MARKETING STRATEGIES FOR BUILDING BRAND FOR INTERNATIONAL AIRLINES AT SUVARNABHUMI AIRPORT, THAILAND

Petumpai Taraga

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
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The Graduate School of Tourism Management
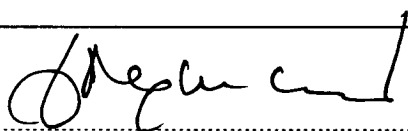National Institute of Development Administration
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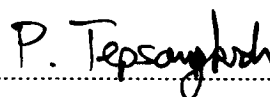Associate Professor...Major Advisor

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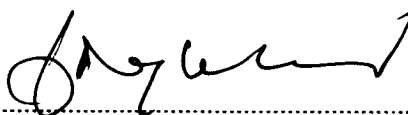
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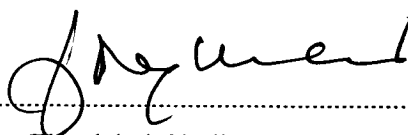
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ABSTRACT

Title of Dissertation	Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand
Author	Miss Petumpai Taraga
Degree	Doctor of Philosophy (Integrated Tourism Management)
Year	2016

The research of this study is aimed at: 1) study the brand awareness of the customer (International airlines) of Suvanabhumi airport. Namely Full Service Airlines, Cargo Airlines and Charter Airlines; 2) study the brand perception of the airlines (Pre and Post) and 3) provide recommendations for marketing strategies for brand building of Suvarnabhumi Airport.

It is mixed method research; qualitative and quantitative by in depth interviews and by set of questionnaire. All respondents are the people who work with the international airlines at Suvarnabhumi Airport.

The results of the study are as follows: study the brand awareness of the customer (International airlines) of Suvanabhumi airport. Passenger Flight Airline Staff Suvarnabhumi Airport expresses great Thai culture (72.0 percent), Cargo Flight Airline Staff Suvarnabhumi Airport is a star alliance airport (88.9 percent), Charter Flight Airline Staff Suvarnabhumi Airport is a warm and convenient airport (94.4 percent). Study the brand perception of the airlines (Pre and Post) Pre Image toward Suvarnabhumi Airport Suvarnabhumi Airport before using the services at a moderate level (X = 3.40). Post Image toward Suvarnabhumi Airport Suvarnabhumi Airport after using the services at a high level (X = 3.58). Provide recommendations for marketing strategies for brand building of Suvarnabhumi Airport. Marketing Strategies for Building Brand of Suvarnabhumi Airport for International Airlines is to be able consisting of quality of image, quality of services from international airline

employees who are the customers of Suvarnabhumi Airport. The communication of marketing model focuses on experienced services to the customer and provides Thai identity representing as Thai culture.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Research

This research focuses on the international air travel sector in Thailand, specifically into Suvarnabhumi Airport. This air travel sector is situated in a more general air travel sector in Asia, which has its own growth patterns and development. As this section will show, the Asian air transport industry, and the Thai air transport industry particularly, is a rapidly growing sector.

1.1.1 The Air Transport Industry in Asia

According to the International Air Transport Association (IATA), an international trade group representing the air transport industry worldwide, Asia is one of the fastest-growing markets for both passenger and cargo air transport. It is projected that air travel in the region will grow on average 6.7% per annum, resulting in an increase in traffic of around 11,450 passenger planes and 850 new cargo planes (IATA, 2011). The Asian air transport industry is also an area for regional technological development, with the Seamless Asian Sky (SAS) integrated flight management and control initiative currently under development (IATA, 2011). Actual growth has so far met expectations, with a 7.1% increase in passengers seen in Asian airspace in 2012 compared to 2011 (Elliot, 2013). Broken down, this was a 9.4% year-on-year increase in international passenger traffic and a 5.4% increase in domestic passenger traffic (Elliot, 2013). Total passenger figures reached 1.07 billion passengers in 2012 (Elliot, 2013).These passenger figures combined make Asia the third-largest air transport region in the world (Elliot, 2013). According to Elliot (2013), Asian airports handled 26.1% of the world's 4.11 billion passengers in 2013. In the same vein, cargo traffic in Asia has showed an impressive sign. It is reported

that total cargo traffic among major airports in Asia (for example, Hong Kong, Incheon, Shanghai, Tokyo and Thailand) has dramatically increased up to 38.8% from 2009 to 2010 (ACI, 2013a; ACI, 2013b). Asia Pacific freight also dominates market share of global freight. They are together considered as the biggest player in the market, accounted for 38.5% of the total air cargo volume (IATA, 2013). These figures show a strong position of Asian cargo in the worldwide market. At the same time, it represents the importance of cargo freight for economic system in many countries in the region.

These figures appear to be set to grow even further during the present operational year. According to figures from April 2013 (the most recent passenger figures available), Asia Pacific airports have handled about 480.3 million international passengers year-to-date, an increase of 8.6% over the same period last year (ACI, 2013c). During the same period, Asian airports have handled 21.1 million metric tonnes of freight, an increase of 2.7% (ACI, 2013c). Table 1.1 shows the top Asian airports and their total and international passenger traffic as of April 2013. This also shows an international passenger ratio (international passengers/total passengers), which shows how important international passengers are to the airport. This listing includes all Asian airports included in the ACI monthly top 30 ranking. Table 1.2 also represents statistic of Asian cargo freight in the same matter.

Table 1.1 Top Ten Asian Airports by International Passenger Rankings as of April 2013

Worldwide Rank	Airport	International Passengers	Total Passengers	International Passenger Ratio
3	Hong Kong (HKG)	4,544,000	4,585,000	99.1%
4	Singapore (SIN)	4,212,142	4,325,530	97.4%
6	Bangkok (BKK)	3,611,404	4,507,391	80.1%
7	Incheon (ICN)	3,534,816	3,602,650	95.3%
10	Kuala Lumpur (KUL)	2,426,863	3,410,179	71.2%
11	Tokyo (NRT)	2,376,327	4,984,453	47.7%
13	Taipei (TPE)	2,046,159	NA	NA
27	Shanghai (PVG)	1,309,632	3,531,372	37.1%

Table 1.1 (Continued)

Worldwide Rank	Airport	International Passengers	Total Passengers	International Passenger Ratio
Total International Passengers at Top 8 Asian Airports		24,061,343	28,946,575	83.1%

Source: ACI, 2013d; ACI, 2013e.

Table 1.2 Top Ten Asian Airports by International Freight Rankings as of 2013

Worldwide Rank	Airport	International Freight (in metric tonnes)	Total Freight (in metric tonnes)	International Freight Ratio
1	Hong Kong (HKG)	334,000	337,000	99.1%
3	Incheon (ICN)	177,780	182,870	97.2%
4	Shanghai (PVG)	163,191	230,265	70.8%
5	Tokyo (NRT)	142,410	148,395	95.9%
6	Singapore (SIN)	140,297	143,478	97.8%
10	Taipei (TPE)	127,377	128,805	98.9%
14	Bangkok (BKK)	93,029	97,712	95.2%
21	BEIJING (PEK)	55,203	159,660	34.6%
24	Osaka (KIX)	47,024	NA	NA
25	Kuala Lumpur (KUL)	46,954	55,586	84.5%
Total International Freight at Top 10 Asian Airports		28,946,575	24,061,343	89.5%

Source: ACI, 2013f; ACI, 2013g.

1.1.2 The Air Transport Industry in Thailand

The air transportation industry is particularly important in Thailand because of its economic benefits, which include increased tourism traffic and increased ability for manufacturers and industrial partners to transport goods and people (Oxford Economics, 2011). Economists estimate that the air transport industry generates 1.39% of Thailand's GDP, including direct contributions from airline companies and

ground services companies, indirect contributions from companies in the supply chain, and multipliers from airline employee spending (Oxford Economics, 2011). The airline industry also accounts for 393,000 jobs throughout the supply chain. In addition, air transport provides extensive connectivity to regions around the world. Oxford Economics (2011) indicated that there were at least 113 regularly scheduled outbound routes across Thai and international airlines, with 2.8 flights per day being routed across each of these routes. These routes connect Thailand with all corners of the globe, including large cities and urban areas as well as high-technology regions (Oxford Economics, 2011). Figure 1.1 shows a representative route map for routes as of this period.

Figure 1.1 Passenger Air Transport Routes Originating in Thailand and Flown by
　　　　　　 One or More Domestic or International Carriers 2010
Source: Oxford Economics, 2011, p. 9.

Like the Asian air transport industry generally, the Thai air transport industry is growing rapidly in response to growing demand. A report by Kasikorn Research estimated that the total 2012 turnover for the aviation industry was Bt140 billion, an 11.2% increase over 2011 figures (The Nation, 2012). This increase was largely due to increasing international and domestic flights by domestic firms including Thai

AirAsia and Bangkok Airways, which are opening new routes around the region (The Nation, 2012).

The Thai air transport industry is expected to continue to grow after the integration of Asian air transportation industries under the ASEAN Economic Community (AEC), which will be started by 2015 (The Nation, 2012). In addition to the technical component of integrated air traffic control as noted above, this initiative will open up more availability for Thai airlines to continue to expand regional routes (The Nation, 2012). Apart from air passenger flight, the effect of Association of South East Asian Nations (AEC) in 2015 will boost expansion of Thai air cargo industry. Thailand will be able to provide air cargo service with unlimited capacity and frequency of flight as same as other countries in AEC (CATC, 2013). The authority also aims to renovate many airports in Thailand that are currently not under management of Airport of Thailand (CATC, 2013). This will surely allow air cargo sector in Thailand to grow substantially in the near future. Thus, both increased demand for passenger and freight traffic and increased availability of routes will allow for an expanding Thai airline industry.

1.1.3 Suvarnabhumi Airport

Suvarnabhumi Airport has been described as "Thailand's principal hub airport… [which] can offer its Thai residents and businesses better access to more destinations, at a higher frequency and at lower priced fares"(Oxford Economics, 2011, p.17). The Suvarnabhumi Airport site of 8,000 acres is located about 25km outside Bangkok, Thailand's largest city (AOT, 2013). The airport opened in 2006, with the current passenger terminal opening in 2008 (AOT, 2013a). At its current stage of development, Suvarnabhumi Airport has a single terminal for all operations (AOT, 2013e). Its maximum passenger capacity is approximately 45 million passengers per year, and its maximum freight capacity is about three million tonnes per year (AOT, 2013d). Suvarnabhumi Airport's two runways and state of the art control tower allow the airport to handle up to 76 flights per hour, which is one of the highest throughputs in the world (AOT, 2013c). The airport has full modern passenger conveniences, including duty-free shops and lounges and retail services including currency exchange, restaurants, and others.

As noted above, Suvarnabhumi Airport (BKK) is the sixth-busiest airport in the world and the third-busiest airport in Asia in terms of international travel rankings (ACI, 2013b). In terms of overall global passenger rankings, it is the 11th busiest airport in the world; this difference is because it serves a relatively high percentage of international travelers compared to many airports (ACI, 2013b; ACI, 2013c). Ultimately, it can be seen to be a highly important air transportation hub. It is definitely the most important airport in Thailand. As shown in Figure 1.2, 75% of all passenger journeys in Thailand (including arrivals and departures) are flown through Suvarnabhumi Airport (Oxford Economics, 2011).
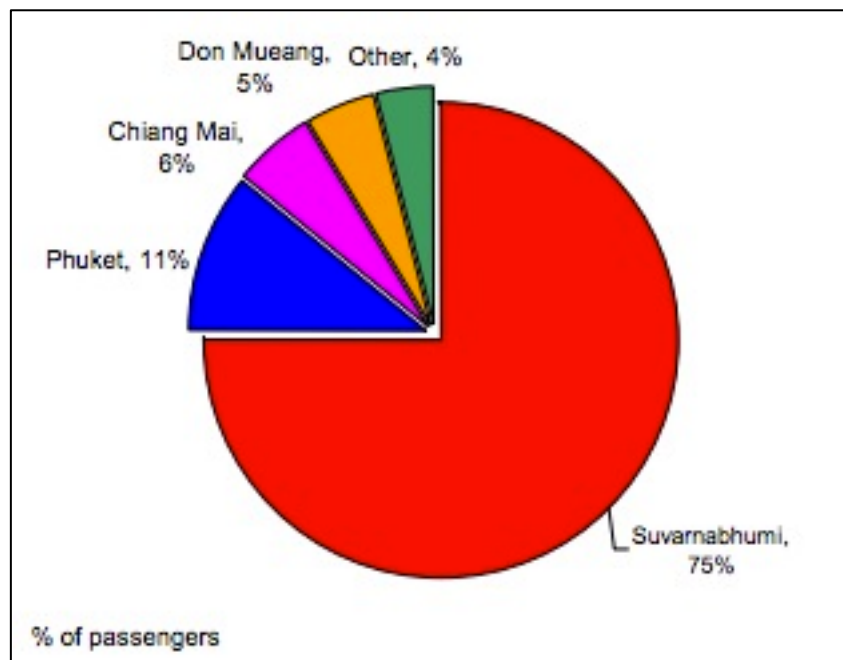
Figure 1.2 Distribution of Passenger Arrivals and Departures in the Thai Airline
　　　　　 Industry 2010
Source: Oxford Economics, 2011, p. 17.

Currently, Suvarnabhumi Airport brands itself as the "Airport of Smiles," referring to its position as the portal into Thailand for most international visitors and the noted identification of Thailand as the Land of Smiles (AOT, 2013f; National Post, 2012). According to the location of Thailand make Suvarnabhumi Airport valuable for connecting flight both Asia and Europe. It also has a unique logo and

other visual characteristics that do identify the airport, but it does not have a strong brand identity.

1.2 Research Question

1.2.1 What is the brand awareness of the International Airlines of Suvarnabhumi Airport? Namely Full Service Airlines, Cargo Airlines and Charter Airlines

1.2.2 What is the brand perception of the airlines (Pre and Post)?

1.2.3 What is recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building?

1.3 Research Objectives

1.3.1 To study the brand awareness of the International Airlines of Suvarnabhumi Airport. Namely Full Service Airlines, Cargo Airlines and Charter Airlines;

1.3.2 To study the brand perception of the airlines (Pre and Post);

1.3.3 To provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building.

1.4 Research Scope

The scope of this research is limited to exploration of Suvarnabhumi Airport and its marketing and branding efforts. It has employed 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

1.5 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.

1.6 Operational Definition of Terms

1.6.1 Marketing Strategies is a process creating a firm's strategy to allow a company or organization to, which is Suvarnabhumi Airport, focus resources on the best opportunities service offering that will help it move into the top ranks of airports worldwide.

1.6.2 Brand is the image of Suvarnabhumi Airport's service, which is form in the International airline's perception. It is the manner in which a specific brand is positioned in the market.

1.6.3 Brand Awareness is the extent to which Suvarnabhumi Airport brand is recognized by International Airlines about the existence and availability of Suvarnabhumi Airport services.

1.6.4 Brand Perception is the way that International Airlines look at Suvarnabhumi Airport's brand and associate with services. They perceive Suvarnabhumi Airport in a certain way before (Pre) and after (Post) using the services of Suvarnabhumi Airport. This become an important part of marketing as it is directed to what the International Airlines feel about Suvarnabhumi Airport services.

1.6.5 International airline is the foreign airline companies that use Sunvarnabhumi Airport service or encounter the airport.

1.6.6 Full service airline is the airline that transport both passenger and cargo.

1.6.7 Cargo airline is the airline dedicated to the transport of cargo by air, who use Sunvarnabhumi Airport service or who encounter the airport.

1.6.8 Charter airline is the airline company that operates charter flights, who use Sunvarnabhumi Airport service or who encounter the airport. The charter flight is flights that take place outside normal schedules, by a hiring arrangement with a particular customer.

1.6.9 Brand image building model is an approach to convey to potential international airline, involved with the work and expectations, and the creation of satisfaction with the Suvarnabhumi Airport's brand.

1.7 Conceptual Framework

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                    ┌─────────────────────────────────────┐
                    │   Suvarnabhumi Airport's Customer    │
                    └─────────────────────────────────────┘

  ┌──────────────┐        ┌──────────────┐        ┌──────────────┐
  │ Full Service │        │Cargo Airlines│        │Charter Airlines│
  │   Airlines   │        │              │        │              │
  └──────────────┘        └──────────────┘        └──────────────┘

                    ┌──────────────────────┐
                    │   Brand Awareness     │
                    └──────────────────────┘

                    ┌──────────────────────┐
                    │   Brand Perception    │
                    └──────────────────────┘

       ┌──────────────┐              ┌──────────────┐
       │  Pre-Image   │              │  Post Image  │
       └──────────────┘              └──────────────┘

  ┌───────────────────────────────────────────────────────────────┐
  │  Marketing Strategies for Building Brand for International      │
  │         Airlines at Suvarnabhumi Airport, Thailand             │
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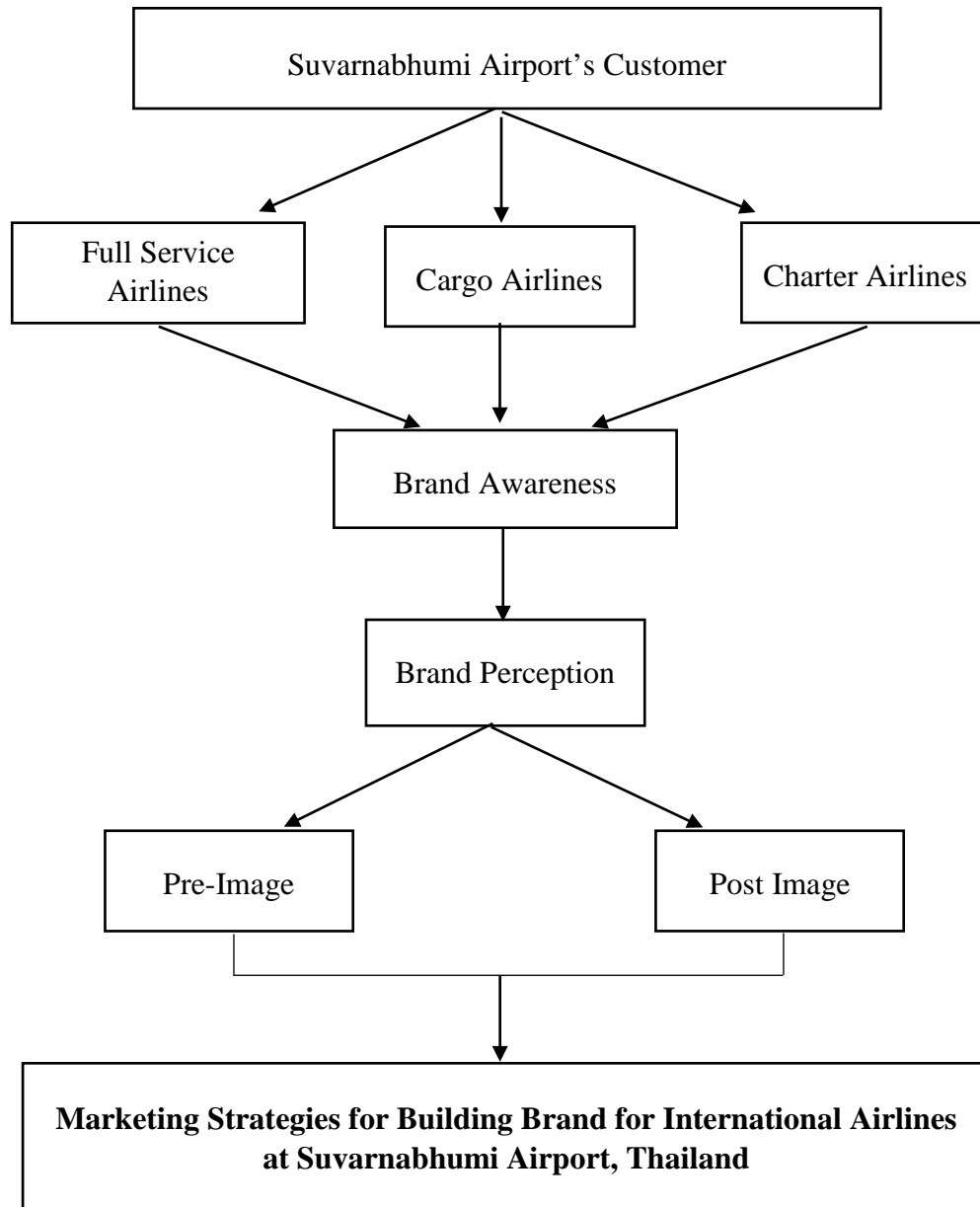
Figure 1.3 Conceptual Framework

CHAPTER 2

LITERATURE REVIEW

This chapter presents the findings of a comprehensive literature review conducted based on existing academic literature, trade books, and other relevant information that are related to the concept of brand, marketing communications and airport industry. It begins with discussion of brands, brand image, and brand concept management. It then discusses the tools associated with brand management, especially integrated marketing communications (IMC). It then presents a brand image building model that will be used in the research. The chapter then moves to more specific discussion of brand building (especially in airports, and Suvarnabhumi Airport where possible) and customer satisfaction, and closes on discussion of Suvarnabhumi Airport and Airport of Thailand (AOT).

2.1 The Concept of the Brand

There are a number of different definitions of branding that can be found in the literature. An older definition of the brand is that it is made up of the signs and symbols associated with a given product or product line such as a name, logo, and other symbols (Maurya & Mishra, 2012). However, this definition has been superseded over the past ten to fifteen years, with the brand now often being defined as the sum of experiences and associations that the consumer has for a given product or service, which are triggered by (but not solely attributable to) the name and symbols of the brand (Maurya & Mishra, 2012). This expanded definition moves the brand from a purely visual identifying concept to a set of cognitive recognitions within the mind of the consumer, which is perhaps a more useful basis for understanding the idea of the brand. It also provides connotations about the personality of the brand (or how consumers view it)

and the relationship that consumers have with the brand (Maurya & Mishra, 2012). This is a particularly important point because it implies that the brand is not under the direct control of the marketer; instead, the marketer or brand manager co-creates the meaning of the brand with consumers (Kapferer, 2008). This can sometimes have unintended consequences for the brand, which can erode the brand's value or reposition it in the marketplace (Kapferer, 2008). Other definitions of the brand view it as a shorthand or heuristic for decision making; the representation of a company; a legal instrument (such as a trademark or other form of intellectual property); and an evolving instrument of meaning (Maurya & Mishra, 2012).

Bjerre, Heding, and Knudtzen (2008, p. 9) brand is and has been defined in many different ways over the years, depending on the perspective from which the brand is perceived. Often that depends on the academic background of the author/originator of the different definitions. In the classical definition, the brand is linked to the identification of a product and the differentiation from its competitors, through the use of a certain name, logo, design or other visual signs and symbols. The American Marketing Association (AMA) defined the brand in 1960 as:

> "A name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors."

Other more recent definitions of branding also include internal and organizational processes. Many brand management books today feature extremely broad definitions, because they aim at covering all the different aspects and facets of the brand and how it has developed over time.

There has been relatively little work on the branding of airports, but the research that has been done suggests it is potentially important, particularly in competitive markets. Defining and controlling the airport brand is a complicated problem because of the encapsulation of service providers from other firms within the airport (Paternoster, 2008). In other words, the airport operator is responsible for branding, but it relies on many other companies to actually provide the services on which the brand is built. This can be problematic and requires substantial

management of internal service providers in order to ensure success (Paternoster, 2008). Another study has shown that airport branding is at a relatively young stage, based on an analysis of airport brand names and slogans around the world (Halpern & Regmi, 2011). This analysis has shown that most airports actually do not make a significant attempt at branding. Around 75% of the airports surveyed were named after a place (either their location or the nearest point of interest), and about half included the scope of service (Halpern & Regmi, 2011). Very few of the airports surveyed used slogans or other brand signifiers, suggesting that at least at the consumer level, branding is not a major aspect of the airport marketing strategy at the present time.

2.2 Brand Image and Its Importance

Brand image is a concept that has changed in meaning substantially over time. A review of the first three decades of the definition of brand image found that the most useful definitions that emerged from this period focused on the symbolic meanings and messages associated with the brand, as well as a focus on cognitive, psychological, and personality-based understandings of the brand (Dobni & Zinkhan, 1990). These are the aspects of the brand image that tend to be stressed in modern definitions. One definition of the brand image is a "system of mental associations (Kapferer, 2008: 11)" the consumer has for the brand, including what types of products the brand encompasses, its quality level and its qualities or functional aspects, its perceived positioning or most noticeable benefits, and the image of a buyer that would be interested in the brand. To be clear, brand image is an internal consumer representation of the brand, which is distinct from its brand identity (or how the brand is intended to be perceived by its brand managers) (Kapferer, 2008). This is an important distinction because there can be differences in the perception of the brand by consumers and its intended position, which can cause unintended consequences for the brand itself (Franzen & Moriarty, 2008).

2.2.1 The Role of Brands

In 'Divided by a common language: diversity and deception in the world of global marketing' Goodyear (1996) investigates the marketing and branding confusion in terms of linguistics and asks the question: how can branding be defined if one does not consider the many different roles of brands in different economies, time eras and phases of market maturation? Considering these macro level factors, Goodyear comes up with the definitions of the roles of brands shown in table 2.1. The model reflects the different roles played by brands as markets evolve. In that sense, the Goodyear framework reflects the life cycle of a brand--how branding techniques become more sophisticated as consumers become more and more accustomed to marketing techniques.

This categorization pivots around the evolution of branding techniques (and hence, different brand roles) in the context of maturing market places. In a non-industrialized economy, the majority of goods are unbranded and the mere fact that goods are packaged may be a vehicle of consumer preferences. In low consumerized and undersupplied countries, the primary role of the brand is to serve as a reference. The manufacturer need not apply sophisticated marketing tools to selling his goods. This brand role is more or less comparable to the economic approach.

In a more mature market, the marketer is faced with more competition and, hence, has to apply other branding techniques in order to differentiate the products. This situation requires the 'three-dimensional brands' where product quality is supported by emotive advertising, where the brand's most important role is to act as a personality. As the branding techniques relate to emotions and connotations, this role is comparable to the individualistic brand approaches of our taxonomy (the consumer-based approach, the personality approach and the relational approach).

In an even more saturated market place, the consumer becomes the main driver in the branding process; the consumer 'owns' the brand and plays an active part in endowing it with commonly held values, catapulting a few brands to iconic status (as found in the cultural approach of our taxonomy).

In Goodyear's categorization, she differs between classic branding and post modern branding. The postmodern consumer lives in a highly literate consumer culture and is – through sophisticated brand literacy – able to see through the classic

roles of brands. The highly empowered postmodern consumer will demand responsibility and identity from the corporation behind the brands; hence the two latter roles of brands apply. The brand as organization is comparable to the identity approach while the brand as policy is comparable to the CSR-related aspects of the cultural approach

Table 2.1 The Roles of Brands

Marketing era	Role of brands	
Classic branding	Unbranded	Commodities, packaged goods
		Major proportion of goods in nonindustrialized context
		Minor role Europe/United States
		Supplier has power
	Brand as reference	Brand name often name of maker
		Name used for identification
		Any advertising support focuses on rational attributes
		Name over time becomes guarantee of quality/consistency
	Brand as personality	Brand name may be 'stand-alone'
		Marketing support focuses on emotional appeal
		Product benefits
		Advertising puts brand into context
	Brand as icon	Consumer now 'owns' brand
		Brand taps into higher-order values of society
		Advertising assumes close relationship
		Use of symbolic brand language
		Often established internationally
Postmodern branding	Brand as company	Brands have complex identities
		Consumer assesses them all
		Need to focus on corporate benefits to diverse 'customers'
		Integrated communication strategy essential through-the-line

Table 2.1 (Continued)

Marketing era	Role of brands	
	Brand as policy	Company and brands aligned to social and political issues
		Consumers 'vote' on issues through companies
		Consumers now 'own' brands,
		companies and politics

Source: Goodyear (1996), figs 2 (classic branding) and 5 (postmodern branding).

2.2.2 Brand image

According to the American Marketing Association, the definition of brand is to distinguish its symbol, name, design, sentence or message, in a combination which creates the brand (Lee &Tseng, 2011, p. 123). In other words, brand is like the soul of the product, and what matters the most is having its uniqueness. Kotler (Kotler, 2002) also showed that the word "brand" comes from the Scandinavia word "brand," which indicates creating a "hot-stamp" in customers' minds so they can recognize the company and the seller of the product, and then have their preference. As a result, these three are tightly bonded (Tsai & Wang, 2009, p. 83-104).

The research of Aaker (Aaker, 1991) and Keller (Keller, 2003) expressed that the positive image of a brand can increase the purchase intention among costumers, and then exceed the recognition and loyalty toward the brand (Chen, Huang, & Tsai, 2011, p. 589-597). Hence, the brand image can represent all of the information known about the product (Richardson & Jain, 1994). Although the brand image is the consumers' personal perceptions, not the brand itself, a high-grade brand can indeed promote loyalty, making itself stand out from the competition in a competitive market and create their own kingdom (Chiang & Lee, 2009, p. 110-117). All in all, the connection between brand and brand image is complementary. A positive image not only shows the characteristic of a brand, catching people's attention, but also promotes the positive merits and values of a brand, as well as the loyalty of consumers. Moreover, it can improve any negative images. In other words, brand image has a lot of influence on consumers, and effective marketing strategy is helpful

in promoting the brand and its image. Brands can determine consumer's behavior because they show the reliable qualities, images and prices of the product. From above, there are three ways of improving the brand image.

1) Strengthen the charity impression: it is possible to create feelings of antipathy in a product by over advertising. High degrees of exposure can easily translate to profits. Yet, if the company uses the influence of the brand well, taking social responsibility for charities, it can surely improve the brand image.

2) Brand uniqueness: since there are numerous brands of table tennis equipment in the marketplace, each company must have their own uniqueness, helping people to distinguish them from a series of products, giving brands a remarkable soul. It must be pointed out that in order to help consumers identify and feel satisfied, a brand must have a unique character, and it has to impress the consumers, getting an advantageous position by appealing to the target consumers (Chang, Chen, & Liu, 2012, p. 107-118).

3) Image representation: a positive and professional spokesperson of a brand may increase its value. A qualified representative or a famous athlete can make consumers have faith in the product, identifying those celebrities as represents, making them want to know more about the brand. It increases the exposure of the brand, and makes people want to use it since famous athletes also do. Research also proved that the image of athletic represents can effectively promote the purchasing will of consumers (Chang, Chen, & Liu, 2012, p. 107-118).

Therefore, the brand image can help customers to know more about a brand by creating a public-minded awareness, by showing its uniqueness and by employing effective representation. This enables the brand to gain a positive impression, which in turn strengthens the consumer's purchase intentions.

Lee and Griffith (2012), The study examines the process of establishing a viable brand in a new foreign market through successful market entry governance by utilizing various types of branding alliances to transfer corporate brands. Drawing from corporate illustrations and building upon Ghosh and John's (1999) governance value analysis (GVA) model, a decision model for managers is developed providing theory-based guidance for market entry strategies. Relational governance can be considered as a continuum ranging from strong relational (i.e., joint ventures, co-

branding) to weak relational (i.e., joint promotion, marketing alliance) forms. Firms should organize their market entry strategy based upon brand equity resources, specific investments made by the partner, and environmental uncertainty (market volatility and cultural distance), so as to transfer the desired brand image and associations into local markets by maximizing the level of value created and value claimed. This study contributes to the international marketing literature by providing a theoretically strong decision model, supported by corporate examples, of how firms enter markets using various types of brand alliances. It also advances the practice of international marketing in regard to branding by providing insights as to how managers in the global marketplace can effectively transfer brand images and build global brand equity, minimizing firm costs while maximizing the value created and claimed from the brand.

2.2.2.1 Brands and image

The values which make up a brand exist because they are perceived. They are also evaluated positively or negatively by customers and potential customers. These evaluations come together to form the brand's image.

The first thing to accept about image is that it is a perception and need not necessarily be fact. Buyers cannot know in a factual sense all there is to know about a company. What they do not know they may assume or expect without any objective evidence; in simple terms they will hold an opinion. But these perceptions are to the buyer, just as real as those based on harder evidence and almost certainly will influence the purchasing decision.

Companies have touch points with their market which create these perceptions. For example there is the company representative. Let's assume that he or she is smart and drives a new car and always makes a good impression. He calls on companies who, without any further knowledge, think well of the supplier because he projects a positive image and this is extended to his company. The company benefits from the `halo' of the representative. All other points of contact with the customer will produce a reaction of some sort or another in the buyer. Some of the other touch points will also influence the relationship. The speed, courtesy and friendliness of the switchboard will have an impact. The appearance of the e-mails or the letterhead, literature and promotions will influence the image. Once the relationship between a

supplier and customer gets deeper, then many other opportunities will arise in which the image can be affected, including the chance to demonstrate the company's performance on substantial issues such as the product quality, reliability of deliveries, after sales service and so on. A positive image is one which will continue to work for a company, even when things start to go wrong. A company with an excellent reputation can suffer an occasional slippage in one area or another and the customer will be forgiving. In contrast, a company with a poor image will be castigated for any default and there will be no exoneration. The strength of the Perrier brand pulled it through after a disastrous contamination of the product by benzene required the complete recall of all its stock of bottles in warehouses, shops and homes.

Mercedes were more defensive when its new A class failed the "moose test", blaming the driving skills of the Swedish journalists rather than the design of the car's suspension. Cadbury were slow to admit to and recall products that were infected with salmonella and this undoubtedly cost them heavily in lost sales.

Image is something which can be taken in the round. This overall image is the pooling of the all the perceptions and feelings which people hold on a company. When we enter the ballot box to place our cross against a politician, it is the overall package we vote for. There will be some things about the politician we dislike but these seem to be outweighed by the virtues. The juggling of the pros and cons are distilled into just one decision - one box, one cross.

So it is with brands; perceptions - image - are translated into a purchase decision. A company will be chosen as a supplier if it is at least acceptable on all the essentials (price, delivery, quality) and seen positively for most of the `nice to haves' (innovative, good warranty, easy to do business with). It can even have a negative image in some areas as long as they are not ones critical to the decision. Companies with excellent products which are reasonably priced may get away with long delivery dates. They may even make a feature of their waiting lists by suggesting that they are an indicator of their popularity.

Buyers act on perceptions as if they were facts. What else have they got to go on? They cannot be all knowledgeable. They cannot know every nook and cranny of the products they are buying. They cannot be qualified, nor expected to know all about the guts of a machine they are considering buying. The guts of a

machine may make it reliable but it is the appearance of the outer casing, the ergonomics of the design and the favorable (or otherwise) comments from service engineers which guide buying judgments. The composition of a cleaning fluid may be a mystery to a buyer but it is bought because it smells powerful, it looks thick and powerful, and on the pack it says that it is used for cleaning components in the aerospace industry where specifications are known to be amongst the highest.

Images are therefore based on less than complete knowledge but still shape action in relation to a supplier even if in only a negative way. A company may not be used as a supplier because of a negative (and in an objective The Power Of Industrial Brands sense, erroneous) image. It is often not understood that potential customers who have never had any dealings with a supplier may hold a strong image of that company. Far from being determined by purchasing experience, image may decide whether a supplier is used at all.

The achievement of a positive image, on core values - the really important issues - and any other values which differentiate it should be of the highest priority to any company. However, a very dangerous ploy is to try to alter a company's image without materially improving the underlying defects. In the 70s and 80s Alfa Romeo cars offered heart throbbing design and sparkling performance tinged with a variable reputation for reliability.

Twenty years later, when the problems have long been solved, many motorists consider reliability to be a weakness of Alfa cars.

2.2.2.2 Brand image

A brand image is how the consumers perceive the brand (Aaker, 1996, p. 69). Aaker (1991, p. 109-110) explains that brand image is a set of associations which might not even reflect the objective reality. Arnold (1992, p. 94) says that brand image refers to the way in which certain groups decode all of the signals resonating from the product or service. An online writing explains the concept of brand image as follows: Brand image can be reinforced by brand communications such as packaging, advertising, promotion, customer service, word-of-mouth and other aspects of the brand experience.

Heding, Knudtzen, and Bjerre (2008, p. 9) The image of the brand is the perception of the brand by consumers. The goal of working strategically with brand

image is to ensure that consumers hold strong and favourable associations of the brand in their minds. The brand image typically consists of multiple concepts: perception, because the brand is perceived; cognition, because that brand is cognitively evaluated; and finally attitude, because consumers continuously after perceiving and evaluating what they perceive form attitudes about the brand (Aaker & Joachimsthaler, 2002, p. 43; Keller, 1993, 2003; Grunig, 1993).

Brand images are usually evoked by asking consumers the first words/images that come to their mind when a certain brand is mentioned (sometimes called "top of mind"). When responses are highly variable, non-forthcoming, or refer to non-image attributes such as cost, it is an indicator of a weak brand image.

2.2.2.3 Brand identity

Brand identity provides direction, purpose and meaning for the brand. It is a set of associations just like brand image. (Aaker, 1996, p. 68.) The difference between brand image and brand identity is that brand image is formed in the minds of customers/consumers but brand identity is assembled by the brand owner. Brand identity consists of two layers; core identity and extended identity (Brand Identity – A brand building concept 2010). Core identity represents the timeless essence of a brand. It is more resistant to changes and time than the extended identity. Core identity is the reason why the brand exists and what the brand stands for. Extended identity provides texture and completeness for a brand. It means the additional details that pulls the brand together and makes it complete. Aaker (1996, p. 78) explains that to ensure that the brand identity has enough depth and particles a firm should consider its brand as a product, organization, person and symbol. The goal of these perspectives is to help clarify, enrich, and differentiate an identity.

Hogan, Almquist and Glynn (2005), in the bid to build a world-class brand, it's tempting for managers to invest everywhere that the brand touches customers. The "do everything' approach rarely works well, however, because resources are spread too thinly to be cost-effective. Our research shows that leading brand-builders such as Citibank and Coach take a more selective, deliberate approach, adhering to several management principles that we have identified: they focus on the most important customers to their business enterprise; they concentrate investments on the customer touchpoints that will do most to increase brand equity and raise

profitable demand; they set realistic goals for implementation and focus on changes that are easier to implement; they revisit their performance on a regular basis and make their brand program self-sustaining and adaptive.

Devasagayam, Buff, Aurand, and Judson (2010), intraorganizational brand communities are presented as a viable strategic possibility for targeting internal branding participants. Results lend strong support to the need for and efficacy of internal brand communities, and provide an opportunity to examine the strategic synergies of pursuing such a strategy for internal as well as external audiences. External branding initiatives and communications can be used internally, among employees, to build positive brand associations and brand affinity. Further, implementing an internal brand community can lead to increases in the emotional buy-in of employees and ultimately could help companies increase the proportion of "champion" employees.

Hassan and Craft (2012), the two studies reported suggest that a combined use of macro and micro-bases to segment world markets is significantly linked to the perceived positioning strategies of global top brands, whereas firms seeking more localized positioning strategies use only micro-bases to segment. The conceptual and empirical findings reported in this paper pave the way for embarking on promising and relevant future research that is needed to substantiate and enrich the academic understanding and managerial practice of segmentation and strategic brand positioning decisions in world markets.

2.2.2.4 Brand as a product

Brand as a product deals with the brand associations attached to a product or service. It is closely linked to brand choice decisions and the experiences consumers have of its use. The core element is to recognize the product category the brand belongs to. The key idea is to connect the brand to the specific product group so that it is the first one the consumers recall when thinking of the group. The attributes that are related to brand as a product are quality, purpose of use, types of users and the origin of the product or service. (Aaker, 1996, p. 78-82).

2.2.2.5 Brand as an organization

Brand as an organization concentrates less on the product or service itself but primarily on attributes of the organization. These attributes (for example

innovation and quality) are created by the people, culture, values and programs of the company and are more resistant to competitive claims. This is because it is easy to copy a product and product features but duplicating an organization with unique people, values, and programs is almost impossible (Aaker, 1996, p. 82-83). Bra has a very professional but laid back personnel and their online site mention positivity, un-expectancy, amusement, personality and spirit to be their main organizational attributes.

2.2.2.6 Brand as a person

Brand as a person considers the brand as having human attributes such as fun, active, formal or youthful. A brand personality can improve the brand because a consumer could relate to it and express their own personality. In the same way as personalities influence human relationships, brand personality can be the basis of a relationship between the customer and the brand. Brand personality can also arbitrate certain images, functions and benefits of a product or service itself to a consumer. (Aaker, 1996, p. 83-84.)

2.2.2.7 Brand as a symbol

A strong symbol makes it easier for consumers to recognize and recall a brand. The absence of a symbol can be a real disadvantage to a brand. A symbol can be a visual imagery, metaphors and/or brand heritage that relates to a brand. The symbol is at its strongest when it relates to some extra value that the brand provides if purchased. (Aaker, 1996, p. 84-85.)

2.2.2.8 The benefits of a strong brand image

High levels of brand awareness and a positive image increase the probability of a product being chosen and decrease the vulnerability to competitive forces. Here are nine specific benefits which a company will obtain from a strong brand image.

1) Premium prices can be obtained. A brand with a positive image will command larger margins and be less susceptible to competitive forces. There will be less pressure to sell at low prices or offer discounts.

2) The product will be demanded. A brand which people think is a good will be asked for specifically. People will search out a brand they really want.

3) Competitive brands will be rejected. A strong brand will act as a barrier to people switching to competitors products. A brand is a defence which is permanently erected.

4) Communications will be more readily accepted. Positive feelings about a product will result in people being able to accept new claims on its performance and they will warm them up so that they can be more easily persuaded to buy more.

5) The brand can be built on. A brand which is well known and well regarded becomes a platform for adding new products as some aspects of the positive imagery will cross over and help in the launch of new products.

6) Customer satisfaction will be improved. A positive image will give customers enhanced satisfaction when they use the product. They will feel more confident about buying it.

7) The product will be pulled through the distribution network. A brand which people ask for can more easily be sold into wholesalers and distributors who are extremely responsive to what their customers want.

8) Licensing opportunities can be opened up. A strong brand may support joint venture deals or allow the brand to be licensed for use in new applications or in other countries.

9) The company will be worth more when it is sold. A company with a good brand name will obtain a higher premium for the goodwill, if and when it is sold. Not only are there considerable benefits for industrial companies in building strong brands, there are serious penalties for those who do not. The alternative is to rely on price cutting, discounts and cost-reduction programmers. Customers will find no reason to buy other than on strongly functional factors which, no doubt, they can find to profusion in any number of suppliers.

2.2.2.9 The benefits to the customer of branding

We should not close this chapter with the impression that the gains from strong branding are all on the part of the supplier and at the expense of the customer. The customer too obtains benefits. There are three important reasons why customers benefit from products and services with strong brands:

1) A strong brand is a summary of all the values associated with it. Making industrial buying decisions is complicated by the need to weigh up all the details of a product's performance, its price, the delivery, the guarantee etc. A brand with a strong image is a synthesis to the buyer of everything that a supplier stands for and offers.

2) A strong brand makes customers feel confident in their choice. People shop at Marks & Spencer often without comparing products from elsewhere because they trust the brand. Strong industrial branding gives customers the same comforts.

3) A strong brand makes customers feel more satisfied with their purchase. The quality perceptions translate to a `feel good factor' which makes customers happier than if the product had come from an unknown supplier. In the end successful marketing is about convincing customers that they will sleep easier and worry less by using a strongly branded product.

2.2.2.10 Branding and the Employee

Branding is the practice of taking something more or less generic (be it a product, service, or experience) and making it distinctive, by associating the product with real and imagined qualities that marketers hope will help a customer prefer that brand over others.

The brand itself is the social construction that links a material product with a set of beliefs about the product's tangible and intangible attributes. Brands help differentiate a product from similar or competitive others on three dimensions: performance, imagery, and consumer insight (Keller, Sternthal, & Tybout, 2002, p. 80-86). Brand performance associations distinguish the product in terms of its functional benefits (e.g., it cleans thoroughly). Brand imagery associations create a sense of the kind of person who uses the product and the circumstances that the product creates for the user, evoking the 'romance' of a brand. Finally, consumer insight associations show how the brand can resolve the consumers' own problems better than similar brands. Together, these associations create the functional, symbolic, and emotional aspects of the brand.

Brands themselves are organizational artifacts (see Schultz & Hatch and Cappetta & Gioia, this volume), and they are important sensemaking tools within the

organization as well as for the consumer. For the consumer, a brand is an artifact that helps answer the question of why a product, service, or experience is preferable to others. For members of the organization, the brand helps to answer the question, what do we want to communicate about this product that describes it to consumers, differentiates it from similar products, and leads consumers to prefer this product over competitive others?

What managers understand about and desire for the brand's meaning also helps them make decisions about the physical product itself. In these ways, brands are sense making tools that help organization members create, evaluate, and deliver the tangible and intangible promises represented by their organization's products.

Directed at organizations themselves, "internal branding" advocates a system of socialization and communication practices intended to inspire employees to deliver on a brand's promise, by leading employees to internalize brand values and by instilling brand values in key internal organizational processes (Schein, 2001). Employee branding focuses on the employees' role in creating and maintaining the brand attributes associated with the organization's products. The action implied by the label employee branding is meant literally, because these programs are intended to impress brand attributes onto the work behavior of employees, who are then expected to infuse brand attributes throughout their work (Ind, 2001; Mitchell, 2002) through "on brand behaviors".

On brand behaviors are those that enact, demonstrate and maintain the brand's attributes. Employee branding practices encourage employees to think about the brand more consciously and actively consider the brand's interests as they make decisions.

To encourage employees to associate the brand and its attributes as closely as possible to their selves, employee branding advocates recommend orienting the organization's culture toward the brand so that every expression of the organization, from common organizational artifacts such as décor, equipment, publications, and uniforms to underlying organizational values, manifests the brand's values and attributes.

The goal of employee branding is to create employees and a work environment where every decision and every behavior enacts and displays the specific attributes of the brand. Since branding advocates want employees to internalize the brand's values, however, they seem to hope that employees will come to believe that they share the attributes of the brand and to define themselves as one with the brand. Thus, "(b)y weaving the brand messages into employee's everyday experiences, managers can ensure that on brand behavior becomes instinctive" (Mitchell, 2002, p. 101). The intent of employee branding programs is, ultimately, to change the ways that employees think and behave so that their thoughts and behaviors always prioritize the brand's interests.

Conventional brand education programs designed to help employees keep the brand in mind have focused on teaching employees about the brand. These programs assume that the more employees know about a brand, the more effective the employees can be at translating the brand's desired attributes into marketing and product development decisions. These programs work through cognitive mechanisms that maintain a separation between the employee and the brand: the brand is the object of the employees' efforts.

Employee branding is defined as 'the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents' (Miles & Mangold, 2004, p. 68).

In contrast, employee branding advocates describe employee branding as a process for tightening the relationship between the brand and the employees by associating the brand and its attributes with the employees themselves. Employee branding programs assume that the more the employees can act like the brand, the more they can execute on-brand behavior. Employee branding asks employees to assume the role of the brand's representative at all times, regardless of their role or function within the organization.

Advocates promise that employee branding will increase the frequency and intensity with which employees evoke the brand's values in everyday work practices. They argue further that stronger employee branding will lead to increased positive feelings toward the organization, interest in organizational successes, and uniformity in both employees' understanding of the brand and in their approaches to

delivering on the brand promise (Mitchell, 2002). Perhaps the greatest promise is that branded employees will prioritize the brand automatically and uncritically and to always put the brand's interest first.

2.2.2.11 Practices and Forms of Employee Branding

Employee branding programs recommend that managers redeploy practices that reinforce the norms and values of the organization itself --practices such as socialization (e.g., training and communication), organizational decor, the distribution of organizational artifacts, and controlling employee appearance – and use these practices instead to educate and reinforce beliefs about the brand. Perhaps the most common form of employee branding is training programs where all employees are taught the basics of branding and marketing principles and instructed on the attributes to be associated with their specific brand. For example, as part of Bath & Body Works' new employee orientation, new employees receive training on the concept of branding, on the retail brands that compete with the Bath & Body Works brand, and on the specific attributes of the brand that the organization promotes. Every organization member, from hourly workers who pack and ship stock to the firm's accounting professionals who manage the firm's capital, participates in this brand orientation. Employees are expected to know all about their company's brand and to display the brand's attributes and promote the brand's interests through on brand behaviors in their everyday work, even when their jobs have little or nothing to do with marketing.

In addition to training programs, employees are branded through a variety of organizational communication practices. For example, internal corporate press and new product launches are designed not simply to inform or educate employees but also to persuade them and influence their behavior (Ind, 2001; Mitchell, 2002; Pringle & Gordon, 2001). In addition, communication practices which were previously directed only at outside constituencies --such as brand advertising and public relations campaigns — explicitly are being redesigned to target employees as well as outsiders. Not content to depend on whatever indirect effects these communication practices may have on employees (Elsbach & Glynn, 1996), organizations see their advertising and PR efforts as tools to influence employees and encourage on brand behavior (Mitchell, 2002). As a result, Wal-Mart's television

advertising, featuring the greeter welcoming customers as they come into the store, is as much about demonstrating what attributes the employees are expected to display in their own behavior as it is about promoting Wal-Mart's brand to the general public. Indirectly but still explicitly, employees are branded by organizational décor that reflects the brand, such as brand-consonant aesthetic schemes (e.g., color palettes, furniture styles), corporate art, and three - dimensional product displays designed for retail environments. Organizations also distribute to employees brand-related artifacts such as copies of print advertising, product prototypes, promotional materials like key chains, mugs, and decorative accessories (see Elsbach's chapter in this volume), and clothing emblazoned with the brand's logo that symbolize and communicate desired brand associations. These artifacts are intended for use outside and inside the work environment, to surround the employee with reminders that reinforce the desired associations between the product and its attributes, and the brand and the employee.

Employee Branding by Controlling Employees' Appearance Somewhat less common and becoming more popular are employee branding techniques that work by controlling employees' appearance, through programs that advocate "wearing the brand". Wearing the brand requires employees to dress themselves for work in ways that symbolize the brand and the brand's attributes. By mixing their own personal work wardrobe with organizationally specified brand-expressive clothing -- clothing that by its style, type, and functionality, as well as its emotional and "romantic" associations, symbolizes the brand to the wearer – employees use their own physical appearance to communicate the brand's attributes to the internal organizational audience.

At first glance, employee branding practices that control employees' appearance looks like a simple extension of a common practice of clothing retailers. Clothing retailers often require that their salespeople wear items that the company sells (Merrick, 2003), so that salespeople model and demonstrate for customers the fashions for sale (Cappett a & Gioia, this volume). For example, The Gap requires retail store employees to wear Gap - brand clothing or clothing similar to it. Salespeople's appearance may also be controlled so that they project or even personify to the consumer the image of the brand's ideal customer. The dress code of clothing retailer Abercrombie & Fitch refers to employees as "Brand

Representatives," whose defined duties include "looking great in A&F-style clothes" and "projecting the A&F brand with enthusiasm and energy" (Merrick, 2003).

Potentially more nefarious is the practice of controlling salespeople's appearance by selecting them on criteria such as their physical attractiveness, ethnicity, age and perceived social class. Abercrombie & Fitch is currently being sued by former employees who contend that they were denied retail sales jobs because their appearance did not reflect the white, Anglo -Saxon, frat-boy image of A & F's brand.

More recently, policies for control ling employees' physical appearance have been adopted for employee branding. Instead of focusing on influencing the consumer, wearing the brand is intended to influence the thoughts and behaviors of employees themselves. Rather than being a superficial requirement intended to influence only the employees' surface appearance, wearing the brand is directed more deeply at the individuals' beliefs about the brand, their relationship with the brand, and the link between the brand and their own behaviors. Controlling appearance through dress is potentially an effective way to influence individual's behavior, because of the ways that dress reflects, influences, and helps to construct individuals' social selves (Davis, 1991; Entwistle, 2000). By formally and informally expecting employees to express the brand through their physical appearance, especially by asking employees to dress in ways that symbolize the brand's attributes, organizations strive to link brand attributes to their employees' sense of self.

Wearing the brand is supposed to make the brand's values and message consistently salient for employees. As employees put on brand-expressive dress, they become conscious of whether and how they individually are representing what the brand stands for. When employees wearing the brand interact with others inside the organization, their own and their colleagues' brand-expressive dress triggers them to keep the brand and its attributes in mind. Thinking "as the brand," these employees may be more creative when considering how the brand ought to be represented in different situations (Pringle & Gordon, 2001). Because every organization member can or should be able to find ways to wear the brand, members throughout the organization can express the brand through their appearance, reinforcing and

maintaining the salience of brand attributes. Employees wear the brand for themselves, for each other, and for the brand itself.

The distortion of power relationships between the organization, the brand, and employees. Another possible complication stems from the repositioning of the target of the organization's branding efforts and the change in power relationships that this suggests. In conventional product branding practices, the brand is the creation of the organization and its employees; it is their intentional social construction. In employee branding practices, the employees and the organization become the creations of the brand. Like a science project gone awry, employee branding initiatives subvert the power relationship between the creator and what is created.

When the brand becomes more important than the organization itself, managers may make decisions that benefit the brand yet damage the organization. For example, the thirty million dollars a year that Nike pays to a celebrity athlete to endorse a sneaker might be better spent as performance incentives for low level employees within the organization itself.

Employee branding makes the employees and the organization instruments of the brand and subject to the brand's power and interests

2.2.2.12 Brand Recall

Brand Recall relates to consumers' aptitude to retrieve the brand from memory given the product category, the needs fulfilled by the category or a purchase or usage situation as a cue. It requires consumers to correctly generate the brand from memory when given a relevant cue. It is the extent to which a brand name is recalled as a member of a brand, product or service class, as distinct from brand recognition. Common market research usage is that pure brand recall requires "unaided recall". For example a respondent may be asked to recall the names of any cars he may know, or any whisky brands he may know. Some researchers divide recall into both "unaided" and "aided" recall. "Aided recall" measures the extent to which a brand name is remembered when the actual brand name is prompted. An example of such a question is "Do you know of the "Honda" brand?" In terms of brand exposure, companies want to look for high levels of unaided recall in relation to their competitors. The first recalled brand name (often called "top of mind") has a distinct

competitive advantage in brand space, as it has the first chance of evaluation for purchase.

2.2.2.13 Brand Personality

Distinct brand personality plays a key role in the success of a brand. It leads customers to perceive the brand personality and develop a strong connection to the brand (Doyle, 1990). A brand personality should be shaped to be long-lasting and consistent. Besides, it should also be different from other brands and meet consumer's demands. Hence, the consumers of those toys and video games are like the brand spokespersons and become the basis for suppliers to build brand personality. With the specific brand personality, consumers of varying personality traits will be attracted and their brand preference will then be further developed. In addition, a company can maintain a good relationship with customers through its brand personality (Aaker & Biel, 1993). Since brands have their own particular personalities, consumers may treat brands as real human beings. In this case, consumers will expect the people's words, attitudes, behavior or thoughts and so on to meet their respective personality traits (Aaker, 1996). Consumers may likely use the brand and products in line with their own personality traits, in other words, all the marketing activities are aimed at having consumers believe and recognize a brand personality, and reinforcing the communication between the brand and the consumer (Govers & Schoormans, 2005), in order to enhance the brand's loyalty and equity. Brand personality has become a widely discussed issue in recent years. It has been emphasized in many brands and products, including durables goods, consumables goods, entertainment and luxury goods, and so on (Govers & Schoormans, 2005; Mengxia, 2007). Consumers may have their own preference for the brand and product in compliance with their brand personality and personality traits or their own concepts (Govers & Schoormans, 2005). However, in fact, brand preference only involves in the affection in brand loyalty, it may not develop any purchase behavior (Dyson et al., 1996). Only a few researchers have simultaneously combined effective loyalty and behavioral loyalty into their investigation on the relationship of personality traits and brand personality with brand loyalty. Brand personality can be defined as "a set of human characteristics associated with a brand." (Aaker, 1996). Brand personality mainly comes from three sources: the first one is the association consumers have with a

brand, secondly, the image a company tries hard to create, for example, using an advertising spokesperson to create a corporate image, and the third is about the product attributes, for example, product categories and distribution channels.

Personality is a useful variable in the consumer's choice of brands. The brands selected by consumers are usually in compliance with their own personalities. Hence, brand personality offers the functions of self-symbolization and self-expression (Keller, 1993). It is indicated that brand personality contains demographic features, such as gender, age and social class, and they may be directly influenced by the image of the brand users, personnel and product spokespersons, and indirectly affected by product attributes as well (Levy, 1959). For instance, Marlboro is a cigarette brand more likely to be smoked by males because "macho cowboys" are the brand image built up by Marlboro, Mercedes cars tend to be driven by those in higher social classes because Mercedes shows an image of high quality and high efficiency. It's well noted that consumers usually select brands having self-concept congruence (Kotler & Keller, 2011). However, sometimes, consumers will select a brand according to their ideal self-concept or the social self-concept. Thus, brand personality may have the function of demonstrating and expressing your own personality at the same time. (Karande et al., 1997) believed that product designers and marketing personnel may benefit from the features of brand personality, because they may develop their marketing plans according to the features. In addition, with brand personality, a product can be differentiated from other brands.

