

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Tables and Appendices of Diploma Thesis

**Evaluation of service quality of Aeroflot Russian airline
based on SERVQUAL approach**

Author: Daria Shemelina

Supervisor: Ing. Lenka Platilová Vorlíčková

Table 1. Service quality dimensions in airline industry

Year	Author	Dimension
2002	Tsaur, Chang and Yen	Comfort of seat, staff politeness, safety
2005	Park, Robertson and Wu	In-flight service, convenience and availability, customer service and trustworthiness
2006	Ekiz, Hussain and Bavik	Staff, image, empathy, airline and terminal tangibles
2007	Shaw	Frequency and scheduling, punctuality, loyalty customer benefits, in-flight services, seat / ticket availability, locality and accessibility of airport, airport services
2007	Liou and Tzeng	Personnel service, loyalty customer benefits, safety and reliability, in-flight services, timetable arrangements and scheduled performance
2008	Nadiri, Hussain, Ekiz and Erdogan	Personnel, empathy, airline and terminal tangibles
2008	Tiernan, Rhoades and Waguespack	Scheduled performance, mishandled luggage, complaints of customers, overbooking
2008	Babbar and Koufteros	Politeness, responsiveness, customized attention, level

		of concern and courtesy, listening and consideration
2008	Teichert, Shehu and von Wartburg	Scheduled flight, loyalty passenger programs, catering, ground services, total fare, flexibility
2009	Saha and Theingi	Scheduling, tangibles, flight personnel, ground personnel
2011	Boetsch, Bieger and Wittmer	Brand of airline, price, sleeping comfort
2012	Archana and Subha	In-flight services, back office processes of airline, on-board digital services

Source: Self-created, 2018

Table 2 Limitations of different service quality evaluation models

Year	Author	Limitation
1985	Parasuraman, Berry and Zeithaml	<p>It was found that GAP model created the uncertainty between service quality and customer satisfaction (Ladhari, 2008);</p> <p>Buttle (1995) mentioned that services are not evaluated based on customers' expectations because there is no appropriate instrument to measure expectations;</p> <p>Cronin and Taylor (1992) found the model more being the disconfirmation rather than attitudinal;</p> <p>SERVQUAL approach mostly concentrated on the processes of services than on the services results (Babakus and Boller, 1992);</p> <p>SERVQUAL is not universally applicable for various service divisions because the dimensions are not neutral. But, this model has a good</p>

		constancy (Carman, 1990).
1992	Cronin and Taylor	The model SERVPERF (performance based model) is not complete and requires extra modifications for different service sectors; There is not enough explanation on the relationship between the combination of human and physical resources to attain the expected functional and technical service quality.
1993	Teas	Proposed EP and NQ models; The measurement of service quality is based on the gap analysis between perceived performance and “ideal performance”, different from “customer’s expectations” in SERVQUAL model; Lack of model’s validity with a limited sample and poor design.

1994	Berkley and Gupta	The model (Appendix 15) is limited with the IT scope on service quality; Level of IT is not mentioned for service settings; Not possible to assess and evaluate service quality
2004	Long and McMellon	Hierarchical model was offered, investigating service quality from online shopping among customers; More focus on the technological aspects rather than interpersonal; Lack of model's validity (convenience sampling tool was applied); Limited dimensions of Online service quality were deliberated; Lack of reliability measurements.
2010	Shahin and Samea	Lack of model's validity; No research results are provided regarding the additional gaps assessment.

Source: Self-created, 2018

Table 3 Demographic results

<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
1	<i>Frequency of flying</i>	Always	19	17%
		Most of the time	65	59%
		About half the time	18	16%
		Once in a while	9	8%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
2	<i>Purpose of travel</i>	Leisure	102	92%
		Business	9	8%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
3	<i>Occupation</i>	Student	45	41%
		Employed	27	24%
		Retired	0	0%
		Self-employed	30	27%
		Not employed	9	8%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
4	<i>Highest level of education</i>	Less than high school degree	18	16%
		Bachelor degree	45	41%
		Master	46	41%
		PhD	2	2%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
5	<i>Age</i>	Less than 24	56	50%
		25-34	34	31%
		35-44	0	0%
		45-54	11	10%
		55-64	10	9%
		65-74	0	0%
		75 or older	0	0%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
6	<i>Gender</i>	Male	54	49%
		Female	57	51%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
7	<i>Nationality</i>	RUS	108	97%
		KAZ	3	3%
Total			111	100%
<i>N^o</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
8	<i>Cabin class</i>	Economy Class	97	87%
		Premium Economy	12	11%
		Business Class	2	2%
Total			111	100%

Source: Self-created, 2018

Table 4 Reliability results for Expectations and Perceptions

Reliability Test Results of Expectations and Perceptions			
	Amount	Amount of items	Cronbach's Alpha
<i>Expectations of passengers</i>	111	24	0,912
<i>Perceptions of passengers</i>	111	24	0,880

Source: Self-created, 2018

Table 5 Reliability Results for Service Quality Dimensions

Dimensions	Amount	Amount of items	Cronbach's Alpha (Expectations)	Cronbach's Alpha (Perceptions)
<i>Tangibles</i>	111	7	0,634	0,475
<i>Reliability</i>	111	5	0,496	0,397
<i>Responsiveness</i>	111	4	0,738	0,588
<i>Assurance</i>	111	4	0,594	0,622
<i>Empathy</i>	111	4	0,779	0,774

Source: Self-created, 2018

Table 6 Reliability of Questionnaire Dimensions

№	Dimensions	Amount of items	Cronbach's Alpha
1	<i>Service Quality</i>	24	0,896
2	<i>Airline Image</i>	2	0,859
3	<i>Passenger Satisfaction</i>	2	0,763
4	<i>Customer Behavioral Intentions</i>	3	0,449

Source: Self-created, 2018

Table 7 General Service quality analysis for expectations

No	Amount	Dimensions	MEAN EXP	Category Mean EXP	Item importance	Item level	Standard deviation
TAN 1	111	Appearance of employees	4,7	4,49	5	High	0,46
TAN 2		Registration and boarding procedures	4,53		13	Median	0,63
TAN 3		Baggage handling	4,8		2	High	0,40
TAN 4		Aircraft and inflight facilities	4,5		18	Median	0,50
TAN 5		Inflight entertainment	3,71		24	Median	0,81
TAN 6		Inflight meal	4,67		7	High	0,58
TAN 7		Seating comfort	4,5		18	Median	0,50
REL 8	111	Time-management of performance	4,43	4,56	21	Median	0,89
REL 9		Sincere interest in problem solving	4,45		20	Median	0,53
REL 10		Error-free and accurate documentation	4,7		5	High	0,46
REL 11		Special needs of customers	4,41		22	Median	0,80
REL 12		Efficient check-in process	4,8		2	High	0,40
RES 13	111	Online information about any of occurred events	4,55	4,58	12	High	0,50
RES 14		Prompt attention to passenger's special needs	4,61		10	High	0,49
RES 15		Ability to react to emergency situations	4,52		14	Median	0,66
RES 16		Information about delayed flights	4,63		8	High	0,48
ASS 17	111	Knowledgeable employees	4,39	4,56	23	Median	0,54
ASS 18		Confidence and inspiration of employees towards passengers	4,51		16	Median	0,50
ASS 19		Passengers' safety	4,82		1	High	0,39
ASS 20		Employees' politeness in problem solving	4,51		16	Median	0,66
EMP 21	111	Individual attention to passengers	4,71	4,61	4	High	0,46
EMP 22		Efficient loyalty programs	4,63		8	High	0,63
EMP 23		Convenient flight schedule	4,52		14	Median	0,66
EMP 24		Passengers' importance for the airline	4,57		11	High	0,57
General Ariphmentic Mean			4,55	4,56			0,56

