Project Dissertation Report On

ASSESMENT OF SERVICE QUALITY OF INDIGO AIRLINES

Submitted by

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Certificate from the Institute

This is to certify that the Project Report titled **Service Quality of Indigo Airline**, is a bonafide work carried out by **Mr.Chaudhary Pradeep Kumar** of MBA 2014-16 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide   Signature of Head (DSM)

Place: Seal of Head

Date:

Declaration

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I **ChaudharyPradeep Kumar**, student of MBA 2014-16 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that Project Report on **Service Quality of Indigo Airline** submitted in partial fulfilment of Degree of Masters of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This Report is not being submitted to any other University for award of any other Degree, Diploma and Fellowship.

Chaudhary Pradeep Kumar

Place:

Date

Acknowledgement

Accomplishment of a task with desired success calls for dedication towards work and prompting guidance, co-operation and deliberation from seniors.

At the outset, I would like to thank Dr.Vikas Gupta, Professor, Delhi School of Management for his support and professional approach in guiding me through the careful details of the project.

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Abstract

Services are intangible by nature. Services are heterogeneous and airline services are no exception to this. Services provided inside aircraft are intangible and highly variable. Airline services are highly personalized. The airline product is a highly perishable one. The airline companies Management believe that, they are providing committed quality of service to the customers, but in the point of view of the customer, airlines are lacking in quality service. Airlines lacks in awareness about service quality and are not aware that giving better service to the customers helps in better company performances In view of the above there is ample scope of study in the area of Service offerings with a view of Customer Service in domestic airlines arena which has potential possibilities in Indian Airlines Industry.

To accomplish the objectives of the study, the data required has been collected using both primary and secondary source. This study covers a sample of 56 respondents. Simple Random Sampling techniques were used and a structured questionnaire was used for data collection. This study showcases some of the findings in this direction with respect to Indian Domestic Airline Industry. It highlights to examine how the customers are feeling about the company's services and its service quality. The two main constituents are the "quality expected" and "quality perceived" by the customer. This study highlights that the passengers are satisfied with the services quality reliability, responsiveness, assurance & empathy but Indigo needs to improve on tangibility aspect. Best mark can show you how improving the customer experience will create the differentiation necessary to increase sales and boost referrals.

At the end conclusion and recommendations have been specified so as to make the project work more meaningful and purposeful.

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CHAPTER 1

The world has turned into a global village, it has become easier for people, living in extreme corners of the world, to connect to their loved ones as well as increase their business network, without much of a hassle. Thanks to the booming civil aviation industry-it has helped people travel to the nook and corners of the world, within just few hours. As a part of this global village, India is also witnessing a steep increase in the number of passengers, travelling to and from the country, via air. The prominent international airlines have been carrying on the operation in India mainly because of the fact that they attract people in India, largely the business and leisure travellers. The increase in the air passengers' traffic in India has resulted in an explosion in the number of international airlines flying to the country. Some of the prominent names in the civil aviation industry, including Lufthansa, Fly Emirates, British airways, etc. have increased their clientele in India, thereby making the presence felt in the Asian country. Moreover, they provide world-class amenities on board, which automatically attract the passengers to use their services time and again. Indian aviation industry is one of the fastest growing sectors in the world. Till 1991,the only public airlines in India has enjoyed monopoly in it operations and businesses and therefore could dictate its own terms to it passengers who had no other choice but to accept whatever had been available irrespective of quality of service, pricing, hospitality and comfort. The scenario changed following globalization and airspace having open to competitions. Subsequent events moved very fast as more and more new players entered with lot of advantages of being new operators as compared to the airlines which had been in operations since independence and therefore accumulated lot of fat which needed to be immediately dispensed with two faced the emergent competition that forced as threats to its existence and substance. On the other hand some of the private players are very much concerned about their passengers as well as some of them are implementing low price strategy to attract the passengers. Now as passengers are playing the key role in aviation industry, on the airlines are trained to capture the lion share of the market. Though most of the airlines are introducing various lucrative strategies to retain their own passengers and attract more new passengers towards them, but still brand switching is increasing day by day. So in this cut throat competitive situation, the success of airlines are very much dependent on the passengers service provided at all levels-be before, after and during the journey to make the passengers satisfied. Nowadays, passengers become very choosy about where they spend their hard-earned money. If they decided to take a trip, they want it to be great! So the airlines needed to get with the program and look at the experience from the passengers' perspective. Deregulation of commercial airlines transportation in the

India has contributed to a striking over haul in an industry that is crucially important to the Indian economy. Economist predicated that unregulated competition among airlines would result in lower costs and reduced fares for consumers. It was also hoped that consumers would be benefitted. As complicating airlines offered improved levels of service to attract demand while the skies have been somewhat bumpy for carriers, particularly those unable to successfully cut costs-the most efficient airlines have been able to thrive in the two decades since deregulation. One concern that occupied deregulation was that scale economics in hornet in air transport might hold down entry and leave the number of airlines operating in a competitive system relatively small. If particular markets were concentrated as a result, consumers would be vulnerable to higher prices.

1.1 Overview of the industry:

Indian aviation industry is among the top 10 aviation industries of the world. It has shown high growth trajectory. According to the recent report by KPMG, Currently Indian civil aviation industry has size of 16 Billion US dollars. It is contributing to the 0.5 % of the GDP. Nowadays daily 150 million passengers are transported by air. It is forecasted that by 2020 this number will raise to traffic of 450 million passengers daily. Total aircraft movements and passenger traffic has grown with CAGR of 3.3 and 5.5 percent respectively during FY 14 to FY 16. It is estimated by Airport Authority of India that aircraft and passenger movements at the entire airport are expected to rise at the rate of 4.2 and 5.3 percent respectively.

There are few factors such as entry of Low costs carriers (LLC), modern airports, vision of the new government regarding tourism and transportation, foreign direct investments, cutting edge technology, and vision of regional connectivity are driving the industry towards transformation.

In 11th five year plan (2007-12), four new airports are built in "Public Private Partnership (PPP)" mode. At present there are around 450 airports still there are no airports in tier 2 and tier 3 cities. Airport Authority of India manages 125 airports of which 11 airports are international airports, 8 custom airports, 81 domestic airports and 25 civil Enclaves at defense airfields. Tier 2 and 3 cities contribute only 30 percent of the total air traffic. Government of India is planning to construct more 15 airports under the Greenfield Airport Policy by identifying low cost viable model for construction of small airports. These airports are expected to improve the connectivity among these T2 and T3 cities. Along with this AAI is also planning to invest 150 million in development of non-metro airport in 12th five year plan. According to report of DGCA, Indian Domestic market has shown growth. Passengers carried by domestic airlines during Jan-Mar 2016 were 230.03 lakhs as against 185.46 lakhs during the corresponding period of previous year thereby registering a growth of 24.03%.
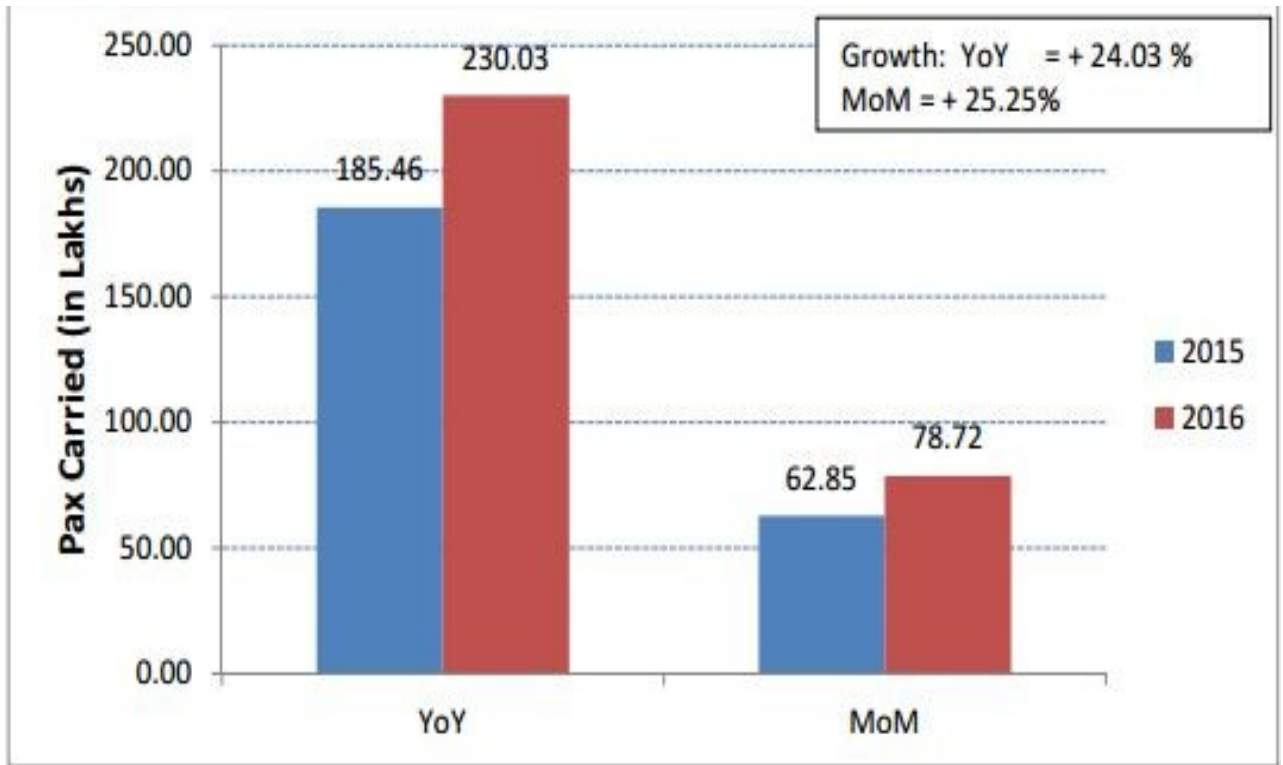
Figure No.1.1.Performance of domestic airlines for the year 2016
Source: (DGCA Website, 2016)

1.2 Challenges faced by the industry:

During 2013-14 industry has gone through tough time. The industry was facing major challenges such as

a. Rising operational costs
b. Higher air fares

These are the major challenges arises because of the following factors:

i. Challenges with policies
ii. Procedures
iii. Taxation

Many factors are responsible for the high operational costs in India.

a. Higher cost of fuel in India but it reduces from 50000 Rupees/KL in 2015 to 42784 rupees/KL on Apr 30, 2016.
b. High taxation
   i. Excise duty
   ii. Customs duty
   iii. Sales tax
c. High airport fare

These factors are leading to high operational costs. It is observed that in India 35 to 45 percent operational cost is of fuel, whereas 20 percent is the global average. Major oil

providing companies in India are Indian oil Corporation Ltd and Bharat Petroleum Ltd. These companies charge around 16 to 30 percent sales tax on fuel. This results into high price. Along with this there are different taxes imposed by the government.

Aviation Turbine Fuel Price per Kilolitre at Delhi Airport for Domestic Services FY 2015
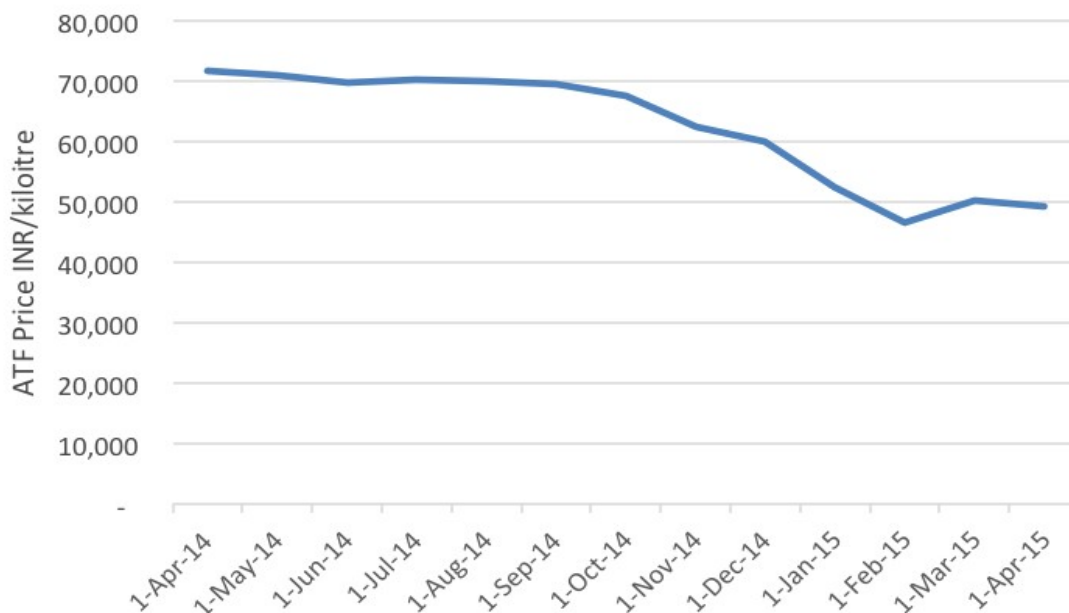
Figure No.1.2.Fuel Price

Source: (CAPA Website, 2016)

Recently new airports are built in PPP mode. These airports are highly modern. This infrastructure change is also an area of high concern for aviation industries. Investment cost for these airports is very high. To recover this amount airport holding company charges very high this directly results into high costs. For example recently Airports Economic Regulatory Authority of India (AERA) approved to raise tax of Delhi and Mumbai airport to 346 percent and 154 percent respectively in 2012. Chennai and Kolkata also proposed to increase in airport tax to 118 percent and 242 percent respectively. This increased tax will eventually lead to higher price paid by the aviation companies for landing and parking their flights. This increases the cost of operation.

Along with this getting aviation license in India is main hurdle for small companies to enter into the market. The procedure of getting license is bit slow and hectic. This is major hurdle to growth of the industry. This will responsible in coming years also if not addressed properly.

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In 2014 government has taken some initiative such as they have allowed direct import of the fuel, which will help to save sales tax to be paid to the oil companies in India. Spice Jet is the first successful company to import oil for its own in September 2013. Also government has promised to reduce the custom duty charges.

As the business environment is changing very fast, customer expectations and demands are also changing. It results to a situation where many of the service providing companies have failed to understand the true needs and wants of their passengers and still hold the traditional and obsolete views of what airline services are all about. Service provider especially the airline companies thinks of passengers needs from their own perspectives and tries for cost reduction for efficient operations and this leads to compromise in quality of the services provided to their customers.

The delivery of high quality service becomes a marketing requirement due to competitive pressure among air carriers. Moreover airline passengers experience many service encounters with front line employees as well as with in-flight attendants. Passengers have some expectations and evaluate service quality by comparing their experiences with their expectations over a number of quality attributes. Hence there is need to examine the effect of service quality on customer satisfaction and loyalty because customer satisfaction holds a significant importance in any business. To stay ahead in the business, superior service quality is an important determinant and acts as an order winner. Service quality is more important determinant than price in differentiating a service organization from its competitors and in encouraging customer loyalty (Kandampully and Suhartanto, 2000; Chow and Luk, 2005). Researchers have shown that superior service quality is an essential strategy for winning and retaining customer's thus increasing market share and profitability (Zeithamal, 2000; Chow and Luk, 2005).