Consumers display a tendency to endow brands with human-like personalities. Working strategically with brand personalities has been a widespread practice for many years. The Big Five of human personality psychology and Jungian archetypes are frameworks often implied to deepen the symbolic exchange between brands and consumers.

Furthermore, brand affection can also be developed by brand personality, which can in turn reinforce consumer's brand personality. It's well pointed out that brands have their own personalities, so users may choose the products matching their preferences and personalities according to perceived product images (Milewicz & Herbig, 1994). A successful brand knows how to build its distinct brand personality, which enable customers to perceive the unique brand persona, then

developing a strong binding relationship with the brand (Doyle, 1990). The crucial element in constituting brand personality is to have a clear differentiation in conveying brand personality. The personality shall be consistently and persistently cultivated over the long run. When trying to change the way a brand image is conveyed, the original brand personality and value should first be strengthened in order to reduce to the minimum a customer's feelings of chaos and inconsistency. (Aaker, 1997) used personality psychology to develop a "brand personality scale," identified the five dimensions: sincerity, excitement, competence, sophistication and ruggedness of brand personality, and induce 15 facets and 42 traits. (Aaker, Benet-Martinez & Garolera, 2001) also conducted a brand personality study in Japan in 2007, for which they slightly modified the brand personality scale released in 2001 exclusive for Japan, by taking different local and culture backgrounds into account, and established a new brand personality scale befitting the Japan market.

Similar to the brand personality scale of the USA, the newly established brand personality scale is also constituted of five dimensions:

1) Excitement;

2) Competence;

3) Peacefulness;

4) Sincerity; and

5) Sophistication.

2.2.2.14 Brand Resonance

Brand Resonance (Keller, 2003) refers to the extent to which customers feel "in sync" with the brand. Just as we feel the vibe between ourselves and others, we also experience a vibe that resonates between ourselves and brands. There are four categories to brand resonance:

1) Behaviour - such as frequent purchase.

2) Attitude – when we say we "love" the brand.

3) Sense of community – such as the Harley Owner's Group (HOG).

4) Active engagement – where people invest time and money beyond purchase or consumption.

Resonance with clients and consumers is different for every brand. The good news is there is a brand for every customer, business and walk of life. The presence of social media and networking sites is proving this point better than any marketing researcher in history as organizations are witnessing instant feedback on their brands and campaigns.

Brand resonance can be defined as how well a brand connects with its customer both formally and casually. Creating resonance with a brand means that the brand message has to permeate consumers' minds and lives. More than ever, marketing needs to be impactful and emotive to create this type of resonance. While there is a formal brand presence defining what a company is, there is also a more casual side that says a brand is human. This is the way brands earn trust. Creating resonance means a brand offers consumers a solution to their unique problems by adding value.

The first level of the pyramid deals with establishing the identity of the brand. Keller suggests a single building block for this phase and terms it brand salience. In building a highly salient brand, he argues that it is important that awareness campaigns not only build depth (ensuring that a brand will be remembered and the ease with which it is) but also breadth (the range of situations in which the brand comes to mind as something that should be purchased or used).

The second layer of the pyramid deals with giving meaning to the brand and here Keller presents two building blocks: brand performance and brand imagery. Brand performance is the way the product or service attempts to meet the consumer's functional needs. Brand performance also has a major influence on how consumers experience a brand as well as what the brand owner and others say about the brand. Delivering a product or service that meets and, hopefully, exceeds consumer needs and wants is a prerequisite for successful brand building. In communicating brand performance, Keller identifies five areas that need to be communicated: primary ingredients and supplementary features; product reliability, durability and serviceability; service effectiveness, efficiency and empathy; style and design; and price

Brand imagery deals with the way in which the brand attempts to meet customers' psychological and social needs. Brand imagery is the intangible aspects of

a brand that consumers pick up because it fits their demographic profile (such as age or income) or has psychological appeal in that it matches their outlook on life (conservative, traditional, liberal, creative etc). Brand imagery is also formed by associations of usage (at work or home) or via personality traits (honest, lively, competent, rugged, etc). It is in this building block that advertising plays a major role in shaping the image of the brand, although word-of-mouth recommendations and a consumer's own experience are equally important. However as brand imagery is built, it is important that brand managers and strategists craft strong, favorable and unique associations for a brand.

Having dealt with brand identity and meaning, we move upwards to the third tier of the pyramid to develop a consumer response to the brand. Keller proposes two building blocks for this tier, namely brand judgments and brand feelings. Judgments about a brand emerge from a consumer pulling together different performance and imagery associations. These judgments combine into a consumer's opinion of a brand and whilst there are multiple judgments that an individual can make, Keller believes there are four that companies must pay attention to in their brand-building efforts. They are the perceived quality of the brand; brand credibility (the extent to which the brand is perceived as having expertise, being trustworthy and likable); brand consideration (the brand must be relevant to the consumer so that they are likely to purchase or use it); and brand superiority (the extent to which consumers view the brand as being unique and better than other brands). Maintaining brand judgment is particularly important when a company embarks on brand extension as what counted as quality, credibility, consideration and superiority in one market can evaporate as the brand extends its product line and/or market reach. Baby food manufacturer Gerber tried to enter the adult food market in the 1970s by producing small helpings of fruits, vegetables, desserts, etc in the same jars it used for infant food. Unable to garner credibility (adult food is very different to baby food), consideration (how many adults would think about buying food for themselves that is packaged in a well-established babyfood jar) and superiority (many other brands specialize in adult food) for its new product range, Gerber quickly ditched which was widely regarded as a spectacular failure.

Whereas brand judgments can be fairly logical, brand feelings are consumers' emotional responses to the brand. Keller identifies six brand-building feelings that he regards as important emotions that a consumer can have towards a brand, namely warmth, fun, excitement, security, social approval and self-respect.

The first three are experiential and immediate and increase in the level of intensity whilst the latter three are private and enduring and increase in the level of gravity. These responses are likely to come together in different combinations for individual consumers and the distinct brands they are relating to.

What is important for the brand manager and strategist is that responses are positive and come to mind when a consumer thinks about the brand.

Telecommunication companies often depict the emotional rewards of making a call such as a child bringing joy to his or her geographically-distant grandparents by speaking to them on the phone. Fun is a major component of brand communication with well-known South African examples such as Castrol's "Boet and Swaer" and "Mad About Oil" campaigns and Vodacom's "Yebo Gogo" and "Meerkat" campaign. Volvo plays on the brand feeling of security by emphasizing the safety of its cars. Investment management firm Allan Gray also targets the feeling of security by emphasizing the long-term performance of the investments it makes on behalf of its clients.

The final tier of the pyramid deals with the consumer's relationship with the brand and here Keller introduces the sixth building block which he calls brand resonance. Resonance is characterized by the intensity of the psychological bond that customers have with the brand and their level of engagement with the brand. The challenge for the brand manager and strategist is to develop the bond and increase the number of interactions (repeat purchases of a product or service) through the development of marketing programs that fully satisfy all the customers' needs, provides them with a sense of community built around the brand and even empowers them to act as brand champions.

In wrapping up this appraise of the pyramid model, it is useful to heed Keller's advice not to take shortcuts: "The length of time to build a strong brand will therefore be directly proportional to the amount of time it takes to create sufficient

awareness and understanding so that firmly held and felt beliefs and attitudes about the brand are formed that can serve as the foundation for brand equity."

2.2.2.15 Brand Value

Brand value is defined by the Business Owner's Toolkit as "the relationship of its quality to its price". The old Marketing 101 definition of brand value is also the relationship of its quality to its price. A cursory glance through Google, a well-known internet search engine, reveals approximately 409,000 entries for the phrase "brand value". This number, by itself, shows the importance of the concept. The academic literature on brand value, searchable by Google Scholar, reveals 4,880 references. The Google entries show both academic treatments of brand value as well as business entries from service providers. Brand value is, however, a concept that is not really well defined (Zeithaml, 1988). In general, it relates to the influence of a brand in the marketing mix or the impact of the brand name on reactions to other features of the marketing mix, such as the reactions to the actual product. What is quite interesting, however, is the inordinate amount of attention paid to this concept. From a commercial end, companies such as "Inter Brand" put dollar values on the concept of a company's brand value (Farquhar, O'Leary, & Berry, 1982). Indeed, brand value may enter into the sales and purchase price of a company, for brand value can endure when the actual physical products change, evolve, mature and die. Branding is, therefore, a major issue in a product strategy.

Academicians and industry leaders agree that brand equity is one of the pivotal sources of competitive advantage (Hitt, Ireland, Camp, & Sexton, 2001). Brand equity reduces marketing costs as there is high brand awareness and loyalty, thereby providing companies with trade leverage in bargaining with retailers. Furthermore, brand equity allows the company to charge higher prices than those of its competitors because the brand has higher perceived quality. Finally, because brand equity is intangible, it is a source of a long-term competitive advantage. Intangible resources are more difficult to imitate, perhaps because they are harder to understand and, therefore, they cannot simply be reverse engineered. Most companies agree that intangible resources such as brand equity produce clear revenues over time. Based on this perception, one may define brand equity and calculate its present net value of future profits (Farquhar et al., 1982). Coca Cola holds one of the most famous, and

some will say, most expensive brands in the world. Some of the strongest world brands were born based on their creators' belief that while everyday business activity focuses on profits, building brand equity focuses on stimulating the identification of a product resulting in customer loyalty.

2.2.3 The Importance of Brand Image

Brand image is important because it is one of two constructs (the other being brand identity) that works to allow for identification and assignment of meaning to the brand in the marketplace (Franzen & Moriarty, 2008). It is through the brand image that people make a general decision about whether or not a brand is *for them* (Kapferer, 2008). For example, is it a brand that meets their quality and functional needs, and is it associated with the type of consumer they imagine themselves to be?

When managed appropriately, the brand image is highly determinant of consumer interest and satisfaction in a given product or service, as well as willingness to pay for the product or service. For example, an experiment on willingness to pay for mid-size sedans found that specific elements of the brand image were associated with an increased price premium the consumer was willing to pay for (Sonnier & Ainslie, 2011). Thus, the brand image actually increased the price some manufacturers could charge for their cars. Brand image is also important because it is a determinant factor in consumer brand loyalty and selection of the brand (Nam, Ekinci, & Whyatt, 2011). Nam et al. (2011) found that brand image was one of the determinant factors in brand equity, which is a construct that leads to attitudinal and behavioral brand loyalty (or positive approval and re-purchase behavior).

There are some negative effects associated with brand image. A mismatch between the brand image and the brand identity can also cause conflicts in the marketplace, which can mean that marketers do not have control over the brand or products (Kapferer, 2008). Brand extensions (or inclusion of different types of products under the same brand) and downward stretch (or inclusion of products that are lower-priced) can leave the brand image and brand identity particularly prone to conflict (Kapferer, 2008). Even when there is no mismatch, positive brand image associations (particularly status associations) may make consumers more willing to purchase counterfeit fashion items such as watches (Bian & Moutinho, 2011). This

allows the consumer to realize the benefits of the brand image (such as brand personality) without paying the high cost associated with the brand, but of course conversely reduces the benefits to the brand itself (Bian & Moutinho, 2011).

Overall, brand image can be said to be important for the marketer because it creates a potential value and reason for purchasing the brand in the mind of the consumer and generates brand equity. However, this importance is complicated by the complex nature of brand image, which can reduce the benefits to be found from this concept for some brands and products.

2.2.4 Brand image in the airport industry

There have been some studies that have addressed the importance of brand image in the airport industry. One study suggested that brand image is mostly predicated on the functional attributes of the brand for the airport, since location and scope are most commonly emphasized (Halpern & Regmi, 2011).

Other studies have also suggested that brand image has not been a priority in airport management. For example, one study of Taiwan's Airport City (which includes both the airport and the services that have built up around it) suggested that brand image management was one of the less important strategies for development (Wang, Hong, Chen, & Jiang, 2011). More important factors included development of high value-added services, creating increased demand, and increasing the optimization of the duty-free sales (Wang et al., 2011). Airports that primarily serve tourist markets, especially smaller regional airports, tend to have more competition and thus may pay more attention to brand image (De Almeida, 2011). De Almeida (2011) points to Faro Airport, Portugal 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 (including charter flights operated by tour operators). Thus, the position of brand image in terms of its importance for the airport industry is mixed, and may vary depending on the characteristics of the airport itself.

A study from the airline industry suggests that brand image and its management is not a foreign concept in the commercial flight sector, even if it is not applied well in the airport industry on the whole (Spiess & Waring, 2005). This study examined aesthetic labor in airlines and how airlines used this to build their brand

image. Specifically, the study considers how airlines use the physical appearance of their airport staff, as well as their behavior, in order to reinforce brand image. The study takes place in the Asia Pacific region, focusing on airlines including Air Asia, Virgin Blue, and other low-cost carriers (LCCs). It found that one of the ways airlines differentiated and gained competitive advantage was by building a so-called service image, based on gendered emotional and aesthetic labor. While it is not certain whether this approach extends to airports, the Suvarnabhumi Airport 'Airport of Smiles' branding does focus on its employees' service offering, suggesting a similar dynamic could be in play.

Although the evidence remains very weak for the use of brand image in airlines, one new study has explored the idea more by examining airport vision statements using content analysis (Castro & Lohmann, 2014). This study looked at 91 different vision statements drawn from a pool of international airports. They found that the vision statements of most airports focused on the tourist sector, emphasizing ties with the tourism industry and the importance of maintaining tourist arrivals. However, few airports tried to build a strong or distinct brand image that was distinct from the region it was in (Castro & Lohmann, 2014). This could be because airports mainly distinguish themselves by location, which could mean that only airports in multi-airports market need to differentiate through brand image. However, this possibility has not been tested in the literature.

A pilot Postharvest Training and Services Center (PTSC) was launched in October 2012 in Arusha, Tanzania as part of a United States Agency for International Development (USAID) funded project. The five key components of the PTSC are (1) training of postharvest trainers, (2) postharvest training and demonstrations for local small-scale clientele, (3) adaptive research, (4) postharvest services, and (5) retail sales of postharvest tools and supplies. (Kitinoja & Diane, 2015)

2.3 Brand Perception

Brand perception is consumers' ability to identify the brand under different conditions, as reflected by their brand recognition or recall performance (Kotler & Lane, 2006). Brand recall refers to consumer's ability to retrieve the brand from the

memory (Keller, 1993). According to the improvement of measurement for brand equity, consumer-based brand equity was described for four dimensions; brand awareness, brand association, perceived quality, and brand loyalty (Pappu, et al, 2005). Brand awareness was defined as the consumers' ability to identify or recognize the brand (Rossiter & Percy, 1987). It refers to the strength of a brand presence in consumer's minds.

2.4 Brand Awareness

Awareness prefers to the strength of a brand's presence in the consumer's mind. Aaker comes with a comparison of consumer minds and billboards, stating if consumers" minds were full of mental billboards – each one depicting a single brand – then a brand's awareness would be reflected in the size of its billboard. (Aaker, 2010, p. 10)

Brand awareness is when people recognize a brand and does not necessarily mean that they also prefer that certain brand (brand preference) they recognized, or that they attach a high value to, or associate any superior attributes to it. It just means they recognize the brand and can identify it under different conditions.

Awareness is measured according to the different ways in which consumers remember a brand, ranging from recognition to recall to "top of mind" to dominant.

1) Brand recognition is the ability of consumers to confirm that they have previously been exposed to a certain brand. It reflects familiarity gained from past exposure. It does not necessarily involve remembering where the brand was encountered before, why it differs from other brands, or even what the brand's product class is. It is simply remembering of that past exposure. Research in psychology has shown that recognition alone can result in more positive feelings toward nearly anything, whether it is music, words, people or brands. Studies have demonstrated that even with nonsense words, consumers are more likely to choose an item they have previously seen to one that is whole new to them. (Aaker, 2010, p. 10)

2) Brand recall reflects the ability of consumers to name a certain brand when given the product category, category need, or some other similar cue.

3) Graveyard statistic is the recall level of those who in a previous test recognized the brand

4) Aided awareness occurs when a list of brands are shown or read to the participant and the person expresses familiarity with some of the brands only after he/she has heard or seen it.

5) Top-of-mind awareness occurs when a person is asked to name brands within a product category and the top-of-mind brand is the one that pops up first on the list.

6) Brand dominance is when a person is asked to name brands within a product category and is able to recall only one brand.

7) Brand familiarity when a person is asked if he or she is familiar with a brand and the interviewer receives a positive answer

Brand knowledge or salience is when a person has a certain opinion about a certain brand (Aaker, 2010, p. 330-331)

2.5 Brand Concept Management

As noted above, brand image can be a double-edged sword for marketers, having both beneficial and negative effects. The control of brand image over time is thus one of the most important aspects of brand management (Franzen & Moriarty, 2008; Kapferer, 2008). The basic problem is developing a brand positioning that will overcome confusion about the brand identity and allow for congruence between the brand identity and brand image in the minds of the consumer (Srivastava, 2011). However, this can be difficult because consumers may develop a range of associations for a given product, which may not have a significant difference in terms of product functionality but which may be highly significant for the effectiveness of the branding strategy (Srivastava, 2011). An overview of how brand image can be identified, implemented, and controlled is thus important for understanding the task set for Suvarnabhumi Airport and its brand managers. However, there is no direct research into brand concept management in airports that can be reported.

2.5.1 Four Brand Management Paradigms

In Brand Management Paradigms (Louro & Cunha, 2001), four ruling branding paradigms are identified by the use of two discriminators: the role of the consumer in the branding process (customer centrality) and whether the brand should hold a tactical or strategic position in the company (brand centrality). These two dimensions provide four 'ideal types' of approaches to brand management.

The product paradigm reflects an approach to branding where the brand is a low strategic priority and the customer is seen as a passive player in the branding process.

Brand Centrality

Technical orientation
(low)

Product paradigm	Adaptive paradigm
Projective paradigm	Relational paradigm

Unilateral (low) — Multilateral (high) — **Customer Centrality**

Strategic orientation
(high)
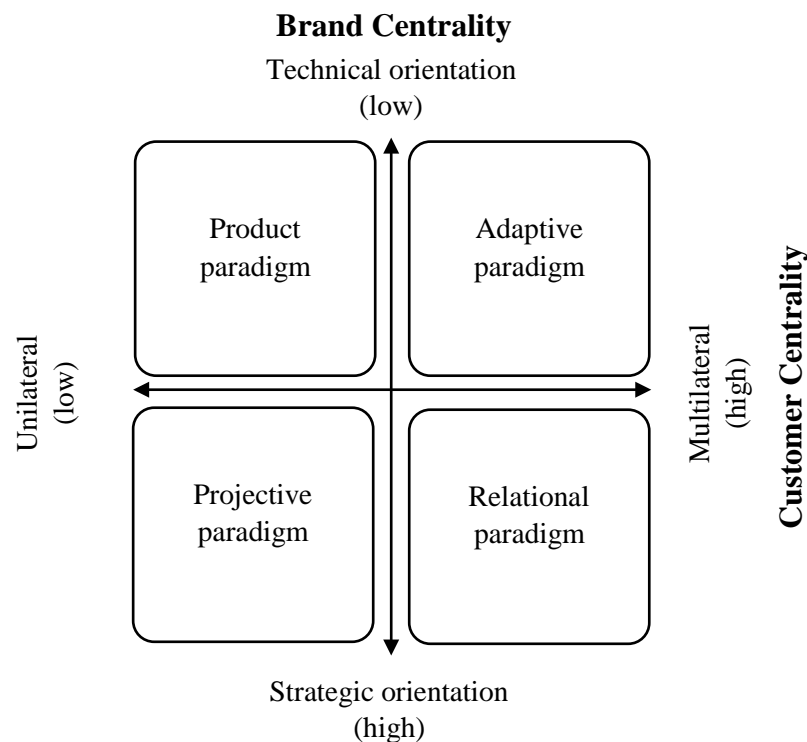
Figure 2.1 Two Dimensions and Four Brand Management Paradigms
Source: Louro and Cunha, 2001, p. 855.

If the brand strategy is perceived as central for the overall strategy of the organization, but with the same conception of the customer, Louro and Cunha label it as a projective paradigm. The third paradigm is characterized by the brand having a low strategic priority and a tactical focus supplemented by a conception of the customer as an active and primary co-creator of value, called the adaptive paradigm.

The fourth and last brand paradigm in the Louro and Cunha categorization of branding is the relational paradigm. Here the brand is perceived to be key in relation to the overall strategy and consumers are assumed to be active co-creators of the brand.

The product paradigm reflects a product-centred approach to brand management. The product and its functional benefits are central to the profitability of the organization in the product paradigm. The brand holds two primary functions: the statement of legal ownership, and as a communicative tool upholding visual identification of differentiation in the marketing of the products of the company. In this brand management paradigm, brand equity is seen as something created by having the optimal marketing mix: the right price, right product, price, placement and promotion.

The projective paradigm of the Louro and Cunha categorization resembles the identity approach in our framework. It focuses on the usefulness of the brand on a strategic level as opposed to the tactical approach to branding reflected in the product paradigm. The brand is seen as a strategic entity that should be used as a template for the overall business model. Thus, the brand reflects purpose, ethics as well as core competences in an organization and vice versa. The theoretical background of the projective paradigm is the resource-based perspective. The consequence of this is that value and brand meaning are found internally. In this paradigm, competitiveness of the business is based on the organization's ability to find its own internal strengths and cultivate them with the purpose of creating a unique business culture and unique competences difficult to imitate. This idea of creating unique concepts based on sender identity is the foundation of the projective paradigm in brand management.

Where the projective paradigm stresses the internal business resources and competences as the source of brand meaning, the adaptive paradigm stresses the consumer as the source of brand meaning: 'The power of the brand resides in the minds of the consumer' (Keller, 2003, p. 59).

The relational brand management paradigm in the Louro and Cunha framework is the opposite of both the lack of review of the actions of the customers in the projective paradigm and the 'excessive' focus on the active customer in the adaptive paradigm. The relational paradigm conceptualizes brand management as a

dynamic, dyadic process, in which an interaction between the creation of brand value (internally) and brand meaning (externally) on a strategic level results in a strong and relevant brand equity through an experienced meaningful relation between consumer and brand. In this paradigm, the marketer can benefit from constructing the brand as a personality because it furthers the consumer–brand relationship. This is done by implementing the acknowledgement of the consumer's active contribution to the creation of brand meaning and at the same time making brand management and brand identity the kernel of the formulation of strategy and the external business communication. In that way, both customer and brand centrality are high-ranking priorities in this paradigm. It goes without saying that this brand management paradigm covers the personality and the relational approach.

The categorization by Louro and Cunha is created through the use of other discriminators and using an entirely different way of sorting existing brand models, but the proposed brand management paradigms are indeed comparable to the taxonomy of this book. As described above, the first five approaches are covered by the four brand management paradigms, and the latter two emerged around and after the publication of Brand Management Paradigms in 2001.

2.5.2 Four Branding Models

In How Brands Become Icons (2004), Holt proposes four different branding models; cultural branding, mind-share branding, emotional branding and viral branding. Holt does not embed the four branding models in a chronological context, but focuses on presenting and comparing the most widely used (in practice) branding models. Holt labels the mind-share branding model the dominant branding model since the 1970s. In the 1990s emotional branding became a managerial priority as well, and with the rise of the internet viral branding techniques also became applied to branding practices. The cultural branding model is based on Holt's research into how brands become icons. It is obvious that the cultural branding model is the equivalent of the cultural approach of our taxonomy; the mind-share branding model is comparable to the consumer-based approach; the emotional branding model sums up the personality and the relational approach; while the viral branding model resembles

the community approach.

Table 2.2 Four Brand Management Paradigms

		The product paradigm	The projective paradigm	The adaptive paradigm	The relational paradigm
Brand–consumer exchange metaphor		Silence	Monologue	Listening	Conversation
Marketing focus		Product orientation	Brand logic	Customer orientation	Relationship
Management	BRAND MANAGEMENT FOCUS	Marketing mix	Brand identity	Brand identity	Relationship
	BRAND DEFINITION	Logo, legal, instrument	Identity system, company	Image, shorthand device, risk reducer, adding value, value system	Relationship, personality, evolving entity
	BRAND ROLES	Product-centred roles supporting communication, advertising and legal protection	Firm-centred roles associated with the unilateral creation and sustenance of competitive advantage through the differentiation and/or efficiency (cost leadership)	Consumer-centred roles facilitating decision making, reducing risks inherent to product acquisition and providing emotional value	Symbolic partner coconfiguring the relational domain for firm–customer interaction
	DIMENSIONS OF BRAND MANAGEMENT	Marketing programme, brand elements as residual decisions	Organizational strategy, brand identity charter, brand elements, marketing programme	Brand image, brand elements, marketing programme	Organizational strategy, brand identity charter, brand image, brand history, brand elements, marketing programme

Table 2.2 (Continued)

		The product paradigm	The projective paradigm	The adaptive paradigm	The relational paradigm
	PERFORMANCE METRICS	Product-based (financial perspective)	Brand-based (internal perspective)	Consumer-based (customer perspective)	Process-based (balanced scorecard)
	BRAND MANAGEMENT STRUCTURE	Functional, product/ brand management, product/market	Functional, product/ brand management, product/market	Functional, product/ brand management, product/market	Customer management, entrepreneurial brand management
Strategy formation	STRATEGIC ORIENTATION	Internal	Internal	External	Internal/external
	STRATEGIC FOCUS	Product and positions	Resources and capabilities	Contexts and consumers	Integrations and interactions

Source: Adapted from Louro and Cunha, 2001, p. 857.

Table 2.3 A Comparison of Axioms Across Four Branding Models

	Cultural branding	Mind-share branding	Emotional branding	Viral Branding
Key words	Cultural icons	DNA, brand essence, genetic code, USP benefits, onion model	Brand personality, experiential branding, brand religion, experience economy	Stealth marketing, coolhunt, meme, grass-roots, infections, seeding, contagion, buzz
Brand definition	Performer of, and container for, an identity myth	A set of abstract associations	A relationship partner	A communication unit
Branding definition	Performing myths	Owning associations	Interacting with and building relationships with customers	Spreading viruses via lead customers
Required for a successful brand	Performing a myth that addresses an acute on tradition in society	Consistent expression of associations	Deep interpersonal connection	Broad circulation of the virus
Most appropriate applications	Identity categories	Functional categories, low-involvement categories, complicated products	Services, retailers, specialty goods	New fashion, new technology
Company's role	Author	Steward: consistent expression of DNA in all activities over time	Good friend	Hidden puppet master: motivate the right consumers to advocate for the brand
Source of customer value	Buttressing identity	Simplifying decisions	Relationship with the brand	Being cool, fashionable
Consumers' role	• Personalizing the brand's myth to fit individual biography • Ritual action to experience the myth when using product	• Ensuring that benefits become salient through repetition • Perceiving benefits when buying and using product	• Interaction with the brand • Building a personal relationship	• 'Discovering' brand as their own, DIY • Word of mouth

Source: Holt, 2004, p. 14.

2.5.3 Two Brand Management Paradigms

Perhaps due to the elusive nature of the brand, the term 'brand paradigm' is often used at random in the branding discipline. The analysis of brand management that has provided the seven approaches framework or categorization of brand management is based on the philosophy of science by Thomas Kuhn, who is one of the most influential contributors to knowledge about 'paradigms'. Without going into too much detail with the paradigm concept, we will touch briefly upon the paradigmatic development of brand management. From 1985 to 2006 two overriding paradigms have been present in the academic world of brand management: one with a positivistic point of departure and one of a constructivist or interpretive nature. The positivistic stance implies a notion of the brand being 'owned' by the marketer, who controls the communication to a passive recipient/consumer. Brand equity is perceived to be created by the marketer and the brand is seen as: 'A manipulable lifeless artefact (product plus that is created by its owners/managers and that can be positioned, segmented and used to create an image)' (Hanby, 1999, p. 12). The interpretive paradigm reflects on the nature of the brand and the value of brand equity as something created in the interaction between marketer and an active consumer: 'As holistic entities with many of the characteristics of living beings' (Hanby, 1999, p. 10) and 'As a living entity (with a personality with which we can form a relationship and that can change and evolve over time)' (Hanby, 1999, p. 12).

A paradigm shift takes place in brand management over the course of the 1990s. It does not happen overnight but is an incremental process changing the discipline. The birth of the relational approach is an important indicator of the shift from a positivist paradigm with the more functionalistic brand perspective to an interpretive paradigm with a constructivist perspective on the brand and how it should be managed.

2.5.4 Seven brand approaches

Analyzing more than twenty years of brand management has been a fascinating journey and the seven brand approaches can be described as the mountain peaks we have encountered along the way. An approach is not a paradigm in itself (at least not in the original Kuhnian sense of the word) but a particular 'school of

thought' governing the global understanding of the nature of the brand, the consumer perspective and the methods associated with the scientific tradition behind the approach. Under the umbrella of a paradigm, different approaches are able to coexist.

The seven approaches are presented in the chronological order in which they have appeared in the data set of our analysis. Going through the period of time we have studied, it makes sense to divide it into three sections. The first period of time is 1985–92, the second is 1993–99 and the last one begins from 2000 and onwards.

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In the first period, brand management focused on the company behind the brand and the actions the company would take to influence the consumer. In the next period of time, the receiver of brand communication is the main point of interest and brand management adopts a human perspective on the nature of the brand. In the last period, it is the contextual and cultural forces behind consumption choices and brand loyalty that are investigated in the ground-breaking articles and new literature.

1985–1992: company/sender focus

In the infancy of brand management, the research focuses on the company as sender of brand communication. This focus forms the background of the two first approaches in brand management; the economic approach and the identity approach.

The research of the economic approach is centered on the possibilities of the company to manage the brand via the marketing mix elements: product, placement, price and promotion, and how these factors can be manipulated to affect consumer brand choice. Quantitative data are the principal rule in this period. Researchers often use either data from supermarket scanner systems or laboratory experiments as the empirical basis of data. In the identity approach, research focuses on how the identity of the company as whole can shape a coherent brand message that is communicated to all shareholders.

It is assumed that the brand is 'owned' by the company and that the brand is communicated in a linear fashion from the company to the consumer.

2.5.4.1 The economic approach: the brand as part of the traditional marketing mix

The point of departure for brand management is that it is a breakaway discipline from the broad scope of marketing. Hence, the discipline starts out with a research environment marked by traditional marketing mix theory (the Four Ps). The creation of brand value is investigated as influenced by changes in e.g. distribution channels, price modifications and promotions. A functionalistic brand perspective applies, as does a consumer perspective based on the notion of the 'economic man'. The economic consumer bases consumption decisions on rational considerations and the exchange between the brand and the consumer is assumed to be isolated tangible transactions. Laboratory settings and scanner data are illustrative of the methodologies and (always quantitative) data. The marketer is definitely in charge of brand value creation, and hence consumers are believed to 'receive' and understand the messages 'sent' to them from the marketer exactly as intended.

2.5.4.2 The identity approach: the brand as linked to corporate identity

The economic approach lays the foundation for brand management as an independent scientific discipline, but one more stream of research is also influential during the first years of this inquiry. This approach behind the notion of corporate branding is the second oldest one in this context, but is still very influential and under constant theoretical development. Especially in the European research environment the brand as linked with corporate identity is a very influential school of thought. Focusing on corporate identity, the brand is also primarily perceived as an entity 'owned' by the marketer (even though that perception has changed in recent years). Integration of the brand on all organizational levels is key in the management of the brand. The marketer (as corporation) is in charge of brand value creation. Processes of organizational culture and corporate construction of identity are key influences.

1993–1999: human/receiver focus

The shift in attention towards the receiver of brand communication instigates a new period of time entirely different from the period 1985–93. New and ground breaking research articles investigate the receiver of communication, and knowledge from different veins of human psychology are adapted to brand management theory. The human perspective is two-sided: the consumer is

investigated closely and different human brand perspectives are coming into play. The humanistic and individualistic approaches – namely the consumer-based approach, the personality approach, and the relational approach – see the light of day in these years.

During 1993–99 data collection becomes 'softer'; quantitative, qualitative as well as mixed research designs are applied to the studies of the brand–consumer exchange. The relational approach is the first approach founded on an entirely qualitative study.

2.5.4.3 The consumer-based approach: the brand as linked with consumer associations

In 1993 Kevin Lane Keller founded a completely new approach to brand management. The brand is perceived as a cognitive construal in the mind of the consumer. It is assumed that a strong brand holds strong, unique and favourable associations in the minds of consumers. In this fashion, attention shifts from the sender towards the receiving end of brand communication. The consumer is the 'owner' of the brand in this approach, but still an assumption of linear communication applies. The consumer perspective of this approach is rooted in cognitive psychology, and in this tradition the computer is the main metaphor for man as a consumer. This consumer perspective implies linear communication because the marketer is perceived to be able to 'program' the consumer into intended action. This school of thought has since become the most dominant one in brand management.

2.5.4.4 The personality approach: the brand as a human-like character

Another mountain top in brand management was established in 1997 when a research study into brand personality was published. This study shows that consumers have a tendency to endow brands with human-like personalities. It is the 'human' brand perspective and the symbol-consuming consumer that are in the spotlight in this approach. Consumers endow brands with personalities and use these personalities in a dialogue-based exchange of symbolic value for their individual identity construction and expression. The personality approach is rooted in human personality psychology and uses of quantitative scaling techniques in a combination with more explorative methods to identify and measure brand personality. The personality approach is a prerequisite for and very much associated with the relational approach.

2.5.4.5 The relational approach: the brand as a viable relationship partner

The idea of a dyadic relationship between brand and consumer profoundly changed the academic discipline of brand management. The notion of the brand being a viable relationship partner builds on the same human brand metaphor as the personality approach. The approach extends the dialogue-based approach to brand management as instigated in the personality approach. The relational approach is rooted in the philosophical tradition of existentialism and the methods are of a phenomenological nature. These roots imply that a paradigm shift is taking place because they are so fundamentally different from the roots of research methods used in the first approaches to brand management.

2000–2006: cultural/context focus

Profound theoretical changes emerge both from academic discussions and from significant environmental changes affecting how humans consume brands. Environmental changes often imply a development of our theoretical frameworks because new phenomena arise that cannot be explained by means of the existing theories. A need for new theoretical tools to explain new phenomena is very much the driver behind the two newest approaches. Technological and cultural changes have profoundly changed the rules of the game in brand management in the last period of time.

The new phenomena calling for new theories are phenomena like autonomous consumers, brand icons, anti-branding movements and internet-based brand communities. The most novel and innovative research looks at these new consumption patterns through new lenses trying to explain the context of brand consumption.

Two approaches can be identified in this period of time: the community approach and the cultural approach. The community approach brings influences from anthropological consumption studies, socio-cultural influences and consumer empowerment. The cultural approach explores how brands are an inherent part of our culture and explains how playing an active role in mainstream culture can turn a brand into an icon. Hence, cultural and contextual influences add new perspectives to the discipline of brand management from 2000 to 2006.

2.5.4.6 The community approach: the brand as the pivotal point of social interaction

The community approach is based on anthropological research into so-called brand communities. Brand value is created in these communities where a brand serves as the pivotal point of social interaction among consumers. This approach thus adds an understanding of the social context of consumption to the overall picture of brand management. This understanding has become a prerequisite for picture of brand management. This understanding has become a prerequisite for managing many brands, especially after the Internet has profoundly changed the market place. In the community approach, the marketer deals with 'autonomous' groups of consumers who are able to collectively influence marketing actions and potentially 'take over' the brand and take it into a direction not at all intended by the marketer. The field of brand management has come a long way from the assumptions of linear communication behind the earlier approaches to accepting the chaotic autonomous consumer forces in this approach.

2.5.4.7 The cultural approach: the brand as part of the broader cultural fabric

The last approach in this context is the cultural approach. Just like the community approach, the cultural approach emanates around the millennium. The brand is seen as a cultural artefact in this approach, giving life to both a fierce anti-branding discourse and a theory of how to build an iconic brand. The approach borrows from the scientific tradition of cultural studies and makes use of a wide variety of qualitative methods. The attention has shifted from the transaction between a marketer and a consumer (or groups of consumers) to a macro perspective. The approach both explains what branding does to macro-level culture and how embedding the brand in cultural forces can be used strategically to build an iconic brand.

In marketing research, seven brand management approaches have been identified during 1985–2006: the economic approach, the identity approach, the consumer-based approach, the personality approach, the relational approach, the community approach and the cultural approach. These approaches reflect a development where the focus has shifted from the sending end of brand

communications in the first period of time; have then turned their attention to the receiving end in the second period; and finally have addressed contextual and cultural influences on the brand to the global understanding of brand consumption.

Somewhere around the birth of the relational approach in 1998 a paradigm shift is instigated in brand management, with an implied shift from quantitative to qualitative methods, an acknowledgement of consumers' ownership of the brand, and an embrace of the more chaotic forces in consumer culture.

Table 2.4 Overview of Brand Management 1985-2006

Two paradigms	Three periods of time	Seven brand approaches
Positivistic	Company/sender focus	The economic approach
		The identity approach
	Human/receiver focus	The consumer-based approach
		The personality approach
		The relational approach
Constructivist	Cultural/context focus	The community approach
		The cultural approach

Table 2.4 depicts how the paradigm shift has taken place somewhere around the birth of the relational approach, and how the three periods of time form the back ground of the seven brand approaches. This is only a brief introduction to a fascinating journey into the world of brand management.

2.5.5 The Model of Brand Concept Management

A seminal study defined the notion of brand concept management and its relationship to brand image (Park, Jaworski, & MacInnis, 1986). Park et al. (1986) identified the process of controlling a brand image over time as taking place in four stages, including selection, introduction, elaboration, and fortification of the brand. Different functional, symbolic, and experiential positioning activities are defined at each stage of the brand concept management process, which are used to support the development of the brand over the long term. This framework provides a basis for

understanding the change in the brand image over time, as well as how marketers can react to the different stages of change.

Under this model, the appropriate activities for introduction include positioning by problem-solving capabilities, reference groups, and cognitive and sensory stimulation activities (Park et al., 1986). This serves as a basis for understanding how brand image can be controlled, both at the current stage of development of Suvarnabhumi Airport and as the brand develops over time. However, this model is not perfect. In particular, further research has shown that positioning via features (or distinct, physical attributes of the product or service) is less effective than surrogate positioning (or positioning by association with external factors, leaving the brand's value open to interpretation) or benefit-based positioning (or positioning by describing the benefits to the user) (Fuchs & Diamantopoulos, 2010). However, the authors of this study did indicate that there is no clearly dominant model for positioning, and the positioning effectiveness may vary based on the product or service (Fuchs & Diamantopoulos, 2010). Other research studies into the development of a new brand points to perceived quality, self-brand congruity, and consumer innovativeness as factors in brand acceptance (Lam, Ahearne, Mullins, Hayati, & Schilleweart, 2013). This finding takes the brand concept management model a step further by supplying consumer-specific requirements for the brand concept's success at the introduction stage, which were not considered by Park et al. (1986). Thus, brand concept management is still an emerging and developing model, rather than a fixed model.

2.5.6 The Management of Organizational Boundaries

Dumez and Jeunemaitre (2010) understanding organizational boundaries in their different dimensions: internal and external, horizontal and vertical, static and dynamic. It first gives a definition of the phenomenon: a boundary is a potential or actual mechanism that rarefies or regulates flows between two heterogeneous spaces, and makes these flows visible.

It then formulates three propositions:

1) There are no such things as « natural boundaries ». Organizational boundaries are the result of decisions about capability units that are always debated.

2) Once established, boundaries tend to be stable and to become entrenched.

3) Even when they are entrenched, boundaries remain debatable. When controversies intensity, strategies aiming at changing the boundaries develop, and strategies aiming at maintaining them develop in response.

The Air Traffic Management industry in Europe. The authors have been working on it for more than ten years. The main points this article makes are the following: The concept of capability unit is related to the idea that there are no such things as "natural" boundaries. When managers define a boundary, be it internal or external, they think of a capability, and this is done in a context of causal ambiguity. Boundaries are the object of a decision and are always debatable and debated. They induce a rarefaction of the financial, informational, and other flows, and this rarefaction can vary in intensity over time. Once defined, boundaries tend to sediment and become entrenched. In such a process, the asynchrony of decisions made in different areas, such as technology, human resources, and organization of sub-activities, plays a key role. As the environment evolves, controversies concerning the perimeter of the capability units may intensify and some actors may develop strategies aimed at changing the boundaries. These strategies will pertain to the boundaries of a few capability units, or to a large set of boundaries. In the latter case, the strategy, which can be characterized as "architectural", would be developed by an actor with a particular status. This actor would belong to several organizational fields and would therefore not be constrained by the same symbolic boundaries as actors who belong to one field alone. Such a strategy entails a willingness to impose synchrony to other actors in the industry. The dynamics of displacing the boundaries relies on two processes, competition and cooperation, combined in a coopetitive approach.

2.5.7 Consistency in Brand Concepts

There are a number of factors that need to be taken into account for the specific case of Suvarnabhumi Airport. One of these is the impact of country of origin (COO), which functions as a meta-brand that impacts the brand image of the product or service (Koubaa, 2008). 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.

2.5.8 Customer-Integrated Business Models

Plé, Lecocq, and Angot (2010) the academic literature on the BM concept has remained relatively scarce so far (Demil & Lecocq, 2008). In particular, it seems that no study has thus far tackled the issue of customer participation in the BM.

Customer participation has been the focus of much research in the field of services marketing and management. This literature considers the customer as an active player, going beyond traditional perspectives of the customer as a mere buyer Still, the customer's impact on the firm's ability to generate revenues, and thus on the firm's BM, remains unknown.

The "Customer-Integrated Business Model" (CIBM), a generic BM based on customer participation. Our model relies on the RCOV (Resources and Competences, Organization, Value Proposition) of Demil & Lecocq, 2010. In a CIBM, the customer is considered as a resource. This has significant consequences, both on the two other components (Value Proposition and Organization) and on the interrelations between the three parts of the model.

2.5.9 Service Separation and Customer Satisfaction

Paluch and Blut (2013) Remote services are often provided without customer-provider contact for remote diagnostics, repair, and maintenance purposes in business-to-business industries such as information technology, medical health care, and mechanical engineering. Two empirical studies (Studies 1 and 2) suggest that numerous characteristics of remote services are critical to customer satisfaction: (1) security, (2) reliability, (3) level of process integration, (4) economic benefit, (5) post-

provision documentation, (6) exchange options, (7) individualization, and (8) support services. Study 3 revealed a paradox that complicates service provision—a situation in which customers experience ambivalent feelings toward service separation as associated with remote services. They express (i) a strong desire to be part of the remote service provision in order to maintain control over the process, while at the same time, (ii) for personal and contractual reasons they do not want to be integrated into the process. Satisfaction levels were found to vary depending on how customers assess physical and mental service separation.

2.5.10 The Impact of Globalization

The control of a global or globalized brand poses its own difficulties, which Suvarnabhumi Airport, as a predominantly international destination and departure airport, will need to deal with. The dimensions of brand image, including utilitarian (functional), symbolic, and experiential needs, are largely consistent across international boundaries (Hsieh, 2002). However, brands may not have a cohesive image across countries, since marketing efforts, experiences, and expectations of acceptable service levels may vary across these markets (Hsieh, 2002). In brief, what is considered to be a positive brand image in Thailand (or any other country) may not be consistent with positive brand images in different countries. This poses a particular problem for international brand managers (Hsieh, 2002).

Brand representations and characteristics may be more resonant or meaningful to members of one culture than another, and adding new representations can disrupt the acceptance of the brand in a given country (Torelli, Ozsomer, Carvalho, Keh, & Maehle, 2012). Additionally, consumer responses and additions to the brand concept may vary between countries, creating disparate brand images even when the brand image is the same (Torelli et al., 2012). As shown in a study of a brand between South Korea and the United States, cultural values have a significant impact on the development of a brand image (and subsequently its acceptance) (Park & Rabolt, 2009). These differences mean that attempting a standardized brand concept management strategy can lead to wildly differing interpretations, or lack of acceptance from most markets due to lack of meaning (Park & Rabolt, 2009). Problems of market segmentation and positioning also need to be taken into account,

since either micro-segmenting strategies or both micro- and macro-segmenting strategies are available for a global market (Hassan & Craft, 2012). Thus, the global nature of the international airport generally is likely to cause difficulties in the development of brand concept management.

2.6 Integrated Marketing Communications (IMC)

Integrated marketing communications (IMC) is one marketing paradigm that can be used to develop and implement a brand concept strategy. IMC emerged in the late 1980s as a response to the growing awareness that mass marketing was becoming increasingly ineffective at reaching consumers (Pickton & Broderick, 2005). This increasing ineffectiveness was driven by several factors, including increasing globalization of marketing campaigns and fragmentation of mass media sources. Definitions of IMC are fairly consistent across researchers. A basic definition is that IMC entails consistent, integrated communications across a range of marketing channels, including mass media, direct mail, and other available channels (Pickton & Broderick, 2005). A more formal and lengthier definition reads as follows:

IMC is a communications process that entails the planning, creation, integration, and implementation of diverse forms of marcom [marketing communications]… that are delivered over time to a brand's targeted customers and prospects. The goal of IMC is ultimate to influence or directly affect the behavior of the targeted audience…. IMC requires that all of a brand's communication media deliver a consistent message. The IMC process further necessitates that the customer/prospect is the starting point for determining the types of messages and media that will serve best to inform, persuade, and induce action. (Shimp, 2010, p. 10)

This definition encompasses many of the aspects that are most important for understanding the goal of IMC. A third definition emphasizes four pillars, including stakeholders, content, channels, and results, which are relevant to development of the IMC approach used (Reinold & Tropp, 2012). Relevant aspects of the IMC plan include touch points (or points of access to consumers, whether paid or unpaid) and the content provided (Reinold & Tropp, 2012).

In the following discussion, aspects of implementing and applying IMC strategies and measuring their effectiveness are discussed in more detail. These aspects of the IMC concept are essential to effective implementation (Shimp, 2010). However, they are also the area where many companies are less successful at implementation (Pickton & Broderick, 2005). This will be an essential area for focus for Suvarnabhumi Airport. It should be noted that there is little (if any) research into IMC as applied within the airport industry. Thus, examples are taken from empirical research and best practices models in related and parallel industries where possible in order to show how Suvarnabhumi Airport can apply the concepts.

2.6.1 Marketing Strategy

Kotler (2002) contended that marketing strategy is the basic decision about the combination and distribution of an enterprise's management marketing cost (Huang & Chen, 2010, p. 167-202). Wong and Merrilees (2007, p. 387-402) indicated that marketing strategy is letting an enterprise distribute its resources and its ability to deliver value to its target consumers (Huang & Chen, 2002, p. 167-202). The repurchase intention of consumers can be promoted through marketing strategies. According to the American Marketing Association, the definition of marketing is creating the process of personal or organizational goals, including creation, product, and the combination of planning and executing concepts (Chang, Chen, & Liu, 2012, p. 107-118). From above, marketing is a set of activities, and it includes many different aspects. And within this competitive market, creating unique and creative ideas, as well as using various marketing strategies is a way of appealing to customers, such as through advertising, using spokespeople, the approach of selling the product, the way of sales promotion, sponsor activities, and so on. All of these are used in an attempt to raise the sales volume. As well as their taste and motivation, and therefore a single product cannot meet the demands of the market. And as the techniques are improved, there are more and more kinds of paddles in the market.

When purchasing, customers will take different needs into consideration, such as flexibility, functionality, and so on, making the perception of brand much more important. There are plenty of table tennis brands: Butterfly, Donic, TSP, Nittaku, Joola, Stiga, and even Adidas. A famous sports brand has gradually extended their

market in table tennis, resulting in a competitive brand rivalry. And this rivalry can confuse first-time customers, not knowing where to start. The key factors in marketing begin at this moment as each brand attempts to emphasize their own distinguishing parts, promote their brand image, and meet the needs of the consumers.

Service providers have to compete with goods marketers in addition to other service providers in contexts where different brands of tangible goods serve as substitutes for service. Examines various mixed choice sets composed of goods and services alternatives. Describes various kinds of mixed choice sets and lists various factors that transform them. Draws implications for service providers for dealing with choice sets differing in the market position of services vis á vis goods alternatives (Dholakia & Venkatraman, 1993)

Services are significantly different from tangible products to warrant a distinct marketing literature but within it marketing to ethnic consumers is not distinguished. (Pires & Stanton, 2000) argued that the marketing of services to ethnic consumers in culturally diverse markets requires this focus. A review of the literature identifies service selection difficulties that are likely to be endemic to minority ethnic groups residing in a culturally diverse society. The task of inexperienced ethnic consumers in selecting a service provider is used to identify potential constraints in the decision-making process, to explain how membership of an ethnic group can reduce selection difficulties and to discuss how group recommendation influences an individual's behaviour and vice versa.

2.6.2 Applying IMC

The process of application of IMC begins with a situational analysis, which allows the company to identify opportunities for improvement or expansion of the current marketing program (Caemmerer, 2009). Next, the communications opportunities need to be identified and creative partners selected, after which the campaign can be developed and evaluated (Caemmerer, 2009). Figure 2.1 shows the general process of planning and implementing an IMC campaign.
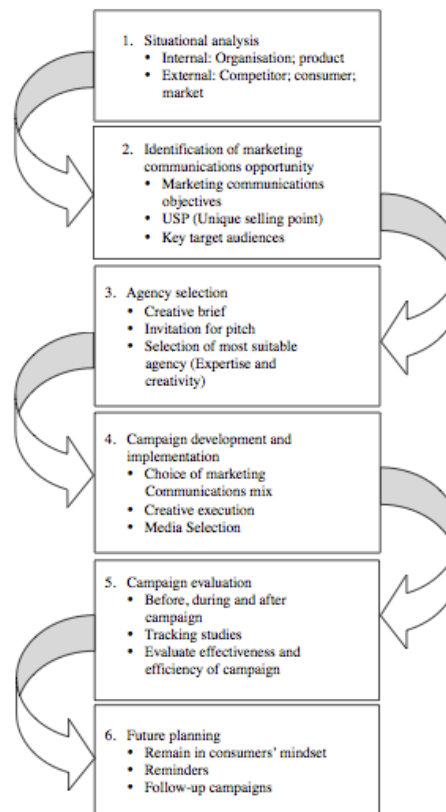
Figure 2.2 The Process of Planning an IMC Campaign

Source: Caemmerer, 2009, p. 526.

The general overview of the process above provides useful information about the approach used to plan a campaign, but does not identify how appropriate channels or messages are to be identified. In particular, it does not include marketing segmentation as a concern. Marketing segmentation is typically done based on psychometric or lifestyle-based concerns, but for IMC, segmentation based on media consumption may be a better choice (Schimmel & Nicholls, 2005). This is because exposure to various kinds of media, rather than any particular attitudinal or lifestyle factors, is likely to determine which consumers will be exposed to various facets of an IMC campaign (Schimmel & Nicholls, 2005). This may be particularly difficult in global marketing such as what needs to be used for international airports. Another issue is that while marketers may have a strong awareness and devotion to the theoretical foundations of IMC, in practice the implementation is often much looser

and less rule-driven than might be expected (Eagle, Kitchen, & Bulmer, 2007). Thus, IMC campaigns can be, and most often are, approached as an improvisation rather than a rule-driven process (Eagle et al., 2007).

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.

Another consideration is whether the marketing message should be globally integrated (or consistent across countries) or regionally integrated (Zvobgo & Melewar, 2011). This is an increasing concern for global firms, since they are often directing their message to global audiences. This is likely to be a particular concern for Suvarnabhumi Airport, since it is catering to a global audience rather than limiting its marketing campaign to a single country.

2.6.3 Measuring IMC Effectiveness

It is not enough to simply apply IMC – instead, the firm must be able to measure its effectiveness in order to ensure that ROI is being maximized (Pickton & Broderick, 2005; Shimp, 2010). However, as with other marketing metrics, this is one of the most difficult areas for development, and it is not a solved problem. Reinold and Tropp (2012) argue that traditional methods of measurement for the IMC concept do not allow for measurement of outcomes for all pillars, making them difficult to use for a modern IMC program. Another challenge with measurement is that although metrics are typically collected on a per-channel basis, in fact consumers react synergistically to multiple channels they may be exposed to (Ewing, 2009). Ewing

(2009) indicates that there are several areas where there are gaps in measurement practice, including processing of marketing stimuli, synergistic effects of these stimuli, the impacts of technology, mobile and viral marketing, and consumer-generated marketing among others. Overall, the indication of these studies is that there is a strong need for monitoring IMC outcomes, but how to do so is highly dependent on tools and channels in use.

The majority of measurement models for IMC are focused on attitudes and behaviors (such as attitudes toward the brand and increasing buying behaviors) in the target market (Kliatchko, 2008). As this critical assessment of the IMC concept noted, measurement of IMC outcomes continues to be an active area of research, and no clear framework for the problem has been found. Table 2.1 summarizes some of the metrics that have been identified in the literature for IMC campaigns. However, these metrics should also be used in conjunction with standard advertising measurements (Kliatchko, 2008).The problem of measurement of IMC programs continues to be difficult because there is no clear way to precisely measure consumer motivations for purchase (Kliatchko, 2008). As a result, most measurements are an estimate of the effectiveness of a particular channel, rather than being a comprehensive statement regarding its effectiveness. A further problem is that IMC campaigns may not be designed with a feedback and measurement system in place, which can reduce the ability of the marketer to effectively measure the outcomes (Kliatchko, 2008). These issues need to be overcome in order to effectively handle the problem of measuring IMC effectiveness within the campaign.

Table 2.5 IMC Metrics Identified from the Literature

Metric	Description	Authors
Capability Economic Value of Intangible and Tangible Assets (CEVITA)	General measurement of capability-increasing expenses	Ratnatunga and Ewing (2004)
Return on brand investment (ROBI)	Measures the ratio of revenue generated to amount spent on brand investment (including IMC and general advertising campaigns)	Cole (2003)
Return on customer investment (ROCI)	Measures the ratio of revenue generated per customer to advertising and marketing spend per customer	Peppers and Rogers (2004)
Return on touch-point investment (ROTPI)	Measures the ratio of revenue per dollar spent on advertising per touch-point (or communication or interaction venue)	Schultz, et al. (2004)

2.6.4 New Research and Change in IMC

It should be noted that IMC is a relatively young concept and as such is still evolving. One group of authors specifically suggested that further research is required into metrics and measurements in order to provide better ways of understanding IMC effectiveness (Reinold & Tropp, 2012). Another challenge to the traditional IMC model is the introduction of social media, which demands a more dynamic approach to planning and implementing marketing communications (Mulhern, 2009). Mulhern (2009) argues that social media should not be viewed as a one-way communication channel; instead, it offers the opportunity to build increased understanding of consumer views of the brand, needs, and preferences as well as experiences. This allows IMC executed through social media to act in the selection stages of the brand content management process as well as in implementation stages. Another emergent model is that of relationship communication, which integrates historical and future and external and internal factors in the communication process as well as consumer perspectives on the brand (Finne & Gronroos, 2009). This approach is intended to deepen the utility of the IMC model by allowing for development of relationships

between consumer and brand, rather than simply using the communication channel for push messages (Finne & Gronroos, 2009). These massages which normally related to company information (such as service and product) can be created by companies or customers. These developments in IMC offer some opportunity for new uses of IMC, though they are not yet fully developed.

2.6.5 Marketing tools and channels

A final question for marketing communications is which channel should be used, and how these channels can best be used together to maximize the reach for a given message. IMC requires a selection of marketing channels that are appropriately targeted for the product and the message in order to be effective (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.

2.6.5.1 Traditional marketing channels and tools

Traditional marketing channels and tools can be considered to be tools that do not make use of digital media or Internet-based services; in other words, traditional marketing channels are those that existed prior to the expansion of Internet services in the 1990s and 2000s (Shimp, 2010). Table 2.6 summarizes the main forms of traditional media advertising, including their advantages and disadvantages and what types of targeted markets they can be used to reach. Although this is not an exhaustive list of potential marketing channels, it does demonstrate the breadth of marketing channels that may be used.

