, 2004; Chitty, et al., 2007). Regarding its business nature, airlines need continuous improving its strategies to deal with service environment fluctuations. Airlines promotion policies and tactics globally aims at enhance the company reputation, enrich the customer experiences, to deal with the crisis sudden effects, to gain its suitable market share, to save itself from severe competitive advantages from other airlines, and achieve customer satisfaction... etc (Kuo, 2011, Nadiri et al. 2008; Saha and Theingi, 2009; Rajaguru, 2016). Koklic, et al., (2017) concluded that considering customer expectation in airlines promotion polices and tactics is the key to successful satisfy those expectations, therefore satisfying the customers. Wang and Chaipoopirutana, (2015) stated that enhancing customer loyalty in the airline industry is one the most efficient policies and tactics to realized success. Consumer satisfaction based on service quality marketing approaches used in this study merged with many issues. Airline consumer perceptions after the service deliver and interactivity with the service staff providers (Lau, et al., 2005; Pitchayadejanant, and Nakpathom, 2016). Also, service quality (SERVQUAL) in terms of its factors; reliability, responsiveness, empathy, assurances, and tangibles dimension, and service performance (SERVPERF) that used to assess the service quality (Parasuraman, et al., 1985-1988; Cronin and Taylor, 1994;

Zeithaml, et al., 1996; Pakdil and Aydın, 2007; Suhartanto and Noor 2012; Leong, et al., 2015; Pitchayadejanant, and Nakpathom, 2016; Rajaguru, 2016). Koklic, et al., (2017) results that airline tangibles (Leong et al. 2015) and personnel quality positively affects customer satisfaction that in turn positively drives intentions to airline repurchase and recommend (Nadiri, et al. 2008; Yeoh, and Chan, 2011). Pakdil and Aydın (2007) and Huang, (2010) results that responsiveness in airline SERVQUAL considered the most important dimensions and the availability is the least element of quality. Kuo (2011) introduced that airlines' competitive strategies includes three main attributes; price, service items, and service quality. Airline customer satisfaction caused customer retention, repeat purchase, positive word-of-mouth, brand loyalty, and gaining market share (Baghirov et al., 2019; Yeoh, and Chan, 2011). In this study as mentioned in table (1), the authors directly and indirectly investigate airlines promotion policies and tactics regarding the business crisis from customers' satisfaction perspectives or service performance in the following main six objectives with 76 attribute's numbers in total.

Table 1: The Study investigated criteria for Airlines Promotion Policies and Tactics for Customer Satisfaction

NO	Objective	Attribute's Numbers
1	Customer Service Quality	11
2	Customer Satisfied Experience	20
3	Employees Skills and Qualifications	12
4	ICT's Applications and Services	10
5	Branding and Alliances Advantages	13
6	Customers Behavioral Intention	10

AIRLINE'S CUSTOMER ORIENTED SERVICE QUALITY:

In Airlines, customers only can be truly define Airlines Service Quality (ASQ) (Butler and Keller, 1992; Huang, 2010). Airlines considered industry where high service element involved and providing better-differentiated service quality (Frost and Kumar, 2000; Chang and Yeh, 2002; Park et al., 2004). Lu and Ling (2008) empirically investigated that the perceptions of high ranked service quality would lead to significantly positive effects on airlines customer' satisfaction. Pakdil and Aydın (2007) and Chen (2008) stated that customers estimate the quality of

airline service by determining whether there is any gap between their expectations, performances and perceptions. Concentrating on fostering or building strong customer service experience considered one of the most airlines indirect usable promotion policies and tactics. It decrease the negative severe impacts caused by business crisis, there are two main strategy regarding the customer service experience namely; personal and satisfies customer experiences. Suhartanto and Noor (2012) and Rajaguru (2016) confirmed that service quality drive customer satisfaction, so that timekeeping and service accurateness, staff attitudes, and price significantly driving customer high satisfaction in low cost carriers (LCC). Whereas in non-LCC; the physical evidence, staff attitude, and price sensitivity are significant predictors of customer satisfaction. Pitchayadejanant and Nakpathom, (2016) and Pakdil and Aydın (2007) results that customer satisfaction can be used as mediating factor between service high quality performance perception and customer high loyalty in airline industry. Customer loyalty can influenced in a strongest relationship by ServQual, complaint handling, brand image and customer real satisfaction (Wang and Chaipoo Pirutana, 2015; Saha and Theingi, 2009). Pakdil and Aydın (2007) and Kuo (2011) mentioned that airline service quality seen in terms of three items: price, safety, and timelines. Tsaur et al., (2002) identified five main objectives to study airline service quality namely tangibility, reliability, responsiveness, assurance, and empathy.