Service quality is considered to be the most important critical success factor (CSF) of any service industry (Berry *et al.,* 1994; Kannan, 2010; Singh and Sushil, 2013). As per American Management Association survey of North American, western European and Japanese managers, it was found that 78 percent of the surveyed managers believe that service improvements are the key to competitive success (Min and Min, 1996). It is difficult to define and measure service quality due to its intangible and elusive nature (Min and Min, 1996; Kannan, 2010; Min, 2010; Chow and Luk, 2005; Parasuraman *et al.,* 1985). However some authors have attempted to define it. Parasuraman *et al.* (1988) defined service quality as a global judgment or attitude relating to what the customer actually receives from services and the manner in which the services is delivered. Kannan (2010) defined service quality as the excellence to which a firm delivers services to its customers in comparison to its competitors.

Due to intense competition, airline needs to improve their service quality in order to gain competitive advantage and remain competitive. Thus, it is essential for airlines to understand their strength and weakness when developing strategies for their service. Benchmarking was initiated in 1979 by Xerox to examine its manufacturing costs and defects (Min and Min, 1996). However, the application of benchmarking should not be limited to product quality measurement and improvement in the manufacturing sector only. Benchmarking is applicable to wide array of industries including the service industry like airlines and has two distinct approaches: Competitive benchmarking and process benchmarking (Min and Min, 1996). As per the American Productivity and Quality center (1993), competitive benchmarking measures organizational performance against that of competitive organizations and, consequently tends to concentrate on the relative performance of competitors. Airlines in India need to be committed to service quality excellence because service quality excellence leads to customer satisfaction which eventually leads to improved load factor and increased market share, thus increasing revenues, profitability and shareholder's value (Singh and Sushil, 2013).

Service quality cannot be objectively measured as can technical quality in manufacturing because the concept of service quality is inherently intangible in nature (Chow and Luk, 2005; Patterson and Johnson, 1993). It is elusive and abstract construct because of three features unique to services: intangibility, inseparability and heterogeneity (Patterson and Johnson, 1993). Service quality can't be improved without measuring it (Min and Min 1996). If the service quality is to be improved it must be reliably assessed and measured. However, measuring improvements in service quality is even more challenging (Parasuraman *et al.,* 1985). One of the most important efforts to measure service quality is the SERVQUAL instrument given by Parasuraman *et al.* (1988). They developed a service quality model based on gap analysis. Service quality can be measured by identifying the gaps between customer's expectations of the service to be rendered and their perceptions of the actual performance of the service (Parasuraman *et al.*, 1988). SERVQUAL is based on the five dimensions of service quality namely: tangibility, reliability, responsiveness, assurance and empathy (Parasuraman *et al.*, 1988). Various service quality models for measuring service quality are available in literature, some of them are: Technical and functional quality model (Gronroos, 1984), SERVQUAL Gap Model (Parasuraman *et al.,* 1985, 1988), SERVPERF model (Cronin and Taylor, 1992), Attribute model (Haywood-Farmer, 1988), Synthesised model of service quality (Brogowicz *et al.,* 1990), Attribute and overall affect model (Dabholkar, 1996), Antecedents and mediator model (Dabholkar *et al.,* 2000) and Internal service quality model (Frost and Kumar, 2000). All these model helps in measuring the internal service quality without considering the strategies of its competitors.

Many studies have been conducted in the area of airline service quality and customer satisfaction also. These include research work on low cost airline carriers in Thailand (Saha and Theingi, 2009), study on airline industry for Australian international passengers (Park *et al.,* 2006), study on airline industry in Korea (Park *et al.,* 2004), study on airline industry in Taiwan (Chen, 2008), study on airline service quality (Gilbert and Wong, 2003). Saha and Theingi (2009) examined the relationship between the constructs of airline service quality, satisfaction and behavioral intentions in passengers of three low cost carriers offering airline services in Thailand. Their study finds that the order of importance of the service quality dimensions is flight schedules, flight attendants, tangibles and ground staff. These service quality dimensions were found to be very important in explaining passengers' future behavioural intentions. Previous studies by Park *et al.* (2006); Park *et al.* (2004) and Chen (2008) examined the relationship between airline service quality and other marketing variables like perceived image and passenger satisfaction. They found that the airline service quality had a significant impact on passenger's future behavioral intentions. Gilbert and Wong (2003) developed a 26 attribute model incorporating responsiveness, reliability, assurance, facilities, flight patterns, customization and employees dimensions to measure and compare the differences in passenger's expectations of the desired airline's service quality. Their finding shows that assurance was rated as the most important service dimension in airlines. Chan and Yeh (2002) identified 15 attributes to measure the service quality of airlines in the context of Taiwan and found that the most important factor was flight safety. Chen and Chang (2005) evaluated airline service quality from a process perspective by examining the gap between passengers' service expectation and the actual services received. Importance- performance analysis was also used to construct service attribute evaluation maps to identify areas of improvement. Their finding shows that assurance and responsiveness dimensions were rated as the most important service dimension in airlines. Liou and Tzeng (2007) developed a non-additive model for evaluating and improving the service quality of airlines and compare its result with the conventional additive method. They found out that safety and reliability emerged as the critical factors of service quality in airlines.

1.3 Main players in the industry

Indian aviation industry is dominated by the Low Cost Carriers (LCC). These players can be classified into three major categories.

1. Public Player
    i.   Air India
  1. Private Players

i.   Jet Airways
    ii.   IndiGo
    iii.   Spice Jet
    iv.   Go Air

Also in 2014 the industry has saw entry of five new players. These new players are:

    i)   JET Etihad deal has been finalized (FDI)
    ii)   Tata-Singapore airlines Ltd-VISTARA
    iii)   Air Costa (Part of LEPL Group)
    iv)   Tata-Air Asia Ltd
    v)   Air Pegasus Ltd

These are the five new players in the industry. They have different strategies to tackle the market.

1.3.(i) <u>Market share of the players</u>

Players in Indian Aviation Industry are fighting to gain maximum market share. Domestic market is dominated by LLCs such as IndiGo and Jet Airways. IndiGo is the only domestic company which has shown all time profits in its balance sheet. At the time of crisis Indigo sustained itself while gaining profits. It is India's most preferred LLC.

According to analysis presented by Indian Aviation Forum, Indigo retained at top position followed by Jet Airways. This analysis was at the end February 2016.
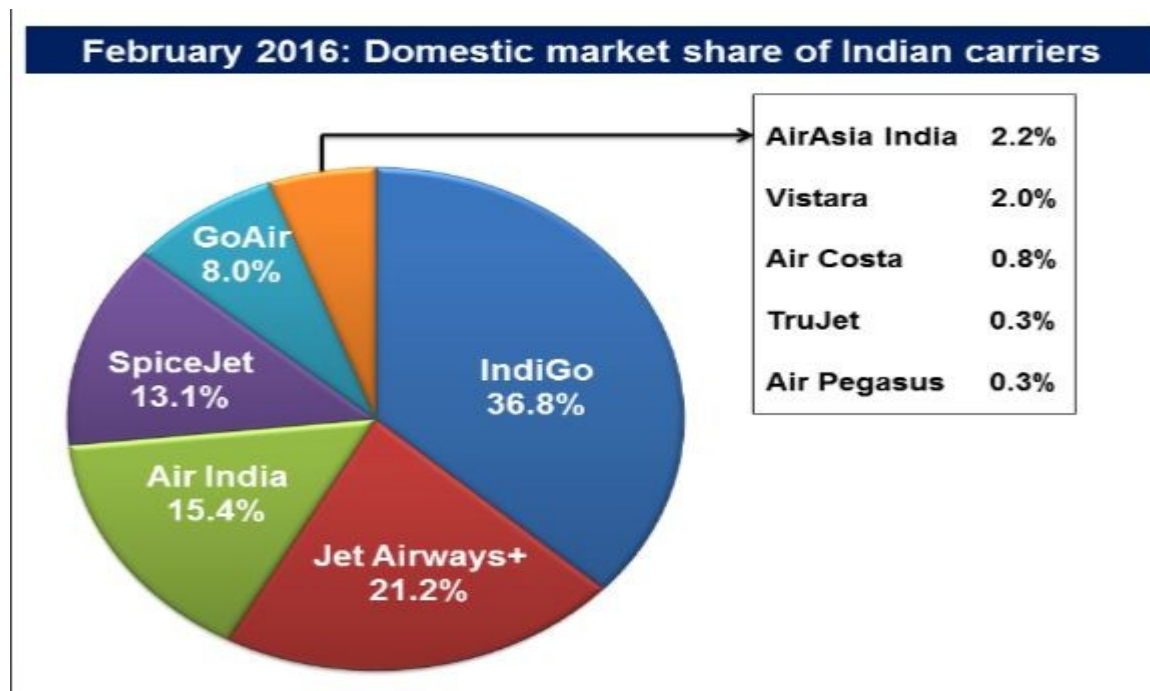
Figure No.1.3.Market Share of Indian carriers in domestic aviation market Feb.2016
Source: (Indian Aviation Forum, 2016)

Passenger load factor, or **load factor**, measures the capacity utilization of public transport services. Considering passenger load factor analysis, Spicejet, Indigo and Go Air has shown better results. From the data the passenger load factor in the month of March 2016 has slightly decreased compared to previous month primarily due to the end of tourist season.

All the companies are trying to increase load factor to 100 percent. This will directly results into their profit gain.

Figure No.1.4.Passenger Load Factor
Source: (DGCA Website, 2016)

Compliance of Route Dispersal Guidelines

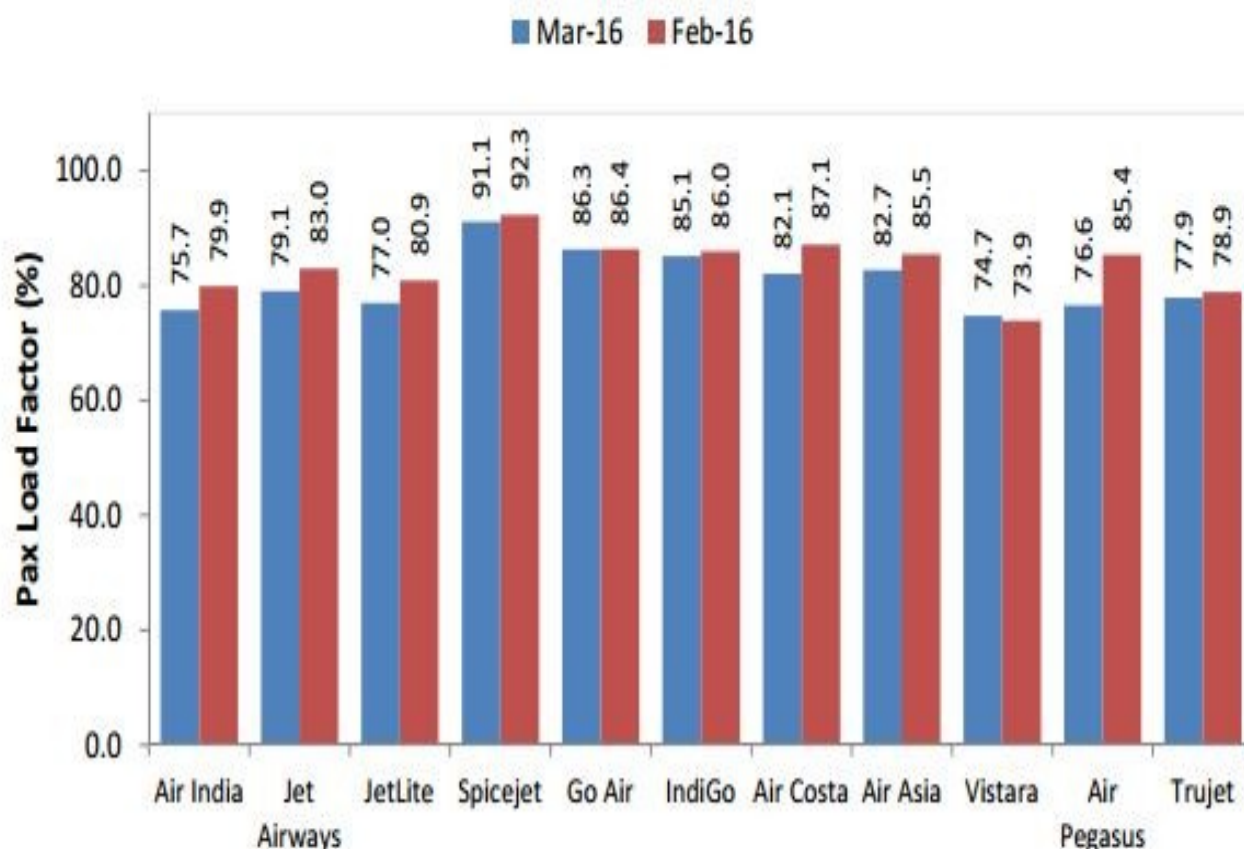During the month of Mar 2016, all the scheduled domestic airlines complied with the mandatory capacity deployment requirements contained in the Route Dispersal Guidelines. Airline-wise details are given in the following Table:

Airline	ASKM Deployment (%) of Category I		
	Cat III	Cat IIA	Cat II
Air India + Alliance Air	104.1	1.60	20.2
Jet Airways + JetLite	69.7	1.11	11.9
Spicejet	107.7	1.09	25.8
Go Air	162.9	1.14	56.3
IndiGo	121.1	1.22	21.1
Vistara	68.3	1.25	11.0
Air Asia	319.0	5.67	29.8
Minimum Capacity Requirement in accordance with RDG (As % of Capacity Deployed in Category I)			
• Category II – 10%			
• Category IIA – 1%			
• Category III – 50%			

Figure No.1.5.RDG (Route Dispersal Guidelines)
Source: (DGCA Website, 2016)

1.4 Objectives of the study

Through this project we try to analyse the service quality of various airlines operating in India and how they are distinguishing themselves in eyes of customers. The primary role of each airline is same, they are carrying the passengers from one place to another but their

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image is different in the eyes of consumer. One of the important reason for this is the service quality of these airlines. The flying services of the airlines are divided into three stages (Pre-flight, in-flight and Post-flight services) and I am trying to find out which airline has best service quality to satisfy their customer and which component of service is satisfying the passenger of the that airline. The objective, long term goal and management of the company is very much responsible to provide the better service quality to passengers. Through passengers of the airlines we will get proper information about the services which are providing at pre-flight, in-flight, post-flight and to find out the areas where the company needs to improve the service quality of the airlines.

- To find out whether the passengers are satisfied with airline services or not.

- To find the passenger perceptions of service quality of airlines.

- To assess the level of satisfaction of passengers of various facilities provided by airlines.

➢ To analyse the Gap Model of service quality for various airlines.

- To provide an effective marketing scheme to passengers.

- To provide a good guide to the airline management as it brings out the strengths of the company and the areas where the company needs to improve the service quality.