Table 2.6 Overview of Traditional Marketing Channels

Marketing Channel	Advantages	Disadvantages	Best For…
Television	• Broad reach (many viewers) • Visual content	• Expensive to produce • Untargeted • Limited to specific regions	• General campaigns • Products with a wide-ranging target market but regional interest • Fast-moving consumer goods
Radio	• Relatively broad reach	• Radio is falling in many areas in interest and penetration (Kotler & Keller, 2011) • Still have to deal with the product market by market	• Regional, untargeted products
Outdoor advertising	• Visual interest with strong impact	• Localized marketing form • Can be expensive	• Consumer goods • Targeted markets • Regional products or services
Print media advertising	• Can have a wider geographic reach than other products • Can be much more targeted	• Relatively expensive • Print media is also increasingly less popular	• Products directed to niche markets and strong interests • Trade advertisements

Table 2.6 (Continued)

Marketing Channel	Advantages	Disadvantages	Best For…
	because magazines and other print media are more targeted		and professional advertisements
Direct mail	• Directly targeted to consumers that are interested in the products • Allows for targeted offers	• Regional form of marketing • Requires the advertiser to know who is buying their products • Relatively expensive	• Targeted goods and services • Goods and services where there is a known target market
CRM	• Allows for direct targeting through loyalty cards or other programs • Offers can be tailored to individual preferences	• Relatively expensive due to infrastructure and data collection requirements • Only can reach consumers who participate	• Careful targeting of marketing for consumer goods and services

Table 2.6 (Continued)

Marketing Channel	Advantages	Disadvantages	Best For…
Trade shows and exhibitions	• Allows company to reach trade and niche audiences, business partners • Can bring increased publicity through public relations	• Do not necessarily provide broader exposure • Requires a long planning horizon • Can be relatively expensive	• Marketing to trades and professions • Marketing to niche markets
Promotions and sponsorships	• Associates brand with events, celebrities, and other areas • Enables experiential marketing strategies	• Does not provide relevant information about the brand	• Marketing to a particular interest market (celebrities, sports, etc.) • Brand building and promotion

Source: Kotler and Keller, 2011; Pickton and Broderick, 2005; Rosenbloom, 2011 and Shimp, 2010.

Traditional advertising has been changing rapidly over the past several years, especially with the growth of digital marketing channels and tools (discussed below). The trend away from mass media advertising has been noticed for some time, with reports from the 2000s noting that advertising revenues were falling (Bianco, Lowry, Berner, Arndt, & Grover, 2004). At that time, it was noted that large

companies such as McDonalds and P&G had begun to reduce their mass media spending, a trend that began in the late 1990s. There were a number of reasons for this decline, including increasing focus on specific markets through more targeted channels such as targeted cable channels; more emphasis on customer relationship management (CRM); and the growing dominance of Web-based marketing (Bianco et al., 2004). However, there was also a sense that mass media channels, at least in the US, were not reaching the same audience. As the authors of this report noted, network TV advertising revenues grew 500% between 1977 and 2003, a period when its viewership tumbled (Bianco et al., 2004). This essentially provided less of a return for the marketer. In recent years, the main shift has been toward social media, as demonstrated by the shift in major UK brewer Carlsberg's main advertising campaign away from mass media marketing and toward social media. This shift was mainly attributed to the increased ability of social media to provide engagement as well as drive brand recognition.

The academic literature offers a number of potential explanations for the decline of print media. One study observes that print media advertising is directly associated with GDP, which means that countries undergoing rapid economic development will see increased print advertising (van der Wurff, Bakker, & Picard, 2008). The authors of this study also note that print media advertising expenditures fall more rapidly during a recession than do electronic media. This suggests that the long period of economic turmoil in the Western world could be responsible (at least in part) for the recent decline in print media. However, falling interest from viewers and readers may also be a significant reason for the loss of mass media marketing expenditures (Morgan & Pritchard, 2013). The total number of mass media television viewers in major markets such as the UK and US has been falling since the mid-1990s, with increasing dominance of cable television (which offers a more targeted and differentiated advertising channel) as well as replacement of television with other media (Morgan & Pritchard, 2013). A third reason may be the fragmentation of ownership and interests, which make it difficult for advertisers (especially non-local advertisers) to buy advertising slots (Shimp, 2008). This can be demonstrated with the US radio advertising situation. With over 14,000 individual stations and an indeterminate number of station owners, and no central advertising bureau, advertisers

need to spend a lot of time simply buying the advertising time they need (Shimp, 2008). This is made even more difficult by the fact that each of these stations has its own demographic, psychographic, and geographic listener profile. Thus, "mass media" is not actually undifferentiated in the market it reaches. Television and mass media print advertising face many of the same problems as radio (Shimp, 2008).

Ultimately, mass media advertising spend is expected to continue to fall, despite a generally growing rate of advertising (ZenithOptimedia, 2013). Figure 2.2 shows 2012 percentages and forecast 2015 percentages for major advertising channels on a global basis. This growth is expected despite an estimated 7% growth between 2012 and 2015 on total advertising spend (ZenithOptimedia, 2013).
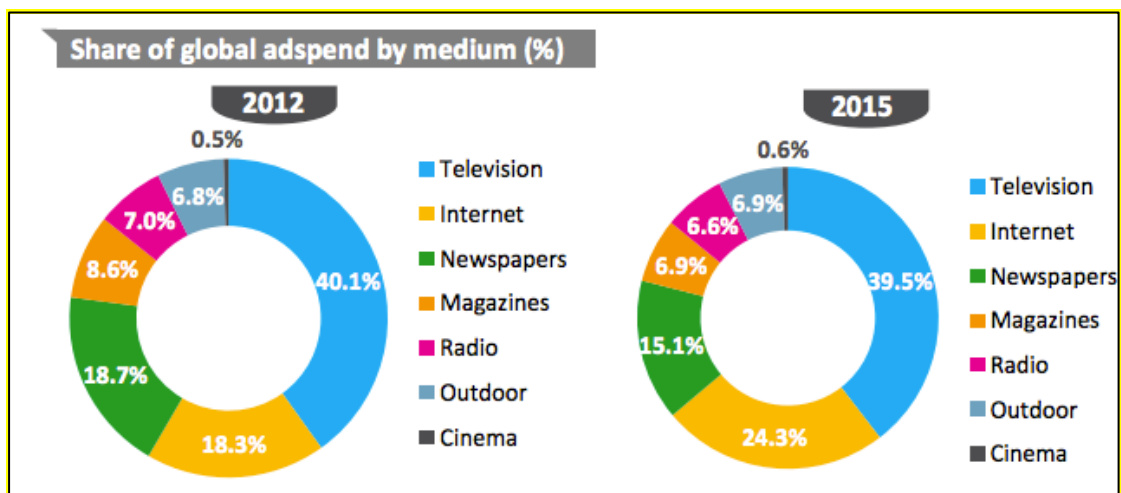
Figure 2.3 Estimated Advertising by Channel 2012-2015
Source: ZenithOptimedia, 2013.

2.6.5.2 Digital marketing channels and tools

The second set of marketing channels and tools that are identified are digital marketing channels and tools. Digital channels are those that are facilitated by Web-based communications, including Web sites, email, and Web 2.0 communications strategies like inline advertising from search engines and social media (Rosenbloom, 2011). As with traditional marketing strategies, each of these strategies has its own strengths and weaknesses, which are summarized in the table below.

Table 2.7 Overview of Digital Marketing Channels

Marketing Channel	Advantages	Disadvantages	Best For…
Website	• Data can be controlled • Good source for providing information • Consumers are likely to reach it on their own or through a search engine • Relatively inexpensive • Allows integration with other digital and traditional channels (ex. Pointers to social media presence, email and direct mail sign-up options)	• Often perceived as static • May be difficult to update	• Reaching broad-based markets
Online ads (Google, etc.)	• Highly targeted based on search results and keywords • Can be directed based on company choice of targets	• May be regarded with suspicion by consumers, not supply adequate information • Highly competitive	• Reaching targeted online consumers to generate sales

Table 2.3 (Continued)

Marketing Channel	Advantages	Disadvantages	Best For…
	• Easy to convert to metrics (i.e. impressions, click-through, etc.)	• Can be expensive per-click	
Social media (Twitter, Facebook, etc.)	• Promotes conversation and information sharing • Can be the most rapid method to reaching interested consumers • Allows the company to connect directly with consumers	• Not directly under the control of the marketer • Can generate negative public relations if not appropriately managed	• Reaching dedicated customers and other interested parties on social media • Distributing information rapidly
Viral marketing	• Provokes interest and encourages consumers to share information	• In some instances, a poorly thought out viral campaign has been very detrimental to company reputation	• Building interest in product or service
Email	• Can be directly targeted to •	• Can be perceived as annoying or spam	• Reaching existing •

Table 2.3 (Continued)

Marketing Channel	Advantages	Disadvantages	Best For…
	existing and new customers • A rapid method of disseminating information	• Does not have as much reach as traditional media and may not encourage sales as much as traditional media (Danaher & Rossiter, 2011)	consumers rapidly • Disseminating news, information, offers, etc.

Source: Kotler and Keller, 2011; Rosenbloom, 2011; Shimp, 2010.

Unlike mass media, the global trend for online advertising is increasing rapidly. This increase was observed as early as 2004, when the Internet advertising market was less than a decade old (Bianco, et al., 2004). At the time, online advertising was secondary to other approaches, such as targeted cable advertisements or CRM programs. However, over time the online channel has become increasingly dominant. Figure 2.3 shows the global online advertising expenditures from 2012 to 2015 (ZenithOptimedia, 2013). This shows that the total Internet advertising spending is expected to reach US$134.4 billion by 2015. The fastest growing category of online advertising is traditional display advertisements (such as banner advertisements), with a 20% growth rate. However, paid search (such as Google AdSense and AdWords products) are also growing rapidly at 14% per year (ZenithOptimedia, 2013). Online classified advertisements are the weakest category, with a growth rate of only 6%; however, this still outstrips the general market growth rate, which is just 3.5% (ZenithOptimedia, 2013). Figure 2.4 shows the total contribution to advertising expenditure over the period in question, showing that over the period Internet-based advertising would account for 51.7% of total advertising spend (ZenithOptimedia,

2013). As Figure 2.2 (above) shows, online channels are expected to continue to increase their share of advertising spending, taking spending share away from traditional mass media channels.
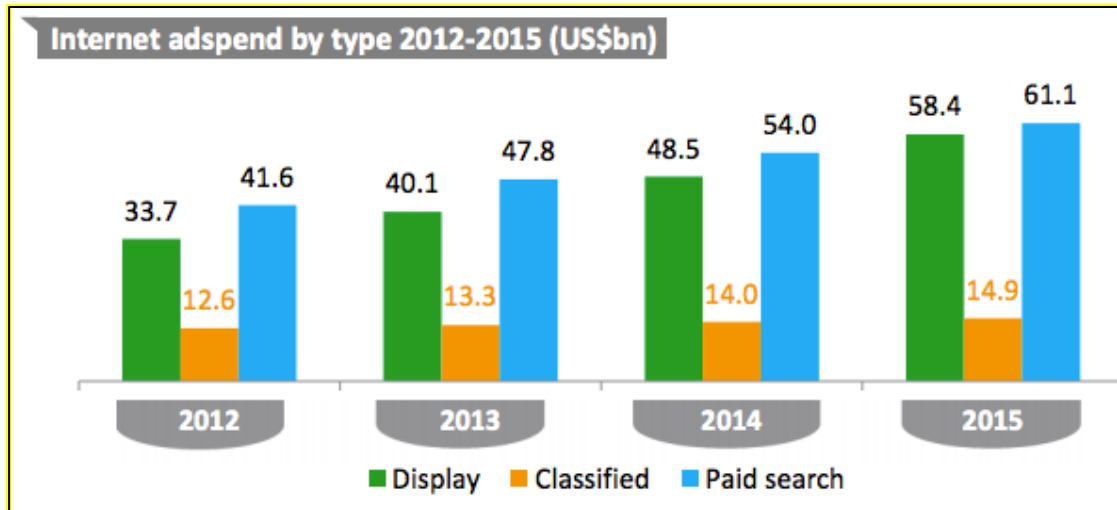
Figure 2.4 Observed an Estimated Growth of Online Advertising Channels, 2012 to 2015

Source: ZenithOptimedia, 2013.
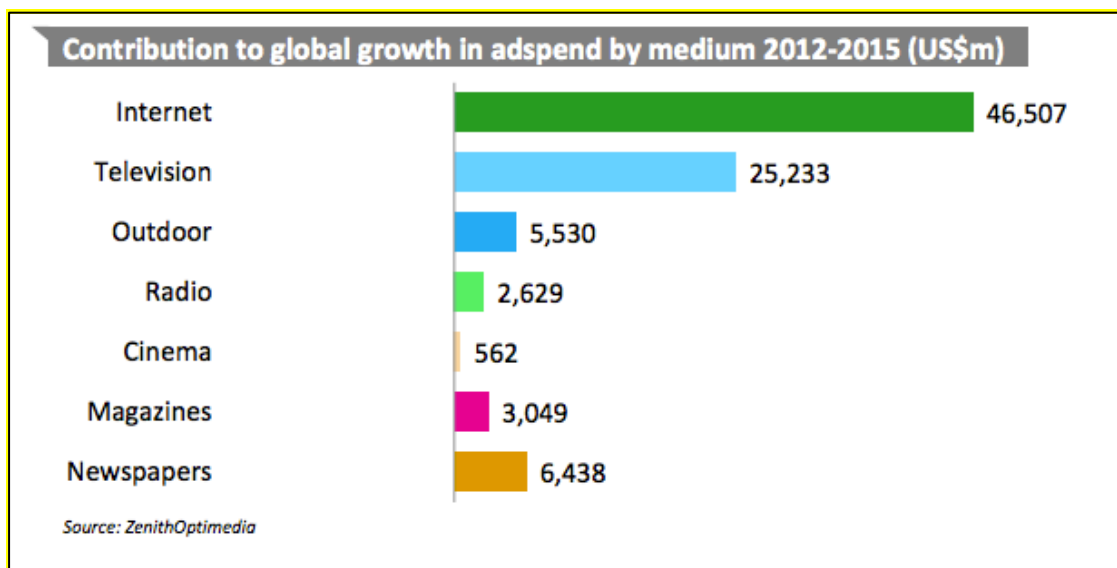
Figure 2.5 Global Growth in Advertising Expenditures by Bedium, 2012 to 2015

Source: ZenithOptimedia, 2013.

There have been a number of reasons for the shift to online advertising and away from mass media advertising. One likely reason is that online advertising has proved to be more resilient during periods of economic recession, meaning that it would not have shrunk as much during the recent periods of economic strain around the world (Van Der Wurff, et al., 2008). However, there are also other reasons for its growth in importance. For example, one author noted that online advertising had characteristics that were not available in mass media advertising, which could be used to the advertiser's advantage (Rosenkrans, 2009). For example, online advertising can use rich media, combining videos, text, outward links, sound, and other characteristics in order to create a more engaging experience. This has been shown to increase interaction with the advertisements and improve engagement (Rosenkrans, 2009). Another reason for online advertising growth is that it allows more careful targeting of customers, identifying people that may potentially be interested in the product or service and displaying the advertisement to them. This makes it more efficient for advertisers to target the intended audience. These two factors together are behind the shift of firms like Carlsberg to online advertising, since it offers a greater opportunity for engagement and entertainment with targeted customers.

While online advertising is clearly growing rapidly, advertisers should not become complacent about its reach. This is because online advertisements can often be blocked through apps or software add-ons used in browsers if the consumer chooses to do so (Kelly, Kerr, & Drennan, 2010). Consumers often do choose to eliminate or reduce advertising because it is perceived as being annoying, inappropriate, or intrusive (Kelly et al., 2010). Avoidance of mass media advertising, while not impossible, may be much more difficult. This could mean that online advertising does not actually reach the high-value targeted audiences that marketers are reaching for, which could reduce its value as a strategy. If this is the case, it is possible a shift back toward mass media or an overall reduction in advertising could occur.

The Impact of Advertisement Design on Buying Intention, Traditionally, marketing of sustainable products addresses green buyers, thus missing out on the mainstream consumers and volume necessary to cover the potentially higher cost of more sustainable materials. However, how to effectively communicate more

sustainable products to mainstream consumers and to increase their buying intention is still underexplored. Combining personal and environmental benefits, called double benefit theory, is promoted as an effective green marketing strategy but so far not supported by quantitative research as being effective to reach mainstream consumers. They studied the effect of advertisement elements (layout color, benefit type, and heritage) on the products' perceived sustainability, quality and fashion image, and buying intentions of mainstream consumers. Two hundred adults participated in a study that was based on a 2 (red *vs.* green layout) × 2 (personal *vs.* environmental benefit) × 2 (local *vs.* global heritage) between-subjects factorial design of a sustainable shoe advertisement. The impact of these independent variables on product image as well as on buying intention was analyzed by means of three-way ANOVAs. In line with the double benefit theory, combining a personal benefit with a green layout led to the highest buying intention. Moreover, a mediation analysis revealed the effect of emphasizing a personal benefit on buying intention was mediated by fashion image but not by sustainability. Sustainability, however, did have a positive effect on buying intentions independent of benefit type. (Visser, Gattol & Van Der Helm, 2015)

Paswan, Blankson and Guzman (2011) The purpose of this paper is to examine the relationship between marketing strategy types – aggressive marketing, price leadership and product specialization strategies – and the extent of relationalism in marketing channels.Aggressive marketing strategy and price leadership strategy are positively associated with the level of relationalism in marketing channels. In contrast, product specialization (focus) strategy is negatively associated with the level of relationalism in marketing channels. The relationship between marketing strategy and the emergent relationalism among marketing channel intermediaries is critical for the firm's ability to meet objectives. This relationship has not been investigated so far and, from a managerial perspective, managing marketing channels is critical for successful implementation of marketing strategies.

2.6.5.3 Choosing marketing tools and channels

Given the breadth of marketing tools above, it is clear that it would not be practical for a marketing strategy to include all of these channels. Instead, the marketing strategy must select the channels that are appropriate for the audience,

product, and intent of the communication (Shimp, 2010). An important aspect of this choice is the perception of the marketing channel by the consumer. A recent study of marketing channels has shown that despite the popularity of digital channels, especially among younger consumers, traditional channels continue to be relevant and important (Danaher & Rossiter, 2011). This study found that all demographic groups, as well as businesses and individuals, were more accepting of advertising communications received through traditional channels like television than they were of email communications (Danaher & Rossiter, 2011). Thus, unless it is a very targeted campaign, the use of traditional channels as well as online channels is recommended.

The interactivity of marketing channels is also a concern, since different audiences have different interactivity preferences (Florenthal & Shoham, 2010). Florenthal and Shoham (2010) identified four different interactivity modes, including human-related mode, message-related mode, medium-related mode, and product-related mode. Their model is shown in Figure 2.2. The authors argued that personal and situational characteristics and mode preferences determined whether there was a match or mismatch between different marketing channels, determining whether consumers felt a marketing channel was appropriate or inappropriate for the marketing approach (Florenthal & Shoham, 2010).
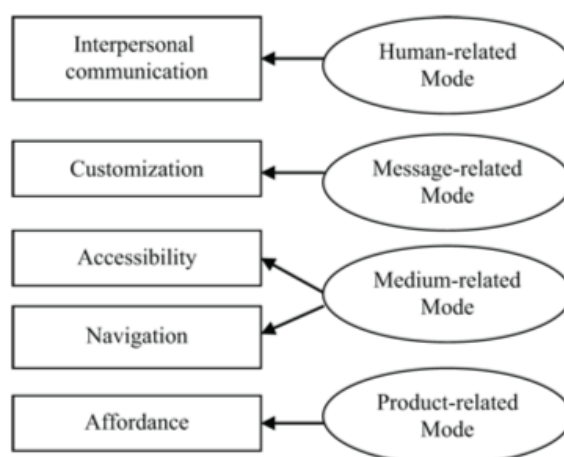
Figure 2.6 Interactivity Modes of Marketing Channels
Source: Florenthal and Shoham, 2010, p. 32.

A third concern when selecting multiple marketing channels and tools is the synergistic effects on brand equity and communications (Keller, 2010). As Keller (2010) points out, marketing channels and tools have their own effects on brand equity and customer image, even if the IMC strategy is tightly integrated and effective. The integration of push strategies (like direct mail, online strategies, and mobile advertising) and pull strategies (like direct marketing, word of mouth, and exhibitions and events) all affect the brand and its brand image (Keller, 2010). Thus, the company needs to be certain that the perception of the brand promoted by the choice of strategy is appropriate. This is not fixed, but is instead dependent on the target market and content of the advertising campaign as well as the selection of marketing strategies selected (Keller, 2010). Keller (2010) particularly points out that the level of intrusiveness and information content of channels needs to be balanced in order to be effective, echoing the findings of Danaher and Rossiter (2011) in regard to how different marketing strategies might be perceived.

Finally, the selection of marketing tools needs to take into account the existence of other sources of information, especially online reviews and social media (Xiang & Gretzel, 2010). As Xiang and Gretzel (2010) point out, users often trust reviews and other social media content generated by other users much more than official marketing information. This is particularly relevant for marketing of destinations and locations, which may need to adjust their target market and reach expectations based on existing social media and other information (Xiang & Gretzel, 2010). This could be particularly relevant for reaching large and diffuse audiences, as Suvarnabhumi Airport is likely to be required to do. Thus, multiple channels need to be selected based on these modes, preferences, and consumer needs for information and interactivity, as well as the influence and synergy of other channels (including those that are not controlled by the marketer).

2.7 IMC for Building Brand Image

Marketing communications, as the main connection between the consumer and the brand, serve as the primary tool for development of the brand image (Keller, 2009). According to Keller (2009), marketing communications serve as the vehicle

for development of brand knowledge, which includes functional, symbolic, and experiential understanding of the brand. This is particularly true for consumers that do not have prior personal experience with the brand, although it is also important on an ongoing basis in order to continue to reinforce brand loyalty (Keller, 2009). Using IMC as a framework for marketing communications means that synergistic effects will follow from the various communications that the consumer is exposed to, further deepening the consumer-based brand equity (CBBE), or the extent to which the consumer is loyal to the brand (Keller, 2009). Keller (2009) terms this phenomenon brand resonance. In this section, research on how IMC can be used to build brand image is discussed, and applications to the airport industry are explored. Though there are no explicit studies on airports in this area, the concepts can be easily applied to the airport marketing context.

The basis for the importance of IMC in building brand image is that it can be used to increase and cement congruence between the brand image and the brand identity (Nandan, 2005). As previously discussed, brand identity is the brand meaning as positioned by the marketer, while brand identity is its perception by the marketer. Nandan (2005) notes that marketing communications are the way that consumers are informed of the intended position and qualities of the brand. If the firm uses IMC effectively, it can result in an increase in congruence between brand image and brand identity, which has the effect of increasing the loyalty of consumers to the brand (Nandan, 2005). There are a number of ways that IMC can be used to achieve this effect. This includes accepting and reacting to feedback from consumers (which shows where there are gaps in congruence between brand identity and brand image) and using technological tools to reach consumers more effectively (Nandan, 2005). However, the basic elements of IMC, including consistency of messaging across touch points, are still required to make sure that this effect is achieved (Nandan, 2005).

Consistent messaging across touch points can be identified as one of the most important factors in managing brand image and congruence between brand image and brand identity (Navarro-Bailon, 2012). However, this does not involve repetition of the same message. Navarro-Bailon (2012), using the elaboration likelihood model (ELM) and information integration theory, showed that repetition of messages was

not as successful in building a brand image as consistent (but distinct) messages across different touch points. The authors' experiment showed that consumers that were exposed to multiple consistent messages were more likely to integrate the meaning of an IMC campaign than those that were exposed to repeated messages (Navarro-Bailon, 2012). This is consistent with other campaigns that are consistent but progressive across different platforms (Keller, 2009). The use of integrated and consistent messages, rather than repetition, increases the number of positive brand associations and improves positive brand attitudes (Navarro-Bailon, 2012). This study is particularly important for understanding how IMC programs can be organized in order to most consistently build and manage brand image. However, the importance of consistency for brand messages depends on the familiarity of the brand (Delgado-Ballester, Navarro, & Sicilia, 2012). Delgado-Ballester et al. (2012) conducted an experiment similar to that of Navarro-Bailon (2012), but comparing the importance of message consistency for familiar and unfamiliar brands. The authors found similar effects to those of Navarro-Bailon (2012) for familiar brands, including increased depth of brand association and increased positive attitudes, when consistent brand messages were used across platforms. However, for unfamiliar brands the importance of consistent brand messages within the IMC campaign was much less important. Highly consistent campaigns did increase brand recall of unfamiliar brands compared to moderately consistent campaigns. However, other elements, including brand associations and brand attitudes, were not strongly affected by the difference in consistency (Delgado et al., 2012). This suggests that while consistent messaging across touch points may be very helpful for established brands, it may be less helpful for newer brands. This is particularly relevant to Suvarnabhumi Airport, since its branding has so far had less impact, and thus it may be considered a new brand by most viewers.

The main difference between IMC and other methods of marketing communication is that it allows for the creation of synergy between messaging channels or touch points (Schultz, Block, & Raman, 2012). This implies that the increasing numbers of consistent messages between brands increases the depth of brand image and associations. Schultz et al. (2012) identified media synergies, or media interactions, in six different consumer goods categories. They used consumer-

reported exposures in order to determine synergies, including promotion, brand, and social impacts. These interactions did differ in strength and importance by product category, which means that they cannot be directly applied to the airport industry. However, it does demonstrate the importance of considering the influence of one touch point on another.

The importance of appropriate segmentation and targeting becomes very clear when considering a study on how IMC affected visit intentions among tourists to a Taiwanese heritage tourism site (Wang, Wu, & Yuan, 2009). Wang et al. (2009) found that consumers over 50 had very different media preferences and reactions to those under 50, and that there were also geographic differences in the response to the marketing campaign. This suggests that the synergistic effect of IMC on brand image will not be the same for all groups of consumers, and that different approaches and media touch points will need to be used to reach different consumer groups. This is likely to be true for the airport marketing situation as well, given the diversity of interests and needs among the consumers of the airport. This is something to be considered in the development of an IMC program for the airport marketing program.

2.8 Integrated the Economic Approach

Since the economic approach describes the first approach to brand management, and hence the foundation for how brands have been (and are) managed, it is important to understand the line of thought underlying the economic approach. Since the economic approach is more comprehensible and not as complex as some in the consecutive chapters, this chapter is somewhat shorter than the other approach chapters and focuses more on the background and assumptions of the approach. It is important to understand this background in depth because understanding the background will enable the reader to get a good idea of the strengths and weaknesses of the economic approach as well as understand the foundation for the other approaches in brand management.

Fast-moving consumer goods manufacturer Procter & Gamble gave birth to the first management practices of brand management with its product management approach. The theories underlining the way that this big multinational producer of

fast-moving consumer goods during the 1930s dealt with brand management were mainly borrowed from neoclassical economics and classical marketing theory. The fast-moving consumer goods industry has since played a major role in the evolution of brand management research and practice.

The economic approach builds on one of the most fundamental concepts in marketing, namely the idea that the right marketing mix will generate optimal sales. Neil Borden first introduced the marketing mix concept when he deducted twelve factors that management should consider when planning and implementing marketing strategy. One can argue that the whole idea of brand management really rests on his initial factor theory of marketing (Borden, 1964). The twelve elements reflected internal considerations and relevant market forces in relation to marketing strategy. It was a framework constructed to guide managers through marketing questions and help them structure the planning and implementation of marketing strategy.

E. Jerome McCarthy later narrowed Borden's framework down into the Four Ps framework we know today (McCarthy, 1960). The Four Ps (reflecting product, place, price and promotion) have since been immortalized by numerous marketing books and become everyday marketing practice in countless marketing departments around the world and often make up the first introduction students get to marketing and brand management.

Brand management adopted the Four Ps concept from marketing and during the mid and late 1980s, much research focus was directed towards exploring how different factors of the marketing mix affect consumers' brand choice.

The description of the economic approach is divided into four main sections, according to the structure laid out in the introduction. The assumptions describe the implicit view of the nature of the brand and the premises of the brand–consumer exchange. The theoretical building blocks describe the concepts, models and figures key to the economic approach. Methods and data provide insight into what data to look for and how to collect it, when researching the content of a specific brand strategy. These three scientific layers add up to a managerial 'how-to' guide for how the assumptions, theories and methods of the approach can be converted into a brand management strategy in practice.

The economic approach is the first identified approach in brand management and the elements of the economic approach serve as a prerequisite for most planning and execution of brand management still today. The economic approach is therefore of great importance, but since brand management has evolved drastically over the years, the approach has also been subjected to criticism as new perceptions of consumption and new theories have evolved. The chapter will hence be rounded off with a discussion of the key points of critique, which serves as a natural point of departure for understanding the development of the forth coming approaches in brand management.

2.8.1 Assumptions of the Economic Approach

In the economic approach, it is assumed that the brand can be controlled and managed by the company. If management gets the marketing mix right, then the brand will be successful and strong. Consumers in this approach to brand management are perceived to be more or less passive receivers of marketing messages, who analyses and evaluate brand messages rationally. This perception of the consumer is associated with how the concept the economic man perceive exchanges of goods and consumption.

2.8.1.1 Microeconomics and the economic man

The assumptions and premises of the economic approach have their origin in the theoretical model of exchange derived from micro-economic theory and marketing. The model of exchange in micro-economics is a purely theoretical model, which means that the assumptions and key models are the result of theorizing rather than empirical research. The basic premises of the economic approach go back to a neoclassical micro-economic perception of market forces in society. In The Wealth of Nations Adam Smith argued that if one would let market forces govern the allocation of resources and the exchange of goods, then an 'invisible hand' would allocate resources in a way that optimizes both the individual and societal beneficial use of available resources. In this perception of market forces lies an assumption that individuals pursue self-interest and attempt to maximize revenue or utility function.

Figure 2.7 The Brand–Consumer Exchange of the Economic Approach

The principle of the 'invisible hand' assumes that resources are allocated according to where they will give the highest possible functional outcome or revenue because efficient methods of production will be adopted by manufacturers in order to accommodate the utility-maximizing behavior displayed by the individual. The economic man is the concept that is often used about these assumptions of human behavior. The assumptions of the economic man are:

1) Human behaviour is guided by rational parameters.

2) Humans will attempt to maximize their own satisfaction and strive for maximum utility in any exchange – self-interest is an important parameter.

3) Humans have 'perfect information' about the available alternatives.

4) The exchange between two parties is perceived as an isolated event.

5) Consumers are constrained by limited income, which forces them to behave in a way that will ensure that they get the most out of their income – they will act to maximize the utility of their income.

The logic is hence applicable both at the market scale and at an individual level, because it is assumed that the individual will always pursue self-interest and make consumption decisions that are based on rational parameters, deliver individual utility maximization and hence make the best rational choice possible. In a consumption and brand management context this means that a consumer will always go for the deal that provides the best functional utility compared with the price of the product. It is hence assumed not only that consumers are able to oversee all available choices, but also that they are able to and will evaluate all these choices and choose the best deal from a rational point of view.

2.8.1.2 The brand–consumer exchange and transaction cost theory

Transaction cost theory is closely linked with the stream of neoclassical micro-economic logic explained above and describes the relationship companies have to the market; it defines the firm theoretically in relation to the marketplace. The theory of transaction costs builds on the same assumption as the principle of the 'invisible hand' that all actors involved in the exchange of goods will display behavior of optimization. From a manufacturer point of view, not only is it hence important to supply the best deal, but from a marketing perspective it is equally important to reduce the transaction costs associated with the search purchase and consumption of a product. It is on these assumptions of behavior of optimization and minimization of transaction costs that the theories of the economic approach to brand management are based. These assumptions define the relationship a company has with the market focusing on price, demand and supply. The theoretical origin of the marketing mix concept in neoclassical micro-economics and transaction theory is reflected in how the exchange between brands and consumers is perceived.

The transaction costs the economic consumer might have when finding the best possible deal can however be a barrier that, from a rational perspective, makes it difficult to choose the right brand or product. If transaction costs are too high – if e.g. it is too difficult to find and buy the product – then the consumer might choose another product even though it might not deliver maximum utility compared with other products or compared with the price. In the economic approach, it is therefore crucial that transaction costs are minimized. The marketer can do this by ensuring that the right product, at the right price, is made known and accessible to consumers through adequate brand management. This will ensure that consumers are always aware of the product whenever they need it and that they have easy access to purchasing the product. Hence it aims at minimizing the transaction costs consumers might have and facilitates consumers' decision process because it aims at diminishing the barriers to an 'economic man' brand choice behavior. The exchange between the brand and the consumer is hence perceived to be of a transaction-like nature, where the consumer acts as an 'economic man' who rationally evaluates all available choices and chooses the best available offer. The communication between the brand and the consumer is perceived to be linear and rather functional, because once a certain frame

has been set by the marketer it is expected that consumers will respond with a certain brand choice behavior.

Consumption is hence perceived to be the result of consumers' insatiable desire for goods and services and is not influenced by social interaction, culture or the well-being of others. This is why very rational factors like awareness, price and income are perceived to be key factors in the economic approach when consumers make consumption choices. Brands are regarded as signals that can reduce the uncertainty that will always be present in any transaction, before consumers make a brand choice. The brand–consumer exchange is perceived merely as an exchange of goods consisting of one or more transactions, as opposed to the other approaches, where the exchange between brand and consumer is perceived more broadly as a relationship with different characteristics, depending on the specific approach. So what does this difference in the perception of the brand–consumer exchange imply? It implies that every time the primary goal is to achieve a transaction, as opposed to a lasting relationship, the exchange is hence analyzed as an isolated event.

In the theoretical models there is little interaction between the brand and the consumer. It is assumed that brand choice is based on a linear communication, where the marketer sends off brand messages in the shape of a product, price, a placement and promotions, and the consumer receives these messages and acts on them (make the purchase) if they are right. That exchange is hence perceived to consist of the mere transaction without interactivity; in fact very few or no external, uncontrollable factors are included in the theoretical apparatus

The assumptions of the economic approach are based on neoclassical micro-economics of how market forces allocate resources most efficiently through the principle of the 'invisible hand' and classic marketing theory. The consumer is assumed to be able to make rationally based brand consumption choices and to be focused on utility maximization, which is why they will always choose whatever brand delivers the best utility value compared with the price. The theoretical apparatus is based on the basic ideas from transaction marketing, where it is assumed that the exchange between brand and consumer consists of isolated transactions rather than an ongoing relationship. The primary goal of brand communication is hence to ensure that consumers are aware of the fine qualities of the brand at the right time and

place through linear communication from the brand to the consumer.

2.8.2 heoretical building blocks of the economic approach

The economic approach builds on traditional economic theory of exchange where the principles of the invisible hand and the economic man guide behavior and transaction cost theory. This section will account for each of the theoretical building blocks (supporting themes) that make up the core theme – the economic brand. The supporting themes of the economic approach to brand management consist respectively of transaction cost theory describing the transaction-based perspective on exchange between brand and consumer and the concept of the marketing mix describing the marketing mix parameters that are key when building a brand strategy in the economic approach

2.8.2.1 Supporting theme: transaction cost theory

The principle of the invisible hand and the perception of the consumer as an economic man imply that any consumption choice is the result of a reasoning process, where the involved partners will choose whatever will maximize their own profit or utility. However, in consumer behavior there are some exceptions to this rule, because consumer behavior does not always display a utility-maximizing consumption choice behavior. Transaction cost theory takes these exceptions into consideration. Consumers, for example, do not have perfect information and accessibility to all choice available, or consumers can have switching costs when shifting from one brand to another. According to the assumptions of the 'invisible hand' and the economic man, these barriers to the perfect exchange are called transaction costs.

Transaction costs are hence barriers to utility maximization. The goal for brand management in the economic approach is to eliminate these transaction costs and facilitate transactions. The next transaction is hence the ultimate goal in the economic approach. A good measurement of whether or not a brand strategy is efficient is hence measuring the number of transactions or, expressed differently, sales figures.
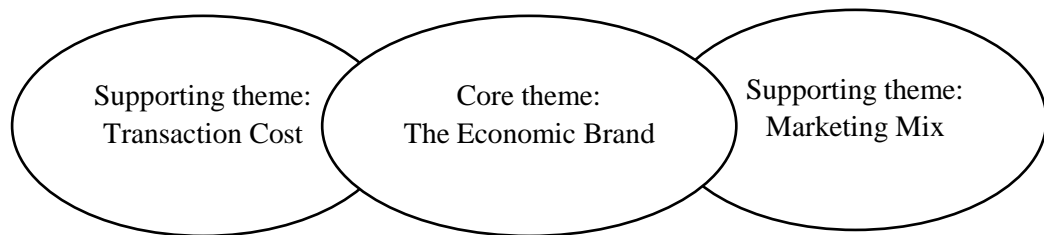
Figure 2.8 Supporting Themes of the Economic Approach

The barriers to transactions described in the transaction cost theory stand in opposition to the assumption that consumers act rationally because transaction cost theory proposes that in any exchange or prior to any transaction consumers are limited by bounded rationality. This means that transaction cost theory acknowledges that consumers are not able to have a complete overview of options and they are hence not able to make a perfect rationally based consumption decision, because they are not cognitively able to grasp all information about all available brand alternatives. Since consumers are constrained by limited cognitive capabilities which confine their ability to make rational consumption choices, it is crucial that the marketer facilitates transactions by providing the consumer with the right information about the product and about the product utility benefits, and ensures that the product itself is available at all relevant points of contact with the consumer. Insights into these barriers to transactions have spurred the development of the next supporting theme: the concept of marketing mix. It was originally developed as a means for transaction marketing and provided the operational planning and execution tools that can facilitate transaction exchanges between brand and consumer and help consumers make the right rationally based consumption decisions. The second supporting theme of the economic approach is hence the marketing mix also known as the Four Ps.

2.8.2.2 Supporting theme: marketing mix

Within the economic approach, where the transaction exchange between the brand and consumers is the core, the marketing mix offers a managerial approach to facilitating these exchanges. Expressed by the American Marketing Association in 1985: 'Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational objectives' (Hultman & Shaw, 2003, p. 37).

The aim with the marketing mix concept is to understand how transactions are created and how these insights can be used to apply a more systematic management of marketing strategy and activities. Furthermore the objective with the marketing mix is, through analysis, to ensure profitable spending of marketing resources adhering not only to marketing, but also to other functions that have an influence on the effectiveness of the relation between the company and its markets. The marketing mix hence describes the function of the marketer as:

"the marketing man as an empiricist seeking in any situation to devise a profitable 'pattern' or 'formula' of marketing operations from among the many procedures and policies were open to him. If he was a 'mixer of ingredients', what he designed was a 'marketing mix'" (Borden, 1984, p. 9).

The line of thought is that the right marketing mix can ensure an efficient connection between the company and the market place. The point of departure of the marketing mix is, hence, that attributes related to the Four Ps (product, price, place and promotion) are the main mechanisms behind the creation and management of brand equity. The primary purpose for brand management is, according to these premises, to produce, promote and distribute goods that are attractive to consumers because they deliver the best deal measured by the utility value the goods offer, compared with the utility value competitors offer, related to the price consumers are willing to pay. Brand managers are assumed to be able to control consumers' brand choice behavior by ensuring an optimum mix between the four main elements of the marketing mix. The marketing mix is hence a key instrument for understanding and facilitating transactions between the company and the market. The logic is that a brand will succeed only if the manufacturer of that brand is able to produce a product that delivers high utility benefits, then sells it at the right price, in the right places, and promotes it to such an extent and in such a way that spurs consumer awareness. The Four Ps – product, place, price and promotion – are hence key denominators of a brand's success.

The marketing mix quickly became an unchallenged basic model of marketing and the Four Ps have gone their course of victory across the world of

marketing: 'since its introduction, McCarthy's (1960) description of a marketing mix comprised of product, price, promotion and place has widely become regarded as an 'infallible' guide for the effective planning and implementation of marketing strategy' (Grönroos, 1994a, p. 4)

1) Product

The product represents the tangible, physical product itself and the benefits that the consumer can gain from buying the brand. It includes the design, brand name, functionality, quality, safety, packaging, etc. The product encompasses all the tangible aspects of the product a manufacturer offers. The primary aim of the product is to be able to satisfy a functional demand – the functionality of the product, as such, is very important and the first prerequisite in the economic approach.

2) Price

The price refers to the price that consumer will eventually pay for the product. The price is in the economic approach based on the total cost of manufacturing the product, the distribution and advertising cost. These direct and indirect production costs combined with a competitive analysis, and perhaps uncovering how much consumers are willing to pay for the product, make up the input for the analysis of what the price of the product should be. There are, however, other aspects of price that are important in the economic approach. The price factor of the marketing mix is closely linked with the marketing mix factor of promotion. Since promotions are often used as a way to increase awareness or boost sales in the economic approach – pricing strategies are often planned based on scanner data from supermarket checkouts measuring how promotions affect the overall demand for the brand.

3) Place

Place in the marketing mix refers to the distribution of the product from the manufacturer to the end consumer. In short it is about making goods available in the right quantities in the right locations. It is essential here to consider which distribution channels will be most effective for the brand and to develop a supply chain strategy that fits with the attributes of the brand and the demands of the consumers. This supply chain strategy implies the identification of the right channel

partners, inventory management basically ensuring that all steps from when the brand leaves the production site until it reaches the consumer are geared and optimized.

4) Promotion

Promotion represents the various elements that a marketing plan can consist of when promoting a brand. In the economic approach, the aspects of promotion that have received most interest are promotion and advertising. Advertising covers all the primary functions involved in ensuring that consumers are aware of the brand at the best possible moment when they are looking to buy a product in the relevant product category. An important part of advertising in recent research in the economic approach is signalling theory. Signalling theory investigates what signals are the most efficient to reveal the unobserved product qualities of a brand. The brand name, packaging or placement can help reveal unobserved product qualities and communicate important marketing messages to the consumer. Promotion is a tool that has been heavily used and researched in the economic approach. The accessibility of scanner panel data has made research into the short- and long-term effect that promotion has on sales a key topic not only in research but also in practice in many sales and marketing departments.

2.8.2.3 Core theme: the economic brand

The premises of the economic brand is hence that it operates in a market, that the consumer is assumed to make primarily rational consumption decisions, and the interactions with consumers are standalone isolated events rather than an ongoing relationship. These premises make the utility attributes the brand has to offer judged against its price relative to competitors, level of awareness and recognition, and last but not least, the accessibility of the brand essential for whether or not a brand will be successful.

The theoretical building blocks of the economic approach consist of two supporting themes: transaction cost theory and the concept of the marketing mix. Transaction cost theory describes the barriers that can impede transactions taking place according to the principles of the invisible hand and the economic man. It also describes the economic perspective on exchange between brands and consumers as isolated events, where money and goods are exchanged. The primary aim is to achieve the next transaction by eliminating or breaking down the barriers that inhibit

the transaction from taking place. These barriers to transactions must be overcome. The tool used in the economic approach to overcome these barriers is the marketing mix, or the Four Ps. Using the toolbox of the Four Ps can ensure that the right product is available to consumers at the right price, in the right locations, and that it is promoted by using advertising and promotion to make consumers aware of and interested in purchasing the product.

2.8.3 Methods and Data of the Economic Approach

The aim of data collection in the economic approach is to gather data that can deliver insights that can guide the marketer in defining the exact marketing mix that will deliver optimal brand performance – and thereby maximize the number of transactions. The methods used in the economic approach are predominantly quantitative, and data are interpreted using largely analytical techniques from micro-economics, where focus is on the causal effects marketing activities have on demand.

Since the Four Ps are rather operational and tactically focused, the methods used in the economic approach are also very output and managerially oriented, emphasizing the replicability of data and results. It is important that the results can be applied directly and used for decision making and problem solving in relation to the planning and execution of a marketing strategy. Creating mathematical models that can measure and quantify data and thereby explain the phenomenon of exchange between two entities is hence central. The mathematical models are key because the process of measurement is considered the only valid connection between empirical observations and the expression or explanation of how these empirical observations are linked.

The overall objective of research and data collection in the economic approach is to investigate how manipulating one or more factors of the marketing mix will affect consumers' brand choice. It is hence the investigation of the causal effects between two or more variables relating to the marketing mix that is primarily researched. It could for example be researched how sensitive consumers are to promotions, where the research focus could be investigating consumers' response to price reductions by exploring how promotions are reflected in the demand for a

product. Or any other quantitative investigation of how different marketing mix variables affect consumers' brand behavior.

2.8.3.1 Data and analysis in the economic approach

Because methods are mainly quantitative in the economic approach, large quantities of data are preferred. The big data samples can be used to deduct correlations between variables and are suitable because of the need for data and results to be replicable; it is important to ensure that they are representative. The disadvantage is that it is difficult to gain a sound understanding of why variables are correlated, because the data are sampled broad instead of deep. As opposed to qualitative research methods, where smaller samples deliver rich and descriptive conclusions, the results of quantitative research designs are often expressed in tables or other statistical representations of data.

The economic approach rests upon a positivist research ideal. This line of thought is very much in opposition to the stream of qualitative research methods that have become more and more dominant in marketing research in recent decades. In the quantitative methods, objectiveness is important and phenomena are presumed to be measurable. The objectivity of data is important for validity, and closeness to the subject of research is not essential. Data like scanner panel data from cash registers at supermarkets and laboratory experiments are considered valid. The data are then subjected to different kinds of statistical analysis that often consist of some sort of regression analysis.

To accommodate the need for investigating different marketing mix variables that affect different factors of consumer brand choice behavior, like brand switching or brand market shares, customized regression models are often developed to fit the exact problem at hand.

The methods of the economic approach are mainly quantitative and focus on exploring how consumers' brand choice behavior is affected by changes in one or more factors of the marketing mix. The data used are very factual and measurable in statistical models. Data are often derived from scanner panel data or other factual, statistical data. The method of analysis mostly focuses on the construction of mathematical regression models that can be used to measure the causal effects of how changing a variable in the marketing mix of a brand will affect

consumer brand choice behavior. The replicability of results is important because results are mostly used for decision making and problem solving on a general basis in practice.

2.8.3.2 Managerial implications: strengths and weaknesses

In the economic approach, the primary focus of the brand manager is to eliminate the barriers to exchange and facilitate the next transaction. The marketing mix is considered to be the best toolkit for this transactional approach to brand management. Brand managers hence in the economic approach have the Four Ps at their disposal to create a strong brand and optimize brand performance. Because of the rather operational nature of the theoretical building blocks, this section will not, as is the case in the other approach chapters, elaborate extensively on how to manage the marketing mix variables, since the key issues have already been explained in the theoretical building blocks. Rather it will focus on the strengths and weaknesses of using the economic approach as a basis of brand building. It will also summarize the main points of critique that the approach has been subject to since its foundation and application in the context of brand management.

As already mentioned the marketing mix approach has in many ways dominated the marketing environment and become an indisputable paradigm. The economic approach and the transactional approach to brand management represent a push approach to the marketing of brands, where some of the newer approaches represent a more pull-oriented approach to brand strategy. The economic approach has been subject to some critique since its foundation, but it is important to keep in mind that the economic approach is the foundation of how brand management has evolved until today. Understanding the premises of the approach will enable the reader to critically evaluate how the approach is still relevant for some key problems in brand management while insufficient for others. The managerial branding focus of the economic approach is, as mentioned, individual transactions, and branding is considered to be a management problem that can be solved through managerial tasks of analysing, planning, and implementing marketing activities with the purpose of selling as many products as possible. In the research literature and in management practice the tools of economic approach, e.g. the Four Ps and the marketing mix and how it can affect consumers' brand choice behavior, are still widely researched. From

an operational viewpoint the marketing mix toolbox is still relevant and beneficial for the brand manager to know about – especially if he or she is aware of its strengths and limitations.

In practice, managing a brand according to the theory of the marketing mix means that companies believe that by manipulating a series of interrelated marketing decisions the marketing manager can target and position products within a defined market segment which will respond in a planned and desirable manner – the consumer reacts to the marketing mix and does not engage in any interaction with the company as such. Hence as a planning and execution tool the marketing mix is indeed considered to be appropriate.

> " the marketing process consist of analysing market opportunities, researching and selecting target markets, designing marketing programs, and organising, implementing, and controlling the marketing effort … [and] to transform marketing strategy into marketing programs marketing managers must make basic decisions on marketing expenditure, marketing mix, and marketing allocation." (Kotler, 1997, p. 86-87)

The down side is, however, that using the marketing mix as the primary marketing tool to manage brands can result in a rather short-term focus because of the extensive emphasis on the next transaction. The marketer is concerned with 'hooking new clients' and sales figures, and the exchange between the brand and the consumer is reduced to the isolated transaction. The brand-building qualities are, however, difficult to catch sight of, especially from the field of service branding, the critique of this perception of transactions as isolated events has been harsh. In service marketing it is clear that other rules of the game apply – interaction with the consumer is perceived as an ongoing relationship rather than isolated transactions and individual exchanges.

The other main critique stems from the origin of the theoretical models of exchange the approach builds on. The exchange model the marketing mix line of thought draws on has its origin in micro-economics. The model of exchange from micro-economics is a purely theoretical model, which means that the assumptions and

key models are the result of theorizing rather than empirical research. Hence, since the models and theories are based on theorizing rather than empirical data, the economic approach has been criticized for not portraying the world of consumption adequately. Especially, how the approach deals with or rather does not deal with the consumer has been the primary focus of critique. In the real world, consumers do not have perfect information on the market place, and their knowledge about different alternatives is fragmented. Furthermore, individual preferences often violate utility theory – different people have different preferences, which cannot be explained by theories of maximization – and these considerations are not incorporated in the theoretical apparatus of the economic approach. Hence, the very nature of the Four Ps as manageable, controllable factors combined with the intrinsic lack of market input in the model is in contrast with the ideals of the principles of market orientation implying that all marketing activities should be based on the identification of consumer needs and wants which are very much in line with the widely accepted brand management theory.

The thoughts behind the economic approach serve as the foundation for brand management and from here the discipline develops into still more complicated theories of consumer behavior and brand consumption. One can say that the following approaches all accommodate the shortcomings of the economic approach as they each explain a specific brand and consumption perspective not accounted for in the economic approach.

The value of the tools of the economic approach for the planning and implementation of marketing plans short-term are, however, great and a prerequisite in brand management, but the strategic value and potential for brand building of the marketing mix tools is questionable. The economic approach is hence a suitable planning and execution tool in brand management, but it cannot stand alone, if one wishes to reap the full potential of brands and brand management reflecting how consumers in the new millennium consume brands.

2.9 Integrated the Identity Approach

In 1907, AEG appointed Peter Behrens to be what at the time was called 'Artistic Consultant'. His job turned out to be the first corporate engagement in the conscious management of identity. Peter Behrens's philosophy was simple – the products, design and communication should express one unified identity. To accomplish this, he created products, logos, advertising material and company publications with a consistent, unified design. This unified design and visual expression of identity make Peter Behrens and AEG the founders of the rationale behind the identity concept and corporate identity management programmes in practice. Identity programmes have since been an integral part of marketing.

In the late 1980s and early 1990s, this line of thought began to take shape in the context of brand management, laying the ground for the identity approach. Abratt (1989) elaborated on the conceptual development of the approach by adding an in-depth study of the dimensions that link the interior processes (corporate identity) with the exterior-focused activities (corporate image). A new stream of research has, especially in a European context, during the 1990s led to a conceptualization of brand identity, where the interplay between corporate identity, organizational identity, image and reputation provides the elements for brand identity.

In brand management, the identity construct has grown increasingly popular, because it is a powerful and complex concept with the potential of strengthening competitive power significantly. Most companies today build and manage identity to ensure that the brand identity expresses an exact set of values, capabilities and unique sales propositions.

The conceptualization and evolution of the identity approach in brand management is primarily practitioner-led. This means that the core definitions and conceptualization of the identity approach are not the result of a single comprehensive breakthrough study (as is the case in the consumer-based, the personality, the relational and the community approaches), but rather based on practical experience from the use of the identity concept as a management tool. There are, however, many influential articles and books worth mentioning in relation to the identity approach. We will refrain from listing the complete selection but mention two collections that in

particular have set the scene in the recent perspectives on brand identity. The Expressive Organization by Schultz et al. (2000) is a selection of articles exploring the identity domain from multiple academic fields, with the aim of discussing the relational differences between identity, image and culture in organizations with the aim of clarifying and articulating the theoretical domain of identity (Schultz et al. 2000). Revealing the Corporation: Perspectives on Identity, Image, Reputation, Corporate Branding, and Corporate-level Marketing (Balmer & Greyser 2003) is another important collection guiding the reader through influential classics and contemporary academic articles shedding light on different perspectives on identity, image, reputation and corporate branding.
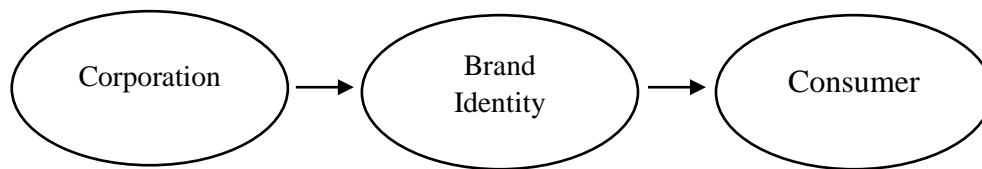
Figure 2.9 Sources of Brand Identity

2.9.1 Assumptions of the identity approach

The economic approach assumes that attributes related to the Four Ps of marketing (product, price, placement and promotion) are the main mechanisms behind the creation and management of brand equity.

The identity approach brings into focus the creation of a unified, visual and behavioural identity. It is assumed that consumers attribute identity characteristics to companies and that people form images of companies based on the total experience of the company. This places the corporation and its employees at the centre of brand equity creation. The identity approach hence adds the importance of the identity of the corporate branding to the theoretical domain of brand management.

2.9.1.1 The corporate identity perspective

As mentioned in the introduction, the identity concept has a long history from the field of marketing (both in research and in practice) and many of the concepts used and studied in marketing have been applied to the use of the identity concept in brand management. The identity approach is hence multidimensional and

draws on a selection of very diverse academic fields such as graphic design and strategic management, organizational culture studies and organizational behaviour. Before seeking a proper understanding of the assumptions underlying the identity approach it is therefore necessary to know how the identity concept has been played out in the field of marketing prior to its adaptation to a brand management context.

The identity concept adopted from marketing. There were two main streams of practical use of and research in the identity concept in marketing before it became important in a brand management context. One focused on visual identity while the other focused on behavioral identity. These two concepts and their conceptualization in marketing will be explained here:

1) Visual identity

Wally Olins is a brand identity pioneer. In his first big publication about corporate brand identity, The Corporate Personality: An Inquiry into the Nature of Corporate Identity (1978), he described the rationale of the identity concept. Olins advocates the importance of identity for corporate entities and poses two questions that are still considered pivotal in the identity approach today: What are we? and Who are we? Olins focuses on answering these questions primarily through a visual expression of the essence of the identity. Still, he acknowledges that identity is not only about appearance but also about behavior. Olins advocates that corporations use systems of visual identification to build identity as a communication vehicle. The communication should uphold a consistent visual expression while still ensuring that the brand remains fashionable by undergoing continual adaptation to emergent changes.

2) Behavioral identity

Kennedy laid the ground for the conceptualization of behavioral identity in 1977. She hypothesized that consumers base consumption decisions on their perceptions of company personality to a much greater extent than on rational evaluation of attribute functionality. Consumer perception of identity is, according to Kennedy, based on the total experience of the company the consumer gets through all the contacts consumers have over time with the brand/company. This line of thought adds the employees and their behavior as a key factor when building identity.

In a brand management context, the key assumption of the identity approach is that all marketing and communication activities should be integrated, aligned and elevated from a product-focused and tactical level to a strategic, corporate level. Only in that way will it be possible to create a coherent company experience for the consumer. It is from that assumption that the idea of corporate branding and integrated market communication stems. The notion of identity is applicable to the individual brand level, but corporate branding plays a vital role in the identity approach because alignment of all communication in one unified identity requires strategic-level brand management. Identity is something that is initiated from inside the company. Some of the questions corporations need to ask themselves are in the identity approach. Who are we? What do we stand for? What do we want to become? Brand value creation is hence dependent on finding the right answers to these questions and implementing them in every aspect of the business.

2.9.1.2 From product to corporate branding

Traditionally, the general notion of the classic brand management system has been that each individual product must have an individual and distinct product brand identity. However in the identity approach focus is often on a corporate as opposed to product level branding. The idea of corporate branding is the assumption that creating one unified (at corporate level) message across all functions will elevate brand management from a tactical operational discipline involving only the marketing and sales department to a strategic, corporate level involving the whole organization. Creating one unified message across functions hence requires one unified corporate identity.