Chang and Yeh (2002) stated that airlines perceived service quality used in customer experiences measurement. Measurements of airline's customer personal experiences considered more actual strategic ways to build promotion policies and tactics in airlines crisis environment. Jones and Sasser (1995) and Chang and Yeh (2002) noticed that customers purchasing decisions controlled by two main factors namely time of departure and FFP furthermore benefited from severe competition on routes and strong airline loyalty-promotion programs. Check-in and boarding availability regarding customer's satisfactions and needs considered one of the most important items in customer quality experience that should consumer behavior and attitude based (Samy, 2012; Kuo, 2011). Grönroos and Ravald (2011) stated that customers seen as service value co-creators when saving time and stress reduction by providing automatic check-in system and boarding cards printability at the airport. Although airlines luggage and weights services seen regarding global legislation standard it must reviewed and updated periodically to accurately reflect the flying public population (Kuo, 2011; Gritsch, et al., 2017). Quality of luggage and weights services used in both international

and domestic airlines to retain and acquire customers in front of competitions. Chang and Yeh (2002) empirically investigated that handling of luggage and weights considered one of the extremely important attribute from airlines experiences and expectations points of view. In addition, assistance presented in case of missing luggage considered one of customer satisfaction's formative drivers (Ringle, et al., 2011).

Value for price in marketing considered triggering decisive effective strategy and factor to stimulate airline demand and satisfied the customer experience in line with SERVQUAL & SERVPERF by targeting differentiating airline market segment; vacationers, business travelers and group tourists (Yeoh, and Chan, 2011; Suhartanto and Noor, 2012; Martínez-Garcia, et al., 2012; Koklic, et al., 2017). Chang and Yeh (2002) pointed out that price attribute seen as the first competition weapons in gaining airlines customer satisfaction. Generally, value for price in airlines cited within a critical equations between customers that seeks to get high value for lowest ticket price and airlines that try to maximize their profits and revenues (Rajaguru, 2016; Abdella, et al., 2019). In this context, the ideal ticket buying time and price expectation are the most important issues from the customer's point of view (Vu, et al., 2017; Lantseva, et al., 2015). Airlines and so-called Online Travel Agencies (OTA) using various optimal ticket-pricing tactics because of the competitor promotions (Abdella, et al., 2019). Customers intensively concentrated on value for lower prices by using internet as airline retail channels (Yu, 2008). In service industry satisfaction is primarily strong-minded by the core product of seat comfort and cleanliness (Gu and Ryan, 2008; Huang, 2010; Yeoh, and Chan, 2011). Tangible features in airline industry should always attractive, clean and comfortable, as physical facilities, personal and communication material, and equipment, or such as exterior and interior design as well as ambient conditions (Chen, 2008; Bruna and Morales, 2008; Saadat, et al., 2018). Pakdil and Aydın, (2007) studied in-flight newspaper, book, etc., facilities, In-flight internet/email/fax/phone facilities, availability of waiting lounges, quality of food and beverage, and in-flight entertainment facilities/programs as tangible factors to control expectations and perceptions of SERVQUAL scores in airline services. Nameghi and Ariffin, (2013) studied airline hospitality measurement scale, they highlighted that airline hospitality or distinctive service dimensions consists of courtesy, appreciation, socializing, and comfort.

AIRLINE'S CUSTOMER SATISFIED EXPERIENCE:

Driving competitive position of airlines to achieve customer-satisfied experience can be monitoring by achieving excellent or scouring well in terms of punctuality, courtesy, handling customer complains, ticket price, and queuing at check-in counter by trained / cabin crew staff (Wen and Chen, 2011). In airline industries quality of service is substantial in gaining customer satisfaction because providing outstanding quality of service to the customer as a company promotion policy is vital for the sustained existence of the company (Pakdil and Aydın, 2007; Atilgan et al., 2008). Saadat, et al., (2018) and Pakdil, and Aydın, (2007) empirically results that healthiness in food service during the flight affects customer' meal experience satisfaction and can used as policies and tactics for customer satisfaction. In Addition, Huang, (2010) and Saadat, et al., (2018) investigated the connections between the customer satisfaction and food service have a significant effect on the purchases as it categorized in airline service quality. Lu and Lai (2014) studied business air travelers' willingness to pay (WTP) for In-flight Entertainment on board (WiFi, TV, movies), so that providing entertainment on board (WiFi, TV, movies) become one of the most driving items to purchase from one airlines to another. Moreover, Bowen and Headley (2000) and Pakdil and Aydın, (2007) indicated that airline service quality in terms of on-time arrival, mishandled baggage, being denied boarding's, and airline safety. Ringle et al., (2011) and Kuo (2011) summarized that perceived safety in airlines services has a significantly greater impact on the overall customer satisfaction. Reliability on-time departure and arrival in airline customer satisfied experiences seen among strategic influencing factors driving customers' re-purchase intention (Tsaur et al., 2002 Chen, 2008; Yeoh, and Chan, 2011). Tsaur et al., (2002) and Park et al., (2004) concluded and implicated that the most important customer satisfied experiences' attributes ordered as; courtesy of customers, safety, comfort and cleanliness of seats, and responsiveness of customers. Customers warmly welcome when boarding or in board caused satisfied experiences that can help airlines gaining market share and good reputation then scored competitive advantages (Christina, 2015). Easy and accessible booking experience, price, and suitability service quality in sales offices among factors that transfer customers from satisfaction to loyalty in airline industry (Tsaur, et al., 2002; Ringle, et al., 2011). Airline's customer satisfied experience and expectation gap must eliminated by strategic promotion policies and tactics.