Source: Self-created, 2018

Table 8 General Service quality analysis for perceptions

<i>Nº</i>	<i>Amount</i>	<i>Dimensions</i>	<i>Mean PERC</i>	<i>Category Mean PERC</i>	<i>Item importance</i>	<i>Item level</i>	<i>Standard deviation</i>
TAN 1	111	<i>Appearance of employees</i>	4,91	4,71	2	<i>High</i>	0,29
TAN 2		<i>Registration and boarding procedures</i>	4,68		12	<i>Median</i>	0,52
TAN 3		<i>Baggage handling</i>	4,90		3	<i>High</i>	0,30
TAN 4		<i>Aircraft and inflight facilities</i>	4,99		1	<i>High</i>	0,09
TAN 5		<i>Inflight entertainment</i>	4,14		24	<i>Median</i>	0,44
TAN 6		<i>Inflight meal</i>	4,79		6	<i>High</i>	0,41
TAN 7		<i>Seating comfort</i>	4,59		18	<i>Median</i>	0,49
REL 8	111	<i>Time-management of performance</i>	4,75	4,72	8	<i>High</i>	0,46
REL 9		<i>Sincere interest in problem solving</i>	4,52		22	<i>Median</i>	0,50
REL 10		<i>Error-free and accurate documentation</i>	4,77		7	<i>High</i>	0,43
REL 11		<i>Special needs of customers</i>	4,66		14	<i>Median</i>	0,55
REL 12		<i>Efficient check-in process</i>	4,89		4	<i>High</i>	0,31
RES 13	111	<i>Online information about any of occurred events</i>	4,66	4,67	14	<i>Median</i>	0,48
RES 14		<i>Prompt attention to passenger's special needs</i>	4,72		9	<i>High</i>	0,45
RES 15		<i>Ability to react to emergency situations</i>	4,58		20	<i>Median</i>	0,53
RES 16		<i>Information about delayed flights</i>	4,71		10	<i>High</i>	0,46
ASS 17	111	<i>Knowledgeable employees</i>	4,50	4,64	23	<i>Median</i>	0,52
ASS 18		<i>Confidence and inspiration of employees towards passengers</i>	4,56		21	<i>Median</i>	0,50
ASS 19		<i>Passengers' safety</i>	4,85		5	<i>High</i>	0,36
ASS 20		<i>Employees' politeness in problem solving</i>	4,66		14	<i>Median</i>	0,56
EMP 21	111	<i>Individual attention to passengers</i>	4,68	4,65	12	<i>High</i>	0,49
EMP 22		<i>Efficient loyalty programs</i>	4,70		11	<i>High</i>	0,55
EMP 23		<i>Convenient flight schedule</i>	4,59		18	<i>Median</i>	0,59
EMP 24		<i>Passengers' importance for the airline</i>	4,64		17	<i>Median</i>	0,48
General Ariphmentic Mean			4,69	4,68			0,45

Source: Self-created, 2018

Table 9 Gaps score analysis

Nº	Amount	Dimensions	MEAN EXP	Category Mean EXP	Gaps Mean	Gaps Mean of the Category	Mean PERC	Category Mean PERC
TAN 1	111	Appearance of employees	4,7	4,49	0,21	0,23	4,91	4,71
TAN 2		Registration and boarding procedures	4,53		0,15		4,68	
TAN 3		Baggage handling	4,8		0,10		4,90	
TAN 4		Aircraft and inflight facilities	4,5		0,49		4,99	
TAN 5		Inflight entertainment	3,71		0,43		4,14	
TAN 6		Inflight meal	4,67		0,12		4,79	
TAN 7		Seating comfort	4,5		0,09		4,59	
REL 8	111	Time-management of performance	4,43	4,56	0,32	0,16	4,75	4,72
REL 9		Sincere interest in problem solving	4,45		0,07		4,52	
REL 10		Error-free and accurate documentation	4,7		0,07		4,77	
REL 11		Special needs of customers	4,41		0,25		4,66	
REL 12		Efficient check-in process	4,8		0,09		4,89	
RES 13	111	Online information about any of occurred events	4,55	4,58	0,11	0,09	4,66	4,67
RES 14		Prompt attention to passenger's special needs	4,61		0,11		4,72	
RES 15		Ability to react to emergency situations	4,52		0,06		4,58	
RES 16		Information about delayed flights	4,63		0,08		4,71	
ASS 17	111	Knowledgeable employees	4,39	4,56	0,11	0,09	4,50	4,64
ASS 18		Confidence and inspiration of employees towards passengers	4,51		0,05		4,56	
ASS 19		Passengers' safety	4,82		0,03		4,85	
ASS 20		Employees' politeness in problem solving	4,51		0,15		4,66	
EMP 21	111	Individual attention to passengers	4,71	4,61	-0,03	0,04	4,68	4,65
EMP 22		Efficient loyalty programs	4,63		0,07		4,70	
EMP 23		Convenient flight schedule	4,52		0,07		4,59	
EMP 24		Passengers' importance for the airline	4,57		0,07		4,64	
General Ariphmentic Mean			4,55	4,56	0,14	0,12	4,69	4,68

Source: Self-created, 2018

Table 10 One-Way ANOVA Test Results

<i>Tangibles</i>	<i>Dimensions</i>	<i>F</i>	<i>Sig.</i>
<i>TAN 1</i>	Appearance of employees	33,302	0.000
<i>TAN 2</i>	Registration and boarding procedures	46,958	0.000
<i>TAN 3</i>	Baggage handling	87,396	0.000
<i>TAN 4</i>	Aircraft and inflight facilities	1,018	0.315
<i>TAN 5</i>	Inflight entertainment	44,433	0.000
<i>TAN 6</i>	Inflight meal	110,191	0.000
<i>TAN 7</i>	Seating comfort	247,459	0.000
<i>Reliability</i>			
<i>REL 8</i>	Time-management of performance	28,223	0.000
<i>REL 9</i>	Sincere interest in problem solving	205,874	0.000
<i>REL 10</i>	Error-free and accurate documentation	284,494	0.000
<i>REL 11</i>	Special needs of customers	46,561	0.000
<i>REL 12</i>	Efficient check-in process	104,876	0.000
<i>Responsiveness</i>			
<i>RES 13</i>	Online information about any of occurred events	189,686	0.000
<i>RES 14</i>	Prompt attention to passenger's special needs	172,502	0.000
<i>RES 15</i>	Ability to react to emergency situations	207,078	0.000
<i>RES 16</i>	Information about delayed flights	244,404	0.000
<i>Assurance</i>			
<i>ASS 17</i>	Knowledgeable employees	76,058	0.000
<i>ASS 18</i>	Confidence and inspiration of employees towards passengers	548,535	0.000
<i>ASS 19</i>	Passengers' safety	506,375	0.000
<i>ASS 20</i>	Employees' politeness in problem solving	59,452	0.000
<i>Empathy</i>			
<i>EMP 21</i>	Individual attention to passengers	395,618	0.000
<i>EMP 22</i>	Efficient loyalty programs	123,18	0.000
<i>EMP 23</i>	Convenient flight schedule	125,978	0.000
<i>EMP 24</i>	Passengers' importance for the airline	119,198	0.000