Corporate branding implies deserting product branding with its narrow marketing-driven focus on tactical, functional processes. Product branding has been criticized for having a too narrow, external perspective, detached from the organization behind the products. Corporate branding is an attempt to accommodate these weaknesses. Product branding is based on short-term advertising ideas, while corporate branding is based on a long-term brand idea. Corporate branding also expands the parameters of differentiation by enabling companies to use their rich heritage actively to create strong brands. Corporate branding involves the whole organization and emphasises the pivotal role employees play if they are to succeed in

the creation of a strong corporate brand. Values and beliefs held by employees are key elements in the differentiation strategy. Corporate branding is a 'move towards conceiving more integrated relationships between internal and external stakeholders linking top management, employees, customers and other stakeholders' (Schultz et al. 2005, p. 24).

Table 2.8 Product and Corporate Branding

	Product branding	**Corporate branding**
Foundation	Individual products	The company/organization
Conceptualization	Marketing, outside–in thinking	Cross-disciplinary, combines inside–out and outside–in thinking
Brand receivers	Consumers	All stakeholders
Core processes	Marketing and communication	Managerial and organizational processes
Difficulties	• Create and sustain differentiation • Involvement of employees and use of organizational cultural heritage • Limited involvement of stakeholders other than consumers	• Alignment of internal and external stakeholders • Create and communicate credible and authentic identity • Involvement of multiple subcultures internally, and multiple stakeholders externally
Brand equity comes from	Superior product attributes, good advertising and communication	The visual and behavioural identity of the corporation

Source: Schultz et al., 2005.

This is why organizational and managerial processes are in focus in corporate branding: only in that way can the distinctive identity of the corporate brand be reflected in and nurtured by the way the organization works. Strategy making in corporate branding should take a multidisciplinary approach because it involves not only marketing, but multiple functions and departments.

> "Alignments between the origin and everyday practices of the organization [organizational culture]; where the organization aspires to go [strategic vision]; how the organization is perceived by external stakeholders [images]; all nested in perceptions of who the organization is [identity]." (Schultz et al. 2005, p. 24)

Corporate branding focuses on developing distinctive features of the organization through organizational and managerial processes. Breaking down the silos between marketing (externally focused) and organizational development (internally focused) and using internal organizational resources to build brand identity, image, reputation and corporate branding have increasingly become an integral part of brand management, and practitioners ascribe corporate culture as one of the most important aspects when conceptualizing the domain of identity.

2.9.1.3 The 'brand–consumer' exchange

In the identity approach, a reliable image and reputation are assumed to be key determinants of consumers' brand choice. In the other six brand approaches, the brand–consumer exchange is key. In the identity approach, brand–consumer exchange is expanded to a focus on all potential stakeholders, and not only interaction with consumers. This broader focus and altered perception of who the receivers of brand communications are can be explained with the emphasis on trust and reputation characterizing the identity approach. There have been countless discussions of the extent to which communication between brand and receiver (here all stakeholders) is linear or the result of a dialogue. The reason for these discussions is that scholars and practitioners involved in the field of brand identity often come from different academic backgrounds. We will run through the different points of view in order to clarify the assumptions of the brand–stakeholder exchange.

1) The exchange between brand and stakeholder from a visual and strategic point of view (corporate identity) derives its mindset from marketing, graphic design and strategic management. The concept of corporate identity focuses on the creation of a coherent visual identity. The key determinant of success is the ability to control all communication, with the aim of creating an enduring, distinctive and stable brand identity that is communicated linearly to all stakeholders.

2) Research into the more behavioral aspects of brand identity (organizational identity) has its origin in academic disciplines like sociology, anthropology and organization studies.1 The concept of organizational identity focuses on how behavior affects brand identity. Identity is believed to be context dependent and both socially and individually created – hence a social constructivist view of identity, where it is assumed that identity is the result of a co-creation between brand and stakeholder.

3) Image is defined as the mosaic of brand associations held by stakeholders, hence implying the stakeholder perspective of the exchange. Here the communication may be linear, but stakeholders' reactions are perceived to be a central element in the formation and management of identity.

4) Reputation is a more long-term gathering of impressions and evaluations of image stored in the long-term memory of consumers and stakeholders. Reputation focuses more on relation building than linear communication.

In recent research of brand identity a multidimensional approach has been adopted where the four perspectives mentioned above are combined. The construction of the brand in the identity approach is hence, in its original form, assumed to be linear, but a social constructionist perspective where a more interaction-based perspective is dominant has come to take up more and more space in the identity approach in the recent years.

In that sense, brand identity has evolved from a rather static, narrow concept focusing on graphic design to a more dynamic, complex and social constructivist view of identity. If identity is context-dependent and socially constructed, it follows that the linear communication process assumed to characterize the 'brand–stakeholder exchange' is also challenged, because the social construction of identity implies that identity is not something that can be formed inside a company

and then sent to consumers, who perceive the message exactly as it was intended. In the dynamic view of identity it is perceived that identity is something that is co-created because it is formed both internally (by the company) and externally (by the consumer). This co-identity is not something that can be formed inside a company and then sent to consumers, who perceive the message exactly as it was intended. In the dynamic view of identity it is perceived that identity is something that is co-created because it is formed both internally (by the company) and externally (by the consumer). This co-creation of identity resulted during the 1990s in a new area of research, namely the research on how to ensure alignment between the internal corporate identity and organizational identity and the external expressions of brand identity image and reputation:

> "To get the most out of corporate brand strategy, three essential elements must be aligned: vision, culture, and image. Aligning these strategic stars takes concentrated management skill and will. Each element is driven by a different constituency" (Hatch & Schultz, 2001, p. 131).

The identity approach assumes that a strong and coherent brand identity is pivotal for brand value creation. The brand must focus on finding out 'who we are' as an organization in order to facilitate expressing one coherent identity to all stakeholders. Creating this coherent identity often has a corporate rather than a product-level focus and attention has shifted from a focus on the visual representation of product brands to a focus on how organizational behavior affects identity, and ultimately image and reputation. The perception of the consumer in the identity approach has also evolved. In the earlier days of the identity approach it was believed that brand identity could be managed and controlled entirely by the corporation; the exchange between the brand and the consumer was perceived to be linear. Recent developments have broadened that perception, it has been acknowledged that identity is not enduring but context-dependent, which implies that identity cannot be communicated linearly but is the result of negotiation between internal and external shareholders.

2.9.2 Theoretical building blocks of the identity approach

The key constructs of the identity approach have changed and broadened along with the shift in focus from product to corporate branding. The ever-continuous evolution of the conceptualization of brand identity has led to a considerable volume of concepts and frameworks of a multidisciplinary nature. Concepts are often used interchangeably and it can be difficult to gain a clear overview of the key constructs, how they relate to each other and, how they can be combined in managerial frameworks.

The core theme of the identity approach is brand identity. Brand identity is made up of four components: organizational identity, corporate identity, image and reputation. The four supporting themes can be divided into two main categories: the internal and the external elements of brand identity. Corporate identity and organizational identity are supporting themes representing theories used for the creation and maintenance and research of brand identity internally. The two supporting themes, image and reputation, represent theories used to build, manage and research brand identity externally.

Having explained the nature of the four supporting themes and the core theme, we will turn to two frameworks focusing on the alignment of the four supporting themes in a way that strengthens the core theme of brand identity. The corporate brand tool kit and the AC2ID framework take the understanding of the theoretical building blocks further by suggesting how a corporate brand should be managed.

Internal Elements

Supporting theme:
Organizational
Identity

Supporting theme:
Corporate Identity

Core theme:
Brand Identity

Supporting theme:
Image

Supporting theme:
Reputation

External Elements
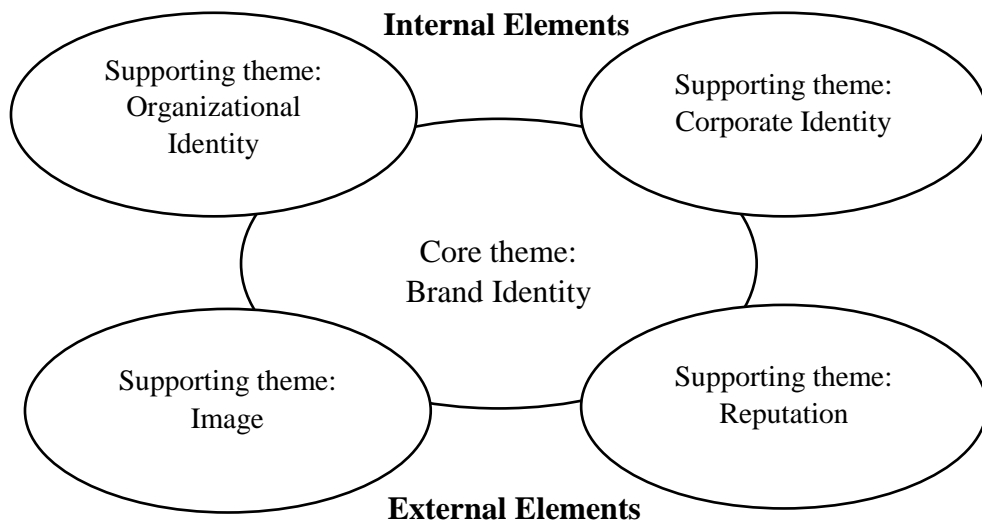
Figure 2.10 Supporting Themes of The Identity Approach

2.9.2.1 Supporting theme: corporate identity (internal)

The first internal supporting theme of brand identity is corporate identity. Corporate identity is an assembly of visual, physical or behavioral cues representing the company, making it immediately recognizable to consumers and other stakeholders. The academic literature forms two clusters representing two perspectives on how to create and manage corporate identity: a visual perspective using visual means to build brand identity and a strategic perspective focused on the strategic vision of the brand.

The visual identity is mainly concerned with the way the organization expresses itself visually and should ideally be outward signs and symbols of the inward commitment of the organization. The visual school focuses on tangible visual manifestations of the corporate identity and on how these manifestations can affect leadership behaviour and company structure and vice versa. This perspective has its origin in graphic design, where focus is on the creation and management of logo, the name, colour, sound, touch and smell of brand identity that ensures optimum reflection of brand identity. From the visual school's perspective, corporate identity can be aligned through graphic design, by using systems of visual identification. These systems are useful because they can act as catalysts for change, vehicles of communication, and tools to ensure that the visual expression of brand identity is up

to date. Recognition is in this perspective important because it breeds favourability. The visual school has often been criticized for being too narrowly conceived and misunderstood in practice because of too much focus on the design, name and logo. Corporate identity is, however, also about merging behaviour and the visual identity; it is only when behaviour and appearance are linked that corporate identity emerges.

> "The fact of the matter is that when an organization has a clear idea about itself, what its business is, what its priorities are, how it wants to conduct itself, how it wants to be perceived, its identity falls fairly easily in place." (Olins, 1979, p. 60)

The visual expression of brand identity becomes much easier if identity is also embedded in a common corporate behavioral standard. Signs and symbols of identity are merely myths, but they can become reality if they also act as catalysts for change. They need to act as symbols both internally and externally of the corporate identity of the organization. Hence corporate identity can not be confined merely to the visual expression, it is also the way people who work in an organization think, behave and work. The focus is still to ensure the right expression outwards as opposed to the organizational identity, where the goal and focus are to ensure the right behavior, culture and expression inward.

The strategic school focuses on the central idea of the organization (mission, vision and philosophy). The strategic school links the corporate strategy with brand identity; how it can be expressed and communicated to ensure that it is reflected in the corporate image and reputation. The strategic school of corporate identity focuses on defining internal aspects of the corporate identity: who they are; what the core competences are; and how these can be utilizedto ensure the right expression of brand identity externally. The strategic school of corporate identity emphasizes that behavior to a greater extent than appearance determines corporate identity.

Corporate identity hence contributes to brand identity in two ways. First, it ensures that input from strategic management – the vision and mission the corporation has for the brand – is implemented in the creation and management of

brand identity. Second, it ensures that the brand identity is represented visually through management of product design, logo name and so on, encompassing all visual representations of brand identity. Recently the acknowledgement of the importance of behavior has been underpinned by research pointing out how difficult it can be to translate managerial and strategic vision into brand identity. To ensure that this process is done accurately, deep insight into organizational behavior and culture is needed. This is hence the next supporting theme of the identity approach.

2.9.2.2 Supporting theme: organizational identity (internal)

The second supporting theme of brand identity is organizational identity: it refers to the behavioral and cultural aspects affecting brand identity. Key concepts are organizational behavior, culture and structure; these are all elements affecting how organizational members perceive who they are and what they stand for as a company or organization. The organizational identity provides a cognitive and emotional foundation on which organizational members build attachment. It also sets the scene for how employees create meaningful relationships with their organization. Organizational culture is closely linked to employee commitment and performance, which is why organizational identity is so pivotal for consumers' evaluation of brand identity.

As mentioned previously, this line of thought originates from the idea that people base their evaluations of brand identity (the brand image) on their total experience of a company. This notion makes employees the pivotal instrument for brand management. The ability of employees to deliver the content and promise of the brand in the long run creates corporate image and reputation.

The 'living the brand' construct is often used in this perspective. The concept describes how organizational members can become so attached to the brand that it becomes an important part of the creation and enhancement of brand equity. Employees are expected to 'live the brand', acting as brand ambassadors and cocreators of brand equity. The brand is brought to life in the interaction between consumer and employee, demanding a high level of commitment to the brand from the employee. In an ideal world, organizational culture is altered and nursed by embedding certain values in the culture and behavior using tools such as storytelling, internal training and employee branding. This process aligns employee behavior with

the brand vision and brand identity. Since employees increasingly demand empowerment and a meaningful workplace, and companies demand committed employees, this approach seems like a win–win situation for both employees and companies. But in reality it is often different; the proven effect of internal employee branding (the storytelling and value-based management tools used to alter organizational culture) is questionable. Several studies conclude that the majority of employees do not really buy in on internal branding efforts long term. Once activities have died down, resistance to change and old routines win the battle. Hence, managing brand identity through the creation and enhancement of organizational identity is not an easy task, but if it is done with success, the result can be an unbeatably strong and unique brand identity. The methods of how to go about creating an organizational culture as a brand manager and some of the problems and how to overcome them are further explained in 'methods' (p. 64) and 'managerial implications' (p. 70).

2.9.2.3 Supporting theme: corporate image (external)

Images are the basic element of thought, and the concept of corporate image is key in the identity approach, since it is part of the external representation of the brand identity. The aim is to project one single image to all stakeholders, ensuring a consistent perception of brand image among stakeholders. Corporate image is a mosaic of impressions formed by a variety of formal and informal signals projected by the company. From this mosaic the recipient pieces together the corporate image. The corporate image is hence not what the company believes it to be, but exists in the mind of the audience. Corporate image is the result of a mosaic of attitudes commencing within the company with the employees and their perception of the company. Continuously measuring the corporate image is an important source of keeping track of how consumers and other stakeholders perceive and value brand identity.

2.9.2.4 Supporting theme: reputation (external)

Some scholars argue that the research and literature about reputation can be categorized as one of the schools of thought about how to create and manage the corporate image. We define the concept of reputation in a category by itself, because

the mechanisms applying to this field are quite different from the mechanisms that apply to the concept of image.

During the 1990s the concept of reputation gained popularity particularly in practice. As opposed to the image concept it takes a long time to form a reputation, because it is based on what the company has done over time and how it has behaved, rather than being a result of short-term communication and advertising as is the case for the formation of image. The corporate reputation construct is mainly used externally to measure consumer evaluations of brand identity, but can also be used internally to guide employee behavior. Corporate reputation can also reveal the standards that govern organizational behavior. So how does a company ensure a good reputation? Too often it does not – because reputation management is often not considered unless the reputation is threatened.

The key drivers of reputation are PR and the communication and accentuation of corporate stories of success and corporate social responsibility. Reputation can be enhanced through corporate communication, but is more effective when communicated by an independent third party. This is one of the reasons why increasingly higher percentages of company expenditure are invested in the building of PR and good relations with key players in the media. PR can be estimated by analysing the brand's position in the market place measured by competitive effectiveness and market leadership.

2.9.2.5 Core theme: brand identity

An in-depth understanding of the four supporting themes adds up to the core theoretical concept of the identity approach; namely brand identity. By combining all components in figure 2.11 you will have a clear picture of the components of brand identity.

Table 2.9 The Internal and External Supporting Themes Adding up to Brand Identity

Internal	Corporate Identity	Organizational Identity
	• Visual expression of brand identity	• Behavioral aspects of brand identity
	• Strategic vision of brand identity	• Organizational culture
	• Top management	• Employees
External	Image	Reputation
	• Short-term	• Long-term evaluation of brand identity
	• Mosaic of stakeholder associations	• Stakeholder evaluations of brand actions
	• Exists entirely in the minds of stakeholders	• Key tools: PR and personal relations

After having gained a sound understanding of the elements that comprise the brand identity construct, the next section will elaborate on how these elements, in interplay, can be managed to construct and enhance brand identity. 'Alignment' is the key word if the management of all four elements is to result in a unified communication of a coherent brand identity to all shareholders.

2.9.2.6 ligning brand identity

This section will explain how the elements of brand identity (corporate identity, organizational identity, image and reputation) in interplay form brand identity through proper alignment. It offers an introduction to two key theoretical frameworks used to manage and align the elements influencing brand identity. The two frameworks selected and described here have been chosen because they express the key concern that most recent frameworks for the management of brand identity have in common, namely the alignment of identity, culture, image and reputation.
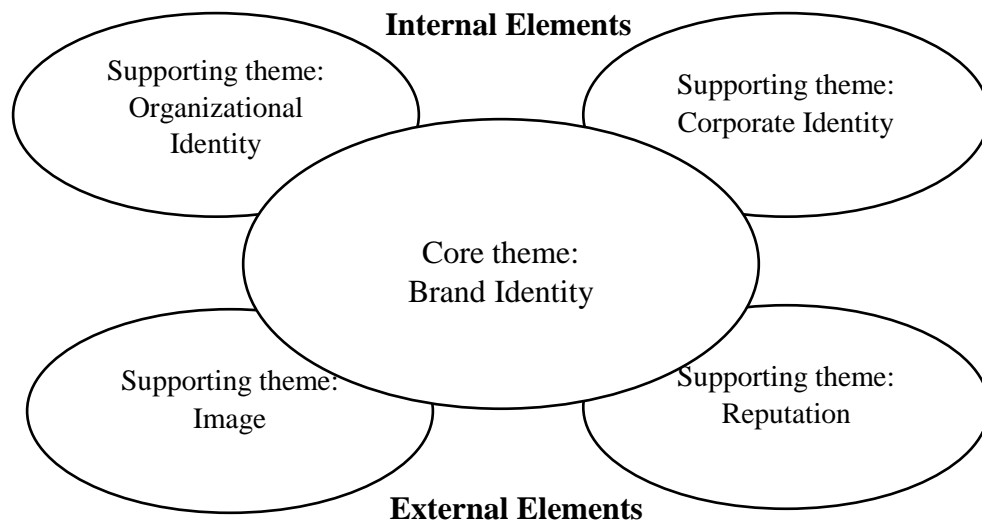
Figure 2.11 Brand Identity: The Core Theme and Alignment Frameworks of the Identity Approach

This alignment is the pivotal task in the brand identity management process. The corporate brand toolkit developed by Hatch and Schultz is based on research in more than 100 companies over more than ten years. The toolkit was published in Harvard Business Reviewin 2001. Balmer (Balmer and Greyser 2003) developed another influential framework, the AC2ID framework. Like the corporate brand toolkit, it focuses on the identity types present in a company and how these identity types should be managed in order to ensure alignment. The AC2ID framework is based on extensive research in the corporate industry field, but has also incorporated recent trends from the academic literature. It was first published in California Management Reviewin 2002.

2.9.2.7 The corporate brand toolkit

The corporate brand toolkit identifies strategic vision, organizational culture and stakeholders' images as the strategic stars of the organization.

1) Strategic vision: central idea behind what the company does. The strategic vision expresses future management aspirations.

2) Organizational culture: internal values and beliefs. Basic assumptions that embody the heritage of the company, manifested in the ways employees feel about the company across rank, reflected in behavior.

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3) Stakeholders' images: how external stakeholders perceive the company, in other words, it is the outside world's overall impression of the company.

The alignment of these stars is the means to the creation of a strong and successful corporate brand identity. These elements are comparable to the four supporting themes: strategic vision equals corporate identity, organizational culture and organizational identity share common perspective, and stakeholder images are equivalent to the two external supporting themes, image and reputation.

The alignment of the three strategic stars requires that attention be paid to all three elements simultaneously. Misalignments can be detected by a series of diagnostic questions to all stakeholders internally as well as externally, uncovering the relationship between the three elements and potential gaps.

The aim with this series of questions is to uncover gaps between either of the elements, represented by, respectively, employees, management and external stakeholders. It is a way to see whether if the strategic vision of top management is in line with consumer demands and if there is sufficient internal employee support for the strategic vision. Analysis of identity gaps should ideally be conducted concurrently to ensure ongoing alignment of the strategic elements that are key to the creation of brand identity. After having identified any identity gaps, it is essential that the information gathered is used to make an action plan for how vision and image can undergo a process of realignment. If the problem is misalignment between vision and organizational culture, then the consequences could be a brand identity promising too much compared with what employees are prepared or able to deliver. This type of misalignment problem requires that either the strategic vision is downplayed or that an organizational culture in line with the strategic vision of the company is nurtured and developed. The identification and analysis of gaps between the strategic stars of brand identity lay the foundation for a customized strategy for aligning identified gaps that can ensure the continuous alignment of the elements of brand identity (Hatch & Schultz 2001).

Aligning vision
and culture gaps

Aligning image
and vision gaps

Vision

Image

Culture

Aligning culture
and image gaps
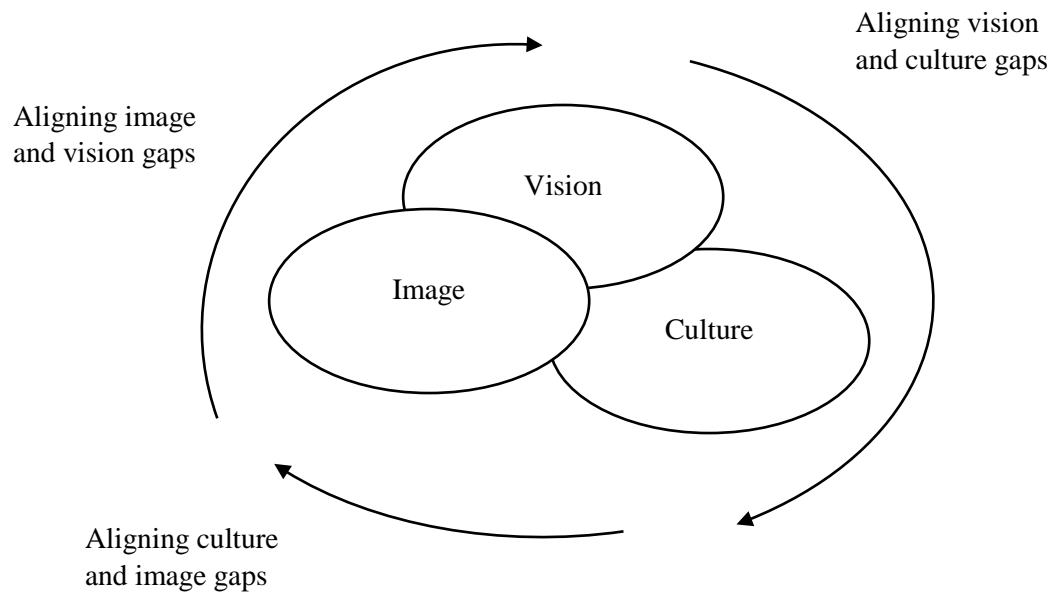
Figure 2.12 Alignment of the Strategic Stars of Brand Identity
Source: Hatch and Schultz, 2001.

2.9.2.8 The AC2ID framework

The AC2ID framework developed by Balmer and Greyser (2003) focuses on the alignment of five identities in the corporation. The assumption is similar to that of the corporate brand toolkit, since it is that multiple identities do indeed exist and only when they are aligned continually can a strong brand identity emerge and strive. Dissonance between the five identity types will weaken the overall brand identity and ultimately corporate performance. AC2ID is an acronym for the five identity types Balmer in the framework identifies as key for brand identity.

1) Actual: the actual identity, organizational behavior and everyday reality of the corporation.

2) Communicated: the brand identity expressed through all sources of communication.

3) Conceived: refers to the image/reputation of the corporation – how do stakeholders conceive brand identity?

4) Ideal: represents the optimum positioning of the organization in the market at any given time.

5) Desired: lives in the hearts and minds of the corporate leaders – equivalent of the strategic vision.

In the AC2ID framework the four supporting themes are also reflected in the five identity types since the desired and communicated identity cover the same topics as the supporting theme of corporate identity. The actual identity and the organizational identity are comparable and the conceived identity and ideal identity cover the external elements equivalent to the supporting themes of image and reputation. Management should on a continuous basis ensure that these identities are aligned, meanwhile also updating the ideal and desired identity according to changes and developments in the business environment. Overlooking or not monitoring the multiple identities of a brand can have fatal consequences. The AC2ID framework can assist top management in the research and management of multiple identities and guide the company through identity changes and realignment processes of brand identity. Especially in situations where identity is challenged (e.g. mergers or acquisitions) brand identity management is crucial.

The theoretical building blocks of brand identity consist of the four supporting themes behind the core concept of brand identity. Two of these cover internal aspects: corporate identity, representing the visual and strategic elements of brand identity, and organizational identity, representing the behavioral and cultural aspects. The two supporting themes covering the external aspects are: image and reputation. Image is the short-term mosaic of images perceived by the consumer. The reputation is a long-term compilation of all image evaluations of brand identity made by the consumer. These four supporting themes each contribute to the brand identity construct. Pivotal in the recent theoretical frameworks for the management of brand identity is the alignment of the multiple identities of the corporation. Two key frameworks are the corporate brand toolkit focusing on the alignment between vision/organizational culture and image. The AC2ID framework works with the alignment of actual, communicated, conceived, ideal and desired identity.

2.9.3 Methods and Data of the Identity Approach

The methods and data used in the identity approach are diverse and have their origin in different research traditions, due to the different focus (internal and external)

and origins of the four supporting themes of the brand identity construct. The methods used to collect data about organizational identity stem from anthropological and culture studies, while the study of corporate identity has a more heuristic approach deriving material from strategic management, the visual expression and history of the corporation. Researching the image element of brand identity requires insights into the cognitive processes that consumers and stakeholders go through when evaluating a brand identity and requires methods from cognitive psychology. Finally, the reputation element requires more focus on the long-term interaction between the brand and the consumer or stakeholder. In the attempt to make the overview of these diverse methods more comprehensible, the section is divided into two main parts. The first part accounts for the methods and data used when researching corporate identity and organizational identity. The second part offers an overview of the methods and data used to research image and reputation.

2.9.3.1 The internal elements of brand identity: methods for the study of corporate identity and organizational identity

1) How to uncover corporate identity

Corporate identity is an expression of the strategic aspirations top management has for the brand in the shape of, for instance, a strategic vision for the brand or the corporation as a whole. The corporate identity also refers to the visual identity of the brand. The methods for gathering data about the two differ:

(1) When uncovering the strategic perspective on corporate identity, it is mainly historical sources about the development of the vision and strategy of the company and brand specific historical records that are used to get an overview of the corporate identity and its development. Semi-structured interviews, storytelling methods and heuristic analysis are the more specific methods used as a supplement to the more formal records of how the strategic vision has developed over time.

(2) Data about how the visual expression of the corporate identity has evolved over time must also be researched when uncovering corporate identity.

After having uncovered these two sources of visual and strategic identity representing the more formal aspects of identity expressed by the company, the behavioral and cultural aspects of identity must also be uncovered.

2) How to uncover organizational identity

Research into organizational identity (organizational culture and behavior) draws on methods from various research traditions, such as anthropology, sociology, cultural and organizational studies. In the academic milieu there has been a fierce discussion about how organizational culture ought to be perceived and studied. However, during the last decade methods using a multi-paradigm approach, combining the different views and starting points, have emerged. High-performing brands often share the characteristic that they use organizational culture as a tool to nurture high employee commitment and loyalty. A strong organizational culture is consistent over time and values and norms guide action and language. There are several sources of a strong organizational identity: the style of top management, everyday organizational behavior, and embedded norms and values. How these elements contribute to organizational identity is the subject of analysis when uncovering organizational culture.

The basic perception of organizational identity has evolved from a static and functionalistic view to a more dynamic constructivist one. In the functionalist view, understanding culture is about identifying and categorizing cultural stereotypes. From a symbolic and interpretive approach, culture is embedded in and expressed through people's actions and language. Finally, in the constructivist view of culture, the strength of organizational culture is defined by its ability to adapt to changes in the environment. In this view the strength of an organizational culture is found in its ability to learn, change and adapt to market demands. This evolution is reflected in the recent multi-paradigm methods of studying organizational culture. One of the key frameworks for the study of organizational culture offers a three-perspective approach. The three perspectives reflect the inherent ambiguity and forces of organizational culture.

The integration perspective represents the functionalist perspective and the forces in the organization oriented towards consensus and

consistency. This perspective is usually found in the messages and activities initiated by top management to create and enhance organizational culture.

Table 2.10 Three Perspectives on Organizational Culture

Characteristics	Integration	Differentiation	Fragmentation
Level of consensus	Organization-wide consensus	Subcultural consensus	Consensus appears only temporarily in clusters
Consistency of cultural manifestations	Consistent	Inconsistent	Complex
How ambiguity is perceived	Ambiguity is excluded and avoided	Ambiguity between subcultures is acknowledged	Ambiguity rather than consensus is assumed
The primary creators of culture	Founder or top management	Groups of subcultures	Individuals
Where to look for organizational culture	The formal culture dispersed by top management	The different levels of culture are played out in different functions or other groupings: a mix of formal and informal culture	Culture exists at an individual level
How to uncover organizational culture	Join all meetings and go through all internal communication and formal activities for employees	Get in deep with every function/ department or subculture to learn how they are diverse	It is by getting to know the individual employee that culture can be uncovered because it is assumed that there are as many interpretations of organizational culture as there are individual employees

Source: Adapted from Martin, 2002.

The differentiation perspective represents a more interpretive approach. The differentiation perspective assumes that cultural consensus exists within different subcultures and groupings, but not on an organization-wide level. The manifestations of organizational culture are hence not consistent throughout the organization. Ambiguity and the drivers of organizational culture are to be found in the consistency within subgroups and in the ambiguity distinguishing these different subgroups.

In the third, and last, perspective of fragmentation the more constructivist perspective is represented. Here, it is assumed that an organizational culture can display a multitude of views. In the fragmentation perspective, there is no consensus and the relation between manifestations of organizational culture is complex. Only a combination of the three levels – the whole organization, subgroups and individual level of research – can give an accurate and complete snapshot of the cultural web and drivers of organizational culture.

In practice, the data collection focuses on the manifestations of organizational culture expressed through a combination of different elements. These elements illustrate that not only is it essential to encompass different perspectives in a research plan to ensure a deep and full understanding; grasping organizational culture also requires breadth. The manifestations form the cultural web of manifestations that in combination define a specific organizational culture.

Organizational culture is best studied qualitatively and through embedding oneself in the cultural settings. The researcher must seek detailed and holistic descriptions based on intensive fieldwork to ensure understanding of how the cultural manifestations express a certain organizational identity. Since intensive fieldwork can be time-consuming, the ethnographic approach can adopt a clinical perspective, where qualitative interviews are the main research instrument. But in order to really understand a culture and interpret manifestations correctly, interviews and observation may not always be enough. Interaction with and immersion into the culture can be necessary to ensure the right interpretation.
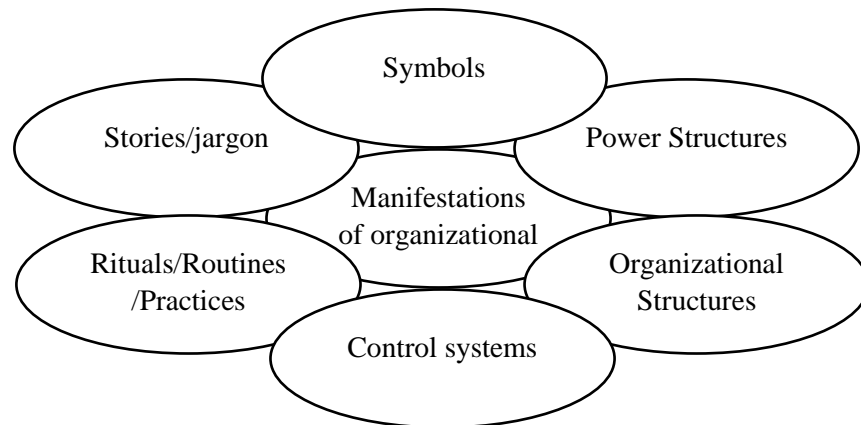
Figure 2.13 Manifestations of organizational identity (culture)

    2.9.3.2 The external elements of brand identity: methods for the study of image and reputation

    The object of analysis when collecting data and learning about image and reputation is, on the one hand, the positioning of the company image in relation to competitors and, on the other hand, research of image from the receivers' point of view. When studying the image and reputation of a brand in relation to competitors, surveys and laddering techniques are frequently used. But in order to get a deep understanding of how and why consumers associate a certain image with a brand, methods from cognitive and social psychology are used to investigate consumer perceptions and evaluations of image and reputation. Attitudes and perceptions are key elements when trying to understand the formation of an image and the mechanisms behind how image and reputation can be studied:

    1) Perception. Human beings perceive through sensory processes involving sight, sound, taste and hearing. After having absorbed inputs with our senses, it is time to perceive them. Perception is the process of meaning creation where the brain identifies input patterns and recognizes certain elements as being intertwined.

    2) Cognition. Before being able to think about sensory inputs and messages, they must be perceived and recognized. Consumers construct mental representations (images) and develop an understanding of what they have perceived – recognition process. This process takes place through abstract cognitive units rather

than in language based units. These cognitive units are created through the use of images, words and symbols. Cognitive units link object (apple) and attribute (green), and action (donation of money to charity) to subject (a corporation). The cognition process is hence mental images capturing spatial relationships and ensuring recognition.

3) Attitudes are the general evaluations people make of themselves, other people, objects and issues. Attitudes are emotional and influence how people behave. Attitudes can make people react. (In brand management it is important to know exactly which brand initiatives make consumers react = consume.) It is difficult to predict to what extent attitudes affect action, but one thing is sure: people are more predisposed to act when some kind of change of circumstance causes them to evaluate their attitudes.

Understanding how cognitive units work and what makes consumers change their attitudes and maybe change consumption patterns is very valuable when researching brand image and reputation. Any research design for the investigation of the external elements of brand identity should reflect this knowledge about how consumers perceive, form attitudes and ultimately act. Image is the result of short-term advertising or other communication efforts and reputation is formed based on a more long-term evaluation of brand actions and how the consumer interprets these and the motives behind them. Analysis of the contact points between brand and receiver is more important when collecting data about reputation. However, no matter whether the subject of analysis is image or reputation, knowledge about how consumers perceive and ultimately evaluate brand interaction is essential.

The methods used and the data collected in the identity approach vary depending on which of the four supporting themes is the subject to be studied. Data about corporate identity are collected with the use of heuristic methods. The aim is to study the historical and current strategic development and visual expression of brand identity. When researching organizational identity, the methods draw on inspiration from anthropology and cultural studies, where participation, immersion and extensive fieldwork are a prerequisite for gaining the deep and rich insights necessary to understand the underlying drivers of the cultural manifestations. Image is best studied by using a combination of qualitative methods for the explorative phase,

supplemented by a quantitative phase making the results managerially useful. The methods originate from cognitive and social psychology and the focus is on consumer/stakeholder perception, cognition and attitudes formed in the process of continuous evaluation of brand image and reputation.

2.9.4 Managerial implications

A strong brand identity can be the source of competitive and financial strength. However, building and managing brand identity is a complex and difficult management task. Research and management of the four supporting themes adding up to brand identity require very diverse data collection methods and a variety of skills and processes to implement in practice, because they respond to very different constituencies. This underpins the need for a carefully planned strategy and sensitive approach when managing brand identity.

Where most companies fail is getting the organizational identity right, aligned with the remaining three supporting themes. Also, 'Ignoring issues of identity is not a feasible option, particularly for managers. Indeed, it only tends to exacerbate the problem. Identity does not go away, and can surface with a vengeance' (Balmer & Greyser, 2003, p. 34). The involvement of employees in the co-creation of brand identity is extremely difficult and requires great skill and persistence. This section introduces the reader to the managerial guidelines of how the four supporting themes – corporate identity, organizational identity, image and reputation – can be managed and aligned into a coherent brand identity.

2.9.4.1 Aligning vision and culture in practice

Any management process and activity, big or small, requires the right insight into the elements that are to be managed. In the case of brand identity, the goal is not to get information about the supporting themes separately, but to observe and analyze the interplay between them. As described in the section on theoretical building blocks, it is their alignment that is the key to a strong brand identity. The pivotal goal of brand management in the identity approach is therefore the alignment of the four supporting themes: image, reputation, corporate identity and organizational identity. In practice, these elements have different constituencies and different drivers; top management drives the vision (corporate identity), while the employees are

drivers of culture (organizational identity). The drivers of image and reputation are all stakeholders.
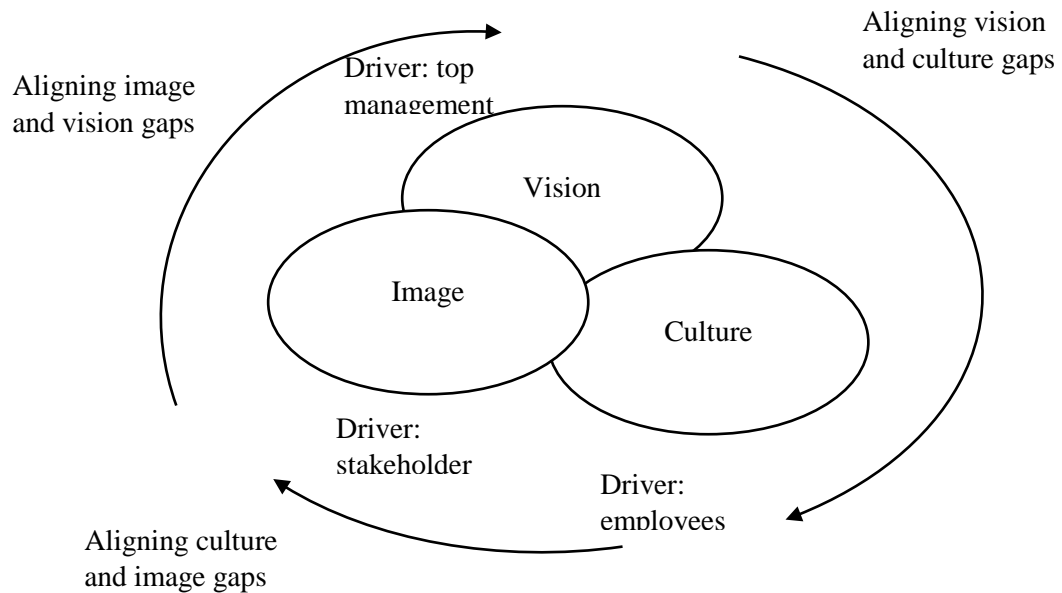
Figure 2.14 Drivers of the Alignment Process of Brand Identity

Source: Hatch and Schultz, 2001.

These different constituencies require that information is gathered from multiple sources and a variety of methods are used before misalignments or opportunities are uncovered. Gaps between vision and culture occur when the strategic vision top management plans for the organization is not in line with the reality (organizational identity) of the corporation – when employees are not able or willing to live up to the ambitious goals set by management. To uncover these gaps between vision and culture, it must be investigated if and to what extent employees support the visions planned by top management. It is also essential to uncover if all functions or subcultures (from R&D across production, marketing and eventually the sales force and pre-sales service function) in the organization approve and support the vision. If not all subcultures or groupings of an organization work to achieve the same goal it is very difficult to build a coherent brand identity. Since the vision and culture are the primary drivers of difficult-to-imitate differentiation, it is also important to investigate the vision and culture of the corporation stand out compared with the

competition and hence deliver sufficient grounds for the differentiation of brand identity. A general tendency is that management practices have evolved from focus on control mechanisms and extensive identity programme manuals to focus more on empowerment, the use of experience and storytelling to build commitment and cultural affiliation.

2.9.4.2 Detecting identity gaps

Gaps between image and culture occur if employees do not deliver on the brand promise and thereby disappoint consumer expectations. Here, the focus of investigation is on the extent to which employees' perception of brand identity is in line with stakeholder associations and evaluations of brand image and reputation. It is vital to uncover how brand stimuli and the interaction between employees as carriers of brand identity and stakeholders contribute to the formation of brand image. Finally, gaps between image and vision are an expression of a situation where top management is alienated from what consumers expect and perceive of the brand identity. Misalignments between vision and image can result in consumers rejecting new product launches or marketing activities if they do not feel that it is the right direction for the brand. Misalignment between vision and image is serious and can be a symptom of inertia or lack of sufficient consumer intelligence. As a consequence, the company will miss out on market potential and consumer loyalty. To detect whether there are dangers of misalignment between vision and image, it must be identified who the primary stakeholders of the brand are and what these stakeholders expect from the brand identity. Effective, continuous interaction and communication with stakeholders are required in order to avoid misalignment between the two sources of brand identity.

2.9.4.3 Aligning identity gaps

In practice, brand managers can use knowledge about the multiple identities and their alignment to manage the brand in a direction that is in line with consumers' perceptions of image, the strategic visions and hope for what the brand should achieve in the future, and the actual behavior and organizational culture of the brand. After having uncovered the state of the image, corporate identity and the organizational identity and their respective alignment issues, a process of enhancing and alignment must take place. The tools used to manage this process can be divided

into five cyclical steps:

Table 2.11 Detecting Identity Gaps

Gap between (according to the corporate brand toolkit):	Vision/Culture	Culture/Image	Image/Vision
Theoretical elements	Corporate identity and organizational identity	Organizational identity and image	Image and corporate identity
Gaps between (according to the AC2ID framework):	Desired and ideal identity misaligned with the actual identity	The actual identity misaligned with the communicated and conceived identity	The conceived identity misaligned with the desired and ideal identity
Constituencies	Top management and employees	Employees and stakeholders	Stakeholders and top management
Questions	• Does the everyday reality reflect the values the vision requires? • Is the vision supported by all functions and subcultures of the company? • Are vision and culture sufficiently differentiated from competition?	• What perception of image do stakeholders express? • How do employees perceive company image? • How do stakeholders and employees interact?	• Who are the stakeholders of the company? • What do the stakeholders want and expect from the company? • How well is knowledge about stakeholders' images communicated to top management and vice versa?

Table 2.11 (Continued

Gap between (according to the corporate brand toolkit):	Vision/Culture	Culture/Image	Image/Vision
How to solve misalignment	Ensure that not only communication but also out-of-the-box activities and continuous training ensure that employees understand and support the corporate identity	Set up organizational identity in a way that supports the image and reputation of the brand identity Measure all contact points between stakeholders and employees against image and reputation	Make sure that top management is informed by customer insights and new tendencies are detected. Avoid inertia and self-consumed irrelevant brand launches or activities by taking image perceptions seriously

1) Stating. State the vision and identity of the corporate brand. (Who are we and what do we want to become?) Articulating core values and identity behind brand establishes the corporate identity.

2) Organizing. Link vision with culture and image practices. How can we reorganize to achieve fit? Cross-functional structure and process changes establish the frame for developing the appropriate organizational identity.

3) Involving. Involve stakeholders through culture and image. Engage employees in execution and involve consumer images. Get input from multiple sources.

4) Integrating. Integrate culture and image around a new brand identity. Align the organization behind the brand. Align the multiple identities across internal functions.

5) Monitoring.Track corporate branding gaps and brand performance.

2.9.4.4 Challenges when building brand identity

Brand-building activities based on the line of thought behind the identity approach are often criticized for being an ego-stroking waste of time with no relevance for either consumers or stakeholders. To avoid this identity trap and enhance the probability of success, the objectives of the brand identity building campaign must be clearly defined and results must be carefully measured against objectives. Is the object to create awareness, the creation of favourable attitudes or the enhancement of organizational identity, and why? Is the goal externally oriented or is the focus more internal, with the aim to increase employer motivation and attract better recruits? No matter what the goal is, it is important to be very clear on why brand identity activities are needed and what the company wishes to achieve with such activities.

Table 2.12 Aligning Identity Gaps

Activity	Cycle 1: State	Cycle 2: Organize	Cycle 3: Involve	Cycle 4: Integrate
Key process	State the identity for the corporate brand and link this identity to corporate vision	Link corporate vision to organizational culture and the image	Involve stakeholders through organizational culture and the image	Integrate corporate vision, organizational culture and the image around the new brand identity
Key question	Who are we as an organization and what do we stand for?	How can we reorganize the corporate brand?	How can we involve internal and external stakeholders in the corporate brand?	How can we integrate corporate vision, organizational culture and the image of the corporate brand?

Table 2.12 (Continued

Activity	Cycle 1: State	Cycle 2: Organize	Cycle 3: Involve	Cycle 4: Integrate
Key concerns	• Make company wide audit of brand expression • Revisit brand cultural heritage • Analyse brand images among stakeholders	• Create a coherent brand organization • Provide managerial foundation for implementation processes	• Does the company have a shared cultural mindset? • Ensure active inclusion of global stakeholders perceptions	• Integrate the brand across markets and business areas

It is also necessary to consider whether the organizational structure of the company suits the aims of brand identity. It is important to understand the forces that drive particular types of organizations. Having established goals and organizational structure, it is time to involve employees in the brand identity project. Often, too much energy is used on attempts to change employee attitudes and behaviour in practice. Best-practice cases have indicated that efforts ought to focus on the translation of brand values into real-life experiences that can be used on any occasion. It is often difficult to get all employees to actively support brand identity programmes. A good way to ensure daily involvement and commitment can be to give employees 'out of the box' experiences on a regular basis through events and sponsorships; this can provide real-life experiences, building commitment and sharing. Instead of trying to implement and align identities through communication only, these real-life experiences can inspire employees to activate the brand promise in their everyday working environment. Sharing of real-life experiences among employees is a good way to bring the brand identity to life internally and ensure that employees live the values and the organizational identity of the brand.

The cultural and historical heritage of a company can also be used to build brand identity. The company does not necessarily need to have been in business for many years before it is able to use history or culture actively in the building of brand identity. Also a unique organizational identity or a charismatic CEO can be the source of corporate and organizational identity.

Table 2.13 Do's and Don'ts of the Identity Approach

Do	Don't
Disperse shared vision	Don't neglect diverse interpretations and loose vitality and dynamics
Disperse shared organizational culture	Don't get stuck in the pitfall of group-think and path dependence
Management should be strong, visible, and provide guidance	Don't neglect subcultures and diverse organizational functions
Be cross-functional, involve the whole organization	Don't cut off innovation and new ideas that require deep insight and exploration of new paths
Incorporate change	Don't jeopardize the distinctiveness of brand identity
Listen to the market and be open to co-creation of brand identity	Don't go with short-term market trends and lose core competences
Embed brand identity management strategically	Don't leave brand management to top management solely
Align corporate identity, organizational identity, image and reputation continuously	Don't overcomplicate matters and get lost in complexity
Make sure that brand identity evolves continuously	Don't revolutionize brand identity
Run campaigns internally before they are run externally	Don't fail to communicate and activate to ensure real life experiences internally before brand activities are initiated externally

The primary task of the brand manager in the brand identity approach is to ensure that consumers and stakeholders experience a strong and coherent brand identity through all contacts with it. In order to achieve this, it is essential that the identity types or the theoretical building blocks of organizational identity, corporate identity, image and reputation, are aligned. This requires a multidimensional approach where the detection and alignment can take place across all functions and subcultures in the organization. After careful analysis of identity gaps the brand identity can be developed and enhanced through a process of cyclical steps. In this process, the brand identity is stated, more information about identity types is gathered and core values are articulated. Secondly the brand identity is organized – how can the stated brand

identity be implemented to kick in all identity types? The third process ensures that all stakeholders are involved in the creation and implementation of brand identity through dispersing information and brand identity-building activities. The final process integrates all the identity types in one coherent brand identity.

2.10 Related Research

Table 2.14 List of Related Research

No.	Author	Year	Title
1	Pickton & Broderick	2005	Integrated marketing communications
2	Rittichainuwat, Qu, & Mongkhonvanit,	2007	A study of the impact of travel inhibitors on the likelihood of travelers' revisiting Thailand
3	Janonis, Dovaliene, & Virvilaite	2007	Relationship of brand identity and image
4	Koubaa	2008	Country of origin, brand image perception, and brand image structure
5	Paternoster	2008	Excellent airport customer service meets successful branding strategy
6	Lopez-Bonilla & Lopez-Bonilla,	2008	Influence of the state-owned airlines on passenger satisfaction
7	Keller	2009	Building strong brands in a modern marketing communications environment
8	Shimp	2010	Advertising, promotion, and other aspects of integrated marketing communications
9	Halpern & Regmi	2011	What's in a name? Analysis of airport brand names and slogans
10	Ribeiro de Almeida	2011	The new challenges of tourism airports - the case of Faro Airport

Table 2.14 (Continued)

No.	Author	Year	Title
11	Wattanacharoensil & Yoopetch	2012	Thailand's human resources competencies in airline service quality: Voices from the airline industry
12	Lanseng & Olsen	2012	Brand alliances: The role of brand concept consistency

CHAPTER 3

RESEARCH METHODOLOGY

The research titled "Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand". There are 3 objectives in this research; to study the brand awareness of the International Airlines of Suvanabhumi airport. Namely Full Service Airlines, Cargo Airlines and Charter Airlines; to study the brand perception of the airlines (Pre and Post) and to provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building. To complete these objectives, a number of tools and methods are used. The chapter explains methods and tools used in this study. It also presents research methods model, sampling procedure, data collection, data analysis and ethical considerations.

3.1 Research Method Model

The research method model used in this research is a mixed methods model, in which qualitative and quantitative data is used to explore parts of the research question (Creswell & Plano Clark, 2009). Mixed methods research has a number of advantages, including that it allows the researcher to explore the research topic at different levels and that it takes advantage of the strength of both methods while compensating for their weaknesses (Bryman & Bell, 2007). Mixed methods models can also compensate for resource constraints, such as time and funding constraints, and help overcome problems such as lack of existing theory in a given area (Bryman & Bell, 2007). These advantages make it ideal for the current research project, especially the ability to gain additional depth of knowledge.

Mixed methods research can use different combinations of qualitative and quantitative findings. Figure 3.1(below) provides a basic summary of how the research is arranged. This shows that qualitative and quantitative approaches are combined in order tomaximize the benefits of both methods. In this research, a triangulation approach is used, where both types of findings are directed to the same research question. Qualitative research is used here to provide answers for the first two research objectives (listed in Chapter 1), while quantitative research is used to provide answers for research objectives 1 and 2. In additional qualitative method use to complete all objectives to develop a marketing strategies for building brand model of Suvarnabhumi Airport.

For research objective 3 (developing a marketing strategies for building brand model for Suvarnabhumi Airport), the findings of the qualitative and quantitative research are combined.

Qualitative Approach

- Interview
    - List of Questions of Interview)

Quantitative Approach

- Questionnaire
    - List of Questions of Questionnaire

Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand
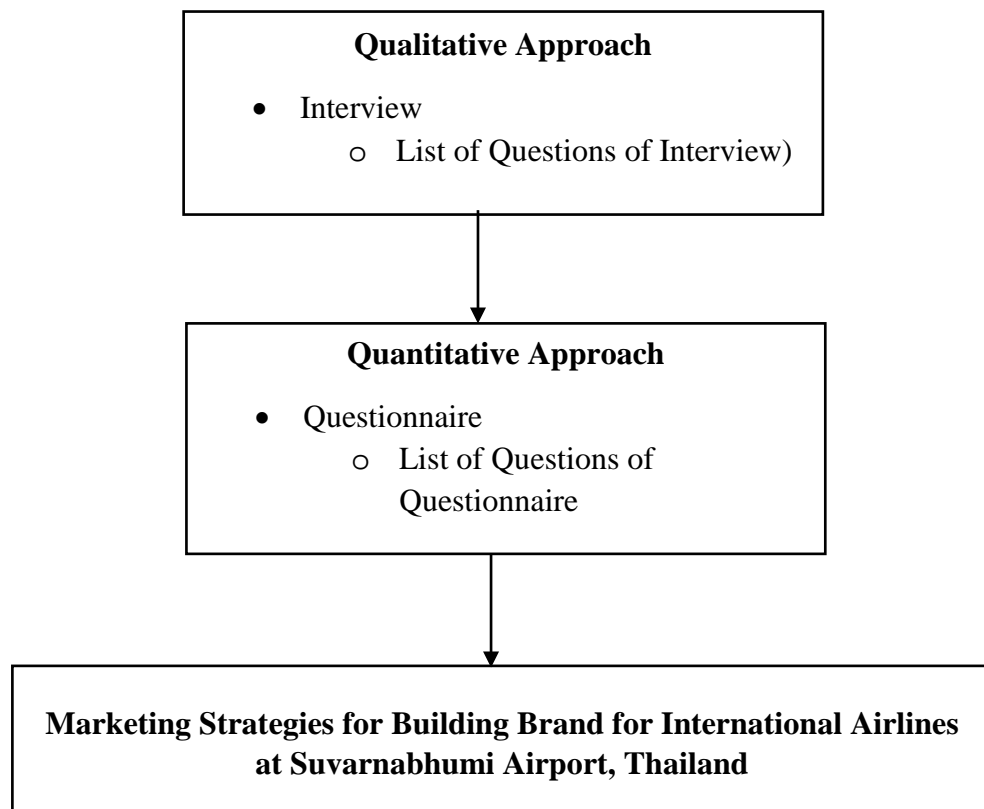
Figure 3.1 Research Methodology Framework

3.2 Type of Research

Table 3.1 summarizes the types of research. This research can be characterized as exploratory research. It refers to examines relatively unknown or new topics of interest with the goal of understanding the basic phenomena and beginning to formulate a theory base or understand what existing theory can apply (Adler & Clark, 2010). Typically, exploratory research operates using more flexible research paradigms than other types of research, as well as taking an inductive logical approach to the research question (Adler & Clark, 2010). The exploratory approach can be compared to two other types of research, including descriptive and explanatory or causal research. Descriptive research is research that undertakes a rigorous description and quantification of the research situation, often using the findings of previous exploratory studies to guide the direction of inquiry (Wilson, 2010). Explanatory or causal research seeks to identify not just what occurs, but the causal mechanisms in place that enable it (Adler & Clark, 2010). These two types of research require more explicit knowledge about the situation being studied, as well as existing theoretical bases that can be tested, since they are commonly tested using inductive logic (Adler & Clark, 2010). In the situation being studied in this research, there is relatively little previously existing empirical work (as the literature review shows). Additionally, marketing and branding models developed for consumer goods may not work well for large-scale services like airports. Thus, this research is best suited to an exploratory approach, which will allow more flexibility and room for discovery.

Table 3.1 Summary of Types of Research

Type of Research	Goals	Methods	Limitations
Exploratory Research	• Collecting preliminary information about a situation • Allowing the researcher to propose a hypothesis for further testing	• Qualitative research methods provide exploratory research with the ability to conduct an open inquiry and understand the key factors that are under consideration. • Mixed methods using descriptive statistics can provide some additional descriptive power, though they are not necessary. • Purely quantitative methods are inappropriate because the researcher does not have enough information to construct a quantitative study	• Cannot be generalized to the population • Must be tested further in order to provide detailed information about how frequently and why phenomena occur
Descriptive Research	• Describing a population and its characteristics	• Qualitative research can be used to describe what a phenomenon	• Does not provide information about why or how relationships occur

Table 3.1 (Continued)

Type of Research	Goals	Methods	Limitations
Descriptive Research	• Identifying attitudes, trends, and other situations • Determining what happens in a given situation	• Quantitative research using descriptive statistics and tests of difference (like chi square, ANOVA, and t-tests) can provide information about frequency and trends as well as potential population differences • Mixed methods can also be used	• Requires previous research (secondary literature) to understand what should be measured
Explanatory Research	• Identify cause and effect relationships (why it occurs) • Determine contextual explanations for the identified relationship (how it occurs)	• Quantitative research, especially inferential techniques like regression, is used to test hypotheses • Qualitative research can be used to deepen understanding of how the situation occurs and why it has occurred	• Requires secondary research to pose hypotheses based on existing knowledge • Needs to be carefully designed for reliability and validity to apply across a population

Table 3.1 (Continued)

Type of Research	Goals	Methods	Limitations
Explanatory Research		• Mixed methods can be used to provide both hypothesis testing (cause and effect explanations, or why) and contextual explanations (how)	

Source: Adler & Clark, 2010; Wilson, 2010.