AIRLINES EMPLOYEES AND STAFF SKILLS AND QUALIFICATIONS:

Employees branding programs directly help in achieving airlines competitive advantages and long-term customer satisfaction, and positioning employee's satisfaction first with turnover reduction and then they provide customers the same level of warmth, respect, and responsiveness (Miles and Mangold, 2005; Saha and Theingi, 2009). Saadat, et al., (2018) proposed that flight attendant staff or employees positively drive customer satisfactions through building a strong identity during interactions with customers in surveying, ongoing, instance, emotional and social ways. The successfully of airlines buying homogeneity service episode should managed by combinability integration between front-line staff and background service staff (Frost and Kumar, 2000; Chen, 2008). In addition, empirical results showed that ground staff affects customer satisfaction and can used as policy for customer satisfaction (Saadat, et al., 2018). Airline ground good attitude of employees and staff can be drive service success through practices of human resources management as it divided along with the customers service delivery (Saadat, et al., 2018; Sun and Chiou 2011; Kuo 2011). Pakdil and Aydın, (2007) and Chen, (2008) studied behavior, knowledge, courtesy, and neat and tidy airline employees factors to control SERVQUAL scores of expectations and perceptions in airline services. Also, they studied responsiveness as factors to control SERVQUAL scores of expectations and perceptions in airline services, it includes; handling of delayed, etc. baggage, effective check-in/ baggage control services, employees' speed handling request/complaints, reservation services quality, employees' approach against unexpected situations, and employees' willingness to help.

Pakdil and Aydın, (2007) studied empathy as factors to control SERVQUAL scores of expectations and perceptions in airline services through; employees' behavior to delayed passenger, individual attention to passengers, availability of air/accommodation packages, advertising of the airline company, and handling of the fare problems. Lu and Ling (2008) examined that effective employees and staff skills and qualifications have several customer orientation outcomes; customers feeling high appreciations with employee's high experience and sufficient airlines good services skills. Customers will feel empathy benefited from employees warmly, attentiveness and patient experiences in attentiveness and strong communication skills.

AIRLINES ICT'S APPLICATIONS AND SERVICES:

There are interactive close link between ICT's applications and progressing development in airlines' services. In today's ICT's revolutions Technology Readiness (TR) theory revealed that technology can play a substantial role in service marketing by its centrality role between customers, companies and employees. Such as investing in airlines self-service technologies (SST) used to save time and operation cost, and keep competitive by meet the needs of customers (Lee, et al., 2012). In airlines industry ICT with its vital intermediaries has recognized as the driving success factor in terms of companies' competitiveness (Cepolina and Ghiara, 2013). ICT's applications and services broad enough to include boarding pass and luggage services that has facilitated through websites and mobile applications. Airline ICT's applications and service innovations tremendously used to provide facilities and improved safety to the consumers (Ringle, et al., 2011). Saadat, et al., (2018) stated that providing airlines services over the internet aims at gaining E-service satisfaction. It can be achieving most advanced airline marketing goals by offering customer's friendly mobile phone technology with its most significant implications (Samy, 2012; Min and Joo, 2016). Also, the Internet of Things (IoT) applications for airlines used to enhance customer value and satisfaction, IoT applications such as radio frequency identification (RFID) and information sharing anywhere, and collaboration anytime (Lee and Lee 2015). Shchiglik and Barnes (2004) and Kuo (2011) and Ringle, et al., (2011) stated that airlines website quality refers to many items; destine, content, and browsing attracting attention and satisfied, gives high purchasing services quality, provide enough services from starting browsing till luggage delivery. Harison and Boonstr (2008) and Baghirov et al., (2019) assessed the performance of airline websites as a way to improve online marketing strategies and benefited in maintain customer relations, satisfaction and loyalty. Airlines website key performance indicators include; Accessibility of online finding, browsing, language and speedy, design organized and enriched in better service with convenient needed information, offer that generate higher perceived quality levels to persuade customers to cost reduction online purchase, and fulfillment by promises to provide actual service standards. In this concern, airlines' website customers services can drive competitive position when achieving excellent or scoring well (Saha and Theingi, 2009; Wen and Chen, 2011). In addition, using smartphone innovation applications (iOS and Android) in gaining competitiveness by using it as a corporate marketing strategy tools to satisfy customer needs (Liu and Law, 2013). Baghirov et al., (2019) and Calvo and Reguci

(2016) summarized that airlines use social media (Facebook Fan Pages (FFPs), Twitter, etc..) in their customer engagement strategy to manage customer services.