Source: Self-created, 2018

Table 11 Results overview for Airline image

N ^o	Variable	Category	Frequency	Percentage	St.D	Mean
6	<i>I have a good impression of Aeroflot airline</i>	Strongly Disagree	0	0%	0,56	4,19
		Disagree	0	0%		
		Neutral	9	8%		
		Agree	72	65%		
		Strongly Agree	30	27%		
		Total		111		
8	<i>I choose Aeroflot Russian airline as my priority choice for the route Prague - Moscow</i>	Strongly Disagree	0	0%	0,89	3,80
		Disagree	9	8%		
		Neutral	30	27%		
		Agree	46	41%		
		Strongly Agree	26	23%		
		Total		111		

Source: Self-created, 2018

Table 12 Results overview for Customer behaviour intentions Q7 (EXP) & Q5 (PERC)

Nº	Variable	Category	Frequency	Percentage	Mean	St. D
7 (EXP)	<i>EXP I would consider flying Aeroflot Airline (Prague-Moscow/Sheremetyevo) again in the future</i>	Strongly Disagree	0	0%	4,19	0,56
		Disagree	0	0%		
		Neutral	9	8%		
		Agree	72	65%		
		Strongly Agree	30	27%		
	Total		111	100%	Total MEAN	
					4,26	
Nº	Variable	Category	Frequency	Percentage	Mean	St. D
5 (PERC)	<i>PERC I would consider flying Aeroflot Airline (Prague-Moscow/Sheremetyevo) again in the future</i>	Strongly Disagree	0	0%	4,32	0,54
		Disagree	0	0%		
		Neutral	4	4%		
		Agree	68	61%		
		Strongly Agree	39	35%		
	Total		111	100%		

Source: Self-created, 2018

Table 13 Customer behaviour intentions analysis

N ^o	Variable	Category	Frequency	Percentage	Mean	St. D
6	<i>I would recommend Aeroflot Airline to other people</i>	Strongly Disagree	0	0%	4,25	0,44
		Disagree	0	0%		
		Neutral	0	0%		
		Agree	83	75%		
		Strongly Agree	28	25%		
	Total		111	100%		
N ^o	Variable	Category	Frequency	Percentage	Mean	St. D
7	<i>I would sign for loyalty passenger program in the near future/ I would continue to stay frequent-flyer with Aeroflot Airline</i>	Strongly Disagree	0	0%	4,23	0,47
		Disagree	0	0%		
		Neutral	2	2%		
		Agree	81	73%		
		Strongly Agree	28	25%		
	Total		111	100%		

Source: Self-created, 2018

Table 14 Results overview for Passenger satisfaction (experience)

<i>Nº</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>	<i>St. D</i>	<i>Mean</i>
3	<i>I enjoyed my experience with Aeroflot Russian airline</i>	Strongly Disagree	0	0%	0,53	3,97
		Disagree	0	0%		
		Neutral	17	15%		
		Agree	80	72%		
		Strongly Agree	14	13%		
Total			111	100%		

Source: Self-created, 2018

Table 15 Results overview for Passenger satisfaction (choice of service provider)

<i>Nº</i>	<i>Variable</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>	<i>St. D</i>	<i>Mean</i>
4	<i>I am satisfied about my choice of Aeroflot Russian airline as service provider</i>	Strongly Disagree	0	0%	0,45	4,15
		Disagree	0	0%		
		Neutral	4	4%		
		Agree	86	77%		
		Strongly Agree	21	19%		
Total			111	100%		

Source: Self-created, 2018

Table 16 Hypothesis 1

H1: There is significant influence of Airline image on Customer Behavioural intentions								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Customer Behavior Intentions	0,031	0,001	0,107	1	0.745	0.015	0.327	0.745
				109				
				110				

*H1: There is **no** significant influence of Airline image on Customer Behavioural intentions as $\alpha \geq 0.05$*

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,2673	,33279	111
VAR00001	3,9955	,69901	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,031
	VAR00001	,031	1,000
Sig. (1-tailed)	VAR00002	.	,372
	VAR00001	,372	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 17 Hypothesis 2

H2: Airline image has a positive influence on Customer Satisfaction								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Customer Satisfaction	0,05	0,003	0,279	1	0,599	0,05	0,528	0,599
				109				
				110				

*H2: There is **no** significant influence of Airline image on Customer Satisfaction as $\alpha \geq 0.05$*

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,0631	,44270	111
VAR00001	3,9955	,69901	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	-,050
	VAR00001	-,050	1,000
Sig. (1-tailed)	VAR00002	.	,299
	VAR00001	,299	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 18 Hypothesis 3

H3: There is significant influence of perceived service quality on brand image in the consumer's mind								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Airline Image	0,443	0,196	26,558	1	0.000	1.292	5,153	0.000
				109				
				110				

H3: There is significant influence of perceived service quality on brand image in the consumer's mind as $\alpha \leq 0.05$

Descriptive Statistics

	Mean	Std. Deviation	N
ai	3,9955	,69901	111
csqp	4,6863	,23941	111

Correlations

		ai	csqp
Pearson Correlation	ai	1,000	,443
	csqp	,443	1,000
Sig. (1-tailed)	ai	.	,000
	csqp	,000	.
N	ai	111	111
	csqp	111	111

Source: Self-created in SPSS, 2018

Table 19 Hypothesis 4

H4: There is significant influence of Service quality on Customer Behavioural intentions								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Customer Behavioral Intentions	0,052	0,003	0,29	1	0,591	0,072	0,538	0,591
				109				
				110				

*H4: There is **no** significant influence of Customer Behavioural Intentions on Service Quality as $\alpha \geq 0.05$*

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,2673	,33279	111
VAR00001	4,6847	,23953	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,052
	VAR00001	,052	1,000
Sig. (1-tailed)	VAR00002	.	,296
	VAR00001	,296	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 20 Hypothesis 5

H5: Service quality dimension "Tangibles" and "Assurance" (EXP) have significant influence on Less frequent flyers ("About half the time" and "Once in a while")									
	R	R Square	F Change	DF	Sig.	β		T	Sig
Less frequent flyers	1	1	7,57E+15	5	0.000	TAN	0,292	36266305,09	0.000
						ASS	0,167	28304224,38	

H5: There is significant influence of Service quality dimension "Tangibles" and "Assurance" (EXP) have significant influence on Less frequent flyers ("About half the time" and "Once in a while") as $\alpha \leq 0.05$

Descriptive Statistics

	Mean	Std. Deviation	N
SQ	4,8426	,18610	27
TAN	4,8519	,17931	27
REL	4,7926	,25104	27
RES	4,8241	,23833	27
ASS	4,8056	,26251	27
EMP	4,9444	,21183	27

Correlations

		SQ	TAN	REL	RES	ASS	EMP
Pearson Correlation	SQ	1,000	,845	,900	,833	,842	,705
	TAN	,845	1,000	,756	,556	,648	,426
	REL	,900	,756	1,000	,620	,765	,498
	RES	,833	,556	,620	1,000	,623	,751
	ASS	,842	,648	,765	,623	1,000	,403
	EMP	,705	,426	,498	,751	,403	1,000
Sig. (1-tailed)	SQ	.	,000	,000	,000	,000	,000
	TAN	,000	.	,000	,001	,000	,013
	REL	,000	,000	.	,000	,000	,004
	RES	,000	,001	,000	.	,000	,000
	ASS	,000	,000	,000	,000	.	,018
	EMP	,000	,013	,004	,000	,018	.
N	SQ	27	27	27	27	27	27
	TAN	27	27	27	27	27	27
	REL	27	27	27	27	27	27
	RES	27	27	27	27	27	27
	ASS	27	27	27	27	27	27
	EMP	27	27	27	27	27	27