LITERATURE REVIEW

Joyce A. Hunter (2011) the aim was to discover the results when service providers or frontline staff actually did "smile" when handling or resolving explosive customer service

issues. They conclude that "Smiling customer service" builds customer loyalty, fosters profits, and helps reduce air rage. The results from this study could be used to construct training programs that support developing airline personnel in particular areas of customer service, including frontline staff, flight attendants, and security personnel. More research could be investigated to identify innovative ways to provide more exciting and interesting experiences for the more seasoned and frequent travellers who may have grown cynical about air travel but continue to rely on this mode of transportation.

Kittichai Thanasupsin, Suraphan Chaichana And Sudtida Pliankarom (2010), he observed on travellers' perceptions show that fare and safety concerns are most satisfied by low-cost carriers and full-service airline travellers, respectively Based on the logit model developed, significant factors influencing mode selections are group size, fare deviation to income ratio, waiting time deviation multiplied by income, punctuality, and safety. Airlines may consider offering fare promotions for selected flights, times, and occupations (such as student). They may also offer a reduced fare for group travelling. On the other hand, If LCCs are keen on increasing the number of passengers; punctuality should be the issue of concern. Although punctuality improvement of LCCs may be tedious to achieve due to its intensive use of air fleet, its achievement would significantly increase number of passengers.

Sunil Babbar and Xenophon Koufteros (2008) identified the human- or people-related factors; individual attention, helpfulness, courtesy, and promptness that shape the element of "personal touch" in the service provided by contact employees and examine their role as determinants of customer satisfaction with the airline. They conclude that the individual attention, helpfulness, courtesy, and promptness embedded in the element of personal touch shape the experience of airline customers and determine their level of satisfaction with the airline. While there are certainly other determinants of customer satisfaction in the airline industry, this study identifies an important set of factors constituting the dimension of personal touch and determining customer satisfaction. Contributes to, and advances the literature on, customer contact employees and their role in shaping customer experience and satisfaction. Specifically, it provides important insights into the element of personal touch and the nature of the relationship between individual attention, helpfulness, courtesy, and promptness and the satisfaction of customers of passenger airlines.

Steyn, et al (2011) article has studied the satisfaction with airlines' service recovery efforts was used to determine the effect of a service failure on their relationship with airlines as well as their willingness to recommend airlines to others following a service failure.

Customer perceptions and expectations of service quality are increasingly used to forecast company profitability and prospects for improved market share. Although many other ``quality focused'' initiatives have often failed to enhance company performance, customer-

perceived service improvements have been shown empirically to improve profitability (Buzzell and Gale, 1987). The shift from an industrial to a customer-value paradigm (Albrecht, 1992) places service at the center of company efforts to improve profitability. As virtually all organizations compete to some degree on a basis of service (Zeithaml et al., 1990), and as the Indian economy has become a predominantly ``service economy'' (Albrecht and Zemke, 1985), service quality then becomes significantly important to achieve a genuine and sustainable competitive advantage. Service-based companies are compelled by their nature to provide excellent service in order to prosper in increasingly competitive domestic and global marketplaces, i.e. there is no ``tangible'' product to equate otherwise to quality. Customer-driven strategies require satisfying customer preferences; it is first necessary to identify the customer (Sonnenberg, 1991), which is also found to be prerequisite to successful global competition (Butterworth, 1990) and service competition generally (Whiteley, 1991; Parasuraman et al., 1988). Many companies intending to employ a customer service-based strategy find the process of identifying and measuring customer preferences very difficult, often owing to mistaken business perceptions of customer wants (Drucker, 1964; Miller, 1992; Andrews et al., 1987; Fornell, 1992). Nonetheless, providing superior service quality requires creating a distinct relationship between what the customer wants and that which the company provides, or a relationship between customer requirements and essential business elements (Evelyn and DeCarlo, 1992; Schneider and Bowen, 1995). Service quality literature recognizes expectations as an instrumental influence in consumer evaluations of service quality (GroÈnroos, 1982; Parasuraman et al., 1985; Brown and Swartz, 1989). Expectations are understood as the desires or wants of customers, i.e. what the service provider should offer (Parasuraman et al., 1988), and studying companies understood to be leaders in various industries (and not limited to direct competitors), i.e. ``benchmarking'' or ``studying the winners'', has become a vital source in identifying gaps that exist between customer expectations and company performance (Park and Smith, 1990; Drege, 1991; Whiteley, 1991; Albrecht, 1992) as perceived by its customers (Miller, 1992). Meeting rising customer expectations has proved to be one of the most difficult challenges to service businesses (Sonnenberg, 1991; Drege, 1991). Quality is found to be measured most accurately through the eyes of the customer (Miller, 1992), and it is not found to improve unless it is regularly measured (Reichheld and Sasser, 1990). Customers are therefore never mistaken when they say that (service) quality is bad, because if they perceive it so, it necessarily is so (Schneider and Bowen, 1995). Companies that actively search for and incorporate the best service methods and processes to improve the performance, regardless of sources, and ultimately the perceptions of their customers, are found to excel in relation to their competitors (Sellers, 1991). In practice, companies that exceed customer expectations without impairing profit

margins have frequently been found to develop a solid foundation of customer loyalty, based on segmented service (Drucker, 1964; Porter, 1980, 1985; Farber and Wycoff, 1991). Recognizing the importance of measuring service quality perceptions and expectations to improve performance, and the importance of international markets to the success of companies in numerous service industries, it is significant that no studies have been performed to investigate the differences that might exist based on nationality and culture (Winsted, 1997). The general importance of quality to the airline industry is recognized in the annual Airline Quality Report (Bowen and Headley, 1995) for domestic airlines, which incorporates an internally-focused model based on financial data, fares, passenger load factors, service related issues, etc. As service quality strategies fundamentally focus externally on the customer and satisfaction (a market orientation), rather than internally on company profits and costs (a production orientation), a distinctive and unequivocal management approach as well as organization commitment is required (Peters and Waterman, 1982; Whiteley, 1991; Carlzon, 1989). In order to formulate successful service strategies internationally, this report proposes that there is a need to examine consumer expectations and perceptions.

2.1 SERVQUAL Model

The SERVQUAL service quality model was developed by a group of American authors, 'Parasu' Parasuraman, Valarie Zeithaml and Len Berry, in 1988. It highlights the main components of high quality service. The SERVQUAL authors originally identified ten elements of service quality, but in later work, these were collapsed into five factors - reliability, assurance, tangibles, empathy and responsiveness - that create the acronym RATER.

The gap model (also known as the "5 gaps model") of service quality is an important customer-satisfaction framework. In "A conceptual model of service quality and its implications for future research" (The Journal of Marketing, 1985), A. Parasuraman, VA Zeitham and LL Berry identify five major gaps that face organizations seeking to meet customer's expectations of the customer experience.

The five gaps that organizations should measure, manage and minimize:

- Gap 1 is the distance between what customers expect and what managers think they expect – Clearly survey research is a key way to narrow this gap.
- Gap 2 is between management perception and the actual specification of the customer experience - Managers need to make sure the organization is defining the level of service they believe is needed.

- Gap 3 is from the experience specification to the delivery of the experience - Managers need to audit the customer experience that their organization currently delivers in order to make sure it lives up to the specifications.
- Gap 4 is the gap between the delivery of the customer experience and what is communicated to customers - All too often organizations exaggerate what will be provided to customers, or discuss the best case rather than the likely case, raising customer expectations and harming customer perceptions.

Figure No.2.1.Gap Model of Service Quality
Source: (Valarie A. Zeithaml, A. Parasuraman, Leonard L. Berry, 1990)

- Finally, Gap 5 is the gap between a customer's perception of the experience and the customer's expectation of the service - Customers' expectations have been shaped by word of mouth, their personal needs and their own past experiences. Routine transactional surveys after delivering the customer experience are important for an organization to measure customer perceptions of service.

Determining optimum levels of customer service is understood to depend on accurately assessing customer expectations, so that companies are able to meet highly-valued customer expectations and avoid employing those services that customers do not value; regular

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customer feedback has been determined essential to such successful customer satisfaction strategies. Successful customer service focused companies measure their service to ascertain how well they are satisfying their customers and superior companies have been shown to be consistently excellent listeners to their customers.

CHAPTER 3

METHODOLOGY

3.1 Significance of the study

This study may motivate low cost airline service providers and future researchers to improve their knowledge on the service quality developments persistently. It may lead the airline industries to renew their service quality policies and provide good quality services to passengers to enhance their business. This may further help the airlines to understand the passenger expectations for the service.

3.2 Scope of the study

The research scope was limited to a certain demographical group and only Indigo flights were addressed in the primary survey. The project is based on primary data analysis through the use of tools like MS Excel, Pivot Table and Power Point.

- To find out satisfaction level of passengers.
- To find out airlines strategy and strength.
- To find out the areas of improvement to improve customers satisfaction level.

3.3 Research Design and Data collection

Research can be defined as a scientific and system search for pertinent information on specific topic. Research makes use of analytical and statistical techniques along with different methods to collect information in an organized way. To accomplish the objectives of the study, the data required has been collected using both primary and secondary source. Primary data have been collected through a structured questionnaire. The data were collected using questionnaire. It is distributed and collected through mail survey. Theoretical back ground of the present study was gathered from various sources which include Books, Journals, Website and other related research work. Secondary research takes into account many different sources for collection of information including government data, newspapers, magazines, internet etc. One of the benefits of doing secondary research is that it is mostly free and takes a lot less time. This study covers a sample of 56 respondents. Simple Random Sampling techniques were used and a structured questionnaire was used for data collection. The questionnaire was divided into five sections, the first section reveals tangibility, second reveals reliability, third reveals responsiveness, fourth and fifth section reveals assurance & empathy respectively. These sections are designed to evaluate their overall experiences they received from the airline services. The questions were phrased in the form of statements scored on a 5-point Likert type scale, ranking from 1 "highly dissatisfied" to 5 "highly satisfied". A likert scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research. When responding to a Likert questionnaire item, respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. Thus, the range captures the intensity of their feelings for a given item. A Likert item is simply a statement that the respondent is asked to evaluate by giving it a quantitative value on any kind of subjective or objective dimension, with level of agreement/disagreement being the dimension most commonly used. Well-designed Likert items exhibit "symmetry" in that they contain equal

numbers of positive and negative positions whose respective distances apart are bilaterally symmetric about the "neutral"/zero value

Exploratory factor analysis issued for measuring airline service quality to determine the dimension of airline service quality. Factor analysis is a general name denoting a class of procedures primarily used for data reduction and summarization. Average score analysis is conducted to evaluate the airline service quality. Service quality satisfaction has been analyzed on the basis of score assigned in the questionnaire, 5 marks is assigned to highly satisfied, 4 mark for satisfied, 3 mark for moderate, 2 mark for dissatisfied and 1 mark for highly dissatisfied.

3.4 Analytical Tools

Analytical tools play an important role in any research. Charts are used for the analysis of quantitative data. Microsoft Excel is very important and effective tool for this work. Calculations, functions and formulae in excel are useful for this work. Secondary data was also collected from various sources and used for the comparison of service quality of Indigo with other airlines using charts and graphs.

Comparison of the major players on different factors
4.1 Price of the ticket.
Comparison of the players on price factor is difficult. Price varies according to time of the booking as well as the route to be chosen, time of the day etc. Every carrier has different price strategy. For the sake of convenience I have chosen following parameters to compare:

i.   **Route:** Delhi to Mumbai
ii. **Time duration:** 7 pm to 12 am
iii. **Time of booking:**
   a. Immediate booking

24

b. 3 months prior booking

4.1.(a).Immediate booking: 14th Feb

Name of the carrier	Price of ticket	Duration of Journey	Services	Frequency during the day
Indigo	6043	2 hours 10 min	1. Paid Meal 2. Special assistance	16
Spice Jet	4500	2 hours	Paid meal only	4
Vistara	4558	2 hours 20 min	Free Meal Included	4
Jet Airways	6520	2 hours 10 min	Free Meal	37
Go Air	4578	2 hours 20 min	Paid Meal only	9
Air India	4956	2 hours 05 min	Free meal	44

Figure No.4.1.Domestic Airline Price Comparison
Source: (www.makemytrip.com, 2016)

Hence Spice Jet is lowest among all. Air India is providing maximum frequency. And

Indigo is better among the all for better service with low price.

4.1.(b).Prior booking of 3 months- 6th May 2015

Name of the carrier	Price of ticket	Duration of Journey	Services	Frequency during the day
Indigo	3049	2 hours 10 min	1) Paid Meal 2) Special assistance	17
Spice Jet	3722	2 hours	Paid meal only	4
Vistara	5481	2 hours 20 min	Free Meal Included	7
Jet Airways	5481	2 hours 10 min	Free Meal	29
Go Air	4798	2 hours 20 min	Paid Meal only	8
Air India	3263	2 hours 05 min	Free meal	38

Figure No.4.2.Prior Booking Price Comparison
Source: (www.makemytrip.com, 2016)

Hence in prior booking Indigo is providing lowest fare with better services. Followed by Air

India and Spice Jet. Air India is giving maximum frequency which provides better ease of

booking. Source: www.makemytrip.com accessed on 12th Feb. 2015

4.2 Comparison on other factors

A large survey all over India by "Trip Advisor" following is the findings on scale of

100 percent:

Factors\Name	Indigo	Jet Airways	Air India	Go Air	Jet Connect	SpiceJet
Value for money	44.4	13.2	6.8	2	1.1	6.3

Services- food and entertainment	47.2	47.2	32.2	1.1	2.2	6.9
Cabin crew appearance	35.8	46.5	3.6	2.7	1.7	9.7
Cabin crew quality- Service	36.1	44.9	5.6	2.7	1.6	9.1
Landing & Take off quality	39.7	31.3	16.9	2.4	1.7	8
Time taken to deliver baggage	41.2	34.7	9.2	2.7	2.5	7.5
Seat Comfort/ Leg room	18.2	38.6	34.1	1.9	1.6	5.6
Overall experience	38.8	39.1	12.6	1.7	1.7	6.6

Figure No.4.3.Comparison on various factors
Source: (Trip Advisor, 2016)