AIRLINES BRANDING AND ALLIANCES ADVANTAGES:

There are wide range of alliances advantages in airlines in terms of comparative advantages and customer benefits, serving airline brand, beside alliance brand generate seamless travel and service support and increased opportunities for accumulating air miles strengthened by a shared marketing effort or promotion corporate brand (He and Balmer, 2006). Pakdil and Aydın, (2007) studied availability of global alliance partners' network or corporate brand management in addition to performing the services at first time, and accessibility of travel related stockholders as factors to control SERVQUAL scales of expectations versus perceptions gap in airline services. In addition, global airlines alliances such as "oneworld, Star, SkyTeam, Wings and Qualiflier" caused challenges in brand and Marketing Corporation (He and Balmer, 2006). Chong (2007) noticed that internal communication and staff training and qualifications driving airline brand image and brand in such airlines globalized and high-risk industry. Airlines strategically joined alliances to gain benefits such as; serve in global market bases, provide cost saving and sharing facilities, maintenance costs, and joint marketing. In addition, lead to traffic increases for partner airlines, customers benefited from more schedules that are flexible, shorter travel times, improved luggage handling, shared frequent flyer programs, and create effectively cooperation, finally, it resulting in the elimination of direct competition (Min and Joo, 2016). Alliances allow enhances customer satisfaction and loyalty, helps in marketing and promoting, it increases customer choices and enhance travel experiences, also, the alliance presents new Frequent Flyer Programs (FFP) customer oriented advantages (Gudmundsson, et al., 2002).

AIRLINES CUSTOMER BEHAVIORAL INTENTION:

In studying airlines customer behavioral intention, researchers established four main pillars' integrated construct model; service quality, consumer satisfaction, service values, and purchase behavior/ intentions (Cronin and Taylor, 1994). Customer satisfaction is the strongest factor of repurchase or positive recommend behavioral intention (Su, et al., 2016; Koklic, et al., 2017). There are significant relationships between airline ServQual, customer satisfaction, and customer behavioral intentions (Sultan and Simpson, 2000). Park et al., (2004) tested the effect of airline service quality on customer's behavioral intentions. It can be stated that higher

service quality lead to a customer's higher overall satisfaction and subsequently to positive behavioral intentions (Chen, 2008). Moreover, Chen (2008) pointed out that airline service quality generates perceived values or consumer satisfaction that in turns positively caused and effect on re-purchase behavior intention. In airlines industry service value, customer satisfaction, and airline image found to have a direct effect on customer' behavioral intentions and effects future purchasing behavior and driving customer airline recommendations to others (Park et al., 2004; Chen, 2008). In addition, airline service quality is a significant factor of customer satisfaction; and service quality and customer satisfaction influence such customer behavioral intentions as word-of-mouth, repurchase intention, and feedback (Saha and Theingi, 2009). Park, et al., (2006); Olorunniwo, et al., (2006); and Rajaguru (2016) analyzed that perceived service price and quality, perceived value gap, customer satisfaction, and airline image with their interrelationships have a direct effect on customers' future behavioral intentions. Finally, Huang, (2010) and Rajaguru (2016) stated that airlines customer positive behavioral intention dimensions are; long term purchase, increase demand services, intention to repurchase generate and promote positive no switch intention to buy from other service provider.

RESEARCH METHODOLOGY, SAMPLE AND DATA COLLECTION:

In compatible with the guidelines of Cronin and Taylor (1994); Ryan (1999); Ringle, et al. (2011); Tsaur, et al., (2002); and Kuo, (2011) this study purposed that airlines customer satisfaction could be assessed by statements of assessment of customer or traveler aspects of Egypt Air. A complete assessment of overall study satisfaction items used as promotion policies and tactics in the future. The determinations of this study and mindful of the research issues built related to the confirmation/disconfirmation models of SERVQUAL and SERVPERF gap analysis evaluating airlines promotion policies and tactics in crisis environment from customers' satisfaction perspectives. Consequently, the main purpose of this survey is to evaluate the promotion policies and tactics of Egypt Air from customers' satisfaction perspectives. A questionnaire survey empirical data collected from Egypt Air airline customers or passenger's samples mainly for current study purposes.