Source: Self-created in SPSS, 2018

Table 21 Hypothesis 6

H6: Service quality dimension "Reliability" and "Empathy" (EXP) have significant influence on More frequent flyers ("Always" and "Most of the time")									
	R	R Square	F Change	DF	Sig.	β		T	Sig
More frequent flyers	1	1	.	5	.	REL	0,208	.	.
				78		EMP	0,167		

H6: There is significant influence of Service quality dimension "Reliability" and "Empathy" (EXP) have significant influence on More frequent flyers ("Always" and "Most of the time") as $\alpha \leq 0.05$

Descriptive Statistics

	Mean	Std. Deviation	N
SQ	4,4563	,31487	84
TAN	4,3724	,26240	84
REL	4,4857	,37806	84
RES	4,5000	,41616	84
ASS	4,4792	,34972	84
EMP	4,5000	,45918	84

Correlations

		SQ	TAN	REL	RES	ASS	EMP
Pearson Correlation	SQ	1,000	,930	,815	,864	,909	,871
	TAN	,930	1,000	,750	,717	,850	,757
	REL	,815	,750	1,000	,540	,729	,527
	RES	,864	,717	,540	1,000	,735	,816
	ASS	,909	,850	,729	,735	1,000	,713
	EMP	,871	,757	,527	,816	,713	1,000
Sig. (1-tailed)	SQ	.	,000	,000	,000	,000	,000
	TAN	,000	.	,000	,000	,000	,000
	REL	,000	,000	.	,000	,000	,000
	RES	,000	,000	,000	.	,000	,000
	ASS	,000	,000	,000	,000	.	,000
	EMP	,000	,000	,000	,000	,000	.
N	SQ	84	84	84	84	84	84
	TAN	84	84	84	84	84	84
	REL	84	84	84	84	84	84
	RES	84	84	84	84	84	84
	ASS	84	84	84	84	84	84
	EMP	84	84	84	84	84	84

Source: Self-created in SPSS, 2018

Table 22 Hypothesis 7

H7: There is significant influence of Service expectations on Customer perceptions								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Customer Perceptions	0,945	0,894	917,775	1	0,000	0,945	30,3	0,000
				109				
				110				

H7: There is significant influence of Service expectations on Customer perceptions at level $\alpha \leq 0.05$

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,6847	,23953	111
VAR00001	4,5503	,33272	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,945
	VAR00001	,945	1,000
Sig. (1-tailed)	VAR00002	.	,000
	VAR00001	,000	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 23 Hypothesis 8

H8: There is significant influence of Cabin Class on Passenger Expectations								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Passenger Expectations	0,425	0,181	24,013	1	0.000	0,352	4,9	0.000
				109				
				110				

H8: There is significant influence of Cabin Class on the Passenger Expectations as $\alpha \leq 0.05$

Descriptive Statistics

	Mean	Std. Deviation	N
EXP	4,5503	,33272	111
CabClass	1,1441	,40106	111

Correlations

		EXP	CabClass
Pearson Correlation	EXP	1,000	,425
	CabClass	,425	1,000
Sig. (1-tailed)	EXP	.	,000
	CabClass	,000	.
N	EXP	111	111
	CabClass	111	111

Source: Self-created in SPSS, 2018

Table 24 Hypothesis 9

H9: Perceived quality, linked to service quality tangibles will have significant impact on customer satisfaction.								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Customer Satisfaction	0,143	0,02	2,272	1	0,135	0,143	1,507	0,135
				109				
				110				

*H9: There is **no** significant influence of Perceived quality, linked to service quality tangibles on customer satisfaction as $\alpha \geq 0,05$*

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,0631	,44270	111
VAR00001	4,7181	,19114	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,143
	VAR00001	,143	1,000
Sig. (1-tailed)	VAR00002	.	,067
	VAR00001	,067	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 25 Hypothesis 10

H10: There is a significant influence of Passenger Satisfaction on positive Word-of-Mouth								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Word-of-mouth	0,482	0,232	32,936	1	0.000	0,482	5,739	0.000
				109				
				110				

H10: There is significant influence of Passenger satisfaction on positive word-of-mouth as $\alpha \leq 0.05$

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,2523	,43627	111
VAR00001	4,0631	,44270	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,482
	VAR00001	,482	1,000
Sig. (1-tailed)	VAR00002	.	,000
	VAR00001	,000	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 26 Hypothesis 11

H11: Passenger Satisfaction has significant influence on Repurchase Intention								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Repurchase intention	0,03	0,001	0,1	1	0,753	0,03	0,315	0,753
				109				
				110				

*H11: There is **no** significant influence of Passenger Satisfaction on Repurchase Intention $\alpha \geq 0.05$*

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,3153	,53906	111
VAR00001	4,0631	,44270	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,030
	VAR00001	,030	1,000
Sig. (1-tailed)	VAR00002	.	,377
	VAR00001	,377	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 27 Hypothesis 12

H12: Passenger Satisfaction has a positive influence on Passenger Behaviour Intentions								
	R	R Square	F Change	DF	Sig.	β	T	Sig
Passenger Behaviour Intentions	0,491	0,241	34,687	1	0,000	0,491	5,89	0,000
				109				
				110				

H12: There is significant influence of Passenger Satisfaction on Passenger Behavioural Intentions as $\alpha \leq 0,05$

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00002	4,2673	,33279	111
VAR00001	4,0631	,44270	111

Correlations

		VAR00002	VAR00001
Pearson Correlation	VAR00002	1,000	,491
	VAR00001	,491	1,000
Sig. (1-tailed)	VAR00002	.	,000
	VAR00001	,000	.
N	VAR00002	111	111
	VAR00001	111	111

Source: Self-created in SPSS, 2018

Table 28 Conceptual changes for Aeroflot Airline company

No of Recommendation	Proposed activity	Description of proposed activity	Required Time for completion	Involved people	Resources needed	Potential outcomes	Complexity level "1" – Lowest & "10" – Highest
1	Expenditures on R&D	The recommendation involves an increase by 3% of expenditures on R&D in particular in operations and in-flight service segments	4-6 months	Management board, Financial Department, R&D Department	Reports about customer satisfaction, Budget Allocation reports, Annual reports, Analytics skills	More precise information about the target market and their demands will be determined; Increased customer satisfaction; Obtained data about the supply & demand sides. Development of customized programs	10
2	Staff training, retraining and professional development sessions	Invest more in staff training and development programs in order to increase and maintain the high-quality level of service	Depending on the Staff training program, the duration varies from 1 week to 1 month	Outsourced companies, specialised in employees' development and training within the airline industry; Human Resources Department; Total Quality Management Department, Management board	Employees' performance; Reports about customer satisfaction, which identify the areas of improvements; reports from Total Quality Management Reports about staff specifications; the approximate price of training program is 195 EUR per employee	Elimination of gaps between the expectations and perceptions; In particular, to remove the gap in "Individual attention to passengers". Increased knowledge of airline service quality. Employees' certification after program completion; Increased customer satisfaction	6
3	Enhanced Loyalty Programs	"Redesigning" loyalty programs with additional bonuses for the customers (on-board shopping, personalized messaging & birthday discounts etc.)	6-8 months months	IT Department, Financial Department, R&D Department, Marketing Department	Establishing contracts with telecommunications providers and ground airport companies (ex. local taxi companies) Aeroflot Bonus Application, IT Department support	Individual gratitude to the customer. Positive impact on future customer behavior intentions	8
4	Survey procedures	Data collection about customers' "expectations" and "perceptions" regarding the flight performance	Depending on the method of data collection (either online or with paper questionnaires) the duration of procedure varies from 5 min to 15 min	Travel agencies, R&D Department, Customers, Marketing Department, Frontline employees of Aeroflot Russian airline	Electronic devices such as tablets or iPads; paper and online questionnaires	Overview of what specifically customers expect and require. Customers' segmentations can be defined as well; Increased customer satisfaction and retention	5
5	Attractive packages	Creation of customized packages for customers based on their profiles characteristics	4-6 months	R&D Department, IT Department, Marketing Department	Contracts with hospitality related companies (hotels, ground transportation, event planning etc.); Customer database reports	Proposal of attractive offers based on the customer's purchasing behaviours, feedback and profile characteristics	10