Hence most preferred airline is Indigo followed by Jet airways and Spice Jet.
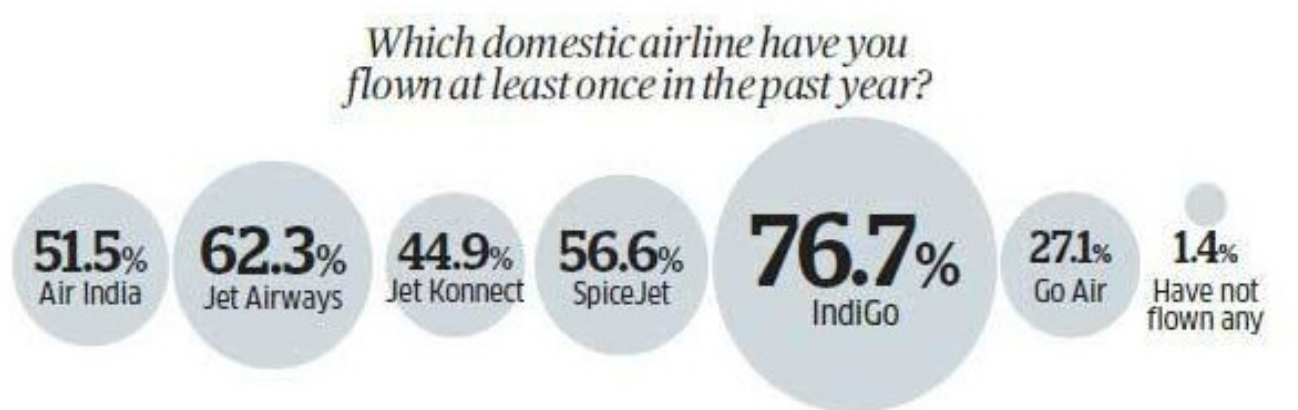
Figure No.4.4.Passengers Airline Preference
Source: (Trip Advisor, 2016)

Also, most of the responded told they need improvement in services such as Meal provided during the journey followed by improvement in leg room.
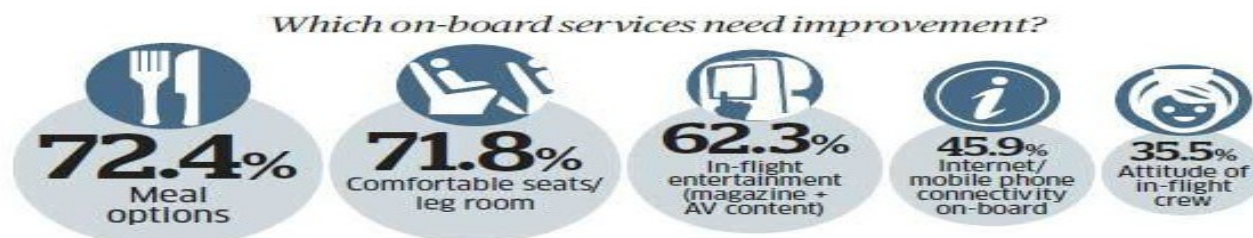
Figure No.4.5.Service Improvement Feedback
Source: (Trip Advisor, 2016)

For new players in the Industry, most of the respondents prefer to go by TATA SIA i.e.

VISTARA followed by Air Asia.

Following things have been found from the survey carried out:

i.   Most of the people prefer Indigo as their favourite airline. Followed by Jet Airways. Spice-Jet is the third choice of the consumers

ii.   Most of them prefer Indigo because of the low price

iii.   Most people are looking for the low price carrier.

iv.   People are conscious about service quality and promotions.

v.   On time flight is most preferred for Indigo followed by the ease of booking.

vi.   Less option of entertainment facility and less food variety are the most dissatisfied thing on the flight and employee behaviour is most satisfied thing. People want better food along with better service.

vii.   Most of the young consumers look for better cabin crew and look for the leg room.

On-Time Performance (Scheduled Domestic Airlines)

On-Time Performance (OTP) of scheduled domestic airlines has been computed for four metro airports viz. Bangalore, Delhi, Hyderabad and Mumbai. Airline-wise OTP at four metro airports for the month of March 2016 is as follows:

OTP at Four Metro Airports

Airline	OTP (%)
Vistara	91.5
IndiGo	86.8
Spicejet	84.1
Air Asia*	83.0
Go Air*	81.6
Air India (Dom)	80.5
Jet Airways+JetLite	77.5

*Note - Operations of Go Air only at BOM, BLR, DEL; Operations of Air Asia only at DEL & BLR

Figure No.4.6.Performance of domestic airlines in Metropolitan cities for the year 2016
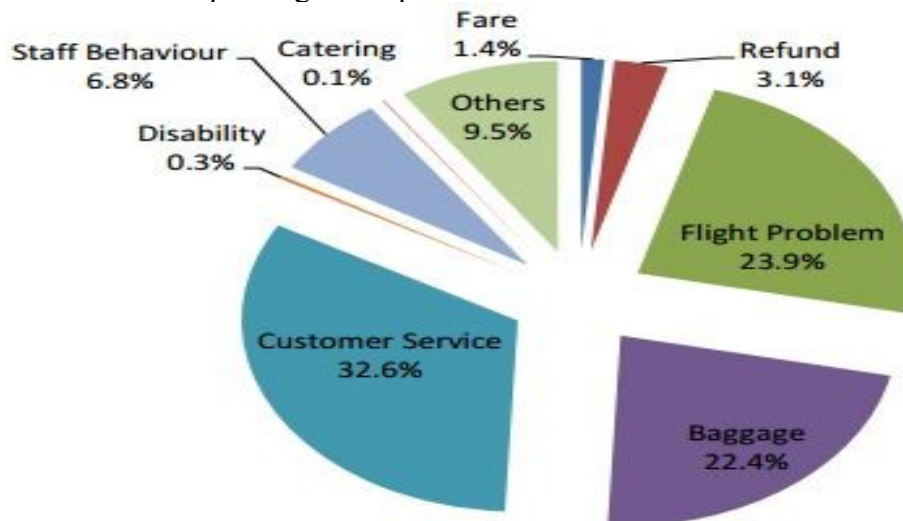**Source: (DGCA Website, 2016)**

Passenger Complaints during the month

During March 2016, a total of 737 passenger related complaints had been received by the scheduled domestic airlines. The number of complaints per 10,000 passengers carried for the month of March 2016 has been 0.9. The airline-wise details are as follows:
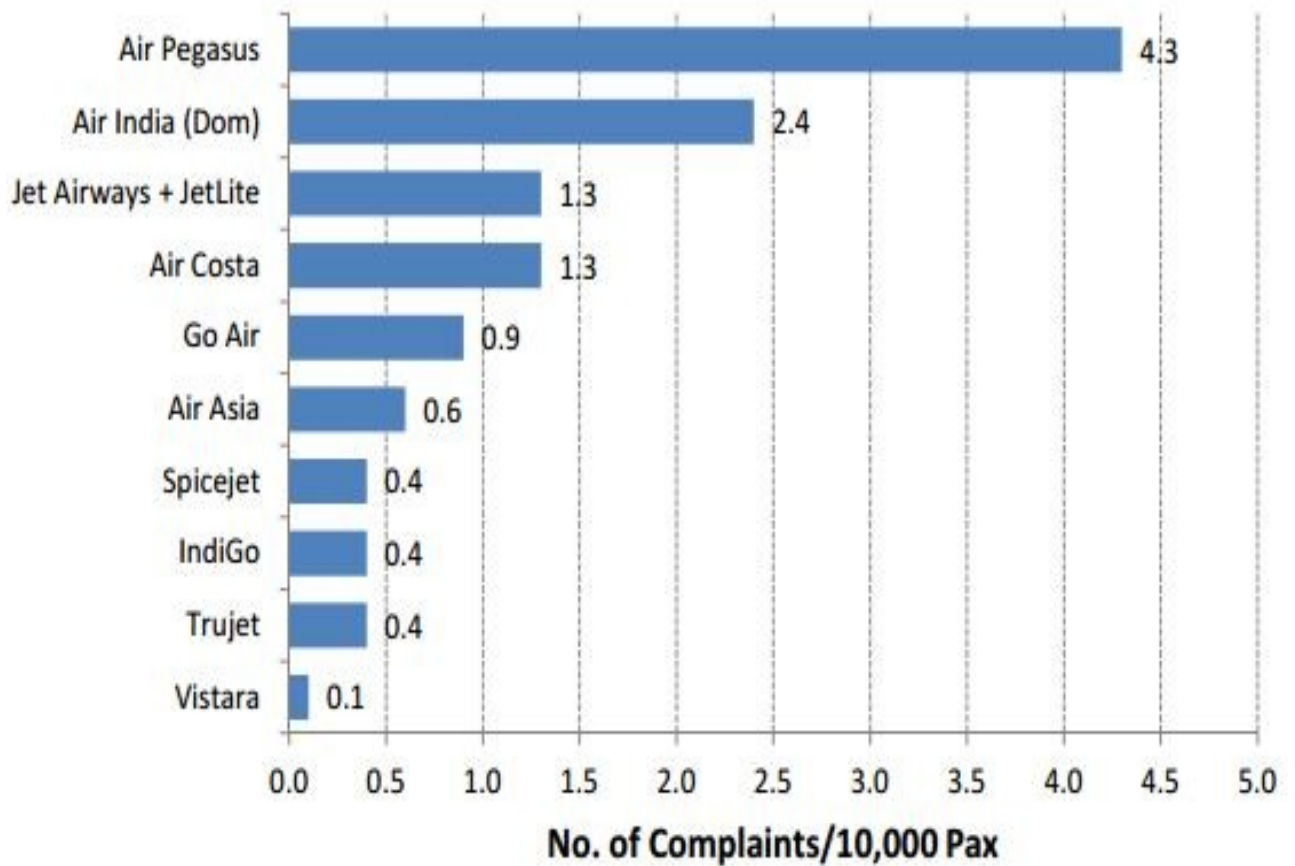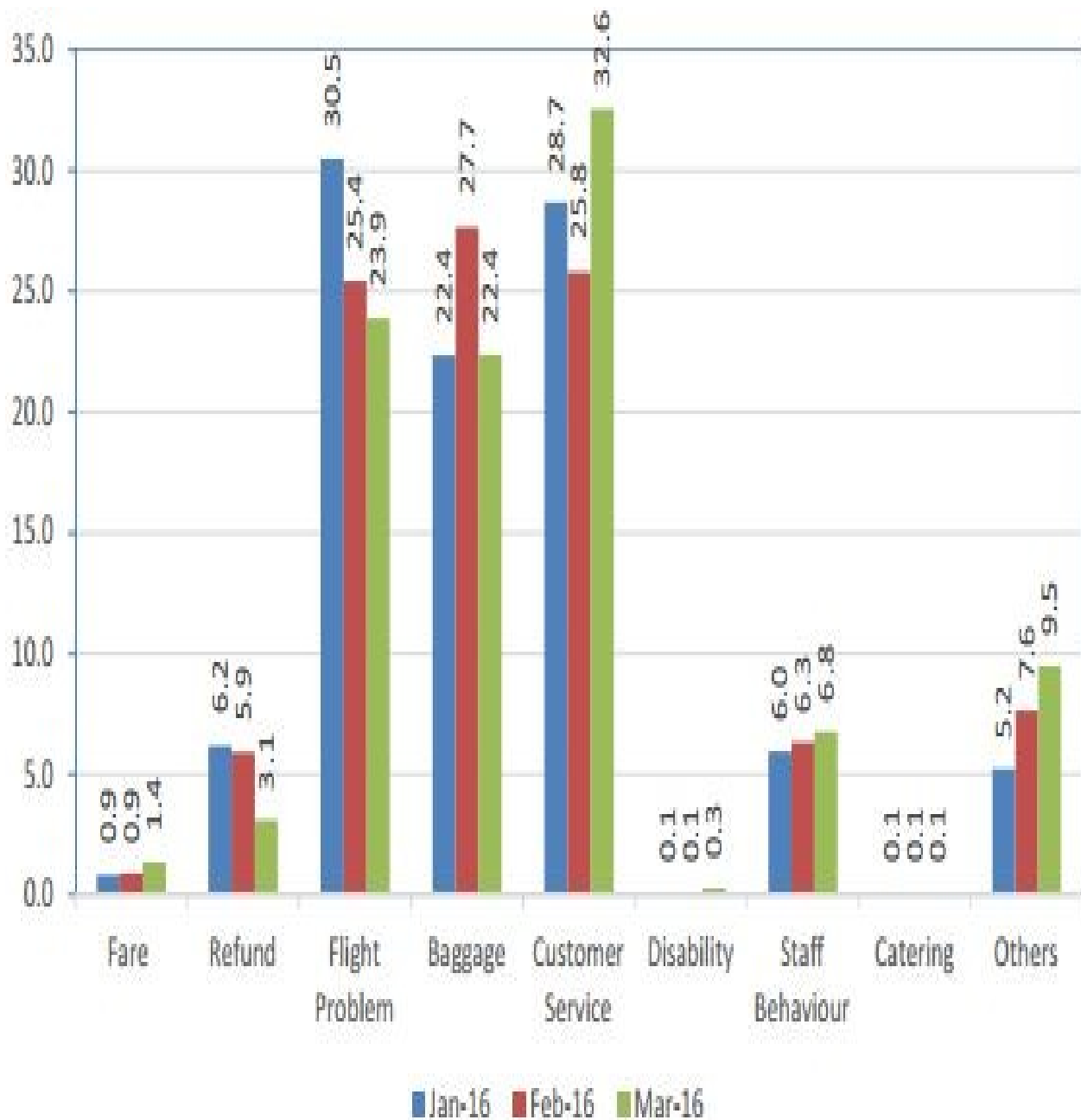
Figure No.4.7.Passenger Complaints in March 2016
Source: (DGCA Website, 2016)

Various reasons of passenger complaints are indicated below:

**Figure No.4.8.Reasons for Complaints**
Source: (DGCA Website, 2016)

The reason for complaint as percentage compared to the previous month is as follows:

Figure No.4.9.Complaint as percentage compared to the previous month
Source: (DGCA Website, 2016)

From the data it is observed poor customer service leads to maximum complaint by the passengers followed by flight problem and baggage problem. Airlines tries to control the flight problem and baggage problem but the customer service gets worse month by month and this leads to dissatisfaction among customers. The fare problem was constant in the month of Jan and Feb but it increases in the month of March by approx 55% as compared to previous months. The refund problem is decreasing month by month. The complaints regarding refund on flight cancellation are reducing as airlines are successfully refunding the amount to customers within stipulated time. Staff behaviour is the concern, as it becomes one of the reasons for complaint which is increasing month over month.