Previous research areas' literature reviews has used moderately in designing the questions in the questionnaire' six main parts. All the questionnaire parts adopted and compatible in line with the study literatures reviews guidelines. Through pre-tested analysis, the final questionnaire template has revised and investigated in this survey

methods approach. A self-structure questionnaire developed to collect data from the passengers, whereby it has served as primary data to investigate and approved the research objectives. A quantitative research design used based on data collected via questionnaires from travelers. krejcie and morgan (1970) identified that, if the population is more than 100.000 then the sample optimum size should be more than 385. Also, Tabachnick and Fidell (2007), Hair et al., (2006) identified the value of distributed forms or study sample should be counted regarding the number of its variables, not less than 300 or multiplication of study variables times eight then plus 50 (Number of Variables $\times 8 + 50$) for most of statistical analysis . Accordingly, the total convinced sample consisted of 542 valid responses from EgyptAir targeted customers. Responses targeted over three months from July to September 2018 where data collected electronically by using links of Google document forms. Demographic characteristics of the sample respondents has presented and analyzed. Using measurement of 5-Point Likert scale (1= very bad or completely disagree to 5= excellent or completely agree) all the study objectives has examined with its sub-attributes numbers. Consequently, the first part investigate airline customer' service quality with 11 attributes. Second part concerned customer satisfied experience with 20 attributes. Third part focused on airlines employee's skills and qualifications with 12 attributes. The fourth part concentrated around airlines ICT's applications and services with 10 overall attributes. The fifth part focused on branding and alliances advantages with 13 overall attributes. The sixth part deals with customer's behavioral intention with overall 10 attributes.

FINDINGS AND RESULTS:

RESPONDENT DEMOGRAPHICS AND TRAVEL CHARACTERISTIC ELEMENTS:

The first part of the questionnaire uses the nominal scale that obtains answers involving a range that can calculated into percentage. The customers asked general characteristics such as class of flight, flight destination..etc, and demographic characteristics of the passengers, this include question related to gender, age, education level (Table 2). Demographic characteristics of the respondents in Table (2), where 77% of the respondents were male and 23% female. The great majority of respondents were aged between 36-45 years old (50%). The majority of respondent educational level was 47% had Bachelor or Diploma degree. Data analysis showed that the majority of respondent' number of traveling on Egypt Air per year was between 2 and 5 Times (47%). Moreover,

round trip by (69%) was the majority of respondent' kind of flight reservations. In addition, economic class considered the most (72%) used flight class by the respondent Figure (1). The majority of per year respondents travelling frequencies are significantly high, where 47% between 2 and 5 times and 32% more than five times, respectively. Finally, Respondent' demographics and travel characteristic elements with its current variations and experiences supported and confirmed seriousness of respondents concerned study aims and objectives as it represent the study whole community and ensure accurate results.

Table 2: Respondent demographics and travel characteristic elements

Items		Frequency (*)	Percentage (%*)
Gender	Male	418	77%
	Female	124	23%
Age	Less than 25 Years	44	8%
	Between 26-35 Years	130	24%
	Between 36-45 Years	270	50%
	Between 46-55 Years	77	14%
	More Than 56 Years	21	4%
Education Level	High School (Less Bachelor)	92	17%
	Bachelor or Diploma degree	257	47%
	Master	193	36%
	PhD	0	0%
Number of traveling on (MS) per Year	Less Than 2 Times	116	21%
	Between 2 and 5 Times	253	47%
	More Than 5 Times	173	32%
Class of flight	Economic class	388	72%
	Business class	66	12%
	First class	88	16%
Kind of flight Reservations	One way	118	22%
	Round trip	374	69%

	Multi - city	50	9%
How did you make your bookings?	Call Center	156	29%
	Airline Website	193	36%
	Travel Agents	96	18%
	Airlines offices	73	13%
	Online travel search engine	24	4%
	Other channels	0	0%
(*) The total study sample= 542 (100%)			



Figure 1: Sample flight class selections and details

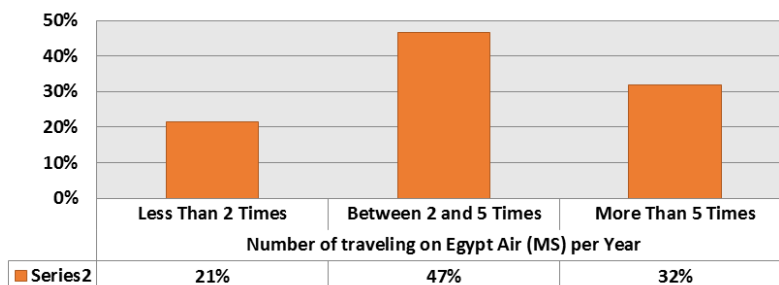


Figure 2: Sample travelling frequency on EgyptAir per year

According to the respondents, the largest proportion of customers have booked their tickets through airline website by (36%) compared with 18% have booked their tickets using traditional travel Agents Figure (3).

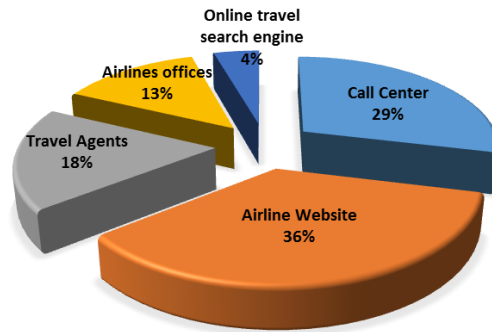


Figure3: Detailed of respondent's travelling booking channels

THE STUDY MEASUREMENT AND FINDINGS:

The study investigated criteria for airlines promotion policies and tactics for customer satisfaction. This section of the questionnaire are comprised of six parts related to customers' satisfaction perspectives, and Likert scale with rating of 1 to 5 (1= very bad or completely disagree to 5= excellent or completely agree) were used for this sections (Table 3) where six objectives with 76 attribute's numbers in total has tested and measured. In agreement, Nunnally and Bernstein (1994) approved that recommended satisfactory standard value of ≥ 0.700 for internal constancy or reliability analysis values and Cronbach' Alpha coefficient in consumer researches. Regarding data analysis in Table (3) where measurements of internal constancy or reliability analysis values and Cronbach' Alpha coefficient of the study scale items.