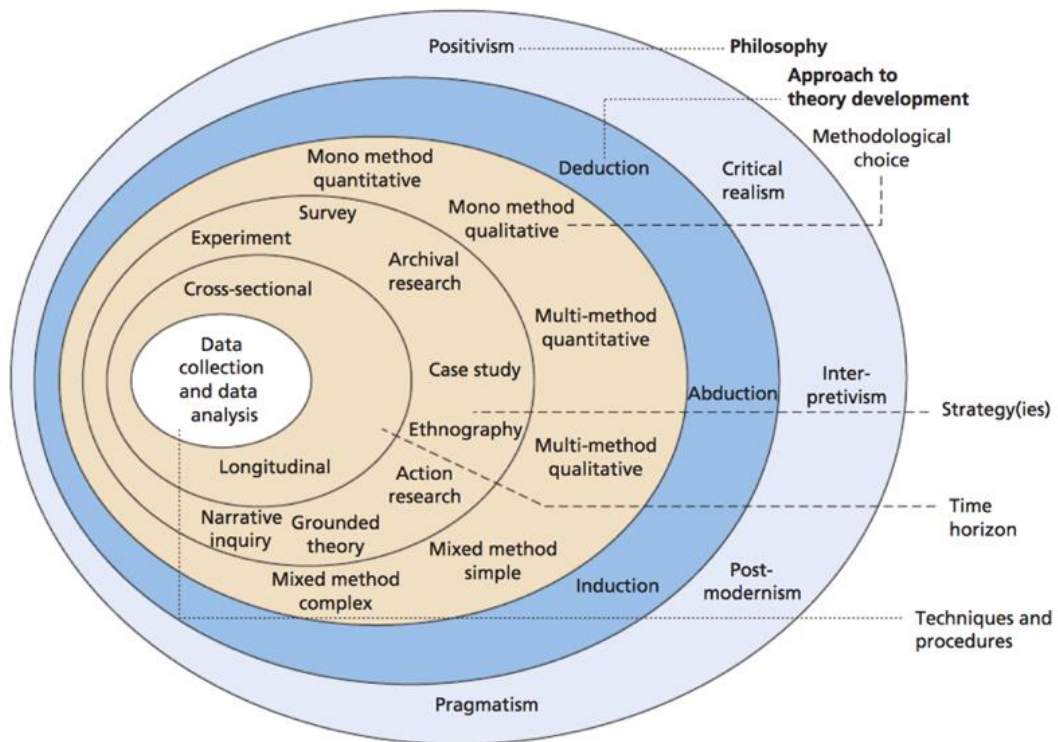
Source: Self-created, 2018

Table 29 Proposed changes for R&D expenditures

	Year	Total Expenses (in Millions RUB)	Operations (30% of Total Expenses)	In-flight service (16% of Total Expenses)
	<i>2016</i>	1201	360.3	192.16
	<i>2017</i>	1192	357.6	190.72
<i>*Estimated</i>	<i>2018*</i>	1200	360	192
	<i>2019*</i>	1216.56	370.8	197.76

Source: Self-created, 2018

Appendix 1 Research onion



Source: Saunders *et al.*, 2015

Appendix 2 Paradigms

Element	Paradigm			
	Positivism	Constructivism	Critical theory	Realism
Ontology	Reality is real and apprehensible	Multiple local and specific “constructed” realities	“Virtual” reality shaped by social, economic, ethnic, political, cultural, and gender values, crystallised over time	Reality is “real” but only imperfectly and probabilistically apprehensible and so triangulation from many sources is required to try to know it
Epistemology	Findings true – researcher is objective by viewing reality through a “one-way mirror”	Created findings – researcher is a “passionate participant” within the world being investigated	Value mediated findings – researcher is a “transformative intellectual” who changes the social world within which participants live	Findings probably true – researcher is value-aware and needs to triangulate any perceptions he or she is collecting
Common methodologies	Mostly concerns with a testing of theory. Thus mainly quantitative methods such as: survey, experiments, and verification of hypotheses	In-depth unstructured interviews, participant observation, action research, and grounded theory research	Action research and participant observation	Mainly qualitative methods such as case studies and convergent interviews

Source: Perry *et al.*, 1999

Appendix 3 Expectation part



Dear Sir/Madam,

I am a second year Masters student at Czech University of Life Sciences Prague. Currently, I am completing my Diploma Thesis by conducting survey of Aeroflot airline at flight Prague-Moscow/Sheremetyevo.

This survey discovers the service quality of airline based on customers expectations and perceptions using "SERVQUAL" model to analyze and determine service quality gaps, customer satisfaction and identify what shapes the service variables.

All the data, obtained from the respondents would be used for academic research purposes only.

Please answer the questions honestly, accurately, and accordingly.

* 1. How often do you fly with Aeroflot Russian airline (flight Prague-Moscow/Sheremetyevo)?

- Always
- Most of the time
- About half the time
- Once in a while

* 2. What is your main purpose of travelling?

- Leisure
- Business



* 3. Which of the following best describes your current occupation?

- Student
- Employed
- Retired
- Self-employed
- Not employed

* 4. What is the highest degree you have received?

- Less than high school degree
- Bachelor degree
- Master
- PhD

* 5. Please rank the extent to which you think Aeroflot airline "should" perform the following features based on your expectations?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TAN 1 Employees should be well dressed (uniform), have neat appearance, appropriate attitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 2 Registration and boarding procedures should be smooth and hassle free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 3 Baggage handling process should be efficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TAN 4 Aircraft and Inflight facilities should be modern, clean and up-to-date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 5 Expected In-flight entertainment (magazines, brochures, books, games, newspapers, movies, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 6 Expected Inflight meal (freshness, variety, appearance, quantity, tastes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 7 Expected seating comfort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 8 Performance should be made on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 9 Expected sincere interest in solving problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 10 All the records should be accurate and error free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 11 Special needs of customers should be met appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 12 Customers should proceed efficient check-in process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES 13 Customers should be informed online when any event occurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES 14 Employees should be able to provide prompt attention to passengers to meet special needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
RES 15 Employees should be capable to report to emergency situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES 16 Employees should be capable to respond to flight delays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 17 Employees should be knowledgeable in order to provide any necessary information to passenger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 18 Employees should reflect confidence and inspire trust towards passengers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 19 Customers should feel safe with the airline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 20 Employees should provide politeness and sincerity in problem resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 21 Employees should provide personal assistance and care for passengers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 22 Airline company should have efficient loyalty programs and rewards for frequent flyers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 23 Flight schedule should be convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 24 Airline should have their customers' best interest at heart	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



* 6. I have a good impression of Aeroflot airline

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 7. I would consider flying Aeroflot Airline (Prague-Moscow/Sheremetyevo) again in the future

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 8. What is your age group?