3.3 Research Design

There are many different types of research design. The main quantitative research designs are experiments and surveys (Creswell, 2009). Both of these methods use quantitative data collection and analysis techniques, but differ in their treatment of independent variables. While surveys simply collect data without attempting to manipulate variables, experiments manipulate independent variables (and typically use a more stringent set of control variables than surveys). The main qualitative techniques include action research, grounded theory, ethnography, case studies, and general qualitative research (Creswell, 2009). Action research is typically performed in an organization, where an intervention is implemented and its results are assessed. Grounded theory is a theory-generation approach based on direct observation of the phenomenon. Ethnography is a long-term participant observation approach, typically directed at explaining situations in groups. Case studies focus on one example of a particular phenomenon and then uses this to build theories and explanations. Finally, general qualitative research is typically interview-based and focuses on specific situations and outcomes (Creswell, 2009). These approaches have different philosophical assumptions, logical approaches, and data collection and analysis methods, which make them ideal for different purposes (Trochim & Donnelly, 2006). For example, action research is pragmatic in nature and directed

more toward improving conditions within the organization than proving a theory. Similarly, ethnography is more directed toward describing and explaining the actions and attitudes of a group of people. Grounded theory, case studies, and general qualitative research are most appropriate for exploratory research, since these methods do not require an established theoretical basis or existing knowledge about the situation (Trochim & Donnelly, 2006). Grounded theory was rejected because the purpose of the research is not to generate a theory, but to describe a situation. General qualitative research was rejected because it would not allow focus on a single organization.

The research design used for this study is the case study design. The focus of this case study is on Suvarnabhumi Airport and its brand redesign process. Case study research focuses on a specific example (or case) or a small number of examples of a given phenomenon, rather than using a broad sample (Yin, 2009). Case studies are used in business research in order to understand specific situations, contexts, and historical outcomes (Wilson, 2010). They are often used to study rare occurrences, like disasters or periodic business strategy changes, which may be more instructive singularly than in groups (Yin, 2009). The case study is also ideal for gaining a holistic view of a situation and understanding the causes and context (Creswell & Plano Clark, 2009). Although the specific findings of the case study are not generalizable, they can be used to understand principles and practices for a given situation (Bryman & Bell, 2007).

The case study design can incorporate elements of other designs, such as archival research (document review), action research (pragmatic or action-based case studies), and comparative designs (comparison between a small number of cases) (Yin, 2009). However, it is distinct from each of these because of its holistic and flexible nature. The case study may be either cross-sectional (selecting data from one time period only) or longitudinal (selecting data at several set points) (Yin, 2009). However, it is not limited to only these two approaches, and can incorporate data collected at different time periods, such as cross-sectional surveys and historic document reviews. Data collection can occur in different ways, including experiments, surveys, interviews, and observation among others (Yin, 2009). The

level of flexibility in terms of scope, methods, and design elements makes the case study approach ideal for exploratory research (Adler & Clark, 2010).

3.4 Research Strategy

The research strategy selected for this study is a combination of qualitative and quantitative strategies. The qualitative strategy relies on collection and interpretation of non-numeric data through interviews, observations, documentary analysis, or other approaches (Wilson, 2010). In contrast, quantitative research relies on collection and statistical analysis through a standardized approach, like a survey or experiment (Wilson, 2010). These two approaches have different strengths and weaknesses; for example, qualitative research cannot easily be generalized (quantitative research to some extent can be), but quantitative research cannot uncover new ideas (qualitative research can) (Creswell & Plano Clark, 2009). This makes the combination of qualitative and quantitative strategies ideal for understanding complex problems or problems where a simple answer may not be readily apparent. There are also other reasons for combining qualitative and quantitative research. For example, the mixed strategy allows the researcher to take a pragmatic approach, using the most appropriate method for the research concerns (Johnson & Onwuegbuzie, 2004) as well as overcoming resource and theoretical shortages (Bryman & Bell, 2007).

This study can be classified as a partially mixed, concurrent equal status design, which features some element of mixed methods as well as concurrent data collection and analysis and equal weight being applied to qualitative and quantitative findings (Leech & Onwuegbuzie, 2009). This strategy was selected based on Wilson (2010). It was chosen because it allows for the best balance of approaches to inquiry, enables multiple aspects of the research question to be studied, and offers the most flexibility for the exploratory design.

3.5 Data Collection

Like most research studies, this study uses primary and secondary data. Primary data is data the researcher collects directly from the population or sample in order to answer the research question (Bryman & Bell, 2007). Secondary data is data that has previously been collected and interpreted or analyzed by others (Bryman & Bell, 2007). Both of these types of data are necessary for a complete research study, since they are complementary and cannot easily stand on their own. In this research, secondary data is used in the literature review to provide a theoretical and paradigmatic view on the research question, as well as explore previous research in the area. However, it does not directly answer the research question as applied to Suvarnabhumi Airport. The primary research is oriented to specifically answering the research question as far as possible. However, it is expensive and difficult to collect, and time and resource limitations on the research mean that primary data cannot be collected for everything. Also, some research has already been conducted satisfactorily and there is no reason to repeat this research (Bryman & Bell, 2007). Table 3.2 summarizes the advantages and disadvantages of primary and secondary data, as well as its characteristics. This summary shows why it is advantageous to studies to integrate primary and secondary data. Thus, the integration of primary and secondary data is appropriate.

Table 3.2 Summary of the characteristics of primary and secondary data

Characteristics	Primary Data	Secondary Data
Collected by…	**The researcher of the current study**	**Other researchers**
Strengths	• Describes the specific situation and population in question • Can be collected by the researcher in a convenient format for the intended analysis • Is up-to-date • The researcher can test and vouch for reliability and validity • Can reflect the current state of theories and models that explain the situation	• Inexpensive and rapid to collect (typically comes from institutional resources and government resources) • Can be used to explain history, context, and causal relationships • Can be used to compare the researcher's population and situation to others • Can be used to generate hypotheses about relationships and their directionality • Can be used to identify the appropriate theoretical basis and relationships
Weaknesses	• Difficult and expensive to collect • Populations may be difficult to reach and access may be limited • Cannot be used to collect all information about the situation that is needed	• Does not directly apply to the research situation (including population, nationality, and so on) • Results may be out of date and may be affected by other situations • The researcher cannot directly test the reliability and validity of the findings, and these may

Table 3.2 (Continued)

Characteristics	Primary Data	Secondary Data
Collected by…	The researcher of the current study	Other researchers
Weaknesses		not be reported
Strengths	• Must be targeted to the most important points of the research • The researcher must make sure the collection instrument will be valid and reliable in order for the research to be reliable and valid itself	• The researcher cannot rely on secondary data providing a full examination of the research situation • Theoretical perspectives may be outdated, inaccurate, or culturally inappropriate Can be used to identify the appropriate theoretical basis and relationships

Source: Babbie, 2013; Creswell & Plano Clark, 2007; Bryman & Bell, 2007.

3.6 Quantitative Approach

3.6.1 Research Population and Sample

1) Population

The population consisted of the International Airlines that used to visit the Suvarnabhumi Airport (AOT, 2012).

(1)	Full service Airlines	in 2011	totaling	54,735
(2)	Cargo Airlines	in 2011	totaling	32,787
(3)	Charter Airlines	in 2011	totaling	2,318
		Grand total		89,840

2) Sample

The sample is the Airlines staff who used to visit the Suvarnabhumi Airport and was derived through Purposive Sampling and the sample selection method proposed by Taro Yamane, which specified the collected data or observation must be of interval scale and the acceptable sampling error of not over 5%, as shown below.

$$n = \frac{N}{1+ Ne^2}$$

n = sample size

N = population size

E = acceptable sampling error

$$n = \frac{89,840}{1+ ((89,840)(0.05^2))} = 400$$

Therefore, the sample size was 400 from 3 Groups

3.6.2 Research Tools

The research tools consisted of

A set of questionnaire is composed of 5 main parts

1) Brand awareness. The questions consist of :

(1) Suvarnabumi Airport is a convenient hub to other destinations in Asia.

(2) Suvarnabumi Airport has convenient runway and accessibility.

(3) Suvarnabumi Airport has modern facilities and infrastructures.

(4) Suvarnabumi Airport is a welcoming and comfort airport.

(5) Suvarnabhumi Airport is an airport that staffs always smile.

(6) Suvarnabhumi Airport has reliable and helpful staff.

(7) Suvarnabhumi Airport staff can communicate in English fluently.

(8) Suvarnabhumi Airport offers value for money.

(9) Suvarnabhumi Airport has easy way to access airport information.

      (10) Suvarnabhumi Airport is a clean and hygiene airport.

      (11) Suvarnabhumi Airport is an environmental friendly.

      (12) Suvarnabhumi Airport has alliance airports.

      (13) Suvarnabhumi Airport well demonstrates Thai culture.

      (14) Suvarnabhumi Airport Employees are reliable.

      (15) Suvarnabhumi Airport is a safety airport.

      (16) Suvarnabhumi Airport has a quick service.

      (17) Suvarnabhumi Airport has clear work process.

      (18) Suvarnabhumi Airport provides convenient tax free zone.

   2) Brand perception of Suvarnabhumi Airport. The questions consist of:

      (1) Hub of Asia

      (2) Good Facilities

      (3) Good Staff

      (4) Good Investment for Airlines

      (5) Cultural Airport

      (6) Effective Operation

   3) Influencing success of becoming the destination airport of Suvarnabhumi Airport. The questions consists of:

      (1) It is a convenient hub to other destinations in Asia

      (2) A convenient runway and accessibility airport

      (3) An airport that has modern facilities and infrastructures

      (4) A welcoming and comfort airport

      (5) An airport that staffs always smile

      (6) The staff is reliable and helpful

      (7) Staff can communicate in English fluently

      (8) It offers value for money

      (9) Easy to access airport information

      (10) A clean and hygiene airport

      (11) An environmental friendly

      (12) An airport with alliance airports

      (13) Well demonstration of Thai culture

(14) Reliable employees

(15) A safety airport

(16) An airport that has a quick service

(17) An airport that has clear work process

(18) A convenient tax free zone

4) Recommendation for building brand image at Suvarnabhumi Airport. The questions consist of:

(1) Please provide recommendations for improving image of Suvarnabhumi Airport

5) Demographic information. The questions consist of:

(1) Gender

(2) How long have you been working with your airline?

(3) Which airline are you working for?

(4) What is your type of customer at Suvarnabhumi Airport?

(5) Type of business

(6) How many flights per week to/from Suvarnabhumi airport?

3.6.3 Steps in Constructing the Tools

The draft question was designed from the study of the theories and the ideas from the documents, textbooks, researches, questionnaires, and the interviews of the people who experienced the director of Airports Authority of Thailand. Then, the draft questionnaire was examined and improved by the advice of Advisory Board.

3.6.3.1 The Examination of the Instruments

The improved questionnaire was sent to the 3 experts to be considered for the accuracy.

The 3 experts consist of:

1) Khun Prajak Sajjasophon

Position: Broad committee of Airports of Thailand

2) Khun Rawiwan Netrakawesana

Position: Broad committee of Airports of Thailand

3) Khun Chadanisa Chumnanvej

Position: Acting Vice President Customer service department, Suvarnabhumi

The correlation between the questions and the item objectives was computed by IOC = Σ (R/N) (Ladawan Petchroj and Achara Chamniprasat, 2004 : 145 - 146).

IOC	= Index of item objective congruence
R	= the scores of the experts' opinions
N	= the total number of the experts

The criteria ranked by the experts were as follows:

+ 1 = The questions accorded with the objectives of the study.

- 1 = The questions did not accord with the objectives of the study.

0 = The questions were likely to accord with the objectives of the study.

The criteria for the interpretation of the numerical values were as follows:

IOC > or = 0.5 meant that the questions accorded with the objectives of the study.

IOC < 0.5 meant that the questions did not accord with the objectives of the study.

3.6.3.2 The Quality of the Instruments

First, the 18 questionnaires were pre-tested by the staffs who used the service of Suvarnabhumi Airport, for the reliability of the Marketing Strategies for Building Brand of Suvarnabhumi Airport. Then, the data were analyzed by utilizing the Alpha Coefficient (Cronbach, 1990, p. 204) and finally, the mistakes were corrected.

The reliability was computed by $\alpha = k^u[1 - \sum s^2_i]$

α = the coefficient of the reliability of the questionnaires

k = the amount of the items of the questionnaires

s^2_i = the volatility of the scores in each item

s^2_x = the volatility of the scores of the questionnaires

The criteria in interpreting the coefficient of reliability of the questionnaires ranked from 0.8 meant that the reliability was acceptable and the correlation criteria of the questionnaires were at 0.82. The collection criteria of each item of the questions were in the Appendix.

3.6.4 The Data Collection

The data for the study were collected by the following stages:

1) 18 questionnaires were prepared for the study.

2) They were distributed to the random sample of the international airlines staffs.

3) The number and the perfection of the questionnaires were checked. If there were less in number, more questionnaires were provided again to the random sample of the staffs to reach the required amount of respondents.

4) Finally, the data were analyzed.

3.6.5 Data Analysis and the Statistic Used

Descriptive Statistics

1) The data analysis of the respondents was compute by frequency, and the percentage.

2) The average and the standard deviation were used to analyze the data of the Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand.

3) In data analyzing for the relationship between the variables and the correlation, Pearson's product moment correlation was used.

3.7 Qualitative Approach

3.7.1 Steps of the Study

In order to assure success in research planning for the study of "The Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand, the steps of study were arranged as follows:

1) First of all, the document research was used. All the data used were told to the public in the printing media which actually were the secondary sources such as the situations that were told by the tellers who were not in there, but were told the stories indirectly. Some of the data were collected from other various secondary sources, for example textbooks, articles, documents, pictures in the libraries, archives, departments, organizations, and also online media in order to know the information from the Suvarnabhumi Airport for International Airlines which were brand awareness, brand perception of Suvarnabhumi Airport, influencing success of becoming the destination airport of Suvarnabhumi Airport (Pre – Post), recommendation for building brand image at Suvarnabhumi Airport, demographic information to use them as database in analyzing the data.

2) The second step was the field research in order to find the primary sources which were the originals of the situations, both from the documents written by the people who were in the real situations, or from the brand awareness, influencing success of becoming the destination airport of Suvarnabhumi Airport (Pre – Post), recommendation for building brand image at Suvarnabhumi Airport as well from the oral history to see how possible for study to be conducted, and to collect the important data from the people who knew the stories well. The steps in conducting the research were as follows:

(1) Next, the researcher introduced herself to the key informants who involved in Airports of Thailand.

(2) Then, non-participant observations were next step. Both the information non-participant observation and the participant observation by waiting somewhere secretly observing the changes of the people in the areas, the staffs, the entrepreneurs who were involved in airline helped the researcher know about the building brand image at Suvarnabhumi Airport.

(3)   Later, the in-depth interviews, the interviews with no particular rules for questions and the steps of the interview in advance, actually they were the naturalistic inquiries. They were the way together the specific information from the sample population in order to know the meanings of Brand of Suvarnabhumi Airport.

(4)   Finally, in order to relate the Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand, the data analyzing, both from the documents and field researches, were used. The research was about the marketing strategies for building brand using the Structural-Historical Development Approach which was one of the methods in conducting marketing strategies research which consisted of 1) a case study which was a study about facts of a particular subject, 2) the development education to see the progress of the changes, and 3) the study of the changes which was the study that was nearly the same as a case study, but the two situations were to be compared.

3.7.2 Instruments for the Study

Opened-Ends Interviews were employed in the study:

1)   The interviews for the staffs work in Suvarnabhumi Airport with the information of age, career, the items about the situations and the problems of the Marketing Strategies for Building Brand of Suvarnabhumi Airport, in accordance with the brand awareness, influencing success of becoming the destination airport of Suvarnabhumi Airport (Pre – Post), recommendation for building brand image at Suvarnabhumi Airport as well.

2)   The other instruments for the study were cameras, VDOs, recorders, and computers, etc.

3.7.3 Methods of Collecting Data

The data collected for the study consisted of the following methods:

1)   The researches that were related to the Marketing Strategies for Building Brand of Suvarnabhumi Airport, the current situations of staffs, the activities that marketing strategies and brand awareness.

2)   Non-participation   observations   as   well   as   the   participation observations were the methods that the researcher wanted to be in the areas for the

study to observe the behaviors of the staffs work in Suvarnabhumi Airport in the brand building marketing strategies.

Table 3.3 Research Methodology Concepts

Research Objectives	Collect Data	Population	Sample	Research Tools	Data Analysis
1. To study the brand awareness of the International Airlines of Suvarnabhumi Airport. Namely Full Service Airlines, Cargo Airlines and Charter Airlines	- Quantitative Data	- International Airlines that used to visit the Suvarnabhumi Airport (AOT, 2012) 1. Full service Airlines in 2011 totaling 54,735 2. Cargo Airlines in 2011 totaling 32,787 3. Charter Airlines in 2011 totaling 2,318 Grand total 89,840	- 400 people from 3 Groups - Random sample of the international airlines staffs	- Questionnaires consist of 5 parts - Brand awareness - Brand perception of Suvarnabhumi Airport - Influencing success of becoming the destination airport of Suvarnabhumi Airport. - Recommendation for building brand image at Suvarnabhumi Airport. - Demographic information.	- Frequency - Percentage - Standard deviation - Pearson's product moment correlation

Table 3.3 (Continued)

Research Objectives	Collect Data	Population	Sample	Research Tools	Data Analysis

2. To study the brand perception of the airlines (Pre and Post)	- Quantitative Data	- International Airlines that used to visit the Suvarnabhumi Airport (AOT, 2012)
		1. Full service Airlines in 2011 totaling 54,735
		2. Cargo Airlines in 2011 totaling 32,787
		3. Charter Airlines in 2011 totaling 2,318
		Grand total 89,840
			- 400 people from 3 Groups
			- Random sample of the international airlines staffs
				- Questionnaires consist of 5 parts
				  - Brand awareness
				  - Brand perception of Suvarnabhumi Airport
				  - Influencing success of becoming the destination airport of Suvarnabhumi Airport.
				  - Recommendation for building brand image at Suvarnabhumi Airport.
				  - Demographic information.
					- Frequency
					- Percentage
					- Standard deviation
					- Pearson's product moment correlation

Table 3.3 (Continued)

Research Objectives	Collect Data	Population	Sample	Research Tools	Data Analysis

3. To provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building	- Qualitative Approach
	- in-depth interviews from the key informants who involved in Airports of Thailand
	- Document review such as printing media, textbooks, articles, documents, pictures in the libraries, archives, departments, organizations and online media
		- The staffs work in Suvarnabhumi Airport	- The staffs work in Suvarnabhumi Airport
			- Purposive Sampling
				- Opened-Ends Interviews
				  - age, career
				  - the situations and the problems of the Marketing Strategies for Building Brand of Suvarnabhumi Airport
				- Cameras, VDOs, recorders, and computers
					4. To provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building

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CHAPTER 4

RESEARCH OUTCOMES

The research titled "Marketing Strategies for Building Brand for International Airlines oat Suvarnabhumi Airport, Thailand" aimed; (1) To study the brand awareness of the International airlines of Suvanabhumi Airport. Namely Full Service Airlines, Cargo Airlines and Charter Airlines; (2) To study the brand perception of the airlines (Pre and Post) and (3) To provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building. The scope of this research is limited to exploration of Suvarnabhumi Airport. The research methodology is a combination of quantitative method using questionnaires to collect data from airline staff who used the services at Suvarnabhumi Airport, qualitative research through using in-depth interview with the key informants and documentary analysis using content analysis about marketing strategies for building brand image of Suvarnabhumi Airport. The results can be divided into 3 parts as follows.

4.1 The brand awareness of the International airlines of Suvarnabhumi Airport

4.2 The brand perception of the airlines (Pre and Post)

4.3 The recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building

4.1 The Brand Awareness of the International Airlines of Suvarnabhumi Airport

The results of study brand awareness of the Suvarnabhumi Airport from international airlines which divided into 3 groups: full service airlines, cargo airlines and charter airlines (Table 4.1-4.4). Moreover the comparison of brand awareness among 3 groups of international airlines as shown in Table 4.5

4.1.1 The awareness of the airport's brand from international airlines derived from questionnaires answered by airline staff who used the services at Suvarnabhumi Airport were quantitative outcomes as table 4.1

Table 4.1 Brand Awareness of Suvarnabhumi Airport of International Airlines

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
1. Suvarnabhumi Airport is a hub to other destinations in Asia.	272	68.1	128	31.9
2. Suvarnabhumi Airport has convenient runways for aircrafts.	272	68.1	128	31.9
3. Suvarnabhumi Airport has good facilities.	251	62.8	149	37.2
4. Suvarnabhumi Airport is a warm and convenient airport.	276	69.1	124	30.9
5. Suvarnabhumi Airport staff always smiles.	240	60.1	160	39.9
6. Suvarnabhumi Airport staff are always willing to provide services and assistance.	294	73.4	106	26.6
7. Suvarnabhumi Airport staff have good command of English.	262	65.4	138	34.6
8. Suvarnabhumi Airport is worth investment.	274	68.6	126	31.4
9. Suvarnabhumi Airport provides accessible information.	245	61.2	155	38.8
10. Suvarnabhumi Airport is clean and hygienic airport.	247	61.7	153	38.3
11. Suvarnabhumi Airport is environmentally-friendly airport.	272	68.1	128	31.9

Table 4.1 (Continued)

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
12. Suvarnabhumi Airport is a star alliance airport.	317	79.3	83	20.7
13. Suvarnabhumi Airport expresses great Thai culture.	296	73.9	104	26.1
14. Suvarnabhumi Airport staff are reliable.	302	75.5	98	24.5
15. Suvarnabhumi Airport is safe airport.	264	66.0	136	34.0
16. Suvarnabhumi Airport provides fast services.	183	45.7	217	54.3
17. Suvarnabhumi Airport has clear operations.	217	54.3	183	45.7
18. Suvarnabhumi Airport provides convenient free zone.	238	59.6	162	40.4

Table 4.1 shows brand awareness of Suwarnabhumi Airport derived from the international airline that used the services at Suvarnabhumi Airport, collected through 18-item questionnaires. It was found that there were 17 items that the airline staff perceived brand awareness of Suwarnabhumi Airport more than 50 percent and could be illustrated as follows. Suvarnabhumi Airport was a star alliance airport (79.3 percent), Suvarnabhumi Airport staff were reliable (75.7 percent), Suvarnabhumi Airport expressed great Thai culture (73.9 percent), Suvarnabhumi Airport staff were always willing to provide services and assistance (73.4 percent), Suvarnabhumi Airport was a warm and convenient airport (69.1 percent), Suvarnabhumi Airport was worth investment (68.6 percent), Suvarnabhumi Airport was a hub to other destinations in Asia (68.1 percent), Suvarnabhumi Airport had convenient runways for aircrafts (68.1 percent), Suvarnabhumi Airport was an environmentally-friendly airport (68.1 percent), Suvarnabhumi Airport was a safe airport (66.0 percent),

Suvarnabhumi Airport staff had good command of English (65.4 percent), Suvarnabhumi Airport had good facilities (62.8 percent), Suvarnabhumi Airport was a clean and hygienic airport (61.7 percent), Suvarnabhumi Airport provided accessible information (61.2 percent), Suvarnabhumi Airport staff always smiled (60.1 percent), Suvarnabhumi Airport provided convenient free zone (59.6 percent) and Suvarnabhumi Airport had clear operations (54.3 percent). However, the aspect mentioning that Suvarnabhumi Airport provided fast services was less than 50 percent (45.7 percent).

4.1.2 The awareness of the airport's brand from full service airlines, cargo airlines and charter airlines derived from questionnaires answered by airlines staff who used the service at Suvarnabhumi Airport were quantitative outcomes as Table 4.2 to Table 4.4

Table 4.2 Brand Awareness of Suvarnabhumi Airport of Full Service Airlines

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
1. Suvarnabhumi Airport is a hub to other destinations in Asia.	158	69.2	70	30.8
2. Suvarnabhumi Airport has convenient runways for aircrafts.	160	70.1	68	29.9
3. Suvarnabhumi Airport has good facilities.	130	57.0	98	43.0
4. Suvarnabhumi Airport is a warm and convenient airport.	143	62.6	85	37.4
5. Suvarnabhumi Airport staff always smiles.	132	57.9	96	42.1
6. Suvarnabhumi Airport staff are always willing to provide services and assistance.	151	66.4	77	33.6

Table 4.2 (Continued)

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
7. Suvarnabhumi Airport staff have good command of English.	145	63.6	83	36.4
8. Suvarnabhumi Airport is worth investment.	136	59.8	92	40.2
9. Suvarnabhumi Airport provides accessible information.	115	50.5	113	49.5
10. Suvarnabhumi Airport is clean and hygienic airport.	136	59.8	92	40.2
11. Suvarnabhumi Airport is environmentally-friendly airport.	149	65.4	79	34.6
12. Suvarnabhumi Airport is a star alliance airport.	162	71.0	66	29.0
13. Suvarnabhumi Airport expresses great Thai culture.	164	72.0	64	28.0
14. Suvarnabhumi Airport staff are reliable.	153	67.3	75	32.7
15. Suvarnabhumi Airport is safe airport.	132	57.9	96	42.1
16. Suvarnabhumi Airport provides fast services.	87	38.3	141	61.7
17. Suvarnabhumi Airport has clear operations.	104	45.8	124	54.2
18. Suvarnabhumi Airport provides convenient free zone.	119	52.3	109	47.7

Table 4.2 shows brand awareness of Suwarnabhumi Airport derived from the full service airlines that used the services at Suvarnabhumi Airport, collected through 18-item questionnaires. It was found that there were 16 items that the airline staff

perceived brand awareness of Suwarnabhumi Airport more than 50 percent and could be illustrated as follows. Suvarnabhumi Airport expresses great Thai culture (72.0 percent), Suvarnabhumi Airport is a star alliance airport (71.0 percent), Suvarnabhumi Airport has convenient runways for aircrafts (70.1 percent), Suvarnabhumi Airport is a hub to other destinations in Asia (69.1 percent), Suvarnabhumi Airport staff are reliable (67.3 percent), Suvarnabhumi Airport staff are always willing to provide services and assistance (66.4 percent), Suvarnabhumi Airport is environmentally-friendly airport (65.4 percent), Suvarnabhumi Airport staff have good command of English (63.3 percent), Suvarnabhumi Airport is a warm and convenient airport (62.6 percent), Suvarnabhumi Airport is worth investment (59.8 percent), Suvarnabhumi Airport is clean and hygienic airport (59.8 percent), Suvarnabhumi Airport staff always smiles (57.9 percent), Suvarnabhumi Airport is safe airport (57.9 percent), Suvarnabhumi Airport has good facilities (57.0 percent), Suvarnabhumi Airport provides convenient free zone (52.3 percent), and Suvarnabhumi Airport provides accessible information (50.5 percent). However, the aspect mentioning that Suvarnabhumi Airport provided fast services (38.3 percent) and Suvarnabhumi Airport has clear operations (45.8 percent) were less than 50 percent.

Table 4.3 Brand Awareness of Suvarnabhumi Airport of Cargo Airlines

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
1. Suvarnabhumi Airport is a hub to other destinations in Asia.	83	61.9	51	38.1
2. Suvarnabhumi Airport has convenient runways for aircrafts.	89	66.7	45	33.3
3. Suvarnabhumi Airport has good facilities.	92	68.3	42	31.7
4. Suvarnabhumi Airport is a warm and convenient airport.	98	73.0	36	27.0

Table 4.3 (Continued)

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
5. Suvarnabhumi Airport staff always smiles.	85	63.5	49	36.5
6. Suvarnabhumi Airport staff are always willing to provide services and assistance.	115	85.7	19	14.3
7. Suvarnabhumi Airport staff have good command of English.	92	68.3	42	31.7
8. Suvarnabhumi Airport is worth investment.	109	81.0	25	19.0
9. Suvarnabhumi Airport provides accessible information.	98	73.0	36	27.0
10. Suvarnabhumi Airport is clean and hygienic airport.	81	60.3	53	39.7
11. Suvarnabhumi Airport is environmentally-friendly airport.	92	68.3	42	31.7
12. Suvarnabhumi Airport is a star alliance airport.	119	88.9	15	11.1
13. Suvarnabhumi Airport expresses great Thai culture.	102	76.2	32	23.8
14. Suvarnabhumi Airport staff are reliable.	119	88.9	15	11.1
15. Suvarnabhumi Airport is safe airport.	96	71.4	38	28.6
16. Suvarnabhumi Airport provides fast services.	72	54.0	62	46.0
17. Suvarnabhumi Airport has clear operations.	81	60.3	53	39.7

Table 4.3 (Continued)

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
18. Suvarnabhumi Airport provides convenient free zone.	89	66.7	45	33.3

Table 4.3 shows brand awareness of Suwarnabhumi Airport derived from the cargo airlines that used the services at Suvarnabhumi Airport, collected through 18-item questionnaires. It was found that there were 18 items that the airline staff perceived brand awareness of Suwarnabhumi Airport more than 50 percent and could be illustrated as follows. Suvarnabhumi Airport is a star alliance airport (88.9 percent), Suvarnabhumi Airport staff are reliable (88.9 percent), Suvarnabhumi Airport staff are always willing to provide services and assistance (85.7 percent), Suvarnabhumi Airport is worth investment (81.0 percent), Suvarnabhumi Airport expresses great Thai culture (76.2 percent), Suvarnabhumi Airport provides accessible information (73.0 percent), Suvarnabhumi Airport provides accessible information (73.0 percent), Suvarnabhumi Airport is safe airport (71.4 percent), Suvarnabhumi Airport has good facilities (68.3 percent), Suvarnabhumi Airport staff have good command of English (68.3 percent), Suvarnabhumi Airport is environmentally-friendly airport (68.3 percent), Suvarnabhumi Airport has convenient runways for aircrafts (66.7 percent), Suvarnabhumi Airport provides convenient free zone (66.7 percent), Suvarnabhumi Airport staff always smiles (63.5 percent), Suvarnabhumi Airport is a hub to other destinations in Asia (61.9 percent), Suvarnabhumi Airport is clean and hygienic airport (60.3 percent), Suvarnabhumi Airport has clear operations (60.3 percent), and Suvarnabhumi Airport provides fast services (54.0 percent).

Table 4.4 Brand Awareness of Suvarnabhumi Airport of Charter Airlines

Details	Yes		No	
	Number	**Percentage**	**Number**	**Percentage**
1. Suvarnabhumi Airport is a hub to other destinations in Asia.	32	83.3	6	16.7
2. Suvarnabhumi Airport has convenient runways for aircrafts.	23	61.1	15	38.9
3. Suvarnabhumi Airport has good facilities.	30	77.8	8	22.2
4. Suvarnabhumi Airport is a warm and convenient airport.	36	94.4	2	5.6
5. Suvarnabhumi Airport staff always smiles.	23	61.1	15	38.9
6. Suvarnabhumi Airport staff are always willing to provide services and assistance.	27	72.2	11	27.8
7. Suvarnabhumi Airport staff have good command of English.	25	66.7	13	33.3
8. Suvarnabhumi Airport is worth investment.	30	77.8	8	22.2
9. Suvarnabhumi Airport provides accessible information.	32	83.3	6	16.7
10. Suvarnabhumi Airport is clean and hygienic airport.	30	77.8	8	22.2
11. Suvarnabhumi Airport is environmentally-friendly airport.	32	83.3	6	16.7
12. Suvarnabhumi Airport is a star alliance airport.	36	94.4	2	5.6
13. Suvarnabhumi Airport expresses great Thai culture.	30	77.8	8	22.2

Table 4.4 (Continued)

Details	Yes		No	
	Number	Percentage	Number	Percentage
13. Suvarnabhumi Airport expresses great Thai culture.	30	77.8	8	22.2
14. Suvarnabhumi Airport staff are reliable.	30	77.8	8	22.2
15. Suvarnabhumi Airport is safe airport.	36	94.4	2	5.6
16. Suvarnabhumi Airport provides fast services.	23	61.1	15	38.9
17. Suvarnabhumi Airport has clear operations.	32	83.3	6	16.7
18. Suvarnabhumi Airport provides convenient free zone.	30	77.8	8	22.2

Table 4.4 shows brand awareness of Suwarnabhumi Airport derived from the charter airlines that used the services at Suvarnabhumi Airport, collected through 18-item questionnaires. It was found that there were 18 items that the airline staff perceived brand awareness of Suwarnabhumi Airport more than 50 percent and could be illustrated as follows. Suvarnabhumi Airport is a warm and convenient airport (94.4 percent), Suvarnabhumi Airport is a star alliance airport (94.4 percent), Suvarnabhumi Airport is safe airport (94.4 percent), Suvarnabhumi Airport is a hub to other destinations in Asia (83.3 percent), Suvarnabhumi Airport provides accessible information (83.3 percent), Suvarnabhumi Airport is environmentally-friendly airport (83.3 percent), Suvarnabhumi Airport has clear operations (83.3 percent), Suvarnabhumi Airport has good facilities (77.8 percent), Suvarnabhumi Airport is worth investment (77.8 percent), Suvarnabhumi Airport is clean and hygienic airport (77.8 percent), Suvarnabhumi Airport expresses great Thai culture (77.8 percent), Suvarnabhumi Airport staff are reliable (77.8 percent), Suvarnabhumi Airport provides convenient free zone (77.8 percent), Suvarnabhumi Airport staff are always

willing to provide (72.2 percent), Suvarnabhumi Airport staff have good command of English (66.7 percent), Suvarnabhumi Airport staff always smiles (61.1 percent), Suvarnabhumi Airport has convenient runways for aircrafts (61.1 percent) and Suvarnabhumi Airport provides fast services (61.1 percent).

The results of study brand awareness of the Suvarnabhumi airport compare among 3 groups of international airlines: Full service airlines, Cargo airlines and Charter airlines.

Table 4.5 The Comparison of Brand Awareness of Suvarnabhumi Airport Among 3 Groups of Airlines

Details	Full service Percentage	Cargo Percentage	Charter Percentage
1. Suvarnabhumi Airport is a hub to other destinations in Asia.	69.2	61.9	83.3
2. Suvarnabhumi Airport has convenient runways for aircrafts.	70.1	66.7	61.1
3. Suvarnabhumi Airport has good facilities.	57.0	68.3	77.8
4. Suvarnabhumi Airport is a warm and convenient airport.	62.6	73.0	94.4
5. Suvarnabhumi Airport staff always smiles.	57.9	63.5	61.1
6. Suvarnabhumi Airport staff are always willing to provide services and assistance.	66.4	85.7	72.2
7. Suvarnabhumi Airport staff have good command of English.	63.6	68.3	66.7
8. Suvarnabhumi Airport is worth investment.	59.8	81.0	77.8

Table 4.5 (Continued)

Details	Full service Percentage	Cargo Percentage	Charter Percentage
9. Suvarnabhumi Airport provides accessible information.	50.5	73.0	83.3
10. Suvarnabhumi Airport is clean and hygienic airport.	59.8	60.3	77.8
11. Suvarnabhumi Airport is environmentally-friendly airport.	65.4	68.3	83.3
12. Suvarnabhumi Airport is a star alliance airport.	71.0	88.9	94.4
13. Suvarnabhumi Airport expresses great Thai culture.	72.0	76.2	77.8
14. Suvarnabhumi Airport staff are reliable.	67.3	88.9	77.8
15. Suvarnabhumi Airport is safe airport.	57.9	71.4	94.4
16. Suvarnabhumi Airport provides fast services.	38.3	54.0	61.1
17. Suvarnabhumi Airport has clear operations.	45.8	60.3	83.3
18. Suvarnabhumi Airport provides convenient free zone.	52.3	66.7	77.8

Table 4.5 shows compare brand awareness of Suwarnabhumi Airport derived from the airlines that used the services at Suvarnabhumi Airport, collected through 18-item questionnaires. It was found that there were 18 items that the airline staff perceived brand awareness of Suwarnabhumi Airport more than 50 percent and could be illustrated as follows.

The full service airlines perception which had highest percentage as follow: Suvarnabhumi Airport has convenient runways for aircrafts from flight airline staff (70.1 percent).

The cargo airlines perception which had highest percentage as follow: Suvarnabhumi Airport staff always smiles (63.5 percent), Suvarnabhumi Airport staff are always willing to provide services and assistance (85.7 percent), Suvarnabhumi Airport staff have good command of English (68.3 percent), Suvarnabhumi Airport is worth investment (81.0 percent) and Suvarnabhumi Airport staff are reliable (88.9 percent).

The charter airlines perception which had highest percentage as follow: Suvarnabhumi Airport is a hub to other destinations in Asia (83.3 percent), Suvarnabhumi Airport has good facilities (77.8 percent), Suvarnabhumi Airport is a warm and convenient airport (94.4 percent), Suvarnabhumi Airport provides accessible information (83.3 percent), Suvarnabhumi Airport is clean and hygienic airport (77.8 percent), Suvarnabhumi Airport is environmentally-friendly airport (83.3 percent), Suvarnabhumi Airport is a star alliance airport (94.4 percent), Suvarnabhumi Airport expresses great Thai culture (77.8 percent), Suvarnabhumi Airport is safe airport (94.4 percent), Suvarnabhumi Airport provides fast services (61.1 percent), Suvarnabhumi Airport has clear operations (83.3 percent) and Suvarnabhumi Airport provides convenient free zone (77.8 percent).

4.2 The Brand Perception of the Airlines (Pre and Post)

The result of study brand perception of Suvarnabhumi airport can be divided into 2 parts

4.2.1 Part 1 Brand Perception of Suvarnabhumi Airport

Table 4.6 The Number and Percentage of Responding of Airline Staff in International Airlines Brand Perception of Suvarnabhumi Airport

Brand perception of Suvarnabhumi Airport	Number	Percentage
Hub of Asia	158	39.4
Good Facilities	91	22.9

Table 4.6 (Continued)

Brand perception of Suvarnabhumi Airport	Number	Percentage
Good Staff	49	12.2
Good Investment	45	11.2
Cultural Airport	47	11.7
Effective Operation	10	2.7
Total	400	100.0

Table 4.6 shows that 158 airline staff (39.4 percent) who used the services at Suvarnabhumi Airport perceived that Suvarnabhumi Airport was a Hub of Asia, 91 airline staff (22.9 percent) perceived good facilities as the second rank, 49 airline staff (12.2 percent) perceived good staff as the third rank, 45 airline staff (11.2 percent) perceived good investment as the fourth rank and 47 airline staff (11.7 percent), 47 airline staff (11.7) perceived cultural airport as the fifth rank and 10 airline staff (2.7 percent) perceived effective operation at the sixth rank.

4.2.2 Part 2 Brand Perception of Suvarnabhumi Airport of the International Airlines.

The result of brand perception of Suvarnabhumi airport of the international airlines who use the service which divided into 3 groups: full service airlines, cargo airlines and charter airlines in accordance with Pre and Post image. As shown in Table 4.7 to Table 4.19

The result of brand perception of Suvarnabhumi airport of the international airlines namely full service airline, cargo airlines and charter airlines who use the service in accordance with Pre image as shown in Table 4.7 to Table 4.10

Table 4.7 The Mean and Standard Deviation of Pre Image toward Suvarnabhumi Airport

Image toward Suvarnabhumi Airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.32	1.006	Moderate
2. The airport has convenient runways for aircrafts.	3.28	.941	Moderate
3. The airport has good facilities.	3.31	.983	Moderate
4. The airport is a warm and convenient airport.	3.37	.834	Moderate
5. The airport staff always smiles.	3.36	.940	Moderate
6. The airport staff are always willing to provide services and assistance.	3.52	.811	Moderate
7. The airport staff have good command of English.	3.50	.843	Moderate
8. The airport is worth investment.	3.54	.776	Moderate
9. The airport provides accessible information.	3.40	.963	Moderate
10. The airport is clean and hygienic airport.	3.39	.939	Moderate
11. The airport is environmentally-friendly airport.	3.45	.867	Moderate
12. The airport is a star alliance airport.	3.51	.837	Moderate
13. The airport expresses great Thai culture.	3.59	.912	High
14. The airport staff are reliable.	3.49	.763	Moderate
15. The airport is safe airport.	3.45	.822	Moderate
16. The airport provides fast services.	3.23	.831	Moderate
17. The airport has clear operations.	3.26	.846	Moderate
18. The airport provides convenient free zone.	3.29	.879	Moderate
Total	3.40	.627	Moderate

Table 4.7 represents that the airline that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport before using the services at a moderate level ($\overline{X}$ = 3.40). When considering individual aspect, they had moderate level of opinions which could be ranked from the highest to the lowest level as follows. Suvarnabhumi Airport was worth investment ($\overline{X}$ = 3.54), the airport staff were always willing to provide services and assistance ($\overline{X}$ = 3.52), the airport was a star alliance airport ($\overline{X}$ = 3.51), the airport was a warm and convenient airport ($\overline{X}$ = 3.50), airport staff were reliable ($\overline{X}$ = 3.49), the airport was an environmentally-friendly airport ($\overline{X}$ = 3.45), the airport was a safe airport ($\overline{X}$ = 3.45), the airport provided accessible information ($\overline{X}$ = 3.40), the airport was a clean and hygienic airport ($\overline{X}$ = 3.39), the airport was a warm and convenient airport ($\overline{X}$ = 3.37), the staff always smiled ($\overline{X}$ = 3.36), the airport was a hub to other destinations in Asia ($\overline{X}$ = 3.32), the airport had good facilities ($\overline{X}$ = 3.31), the airport provided convenient free zone ($\overline{X}$ = 3.29), the airport had clear operations ($\overline{X}$ = 3.25), the airport had convenient runways for aircrafts ($\overline{X}$ = 3.28) and the airport provided fast services ($\overline{X}$ = 3.23). However, the aspect mentioning that the airport expressed great Thai culture was at a high level ($\overline{X}$ = 3.59).

Table 4.8 The Mean and Standard Deviation of Pre Image toward Suvarnabhumi Airport of Full Service Airlines

Image toward Suvarnabhumi Airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.35	.991	Moderate
2. The airport has convenient runways for aircrafts.	3.17	.976	Moderate
3. The airport has good facilities.	3.25	.962	Moderate
4. The airport is a warm and convenient airport.	3.31	.840	Moderate
5. The airport staff always smiles.	3.33	.939	Moderate

Table 4.8 (Continued)

Image toward Suvarnabhumi Airport	Mean	S.D.	Interpretation
6. The airport staff are always willing to provide services and assistance.	3.47	.850	Moderate
7. The airport staff have good command of English.	3.43	.870	Moderate
8. The airport is worth investment.	3.48	.793	Moderate
9. The airport provides accessible information.	3.30	1.002	Moderate
10. The airport is clean and hygienic airport.	3.36	.985	Moderate
11. The airport is environmentally-friendly airport.	3.36	.851	Moderate
12. The airport is a star alliance airport.	3.37	.819	Moderate
13. The airport expresses great Thai culture.	3.51	.883	High
14. The airport staff are reliable.	3.40	.811	Moderate
15. The airport is safe airport.	3.35	.848	Moderate
16. The airport provides fast services.	3.16	.803	Moderate
17. The airport has clear operations.	3.17	.830	Moderate
18. The airport provides convenient free zone.	3.20	.895	Moderate
Total	3.15	.886	Moderate

Table 4.8 represents that the full service airlines that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport before using the services at a moderate level ($\overline{X}$ = 3.15). When considering individual aspect, they had moderate level of opinions which could be ranked from the highest to the lowest level as follows. The airport is worth investment ($\overline{X}$ = 3.48), the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.47), the airport staff have good command of English ($\overline{X}$ = 3.43), the airport staff are reliable ($\overline{X}$ = 3.40), the airport is a star alliance airport ($\overline{X}$ = 3.37), the airport is clean and hygienic airport ($\overline{X}$ = 3.36), the airport is environmentally-friendly airport ($\overline{X}$ = 3.36), the airport is safe airport ($\overline{X}$ = 3.35), the airport is a hub to other destinations

in Asia ($\overline{X}$ = 3.35), the airport staff always smiles ($\overline{X}$ = 3.33), the airport is a warm and convenient airport ($\overline{X}$ = 3.31), the airport provides accessible information ($\overline{X}$ = 3.30), the airport has good facilities ($\overline{X}$ = 3.25), the airport provides convenient free zone ($\overline{X}$ = 3.20), the airport has convenient runways for aircrafts ($\overline{X}$ = 3.17), the airport has clear operations ($\overline{X}$ = 3.17),and the airport provides fast services ($\overline{X}$ = 3.16). However, the aspect mentioning that the airport expressed great Thai culture was at a high level ($\overline{X}$ = 3.51).

Table 4.9 The Mean and Standard Deviation of Pre Image toward Suvarnabhumi Airport of Cargo Airlines

Image toward Suvarnabhumi Airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.21	1.095	Moderate
2. The airport has convenient runways for aircrafts.	3.37	.921	Moderate
3. The airport has good facilities.	3.33	.950	Moderate
4. The airport is a warm and convenient airport.	3.41	.873	Moderate
5. The airport staff always smiles.	3.33	1.016	Moderate
6. The airport staff are always willing to provide services and assistance.	3.59	.796	High
7. The airport staff have good command of English.	3.56	.838	High
8. The airport is worth investment.	3.57	.797	High
9. The airport provides accessible information.	3.48	.965	Moderate
10. The airport is clean and hygienic airport.	3.37	.921	Moderate
11. The airport is environmentally-friendly airport.	3.49	.914	Moderate
12. The airport is a star alliance airport.	3.65	.883	High
13. The airport expresses great Thai culture.	3.59	.994	High
14. The airport staff are reliable.	3.54	.643	High

Table 4.9 (Continued)

Image toward Suvarnabhumi Airport	Mean	S.D.	Interpretation
15. The airport is safe airport.	3.49	.780	Moderate
16. The airport provides fast services.	3.29	.888	Moderate
17. The airport has clear operations.	3.29	.888	Moderate
18. The airport provides convenient free zone.	3.41	.854	Moderate
Total	3.44	.889	Moderate

Table 4.9 represents that the cargo airlines that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport before using the services at a moderate level ($\overline{X}$ = 3.44). When considering individual aspect, they had moderate level of opinions which could be ranked from the highest to the lowest level as follows. The airport is environmentally-friendly airport ($\overline{X}$ = 3.49), the airport is safe airport ($\overline{X}$ = 3.49), the airport provides accessible information ($\overline{X}$ = 3.48), the airport is a warm and convenient airport ($\overline{X}$ = 3.41), the airport provides convenient free zone ($\overline{X}$ = 3.41), the airport is clean and hygienic airport ($\overline{X}$ = 3.37), the airport is clean and hygienic airport ($\overline{X}$ = 3.37), the airport has good facilities ($\overline{X}$ = 3.33), the airport staff always smiles ($\overline{X}$ = 3.33), the airport provides fast services ($\overline{X}$ = 3.29), the airport has clear operations ($\overline{X}$ = 3.29), and the airport is a hub to other destinations in Asia ($\overline{X}$ = 3.21). However, the aspect mentioning that the airport is a star alliance airport ($\overline{X}$ = 3.65), the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.59), the airport expresses great Thai culture ($\overline{X}$ = 3.59), the airport is worth investment ($\overline{X}$ = 3.57), the airport staff have good command of English ($\overline{X}$ = 3.56) and the airport staff are reliable ($\overline{X}$ = 3.54) were at a high level.

Table 4.10 The Mean and Standard Deviation of Pre Image toward Suvarnabhumi
Airport of Charter Airlines

Image toward Suvarnabhumi Airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.61	.698	High
2. The airport has convenient runways for aircrafts.	3.61	.698	High
3. The airport has good facilities.	3.61	.698	High
4. The airport is a warm and convenient airport.	3.61	.608	High
5. The airport staff always smiles.	3.67	.594	High
6. The airport staff are always willing to provide services and assistance.	3.61	.608	High
7. The airport staff have good command of English.	3.72	.669	High
8. The airport is worth investment.	3.78	.548	High
9. The airport provides accessible information.	3.78	.548	High
10. The airport is clean and hygienic airport.	3.67	.686	High
11. The airport is environmentally-friendly airport.	3.78	.732	High
12. The airport is a star alliance airport.	3.83	.618	High
13. The airport expresses great Thai culture.	4.06	.639	High
14. The airport staff are reliable.	3.89	.758	High
15. The airport is safe airport.	3.89	.676	High
16. The airport provides fast services.	3.44	.784	Moderate
17. The airport has clear operations.	3.67	.686	High
18. The airport provides convenient free zone.	3.39	.850	Moderate
Total	3.70	.672	High

Table 4.10 represents that the charter airlines that used the services at
Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport
before using the services at a high level ($\overline{X}$ = 3.70). When considering individual

aspect, they had high level of opinions which could be ranked from the highest to the lowest level as follows. The airport expresses great Thai culture ($\overline{X}$ = 4.06), the airport staff are reliable ($\overline{X}$ = 3.89), the airport is safe airport ($\overline{X}$ = 3.89), the airport is a star alliance airport ($\overline{X}$ = 3.83), the airport is worth investment ($\overline{X}$ = 3.78), the airport provides accessible information ($\overline{X}$ = 3.78), the airport is environmentally-friendly airport ($\overline{X}$ = 3.78), the airport staff have good command of English ($\overline{X}$ = 3.72), the airport is clean and hygienic airport ($\overline{X}$ = 3.67), the airport is clean and hygienic airport ($\overline{X}$ = 3.67), the airport has clear operations ($\overline{X}$ = 3.67), the airport is a hub to other destinations in Asia ($\overline{X}$ = 3.61), the airport has convenient runways for aircrafts ($\overline{X}$ = 3.61), The airport has good facilities ($\overline{X}$ = 3.61), The airport is a warm and convenient airport ($\overline{X}$ = 3.61), and the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.61). However, the aspect mentioning that the airport provides fast services ($\overline{X}$ = 3.44) and the airport provides convenient free zone ($\overline{X}$ = 3.39) were at a moderate level.

In comparison of the international airlines namely full service airline, cargo airlines and charter airlines, the result reveal Pre image as shown in Table 4.11

Table 4.11 The Comparison of Pre Image of Mean toward Suvarnabhumi Airport (International Airlines)

Factors that influence the success of the airport	Full Service Mean	Cargo Mean	Charter Mean
1. The airport is a hub to other destinations in Asia.	3.35	3.21	3.61
2. The airport has convenient runways for aircrafts.	3.17	3.37	3.61
3. The airport has good facilities.	3.25	3.33	3.61
4. The airport is a warm and convenient airport.	3.31	3.41	3.61
5. The airport staff always smiles.	3.33	3.33	3.67

Table 4.11 (Continued)

Factors that influence the success of the airport	Full Service Mean	Cargo Mean	Charter Mean
6. The airport staff are always willing to provide services and assistance.	3.47	3.59	3.61
7. The airport staff have good command of English.	3.43	3.56	3.72
8. The airport is worth investment.	3.48	3.57	3.78
9. The airport provides accessible information.	3.30	3.48	3.78
10. The airport is clean and hygienic airport.	3.36	3.37	3.67
11. The airport is environmentally-friendly airport.	3.36	3.49	3.78
12. The airport is a star alliance airport.	3.37	3.65	3.83
13. The airport expresses great Thai culture.	3.51	3.59	4.06
14. The airport staff are reliable.	3.40	3.54	3.89
15. The airport is safe airport.	3.35	3.49	3.89
16. The airport provides fast services.	3.16	3.29	3.44
17. The airport has clear operations.	3.17	3.29	3.67
18. The airport provides convenient free zone.	3.20	3.41	3.39

Table 4.11 represents compare the international airlines that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport before using the services. When considering individual aspect, the charter flight airline staff think about image toward Suvarnabhumi Airport before using the services the most, they had opinions which could be ranked from the highest to the lowest level as follows. The airport expresses great Thai culture ($\overline{X}$ = 4.06), the airport staff are reliable ($\overline{X}$ = 3.89), the airport is safe airport ($\overline{X}$ = 3.89), the airport is a star alliance airport ($\overline{X}$ = 3.83), the airport is worth investment ($\overline{X}$ = 3.78), the airport provides accessible information ($\overline{X}$ = 3.78), the airport is environmentally-friendly

airport ($\overline{X}$ = 3.78), the airport staff have good command of English ($\overline{X}$ = 3.72), the airport is clean and hygienic airport ($\overline{X}$ = 3.67), the airport is clean and hygienic airport ($\overline{X}$ = 3.67), the airport has clear operations ($\overline{X}$ = 3.67), the airport is a hub to other destinations in Asia ($\overline{X}$ = 3.61), the airport has convenient runways for aircrafts ($\overline{X}$ = 3.61), The airport has good facilities ($\overline{X}$ = 3.61), The airport is a warm and convenient airport ($\overline{X}$ = 3.61), the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.61), the airport provides fast services ($\overline{X}$ = 3.44) and the airport provides convenient free zone ($\overline{X}$ = 3.39)

The result of brand perception of Suvarnabhumi airport of the international airlines namely full service airline, cargo airlines and charter airlines who use the service in accordance with Post image as shown in Table 4.12 to Table 4.15

Table 4.12 The Mean and Standard Deviation of Post Image toward Suvarnabhumi Airport

Factors that influence the success of the airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.53	1.026	Moderate
2. The airport has convenient runways for aircrafts.	3.47	1.041	Moderate
3. The airport has good facilities.	3.59	1.033	High
4. The airport is a warm and convenient airport.	3.68	.967	High
5. The airport staff always smiles.	3.53	1.097	Moderate
6. The airport staff are always willing to provide services and assistance.	3.66	.970	High
7. The airport staff have good command of English.	3.60	1.001	High
8. The airport is worth investment.	3.69	.970	High
9. The airport provides accessible information.	3.61	1.082	High
10. The airport is clean and hygienic airport.	3.58	1.074	High
11. The airport is environmentally-friendly airport.	3.61	1.004	High

Table 4.12 (Continued)

Factors that influence the success of the airport	Mean	S.D.	Interpretation
12. The airport is a star alliance airport.	3.81	.949	High
13. The airport expresses great Thai culture.	3.81	.993	High
14. The airport staff are reliable.	3.60	.911	High
15. The airport is safe airport.	3.51	.962	Moderate
16. The airport provides fast services.	3.27	.994	Moderate
17. The airport has clear operations.	3.36	.957	Moderate
18. The airport provides convenient free zone.	3.46	.967	Moderate
Total	3.58	.740	High

Table 4.12 represents that the airlines used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport after using the services at a high level (X = 3.58). When considering individual aspect, they had high level of opinions which could be ranked from the highest to the lowest level as follows.

The airport was a star alliance airport ($\overline{X}$ = 3.81), the airport expressed great Thai culture ($\overline{X}$ = 3.81), the airport was worth investment ($\overline{X}$ = 3.69), the airport was a warm and convenient airport ($\overline{X}$ = 3.68), the airport staff were always willing to provide services and assistance ($\overline{X}$ = 3.66), the airport provided accessible information ($\overline{X}$ = 3.61), the airport was an environmentally-friendly airport ($\overline{X}$ = 3.61), the airport staff had good command of English ($\overline{X}$ = 3.60), the airport staff were reliable ($\overline{X}$ = 3.60), the airport had good facilities ($\overline{X}$ = 3.59), the airport was a clean and hygienic airport ($\overline{X}$ = 3.58) and the airport provided convenient free zone ($\overline{X}$ = 3.58). In addition, the airline staff had moderate level of opinions which can be ranked as follows. The airport was a hub to other destinations in Asia ($\overline{X}$ = 3.53), the airport staff always smiled ($\overline{X}$ = 3.53), the airport was a safe airport ($\overline{X}$ = 3.51), the airport had convenient runways for aircrafts ($\overline{X}$ = 3.47), the airport had clear operations ($\overline{X}$ = 3.46) and the airport provided fast services ($\overline{X}$ = 3.27).