Table 3: Reliability, Correlation, and Factor Analysis Values of the study instrument paradigm items and objectives

NO.	Study Items	M	SD	CITC	SFL	T-Values
1. Customer's Personal Experiences (CAE = ...)	1. Check-in and boarding	3.70	0.62	0.634	0.887	7.68
	2. Luggage and Weights	3.56	0.80	0.566	0.956	7.95
	3. Value for price	3.03	0.84	0.513	0.841	8.74
	4. Cleanliness	3.49	0.72	0.532	0.925	7.69

2- Customers' Satisfied Experiences (CAσ = 0.877)*	5. Hospitality	3.41	0.66	0.715	0.838	7.92
	6. Punctuality	3.30	0.76	0.559	0.795	5.98
	7. Quality of Service	3.46	0.79	0.679	0.889	7.75
	8. Food and drinks	3.44	0.85	0.735	0.791	8.79
	9. Entertainment on board (Wi-Fi, TV, movies)	2.93	0.74	0.542	0.946	7.49
	10. Customers service	3.40	0.91	0.691	0.745	8.67
	11. Safety and Security	3.77	0.82	0.765	0.858	6.85
	1. I feel warmly welcome	3.57	0.88	0.574	0.946	8.73
	2. Suitable of booking experience and price	3.53	0.81	0.641	0.887	6.92
	3. Service quality in sales offices very high	3.15	0.76	0.753	0.863	7.36
	4. I feel warmly boarded welcome and safety	3.68	0.73	0.554	0.792	8.68
	5. There are efficient trained cabin crew staff onboard	3.77	0.85	0.514	0.868	7.63
	6. Departure and landing times are regular with no delay	3.32	0.86	0.662	0.873	8.79
	7. I am satisfied with luggage delivery services	3.18	0.88	0.519	0.775	7.68
	8. There are satisfied cleanliness seats onboard	3.54	0.69	0.662	0.863	7.73
	9. Information and entertainment on board very useful	3.56	0.73	0.641	0.782	8.69
	10. Good food quality onboard	3.60	0.70	0.545	0.956	6.46

	11. I am notified of flight delay timely enough	3.25	0.74	0.634	0.863	7.58
	12. The diversity of classes suits my potentiality	3.20	0.59	0.562	0.837	6.64
	13. Satisfied international and domestic flight networks	3.23	0.70	0.649	0.715	8.84
	14. Service quality distribution channels is very high	3.63	0.69	0.611	0.716	8.87
	15. Employees presenting timely and accurate services	3.41	0.80	0.537	0.844	7.93
	16. High quality marketing efforts or campaigns	2.94	0.85	0.652	0.947	6.94
	17. Useful frequent flyer programs and loyalty incentives	3.09	0.71	0.590	0.778	6.55
	18. Crisis management policies promote purchasing	2.95	0.65	0.544	0.846	7.74
	19. Tactics successfully dealing with seasonality issues	3.25	0.83	0.638	0.759	7.82
	20. I am satisfied with the technological application used	3.47	0.76	0.734	0.832	8.63
Qualifications and Staff Skills	1. I feel high appreciations when dealing with employees	3.54	0.80	0.617	0.954	8.96
	2. Employees has high experience in presenting services	3.77	0.76	0.634	0.866	8.57
	3. Employees has	3.64	0.95	0.519	0.924	8.84

	sufficient airlines good services skills					
	4. I feel warmly welcome and safety when boarded	3.60	0.69	0.751	0.775	6.75
	5. I feel empathy and compassion with employees	3.66	0.79	0.733	0.792	7.88
	6. Employees has a patient experience in dealing with me	3.42	0.88	0.635	0.954	7.98
	7. Employees has attentiveness clear communication skills	3.66	0.70	0.522	0.803	7.81
	8. Employees has knowledge and using positive language	3.79	0.81	0.719	0.845	8.69
	9. Employees has time management and persuasion skills	3.67	0.70	0.650	0.914	7.32
	10. Employees has ability to read customers calm presence	3.51	0.91	0.721	0.844	6.56
	11. Employees increases confident and customer loyalty	3.91	0.81	0.532	0.796	6.67
	12. Employees appreciate complaints and problem solving	3.43	0.64	0.649	0.813	6.83
4- ICT's Applications and Services (CAg = 0.885)*	1. Attention and satisfied website destine, content, and browsing	3.78	0.85	0.546	0.872	7.73
	2. EgyptAir website gives high purchasing services quality	3.68	0.78	0.636	0.964	8.59
	3. Website provide enough services till	3.64	0.79	0.641	0.888	8.63