<input type="radio"/> Less than 24	<input type="radio"/> 55 to 64
<input type="radio"/> 25 to 34	<input type="radio"/> 65 to 74
<input type="radio"/> 35 to 44	<input type="radio"/> 75 or older
<input type="radio"/> 45 to 54	

* 9. What is your gender?

<input type="radio"/> Female
<input type="radio"/> Male



* 10. What is your nationality? (Passport)

Source: Self-created, 2017

Appendix 4 Perceptions part



Dear Sir/Madam,

I am a second year Masters student at Czech University of Life Sciences Prague. Currently, I am completing my Diploma Thesis by conducting survey of Aeroflot airline at flight Prague-Moscow/Sheremetyevo. This survey discovers the service quality of airline based on customers expectations and perceptions using "SERVQUAL" model to analyze and determine service quality gaps, customer satisfaction and identify what shapes the service variables.

All the data, obtained from the respondents would be used for academic research purposes only.

Please answer the questions honestly, accurately, and accordingly.

* 1. Which cabin did you have for this flight?

- Economy Class
- Premium Economy
- Business Class

* 2. Please rank the extent to which following statements reflect your perceptions of service quality delivered by Aeroflot airline.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TAN 1 Employees are well dressed (uniform), have neat appearance, appropriate attitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 2 Registration and boarding procedures are smooth and hassle free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 3 Baggage handling process is efficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TAN 4 Aircraft and Inflight facilities are modern, clean and up-to-date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 5 In-flight entertainment (magazines, brochures, books, games, newspapers, movies, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 6 Inflight meal (freshness, variety, appearance, quantity, tastes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TAN 7 Seating comfort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 8 Performance is managed on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 9 Sincere interest in solving problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 10 All the records are accurate and error free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 11 Special needs of customers are met appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REL 12 Customers are proceed through efficient check-in process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES 13 Customers are well informed online when any event occurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES 14 Employees are able to provide prompt attention to passengers to meet special needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
RES 15 Employees are capable to report to emergency situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES 16 Employees are capable to respond to flight delays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 17 Employees are knowledgeable in providing any necessary information to passenger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 18 Employees reflect confidence and inspire trust towards passengers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 19 Customers feel safe with the airline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASS 20 Employees provide politeness and sincerity in problem resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 21 Employees provide personal assistance and care for passengers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 22 Airline company have efficient loyalty programs and rewards for frequent flyers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 23 Flight schedule is convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMP 24 Airline has their customers' best interest at heart	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 3. I enjoyed my experience with Aeroflot Russian airline

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



* 4. I am satisfied about my choice of Aeroflot Russian airline as service provider

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 5. I would consider flying Aeroflot Airline (Prague-Moscow/Sheremetyevo) again in the future

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 6. I would recommend Aeroflot Airline to other people

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 7. I would sign for loyalty passenger program in the near future/I would continue to stay frequent-flyer with Aeroflot Airline

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 8. I choose Aeroflot airline as my priority choice for the route Prague-Moscow

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Source: Self-created, 2017

Appendix 5 Top flights from Prague airport

Top routes from PRG

#1	SVO	70 flights/week
#2	AMS	59 flights/week
#3	FRA	53 flights/week
#4	CDG	53 flights/week
#5	WAW	45 flights/week
#6	VIE	36 flights/week
#7	BRU	35 flights/week
#8	DUS	33 flights/week
#9	LHR	31 flights/week
#10	MUC	31 flights/week

Source: Flightradar24. (2018). Flightradar24.com - Live flight tracker!. (online) Available at: <https://www.flightradar24.com/data/airports/prg> (Accessed 10 Dec. 2017).

Appendix 6 Confirmation form from CZU



**Provozně ekonomická fakulta
Oddělení mezinárodních vztahů**
Kamýčká 129, 165 21 Praha 6 – Suchbátka
Tel.: +420 224 382 323, web: www.pef.czu.cz

V Praze dne 15.12.2017

Potvrzení o studiu

Potvrzuji, že **Daria Shemelina** je studentkou denní formy studia na Provozně ekonomické fakultě České zemědělské univerzity v Praze (ČZU) v 2. ročníku magisterského navazujícího studijního programu Business Administration. V rámci tohoto programu je studentkou naší fakulty v období od 1.9.2017 do 30.6.2018.

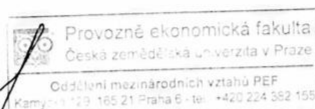
Momentálně studentka Shemelina píše diplomovou práci, kterou je povinně odevzdat do 31.3.2018. V rámci této činnosti studentka provádí výzkum, jehož výsledky budou používány pouze pro napsání diplomové práce.