Table 4.13 The Mean and Standard Deviation of Post Image toward Suvarnabhumi
Airport of Full Service Airlines

Factors that influence the success of the airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.53	1.003	High
2. The airport has convenient runways for aircrafts.	3.38	1.034	Moderate
3. The airport has good facilities.	3.46	.954	Moderate
4. The airport is a warm and convenient airport.	3.55	.903	High
5. The airport staff always smiles.	3.43	1.074	Moderate
6. The airport staff are always willing to provide services and assistance.	3.55	.983	High
7. The airport staff have good command of English.	3.57	.933	High
8. The airport is worth investment.	3.62	.978	High
9. The airport provides accessible information.	3.48	1.093	Moderate
10. The airport is clean and hygienic airport.	3.50	1.031	High
11. The airport is environmentally-friendly airport.	3.50	.935	High
12. The airport is a star alliance airport.	3.63	.927	High
13. The airport expresses great Thai culture.	3.79	.908	High
14. The airport staff are reliable.	3.47	.935	Moderate
15. The airport is safe airport.	3.38	.978	Moderate
16. The airport provides fast services.	3.11	.984	Moderate
17. The airport has clear operations.	3.21	.942	Moderate
18. The airport provides convenient free zone.	3.37	.986	Moderate
Total	3.47	.977	Moderate

Table 4.13 represents the full service airlines that used the services at
Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport after
using the services at a moderate level ($\overline{X}$ = 3.47). When considering individual

aspect, they had high level of opinions which could be ranked from the highest to the lowest level as follows.

The airport expresses great Thai culture ($\overline{X}$ = 3.79), the airport is a star alliance airport ($\overline{X}$ = 3.63), the airport is worth investment ($\overline{X}$ = 3.62), the airport staff have good command of English ($\overline{X}$ = 3.57), the airport is a warm and convenient airport ($\overline{X}$ = 3.55), the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.55), the airport is a hub to other destinations in Asia ($\overline{X}$ = 3.53), the airport is clean and hygienic airport ($\overline{X}$ = 3.50), and the airport is environmentally-friendly airport ($\overline{X}$ = 3.50). In addition, the airline staff had moderate level of opinions which can be ranked as follows. The airport provides accessible information ($\overline{X}$ = 3.48), the airport staff are reliable ($\overline{X}$ = 3.47), the airport has good facilities ($\overline{X}$ = 3.46), the airport staff always smiles ($\overline{X}$ = 3.43), the airport is safe airport ($\overline{X}$ = 3.38), the airport has convenient runways for aircrafts ($\overline{X}$ = 3.38), the airport provides convenient free zone ($\overline{X}$ = 3.37), the airport has clear operations ($\overline{X}$ = 3.21), and the airport provides fast services ($\overline{X}$ = 3.11).

Table 4.14   The Mean and Standard Deviation of Post Image toward Suvarnabhumi Airport of Cargo Airlines

Factors that influence the success of the airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.33	1.016	Moderate
2. The airport has convenient runways for aircrafts.	3.59	.796	High
3. The airport has good facilities.	3.56	.838	High
4. The airport is a warm and convenient airport.	3.57	.797	High
5. The airport staff always smiles.	3.48	.965	Moderate
6. The airport staff are always willing to provide services and assistance.	3.37	.921	Moderate

Table 4.14 (Continued)

Factors that influence the success of the airport	Mean	S.D.	Interpretation
7. The airport staff have good command of English.	3.49	.914	Moderate
8. The airport is worth investment.	3.65	.883	High
9. The airport provides accessible information.	3.59	.994	High
10. The airport is clean and hygienic airport.	3.54	.643	High
11. The airport is environmentally-friendly airport.	3.49	.780	Moderate
12. The airport is a star alliance airport.	3.29	.888	Moderate
13. The airport expresses great Thai culture.	3.29	.888	Moderate
14. The airport staff are reliable.	3.41	.854	Moderate
15. The airport is safe airport.	3.33	1.016	Moderate
16. The airport provides fast services.	3.59	.796	High
17. The airport has clear operations.	3.56	.838	High
18. The airport provides convenient free zone.	3.57	.797	High
Total	3.48	.868	Moderate

Table 4.14 represents the cargo flight airlines that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport after using the services at a moderate level ($\overline{X}$ = 3.48). When considering individual aspect, they had high level of opinions which could be ranked from the highest to the lowest level as follows.

The airport is worth investment ($\overline{X}$ = 3.65), the airport has convenient runways for aircrafts ($\overline{X}$ = 3.59), the airport provides accessible information ($\overline{X}$ = 3.59), the airport provides fast services ($\overline{X}$ = 3.59), the airport is a warm and convenient airport ($\overline{X}$ = 3.57), the airport provides convenient free zone ($\overline{X}$ = 3.57), the airport has good facilities ($\overline{X}$ = 3.56), the airport has clear operations ($\overline{X}$ = 3.56) and the airport is clean and hygienic airport ($\overline{X}$ = 3.54). In addition, the airline staff had moderate level of opinions which can be ranked as follows. The airport staff have good command of English ($\overline{X}$ = 3.49), The airport is environmentally-friendly

airport ($\overline{X}$ = 3.49), The airport staff always smiles ($\overline{X}$ = 3.48), The airport staff are reliable ($\overline{X}$ = 3.41), The airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.37), The airport is a hub to other destinations in Asia ($\overline{X}$ = 3.33), The airport is safe airport ($\overline{X}$ = 3.33), The airport is a star alliance airport ($\overline{X}$ = 3.29) and The airport expresses great Thai culture ($\overline{X}$ = 3.29).

Table 4.15 The Mean and Standard Deviation of Post Image toward Suvarnabhumi Airport of Charter Airlines

Factors that influence the success of the airport	Mean	S.D.	Interpretation
1. The airport is a hub to other destinations in Asia.	3.83	.786	High
2. The airport has convenient runways for aircrafts.	3.56	1.042	High
3. The airport has good facilities.	4.00	.767	High
4. The airport is a warm and convenient airport.	3.94	.873	High
5. The airport staff always smiles.	3.83	.924	High
6. The airport staff are always willing to provide services and assistance.	3.61	1.092	High
7. The airport staff have good command of English.	3.39	1.335	Moderate
8. The airport is worth investment.	4.06	.802	High
9. The airport provides accessible information.	3.94	.802	High
10. The airport is clean and hygienic airport.	4.00	1.029	High
11. The airport is environmentally-friendly airport.	4.28	.752	High
12. The airport is a star alliance airport.	4.33	.767	High
13. The airport expresses great Thai culture.	4.17	.707	High
14. The airport staff are reliable.	3.94	.802	High
15. The airport is safe airport.	3.94	.873	High
16. The airport provides fast services.	3.78	.943	High
17. The airport has clear operations.	3.83	.857	High
18. The airport provides convenient free zone.	3.89	.900	High
Total	3.91	.891	High

Table 4.15 represents the charter flight airlines that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport after using the services at a high level ($\overline{X}$ = 3.91). When considering individual aspect, they had high level of opinions which could be ranked from the highest to the lowest level as follows.

The airport is a star alliance airport ($\overline{X}$ = 4.33), the airport is environmentally-friendly airport ($\overline{X}$ = 4.28), the airport expresses great Thai culture ($\overline{X}$ = 4.17), the airport is worth investment ($\overline{X}$ = 4.06), the airport has good facilities ($\overline{X}$ = 4.00), the airport is clean and hygienic airport ($\overline{X}$ = 4.00), the airport is a warm and convenient airport ($\overline{X}$ = 3.94), the airport provides accessible information ($\overline{X}$ = 3.94), the airport staff are reliable ($\overline{X}$ = 3.94), The airport is safe airport ($\overline{X}$ = 3.94), The airport provides convenient free zone ($\overline{X}$ = 3.89), the airport is a hub to other destinations in Asia ($\overline{X}$ = 3.83), the airport staff always smiles ($\overline{X}$ = 3.83), the airport has clear operations ($\overline{X}$ = 3.83), the airport provides fast services ($\overline{X}$ = 3.78), the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.61), and the airport has convenient runways for aircrafts ($\overline{X}$ = 3.56). However, the aspect mentioning that the airport staff have good command of English ($\overline{X}$ = 3.39) was at a moderate level

In comparison of the international airlines namely full service airline, cargo airlines and charter airlines, the result reveal Post image as shown in Table 4.16

Table 4.16 The Comparison of Post Image of Mean toward Suvarnabhumi Airport
(International Airlines)

Factors that influence the success of the airport	Full Service Mean	Cargo Mean	Charter Mean
1. The airport is a hub to other destinations in Asia.	3.53	3.33	3.83
2. The airport has convenient runways for aircrafts.	3.38	3.59	3.56
3. The airport has good facilities.	3.46	3.56	4.00
4. The airport is a warm and convenient airport.	3.55	3.57	3.94
5. The airport staff always smiles.	3.43	3.48	3.83
6. The airport staff are always willing to provide services and assistance.	3.55	3.37	3.61
7. The airport staff have good command of English.	3.57	3.49	3.39
8. The airport is worth investment.	3.62	3.65	4.06
9. The airport provides accessible information.	3.48	3.59	3.94
10. The airport is clean and hygienic airport.	3.50	3.54	4.00
11. The airport is environmentally-friendly airport.	3.50	3.49	4.28
12. The airport is a star alliance airport.	3.63	3.29	4.33
13. The airport expresses great Thai culture.	3.79	3.29	4.17
14. The airport staff are reliable.	3.47	3.41	3.94
15. The airport is safe airport.	3.38	3.33	3.94
16. The airport provides fast services.	3.11	3.59	3.78
17. The airport has clear operations.	3.21	3.56	3.83
18. The airport provides convenient free zone.	3.37	3.57	3.89

Table 4.16 represents compare the international airlines that used the services at Suvarnabhumi Airport had opinions about image toward Suvarnabhumi Airport before using the services When considering individual aspect, they had opinions which could be ranked from the highest to the lowest level as follows.

The charter airlines' opinion which had the highest Mean as follow: the airport is a star alliance airport ($\overline{X}$ = 4.33), the airport is environmentally-friendly airport ($\overline{X}$ = 4.28), the airport expresses great Thai culture ($\overline{X}$ = 4.17), the airport is worth investment ($\overline{X}$ = 4.06), the airport has good facilities ($\overline{X}$ = 4.00 the airport is clean and hygienic airport ($\overline{X}$ = 4.00), the airport is a warm and convenient airport ($\overline{X}$ = 3.94), the airport provides accessible information ($\overline{X}$ = 3.94) , the airport staff are reliable ($\overline{X}$ = 3.94), the airport is safe airport ($\overline{X}$ = 3.94), the airport provides convenient free zone ($\overline{X}$ = 3.89), the airport is a hub to other destinations in Asia ($\overline{X}$ = 3.83), the airport staff always smiles ($\overline{X}$ = 3.83), the airport has clear operations ($\overline{X}$ = 3.83), the airport provides fast services ($\overline{X}$ = 3.78) and the airport staff are always willing to provide services and assistance ($\overline{X}$ = 3.61).

The cargo airlines' opinion which had the highest Mean is the airport has convenient runways for aircrafts ($\overline{X}$ = 3.59).

The full service airlines' opinion which had the highest Mean is the airport staff have good command of English ($\overline{X}$ = 3.57).

In comparison of the international airlines namely full service airline, cargo airlines and charter airlines, the result reveal the mean of Pre and Post image as shown in Table 4.17 to Table 4.19

Table 4.17 The Comparison of Pre-Post Image of Mean toward Suvarnabhumi
Airport the Full Service Airlines

Factors that influence the success of the airport	Pre Mean	Post Mean	Different
1. The airport is a hub to other destinations in Asia.	3.35	3.53	increase
2. The airport has convenient runways for aircrafts.	3.17	3.38	increase
3. The airport has good facilities.	3.25	3.46	increase
4. The airport is a warm and convenient airport.	3.31	3.55	increase
5. The airport staff always smiles.	3.33	3.43	increase
6. The airport staff are always willing to provide services and assistance.	3.47	3.55	increase
7. The airport staff have good command of English.	3.43	3.57	increase
8. The airport is worth investment.	3.48	3.62	increase
9. The airport provides accessible information.	3.30	3.48	increase
10. The airport is clean and hygienic airport.	3.36	3.50	increase
11. The airport is environmentally-friendly airport.	3.36	3.50	increase
12. The airport is a star alliance airport.	3.37	3.63	increase
13. The airport expresses great Thai culture.	3.51	3.79	increase
14. The airport staff are reliable.	3.40	3.47	increase
15. The airport is safe airport.	3.35	3.38	increase
16. The airport provides fast services.	3.16	3.11	less
17. The airport has clear operations.	3.17	3.21	increase
18. The airport provides convenient free zone.	3.20	3.37	increase

Table 4.17 demonstrates full service airlines that used service of
Suvarnabhumi airport expressed their opinion on Factors that influence the success of
the airport were increase excepted The airport provides fast services.

Table 4.18 The Comparison of Pre-Post Image of Mean toward Suvarnabhumi Airport of the Cargo Airlines

Factors that influence the success of the airport	Pre Mean	Post Mean	Different
1. The airport is a hub to other destinations in Asia.	3.21	3.33	increase
2. The airport has convenient runways for aircrafts.	3.37	3.59	increase
3. The airport has good facilities.	3.33	3.56	increase
4. The airport is a warm and convenient airport.	3.41	3.57	increase
5. The airport staff always smiles.	3.33	3.48	increase
6. The airport staff are always willing to provide services and assistance.	3.59	3.37	less
7. The airport staff have good command of English.	3.56	3.49	less
8. The airport is worth investment.	3.57	3.65	increase
9. The airport provides accessible information.	3.48	3.59	increase
10. The airport is clean and hygienic airport.	3.37	3.54	increase
11. The airport is environmentally-friendly airport.	3.49	3.49	less
12. The airport is a star alliance airport.	3.65	3.29	less
13. The airport expresses great Thai culture.	3.59	3.29	less
14. The airport staff are reliable.	3.54	3.41	less
15. The airport is safe airport.	3.49	3.33	less
16. The airport provides fast services.	3.29	3.59	increase
17. The airport has clear operations.	3.29	3.56	increase
18. The airport provides convenient free zone.	3.41	3.57	increase

Table 4.18 demonstrates cargo airlines that used services of Suvarnabhumi airport expressed their opinions on Factors that influence the success of the airport were increase on 11 topics; The airport is a hub to other destinations in Asia, The

airport has convenient runways for aircrafts, The airport has good facilities, The airport is a warm and convenient airport, The airport staff always smiles, The airport is worth investment, The airport provides accessible information, The airport is clean and hygienic airport, The airport provides fast services, The airport has clear operations, and The airport provides convenient free zone and were less on 7 topics: The airport staff are always willing to provide services and assistance, The airport staff have good command of English, The airport is environmentally-friendly airport, The airport is a star alliance airport, The airport expresses great Thai culture, The airport staff are reliable, and The airport is safe airport.

Table 4.19 The Comparison of Pre-Post Image of Mean toward Suvarnabhumi Airport of the Charter Airlines

Factors that influence the success of the airport	Pre Mean	Post Mean	Different
1. The airport is a hub to other destinations in Asia.	3.61	3.83	increase
2. The airport has convenient runways for aircrafts.	3.61	3.56	increase
3. The airport has good facilities.	3.61	4.00	increase
4. The airport is a warm and convenient airport.	3.61	3.94	increase
5. The airport staff always smiles.	3.67	3.83	increase
6. The airport staff are always willing to provide services and assistance.	3.61	3.61	less
7. The airport staff have good command of English.	3.72	3.39	less
8. The airport is worth investment.	3.78	4.06	increase
9. The airport provides accessible information.	3.78	3.94	increase
10. The airport is clean and hygienic airport.	3.67	4.00	increase
11. The airport is environmentally-friendly airport.	3.78	4.28	increase

Table 4.19 (Continued)

Factors that influence the success of the airport	Pre Mean	Post Mean	Different
12. The airport is a star alliance airport.	3.83	4.33	increase
13. The airport expresses great Thai culture.	4.06	4.17	increase
14. The airport staff are reliable.	3.89	3.94	increase
15. The airport is safe airport.	3.89	3.94	increase
16. The airport provides fast services.	3.44	3.78	increase
17. The airport has clear operations.	3.67	3.83	increase
18. The airport provides convenient free zone.	3.39	3.89	increase

Table 4.19 demonstrates charter airlines that used services of Suvarnabhumi airport expressed their opinions on Factors that influence the success of the airport were increase in 16 topic: The airport is a hub to other destinations in Asia, The airport has convenient runways for aircrafts, The airport has good facilities, The airport is a warm and convenient airport, The airport staff always smiles, The airport is worth investment, The airport provides accessible information, The airport is clean and hygienic airport, The airport provides fast services, The airport has clear operations, and The airport provides convenient free zone, The airport is environmentally-friendly airport, The airport is a star alliance airport, The airport expresses great Thai culture and The airport staff are reliable and The airport is safe airport. 2 topic were less: The airport staff are always willing to provide services and assistance and the airport staff have good command of English

Using Qualitative method is based on in-depth interviews which derived from key informants who involved in marketing strategies for building brand image of Suvarnabhumi Airport;

The following quotes are from individual interviews

"Suvarnabhumi Airport is a connecting Airport to other destination in Asia. The airport also focused on advancement through effective potential development. The airport complied with ICAO regulations and standard, had

equality for all and provided coordination among airports and airlines so that it could develop itself and became a center in Asian region and ASEAN. We provide a good welcome with warmth and convenience. This could encourage international airlines to come back again." Concerning staff training courses and implement more modern facilities. (Prajak Sajjasophon, personal communication, March 10, 2015)

"Suvarnabhumi Airport provided accessible information and focusing on English course as we are international airport. So the airport staff could provide clear information with explicit details to international airlines. And Suvarnabhumi Airport is the environmentally friendly airport. The airport focused on environmental aspect. The airport design was based on environmentally-friendly concept. Trees were plants around the airport to give a touch of nature. A wastewater treatment system was provided. The airport did not release wastewater into rivers around the airport." (Rawiwan Netrakawesana, personal communication, March 10, 2015)

"Suvarnabhumi Airport expressed great Thai culture, displayed Thai art inside and outside the buildings to create the sense of Thai, reflect the beauty of Thai art and culture. This included a Giant sculpture of Temple of the Emerald Buddha and mural painting by famous Thai artists. Details representing Thai and Thai culture attracted the international airlines." (Adinan Chacha, personal communication, March 26, 2015)

"Suvarnabhumi Airport provided convenient free zone. The airport had a responsible section for free zone. There was a specific area to provide convenient service to international airlines and also has clear operations, represented Thai culture and airport staff are friendly and helpful." (Kamonchanok Kittikulnathee, personal communication, March 27, 2015)

"Suvarnabhumi Airport had convenient runways for aircrafts and plan to accommodate passengers another terminal and runways. It is worth for

investment toward international airlines." (Chadanisa Chumnanvej, personal communication, March 20, 2015)

The results of in-depth interviews derived from involving persons about building brand image of Suvarnabhumi Airport can be described as followed.

4.2.1 Suvarnabhumi Airport was an international airport which every airline used services. Therefore, it was a connecting airport to other destinations in Asia. The airport also focused on advancement through effective potential development. The airport complied with ICAO regulations and standard, had equality for all and provided coordination among airports and airlines so that it could develop itself and became a center in Asian region and ASEAN. In addition, it had developed transportation system connected to other airports to provide convenient services to airlines and passengers.

4.2.2 Due to the fact that Suvarnabhumi Airport was an international airport, there were a number of flight arrivals and departures. Suvarnabhumi Airport had convenient runways for aircrafts. However, there are increasing numbers of airlines resulting in having heavy traffic. As a result, Suvarnabhumi Airport should increase more runways and airport aprons.

4.2.3 Suvarnabhumi Airport was an international airport which provided good facilities. Therefore, it is essential to having convenient facilities for airport staff and passengers who used the services at the airport. There should be facilities to support a numbers of service users at the airport. That is, facilities are necessary for service users and they should be modern.

4.2.4 It was a warm and convenient airport. Thailand is recognized as having a warm welcome to foreigners. As a result, the airline staff agreed that the airport should provide a good welcome with warmth, friendliness and convenience. It is an international airport so it should provide a good welcome with warmth and convenience. This could encourage international airlines to come back to the services again.

4.2.5 The airport staff always smiled. They had good training so they performed their jobs with smiles. The airline staff had the same training so they performed their jobs with smiles. They provided services to the airline staff and

passengers who used the services at the airport with willingness. Smiling from the airport staff impressed service users and encouraged them to come back to the services again. This is a reminder of brand awareness of Suvarnabhumi Airport.

4.2.6 The airport staff were always willing to provide services and assistance. The airline staff perceived good service provision and assistance from the airport staff from different departments. This made the airline staff to recognize services and assistance which encouraged them to come back to the services again.

4.2.7 The airport staff had good command of English. English is an international language used to communicate across the world. Therefore, the airport staff must be able to communicate in English effectively. Some of the airport staff were able to communicate in English at moderate level yet ineffective. Base on the standards, the airport staff communicated through repeated sentences. When speaking with different patterns, they communicated slower because they needed to recall vocabulary words to communicate with service users.

4.2.8 The airport was worth investment. Using services at the airport cost at least some money. The service users agreed that the airport provided good facilities which were worth money they had spent. The amount of money they paid was for convenient services they received such as immigration process or baggage claims. However, journeys from the airport to accommodation should be improved. This is because the airport is far from downtown. In addition, the cost of traveling was too high when compared to the distance and it was required to arrive at the airport before departure time.

4.2.9 The airport provided accessible information. The airport staff could provide clear information with explicit details to service users. However, the airport should publicize basic information essential for service users so that the airport staff would not have to answer the questions repeatedly. Answering the repeated questions may cause the airport staff not able to give full information required by service users. Moreover, the airport staff may become stressful when giving the same information for a long period of time. This would affect the performance of each staff.

4.2.10 It was a clean and hygienic airport. Since the airport is an international airport, cleanliness and hygiene is essential and is an entering point to the country which the board must emphasize. The airport should have health protection system.

Especially, the airport should have a system to assure confidentiality of service users during any outbreaks of diseases. It was noticed that there were cleaners cleaning the airport – especially in the restrooms and the areas exposed to a large number of people – to ensure reliability and confidentiality of service users. Cleanliness and hygiene of the airport could effectively build brand awareness of the airport. Restrooms were the most frequently used areas and always clean and hygienic. However, there were not enough cleaners during the holidays so they could not serve needs of the service users.

4.2.11 The airport was an environmentally-friendly airport. The airport focused on environmental aspect. The airport design was based on environmentally-friendly concept. Trees were plants around the airport to give a touch of nature. A wastewater treatment system was provided. The airport did not release wastewater into rivers around the airport. Air conditioning system was designed to save energy which reduced electricity cost as well as being environmentally-friendly system. The less energy is spent, the less environmental damage is found.

4.2.12 The airport was a star alliance airport. Thailand is the famous destination among tourists in Asia Pacific and Europe. Joining a star alliance with other airlines would provide advantages for service users. Therefore, joining a star alliance enabled brand awareness recognition and having advantages over other international airports without a star alliance or were not famous.

4.2.13 The airport expressed great Thai culture. Suvarnabhumi Airport displayed Thai art inside and outside the buildings to create the sense of Thai, reflect the beauty of Thai art and culture. This included a Giant sculpture of Temple of the Emerald Buddha and mural painting by famous Thai artists. Details representing Thai and Thai culture attracted service users to come back again. However, it is necessary to renovate sculptures standing inside and outside the building regularly to maintain the beauty. Without renovation, the beauty of sculptures would be disappeared and they could not represent great Thai culture anymore.

4.2.14 The airport staff were reliable. Reliability is essential for international airports since the airport staff contacted with service users directly. Encouraging service users to agree that the airport staff were reliable was important. It was a responsibility of the board to cultivate trust of service users. Being reliable increased

brand awareness perceived by service users. If service users recognized the good practice of the airport staff, the airport would be recognized among service users and this encouraged brand awareness of the airport.

4.2.15 The airport was a safe airport. Safety is important factor for both airport and the country because it is an international airport where international flights are operated. If the airport was not safe, it affected the country. Therefore, the airport provided effective security system to ensure confidentiality of service users. However, there was a rumor about unsafety of the airport. The airport staff was required to explain about it and give exact information to ensure confidentiality about the airport safety. The airport provided the most modern system for baggage checking, software application for immigration section, customs and flight information.

4.2.16 The airport provided fast services. Since there were a huge number of people using services at the airport, the congestion occurred. Problems about the delay of baggage transfer and insufficient restrooms were found when the airport was first open. However, these problems were solved. Since it is an international airport, a number of people visit and use services resulting in service delay. The airport put effort on solving the problem by formulating strategies to increase more services to serve needs of service users in the future. Fast service provision is a heart of service obviously seen as a factor that enhances brand awareness of the airport. There were basic service provision, development of activities to increase management efficiency and service provision from relevant sections.

4.2.17 The airport had clear operations. Since it is an international airport of the country and it represents the country, the operations should be clear. Recognition of airport operations encouraged brand awareness perceived by the airline staff. If the operations at the international airport were unclear, the service users were not satisfied. Service user satisfaction affected brand awareness of the airport. If they were not satisfied with the services, they would not come back again.

2.4.18 The airport provided convenient free zone. The airport had a responsible section for free zone. There was a specific area to provide convenient service to service users. There were plenty of shops to serve needs of customers. However, products in some shops did not satisfy customer needs. The airport consulted with the shops and requested them to provide products to serve customer

needs. This could be a method to attract service users. The airport should provide knowledgeable staff to provide to service users with free zone details when they had problems.

The results of identifying marketing strategies used by the airport to build brand image derived from in-depth interviews of key informants who involved in marketing strategies for building brand image of Suvarnabhumi Airport show that;

The results of interviewing persons involving in building brand image of Suvarnabhumi Airport are as follows.

Marketing strategies used by the airport to build brand image depended on relevant factors to create brand awareness such as brand recognition, brand linkage and quality recognition. In order to formulate marketing strategies to build brand image of Suvarnabhumi Airport, the brand would be valued when the airport was strong. Marketing strategies to encourage brand awareness would occur from experience, familiarity through seeing, hearing, from advertisement or special promotions which service users could see the brand and frequently hear from others. In addition, it should be repeated practice to create familiarity for service users leading to brand awareness of Suvarnabhumi Airport.

The marketing strategies to build the brand of Suvarnabhumi Airport should encourage the ownership of the brand by focusing on service users. In addition, adaptation to the needs of service users to make them a part of the airport is essential. This could lead to the loyalty to Suvarnabhumi Airport. Suvarnabhumi Airport should create relationship between service users and the airport so that they would be willing to come back again when visiting Thailand. The airport should design activities that promote good relationship leading to the loyalty to Suvarnabhumi Airport.

4.3 The Recommendations for Improving Image of Suvarnabhumi Airport by Model of Marketing Strategy for Brand Building.

The Scope of this Research is Limited to Exploration of Suvarnabhumi Airport.

The results of data analysis derived from questionnaires and interviews can identify affecting factors in building the brand of Suvarnabhumi Airport as follows.

The airline staff increasingly perceived the image of Suvarnabhumi Airport after using the services at Suvarnabhumi Airport. The details can be described as follows. The airport had good facilities, the airport was a warm and convenient airport, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was a clean, hygienic, environmentally-friendly and star alliance airport and the airport staff were reliable. Therefore, Suvarnabhumi Airport must maintain the mentioned aspects in order to build the image of Suvarnabhumi Airport.

Suvarnabhumi Airport needs to improve brand awareness perceived by the airline staff in the aspects of being a hub to other destinations in Asia and having convenient runways for aircrafts. Additionally, smiling of the airport staff, good Thai culture expression, security, fast service provision, clear operations and convenient free zone require improvement.

According to the interviews of the airline staff who used the services at Suvarnabhumi Airport and key informants who involved in marketing strategies for building brand image of Suvarnabhumi airport, there were 3 factors related to brand awareness of Suvarnabhumi Airport as follows.

    1) Suvarnabhumi Airport resources

    2) Suvarnabhumi Airport facilities

    3) Suvarnabhumi Airport operations

The details can be described as follows.

    1) Suvarnabhumi Airport resources

        (1) Infrastructures

The airport resources are important marketing strategies that attract customers to the services. For instance, the design of Suvarnabhumi Airport building was unique and there were modern equipment including baggage transfer and others, Thai uniqueness decoration, pleasant atmosphere, effective space management, convenient restrooms and good facilities. The resources represented service quality.

        (2) Suvarnabhumi Airport staff

According to the interviews of the airline staff who used the services at Suvarnabhumi Airport, it was revealed that smiling of airport staff found both inside and outside Suvarnabhumi Airport was essential. Suvarnabhumi Airport staff were willing to provide services and assistance. In terms of language used in Suvarnabhumi Airport, Suvarnabhumi airport staff was mainly required to communicate in English. However, English abilities of the airport staff were not quite good. Reliability of the airport staff is one factor for marketing strategies. Staff are responsible for two parts including front-office staff and back-office staff. The front-office staff communicate and provide services to service users directly while the back-office staff support successful service provision. Both of them must work cooperatively to provide best services to service users. When service users impressed with the service provision, they would come back again. This could lead to brand awareness and build image of Suvarnabhumi Airport. Effective service provision and good relationship of service users depend on both staff. Therefore, the board should determine clear scope of responsibilities. Suvarnabhumi Airport has systematic operation on this. This included promoting cooperative activities to reduce conflicts among the staff, providing explicit communication and the airport information and informing any changes to both staff so that they could clearly explain the details to service providers. So the board should organize staff training in order to provide services with premium quality and build good relationship with the international airlines as the customer.

2) Suvarnabhumi Airport facilities

According to the interviews of the airline staff who used the services at Suvarnabhumi Airport, it was revealed that the airport providing convenient runways for aircraft was one of the factors which encouraged brand awareness of the airport. The airport had good facilities and was worth investment. , they agreed that the airport was a clean and hygienic airport, provided convenient tax free zone.

3) Suvarnabhumi Airport operations

According to the interviews of the airline staff who used the services at Suvarnabhumi Airport, they agreed that the airport was a hub to other destinations in Asia, was a warm and convenient airport, provided accessible information, was an environmentally-friendly airport, was a star alliance airport, expressed great Thai

culture, was a safe airport, provided fast services and had clear operations. Suvarnabhumi Airport operations were one of the marketing strategies for service business. The airport business relies on staff and modern equipment to provide convenient and fast service. The service should be a One-Stop Service. Providing a first step service was the most important in maintaining service users with Suvarnabhumi Airport and encouraging brand loyalty.

Figure 4.1 Marketing Strategies for Building Brand Image of Suvarnabhumi Airport

Marketing strategies for building brand image of Suvarnabhumi Airport

1) Linking quality image with experience of the airline staff who used the services at Suvarnabhumi Airport. Communicating about service quality of Suvarnabhumi Airport from the experience of other airline staff could encourage awareness of the airline staff about the services. The communication about the quality image of Suvarnabhumi Airpot can be described as follows.

(1) External components, external features of facilities and equipment; Suvarnabhumi Airport provided convenient equipment to serve the airline staff. The airport had convenient runways for aircrafts as well as good facilities.

(2) Reliability and abilities to maintain service standard. Suvarnabhumi Airport was accredited by national organizations as a safe, convenient airport for free zone.

(3) Service provision and willingness to provide services to serve the needs of the airline staff; the airport staff always worked with smiles and were always willing to provide services and assistance.

(4) Abilities and knowledge of Suvarnabhumi Airport staff; the airport staff were reliable and able to communication in English effectively.

(5) Reliability and sincerity of the airport staff; the staff were reliable. The airport was a star alliance airport and a hub to other destinations in Asia.

(6) Care and attention of Suvarnabhumi Airport staff. They always worked with smiles.

(7) Politeness and friendliness of the airport staff; the airport staff were polite and friendly when communicating with the airline staff. The airport was an environmentally-friendly, warm and convenient airport.

(8) Communication abilities of the airport staff; the Suvarnabhumi Airport were able to communicate in English effectively. The airport provided accessible information.

2) Offering privilege to the airline staff to represent image of Suvarnabhumi Airport is a presentation of Thainess and Thai culture.

3) Apart from receiving service information, marketing communication emphasizing on service provision and experience creation for the airline staff and information provision of Suvarnabhumi Airport should enable the airline staff to involve in sharing emotions and experience with the airport. This could apply integrated marketing communication strategy focusing on both quality and quantity to build the stronger relationship between Suvarnabhumi Airport staff and the airline staff. The communication tools consist of advertisement, public relations, direct marketing and special activities. Advertisement can be advertising banners and TV broadcasting. Suvarnabhumi Airport carried on these activities regularly. The direct marketing was performed through giving information to the airline staff directly. In addition, the airport organized special activities during special occasions.

According to the in-depth interviews of key informants involving in marketing strategies for building brand image of Suvarnabhumi Airport, it was found that;

The results of the interviews of key informants who involved in building brand image of Suvarnabhumi Airport can be described as follows.

Brand awareness of Suvarnabhumi Airport before and after using services was slightly different. The details on brand awareness of Suvarnabhumi Airport mentioning about the airport was a hub to other destinations in Asia was rarely different. This is because it is an international airport which connects to other destinations. There was no difference between before and after using services in the aspect of convenient runways for aircrafts. The key informants mentioned that the facilities were modern than expected. The airport was a warm and convenient airport since Thai people are friendly. They agreed that the services at the airport were better than expected. In terms of smiling, the key informants thought that the airline staff always worked with smiles and it was better than expected which should be praised. The key informants further mentioned that the Suvarnabhumi Airport staff should be willing to provide services and assistance which met the expectation both before and after using services. In the aspect of command of English, the key informants thought that Suvarnabhumi Airport should be focus on this because some staff could not use English effectively. In the aspect of investment, the airline staff agreed that money the paid for some services at Suvarnabhumi Airport was too high. Therefore, the airport should consider this issue. In the aspect of accessible information, it was convenient and better than expected. In the aspect of cleanliness and hygiene, it was better than expected. In the aspect of being an environmentally-friendly airport, the key informants agreed that the airport was a real environmentally-friendly airport as advertised. In the aspect of being a star alliance airport, there were on differences among star alliance in building brand awareness of Suvarnabhumi Airport. In the aspect of Thai culture expression, the key informants mentioned that Suvarnabhumi Airport expressed Thai culture through symbols better than expected. In the aspect of reliability, Suvarnabhumi Airport staff were highly reliable than expected. In the aspect of being a safe airport, the key informants thought that the airline staff were more reliable than expected. After using the services at Suvarnabhumi Airport, the key informants mentioned that the security system was much better than they

expected or than they were informed. In the aspect of fast service provision, there were no differences since service usage was different from time to time. This is due to the different amounts of service users. Additionally, service provision was slower during the holidays or special occasions. In the aspect of having clear operations, after using the services the key informants agreed that Suvarnabhumi Airport had clear operations and it was better than they expected or than they were informed. In the aspect of convenient free zone, the airline staff did not have more chances to use services so there were no differences between before and after using the services

CHAPTER 5

DISCUSSION AND CONCLUSION

Research regarding "Marketing Strategies for Building Brand for International Airlines at Suvarnabhumi Airport, Thailand" was conducted through a combination of two methods. Firstly, quantitative research was done through questionnaires distributed to staff of various airlines that use the services offered at the airport. Secondly, qualitative research was obtained through In-Depth Interviews of key informants to obtain data relevant to the following three objectives:

1) To study the brand awareness of the International airlines of Suvarnabhumi airport. Namely Full Service Airlines, Cargo flight Airlines and Charter Flight Airlines;

2) To study the brand perception of the airlines (Pre and Post) and

3) To provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building.

The results of the quantitative and qualitative research will then be analyzed using Content Analysis for data preparation together with an interpretive approach to gain insights from the secondary data and enumeration concepts of the primary data in accordance with the above mentioned objectives to be presented under the title "Marketing strategies for building brand image for International Airlines at Suvarnabhumi Airport, Thailand".

5.1 Conclusion & Results

The result of the study on brand awareness and brand perception of international airlines as the customer of Suvarnabhumi airport can be concluded as follow.

5.1.1 Brand Awareness

Brand Awareness of Suvarnabhumi Airport with regards to airline staffs of various airlines that use the airport's services; results show that over 50 percent are brand aware when asked to answer 18 questions that can be categorized by the extent to which they agree with each statement: Suvarnabhumi Airport is part of the Airports of Thailand PLC. Network (79.3%) Staffs at Suvarnabhumi Airport are trustworthy (75.7%) Suvarnabhumi Airport does a good job of exhibiting Thai culture (73.9%) Staff at Suvarnabhumi are service-minded and helpful (73.4%) Suvarnabhumi Airport offers a warm, friendly, comfortable environment (69.1%) One question where less than 50 % found it agreeable was Suvarnabhumi has fast service (45.7%).

5.1.2 Brand Perception of Suvarnabhumi Airport

In the point of view of international airlines which are Suvarnabhumi airport's customer. Firstly, they perceived that Suvarnabhumi Airport is Hub of Asia (39.4%). Secondly, they perceived that Suvarnabhumi Airport is provided good facilities (22.9%). Last, they perceived that Suvarnabhumi Airport has good staff (12.2%).

5.1.3 The Recommendations for Improving Image of Suvarnabhumi Airport by Model of Marketing Strategy for Brand Building.

5.1.3.1 Suvarnabhumi Airport Resources

1) Infrastructures

The airport resources are important marketing strategies that attract customers to the services. For instance, the design of Suvarnabhumi Airport building was unique and there were modern equipment including baggage transfer and others, Thai uniqueness decoration, pleasant atmosphere, effective space management, convenient restrooms and good facilities. The resources represented service quality.

2) Suvarnabhumi Airport Staff

According to the interviews of the airline staff who used the services at Suvarnabhumi Airport, it was revealed that smiling of airport staff found both inside and outside Suvarnabhumi Airport was essential. Suvarnabhumi Airport staff were willing to provide services and assistance. In terms of language used in

Suvarnabhumi Airport, Suvarnabhumi airport staff was mainly required to communicate in English. However, English abilities of the airport staff were not quite good. Reliability of the airport staff is one factor for marketing strategies. Staff are responsible for two parts including front-office staff and back-office staff. The front-office staff communicate and provide services to service users directly while the back-office staff support successful service provision. Both of them must work cooperatively to provide best services to service users. When service users impressed with the service provision, they would come back again. This could lead to brand awareness and build image of Suvarnabhumi Airport. Effective service provision and good relationship of service users depend on both staff. Therefore, the board should determine clear scope of responsibilities. Suvarnabhumi Airport has systematic operation on this. This included promoting cooperative activities to reduce conflicts among the staff, providing explicit communication and the airport information and informing any changes to both staff so that they could clearly explain the details to service providers. So the board should organize staff training in order to provide services with premium quality and build good relationship with the international airlines as the customer.

   5.1.3.2 uvarnabhumi Airport Facilities

     According to the interviews of the airline staff who used the services at Suvarnabhumi Airport, it was revealed that the airport providing convenient runways for aircraft was one of the factors which encouraged brand awareness of the airport. The airport had good facilities and was worth investment. , they agreed that the airport was a clean and hygienic airport, provided convenient tax free zone.

   5.1.3.3 Suvarnabhumi Airport operations

     According to the interviews of the airline staff who used the services at Suvarnabhumi Airport, they agreed that the airport was a hub to other destinations in Asia, was a warm and convenient airport, provided accessible information, was an environmentally-friendly airport, was a star alliance airport, expressed great Thai culture, was a safe airport, provided fast services and had clear operations. Suvarnabhumi Airport operations were one of the marketing strategies for service business. The airport business relies on staff and modern equipment to provide convenient and fast service. The service should be a One-Stop Service. Providing a

first step service was the most important in maintaining service users with Suvarnabhumi Airport and encouraging brand loyalty.

Marketing Strategies for improving brand image of Suvarnabhumi Airport

1) The connection between perception of service quality and the experience of staff of various airlines that use Suvarnabhumi Airport's services was obtained through direct communication via in-depth interviews with specific questions pertaining to service experience. Airline staff of various airlines gained insight into the service quality offered. Factors that influence perception of service quality are as follows:

(1) External factors: This includes all external amenities, equipment. All of which are provided by Suvarnabhumi Airport. The airport strives to guarantee quality in this regard so that these conveniences will facilitate the work of airline staff. Furthermore, the airport's runway is well-maintained and kept-up-to-date to ensure smooth taxing, takeoff, and landing. Suvarnabhumi Airport is proud to offer services that are comprehensive and modern.

(2) Trust: An indication of the ability to maintain service standards to be at a consistently high level, Suvarnabhumi Airport is internationally certificated including aspects such as safety, and convenience of access to duty free.

(3) Responsiveness: The motivation to meet customer wants and needs and responding to the needs of staff of various airlines. These include employees who are service-minded and helpful that go about their work in a vibrant mood, for example service accompanied by a smile.

(4) Ability: The skills and knowledge of Suvarnabhumi Airport's staff i.e. employees of the staff are well-trained in relevant fields and as such are trustworthy in given situations. Employees are able to communicate in English efficiently.

(5) Credibility: Credibility and sincerity of Suvarnabhumi Airport staff that provide services, a quality airport under the Airports of Thailand PLC. Network, and a trusted transportation hub for Asia.

(6) Empathetic Service: The care and attention of airport staff i.e. staff are constantly smiling while providing services.

(7) Appropriate Manners: Communication with staff of various airlines is done in a friendly and well-mannered way offering an environment that is friendly and comfortable.

(8) Communication: The ability to communicate effectively with staff of various airlines regarding Suvarnabhumi Airport this includes being able to converse in English efficiently and an effective information distribution system.

2) The giving of special tokens to staff of various airlines is part of Suvarnabhumi's image by representing Thailand and its culture.

3) The design of marketing communication that emphasizes service and creating an experience for staff of various airlines. The design of marketing communication and the scheduling of the information distribution program of Suvarnabhumi Airport towards airline staff should be able to create a sense of involvement and a valued experience connected to the airport. Airline staff is to be informed of the airport's services through an integrated marketing communications plan that is regular in both quantity and quality to strengthen ties between the airport and staff of various airlines. This integrated marketing communication includes: advertising, public relations, direct marketing, and special events organization. Advertising channels include print advertisements and television advertisements. Public relations by Suvarnabhumi Airport are used intermittently. Direct marketing refers to sending information directly to staff of various airlines while organization of special events can include specific holidays and festivals.

5.1.4 To Find Solutions for Building the Airport's Brand Image in Order to Better Attract International Airlines.

Staffs of various airlines are more aware of Suvarnabhumi Airport's image after using the airport's services. The details of which are as follows: Suvarnabhumi Airport offers amenities that are comprehensive and modern. The airport offers a warm and comfortable atmosphere. Airport staff are service-minded and helpful. Airport staff are able to communicate in English effectively. The airport offers value for money. The airport has an effective information distribution system. The airport is clean and hygienic. The airport is environmentally friendly. The airport is part of the Airports of Thailand PLC. Network and airport employees are trustworthy.

Suvarnabhumi Airport must preserve and improve the image of the aforementioned details to maintain and improve brand image and reputation.

Factors that Suvarnabhumi Airport is recommended to improve to boost image perception in staff of various airlines presently are: The airport is a major transportation of Asia. The airport provides quality runways for taxing, take-off, and landing. Airport staff are constantly smiling while providing service. The airport does a good job of exhibiting Thai culture. The airport is safe. The airport offers fast service. The airport has clear and transparent procedures and offers a tax-free zone.

5.2 Discussions

Through the data gained from research regarding Marketing Strategies for Building Brand of Suvarnabhumi Airport the following insights were gained:

Analysis Results show that

5.2.1 Suvarnabhumi Airport's resources are an important part of marketing strategy as it can influence customer's perception. Examples include: the design of the airport terminal which is unique. Modern equipment and technology such as the functionality of the conveyor belt and other apparatus used in various services offered. The design of the airport which represents Thai culture. The atmosphere inside the airport which is spacious and comfortable. The offering of amenities such as readily available washrooms. These all contribute to customer's perception of what is considered quality service. The airport aims to improve physical environment to offer fast and efficient service that leaves a positive impression. Especially because first impressions can go a long way promoting brand awareness and improving brand image of Suvarnabhumi Airport as suggested by Halpern and Regmi (2011)"Other studies have also suggested that brand image has not been a priority in airport management. One study of Taiwan's Airport City (which includes both the airport and the service that have built up around it suggested that brand image management was one of the less important strategies for development. 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."

5.2.2 As part of the marketing strategy of a service oriented business Suvarnabhumi Airport's personnel are divided into two categories; front-office and back-office. Front-office personnel communicate and service customers directly while back-office personnel serve a support role in ensuring that processes and overall function of a service are a success in accordance with customer's wants and needs. Both front-office and back-office personnel must work together and coordinate to ensure that quality service is available for customers to the extent that it will create such a good impression that leads to repeat business. The aforementioned can play a major role in boosting brand awareness and improving Suvarnabhumi Airport's image and reputation according to Wattanacharoensil and 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.

5.2.3 Service-oriented businesses such as Suvarnabhumi Airport rely on personnel and advanced technology to create an atmosphere of convenience for customers. The service should be fast, accessible, with the intention of being a One Stop Service. This means importance is given to all processes of a service, from beginning to end. This can be especially pivotal in any attempts made to retaining a strong customer portfolio, customers who are loyal and relate to the Suvarnabhumi brand. It is management's responsibility to train personnel on how to offer quality service while building a relationship with the customer in all aspects scopes of said

service. This is supported by Koubaa (2008) who 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 to improve brand image of Suvarnabhumi Airport

1) The connection between perception of service quality and the experience of staff of various airlines that use Suvarnabhumi Airport's services was obtained through direct communication via in-depth interviews with specific questions pertaining to service experience. Airline staff of various airlines gained insight into the service quality offered. Factors that influence perceptions of service quality are as follows: external factors which include all amenities and equipment. The airport strives to guarantee quality in this regard so that these conveniences will facilitate the work of airline staff. Another strategy is garnering trust by maintaining service standards to be at a consistently high level. It is important that staff have a high level of responsiveness to meet customer expectations and responding to the needs of staff of various airlines. These include employees who are service-minded and helpful that go about their work in a vibrant mood, for example service accompanied by a smile. The overall ability of staff is also important, Suvarnabhumi Airport's employees are well-trained in relevant fields and as such are trustworthy in given situations and are able to communicate in English efficiently. The credibility of the airport is also important; this is enhanced by membership in the Airports of Thailand PLC. Network and the reputation of being a trusted transportation hub for Asia. Airport staff should aim to provide service with empathy, care, and attention i.e. staff are constantly smiling while providing services. Said staff should also be well-mannered during their communication with staff of various airlines which should be conducted in a friendly and well-mannered way, offering an environment that is

welcoming and comfortable. Last but not least is the ability to communicate effectively with staff of various airlines regarding Suvarnabhumi Airport this includes being able to converse in English efficiently and an effective information distribution system. 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) The giving of special tokens to staff of various airlines is part of Suvarnabhumi's image by representing Thailand and its culture. This notion is supported by Janonis, Dovaliene, & Virvilaite (2007), a study which 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) The design of marketing communication that emphasizes service and creating an experience for staff of various airlines. The design of marketing communication and the scheduling of the information distribution program of Suvarnabhumi Airport towards airline staff should be able to create a sense of involvement and a valued experience connected to the airport. Airline staff is to be informed of the airport's services through an integrated marketing communication plan that is regular in both quantity and quality to strengthen ties between the airport and staff of various airlines. This integrated marketing communication includes: advertising, public relations, direct marketing, and special events organization. Advertising channels include print advertisements and television advertisements. Public relations by Suvarnabhumi Airport are used intermittently. Direct marketing refers to sending information directly to staff of various airlines while organization of special events can include specific holidays and festivals. These are well-supported as 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 this is further supported by Pickton and 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.

5.3 Suggestions

5.3.1 Policy Suggestions

5.3.1.1 Creating and improving brand image at Suvarnabhumi Airport will stem for the most part from service quality. From in-depth interviews and questionnaires given to the staff of various airlines it can be interpreted that once they actually used the services offered, their perception of quality increased more than the initial expectation. Suvarnabhumi Airport should look to maintain these standards to ensure that staff of various airlines continue to associate with Suvarnabhumi Airport's brand in a positive light. The quality of service is derived from the following 3 factors:

1) Service Procedure: Procedures can be improved by using electronic devices and technology to facilitate service. This can help increase the speed and efficiency of service resulting in improved brand image.

2) Service Personnel: This can be improved by making customers feel connected through a more personalized service. Customers will be appreciative and impressed by the dedication to service excellence. This will no doubt result in higher brand awareness and brand image.

3) The airport has a continuous improvement policy with regards to amenities and equipment used in services. These include indoor and outdoor facilities and equipment, parking space, air quality, and transportation

services. Continuous maintenance and improvement in this respect will help to increase brand awareness and image for Suvarnabhumi Airport.

5.3.1.2 Brand image can be boosted through new innovations. As the amount and expectations of customers that frequent the airport continually grows, so should Suvarnabhumi Airport's efforts at introducing new innovations to facilitate service processes. This can help make the Suvarnabhumi experience stick in the minds of the consumer, thus increasing brand awareness and image.

5.3.1.3 Usage of a customer-oriented approach is recommended. By making sure that in all processes the customer needs come first, the airport can create a positive impression and a memorable service experience. In this aspect, airport staff should look to continually improve their service quality in order to be able to deliver positive results.

5.3.1.4 It is recommended there be continual improvement in service quality to promote Suvarnabhumi's image. As such, there should be continuous comparisons made between customer's expectations and reality. Expectations of how the service should be are influenced by:

1) A major component is word-of-mouth which is oral communication where information is given from one customer who has used services to an acquaintance who has not. If the party has not experiences the services offered, a positive review via word-of-mouth can help the airport gain more customers and repeat business. However, a negative review will have an undesirable effect on brand image. It should be noted that word-of-mouth is considered one of the most effective marketing tools, and is in essence, cost-free.

2) Meeting specific tastes and expectations that are based on a customer's education, society, family, culture, and other factors.

3) Past experience that may lead to satisfactory or unsatisfactory conditions

4) Information distributed by Suvarnabhumi Airport to create a positive brand image perception among customers. Which, when taking into account that Suvarnabhumi Airport's is an international is all the more important given the higher expectations of an international customer pool. If negative information is perceived then it will have a negative impact on the airport's brand image.

5.3.1.5 There should be clear support from the government as Suvarnabhumi Airport is Thailand's designated international airport. If airlines are impressed and perceive a brand image of quality they would most likely assign more flights to visit Suvarnabhumi Airport, resulting in increased revenue.

5.3.1.6 Government officials should gather information regarding the services of Suvarnabhumi for service quality recognition. It is also important to conduct a satisfaction survey of customers who are staff of various airlines ad hoc to improve the services offered and meet any differing needs.

5.3.1.7 The channels chosen for marketing communication to improve brand image will perform different functions. The main objective of integrated marketing is to add value to Suvarnabhumi Airport's brand image; this can be done by keeping customers well-informed, creating a connection between similarities and differences of brand perception in the minds of the consumer. Brand image can also be boosted through various media such as online advertisement and direct marketing at a specific event i.e. press conference for a 10 year anniversary. Both of which will contribute positively to the airport's brand image.

5.3.2 Suggestions and Further Study

5.3.2.1 Apart from research of Marketing Strategies for Building Brand of Suvarnabhumi Airport, the topic of the next research should be a study of "Marketing Strategies of other airports" for example of Don Muang Airport. Data obtained can then be compared to evaluate each airport's brand image.

5.3.2.2 It is recommended to conduct a study comparing airline staff perceptions with the perceptions of the general public to gain insight into Marketing strategies for building brand image of Suvarnabhumi Airport specifically with regards to amenities, personnel, and procedures that may be similar or different.

5.3.2.3 Research should be conducted in the effectiveness of marketing strategies for building brand image of Suvarnabhumi Airport. Insight can be obtained into which strategies are effective in improving brand image.

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APPENDICES

APPENDIX A

THE INSTRUMENTS

Questionnaire

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Marketing Strategies for Building Brand for International Airlines
at Suvarnabhumi Airport, Thailand

This questionnaire is a part of Dissertation for Doctorate Degree, Faculty of Tourism Management, Integrated Tourism Management Program, National Institute of Development Administration. The objectives are (1) To study the brand awareness of the International airlines of Suvanabhumi airport. Namely Full Service Airlines, Cargo Airlines and Charter Airlines; (2) To study the brand perception of the airlines (Pre and Post) and (3) To provide recommendations for improving image of Suvarnabhumi Airport by Model of Marketing Strategy for brand building.

The results of the study are only for the sake of education and will be kept confidential which will be presented as an overview in general. There are 5 parts in this questionnaire. Please "X" in the box where it is mostly suitable to your answer.

Part 1: Brand awareness

Items	Yes	No
1.Suvarnabumi Airport is a convenient hub to other destinations in Asia.		
2.Suvarnabumi Airport has convenient runway and accessibility.		
3.Suvarnabumi Airport has modern facilities and infrastructures.		
4.Suvarnabumi Airport is a welcoming and comfort airport.		
5.Suvarnabhumi Airport is an airport that staffs always smile.		
6.Suvarnabhumi Airport has reliable and helpful staff.		
7.Suvarnabhumi Airport staff can communicate in English fluently.		
8.Suvarnabhumi Airport offers value for money.		
9.Suvarnabhumi Airport has easy way to access airport information.		

10.Suvarnabhumi Airport is a clean and hygiene airport.		
11.Suvarnabhumi Airport is an environmental friendly.		
12.Suvarnabhumi Airport has alliance airports.		
13.Suvarnabhumi Airport well demonstrates Thai culture.		
14.Suvarnabhumi Airport Employees are reliable.		
15.Suvarnabhumi Airport is a safety airport.		
16.Suvarnabhumi Airport has a quick service.		
17.Suvarnabhumi Airport has clear work process.		
18.Suvarnabhumi Airport provides convenient tax free zone.		

Part 2: Brand perception of Suvarnbhumi Airport

Please choose **ONLY** 1 answer as how you perceive Suvarnabhumi airport.

[   ] Hub of Asia

[   ] Good Facilities

[   ] Good Staff

[   ] Good Investment for Airlines

[   ] Cultural Airport

[   ] Effective Operation

Part 3: Influencing Success of Becoming the Destination Airport of Suvarnabhumi Airport

Please rate each item below with number 1 to 5 where

| **1** = strongly disagree; **2** = disagree;   **3** = neutral;   **4** = agree;   **5** = strongly agree |

Image toward Suvarnabhumi Airport	Pre Image					Post Image				
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**
1. It is a convenient hub to other destinations in Asia.										
2. A convenient runway and accessibility airport										
3. An airport that has modern facilities and infrastructures										
4. A welcoming and comfort airport.										
5. An airport that staffs always smile										
6. The staff is reliable and helpful.										
7. Staff can communicate in English fluently.										
8. It offers value for money.										
9. Easy to access airport information										
10. A clean and hygiene airport										

11.An environmental friendly										
12. An airport with alliance airports										
13. Well demonstration of Thai culture.										
14. Reliable employees										
15. A safety airport										
16. An airport that has a quick service										
17. An airport that has clear work process										
18. A convenient tax free zone										

Part 4: Recommendations for Building Brand Image at Suvarnabhumi Airport

Please provide recommendations for improving image ofSuvarnabhumi Airport

_____

_____

_____

_____

_____

_____

_____

Part 5: Demographic information

5.1 Gender

    [ ] Male   [ ] Female

5.2 How long have you been working with your airline?

    [ ] 1-3 years   [ ] 4-6 years

    [ ] 7-9 years   [ ] 10 years and above

5.3 Which airline are you working for?

    _____

5.4 What is your type of customer at Suvarnabhumi Airport?

    [ ] Passenger flight   [ ] Cargo flight

    [ ] Charter flight

5.5 Type of business

    [ ] Government owned   [ ] Private owned

    [ ] State enterprise   [ ] Joint venture

    [ ] Other (please specify) _____

5.6 How many flights per week to/from Suvarnabhumi airport?

    _____

Thank You for Your Participation

APPENDIX B

THE NAME LIST OF THE KEY INFORMANTS

The name list of the key informants as follows:

1. Khun Prajak Sajjasophon

    Position: Broad committee of Airports of Thailand

2. Khun Rawiwan Netrakawesana

    Position: Broad committee of Airports of Thailand

3. Khun Chadanisa Chumnanvej

    Position: Acting Vice President Customer service department, Suvarnabhumi

    Airport

4. Khun Kamonchanok Kittikulnathee

    Position: Cabin crew of Kuwait Airways

5. Khun Adinan Chacha

    Position: Ground staff at Suvarnabhumi Airport, Qatar Airways

APPENDIX C

THE DEMOGRAPHIC DATA

Part 1 Demographic of Information

Table 4.1 Demographic Information

General information	Number	Percentage
Gender		
Male	176	44.1
Female	224	55.9
How long have you been working with your airline?		
1 – 3 years	121	30.3
4 – 6 years	160	39.9
7 – 9 years	70	17.6
10 years and above	49	12.2
What is your type of customer at Suvarnabhumi Airport?		
Passenger flight	228	56.9
Cargo flight	134	33.5
Charter flight	38	9.6
Type of business		
Government owned	151	37.8
Private owned	181	45.2
State enterprise	36	9.0
Joint venture	32	8.0
Other	-	-
Total	400	100

Table 4.1 demonstrates that there were 22 females (55.9 percent) who used the services at Suvarnabhumi Airport which was a majority and another 176 staff were males (44.1 percent). It was found that 160 staff (39.9) had 4 – 6 years of experience, 121 staff (30.3) had 1 – 3 years of experience, 70 staff (17.6 percent) had 7 – 9 years of experience and 49 staff (12.2 percent) had 10 years of experience and above. In terms of customer types, 228 customers (56.9 percent) were passenger flight, 134 customers (33.5 percent) were cargo flight and 38 customers (9.6 percent) were

charter flight. In terms of business type, 181 customers (45.2 percent) were private owned, 151 customers (37.8 percent) were government owned, 36 customers (9.0 percent) were state enterprise and 32 (8.0 percent) were joint venture.