	luggage delivery					
	4. Application on iOS and Android allowed useful travel information and services	3.81	0.80	0.542	0.745	6.41
	5. I feel enriched experience when booking via internet	3.87	0.65	0.591	0.934	7.79
	6. I feel easy and efficient experience with online payment	3.75	0.95	0.653	0.957	5.88
	7. Providing customer check in machines satisfaction on using Self-Service Technology (SST)	3.78	0.68	0.554	0.838	7.95
	8. It has a good manage customer services in social media	3.43	0.75	0.519	0.966	7.78
	9. E-distribution channels present high quality services	3.81	0.68	0.537	0.777	6.75
	10. Website and mobile applications facilitated boarding pass and luggage services.	3.79	0.86	0.541	0.785	7.76
5- Branding and Alliances Advantages (CAo = 0.856)*	1. Egypt Air has a strong and distinguished brand name	3.70	0.74	0.583	0.956	7.81
	2. Brand name enhances customer satisfaction and loyalty	3.25	0.81	0.696	0.807	6.39
	3. STAR alliance helps in marketing and promoting brand	3.77	0.80	0.633	0.926	8.74
	4. The alliance facilitates	3.51	0.61	0.540	0.906	8.38

	customer service measurements					
	5.The alliance enhance presenting high quality services	3.74	0.77	0.691	0.838	8.71
	6.The alliance increases links with their different flights	3.54	0.66	0.562	0.758	7.39
	7.Alliance increase airline networks covering areas	3.73	0.83	0.553	0.847	6.69
	8.Alliance helps promoting wide-range customers prices and improve services.	3.47	0.75	0.527	0.836	6.34
	9.Alliance increases choices / enhance travel experiences.	3.54	0.81	0.541	0.936	6.52
	10. Alliance presents new Frequent Flyer Programs (FFP) customer oriented advantages.	3.61	0.69	0.672	0.745	7.48
	11. Joining alliance increase customers commitments.	3.76	0.76	0.713	0.834	8.92
	12. Joining alliance decrease competitors negative impacts.	3.82	0.75	0.640	0.894	7.23
	13. Joining alliance increase the company market share.	3.64	0.76	0.607	0.743	8.31
6- Customers Behavioral Intention (CAσ = 0.893) *	1.I prefer to purchase from EgyptAir at the long term.	3.50	0.75	0.530	0.914	8.59
	2.I intend increase my EgyptAir purchasing services.	3.55	0.75	0.545	0.877	8.91
	3.I have the intention to	3.61	0.94	0.530	0.833	8.77

	re-purchase from EgyptAir.					
	4.I will promote my positive experiences on social media.	3.61	0.75	0.630	0.952	6.58
	5.I will recommend EgyptAir to my friends and relatives.	3.63	0.69	0.543	0.765	7.84
	6.I will follow EgyptAir' development and updating.	3.59	0.63	0.560	0.917	6.57
	7.I have no switch intention to buy from other provider.	3.24	0.91	0.639	0.845	7.63
	8.I have the intention to re-purchase regarding price sensitive.	3.58	0.85	0.591	0.797	8.49
	9.I have fully sympathy with company crisis in the future.	3.62	0.73	0.653	0.818	8.53
	10.I will keep participate in customers surveys with my reviews and positive ensure good reputation.	3.63	0.69	0.554	0.715	8.55

(M): Mean, (SD): Standard Deviation, (CITC): The Corrected Item-Total Correlation, (SFL): Standardized Factor Loadings, (CA σ): Cronbach' Alpha coefficient.

Table 4: The Findings of the study instrument paradigm items and objectives

Study Items	Mean	Standard Deviation
1. ICT's Applications and Services	3.73	0.80
- Application on iOS and Android allowed useful travel information and services		
- Feeling enriched experience when booking via internet		
- E-distribution channels present high quality services		

- Website and mobile applications facilitated boarding pass and luggage services		
2. Branding and Alliances Advantages	3.64	0.75
<ul style="list-style-type: none"> - Airline has a strong and distinguished brand name - Airline alliance helps in marketing and promoting brand - The alliance enhance presenting high quality services - Alliance increase airline networks covering areas 		
3. Employees and Staff Skills and Qualifications	3.63	0.79
<ul style="list-style-type: none"> - Employees has high experience in presenting services - Employees has knowledge and using positive language - Employees has time management and persuasion skills - Employees increases confident and customer loyalty 		
4. Customers Behavioral Intention	3.55	0.77
<ul style="list-style-type: none"> - The intention to re-purchase from the airline - Customer's recommend airline to friends and relatives - Customers fully sympathy with company crisis in the future - Keeping participate in customers surveys to ensure good reputation 		
5. Customers' Personal Service Experiences with the Company	3.40	0.77
<ul style="list-style-type: none"> - Check-in and boarding - Luggage and Weights - Cleanliness - Safety and Security 		
6. Customers' Satisfied experiences on traveling by Egypt Air	3.36	0.76
<ul style="list-style-type: none"> - Feeling warmly boarded welcome and safety - There are efficient trained cabin crew staff onboard - Good food quality onboard - Service quality distribution channels is very high 		