4.3 Indigo Service Quality Data Analysis On Various Parameters
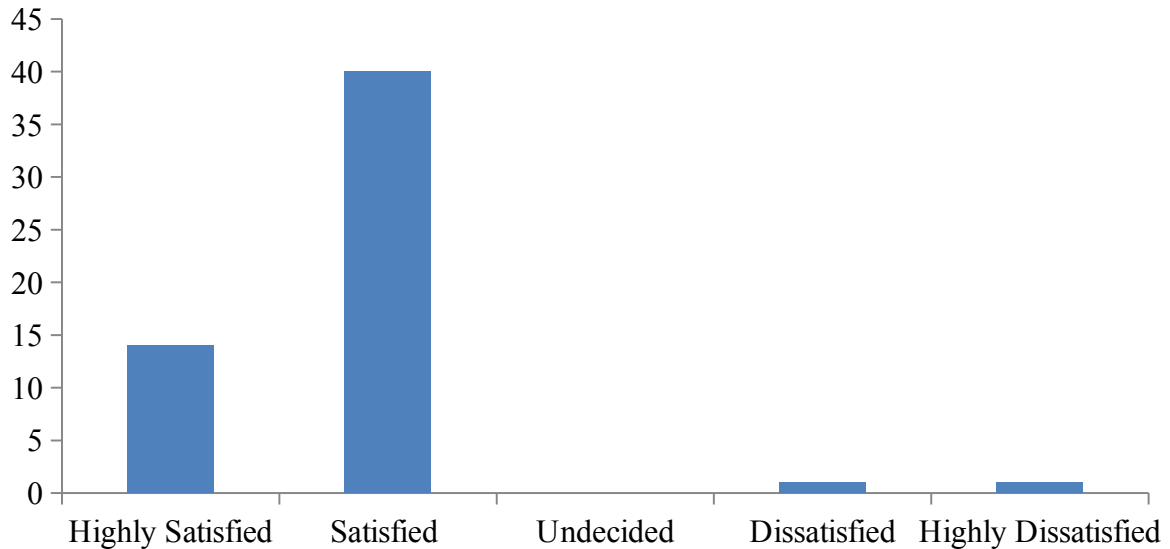
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

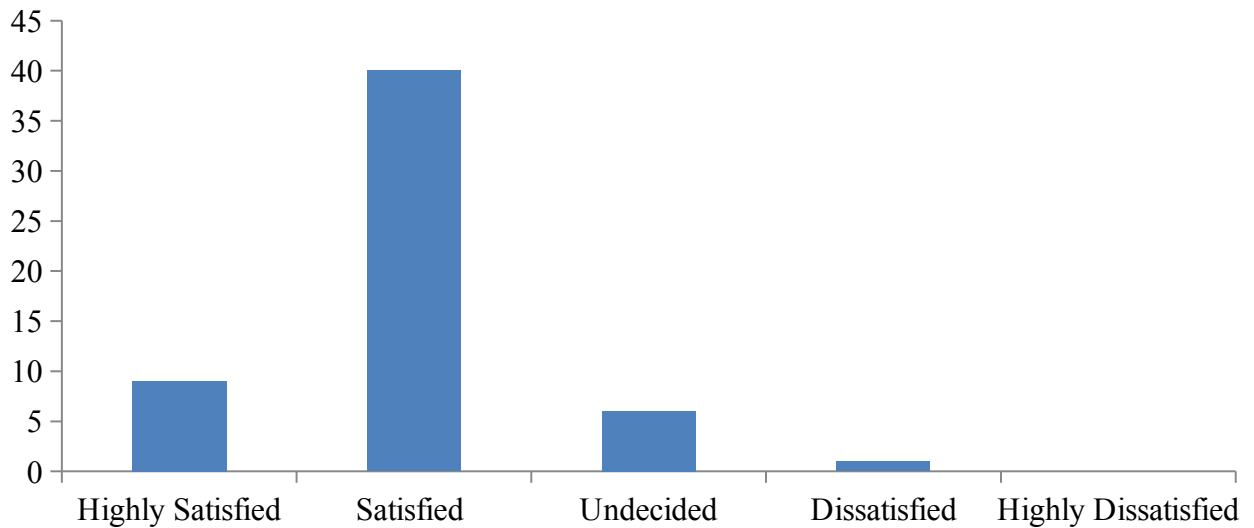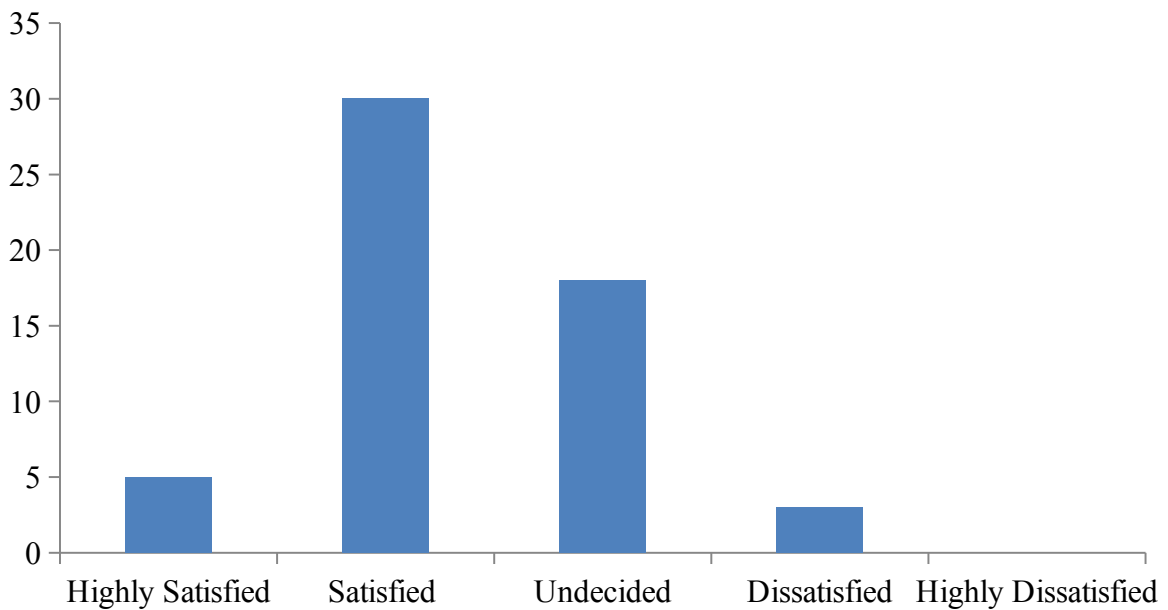**Figure No.4.10.Well dressed and visually appealing staff**

From the data it is analysed that out of 56 passengers, 14 of them are highly satisfied with the statement that Indigo has well dressed and visually appealing staff. 40 of passengers are satisfied, 1 is dissatisfied and 1 is highly dissatisfied with the above mentioned fact. The mean of the data is 4.16 (out of 5), which shows that most of the customers are satisfied with the fact that Indigo has well dressed and visually appealing staff.
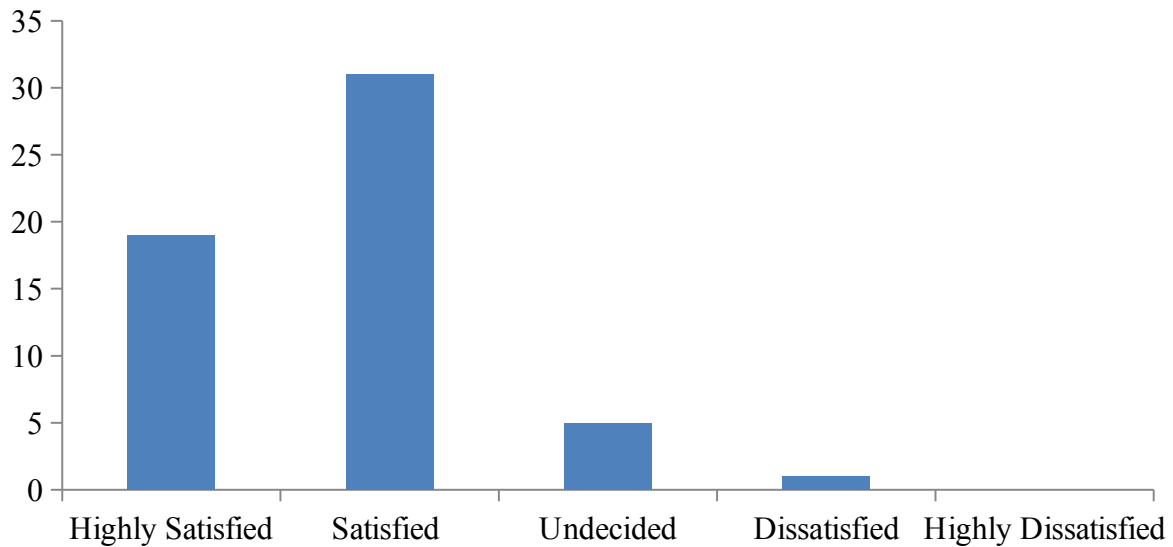
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.11. Hassle free check-in & boarding

From the data it is analysed that out of 56 passengers, 19 of them are highly satisfied with the statement that Indigo has hassle free check-in and boarding. 31 of passengers are satisfied and 1 is dissatisfied with the above mentioned fact. The mean of the data is 4.21 (out of 5), which shows that most of the customers are satisfied with the Indigo's hassle free check-in & boarding.

30

**Figure No.4.12. Efficient Baggage Handling Mechanism**

From the data it is analysed that out of 56 passengers, 9 of them are highly satisfied with the statement that Indigo has efficient baggage handling mechanism. 40 of passengers are satisfied and 1 is dissatisfied with the above mentioned statement. The mean of the data is 4.01 (out of 5), which shows that most of the customers are satisfied with the Indigo's baggage handling mechanism.

**Figure No.4.13. Modern Aircrafts & Clean Facilities**

From the data it is analysed that out of 56 passengers, 5 of them are highly satisfied with the statement that Indigo has modern aircrafts. 30 of passengers are satisfied, 18 are neutral and 3 are dissatisfied with the above mentioned statement. The mean of the data is 3.66 (out of 5), which shows that customers are satisfied that Indigo has modern aircrafts and clean facilities.
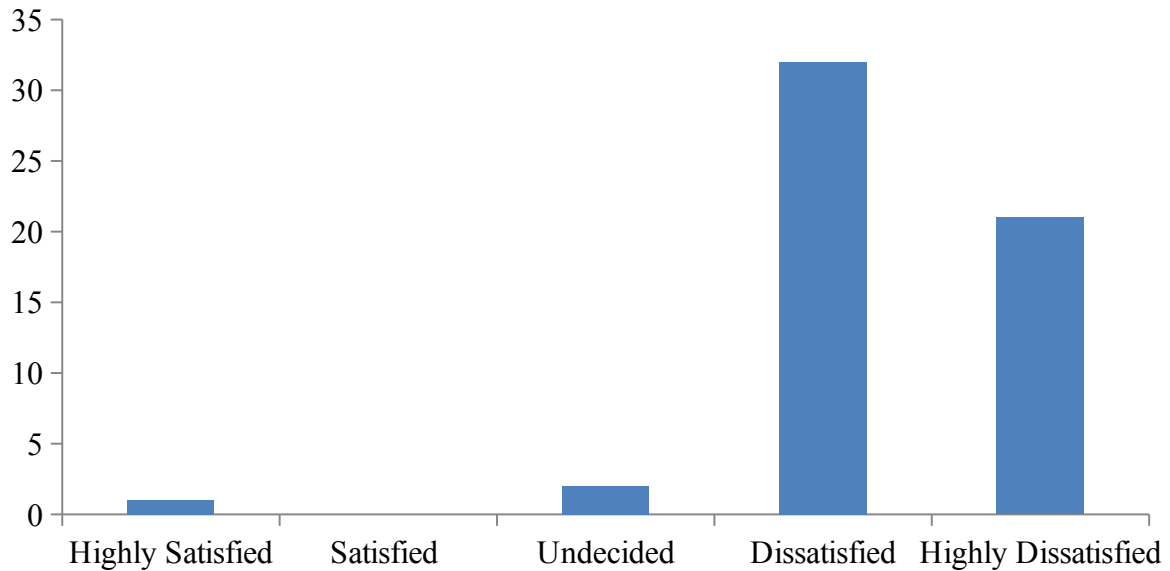
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.14. Variety and choices of in-flight entertainment facilities

From the data it is analysed that out of 56 passengers, 32 are dissatisfied and 21 are highly dissatisfied with the statement that Indigo has variety and choices of entertainment facilities during in-flight. The mean of the data is 1.71 (out of 5), which shows that customers are highly dissatisfied with Indigo's in-flight entertainment facilities.
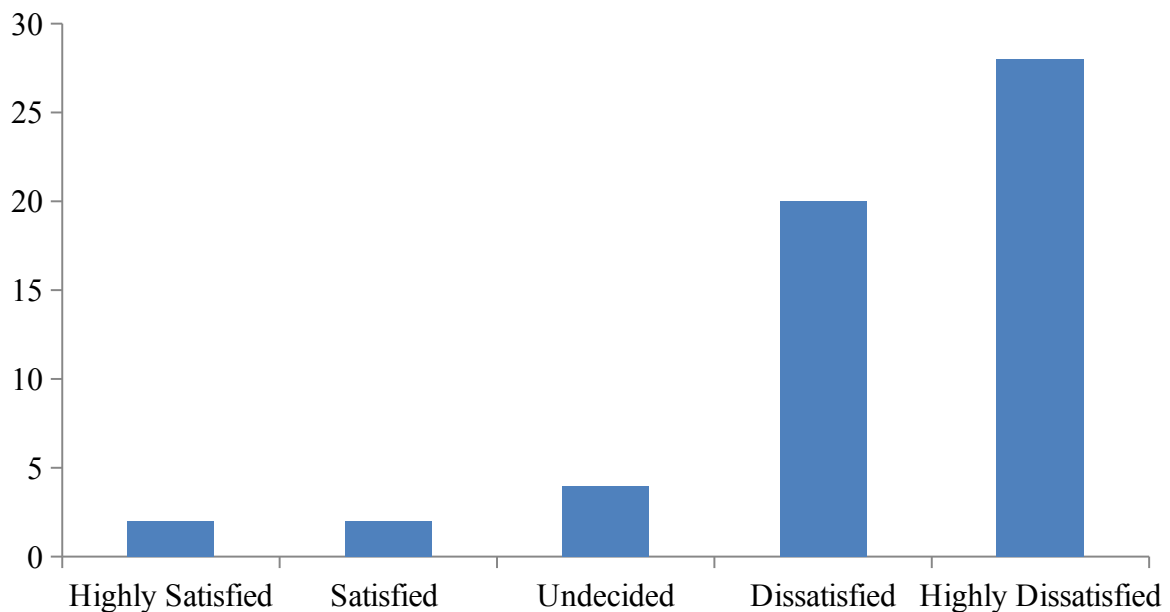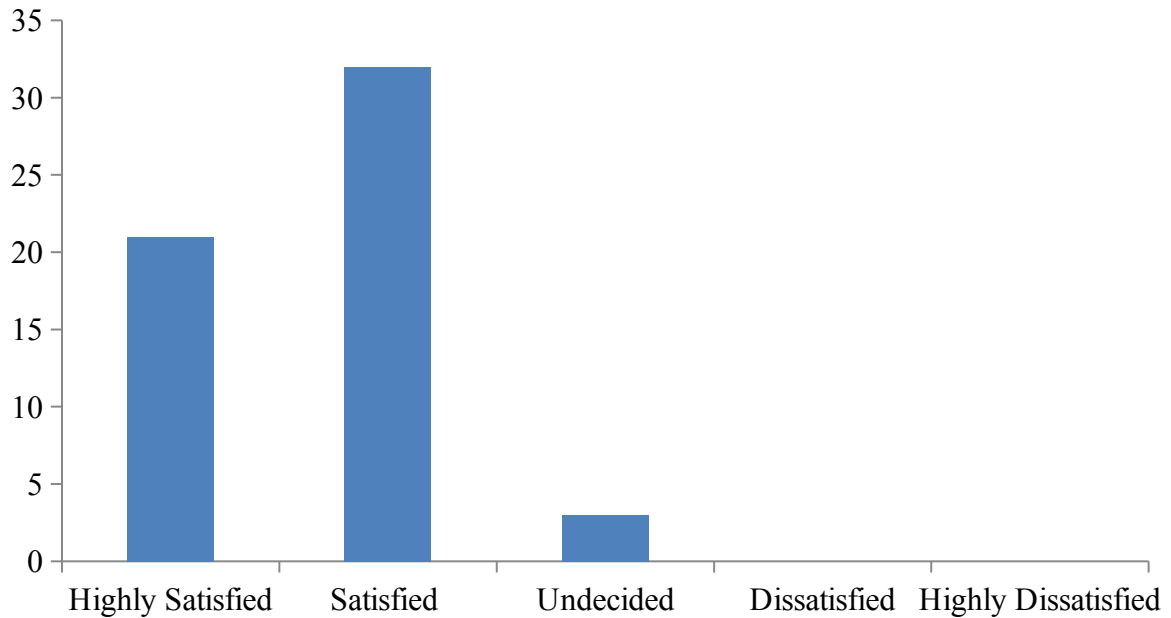