Table 4.2 Relationship between Genders and Brand Awareness of Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	Gender			Chi	
	Male (%)	Female (%)	Total (%)	Square	Sig.
1. The airport is a hub to other destinations in Asia.	44.1	55.9	100.0	0.157	0.207
2. The airport has convenient runways for aircrafts.	44.1	55.9	100.0	0.003	0.004*
3. The airport has good facilities.	44.1	55.9	100.0	0.007	0.010*
4. The airport is a warm and convenient airport.	44.1	55.9	100.0	0.016	0.017*
5. The airport staff always smiles.	44.1	55.9	100.0	0.351	0.372
6. The airport staff are always willing to provide services and assistance.	44.1	55.9	100.0	0.043	0.048*
7. The airport staff have good command of English.	44.1	55.9	100.0	0.039	0.045*
8. The airport is worth investment.	44.1	55.9	100.0	0.335	0.348
9. The airport provides accessible information.	44.1	55.9	100.0	0.115	0.133
10. The airport is clean and hygienic airport.	44.1	55.9	100.0	0.253	0.291
11. The airport is environmentally-friendly airport.	44.1	55.9	100.0	0.157	0.207
12. The airport is a star alliance	44.1	55.9	100.0	0.244	0.280

airport.

13. The airport expresses great Thai culture.	44.1	55.9	100.0	0.121	0.135
14. The airport staff are reliable.	44.1	55.9	100.0	0.031	0.040*
15. The airport is safe airport.	44.1	55.9	100.0	0.025	0.030*
16. The airport provides fast services.	44.1	55.9	100.0	0.018	0.019*
17. The airport has clear operations.	44.1	55.9	100.0	0.242	0.302
18. The airport provides convenient free zone.	44.1	55.9	100.0	0.024	0.026*

* Refers to Sig < level of statistical significance at 0.05

Table 4.2 illustrates that Sig. of brand awareness of Suvarnabhumi Airport in some aspects was higher than the level of statistical significance. That is, genders of airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual aspect, details of relationship between genders of airline staff who used the services at Suvarnabhumi Airport and brand awareness can be described as follows. The airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport staff were reliable, the airport was safe airport, the airport provided fast services and the airport provided convenient free zone. In addition, genders of airlines staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in terms of the following aspects. The airport was a hub to other destinations in Asia, the airport staff always smiled, the airport was worth investment, the airport provided accessible information, the airport was clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture and the airport had clear operations.

Table 4.3 Relationship between Genders and Brand Awareness of Suvarnabhumi Airport (the full service airline staff)

Brand awareness of Suvarnabhumi Airport	Gender			Chi Square	Sig.
	Male (%)	Female (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	34.6	65.4	100.0	0.796	0.481
2. The airport has convenient runways for aircrafts.	34.6	65.4	100.0	0.007	0.005*
3. The airport has good facilities.	34.6	65.4	100.0	0.233	0.162
4. The airport is a warm and convenient airport.	34.6	65.4	100.0	0.727	0.447
5. The airport staff always smiles.	34.6	65.4	100.0	0.817	0.491
6. The airport staff are always willing to provide services and assistance.	34.6	65.4	100.0	0.292	0.202
7. The airport staff have good command of English.	34.6	65.4	100.0	0.530	0.341
8. The airport is worth investment.	34.6	65.4	100.0	0.719	0.441
9. The airport provides accessible information.	34.6	65.4	100.0	0.590	0.369
10. The airport is clean and hygienic airport.	34.6	65.4	100.0	0.957	0.559
11. The airport is environmentally-friendly airport.	34.6	65.4	100.0	0.930	0.547
12. The airport is a star alliance airport.	34.6	65.4	100.0	0.441	0.295
13. The airport expresses great Thai culture.	34.6	65.4	100.0	0.283	0.199

14. The airport staff are reliable.	34.6	65.4	100.0	0.179	0.129
15. The airport is safe airport.	34.6	65.4	100.0	0.292	0.198
16. The airport provides fast services.	34.6	65.4	100.0	0.446	0.289
17. The airport has clear operations.	34.6	65.4	100.0	0.667	0.410
18. The airport provides convenient free zone.	34.6	65.4	100.0	0.139	0.101

* Refers to Sig < level of statistical significance at 0.05

Table 4.3 indicates that Sig. of brand awareness of Suvarnabhumi Airport in some areas was higher than the level of statistical significance. That is, genders of the full service airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual item, genders of the airline staff who used the services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport in the following areas. The airport had convenient runways for aircrafts. Furthermore, genders of the full service airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in the following areas. The airport was a hub to other destinations in Asia, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport provided accessible information, the airport was a clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone, the airport had good facilities, the airport was a warm and convenient airport, the airport was worth investment and the airport was a safe airport.

Table 4.4 Relationship between Genders and Brand Awareness of Suvarnabhumi (the cargo staff).

Brand awareness of Suvarnabhumi Airport	Gender			Chi Square	Sig.
	Male (%)	Female (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	57.1	42.9	100.0	0.013	0.013*
2. The airport has convenient runways for aircrafts.	57.1	42.9	100.0	0.007	0.007*
3. The airport has good facilities.	57.1	42.9	100.0	0.015	0.016*
4. The airport is a warm and convenient airport.	57.1	42.9	100.0	0.007	0.008*
5. The airport staff always smiles.	57.1	42.9	100.0	0.097	0.081
6. The airport staff are always willing to provide services and assistance.	57.1	42.9	100.0	0.022	0.027*
7. The airport staff have good command of English.	57.1	42.9	100.0	0.000	0.001*
8. The airport is worth investment.	57.1	42.9	100.0	0.578	0.405
9. The airport provides accessible information.	57.1	42.9	100.0	0.325	0.242
10. The airport is clean and hygienic airport.	57.1	42.9	100.0	0.087	0.074
11. The airport is environmentally-friendly airport.	57.1	42.9	100.0	0.015	0.016*
12. The airport is a star alliance	57.1	42.9	100.0	1.000	0.661

airport.

13. The airport expresses great Thai culture.	57.1	42.9	100.0	0.124	0.108
14. The airport staff are reliable.	57.1	42.9	100.0	0.418	0.339
15. The airport is safe airport.	57.1	42.9%	100.0	0.064	0.059
16. The airport provides fast services.	57.1	42.9	100.0	0.004	0.005*
17. The airport has clear operations.	57.1	42.9	100.0	0.234	0.176
18. The airport provides convenient free zone.	57.1	42.9	100.0	0.280	0.209

* Refers to Sig < level of statistical significance at 0.05

Table 4.4 indicates that Sig. of brand awareness of Suvarnabhumi Airport in some areas was higher than the level of statistical significance. That is, genders of the cargo airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual item, genders of the cargo airline staff who used the services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport in the following areas. The airport is a hub to other destinations in Asia, the airport has convenient runways for aircrafts, the airport has good facilities, the airport is a warm and convenient airport, the airport staff are always willing to provide services and assistance, the airport staff have good command of English, the airport is environmentally-friendly airport, the airport provides fast services. Furthermore, genders of the cargo airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in the following areas. The airport staff always smiles, the airport is worth investment, the airport provides accessible information, the airport is clean and hygienic airport, the airport is a star alliance airport, the airport expresses great Thai culture, the airport staff are reliable, the airport is safe airport, the airport has clear operations, and the airport provides

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Table 4.5 Relationship between Genders and Brand Awareness of Suvarnabhumi Airport (the charter staff).

Brand awareness of Suvarnabhumi Airport	Gender			Chi Square	Sig.
	Male (%)	Female (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	55.6	44.4	100.0	0.396	0.412
2. The airport has convenient runways for aircrafts.	55.6	44.4	100.0	0.280	0.278
3. The airport has good facilities.	55.6	44.4	100.0	0.800	0.618
4. The airport is a warm and convenient airport.	55.6	44.4	100.0	0.250	0.444
5. The airport staff always smiles.	55.6	44.4	100.0	0.280	0.278
6. The airport staff are always willing to provide services and assistance.	55.6	44.4	100.0	0.196	0.225
7. The airport staff have good command of English.	55.6	44.4	100.0	0.094	0.120
8. The airport is worth investment.	55.6	44.4	100.0	0.375	0.382
9. The airport provides accessible information.	55.6	44.4	100.0	0.671	0.588
10. The airport is clean and hygienic airport.	55.6	44.4	100.0	0.800	0.618
11. The airport is environmentally-friendly airport.	55.6	44.4	100.0	0.671	0.588
12. The airport is a star alliance airport.	55.6	44.4	100.0	0.357	0.556
13. The airport expresses great Thai culture.	55.6	44.4	100.0	0.375	0.382

14. The airport staff are reliable.	55.6	44.4	100.0	0.800	0.618
15. The airport is safe airport.	55.6	44.4	100.0	0.357	0.556
16. The airport provides fast services.	55.6	44.4	100.0	0.280	0.278
17. The airport has clear operations.	55.6	44.4	100.0	0.090	0.147
18. The airport provides convenient free zone.	55.6	44.4	100.0	0.800	0.618

* Refers to Sig < level of statistical significance at 0.05

Table 4.5 indicates that Sig. of brand awareness of Suvarnabhumi Airport in some areas was higher than the level of statistical significance. That is, genders of the cargo airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in the following areas. When considering individual item, genders of the airline staff who used the services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport in the following areas. The airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport was worth investment and the airport was a safe airport, the airport was a hub to other destinations in Asia, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport provided accessible information, the airport was a clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone.

Table 4.6 Relationship between Years of Experience and Brand Awareness of Suvarnabhumi Airport.

Brand awareness of Suvarnabhumi Airport	How long have you been working with your airline?				Total (%)	Chi Square	Sig.
	1-3 years (%)	4-6 years (%)	7-9 years (%)	10 years and above (%)			
1. The airport is a hub to other destinations in Asia.	30.3	39.9	17.6	12.2	100	0.449	0.452
2. The airport has convenient runways for aircrafts.	30.3	39.9	17.6	12.2	100	0.361	0.371
3. The airport has good facilities.	30.3	39.9	17.6	12.2	100	0.041	0.041*
4. The airport is a warm and convenient airport.	30.3	39.9	17.6	12.2	100	0.737	0.740
5. The airport staff always smiles.	30.3	39.9	17.6	12.2	100	0.147	0.148
6. The airport staff are always willing to provide services and assistance.	30.3	39.9	17.6	12.2	100	0.001	0.001*
7. The airport staff have good command of English.	30.3	39.9	17.6	12.2	100	0.922	0.931
8. The airport is worth	30.3	39.9	17.6	12.2	100	0.065	0.065

investment.

9. The airport provides accessible information.	30.3	39.9	17.6	12.2	100	0.005	0.005*
10. The airport is clean and hygienic airport.	30.3	39.9	17.6	12.2	100	0.075	0.075
11. The airport is environmentally-friendly airport.	30.3	39.9	17.6	12.2	100	0.026	0.026*
12. The airport is a star alliance airport.	30.3	39.9	17.6	12.2	100	0.601	0.610
13. The airport expresses great Thai culture.	30.3	39.9	17.6	12.2	100	0.245	0.253
14. The airport staff are reliable.	30.3	39.9	17.6	12.2	100	0.000	0.000*
15. The airport is safe airport.	30.3	39.9	17.6	12.2	100	0.064	0.064
16. The airport provides fast services.	30.3	39.9	17.6	12.2	100	0.635	0.642
17. The airport has clear operations.	30.3	39.9	17.6	12.2	100	0.269	0.275
18. The airport provides convenient free zone.	30.3	39.9	17.6	12.2	100	0.694	0.696

* Refers to Sig < level of statistical significance at 0.05

Table 4.6 illustrates that Sig. of brand awareness of Suvarnabhumi Airport in some aspects was higher than the level of statistical significance. That is, years of experience of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual aspect, details of relationship between years of experience of the airline staff who used the services at Suvarnabhumi Airport and brand awareness can be

described as follows. The airport had good facilities, the airport staff were always willing to provide services and assistance, the airport provided accessible information, the airport was an environmentally-friendly airport and the airport staff were reliable. In addition, years of experience of the airlines staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in terms of the following aspects. The airport was a hub to other destination in Asia, the airport had convenient runways for aircrafts, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff had good command of English, the airport was worth investment, the airport was a clean and hygienic airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport was a safe airport, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone.

Table 4.7 Relationship between Service Usage and Brand Awareness of Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	What is your type of customer at Suvarnabhumi Airport?				Chi Square	Sig.
	Passenger flight (%)	Cargo flight (%)	Charter flight (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	56.9	33.5	9.6	100	0.213	0.000*
2. The airport has convenient runways for aircrafts.	56.9	33.5	9.6	100	0.719	0.000*
3. The airport has good facilities.	56.9	33.5	9.6	100	0.131	0.000*

4. The airport is a warm and convenient airport.	56.9	33.5	9.6	100	0.018	0.000*
5. The airport staff always smiles.	56.9	33.5	9.6	100	0.772	0.000*
6. The airport staff are always willing to provide services and assistance.	56.9	33.5	9.6	100	0.022	0.000*
7. The airport staff have good command of English.	56.9	33.5	9.6	100	0.818	0.000*
8. The airport is worth investment.	56.9	33.5	9.6	100	0.011	0.000*
9. The airport provides accessible information.	56.9	33.5	9.6	100	0.002	0.000*
10. The airport is clean and hygienic airport.	56.9	33.5	9.6	100	0.336	0.000*
11. The airport is environmentally-friendly airport.	56.9	33.5	9.6	100	0.320	0.000*
12. The airport is a star alliance airport.	56.9	33.5	9.6	100	0.005	0.000*
13. The airport expresses great Thai culture.	56.9	33.5	9.6	100	0.771	0.000*
14. The airport staff are reliable.	56.9	33.5	9.6	100	0.007	0.000*
15. The airport is safe airport.	56.9	33.5	9.6	100	0.006	0.000*
16. The airport provides fast services.	56.9	33.5	9.6	100	0.055	0.000*
17. The airport has clear operations.	56.9	33.5	9.6	100	0.006	0.000*

18. The airport provides convenient free zone.	56.9	33.5	9.6	100		0.047	0.000*

* Refers to Sig < level of statistical significance at 0.05

Table 4.7 shows that Sig. of brand awareness of Suvarnabhumi Airport in all aspects was lower than the level of statistical significance. That is, service usage of airline staff who used the services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport and can be described as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was clean and hygienic airport, the airport was environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport was safe airport, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone.

Table 4.8 Relationship between Types of Business and Brand Awareness of Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	Type of business						Chi Square	Sig.
	Government (%)	Private (%)	State enter-prise (%)	Joint ven-ture (%)	Other	Total (%)		
1. The airport is a hub to other destinations in Asia.	37.8	45.2	9.0	8.0	-	100	0.322	0.328
2. The airport has	37.8	45.2	9.0	8.0	-	100	0.816	0.326

convenient run-ways for aircrafts.								
3. The airport has good facilities.	37.8	45.2	9.0	8.0	-	100	0.935	0.936
4. The airport is a warm and convenient airport.	37.8	45.2	9.0	8.0	-	100	0.298	0.302
5. The airport staff always smiles.	37.8	45.2	9.0	8.0	-	100	0.755	0.774
6. The airport staff are always willing to provide services and assistance.	37.8	45.2	9.0	8.0	-	100	0.677	0.694
7. The airport staff have good command of English.	37.8	45.2	9.0	8.0	-	100	0.599	0.608
8. The airport is worth investment.	37.8	45.2	9.0	8.0	-	100	0.127	0.127
9. The airport provides accessible information.	37.8	45.2	9.0	8.0	-	100	0.478	0.479
10. The airport is clean and hygienic airport.	37.8	45.2	9.0	8.0	-	100	0.631	0.651
11. The airport is environmentally-friendly airport.	37.8	45.2	9.0	8.0	-	100	0.176	0.172
12. The airport is a star alliance airport.	37.8	45.2	9.0	8.0	-	100	0.574	0.590

13. The airport expresses great Thai culture.	37.8	45.2	9.0	8.0	-	100	0.558	0.568
14. The airport staff are reliable.	37.8	45.2	9.0	8.0	-	100	0.238	0.237
15. The airport is safe airport.	37.8	45.2	9.0	8.0	-	100	0.158	0.161
16. The airport provides fast services.	37.8	45.2	9.0	8.0	-	100	0.765	0.783
17. The airport has clear operations.	37.8	45.2	9.0	8.0	-	100	0.683	0.681
18. The airport provides convenient free zone.	37.8	45.2	9.0	8.0	-	100	0.192	0.199

* Refers to Sig < level of statistical significance at 0.05

Table 4.8 represents that Sig. of brand awareness of Suvarnabhumi Airport was higher than the level of statistical significance. That is, types of business that the airline staff used services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport and can be described as follows. The airport is a hub to other destinations in Asia, the airport has convenient runways for aircrafts, the airport has good facilities, the airport is a warm and convenient airport, the airport staff always smiles, the airport staff are always willing to provide services and assistance, the airport staff have good command of English, the airport is worth investment, the airport provides accessible information, the airport is clean and hygienic airport, the airport is environmentally-friendly airport, the airport is a star alliance airport, the airport expresses great Thai culture, the airport staff are reliable, the airport is safe airport, the airport provides fast services, the airport has clear operations and the airport provides convenient free zone.

Part 3 Relationship between Data from Airline Staff Who Used the Services and Influencing Success of Becoming the Destination Airport of Suvarnbhumi Airport before Using Services

Table 4.9 Relationship between Genders and Brand Awareness of Suvarnabhumi Airport before Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	Gender			Chi Square	Sig.
	Male (%)	Female (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	44.1	55.9	100.0	0.415	0.421
2. The airport has convenient runways for aircrafts.	44.1	55.9	100.0	0.026	0.024*
3. The airport has good facilities.	44.1	55.9	100.0	0.028	0.025*
4. The airport is a warm and convenient airport.	44.1	55.9	100.0	0.007	0.004*
5. The airport staff always smiles.	44.1	55.9	100.0	0.115	0.112
6. The airport staff are always willing to provide services and assistance.	44.1	55.9	100.0	0.068	0.056
7. The airport staff have good command of English.	44.1	55.9	100.0	0.077	0.066
8. The airport is worth investment.	44.1	55.9	100.0	0.022	0.015*
9. The airport provides accessible information.	44.1	55.9	100.0	0.281	0.286
10. The airport is clean and hygienic airport.	44.1	55.9	100.0	0.184	0.183
11. The airport is environmentally-friendly airport.	44.1	55.9	100.0	0.401	0.416

12. The airport is a star alliance airport.	44.1	55.9	100.0	0.457	0.487
13. The airport expresses great Thai culture.	44.1	55.9	100.0	0.307	0.285
14. The airport staff are reliable.	44.1	55.9	100.0	0.136	0.124
15. The airport is safe airport.	44.1	55.9	100.0	0.044	0.034*
16. The airport provides fast services.	44.1	55.9	100.0	0.160	0.155
17. The airport has clear operations.	44.1	55.9	100.0	0.151	0.146
18. The airport provides convenient free zone.	44.1	55.9	100.0	0.131	0.131

* Refers to Sig < level of statistical significance at 0.05

      Table 4.29 indicates that Sig. of brand awareness of Suvarnabhumi Airport in some areas was higher than the level of statistical significance. That is, genders of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual item, genders of the airline staff who used the services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport in the following areas. The airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport was worth investment and the airport was a safe airport. Furthermore, genders of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in the following areas. The airport was a hub to other destinations in Asia, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport provided accessible information, the airport was a clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone.

Table 4.10 Relationship between Years of Experience and Brand Awareness of Suvarnabhumi Airport before Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	How long have you been working with your airline?				Total (%)	Chi Square	Sig.
	1-3 years (%)	4-6 years (%)	7-9 years (%)	10 years and above (%)			
1. The airport is a hub to other destinations in Asia.	30.3	39.9	17.6	12.2	100	0.025	0.072
2. The airport has convenient runways for aircrafts.	30.3	39.9	17.6	12.2	100	0.170	0.039*
3. The airport has good facilities.	30.3	39.9	17.6	12.2	100	0.261	0.006*
4. The airport is a warm and convenient airport.	30.3	39.9	17.6	12.2	100	0.084	0.016*
5. The airport staff always smiles.	30.3	39.9	17.6	12.2	100	0.314	0.024*
6. The airport staff are always willing to provide services and assistance.	30.3	39.9	17.6	12.2	100	0.067	0.249
7. The airport staff have good command of English.	30.3	39.9	17.6	12.2	100	0.452	0.059

8. The airport is worth investment.	30.3	39.9	17.6	12.2	100	0.151	0.742
9. The airport provides accessible information.	30.3	39.9	17.6	12.2	100	0.009	0.101
10. The airport is clean and hygienic airport.	30.3	39.9	17.6	12.2	100	0.546	0.131
11. The airport is environmentally-friendly airport.	30.3	39.9	17.6	12.2	100	0.622	0.162
12. The airport is a star alliance airport.	30.3	39.9	17.6	12.2	100	0.152	0.341
13. The airport expresses great Thai culture.	30.3	39.9	17.6	12.2	100	0.339	0.916
14. The airport staff are reliable.	30.3	39.9	17.6	12.2	100	0.094	0.361
15. The airport is safe airport.	30.3	39.9	17.6	12.2	100	0.010	0.032*
16. The airport provides fast services.	30.3	39.9	17.6	12.2	100	0.054	0.027*
17. The airport has clear operations.	30.3	39.9	17.6	12.2	100	0.174	0.100
18. The airport provides convenient free zone.	30.	39.9	17.6	12.2	100	0.499	0.187

* Refers to Sig < level of statistical significance at 0.05

Table 4.10 shows that Sig. of brand awareness of Suvarnabhumi Airport in some areas was higher than the level of statistical significance. That is, years of

experience of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual item, years of experience of the airline staff who used the services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport in the following areas. The airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport was a safe airport and the airport provided fast services. Moreover, years of experience of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in the following areas. The airport was a hub to other destinations in Asia, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was a clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture and the airport provided convenient free zone.

Table 4.11 Relationship between Service Usage and Brand Awareness of Suvarnabhumi Airport before Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	What is your type of customer at Suvarnabhumi Airport?				Chi Square	Sig.
	Full Service (%)	Cargo flight (%)	Charter flight (%)	Total (%)		
1. The airport is a hub to ther destinations in Asia.	56.9	33.5	9.6	100	0.762	0.957
2. The airport has convenient runways for aircrafts.	56.9	33.5	9.6	100	0.425	0.181

3. The airport has good facilities.	56.9	33.5	9.6	100	0.808	0.852
4. The airport is a warm and convenient airport.	56.9	33.5	9.6	100	0.707	0.469
5. The airport staff always smiles.	56.9	33.5	9.6	100	0.487	0.721
6. The airport staff are always willing to provide services and assistance.	56.9	33.5	9.6	100	0.705	0.721
7. The airport staff have good command of English.	56.9	33.5	9.6	100	0.799	0.513
8. The airport is worth investment.	56.9	33.5	9.6	100	0.770	0.665
9. The airport provides accessible information.	56.9	33.5	9.6	100	0.361	0.814
10. The airport is clean and hygienic airport.	56.9	33.5	9.6	100	0.537	0.078
11. The airport is environmentally-friendly airport.	56.9	33.5	9.6	100	0.444	0.263
12. The airport is a star alliance airport.	56.9	33.5	9.6	100	0.056	0.051
13. The airport expresses great Thai culture.	56.9	33.5	9.6	100	0.088	0.642
14. The airport staff are reliable.	56.9	33.5	9.6	100	0.146	0.183
15. The airport is safe airport.	56.9	33.5	9.6	100	0.240	0.220
16. The airport provides fast services.	56.9	33.5	9.6	100	0.289	0.236

17. The airport has clear operations.	56.9	33.5	9.6	100	0.244	0.179
18. The airport provides convenient free zone.	56.9	33.5	9.6	100	0.617	0.567

* Refers to Sig < level of statistical significance at 0.05

Table 4.11 indicates that Sig. of brand awareness of Suvarnabhumi Airport was higher than the level of statistical significance. That is, services usage of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in every aspect as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was clean and hygienic airport, the airport was environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport was safe airport, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone.

Table 4.12 Relationship between Types of Business and Brand Awareness of Suvarnabhumi Airport before Using Suvarnabhumi Airport

Brand awareness of Suvarnabhu-mi Airport	Type of business					Total (%)	Chi Square	Sig.
	Government (%)	Pri-vate (%)	State enter prise (%)	Joint ven-ture (%)	Other			
1. The airport is a hub to other destinations in Asia.	37.8	45.2	9.0	8.0	-	100	0.549	0.424
2. The airport has convenient runways for aircrafts.	37.8	45.2	9.0	8.0	-	100	0.641	0.855
3. The airport has good facilities.	37.8	45.2	9.0	8.0	-	100	0.911	0.829
4. The airport is a warm and convenient airport.	37.8	45.2	9.0	8.0	-	100	0.917	0.817
5. The airport staff always smiles.	37.8	45.2	9.0	8.0	-	100	0.424	0.457

6. The airport staff are always willing to provide services and assistance.	37.8	45.2	9.0	8.0	-	100	0.384	0.575
7. The airport staff have good command of English.	37.8	45.2	9.0	8.0	-	100	0.553	0.709
8. The airport is worth investment.	37.8	45.2	9.0	8.0	-	100	0.768	0.377
9. The airport provides accessible information.	37.8	45.2	9.0	8.0	-	100	0.646	0.937
10. The airport is clean and hygienic airport.	37.8	45.2	9.0	8.0	-	100	0.206	0.532
11. The airport is environ mentally friendly airport.	37.8	45.2	9.0	8.0	-	100	0.550	0.238
12. The airport is a star alliance airport.	37.8	45.2	9.0	8.0	-	100	0.385	0.184

13. The airport expresses great Thai culture.	37.8	45.2	9.0	8.0	-	100	0.887	0.523
14. The airport staff are reliable.	37.8	45.2	9.0	8.0	-	100	0.987	0.548
15. The airport is safe airport.	37.8	45.2	9.0	8.0	-	100	0.455	0.905
16. The airport provides fast services.	37.8	45.2	9.0	8.0	-	100	0.298	0.072
17. The airport has clear operations.	37.8	45.2	9.0	8.0	-	100	0.577	0.411
18. The airport provides convenient free zone.	37.8	45.2	9.0	8.0	-	100	0.067	0.308

* Refers to Sig < level of statistical significance at 0.05

Table 4.12 demonstrates that Sig. of brand awareness of Suvarnabhumi Airport was higher than the level of statistical significance. That is, types of business which the airline staff used services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport and can be described as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was clean and hygienic airport, the airport was environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport

staff were reliable, the airport was safe airport, the airport provided fast services, the airport had clear operations and the airport provided convenient free zone.

Part 4 Relationship between Data from Airline Staff Who Used the Services and Influencing Success of Becoming the Destination Airport of Suvarnbhumi Airport after Using Services

Table 4.13 Relationship between Genders and Brand Awareness of Suvarnabhumi Airport after Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	Gender			Chi Square	Sig.
	Male (%)	Female (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	44.1	55.9	100.0	0.219	0.222
2. The airport has convenient runways for aircrafts.	44.1	55.9	100.0	0.022	0.019*
3. The airport has good facilities.	44.1	55.9	100.0	0.001	0.001*
4. The airport is a warm and convenient airport.	44.1	55.9	100.0	0.002	0.001*
5. The airport staff always smiles.	44.1	55.9	100.0	0.012	0.009*
6. The airport staff are always willing to provide services and assistance.	44.1	55.9	100.0	0.010	0.008*
7. The airport staff have good command of English.	44.1	55.9	100.0	0.014	0.011*
8. The airport is worth investment.	44.1	55.9	100.0	0.070	0.062
9. The airport provides accessible information.	44.1	55.9	100.0	0.349	0.359

10. The airport is clean and hygienic airport.	44.1	55.9	100.0	0.041	0.037*
11. The airport is environmentally-friendly airport.	44.1	55.9	100.0	0.004	0.002*
12. The airport is a star alliance airport.	44.1	55.9	100.0	0.006	0.004*
13. The airport expresses great Thai culture.	44.1	55.9	100.0	0.107	0.095
14. The airport staff are reliable.	44.1	55.9	100.0	0.009	0.007*
15. The airport is safe airport.	44.1	55.9	100.0	0.034	0.029*
16. The airport provides fast services.	44.1	55.9	100.0	0.188	0.190
17. The airport has clear operations.	44.1	55.9	100.0	0.055	0.049*
18. The airport provides convenient free zone.	44.1	55.9	100.0	0.211	0.215

* Refers to Sig < level of statistical significance at 0.05

Table 4.13 shows that Sig. of brand awareness of Suvarnabhumi Airport in some aspect was higher than the level of statistical significance. That is, genders of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport. When considering individual aspect, genders of the airlines staff who used the services at Suvarnabhumi Airport in some aspects as follows. The airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was a clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport staff were reliable, the airport was a safe airport and the airport had clear operations. Additionally, genders of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in the following aspects. The airport was a hub to other

destinations in Asia, the airport was worth investment, the airport provided accessible information, the airport expressed great Thai culture, the airport provided fast services and convenient free zone.

Table 4.14 Relationship between Years of Experience and Brand Awareness of Suvarnabhumi Airport after Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	How long have you been working with your airline?				Total (%)	Chi Square	Sig.
	1-3 years (%)	4-6 years (%)	7-9 years (%)	10 years and above (%)			
1. The airport is a hub to other destinations in Asia.	30.3	39.9	17.6	12.2	100	0.596	0.559
2. The airport has convenient runways for aircrafts.	30.3	39.9	17.6	12.2	100	0.344	0.530
3. The airport has good facilities.	30.3	39.9	17.6	12.2	100	0.200	0.191
4. The airport is a warm and convenient airport.	30.3	39.9	17.6	12.2	100	0.423	0.339
5. The airport staff always smiles.	30.3	39.9	17.6	12.2	100	0.517	0.889
6. The airport staff are always willing to provide services and assistance.	30.3	39.9	17.6	12.2	100	0.293	0.248

7. The airport staff have good command of English.	30.3	39.9	17.6	12.2	100	0.656	0.393
8. The airport is worth investment.	30.3	39.9	17.6	12.2	100	0.477	0.131
9. The airport provides accessible information.	30.3	39.9	17.6	12.2	100	0.002	0.113
10. The airport is clean and hygienic airport.	30.3	39.9	17.6	12.2	100	0.442	0.243
11. The airport is environmentally-friendly airport.	30.3	39.9	17.6	12.2	100	0.657	0.664
12. The airport is a star alliance airport.	30.3	39.9	17.6	12.2	100	0.280	0.063
13. The airport expresses great Thai culture.	30.3	39.9	17.6	12.2	100	0.799	0.279
14. The airport staff are reliable.	30.3	39.9	17.6	12.2	100	0.072	0.672
15. The airport is safe airport.	30.3	39.9	17.6	12.2	100	0.105	0.082
16. The airport provides fast services.	30.3	39.9	17.6	12.2	100	0.272	0.285
17. The airport has clear operations.	30.3	39.9	17.6	12.2	100	0.088	0.121

18. The airport provides convenient free zone.	30.3	39.9	17.6	12.2	100	0.764	0.988

* Refers to Sig < level of statistical significance at 0.05

Table 4.14 indicates that Sig. of brand awareness of Suvarnabhumi Airport in some aspects was higher than the level of statistical significance. That is, years of experience the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport in every aspect and can be described as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was clean and hygienic airport, the airport was environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport was safe airport, the airport provided fast services, the airport had clear operations provided convenient free zone.

Table 4.15 Relationship between Service Usage and Brand Awareness of Suvarnabhumi Airport after Using Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	What is your type of customer at Suvarnabhumi Airport?				Chi Square	Sig.
	Full Service (%)	Cargo flight (%)	Charter flight (%)	Total (%)		
1. The airport is a hub to other destinations in Asia.	56.9	33.5	9.6	100	0.498	0.804

2. The airport has convenient runways for aircrafts.	56.9	33.5	9.6	100	0.275	0.268
3. The airport has good facilities.	56.9	33.5	9.6	100	0.022	0.011*
4. The airport is a warm and convenient airport.	56.9	33.5	9.6	100	0.018	0.013*
5. The airport staff always smiles.	56.9	33.5	9.6	100	0.515	0.114
6. The airport staff are always willing to provide services and assistance.	56.9	33.5	9.6	100	0.452	0.117
7. The airport staff have good command of English.	56.9	33.5	9.6	100	0.215	0.644
8. The airport is worth investment.	56.9	33.5	9.6	100	0.531	0.125
9. The airport provides accessible information.	56.9	33.5	9.6	100	0.529	0.033*
10. The airport is clean and hygienic airport.	56.9	33.5	9.6	100	0.121	0.128
11. The airport is environmentally-friendly airport.	56.9	33.5	9.6	100	0.010	0.023*
12. The airport is a star alliance airport.	56.9	33.5	9.6	100	0.027	0.000*
13. The airport expresses great Thai culture.	56.9	33.5	9.6	100	0.113	0.287

14. The airport staff are reliable.	56.9	33.5	9.6	100	0.458	0.012*
15. The airport is safe airport.	56.9	33.5	9.6	100	0.181	0.031*
16. The airport provides fast services.	56.9	33.5	9.6	100	0.114	0.009*
17. The airport has clear operations.	56.9	33.5	9.6	100	0.185	0.007*
18. The airport provides convenient free zone.	56.9	33.5	9.6	100	0.303	0.073

* Refers to Sig < level of statistical significance at 0.05

Table 4.15 reveals that Sig. of brand awareness of Suvarnabhumi Airport in some aspects was higher than the level of statistical significance. That is, service usage of the airline staff who used the services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport and can be described as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport was a clean and hygienic airport and the airport expressed great Thai culture. In addition, service usage of the airline staff who used the services at Suvarnabhumi Airport was related to brand awareness of Suvarnabhumi Airport in some aspects as follows. The airport had good facilities, the airport was a warm and convenient airport, the airport provided accessible information, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport staff were reliable, the airport was a safe airport, the airport provided fast services, the airport had clear operations and provided convenient free zone.

Table 4.16 Relationship between Types of Business and Brand Awareness of Suvarnabhumi Airport after Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	Type of business					Total (%)	Chi Square	Sig.
	Government (%)	Pri-vate (%)	State enter-prise (%)	Joint ven-ture (%)	Other			
1. The airport is a hub to other destinations in Asia.	37.8	45.2	9.0	8.0	-	100	0.173	0.071
2. The airport has convenient runways for aircrafts.	37.8	45.2	9.0	8.0	-	100	0.874	0.983
3. The airport has good facilities.	37.8	45.2	9.0	8.0	-	100	0.837	0.293
4. The airport is a warm and convenient airport.	37.8	45.2	9.0	8.0	-	100	0.887	0.315
5. The airport staff always smiles.	37.8	45.2	9.0	8.0	-	100	0.006	0.640
6. The airport staff are always willing to provide	37.8	45.2	9.0	8.0	-	100	0.608	0.286

services and
assistance.

7. The airport staff have good command of English.	37.8	45.2	9.0	8.0	-	100	0.755	0.447
8. The airport is worth investment.	37.8	45.2	9.0	8.0	-	100	0.681	0.073
9. The airport provides accessible information.	37.8	45.2	9.0	8.0	-	100	0.559	0.220
10. The airport is clean and hygienic airport.	37.8	45.2	9.0	8.0	-	100	0.585	0.650
11. The airport is environ-mentally-friendly airport.	37.8	45.2	9.0	8.0	-	100	0.129	0.002 *
12. The airport is a star alliance airport.	37.8	45.2	9.0	8.0	-	100	0.124	0.123
13. The airport expresses great Thai culture.	37.8	45.2	9.0	8.0	-	100	0.115	0.724

14. The airport staff are reliable.	37.8	45.2	9.0	8.0	-	100	0.634	0.192
15. The airport is safe airport.	37.8	45.2	9.0	8.0	-	100	0.630	0.167
16. The airport provides fast services.	37.8	45.2	9.0	8.0	-	100	0.772	0.991
17. The airport has clear operations.	37.8	45.2	9.0	8.0	-	100	0.924	0.089
18. The airport provides convenient free zone.	37.8	45.2	9.0	8.0	-	100	0.303	0.098

* Refers to Sig < level of statistical significance at 0.05

Table 4.16 shows that Sig. of brand awareness of Suvarnabhumi Airport in some aspects was higher than the level of statistical significance. That is, types of business which the airline staff used services at Suvarnabhumi Airport were not related to brand awareness of Suvarnabhumi Airport and can be described as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was a clean and hygienic airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport provided fast services, the airport had clear operations and provided convenient free zone. Furthermore, types of business which the airline staff used

services at Suvarnabhumi Airport were related to brand awareness of Suvarnabhumi Airport in the aspect of being an environmentally-friendly airport.

Table 4.17 Relationship between Understanding of Suvarnabhumi Airport and Brand Awareness of Suvarnabhumi Airport after Using the Services at Suvarnabhumi Airport

Brand awareness of Suvarnabhumi Airport	Brand perception of Suvarnabhumi Airport							Chi Squ -are	Sig.
	Hub of Asia (%)	Good Facilities (%)	Good Staff (%)	Good Investment (%)	Cultural Airport (%)	Operation (%)	Total(%)		
1. The airport is a hub to other destinations in Asia.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.000	0.000*
2. The airport has convenient runways for aircrafts.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.002	0.000*
3. The airport has good facilities.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.005	0.000*
4. The airport is a warm and convenient airport.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.000	0.000*
5. The airport staff always smiles.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.105	0.010*
6. The airport staff are always willing to provide services and assistance.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.026	0.009*

7. The airport staff have good command of English.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.103	0.015*
8. The airport is worth investment.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.002	0.000*
9. The airport provides accessible information.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.075	0.005*
10. The airport is clean and hygienic airport.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.008	0.000*
11. The airport is environmentally-friendly airport.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.027	0.001*
12. The airport is a star alliance airport.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.001	0.000*
13. The airport expresses great Thai culture.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.019	0.005*
14. The airport staff are reliable.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.172	0.027*
15. The airport is safe airport.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.173	0.027*
16. The airport provides fast services.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.034	0.000*
17. The airport has clear operations.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.013	0.003*
18. The airport provides convenient free zone.	39.4	22.9	12.2	11.2	11.7	2.7	100	0.007	0.000*

* Refers to Sig < level of statistical significance at 0.05

Table 4.17 demonstrates that Sig. of brand awareness of Suvarnabhumi Airport was lower than the level of statistical significance. That is, understanding of

Suvarnabhumi Airport was not related to brand awareness of Suvarnabhumi Airport and can be described as follows. The airport was a hub to other destinations in Asia, the airport had convenient runways for aircrafts, the airport had good facilities, the airport was a warm and convenient airport, the airport staff always smiled, the airport staff were always willing to provide services and assistance, the airport staff had good command of English, the airport was worth investment, the airport provided accessible information, the airport was a clean and hygienic airport, the airport was an environmentally-friendly airport, the airport was a star alliance airport, the airport expressed great Thai culture, the airport staff were reliable, the airport provided fast services, the airport had clear operations and provided convenient free zone.

Part 5 Relationship between pre image toward Suvarnabhumi airport

Table 4.18 Relationship between Pre Image toward Suvarnabhumi Airport of Convenient Hub to Other Destinations in Asia and Gender

	Convenient hub to other destinations in Asia					
Gender	strongly disagree (%)	disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	41.7	28.6	42.4	47.2	58.8	P = .415
Female	58.3	71.4	57.6	52.8	41.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.18 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and Gender is not a statistically significant.

Table 4.19 Relationship between Pre Image toward Suvarnabhumi Airport of a Convenient Runway and Accessibility Airport and Gender

Gender	A convenient runway and accessibility airport					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	57.1	23.1	38.8	53.4	64.7	P = .026*
Female	42.9	76.9	61.2	46.6	35.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.19 shown the relationship between Pre image toward Suvarnabhumi Airport A convenient runway and accessibility airport and Gender finds a statistically significant. Moreover, Male's opinion were strongly agreed with A convenient runway and accessibility airport 64.7% and Female's opinion were disagreed with A convenient runway and accessibility airport 76.9%.

Table 4.20 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport that has Modern Facilities and Infrastructures and Gender

Gender	An airport that has modern facilities and infrastructures					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	P = .028*
Male	50.0	27.6	38.2	58.6	33.3	
Female	50.0	72.4	61.8	41.4	66.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.20 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has modern facilities and infrastructures and Gender finds a statistically significant. Moreover, Male's opinion were agreed with An airport that has modern facilities and infrastructures 58.6% and Female's opinion were disagreed with An airport that has modern facilities and infrastructures 72.4%.

Table 4.21 Relationship between Pre Image toward Suvarnabhumi Airport of A Welcoming and Comfort Airport and Gender

Gender	A welcoming and comfort airport					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	0.0	18.5	47.3	54.8	23.1	P = .007*
Female	100.0	81.5	52.7	45.2	76.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.21 shown the relationship between Pre image toward Suvarnabhumi Airport of a welcoming and comfort airport and Gender finds a statistically significant. Moreover, Male's opinion were agreed with A welcoming and comfort airport 54.8% and Female's opinion were strongly disagreed with A welcoming and comfort airport 100%.

Table 4.22 Relationship between Pre Image toward Suvarnabhumi Airport of An
Airport that Staffs Always Smile and Gender

Gender	An airport that staffs always smile					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	25.0	25.8	48.4	45.1	61.1	P = .115
Female	75.0	74.2	51.6	54.9	38.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.22 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport that staffs always smile and Gender is not a statistically
significant.

Table 4.23 Relationship between Pre Image toward Suvarnabhumi Airport of The
Staff is Reliable and Helpful and Gender

Gender	The staff is reliable and helpful					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	0.0	25.0	36.8	52.3	56.2	P = .068
Female	100.0	75.0	63.2	47.7	43.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.23 shown the relationship between Pre image toward Suvarnabhumi
Airport of the staff is reliable and helpful and Gender is not a statistically significant.

Table 4.24 Relationship between Pre Image toward Suvarnabhumi Airport of Staff
can Communicate in English Fluently and Gender

| Gender | Staff can communicate in English fluently | | | | | |
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	40.0	33.8	54.8	41.2	P = .077
Female	100.0	60.0	66.2	45.2	58.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.24 shown the relationship between Pre image toward Suvarnabhumi
Airport of staff can communicate in English fluently and Gender is not a statistically
significant.

Table 4.25 Relationship between Pre Image toward Suvarnabhumi Airport of It
Offers Value for Money and Gender

| Gender | It offers value for money | | | | | |
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	40.0	30.2	55.2	41.7	P = .022*
Female	100.0	60.0	69.8	44.8	58.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.25 shown the relationship between Pre image toward Suvarnabhumi
Airport It offers value for money and Gender finds a statistically significant.
Moreover, Male's opinion were agreed with It offers value for money 55.2% and
Female's opinion were strongly disagreed with It offers value for money 100%.

Table 4.26 Relationship between Pre Image toward Suvarnabhumi Airport of Easy to Access Airport Information and Gender

Gender	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	20.0	34.5	40.7	48.0	60.0	P = .281
Female	80.0	65.5	59.3	52.0	40.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.26 shown the relationship between Pre image toward Suvarnabhumi Airport Easy to access airport information and Gender is not a statistically significant.

Table 4.27 Relationship between Pre Image toward Suvarnabhumi Airport of A Clean and Hygiene Airport and Gender

Gender	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	66.7	25.8	44.4	47.9	55.0	P = .184
Female	33.3	74.2	55.6	52.1	45.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.27 shown the relationship between Pre image toward Suvarnabhumi Airport of a clean and hygiene airport and Gender is not a statistically significant.

Table 4.28 Relationship between Pre Image toward Suvarnabhumi Airport of An environmental friendly and Gender

Gender	An environmental friendly					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	50.0	30.4	40.0	49.3	55.6	P = .401
Female	50.0	69.6	60.0	50.7	44.4	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.28 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly and Gender is not a statistically significant.

Table 4.29 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport with Alliance Airports and Gender

Gender	An airport with alliance airports					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	50.0	33.3	41.6	43.8	61.9	P = .457
Female	50.0	66.7	58.4	56.2	38.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.29 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport with alliance airports and Gender is not a statistically significant.

Table 4.30   Relationship between Pre Image toward Suvarnabhumi Airport of Well Demonstration of Thai Culture and Gender

Gender	Well demonstration of Thai culture					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	0.0	42.9	36.5	45.8	58.1	P = .307
Female	100.0	57.1	63.5	54.2	41.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.30 shown the relationship between Pre Image toward Suvarnabhumi Airport of well demonstration of Thai culture and Gender is not a statistically significant.

Table 4.31   Relationship between Pre Image toward Suvarnabhumi Airport of Reliable Employees and Gender

Gender	Reliable employees					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	0.0	50.0	35.7	50.6	60.0	P = .136
Female	100.0	50.0	64.3	49.4	40.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.31 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and Gender is not a statistically significant.

Table 4.32   Relationship between Pre Image toward Suvarnabhumi Airport of A
Safety Airport and Gender

Gender	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	47.1	33.3	56.3	47.1	P = .044*
Female	100.0	52.9	66.7	43.7	52.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.32 shown the relationship between Pre image toward Suvarnabhumi
Airport of a safety airport and Gender finds a statistically significant. Moreover,
Male's opinion were agreed with A safety airport 56.3% and Female's opinion were
strongly disagreed with A safety airport 100%.

Table 4.33   Relationship between Pre Image toward Suvarnabhumi Airport of An
Airport That has A Quick Service and Gender

Gender	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	35.5	41.5	54.7	37.5	P = .160
Female	100.0	64.5	58.5	45.3	62.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.33 shown the relationship between Pre image toward Suvarnabhumi
Airport of A safety airport and Gender is not a statistically significant.

Table 4.34 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport That has Clear Work Process and Gender

Gender	An airport that has clear work process					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	33.3	37.9	36.9	57.4	45.5	P = .151
Female	66.7	62.1	63.1	42.6	54.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.34 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and Gender is not a statistically significant.

Table 4.35 Relationship between Pre Image toward Suvarnabhumi Airport of A Convenient Tax Free Zone and Gender

Gender	A convenient tax free zone					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	33.3	28.0	39.5	54.9	50.0	P = .131
Female	66.7	72.0	60.5	45.1	50.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.35 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and Gender is not a statistically significant.

Table 4.36 Relationship between Pre Image toward Suvarnabhumi Airport of
Convenient Hub to Other Destinations in Asia and How Long Have You
Been Working

How long have you been working	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	16.7	33.3	25.8	36.1	29.4	Pearson Chi-Square P = .025*
4-6 years	50.0	38.1	57.6	27.8	17.6	
7-9 years	16.7	14.3	9.1	25.0	23.5	
10 years and above	16.7	14.3	7.6	11.1	29.4	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.36 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and How long have you been working finds a statistically significant. Moreover, with working experience 1-3 years' opinion were agreed with Convenient hub to other destinations in Asia 36.1%, 4-6 years' opinion were neutral 57.6%, 7-9 years' opinion were agreed 25% and 10 years and above' opinion were strongly agreed 29.4%.

Table 4.37 Relationship between Pre Image toward Suvarnabhumi Airport of A Convenient Runway and Accessibility Airport and How Long Have You Been Working

How long have you been working	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	28.6	23.1	33.8	29.3	29.4	Pearson Chi-Square P = .170
4-6 years	57.1	34.6	45.0	34.5	35.3	
7-9 years	0.0	19.2	11.2	29.3	11.8	
10 years and above	14.3	23.1	10.0	6.9	23.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.37 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient runway and accessibility airport and How long have you been working is not a statistically significant.

Table 4.38   Relationship between Pre Image toward Suvarnabhumi Airport of An
Airport That has Modern Facilities and Infrastructures and How Long
Have You Been Working

How long have you been working	An airport that has modern facilities and infrastructures					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
1-3 years	0.0	34.5	29.4	30.0	40.0	P = .261
4-6 years	66.7	24.1	42.6	41.4	40.0	
7-9 years	0.0	27.6	13.2	21.4	6.7	
10 years and above	33.3	13.8	14.7	7.1	13.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.38 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport that has modern facilities and infrastructures and How long have
you been working is not s statistically significant.

Table 4.39 Relationship between Pre Image toward Suvarnabhumi Airport of A
Welcoming and Comfort Airport and How Long Have You Been
Working

How long have you been working	A welcoming and comfort airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	40.7	28.4	26.0	46.2	Pearson Chi-Square
4-6 years	0.0	29.6	40.5	43.8	38.5	P = .084
7-9 years	0.0	14.8	13.5	24.7	7.7	
10 years and above	100.0	14.8	17.6	5.5	7.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.39 shown the relationship between Pre image toward Suvarnabhumi
Airport of a welcoming and comfort airport and How long have you been working is
not a statistically significant.

Table 4.40 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport that Staffs Always Smile and How Long Have You Been Working

How long have you been working	An airport that staffs always smile					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	25.0	38.7	34.4	21.1	38.9	Pearson Chi-Square
4-6 years	50.0	29.0	42.2	45.1	27.8	P = .314
7-9 years	0.0	12.9	10.9	25.4	22.2	
10 years and above	25.0	19.4	12.5	8.5	11.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.40 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that staffs always smile and How long have you been working is not a statistically significant.

Table 4.41 Relationship between Pre Image toward Suvarnabhumi Airport of The Staff is Reliable and Helpful and How Long Have You Been Working

How long have you been working	The staff is reliable and helpful					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	56.2	27.9	25.6	37.5	Pearson Chi-Square
4-6 years	0.0	18.8	41.2	45.3	31.2	P = .067
7-9 years	0.0	0.0	17.6	18.6	31.2	
10 years and above	50.0	25.0	13.2	10.5	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.41 shown the relationship between Pre image toward Suvarnabhumi Airport of the staff is reliable and helpful and How long have you been working is not a statistically significant.

Table 4.42 Relationship between Pre Image toward Suvarnabhumi Airport of Staff can Communicate in English Fluently and How Long Have You Been Working

How long have you been working	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square P = .452
1-3 years	50.0	40.0	30.8	25.0	41.2	
4-6 years	0.0	30.0	43.1	44.0	23.5	
7-9 years	0.0	20.0	10.8	21.	23.5	
10 years and above	50.0	10.0	15.4	9.5	11.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.42 shown the relationship between Pre image toward Suvarnabhumi Airport of staff can communicate in English fluently and How long have you been working is not a statistically significant.

Table 4.43 Relationship between Pre Image toward Suvarnabhumi Airport of It Offers Value for Money and How Long Have You Been Working

How long have you been working	It offers value for money					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	40.0	31.7	24.0	58.3	Pearson Chi-Square
4-6 years	0.0	20.0	38.1	45.8	33.3	P = .025*
7-9 years	0.0	13.3	20.6	18.8	0.0	
10 years and above	50.0	26.7	9.5	11.5	8.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.43 shown the relationship between Pre image toward Suvarnabhumi Airport of it offers value for money and How long have you been working finds a statistically significant. Moreover, with working experience 1-3 years' opinion were strongly agreed with It offers value for money 58.3%, 4-6 years' opinion were agreed 45.8%, 7-9 years' opinion were neutral 20.6% and 10 years and above' opinion were strongly disagreed 50%.

Table 4.44 Relationship between Pre Image toward Suvarnabhumi Airport of Easy to Access Airport Information and How Long Have You Been Working

How long have you been working	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	40.0	37.9	40.7	16.0	40.0	Pearson Chi-Square P = .025*
4-6 years	20.0	27.6	30.5	50.7	50.0	
7-9 years	0.0	13.8	15.3	25.3	5.0	
10 years and above	40.0	20.7	13.6	8.0	5.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.44 shown the relationship between Pre image toward Suvarnabhumi Airport of easy to access airport information and How long have you been working finds a statistically significant. Moreover, with working experience 1-3 years' opinion were neutral with Easy to access airport information 40.7%, 4-6 years' opinion were agreed 50.7%, 7-9 years' opinion were agreed 25.3% and 10 years and above' opinion were strongly disagreed 40%.

Table 4.45 Relationship between Pre Image toward Suvarnabhumi Airport of A
Clean and Hygiene Airport and How Long Have You Been Working

How long have you been working	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square P = .546
1-3 years	33.3	35.5	31.7	23.9	40.0	
4-6 years	33.3	25.8	38.1	47.9	40.0	
7-9 years	0.0	19.4	15.9	18.3	20.0	
10 years and above	33.3	19.4	14.3	9.9	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.45 shown the relation between Pre image toward Suvarnabhumi
Airport of a clean and hygiene airport and How long have you been working is not a
statistically significant.

Table 4.46 Relationship between Pre Image toward Suvarnabhumi Airport of An Environmental Friendly and How Long Have You Been Working

How long have you been working	An environmental friendly					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	30.4	30.0	28.0	38.9	Pearson Chi-Square P = .622
4-6 years	0.0	30.4	40.0	42.7	44.4	
7-9 years	0.0	17.4	15.7	21.3	11.1	
10 years and above	50.0	21.7	14.3	8.0	5.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.46 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly is not a statistically significant.

Table 4.47   Relationship between Pre Image toward Suvarnabhumi Airport of An Airport with Alliance Airports and How Long Have You Been Working

How long have you been working	An airport with alliance airports					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	46.7	24.7	30.1	42.9	Pearson Chi-Square
4-6 years	50.0	20.0	39.0	45.2	38.1	P = .152
7-9 years	0.0	6.7	20.8	16.4	19.0	
10 years and above	50.0	26.7	15.6	8.2	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.47 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport with alliance airports and How long have you been working is not a statistically significant.

Table 4.48 Relationship between Pre Image toward Suvarnabhumi Airport of Well Demonstration of Thai Culture and How Long Have You Been Working

How long have you been working	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	100.0	28.6	36.5	19.4	41.9	Pearson Chi-Square P = .339
4-6 years	0.0	38.1	33.3	50.0	32.3	
7-9 years	0.0	28.6	15.9	16.7	16.1	
10 years and above	0.0	4.8	14.3	13.9	9.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.48 shown the relationship between Pre image toward Suvarnabhumi Airport of well demonstration of Thai culture and How long have you been working is not a statistically significant.

Table 4.49 Relationship between Pre Image toward Suvarnabhumi Airport of Reliable Employees and How Long Have You Been Working

How long have you been working	Reliable employees					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	40.0	33.3	26.0	26.7	Pearson Chi-Square
4-6 years	0.0	20.0	38.1	45.5	40.0	P = .094
7-9 years	0.0	0.0	16.7	18.2	33.3	
10 years and above	50.0	40.0	11.9	10.4	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.49 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and How long have you been working is not a statistically significant.

Table 4.50 Relationship between Pre Image toward Suvarnabhumi Airport of A
Safety Airport and How Long Have You Been Working

How long have you been working	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	47.1	25.9	29.6	41.2	Pearson Chi-Square
4-6 years	0.0	17.6	44.4	43.7	29.4	P = .010*
7-9 years	0.0	11.8	17.3	21.1	11.8	
10 years and above	100.0	23.5	12.3	5.6	17.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.50 shown the significant Pre image toward Suvarnabhumi Airport of a
safety airport and How long have you been working finds a statistically significant.
Moreover, with working experience 1-3 years' opinion were disagreed with A safety
airport 47.1%, 4-6 years' opinion were neutral 44.4%, 7-9 years' opinion were agreed
21.1% and 10 years and above' opinion were strongly disagreed 100%.

Table 4.51 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport That has A Quick Service and How Long Have You Been Working

How long have you been working	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	33.3	29.0	30.5	28.1	50.0	Pearson Chi-Square
4-6 years	0.0	32.3	45.1	37.5	50.0	P = .054
7-9 years	0.0	22.6	11.0	26.6	0.0	
10 years and above	66.7	16.1	13.4	7.8	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.51 Shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has a quick service and How long have you been working is not s statistically significant.