Furthermore, it can noted that both internal constancy or reliability analysis values and alpha coefficient values ranged from 0.715 to 0.984 means that between acceptable and excellent values. It confirmed that all study instrument paradigm items and objectives are statistically significant with high internal consistency and reliability crosswise the study instrument paradigm objectives and items. Core statistical literatures agreed that having acceptable validity towards research

construct when the items t-value of its factor loading is (equal or more than 1.96) higher than the critical value (Hair et al., 2006). It can be noted from Table (3) that all the t-values of the factor loadings of the study instrument paradigm items and objectives are 6.34 higher than critical value. Accordingly, all the study items are valid for analyzing or evaluating airlines promotion policies and tactics from customers' satisfaction perspectives. Based on the study results and conclusions airline promotion policies and tactics should be respectively oriented by six main independent factors. First, the most significant airlines promotion policies and tactics from customers' satisfaction perspectives is customers' perceived ICT's applications and services (with the highest mean scores $M=3.73$, $SD=0.80$). It is considered the most dominant customers' satisfaction perspectives and evident to a considerable extent. Second concerns branding and alliances advantages ($M=3.64$, $SD=0.75$). Third includes employees and staff skills and qualifications ($M=3.63$, $SD=0.79$). Fourth related to customers behavioral intention ($M=3.55$, $SD=0.77$). Fifth related to customers' service experiences with the airline ($M=3.40$, $SD=0.77$). Sixth concerns satisfied experiences on traveling by the airline ($M=3.36$, $SD=0.76$). The analysis in Table (4) indicates the study findings instrument paradigm items and objectives ordered significantly, where all items rated as high practices by EgyptAir. The study sub items related to its six variables indicated and revealed the most influential airlines promotion policies and tactics. First, investing in ICTs applications and services, second, advantages of airline strongest branding and alliances, third, highly employees and staff skills and qualification, fourth, caring the customer behavior intentions, fifth, enriching customers' service experiences, six previous satisfied experiences on traveling by the airlines. The discussion also includes many tourism crisis theories and practices contribution to tourism and airlines business knowledge and practices. The current study results support the idea that provides a theoretical mechanism linking the gap of airlines promotion policies and tactics and customers' satisfaction perspectives.

RESULTS AND CONCLUSIONS:

Regarding many aspects airlines promotion policies and tactics should crisis management design orientated from customers' satisfaction perspectives. Based on the study results and discussion, a number of conclusions can be proposed. Airline's customer oriented service quality has progressively receiving more literatures and practices attention as the cutting edge of the customer satisfaction, crisis management, severe competitions, technological development, and global service marketplace.

The main objective of this study was to examine the effect of the airlines promotion policies and tactics from customers' satisfaction perspectives. Each service dimension has different effect on passengers' satisfaction and makes them satisfied to airline services. Promotion policies and tactics of airlines used for controlling reputation, image, and future business. Also, for keeping stockholders, ensure its market share ameliorate, conserve its customers, and satisfied its employees.

Consequently, these results are consistent with the findings of earlier studies on the global airlines promotion policies and tactics oriented by business service quality and customer satisfactions. The results consistent with earlier studies in many areas; Pace et al., (2010), Romenti and Valentini, (2010), Coombs, 2015, Le Roux, (2017) in airlines media corporate communication and reputation. Pitchayadejanant, and Nakpathom, (2016), and Su et al., (2016) in relationship between service quality, customer satisfaction and customer loyalty. Gritsch, et al., (2017) in airlines onboard cabin services, Rajaguru, (2016) in effects of price and services quality on behavioral intention. Abdella, et al., (2019) in airlines price policies, Saadat, et al., (2018) and Ringle, et al., (2011) in airlines customer satisfactions. Harison and Boonstr, (2008) and Baghirov et al., (2019) in ICT's and internet websites, mobile, and social media innovations tools in airlines pricing and competitiveness, and Koklic, et al., (2017) in customer satisfaction with low-cost and full-service airline companies. The results of this study indicated that mixed promotion strategy is an important antecedent of passengers' satisfaction. Six dimensions of airlines customer' service quality have significant influence on satisfaction. These dimensions include customers' personal service experiences with the company, customer's satisfied experience, customer's behavioral intention, employees and staff skills and qualifications, branding and alliances advantages, and ICT's applications and services. This finding reinforces the need for airline management to place an emphasis on the six dimensions of service quality to motivate customer's intention to stay and then recommend it to others.

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