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.15. Variety and choices of in-flight meals

From the data it is analysed that out of 56 passengers, 2 of them are highly satisfied with the Indigo's variety in meal offering. 2 of passengers are satisfied, 20 are dissatisfied and 28 are highly dissatisfied with the above mentioned statement. The mean of the data is 1.75 (out of 5), which shows that customers are very dissatisfied with the Indigo's less variety in meal offering.
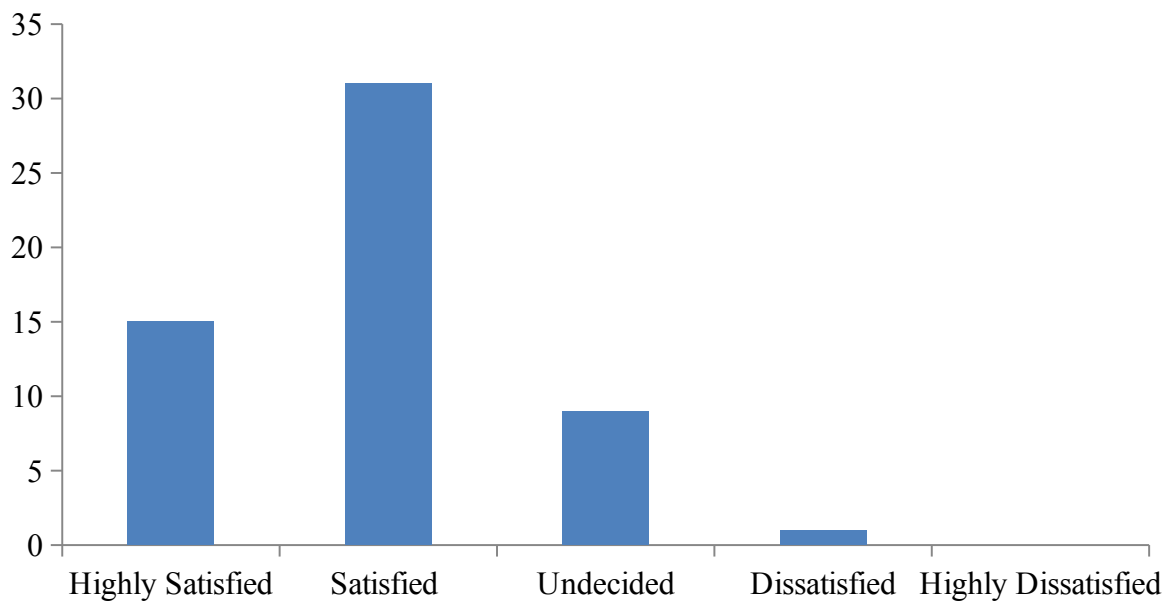
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

**Figure No.4.16.Flights are on time**

From the data it is analysed that out of 56 passengers, 21 of them are highly satisfied with the statement that Indigo's flight are on time. 32 of passengers are satisfied with the above mentioned statement. The mean of the data is 4.32 (out of 5), which shows that mostly all customers are satisfied with the Indigo's timely arrival and departure.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.17. Right services at the first time

From the data it is analysed that out of 56 passengers, 15 of them are highly satisfied with the statement that Indigo provides right services at the first time. 31 of passengers are satisfied, 9 are neutral and 1 is dissatisfied with the above mentioned statement. The mean of the data is 4.07 (out of 5), which shows that customers are satisfied with Indigo's right service at the first time.
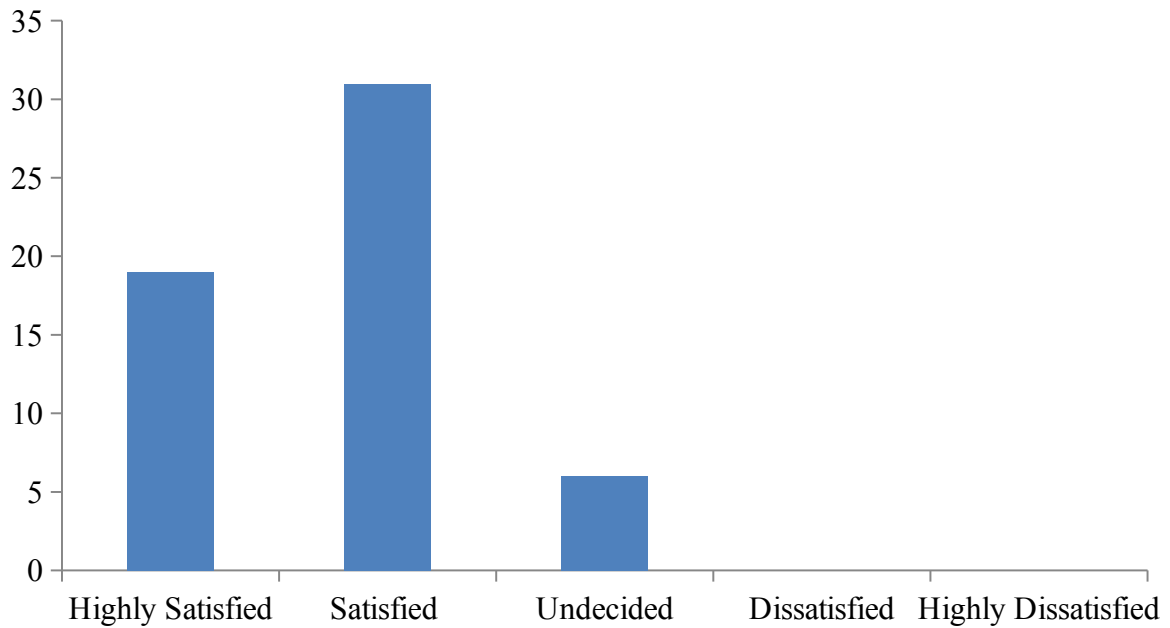
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

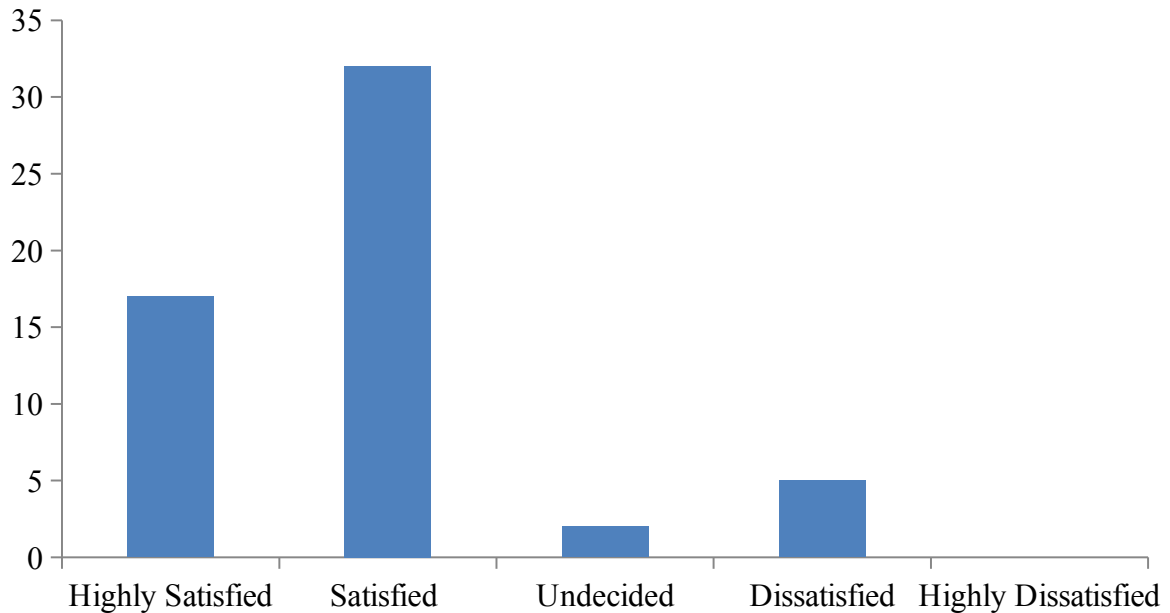**Figure No.4.18. Efficient check-in process**

From the data it is analysed that out of 56 passengers, 19 of them are highly satisfied with the Indigo's efficient check-in process. 31 of passengers are satisfied and 6 are neutral with the check-in process. The mean of the data is 4.23 (out of 5), which shows that customers are highly satisfied with Indigo's check-in process.
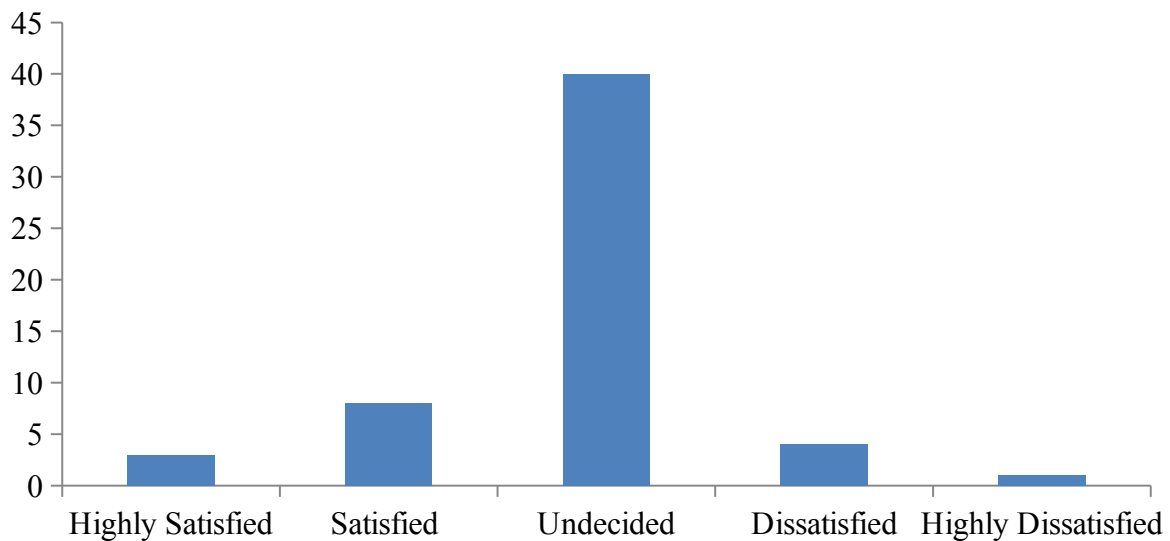
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.19. Remedial process for delayed or missing baggage
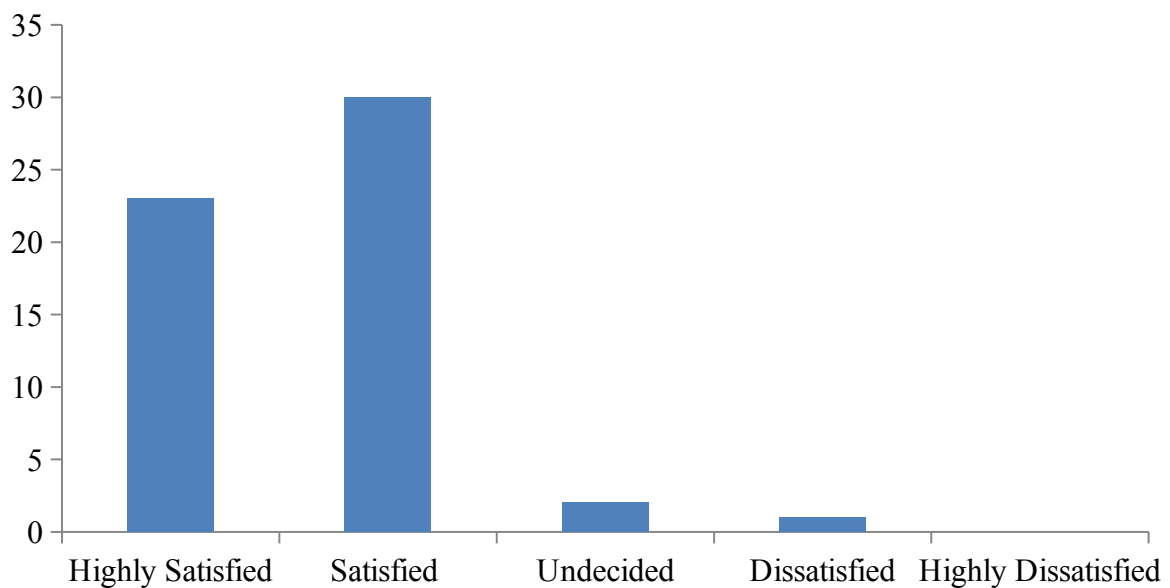
From the data it is analysed that out of 56 passengers, 8 are satisfied and 40 are undecided with the Indigo's remedial process for delayed or missing baggage. The mean of the data is 3.14 (out of 5), which shows that customers are undecided with missing baggage remedial process. One of the main reasons for this can be that most of the customers are not facing such situation.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

**Figure No.4.20. Prompt services to passengers**

From the data it is analysed that out of 56 passengers, 17 of them are highly satisfied with the Indigo's prompt service towards them. 32 of passengers are satisfied and 5 are dissatisfied with the above mentioned statement. The mean of the data is 4.09 (out of 5), which shows that most of the customers are satisfied with the Indigo's prompt service towards passengers.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