Table 4.52 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport That has Clear Work Process and How Long Have You Been Working

How long have you been working	An airport that has clear work process					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	66.7	17.2	34.5	26.2	45.5	Pearson Chi-Square P = .174
4-6 years	0.0	34.5	40.5	42.6	45.5	
7-9 years	0.0	27.6	11.9	23.0	9.1	
10 years and above	33.3	20.7	13.1	8.2	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.52 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and How long have you been working is not a statistically significant.

Table 4.53 Relationship between Pre Image toward Suvarnabhumi Airport of A Convenient Tax Free Zone and How Long Have You Been Working

How long have you been working	A convenient tax free zone					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	83.3	24.0	30.3	28.2	30.0	Pearson Chi-Square
4-6 years	16.7	52.0	35.5	42.3	40.0	P = .499
7-9 years	0.0	16.0	18.4	18.3	20.0	
10 years and above	0.0	8.0	15.8	11.3	10.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.53 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and How long have you been working is not a statistically significant.

Table 4.54 Relationship between Pre Image toward Suvarnabhumi Airport of Convenient Hub to Other Destinations in Asia and Your Type of Customer

Your type of customer	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	50.0	57.1	57.6	56.9	58.8	Pearson Chi-Square
Cargo flight	50.0	38.1	33.3	29.2	35.3	P = .762
Charter flight	0.0	4.8	9.1	13.9	5.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.54 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and Your type of customer is not a statistically significant.

Table 4.55 Relationship between Pre Image toward Suvarnabhumi Airport of A Convenient Runway and Accessibility Airport and Your Type of Customer

Your type of customer	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	85.7	61.5	60.0	48.3	52.9	Pearson Chi-Square
Cargo flight	14.3	38.5	28.8	39.7	35.3	P = .425
Charter flight	0.0	0.0	11.2	12.1	11.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.55 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient runway and accessibility airport and your type of customer is not s statistically significant.

Table 4.56 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport That has Modern Facilities and Infrastructures and Your Type of Customer

Your type of customer	An airport that has modern facilities and infrastructures					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	66.7	65.5	55.9	54.3	53.3	Pearson Chi-Square P = .808
Cargo flight	33.3	31.0	35.3	31.4	40.0	
Charter flight	0.0	3.4	8.8	14.3	6.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.56 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has modern facilities and infrastructures and Your type of customer is not a statistically significant.

Table 4.57 Relationship between Pre Image toward Suvarnabhumi Airport of A
Welcoming and Comfort Airport and Your Type of Customer

Your type of customer	A welcoming and comfort airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	63.0	58.1	54.8	46.2	Pearson Chi-Square
Cargo flight	0.0	37.0	31.1	32.9	46.2	P = .707
Charter flight	0.0	0.0	10.8	12.3	7.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.57 shown the relationship between Pre image toward Suvarnabhumi
Airport of a welcoming and comfort airport and Your type of customer is not a
statistically significant.

Table 4.58 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport That Staffs Always Smile and Your Type of Customer

Your type of customer	An airport that staffs always smile					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	50.0	64.5	54.7	57.7	50.0	Pearson Chi-Square
Cargo flight	50.0	35.5	34.4	28.2	44.4	P = .487
Charter flight	0.0	0.0	10.9	14.1	5.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.58 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that staffs always smile and Your type of customer is not a statistically significant.

Table 4.59 Relationship between Pre Image toward Suvarnabhumi Airport of The Staff is Reliable and Helpful and Your Type of Customer

Your type of customer	The staff is reliable and helpful					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	50.0	81.2	54.4	54.7	56.2	Pearson Chi-Square
Cargo flight	50.0	18.8	33.8	34.9	37.5	P = .705
Charter flight	0.0	0.0	11.8	10.5	6.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.59 shown the relationship between Pre image toward Suvarnabhumi Airport of The staff is reliable and helpful and Your Type of Customer is not a statistically significant.

Table 4.60 Relationship between Pre Image toward Suvarnabhumi Airport of Staff Can Communicate in English Fluently and Your Type of Customer

Your type of customer	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	65.0	56.9	56.0	47.0	Pearson Chi-Square
Cargo flight	0.0	35.0	32.3	33.3	41.2	P = .025*
Charter flight	0.0	0.0	10.8	10.7	11.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.60 shown the relationship between Pre image toward Suvarnabhumi Airport of staff can communicate in English fluently and Your type of customer finds a statistically significant. Moreover, Passenger flight's opinion were strongly disagreed with Staff can communicate in English fluently 100%, Cargo flight's opinion were strongly disagreed 41.2% and Charter flight's opinion were strongly disagreed 11.8%

Table 4.61 Relationship between Pre Image toward Suvarnabhumi Airport of It Offers Value for Money and Your Type of Customer

Your type of customer	It offers value for money					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	50.0	66.7	63.5	51.0	58.3	Pearson Chi-Square
Cargo flight	50.0	33.3	28.6	36.5	33.3	P = .770
Charter flight	0.0	0.0	7.9	12.5	8.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.61 shown the relationship between Pre image toward Suvarnabhumi Airport of It offers value for money and Your type of customer is not a statistically significant.

Table 4.62   Relationship between Pre Image toward Suvarnabhumi Airport of Easy
to Access Airport Information and Your Type of Customer

Your type of customer	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	80.0	65.5	61.0	49.3	55.0	Pearson Chi-Square
Cargo flight	20.0	34.5	30.5	34.7	40.0	P = .301
Charter flight	0.0	0.0	8.5	16.0	5.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.62 shown the relationship between Pre image toward Suvarnabhumi
Airport of easy to access airport information and Your type of customer is not a
statistically significant.

Table 4.63 Relationship between Pre Image toward Suvarnabhumi Airport of A
Clean and Hygiene Airport and Your Type of Customer

Your type of customer	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	58.1	55.6	54.9	60.0	Pearson Chi-Square
Cargo flight	0.0	41.9	31.7	33.8	30.0	P = .537
Charter flight	0.0	0.0	12.7	11.3	10.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.63 shown the relationship between Pre image toward Suvarnabhumi
Airport of a clean and hygiene airport and Your type of customer is not a statistically
significant.

Table 4.64 Relationship between Pre Image toward Suvarnabhumi Airport of An Environmental Friendly and Your Type of Customer

Your type of customer	An environmental friendly					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	56.5	61.4	56.0	38.9	Pearson Chi-Square
Cargo flight	0.0	43.5	28.6	33.3	44.4	P = .444
Charter flight	0.0	0.0	10.0	10.7	16.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.64 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly and Your type of customer is not a statistically significant.

Table 4.65 Relationship between Pre Image toward Suvarnabhumi Airport of An
Airport with Alliance Airports and Your Type of Customer

Your type of customer	An airport with alliance airports					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	50.0	86.7	58.4	56.2	33.3	Pearson Chi-Square P = .056
Cargo flight	50.0	13.3	35.1	28.8	57.1	
Charter flight	0.0	0.0	6.5	15.1	9.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.65 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport with alliance airports and Your type of customer is not a
statistically significant.

Table 4.66 Relationship between Pre Image toward Suvarnabhumi Airport of Well
Demonstration of Thai Culture and Your Type of Customer

Your type of customer	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	47.6	69.8	51.4	48.4	Pearson Chi-Square P = .088
Cargo flight	0.0	52.4	25.4	33.3	38.7	
Charter flight	0.0	0.0	4.8	15.3	12.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.66 shown the relationship between Pre image toward Suvarnabhumi Airport of well demonstration of Thai culture and Your Type of Customer is not a statistically significant.

Table 4.67 Relationship between Pre Image toward Suvarnabhumi Airport of Reliable Employees and Your Type of Customer

Your type of customer	Reliable employees					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	90.0	56.0	54.5	46.6	Pearson Chi-Square
Cargo flight	0.0	10.0	36.9	35.1	26.7	P = .146
Charter flight	0.0	0.0	7.1	10.4	26.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.67 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and Your type of customer is not a statistically significant.

Table 4.68 Relationship between Pre Image toward Suvarnabhumi Airport of A
Safety Airport and Your Type of Customer

Your type of customer	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	76.5	55.6	56.3	41.2	Pearson Chi-Square
Cargo flight	0.0	23.5	38.3	29.6	41.2	P = .240
Charter flight	0.0	0.0	6.2	14.1	17.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.68 shown the relationship between Pre image toward Suvarnabhumi
Airport of a safety airport and Your type of customer is not a statistically significant.

Table 4.69 Relationship between pre image toward Suvarnabhumi Airport An airport that has a quick service and Your type of customer

Your type of customer	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	48.4	65.9	50.0	37.5	Pearson Chi-Square
Cargo flight	0.0	45.2	25.6	37.5	50.0	P = .289
Charter flight	0.0	6.5	8.5	12.5	12.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.69 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has a quick service and Your type of customer is not a statistically significant.

Table 4.70 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport that has Clear Work Process and Your Type of Customer

Your type of customer	An airport that has clear work process					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	55.2	61.9	52.5	36.4	Pearson Chi-Square
Cargo flight	0.0	44.8	28.6	34.4	45.5	P = .244
Charter flight	0.0	0.0	9.5	13.1	18.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.70 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and your type of customer is not a statistically significant.

Table 4.71 Relationship between Pre Image toward Suvarnabhumi Airport of A Convenient Tax Free Zone and Your Type of Customer

Your type of customer	A convenient tax free zone					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	66.6	68.0	59.2	50.7	50.0	Pearson Chi-Square
Cargo flight	16.7	32.0	28.9	39.4	40.0	P = .617
Charter flight	16.7	0.0	11.8	9.9	10.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.71 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and Your type of customer is not a statistically significant.

Table 4.72 Relationship between Pre Image toward Suvarnabhumi Airport Convenient Hub to Other Destinations in Asia and Type of Business

Type of business	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	52.4	33.3	34.7	29.4	Pearson Chi-Square P = .549
Private owned	25.0	33.3	45.5	50.0	52.9	
State enterprise	0.0	4.8	13.6	8.3	5.9	
Joint venture	8.3	9.5	7.6	6.9	11.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.72 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and Type of business is not a statistically significant.

Table 4.73 Relationship between Pre Image toward Suvarnabhumi Airport of A
Convenient Runway and Accessibility Airport and Type of Business

Type of business	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	71.4	50.0	32.5	34.5	41.2	Pearson Chi-Square P = .641
Private owned	14.3	38.5	50.0	48.3	35.3	
State enterprise	14.3	3.8	8.8	8.6	17.6	
Joint venture	0.0	7.7	8.8	8.6	5.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.73 shown the relationship between Pre image toward Suvarnabhumi
Airport of a convenient runway and accessibility airport and Type of business is not a
statistically significant.

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Table 4.74 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport that has Modern Facilities and Infrastructures and Type of Business

Type of business	An airport that has modern facilities and infrastructures					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	44.8	35.3	35.7	33.3	Pearson Chi-Square P = .911
Private owned	16.7	41.4	45.6	48.6	46.7	
State enterprise	16.7	10.3	8.8	7.1	13.3	
Joint venture	0.0	3.4	10.3	8.6	6.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.74 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has modern facilities and infrastructures and Type of business is not a statistically significant.

Table 4.75 Relationship between Pre Image toward Suvarnabhumi Airport of A
Welcoming and Comfort Airport and Type of Business

Type of business	A welcoming and comfort airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	100.0	48.1	35.1	37.0	30.8	
Private owned	0.0	37.0	45.9	46.6	53.8	Pearson Chi-Square P = .917
State enterprise	0.0	7.4	10.8	6.8	15.4	
Joint venture	0.0	7.4	8.1	9.6	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.75 shown the relationship between Pre image toward Suvarnabhumi
Airport of a welcoming and comfort airport and Type of business is not a statistically
significant.

Table 4.76 Relationship between Pre Image toward Suvarnabhumi Airport of An
Airport that Staffs Always Smile and Type of Business

Type of business	An airport that staffs always smile					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	100.0	45.2	34.4	32.4	44.4	Pearson Chi-Square P = .424
Private owned	0.0	35.5	48.4	47.9	50.0	
State enterprise	0.0	9.7	10.9	8.5	5.6	
Joint venture	0.0	9.7	6.2	11.3	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.76 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport that staffs always smile and Type of business is not a statistic
significant.

Table 4.77 Relationship between Pre Image toward Suvarnabhumi Airport of The Staff is Reliable and Helpful and Type of Business

Type of business	The staff is reliable and helpful					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	50.0	37.5	45.6	31.4	37.5	Pearson Chi-Square P = .384
Private owned	0.0	43.8	39.7	51.2	43.8	
State enterprise	0.0	12.5	5.9	9.3	18.8	
Joint venture	50.0	6.2	8.8	8.1	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.77 shown the relationship between Pre image toward Suvarnabhumi Airport of the staff is reliable and helpful and Type of business is not a statistically significant.

Table 4.78 Relationship between Pre Image toward Suvarnabhumi Airport of Staff can Communicate in English Fluently and Type of Business

Type of business	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	100.0	45.0	33.8	35.7	47.1	Pearson Chi-Square P = .553
Private owned	0.0	30.0	50.8	45.2	47.1	
State enterprise	0.0	20.0	7.7	9.5	0.0	
Joint venture	0.0	5.0	7.7	9.5	5.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.78 shown the relationship between Pre image toward Suvarnabhumi Airport of staff can communicate in English fluently and Type of business is not a statistically significant.

Table 4.79 Relationship between Pre Image toward Suvarnabhumi Airport of It Offers Value for Money and Type of Business

	It offers value for money					
Type of business	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	
Government owned	50.0	33.3	39.7	36.5	41.7	Pearson Chi-Square
Private owned	50.0	46.7	42.9	47.9	33.3	P = .768
State enterprise	0.0	0.0	12.7	7.3	16.7	
Joint venture	0.0	20.0	4.8	8.3	8.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.79 shown the relationship between Pre image toward Suvarnabhumi Airport of it offers value for money and Type of business is not a statistically significant.

Table 4.80   Relationship between Pre Image toward Suvarnabhumi Airport of Easy
to Access Airport Information and Type of Business

Type of business	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	20.0	48.3	37.3	33.3	45.0	
Private owned	80.0	34.5	42.4	50.7	40.0	Pearson Chi-Square P = .646
State enterprise	0.0	13.8	11.9	5.3	10.0	
Joint venture	0.0	3.4	8.5	10.7	5.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.80 shown the relationship between Pre image toward Suvarnabhumi
Airport of easy to access airport information and Type of business is not a statistically
significant.

Table 4.81 Relationship between Pre Image toward Suvarnabhumi Airport of A
Clean and Hygiene Airport and Type of Business

Type of business	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	33.3	45.2	34.9	36.6	40.0	
Private owned	0.0	38.7	50.8	43.7	50.0	Pearson Chi-Square P = .206
State enterprise	66.7	9.7	6.3	9.9	5.0	
Joint venture	0.0	6.5	7.9	9.9	5.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.81 shown the relationship between Pre image toward Suvarnabhumi
Airport off a clean and hygiene airport and Type of business is not a statistically
significant.

Table 4.82 Relationship between Pre Image toward Suvarnabhumi Airport of An
Environmental Friendly and Type of Business

Type of business	An environmental friendly					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	0.0	34.8	34.3	45.3	27.8	
Private owned	50.0	43.5	51.4	37.3	55.6	Pearson Chi-Square P = .550
State enterprise	50.0	13.0	5.7	10.7	5.6	
Joint venture	0.0	8.7	8.6	6.7	11.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.82 shown the relationship between Pre image toward Suvarnabhumi
Airport of an environmental friendly and Type of business is not a statistically
significant.

Table 4.83 Relationship between Pre Image toward Suvarnabhumi Airport of An
Airport with Alliance Airports and Type of Business

Type of business	An airport with alliance airports					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	100.0	6.7	39.0	41.1	38.1	
Private owned	0.0	60.0	46.8	41.1	47.6	Pearson Chi-Square P = .385
State enterprise	0.0	13.3	9.1	8.2	9.5	
Joint venture	0.0	20.0	5.2	9.6	4.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.83 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport with alliance airports and Type of business is not a statistically
significant.

Table 4.84 Relationship between Pre Image toward Suvarnabhumi Airport of Well
Demonstration of Thai Culture and Type of Business

Type of business	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	0.0	42.9	38.1	40.3	29.0	
Private owned	100.0	38.1	46.0	45.8	45.2	Pearson Chi-Square P = .887
State enterprise	0.0	14.3	9.5	6.9	9.7	
Joint venture	0.0	4.8	6.3	6.9	16.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.84 shown the relationship between Pre image toward Suvarnabhumi
Airport of well demonstration of Thai culture and Type of business is not a
statistically significant.

Table 4.85 Relationship between Pre Image toward Suvarnabhumi Airport of Reliable Employees and Type of Business

	Reliable employees					
Type of business	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	50.0	30.0	41.7	35.1	33.3	
Private owned	50.0	50.0	40.5	49.4	46.7	Pearson Chi-Square
State enterprise	0.0	10.0	8.3	10.4	6.7	P = .987
Joint venture	0.0	10.0	9.5	5.2	13.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.85 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and Type of business is not a statistically significant.

Table 4.86 Relationship between Pre Image toward Suvarnabhumi Airport of A Safety Airport and Type of Business

	A safety airport					
Type of business	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	
Government owned	50.0	29.4	39.5	38.0	35.3	Pearson Chi-Square
Private owned	50.0	35.3	43.2	49.3	47.1	P = .455
State enterprise	0.0	29.4	9.9	4.2	5.9	
Joint venture	0.0	5.9	7.4	8.5	11.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.86 shown the relationship between Pre image toward Suvarnabhumi Airport of a safety airport and Type of business is not a statistically significant.

Table 4.87 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport that has A Quick Service and Type of Business

Type of business	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	41.9	34.1	37.5	50.0	Pearson Chi-Square P = .298
Private owned	33.3	45.2	45.1	48.4	25.0	
State enterprise	0.0	9.7	13.4	1.6	25.0	
Joint venture	0.0	3.2	7.3	12.5	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.87 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has a quick service and Type of business is not a statistically significant.

Table 4.88 Relationship between Pre Image toward Suvarnabhumi Airport of An Airport that has Clear Work Process and Type of Business

Type of business	An airport that has clear work process					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	31.0	36.9	37.7	54.5	Pearson Chi-Square P = .577
Private owned	0.0	44.8	45.2	49.2	36.4	
State enterprise	33.3	13.8	10.7	3.3	9.1	
Joint venture	0.0	10.3	7.1	9.8	0.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.88 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and Type of business is not a statistically significant.

Table 4.89 Relationship between Pre Image toward Suvarnabhumi Airport of A Convenient Tax Free Zone and Type of Business

Type of business	A convenient tax free zone					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	16.7	36.0	35.5	39.4	60.0	
Private owned	33.3	48.0	48.7	46.5	10.0	Pearson Chi-Square P = .067
State enterprise	50.0	8.0	6.6	8.5	10.0	
Joint venture	0.0	8.0	9.2	5.6	20.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.89 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and Type of business is not a statistically significant.

Part 6 Relationship between post Image toward Suvarnabhumi airport

Table 4.90 Relationship between Post Image toward Suvarnabhumi Airport of Convenient Hub to Other Destinations in Asia and Gender

Gender	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	33.3	40.9	41.9	40.9	65.4	P = .219
Female	66.7	59.1	58.1	59.1	34.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.90 shows the independent of the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and Gender is not a statistically significant.

Table 4.91 Relationship between Post Image toward Suvarnabhumi Airport of Convenient Runway and Accessibility Airport and Gender

Gender	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	31.2	42.3	45.6	64.5	P = .022*
Female	100.0	68.8	57.7	54.4	35.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.91 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient runway and accessibility airport and Gender finds a statistically

significant. Moreover, Male's opinion were strongly agreed with A convenient runway and accessibility airport (64.5%) and Female's opinion were strongly disagreed with A convenient runway and accessibility airport (100%).

Table 4.92   Relationship between Post Image toward Suvarnabhumi Airport of An airport that has Modern Facilities and Infrastructures and Gender

	An airport that has modern facilities and infrastructures					
Gender	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	Pearson Chi-Square P = .001*
Male	25.0	24.1	45.5	38.7	72.2	
Female	75.0	75.9	54.5	61.3	27.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.92 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has modern facilities and infrastructures and Gender finds a statistically significant. Moreover, Male's opinion were strongly agreed with An airport that has modern facilities and infrastructures (72.2%) and Female's opinion were disagreed with An airport that has modern facilities and infrastructures (75.9)

Table 4.93 Relationship between Post Image toward Suvarnabhumi Airport of A
Welcome and Comfort Airport and Gender

	A welcome and comfort airport					
Gender	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	Pearson Chi-Square
Male	0.0	8.0	47.8	48.1	56.4	P = .002*
Female	100.0	92.0	52.2	51.9	43.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.93 shown the relationship between Pre image toward Suvarnabhumi
Airport of a welcome and comfort airport and Gender finds a statistically significant.
Moreover, Male's opinion were strongly agreed with A welcome and comfort airport
(56.4%) and Female's opinion were strongly disagreed with A welcome and comfort
airport (100%).

Table 4.94 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport that Staffs Always Smile and Gender

	An airport that staffs always smile					
Gender	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	Pearson Chi-Square
Male	0.0	31.4	38.8	44.8	64.3	P = .012*
Female	100.0	68.6	61.2	55.2	35.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.94 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport that staffs always smile and Gender finds a statistically

significant. Moreover, Male's opinion were strongly agreed with An airport that staffs always smile (64.3%) and Female's opinion were strongly disagreed with An airport that staffs always smile (100%).

Table 4.95 Relationship between Post Image toward Suvarnabhumi Airport of The Staff is Reliable and Helpful and Gender

| Gender | The staff is reliable and helpful | | | | | Pearson Chi-Square |
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	0.0	30.4	30.2	48.8	62.9	P = .010*
Female	100.0	69.6	69.8	51.2	37.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.95 shown the relationship between Pre image toward Suvarnabhumi airport of the staff is reliable and helpful and Gender finds a statistically significant. Moreover, Male's opinion were strongly agreed with The staff is reliable and helpful (62.9%) and Female's opinion were strongly disagreed with The staff is reliable and helpful (100%).

Table 4.96 Relationship between Post Image toward Suvarnabhumi Airport of Staff
can Communicate in English Fluently and Gender

Gender	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	50.0	15.4	46.7	45.0	60.6	P = .014*
Female	50.0	84.6	53.3	55.0	39.4	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.96 shown the relationship between Pre image toward Suvarnabhumi
airport of staff can communicate in English fluently and Gender finds a statistically
significant. Moreover, Male's opinion were strongly agreed with Staff can
communicate in English fluently (60.6%) and Female's opinion were disagreed
(84.6%).

Table 4.97 Relationship between Post Image toward Suvarnabhumi Airport of It
Offers Value for Money and Gender

Gender	It offers value for money					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	39.1	33.3	44.8	61.1	P = .070
Female	100.0	60.9	66.7	55.2	38.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.97 shown the relationship between Pre image toward Suvarnabhumi
Airport of it offers value for money and Gender is not a statistically significant.

Table 4.98 Relationship between Post Image toward Suvarnabhumi Airport of Easy to Access Airport Information and Gender

Gender	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	25.0	36.4	42.1	42.3	57.1	P = .349
Female	75.0	63.6	57.9	57.7	42.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.98 shown the relationship between Pre image toward Suvarnabhumi Airport of easy to access airport information and Gender is not a statically significant.

Table 4.99 Relationship between Post Image toward Suvarnabhumi Airport of A Clean and Hygiene Airport and Gender

Gender	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	40.0	31.2	39.5	41.3	65.8	P = .041*
Female	60.0	68.8	60.5	58.7	34.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.99 shown the relationship between Pre image toward Suvarnabhumi Airport of a clean and hygiene airport and Gender finds a statically significant. Moreover, Male's opinion were strongly agreed with A clean and hygiene airport 65.8% and Female's opinion were disagreed with A clean and hygiene airport 68.8%.

Table 4.100 Relationship between Post Image toward Suvarnabhumi Airport of An Environmental Friendly and Gender

Gender	An environmental friendly					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	50.0	33.3	36.5	38.2	71.8	P = .004*
Female	50.0	66.7	63.5	61.8	28.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.100 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly and Gender finds a statistically significant. Moreover, Male's opinion were strongly agreed with An environmental friendly 71.8% and Female's opinion were disagreed with An environmental friendly 66.7%.

Table 4.101 Relationship between Post Image toward Suvarnabhumi Airport of An airport with Alliance Airports and Gender

Gender	An airport with alliance airports					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	0.0	50.0	29.4	42.5	63.3	P = .006*
Female	100.0	50.0	70.6	57.5	36.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.101 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport with alliance airports and Gender finds a statistically significant. Moreover, Male's opinion were strongly agreed with An airport with alliance airports

63.3% and Female's opinion were strongly disagreed with An airport with alliance airports 100%.

Table 4.102 Relationship between Post Image toward Suvarnabhumi Airport of Well Demonstration of Thai Culture and Gender

Gender	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	50.0	31.8	37.1	40.5	60.0	P = .107
Female	50.0	68.2	62.9	59.5	40.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.102 shown relationship between Pre image toward Suvarnabhumi Airport of well demonstration of Thai culture and Gender is not a statistically significant.

Table 4.103 Relationship between Post Image toward Suvarnabhumi Airport of Reliable Employees and Gender

Gender	Reliable employees					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	35.3	37.7	42.3	72.4	P = .009*
Female	100.0	64.7	62.3	57.7	27.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.103 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and Gender finds a statistically significant. Moreover,

Male's opinions were strongly agreed with Reliable employees 72.4% and Female's opinion were strongly disagreed with Reliable employees 100%.

Table 4.104 Relationship between Post Image toward Suvarnabhumi Airport of A Safety Airport and Gender

Gender	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	29.2	38.5	48.5	63.3	P = .034*
Female	100.0	70.8	61.5	51.5	36.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.104 shown the relationship between Pre image toward Suvarnabhumi Airport of a safety airport and Gender finds a statistically significant. Moreover, Male's opinion were strongly agreed with A safety airport 63.3% and Female's opinion were strongly disagreed with A safety airport 100%.

Table 4.105 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has A Quick Service and Gender

Gender	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson Chi-Square
Male	0.0	40.5	43.1	50.8	47.4	P = .188
Female	100.0	59.5	56.9	49.2	52.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.105 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has a quick service and Gender is not a statistically significant.

Table 4.106 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has Clear Work Process and Gender

Gender	An airport that has clear work process					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	66.7	27.8	46.6	43.1	68.4	P = .055
Female	33.3	72.2	53.4	56.9	31.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.106 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and Gender is not a statistically significant.

Table 4.107 Relationship between Post Image toward Suvarnabhumi Airport of A Convenient Tax Free Zone and Gender

Gender	A convenient tax free zone					Pearson Chi-Square
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Male	40.0	23.1	45.6	48.1	52.2	P = .211
female	60.0	76.9	54.4	51.9	47.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

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Table 4.107 shown the relationship between Pre image toward Suvarnabhumi Airport of a Convenient Tax Free Zone and Gender is not a statistically significant.

Table 4.108 Relationship between Post Image toward Suvarnabhumi Airport of Convenient Hub to Other Destinations in Asia and How Long Have You Been Working

How long have you been working	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	11.1	36.4	32.6	30.7	26.9	Pearson Chi-Square P = .596
4-6 years	44.4	40.9	46.5	36.4	38.5	
7-9 years	22.2	13.6	7.0	23.9	15.4	
10 years and above	22.2	9.1	14.0	9.1	19.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.108 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and Working experience is not statistically significant.

Table 4.109 Relationship between Post Image toward Suvarnabhumi Airport of A Convenient Runway and Accessibility Airport and How Long Have You Been Working

How long have you been working	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	20.0	25.0	40.4	25.0	32.3	Pearson Chi-Square P = .344
4-6 years	0.0	37.5	38.5	44.1	41.9	
7-9 years	40.0	18.8	13.5	17.6	19.4	
10 years and above	40.0	18.8	7.7	13.2	6.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.109 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient runway and accessibility airport and Working experience is not a statistically significant.

Table 4.110 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport that has Modern Facilities and Infrastructures and How Long
Have You Been Working

How long have you been working	An airport that has modern facilities and infrastructures					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
1-3 years	25.0	24.1	31.8	33.3	27.8	Chi-Square
4-6 years	25.0	31.0	36.4	44.0	44.4	P = .200
7-9 years	0.0	34.5	13.6	13.3	19.4	
10 years and above	50.0	10.3	18.2	9.3	8.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.110 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport that has modern facilities and infrastructures and Working
experience is not a statistically significant.

Table 4.111 Relationship between Post Image toward Suvarnabhumi Airport of A
Welcoming and Comfort Airport and How Long Have You Been
Working

How long have you been working	A welcoming and comfort airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	28.0	32.6	32.5	25.6	Pearson Chi-Square P = .423
4-6 years	0.0	36.0	32.6	40.3	51.3	
7-9 years	0.0	20.0	19.6	15.6	17.9	
10 years and above	100.0	16.0	15.2	11.7	5.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.111 shown the relationship between Pre image toward Suvarnabhumi
Airport of a welcoming and comfort airport and Working experience is not a
statistically significant.

Table 4.112 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that Staffs Always Smile and How Long Have You Been Working

How long have you been working	An airport that staffs always smile					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	25.7	36.7	32.8	21.4	Pearson Chi-Square P = .517
4-6 years	25.0	31.4	40.8	37.9	50.0	
7-9 years	0.0	22.9	10.2	19.0	21.4	
10 years and above	25.0	20.0	12.2	10.3	7.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.112 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that staffs always smile and Working experience is not a statistically significant.

Table 4.113 Relationship between Post Image toward Suvarnabhumi Airport of The
Staff is Reliable and Helpful and How Long Have You Been Working

How long have you been working	The staff is reliable and helpful					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	66.7	30.4	30.2	28.6	31.4	Pearson Chi-Square P = .293
4-6 years	0.0	30.4	32.6	45.2	45.7	
7-9 years	0.0	13.0	20.9	16.7	20.0	
10 years and above	33.3	26.1	16.3	9.5	2.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.113 shown the relationship between Pre image toward Suvarnabhumi
Airport of the staff is reliable and helpful and Working experience is not a statistically
significant.

Table 4.114 Relationship between Post Image toward Suvarnabhumi Airport of Staff Can Communicate in English Fluently and How Long Have You Been Working

How long have you been working	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	26.9	35.6	32.5	24.2	Pearson
4-6 years	50.0	38.5	31.1	41.2	48.5	Chi-Square
7-9 years	25.0	15.4	17.8	15.0	24.2	P = .656
10 years and above	25.0	19.2	15.6	11.2	3.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.114 shown the relationship between Pre image toward Suvarnabhumi Airport of staff can communicate in English fluently and Working experience is not a statistically significant.

Table 4.115 Relationship between Post Image toward Suvarnabhumi Airport of It Offers Value For Money and How Long Have You Been Working

How long have you been working	It offers value for money					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	30.4	33.3	27.6	36.1	Pearson
4-6 years	0.0	34.8	35.9	41.4	47.2	Chi-Square
7-9 years	66.7	17.4	17.9	18.4	11.1	P = .477
10 years and above	33.3	17.4	12.8	12.6	5.6	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.115 shown the relationship between Pre image toward Suvarnabhumi Airport of it offers value for money and Working experience is not a statistically significant.

Table 4.116 Relationship between Post Image toward Suvarnabhumi Airport of Easy
to Access Airport Information and How Long Have You Been Working

How long have you been working	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0%	21.2%	42.1%	26.8%	31.0%	Pearson Chi-Square P = .002*
4-6 years	0.0%	27.3%	36.8%	43.7%	50.0%	
7-9 years	0.0%	18.2%	18.4%	19.7%	14.3%	
10 years and above	50.0%	33.3%	2.6%	9.9%	4.8%	
Total	100.0%	100.0%	100.0%	100.0%	100.0%	

* Statistically significant level is .05

Table 4.116 shown the relationship between Pre image toward Suvarnabhumi
Airport of easy to access airport information and Working experience is a statistically
significant. Moreover, with working experience 1-3 years were strongly agreed with
Easy to access airport information 50% , 4-6 years were strongly disagreed 50%, 7-9
years were agreed 19.7% and 10 years and above were strongly disagreed 50%.

Table 4.117 Relationship between Post Image toward Suvarnabhumi Airport of A
Clean and Hygiene Airport and How Long Have You Been Working

How long have you been working	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	40.0	28.1	31.6	32.0	26.3	Pearson
4-6 years	0.0	25.0	39.5	44.0	50.0	Chi-Square
7-9 years	40.0	28.1	15.8	13.3	15.8	P = .442
10 years and above	20.0	18.8	13.2	10.7	7.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.117 shown the relationship between Pre image toward Suvarnabhumi
Airport of a clean and hygiene airport and Working experience is not a statistically
significant.

Table 4.118 Relationship between Post Image toward Suvarnabhumi Airport of An Environmental Friendly and How Long Have You Been Working

How long have you been working	An environmental friendly					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	29.6	34.6	26.5	30.8	Pearson
4-6 years	0.0	29.6	40.4	41.2	46.2	Chi-Square
7-9 years	0.0	18.5	17.3	19.1	15.4	P = .657
10 years and above	50.0	22.2	7.7	13.2	7.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.118 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly and Working experience is not statistically significant.

Table 4.119 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport with Alliance Airports and How Long Have You Been Working

How long have you been working	An airport with alliance airports					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	33.3	16.7	27.5	34.2	30.6	Pearson Chi-Square P = .280
4-6 years	0.0	33.3	35.3	42.5	44.9	
7-9 years	33.3	16.7	25.5	11.0	18.4	
10 years and above	33.3	33.3	11.8	12.3	6.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.119 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport with alliance airports and Working experience is not a statistically significant.

Table 4.120 Relationship between Post Image toward Suvarnabhumi Airport of Well Demonstration of Thai Culture and How Long Have You Been Working

How long have you been working	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	50.0	31.8	28.6	26.6	36.0	Pearson Chi-Square P = .799
4-6 years	50.0	36.4	34.3	41.8	42.0	
7-9 years	0.0	22.7	20.0	15.2	18.0	
10 years and above	0.0	9.1	17.1	16.5	4.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.120 shown the relationship between Pre image toward Suvarnabhumi Airport of well demonstration of Thai culture and Working experience is not a statistically significant.

Table 4.121 Relationship between Post Image toward Suvarnabhumi Airport of
Reliable Employees and How Long Have You Been Working

How long have you been working	Reliable employees					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	33.3	35.3	32.8	30.8	20.7	Pearson Chi-Square P = .072
4-6 years	0.0	23.5	32.8	47.4	48.3	
7-9 years	0.0	17.6	23.0	11.5	24.1	
10 years and above	66.7	23.5	11.5	10.3	6.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.121 shown the relationship between Pre image toward Suvarnabhumi
Airport of reliable employees and Working experience is not a statistically significant.

Table 4.122 Relationship between Post Image toward Suvarnabhumi Airport of A Safety Airport and How Long Have You Been Working

How long have you been working	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	0.0	29.2	24.6	36.4	33.3	Pearson Chi-Square P = .105
4-6 years	0.0	25.0	47.7	42.4	33.3	
7-9 years	33.3	25.0	16.9	13.6	20.0	
10 years and above	66.7	20.8	10.8	7.6	13.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.122 shown the relationship between Pre image toward Suvarnabhumi Airport of a safety airport and Working experience is not a statistically significant.

Table 4.123 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has A Quick Service and How Long Have You Been Working

How long have you been working	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	16.7	24.3	35.4	32.8	21.1	Pearson Chi-Square P = .272
4-6 years	33.3	32.4	41.5	37.7	57.9	
7-9 years	16.7	29.7	10.8	21.3	5.3	
10 years and above	33.3	13.5	12.3	8.2	15.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.123 shown the relationship between Pre image toward Suvarnabhumi Airport An airport that has a quick service and Working experience is not a statistically significant.

Table 4.124 Relationship between Post Image toward Suvarnabhumi Airport of an Airport that has Clear Work Process and How Long Have You Been Working

How long have you been working	An airport that has clear work process					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	33.3	19.4	36.2	31.9	26.3	Pearson
4-6 years	33.3	27.8	41.4	44.4	42.1	Chi-Square
7-9 years	0.0	30.6	8.6	19.4	15.8	P = .088
10 years and above	33.3	22.2	13.8	4.2	15.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.124 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and Working experience is not a statistically significant.

Table 4.125 Relationship between Post Image toward Suvarnabhumi Airport of A Convenient Runway and Accessibility Airport and How Long Have You Been Working

How long have you been working	A convenient tax free zone					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
1-3 years	80.0	23.1	29.8	29.9	30.4	Pearson
4-6 years	20.0	46.2	35.1	41.6	43.5	Chi-Square
7-9 years	0.0	19.2	21.1	15.6	17.4	P = .764
10 years and above	0.0	11.5	14.0	13.0	8.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.125 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and Working experience is not a statistically significant.

Table 4.126 Relationship between Post Image toward Suvarnabhumi Airport of Convenient Hub to Other Destinations in Asia and Your Type of Customer

Your type of customer	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	66.7	45.5	55.8	62.5	46.2	Chi-Square
						P = .498
Cargo flight	33.3	50.0	34.9	26.1	42.3	
Charter flight	0.0	4.5	9.3	11.4	11.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.126 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient hub to other destinations in Asia and Your type of customer is not a statistically significant.

Table 4.127 Relationship between Post Image toward Suvarnabhumi Airport of A
Convenient Runway and Accessibility Airport and Your Type of
Customer

Your type of customer	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	50.0	61.5	60.3	41.9	Pearson Chi-Square P = .275
Cargo flight	0.0	37.5	32.7	27.9	48.4	
Charter flight	0.0	12.5	5.8	11.8	9.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.127 shown the relationship between Pre image toward Suvarnabhumi
Airport of convenient hub to other destinations in Asia and Your type of customer is
not a statistically significant.

Table 4.128 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has Modern Facilities and Infrastructures and Your Type of Customer

Your type of customer	An airport that has modern facilities and infrastructures					Pearson Chi- Square P = .022*
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	50.0	55.2	75.0	57.3	36.1	
Cargo flight	50.0	41.4	20.5	28.0	52.8	
Charter flight	0.0	3.4	4.5	14.7	11.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.128 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and Your type of customer finds a statistically significant. Moreover, the passenger flight's opinion were neutral with Convenient hub to other destinations in Asia 75%, Cargo flight's opinion were strongly agreed 52.8% and Charter flight's opinion were agreed 14.7%.

Table 4.129 Relationship between Post Image toward Suvarnabhumi Airport of A
Welcoming and Comfort Airport and Your Type of Customer

Your type of customer	A welcoming and comfort airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	100.0	48.0	78.3	55.8	38.5	Chi-Square P = .018*
Cargo flight	0.0	48.0	13.0	33.8	48.7	
Charter flight	0.0	4.0	8.7	10.4	12.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.129 shown the relationship between Pre image toward Suvarnabhumi
Airport of convenient hub to other destinations in Asia and Your type of customer
finds a statistically significant. Moreover, the Passenger flight's opinion were strongly
disagreed with Convenient hub to other destinations in Asia 100%, Cargo flight's
opinion were strongly agreed 48.7% and Charter flight's opinion were strongly agreed
12.8%.

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Table 4.130 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport that Staffs Always Smile and Your Type of Customer

Your type of customer	An airport that staffs always smile					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	75.0	57.1	63.3	58.6	45.2	Chi-Square P = .515
Cargo flight	25.0	40.0	24.5	31.0	42.9	
Charter flight	0.0	2.9	12.2	10.3	11.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.130 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that staffs always smile and Your type of customer is not a statistically significant.

Table 4.131 Relationship between Post Image toward Suvarnabhumi Airport of The
Staff is Reliable and Helpful and Your Type of Customer

Your type of customer	The staff is reliable and helpful					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	66.7	69.6	60.5	56.0	45.7	Chi-Square P = .452
Cargo flight	33.3	13.0	32.6	35.7	42.9	
Charter flight	0.0	17.4	7.0	8.3	11.4	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.131 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that staffs always smile and Your type of customer is not a statistically significant.

Table 4.132 Relationship between Post Image toward Suvarnabhumi Airport of Staff can Communicate in English Fluently and Your Type of Customer

Your type of customer	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	25.0	57.7	62.2	60.0	45.5	Chi-Square P = .215
Cargo flight	25.0	30.8	31.1	32.5	42.4	
Charter flight	50.0	11.5	6.7	7.5	12.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.132 shown the relationship between Pre image toward Suvarnabhumi Airport of staff can communicate in English fluently and Your type of customer is not a statistically significant.

Table 4.133 Relationship between Post Image toward Suvarnabhumi Airport of It Offers Value for Money and Your Type of Customer

Your type of customer	It offers value for money					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	100.0	52.2	64.1	57.5	47.2	Chi-Square
						P = .531
Cargo flight	0.0	43.5	30.8	31.0	38.9	
Charter flight	0.0	4.3	5.1	11.5	13.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.133 shown the relationship between Pre image toward Suvarnabhumi Airport of it offers value for money and Your type of customer is not a statistically significant.

Table 4.134 Relationship between Post Image toward Suvarnabhumi Airport of Easy to Access Airport Information and Your Type of Customer

Your type of customer	Easy to access airport information					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	75.0	63.6	65.8	53.5	47.6	Chi-Square
						P = .529
Cargo flight	25.0	33.3	26.3	32.4	42.9	
Charter flight	0.0	3.0	7.9	14.1	9.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.134 shown the relationship between Pre image toward Suvarnabhumi Airport of easy to access airport information and Your type of customer is not a statistically significant.

Table 4.135 Relationship between Post Image toward Suvarnabhumi Airport of A
Clean and Hygiene Airport and Your Type of Customer

Your type of customer	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	60.0	59.4	55.3	65.3	39.5	Chi-Square P = .121
Cargo flight	20.0	40.6	36.8	24.0	44.7	
Charter flight	20.0	0.0	7.9	10.7	15.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.135 shown the relationship between Pre image toward Suvarnabhumi Airport of a clean and hygiene airport and Your type of customer is not a statistically significant.

Table 4.136 Relationship between Post Image toward Suvarnabhumi Airport of An Environmental Friendly and Your Type of Customer

	An environmental friendly					
Your type of customer	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	
Passenger flight	100.0	48.1	67.3	63.2	35.9	Pearson Chi-Square P = .010*
Cargo flight	0.0	51.9	26.9	26.5	43.6	
Charter flight	0.0	0.0	5.8	10.3	20.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.136 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly and Your type of customer finds a statistically significant. Moreover, the Passenger flight's opinion were strongly disagreed with An environmental friendly ในระดับ strongly disagree 100%, Cargo flight's opinion were 51.9% and Charter flight's opinion were strongly agreed 20.5%.

Table 4.137 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport with Alliance Airports and Your Type of Customer

Your type of customer	An airport with alliance airports					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	66.7	83.3	60.8	64.4	34.7	Chi-Square P = .027*
Cargo flight	33.3	16.7	33.3	27.4	46.9	
Charter flight	0.0	0.0	5.9	8.2	18.4	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.137 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport with alliance airports and Your type of customer finds a statistically significant. Moreover, the Passenger flight's opinion were disagreed with An airport with alliance airports 83.3%, Cargo flight's opinion were strongly agreed 46.9% and Charter flight's opinion were strong agreed 18.4%.

Table 4.138 Relationship between Post Image toward Suvarnabhumi Airport of Well
Demonstration of Thai Culture and Your Type of Customer

Your type of customer	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	0.0	50.0	68.6	60.8	48.0	Chi-Square
						P = .113
Cargo flight	100.0	50.0	22.9	27.8	40.0	
Charter flight	0.0	0.0	8.6	11.4	12.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.138 shown the relationship between Pre image toward Suvarnabhumi
Airport of well demonstration of Thai culture and your type of customer is not a
statistically significant.

Table 4.139 Relationship between Post Image toward Suvarnabhumi Airport of
Reliable Employees and Your Type of Customer

Your type of customer	Reliable employees					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	100.0	64.7	63.9	52.6	44.8	Chi-Square
						P = .458
Cargo flight	0.0	29.4	31.1	34.6	41.4	
Charter flight	0.0	5.9	4.9	12.8	13.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.139 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and your type of customer is not a statistically significant.

Table 4.140 Relationship between Post Image toward Suvarnabhumi Airport of A
  Safety airport and Your Type of Customer

Your type of customer	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	70.8	53.8	60.6	40.0	Pearson Chi-Square P = .181
Cargo flight	0.0	25.0	40.0	27.3	43.3	
Charter flight	0.0	4.2	6.2	12.1	16.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.140 shown the relationship between Pre image toward Suvarnabhumi Airport of a safety airport and your type of customer is not statistically significant.

Table 4.141 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport that has A Quick Service and Your Type of Customer

Your type of customer	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Passenger flight	100.0	56.8	64.6	50.8	36.8	Chi-Square
						P = .114
Cargo flight	0.0	37.8	29.2	36.1	42.1	
Charter flight	0.0	5.4	6.2	13.1	21.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.141 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has a quick service and Your type of customer is not a statistically significant.

Table 4.142 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has Clear Work Process and Your Type of Customer

Your type of customer	An airport that has clear work process					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	100.0	61.1	65.5	51.4	36.8	Pearson Chi-Square P = .185
Cargo flight	0.0	36.1	25.9	37.5	42.1	
Charter flight	0.0	2.8	8.6	11.1	21.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.142 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and Your type of customer is not a statistically significant.

Table 4.143 Relationship between Post Image toward Suvarnabhumi Airport of A Convenient Tax Free Zone and Your Type of Customer

Your type of customer	A convenient tax free zone					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Passenger flight	80.0	57.7	64.9	50.6	52.2	Pearson Chi-Square P = .303
Cargo flight	20.0	38.5	26.3	40.3	26.1	
Charter flight	0.0	3.8	8.8	9.1	21.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.143 shown the relationship between Pre image toward Suvarnabhumi Airport of a convenient tax free zone and Your type of customer is not a statistically significant.

Table 4.144 Relationship between Post Image toward Suvarnabhumi Airport of Convenient Hub to Other Destinations in Asia and Type of Business

Type of business	Convenient hub to other destinations in Asia					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	44.4	27.3	37.2	36.4	50.0	Pearson Chi-Square P = .173
Private owned	33.3	45.5	34.9	53.4	38.5	
State enterprise	22.2	18.2	11.6	5.7	3.8	
Joint venture	0.0	9.1	16.3	4.5	7.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.144 shown the relationship between Pre image toward Suvarnabhumi Airport of convenient hub to other destinations in Asia and Type of business is not a statistically significant.

Table 4.145 Relationship between Post Image toward Suvarnabhumi Airport of A
Convenient Runway and Accessibility Airport and Type of Business

Type of business	A convenient runway and accessibility airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	60.0	37.5	32.7	35.3	48.4	Pearson Chi-Square P = .874
Private owned	40.0	50.0	51.9	41.2	38.7	
State enterprise	0.0	6.2	7.7	13.2	6.5	
Joint venture	0.0	6.2	7.7	10.3	6.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.145 shown the relationship between Pre image toward Suvarnabhumi
Airport of a convenient runway and accessibility airport and Type of business is not a
statistically significant.

Table 4.146 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has Modern Facilities and Infrastructures and Type of Business

Type of business	An airport that has modern facilities and infrastructures					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Government owned	50.0	27.6	38.6	38.7	41.7	Chi-Square P = .837
Private owned	0.0	51.7	43.2	48.0	41.7	
State enterprise	25.0	10.3	11.4	6.7	8.3	
Joint venture	25.0	10.3	6.8	6.7	8.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.146 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has modern facilities and infrastructures and Type of business is not a statistically significant.

Table 4.147 Relationship between Post Image toward Suvarnabhumi Airport of A
Welcoming and Comfort Airport and Type of Business

Type of business	A welcoming and comfort airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	100.0	32.0	37.0	33.8	48.7	Pearson Chi-Square P = .887
Private owned	0.0	48.0	45.7	48.1	38.5	
State enterprise	0.0	12.0	6.5	11.7	5.1	
Joint venture	0.0	8.0	10.9	6.5	7.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.147 shown the relationship between Pre image toward Suvarnabhumi
Airport of a welcoming and comfort airport and Type of business is not a statistically
significant.

Table 4.148 Relationship between Post Image toward Suvarnabhumi Airport of An
Airport that Staffs Always Smile and Type of Business

Type of business	An airport that staffs always smile					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	100.0	37.1	34.7	22.4	57.1	Pearson Chi-Square P = .006*
Private owned	0.0	45.7	53.1	46.6	38.1	
State enterprise	0.0	11.4	6.1	17.2	0.0	
Joint venture	0.0	5.7	6.1	13.8	4.8	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.148 shown the relationship between Pre image toward Suvarnabhumi
Airport of an airport that staffs always smile and Type of business finds a statistically
significant. Moreover, Government owned's opinion were strongly disagreed with An
airport that staffs always smile 100%, Private owned's opinion were neutral 53.1%,
State enterprise's opinion were agreed 17.2% and Joint venture's opinion were agreed
13.8%.

Table 4.149 Relationship between Post Image toward Suvarnabhumi Airport of The
Staff is Reliable and Helpful and Type of Business

Type of business	The staff is reliable and helpful					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	30.4	37.2	33.3	51.4	Pearson Chi-Square P = .608
Private owned	0.0	52.2	46.5	47.6	37.1	
State enterprise	0.0	13.0	7.0	10.7	5.7	
Joint venture	33.3	4.3	9.3	8.3	5.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.149 shown the relationship between Pre image toward Suvarnabhumi
Airport of the staff is reliable and helpful and Type of business is not a statistically
significant.

Table 4.150 Relationship between Post Image toward Suvarnabhumi Airport of Staff
can Communicate in English Fluently and Type of Business

Type of business	Staff can communicate in English fluently					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	50.0	38.5	24.4	42.5	42.4	Pearson Chi-Square P = .755
Private owned	50.0	46.2	55.6	40.0	42.4	
State enterprise	0.0	11.5	11.1	10.0	3.0	
Joint venture	0.0	3.8	8.9	7.5	12.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.150 shown the relationship between Pre image toward Suvarnabhumi
Airport of staff can communicate in English fluently and Type of business is not a
statistically significant.

Table 4.151 Relationship between Post Image toward Suvarnabhumi Airport of It Offers Value for Money and Type of Business

Type of business	It offers value for money					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	21.7	33.3	40.2	44.4	Pearson Chi-Square P = .681
Private owned	33.3	56.5	41.0	44.8	44.4	
State enterprise	0.0	8.7	15.4	9.2	2.8	
Joint venture	0.0	13.0	10.3	5.7	8.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.151 shown the relationship between Pre image toward Suvarnabhumi Airport of it offers value for money and Type of business is not a statistically significant.

Table 4.152 Relationship between Post Image toward Suvarnabhumi Airport of Easy to Access Airport Information and Type of Business

	Easy to access airport information					
Type of business	**strongly disagree (%)**	**Disagree (%)**	**Neutral (%)**	**Agree (%)**	**strongly agree (%)**	
Government owned	25.0	24.2	44.7	33.8	50.0	Pearson Chi-Square P = .559
Private owned	75.0	54.5	44.7	45.1	35.7	
State enterprise	0.0	12.1	7.9	11.3	4.8	
Joint venture	0.0	9.1	2.6	9.9	9.5	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.152 shown the relationship between Pre image toward Suvarnabhumi Airport of easy to access airport information and Type of business is not a statistically significant.

Table 4.153 Relationship between Post Image toward Suvarnabhumi Airport of A
Clean and Hygiene Airport and Type of Business

Type of business	A clean and hygiene airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	40.0	31.2	39.5	36.0	44.7	Pearson Chi-Square P = .585
Private owned	20.0	53.1	50.0	45.3	36.8	
State enterprise	20.0	9.4	2.6	13.3	5.3	
Joint venture	20.0	6.2	7.9	5.3	13.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.153 shown the relationship between Pre image toward Suvarnabhumi Airport of a clean and hygiene airport and Type of business is not a statistically significant.

Table 4.154 Relationship between Post Image toward Suvarnabhumi Airport of An
Environmental Friendly and Type of Business

Type of business	An environmental friendly					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	0.0	18.5	36.5	36.8	56.4	Pearson Chi-Square P = .129
Private owned	50.0	51.9	50.0	44.1	35.9	
State enterprise	50.0	14.8	7.7	10.3	2.6	
Joint venture	0.0	14.8	5.8	8.8	5.1	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.154 shown the relationship between Pre image toward Suvarnabhumi Airport of an environmental friendly and Type of business is not a statistically significant.

Table 4.155 Relationship between Post Image toward Suvarnabhumi Airport of An airport with Alliance Airports and Type of Business

Type of business	An airport with alliance airports					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	8.3	31.4	42.5	42.9	Pearson Chi-Square P = .124
Private owned	0.0	66.7	56.9	35.6	44.9	
State enterprise	0.0	16.7	5.9	13.7	4.1	
Joint venture	33.3	8.3	5.9	8.2	8.2	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.155 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport with alliance airports and Type of business is not a statistically significant.

Table 4.156 Relationship between Post Image toward Suvarnabhumi Airport of Well
Demonstration of Thai Culture and Type of Business

Type of business	Well demonstration of Thai culture					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	50.0	40.9	28.6	40.5	38.0	Pearson Chi-Square P = .115
Private owned	0.0	31.8	60.0	44.3	44.0	
State enterprise	0.0	22.7	2.9	10.1	6.0	
Joint venture	50.0	4.5	8.6	5.1	12.0	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.156 shown the relationship between Pre image toward Suvarnabhumi
Airport of well demonstration of Thai culture and Type of business is not a
statistically significant.

Table 4.157 Relationship between Post Image toward Suvarnabhumi Airport of
Reliable Employees and Type of Business

Type of business	Reliable employees					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	Pearson
Government owned	33.3	23.5	39.3	34.6	51.7	Chi-Square P = .634
Private owned	66.7	47.1	45.9	44.9	41.4	
State enterprise	0.0	11.8	9.8	11.5	0.0	
Joint venture	0.0	17.6	4.9	9.0	6.9	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.157 shown the relationship between Pre image toward Suvarnabhumi Airport of reliable employees and Type of business is not a statistically significant.

Table 4.158 Relationship between Post Image toward Suvarnabhumi Airport of A Safety Airport and Type of Business

Type of business	A safety airport					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	66.7	16.7	38.5	40.9	43.3	Pearson Chi-Square P = .630
Private owned	33.3	54.2	46.2	43.9	40.0	
State enterprise	0.0	20.8	7.7	6.1	10.0	
Joint venture	0.0	8.3	7.7	9.1	6.7	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.158 shown the relationship between Pre image toward Suvarnabhumi Airport of a safety airport and Type of business is not a statistically significant.

Table 4.159 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has A Quick Service and Type of Business

Type of business	An airport that has a quick service					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	50.0	32.4	41.5	32.8	47.4	Pearson Chi-Square P = .772
Private owned	50.0	51.4	38.5	49.2	42.1	
State enterprise	0.0	13.5	10.8	6.6	5.3	
Joint venture	0.0	2.7	9.2	11.5	5.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

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Table 4.159 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has a quick service and Type of business is not a statistically significant.

Table 4.160 Relationship between Post Image toward Suvarnabhumi Airport of An Airport that has Clear Work Process and Type of Business

Type of business	An airport that has clear work process					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	33.3	30.6	36.2	40.3	47.4	Pearson Chi-Square P = .924
Private owned	33.3	44.4	46.6	45.8	42.1	
State enterprise	33.3	13.9	8.6	6.9	5.3	
Joint venture	0.0	11.1	8.6	6.9	5.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.160 shown the relationship between Pre image toward Suvarnabhumi Airport of an airport that has clear work process and Type of business is not a statistically significant.

Table 4.161 Relationship between Post Image toward Suvarnabhumi Airport of A
Convenient Tax Free Zone and Type of Business

Type of business	A convenient tax free zone					
	strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	strongly agree (%)	
Government owned	20.0	34.6	35.1	37.7	52.2	Pearson Chi-Square P = .303
Private owned	40.0	50.0	43.9	46.8	39.1	
State enterprise	40.0	0.0	12.3	9.1	4.3	
Joint venture	0.0	15.4	8.8	6.5	4.3	
Total	100.0	100.0	100.0	100.0	100.0	

* Statistically significant level is .05

Table 4.161 shown the relationship between Pre image toward Suvarnabhumi
Airport of a convenient tax free zone and Type of business is not a statistically
significant.

BIOGRAPHY

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