Osobní data: Jméno: **Daria Shemelina**

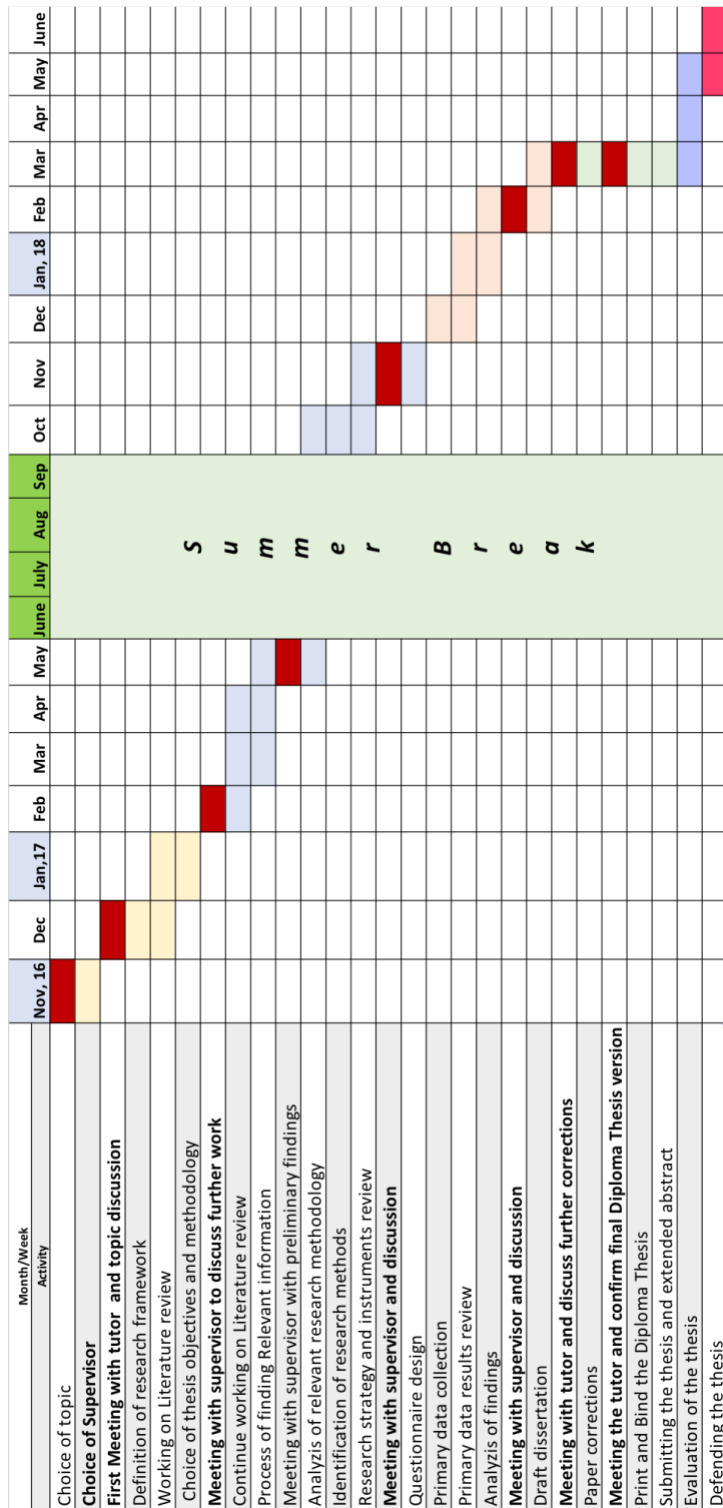
Datum narození: 08.06.1992

Číslo pasu: 53 1260468

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Ing. Ievgen Tomashevskiy
Zahraniční oddělení PEF
+420 234 382 155
tomashevskiy@pef.czu.cz



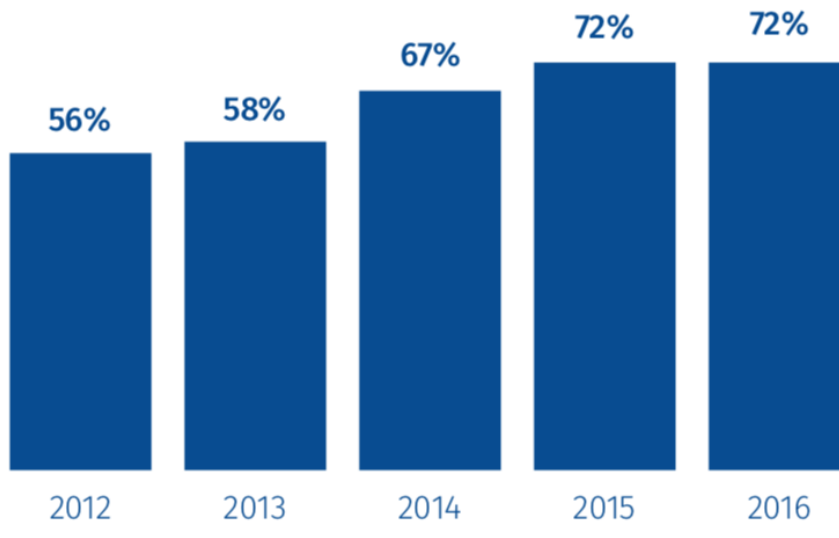
Appendix 7 Gantt chart



Source: Self-created, 2017

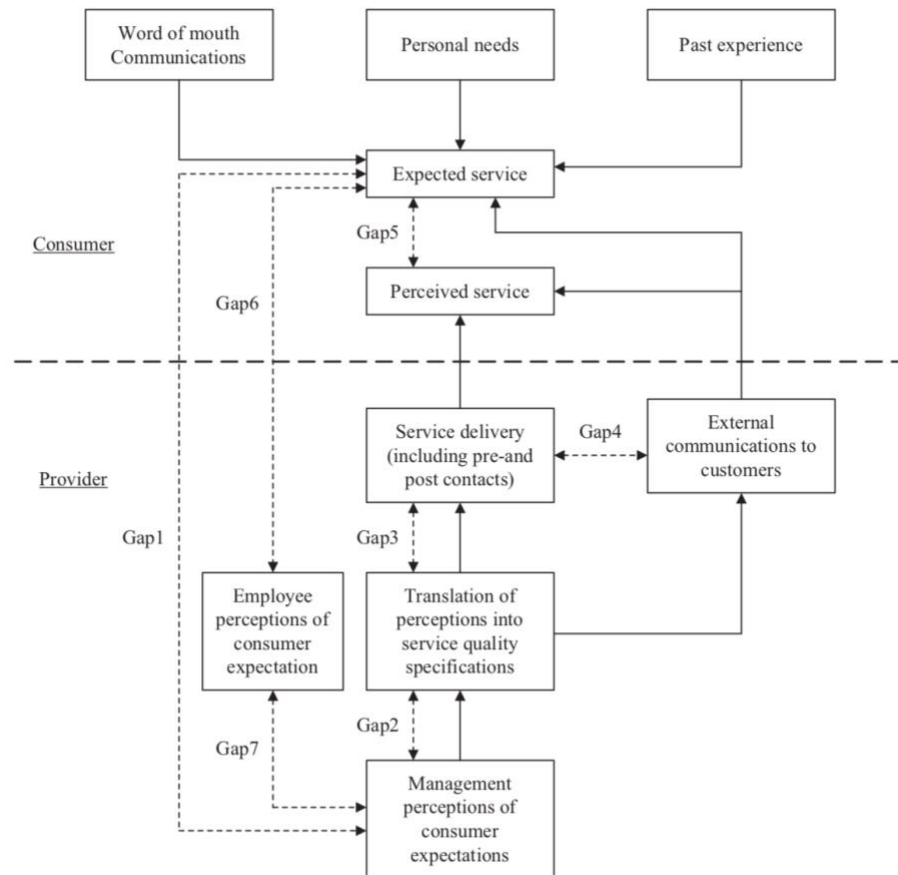
Appendix 8 Aeroflot airline's NPS index

Aeroflot airline's NPS index



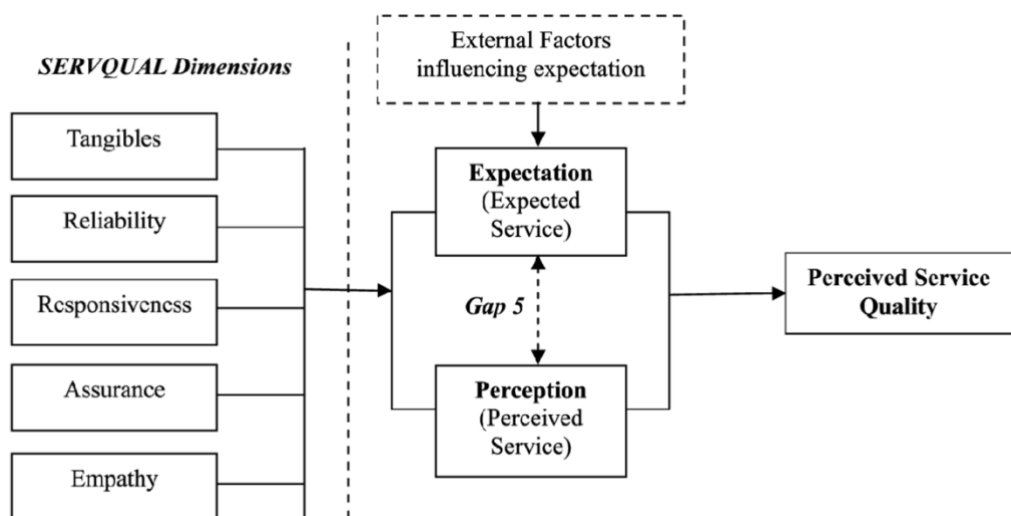
Source: Ir.aeroflot.com. (2018). Annual Reports 2017 | Aeroflot. [online] Available at: <http://ir.aeroflot.com/reporting/annual-reports/> [Accessed 25 Jan. 2018].