**Figure No.4.21. Staff always willing to help passengers**

From the data it is analysed that out of 56 passengers, 23 of them are highly satisfied with the Indigo's staff helping attitude. 30 of passengers are satisfied and 1 is dissatisfied with the staff helping attitude. The mean of the data is 4.33 (out of 5), which shows that most of the customers feel that Indigo's staff is always ready to help passengers and they are satisfied with helping attitude towards them.
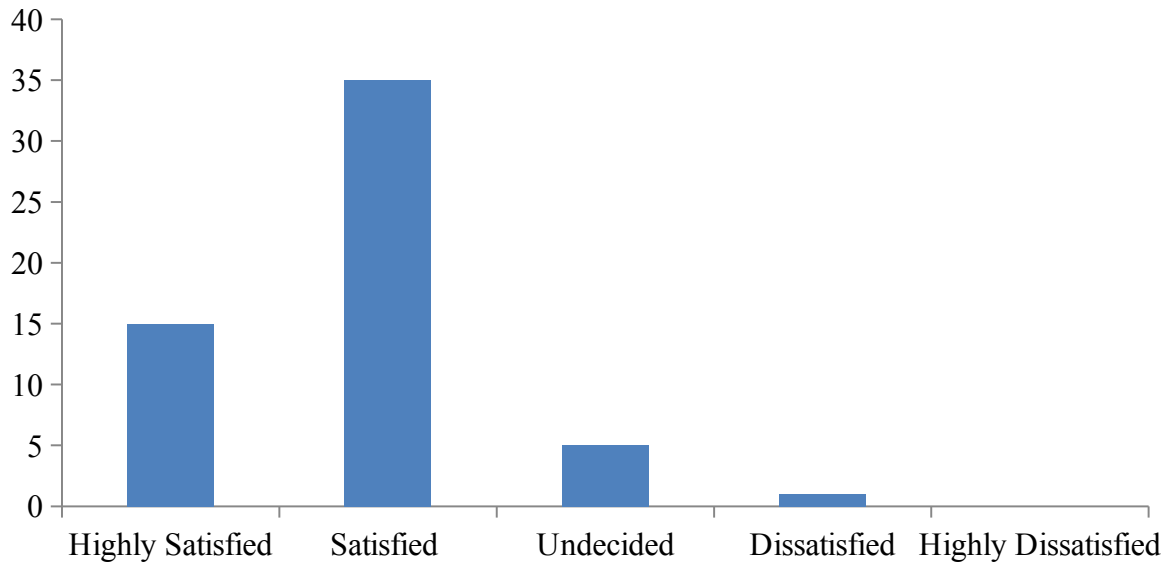
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.22. Passengers are informed about the time of service
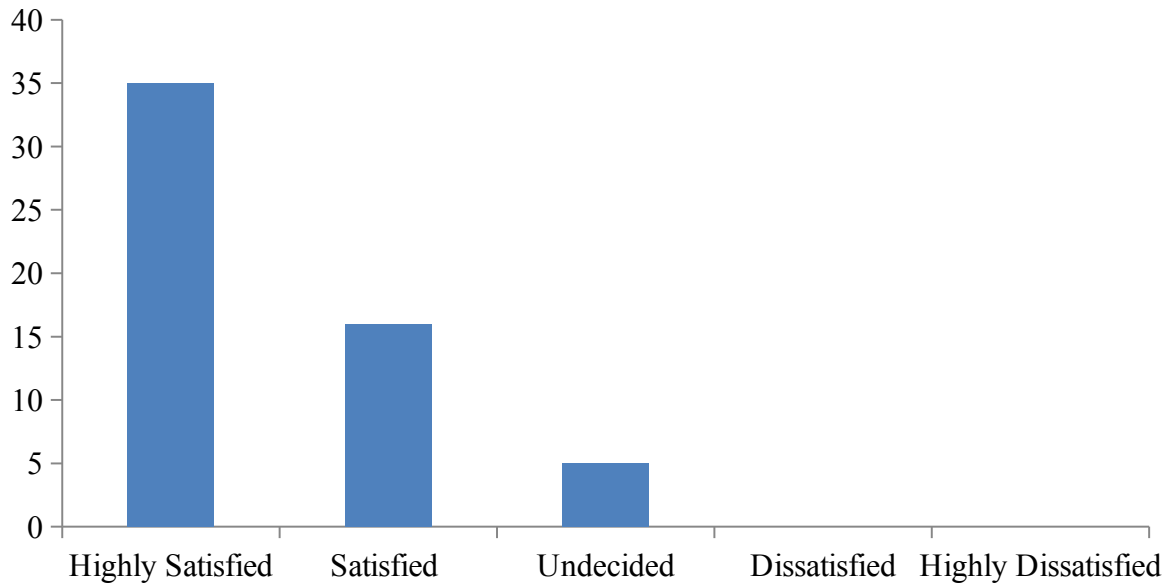
From the data it is analysed that out of 56 passengers, 15 are highly satisfied with the information provided by Indigo to them about the flight departure. 35 of passengers are satisfied and 1 is dissatisfied with the above mentioned statement. The mean of the data is 4.14 (out of 5), which shows that most of the customers are satisfied with the timely information provided to them about the flight status by Indigo.
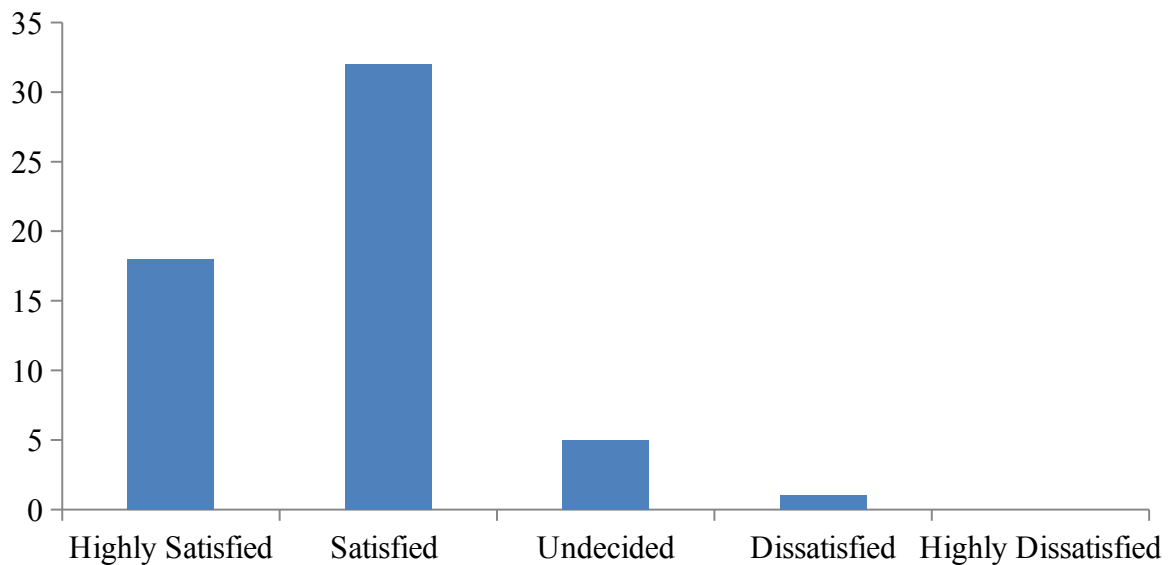
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.23.Prompt response to passengers' requests or complaints

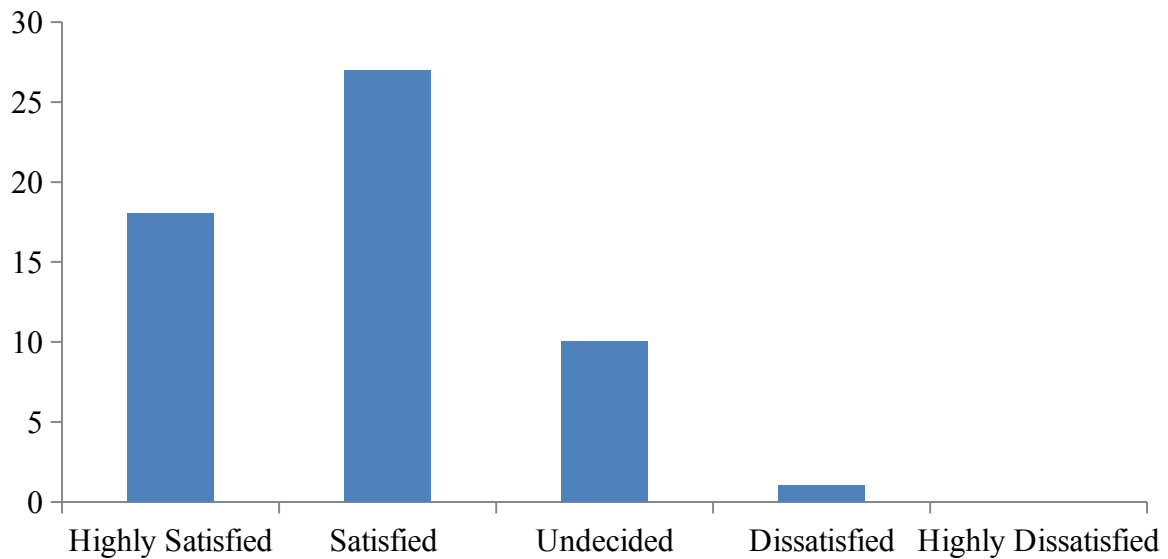From the data it is analysed that out of 56 passengers, 18 are highly satisfied with the response provided by Indigo's staff towards their request/complaint. 32 of passengers are satisfied and 1 is dissatisfied with the response. The mean of the data is 4.2 (out of 5), which shows that most of the customers are satisfied with the response they are getting towards their requests/complaints from Indigo.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.24. Employee behaviour and attitude instil confidence
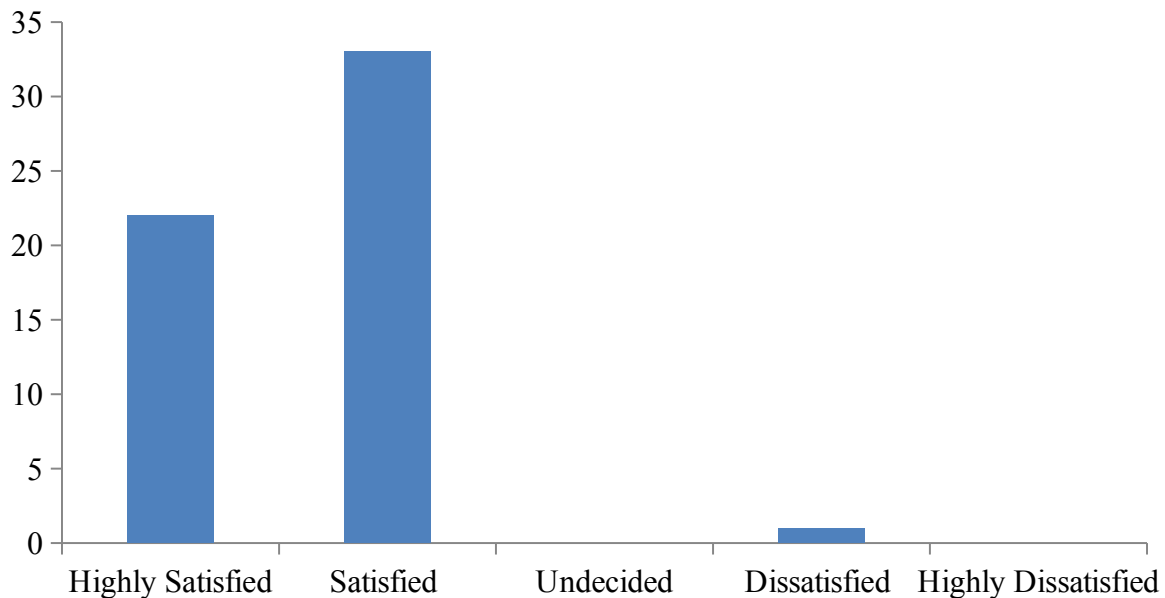
From the data it is analysed that out of 56 passengers, 35 are highly satisfied with the Indigo's employee behaviour and attitude. 16 of passengers are satisfied and 5 are neutral with the response. The mean of the data is 4.54 (out of 5), which shows that customers are highly satisfied and they feel employee behaviour instils confidence in them.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

**Figure No.4.25.Safer airline**

From the data it is analysed that out of 56 passengers, 18 are highly satisfied with the safety measures taken by Indigo to ensure passengers safety. 27 of passengers are satisfied and 1 is dissatisfied with the Indigo's safety. The mean of the data is 4.11 (out of 5), which shows that most of the customers are satisfied and they feel Indigo is a safer airline to travel.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.26. Staff courtesy

From the data it is analysed that out of 56 passengers, 22 are highly satisfied with the manners of the staff. 33 of passengers are satisfied and 1 is dissatisfied with staff behaviour in which he/she is serving towards passenger. The mean of the data is 4.36 (out of 5), which shows that customers are highly satisfied with the staff courtesy of Indigo.
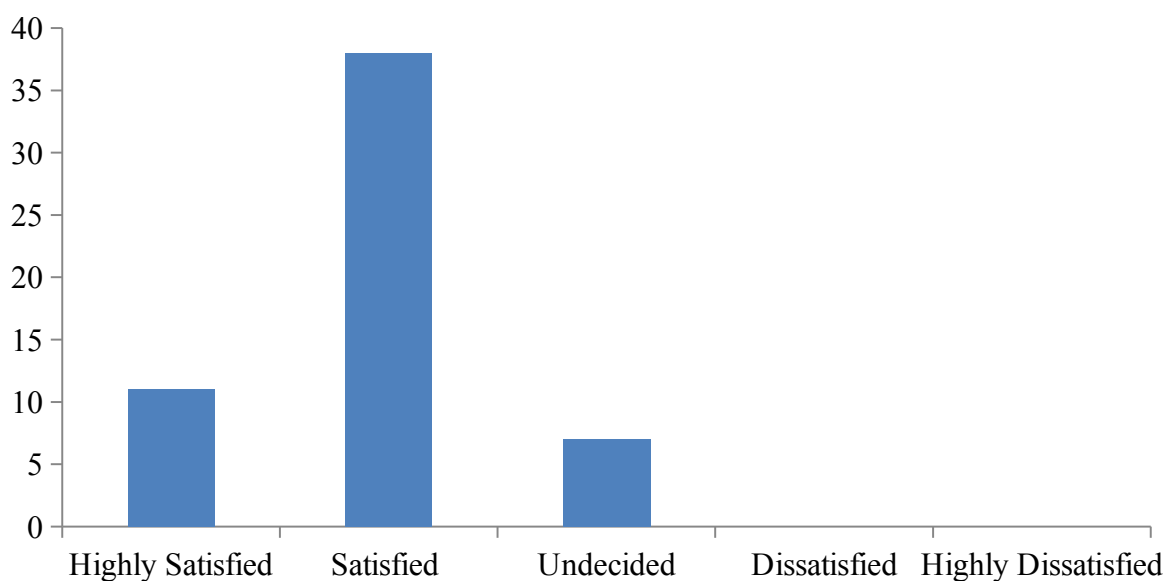
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.27.Employees are knowledgeable
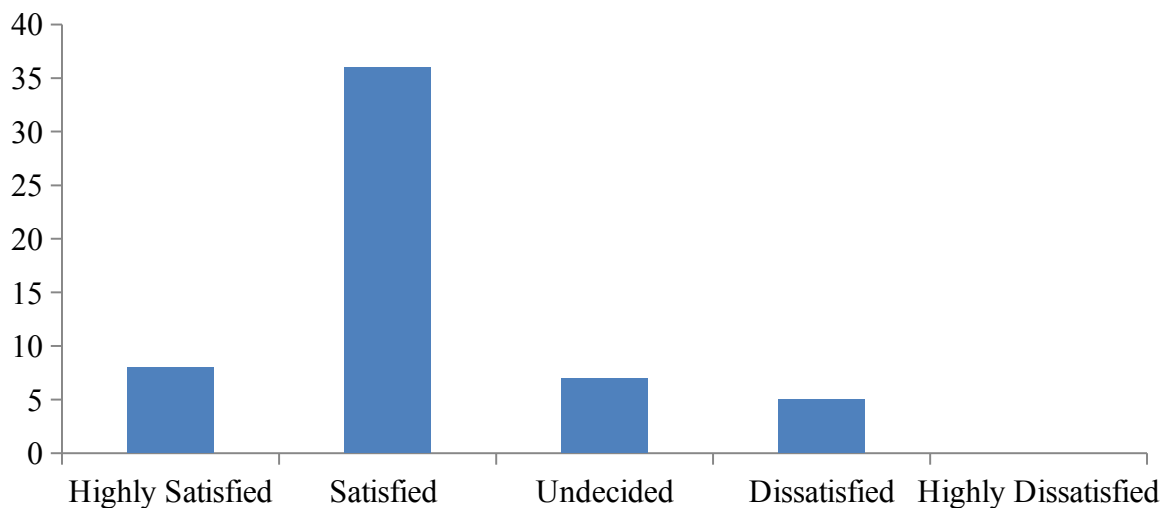
From the data it is analysed that out of 56 passengers, 11 are highly satisfied that Indigo's employees are knowledgeable. 38 of passengers are satisfied that employees use their experience and knowledge while solving their queries. The mean of the data is 4.07 (out of 5), which shows that most of the customers are satisfied with the statement that Indigo's employees are knowledgeable.
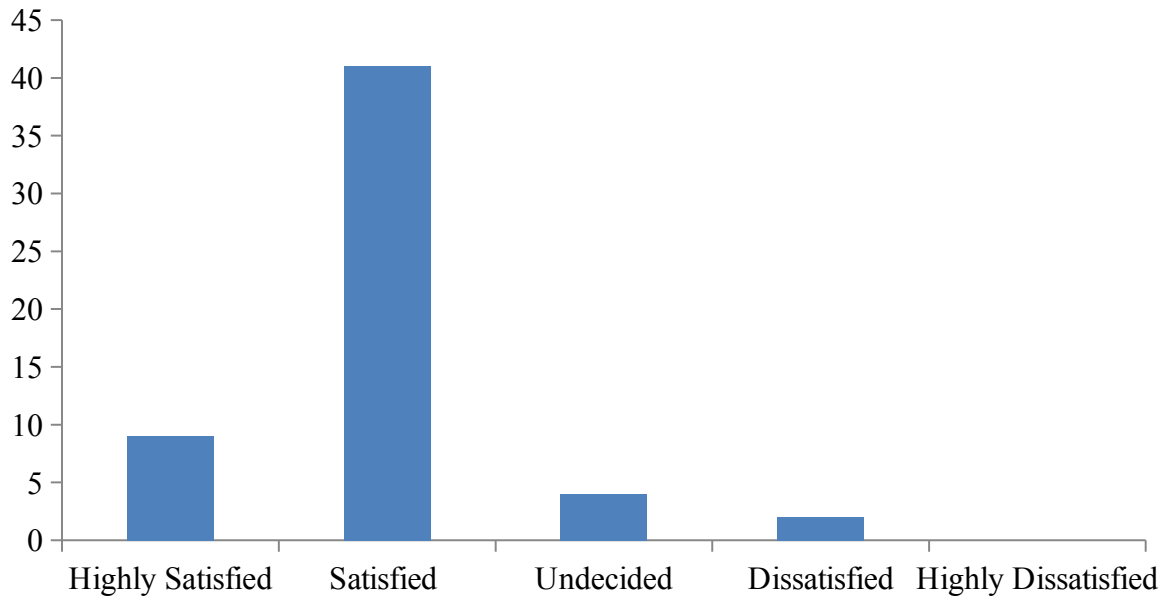
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.28.Individual attention to passengers

From the data it is analysed that out of 56 passengers, 9 are highly satisfied that Indigo pays individual attention to passengers. 41 of passengers are satisfied and 2 of them are dissatisfied and feel they never receive any such offer which can makes them to feel that Indigo provides individual attention to passengers. The mean of the data is 4.02 (out of 5), which shows that most of the customers are satisfied but the organization needs to be more focus on this issue to retain the existing customer.

X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.29.Understands the specific needs of passengers

From the data it is analysed that out of 56 passengers, 8 are highly satisfied and feels Indigo understands the specific needs of passengers. 36 of passengers are satisfied and 5 are dissatisfied with the response. The mean of the data is 3.84 (out of 5), which shows that customers are satisfied but there is a lot of opportunity for the organisation to work on this parameter and try to understand specific needs of passengers and fulfil it.
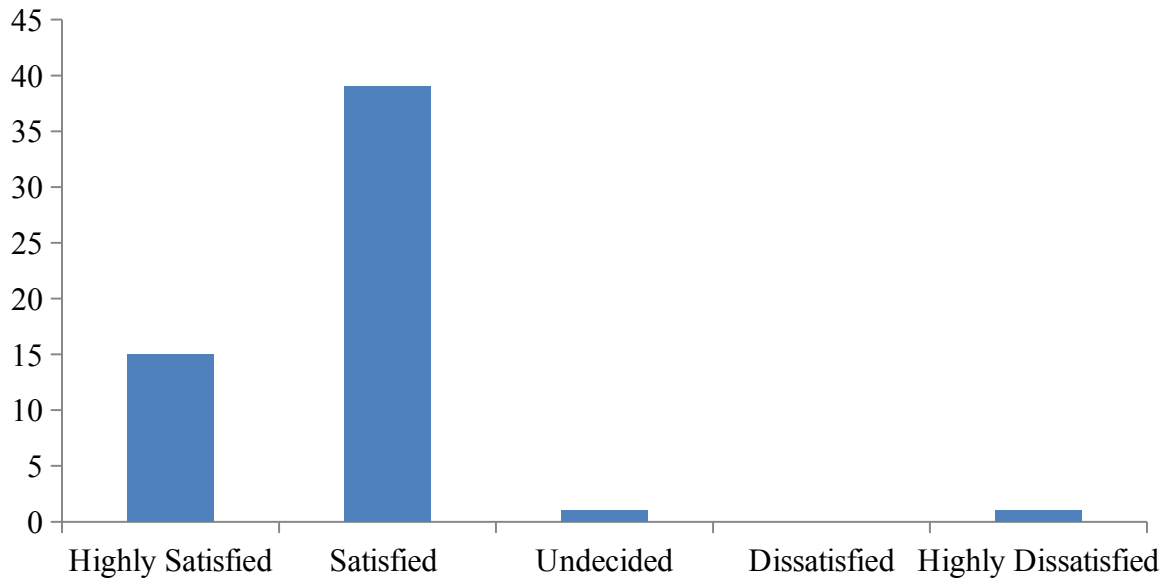
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.30.Convenient flight schedules

From the data it is analysed that out of 56 passengers, 15 are highly satisfied and feels Indigo's flight schedules are convenient. 39 of passengers are satisfied and 1 is highly dissatisfied with the flight schedule. The mean of the data is 4.2 (out of 5), which shows that customers are satisfied. This is because Indigo is operating with sufficient number of flights and this makes them to operate conveniently for passengers. Due to many flights in a day passengers are having options to fly throughout the day and hence it is convenient for the passengers as well.
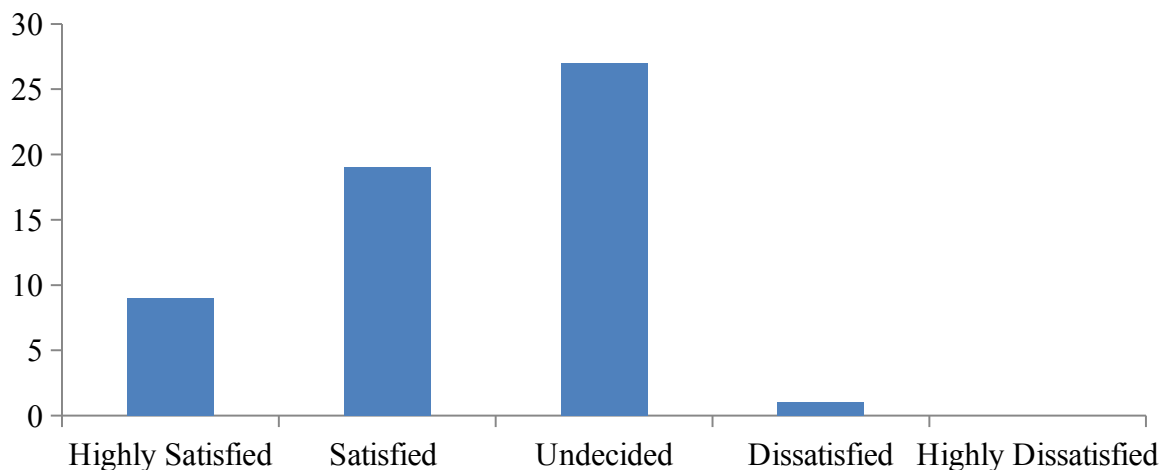
X-axis: Satisfaction/Dissatisfaction level   Y-axis: No. of Passengers

Figure No.4.31.Keeps passengers' best interest at heart

From the data it is analysed that out of 56 passengers, 9 are highly satisfied and feels Indigo keeps passengers' best interest at heart. 19 of passengers are satisfied, 27 are neutral and 1 is dissatisfied with their responses. The mean of the data is 3.64 (out of 5), which shows that customers are satisfied but the organisation needs to understand the personal interest of their passengers and should serve by keeping their interest in mind. For example, if someone's interest is in automobiles, then they should provide the magazines related to auto sector. They

should ask the passengers' interest/hobbies while booking tickets and before schedule departure they should work to fulfil those needs like by keeping the related books or magazines on their respective seats.

Passenger satisfaction service arises when a company can provide passengers with benefits that exceed passengers' expectation and this is considered value-added. If customers are satisfied with the product or service, they will buy more, and do so more often. Passenger gratification is an essential goal for each airline providing passenger services. The on board experience is still something special for the customer. The customer has a wide choice to select the suitable airline product according to their requirements. Therefore, airlines are continuously working on the in-flight and out flight service product development and innovation to differentiate themselves from competitors. During the last few years a variety of in-flight product innovations have entered into the market. This includes the aircraft seat on long haul flights as an important product element which is continuously being improved and renewed according to its life cycle and changing customer requirements. The current development of business class seat roll-outs shows the significance of this product element which influences the buying decision of the passenger especially on long haul flights. If the passenger is not satisfied, due to the negative experience, the client will reconsider the buying decision for further flights and will probably switch to another airline. This kind of situation belongs to the daily business in the passenger airline industry.

CHAPTER 5
CONCLUSION

Services are intangible and heterogeneous by nature and airline services are no exception to this. Services provided inside aircraft are highly perishable, variable and personalized. The airline company management believes that, they are providing committed quality of service to the customers, but from customers' point of view, airliners lack in quality service. Airliners' lack in awareness about service quality and are not aware that giving better service to the customer help in better company performance. With the entry of new players' number

of passengers who travel by airways and the competition between different airlines has considerably increased. The passengers always look for an airline which provides good and quality service. This study entails that Indigo airline marketing managers have to develop various policies that can provide guaranteed quality services to passengers. Airline service dimensions were found to have a significant and positive influence on airline image and passengers' satisfaction levels. In this study, passengers are satisfied by the service provided and most of the facilities delivered by the Indigo airline. The passengers are satisfied with the services quality reliability, responsiveness, assurance & empathy but Indigo needs to improve on tangibility aspect. While analyzing demographic profile of the passengers, educated and high income passengers are using flights more frequently. Failure to provide quality services to passengers may damage the formation of airline image and cause negative impact on passengers' behavioural intentions.

CHAPTER 6
RECOMMENDATIONS

- Based on this research, the first recommendation for management in airline industry is to have an understanding of who their customers are and what they expect from the airline services. On the one hand, such knowledge would lay a good ground for further internal research on customer expectations and satisfaction and help an airline

firstly to target exactly the customers that are profitable and loyal and second to find out what service components the customers value.

- This research would further help to point out the areas of improvement and probably figure out the services that are not so important to the customers. This can help low cost carriers to map their services and choose the ones that actually add value to customer satisfaction.
- The most important finding of this research is that the customers care more about very basic aspects of air transportation: provide good information for decision making, be on time and communicate promptly in case a flight is delayed or cancelled.
- It is analyzed that travellers expect variety in meals and more entertainment facilities in flight. So the airlines need to reconsider the value of ancillary services.
- In today's world customization is very crucial for the success of any business. Customer's interest and hobbies should be asked while they book the ticket and accordingly they should be served.

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ANNEXURE

SERVICE QUALITY ANALYSIS OF AIRLINES IN INDIA

QUESTIONNAIRE

The purpose of the study----"Service Quality of Indigo Airlines in India" which I have taken as Research Project, is to find out the passengers are satisfied. Hence, I seek kind co-operation in filling up this Questionnaire.

Thanking you

(Please √ which is appropriate)

1. Indigo has neat well dressed and visually appealing staff .

Highly satisfied ☐   Satisfied ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

2. Indigo provides hassle free check-in and boarding (less waiting time and queue).

Highly satisfied ☐   Satisfied ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

3. Indigo has efficient baggage handling mechanism (reasonable waiting time for baggage).

Highly satisfied ☐   Satisfied ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

4. Indigo has modern aircrafts and clean facilities.

Highly satisfied ☐   Satisfied ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

5. Indigo provides variety and choices of in-flight entertainment facilities.

Highly satisfied ☐   Satisfied ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

6. Indigo provides variety and choices of in-flight meals.

Highly satisfied ☐   Satisfied ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

7. Indigo flights are on time.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

8. Indigo performs the services right at the first time.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

9. Indigo has efficient check-in process.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

10. Indigo has remedial process for delayed or missing baggage.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

11. Indigo staff provides prompt services to passengers.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

12. Indigo staff always willing to help passengers.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

13. Indigo keep the passengers informed about the time of service.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

14. There is prompt response to passengers' requests or complaints by Indigo employees.

Highly satisfied ☐   Satisfied ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

15. Indigo's employee behaviour and attitude instil confidence.

Highly satisfied ☐   Satisfied   ☐   Undecided   ☐   De-satisfied ☐ Highly De-satisfied ☐

16. Indigo is a safer airline.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

17. Indigo's staff is consistently courteous.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

18. Indigo's employees have knowledge to answer passengers' queries.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

19. Its employees pay individual attention to passengers.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

20. Indigo understands the specific needs of passengers.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

 21. Indigo has convenient flight schedules.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐

22. Indigo keeps passengers' best interest at heart.

Highly satisfied ☐   Satisfied   ☐   Undecided ☐   De-satisfied ☐   Highly De-satisfied ☐