Appendix 9 Model of Service quality gaps



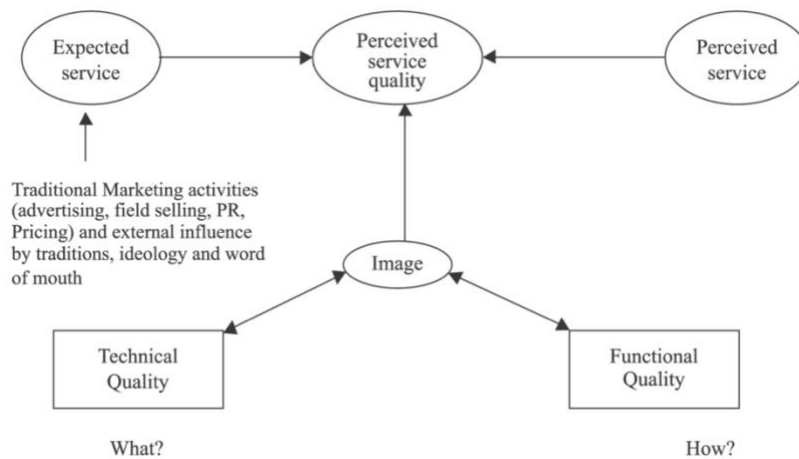
Source: Parasuraman *et al.*, 1985; Curry, 1999; Luk and Layton, 2002

Appendix 10 Importance of Gap 5 in SERVQUAL instrument



Source: Kumar *et al.*, 2009

Appendix 11 Gronroos Service quality model



Source: Gronroos, 1984

Appendix 12 SERVQUAL model

Dimensions	Items
Tangibles: physical facilities, equipment, and appearance of personnel	1. should have up-to-date equipment 2. physical facilities should be visually appealing 3. employees should be well dressed and appear neat 4. appearance of physical facilities should be in keeping with the type of services
Reliability: to perform the promised service dependably and accurately	5. should do things by the time they promise 6. when customers have problems, they should be sympathetic and reassuring 7. should be dependable 8. should provide their services at the time they promise 9. should keep accurate records
Responsiveness: to help customers and provide prompt service	10. should not be expected to tell customers when services will be performed* 11. not realistic for customers to expect prompt service* 12. employees do not always have to be willing to help customers* 13. is OK if they are too busy to respond to requests promptly*
Assurance: courtesy knowledge, ability of employees to inspire trust and confidence	14. customers should be able to trust employees 15. customers should feel safe in their transactions with these stores' employees 16. the employees should be polite 17. employees should get adequate support to do their jobs well
Empathy: caring, individualized attention the firm provides its customers	18. company should not be expected to give customers individual attention* 19. employees cannot be expected to give customers personal attention* 20. unrealistic to expect employees to know what the needs of their customers are* 21. unrealistic for them to have customers' best interests at heart* 22. should not be expected to have operating hours convenient to all customers*

Source: Parasuraman *et al.*, 1988; Finn and Lamb, 1991

Appendix 13 Determinants of service quality

1. RELIABILITY: consistency of performance and dependability, accuracy in billing, keeping records correctly, performing the service right at the designated time.
2. RESPONSIVENESS: willingness or readiness of employees to provide service, timeliness of service such as mailing a transaction slip immediately, calling the customer back quickly, giving prompt service.
3. COMPETENCE: possession of the required skills and knowledge to perform the service, knowledge and skill of the contact and support personnel, research capability of the organization.
4. ACCESS: approachability and ease of contact, the service is easily accessible by telephone, waiting time to receive service is not extensive, convenient hours of operation, convenient location of service facility.
5. COURTESY: politeness, respect, consideration, friendliness of contact personnel, consideration for the consumer's property, clean and neat appearance of public contact personnel.
6. COMMUNICATION: keeping customers informed in language they can understand and listening to them, explaining the service itself and its cost, assuring the consumer that a problem will be handled.
7. CREDIBILITY: trustworthiness, believability, honesty, company reputation, having the customer's best interests at heart, personal characteristics of the contact personnel.
8. SECURITY: freedom from danger, risk, or doubt, physical safety, financial security, confidentiality.
9. UNDERSTANDING/KNOWING THE CUSTOMER: understanding customer needs, learning the customer's specific requirements, providing individualized attention, recognizing the regular customer.
10. TANGIBLES: physical evidence and representations of the service, other customers in service facility.

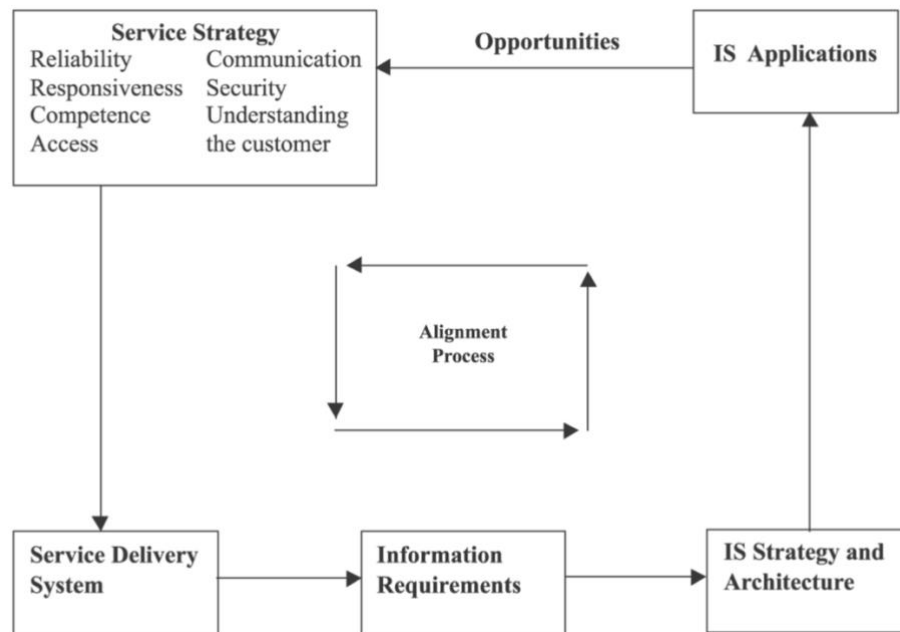
Source: Parasuraman *et al.*, 1988

Appendix 14 Dimensions of service quality

Study	Model	Dimension
Grönroos, 1984	Service Quality Model	Technical quality, Functional quality, corporate image.
Philip & Hazlett, 1997	PCP Model	Pivotal, Core, Peripheral attributes
Parasuraman et al., 1985	GAP Model	Reliability, Responsiveness, Competence, Access, Courtesy, Communication, Credibility, Security, Understanding/Knowing the Customer, Tangibles
Haywood-Farmer, 1988	Service Quality Attributes	Physical facilities, processes and procedures, People behavior and conviviality, Professional judgment
Parasuraman et al., 1988	SERVQUAL	Tangibles, Reliability, Responsiveness, Assurance, Empathy
Cronin & Taylor, 1992	SERVPERF	Same as SERVQUAL but with performance only statements
Frost & Kumar, 2000	INTSERVQUAL	Reliability, Tangibles, Assurance, Responsiveness, Empathy (SERVQUAL)
Dabholkar et al., 1996	RSQS	Physical aspects, Reliability, Personal interaction, Problem solving, Policy
Brady & Cronin, 2001	Service Quality Model	Personal interaction quality, Physical service environment quality, Outcome quality

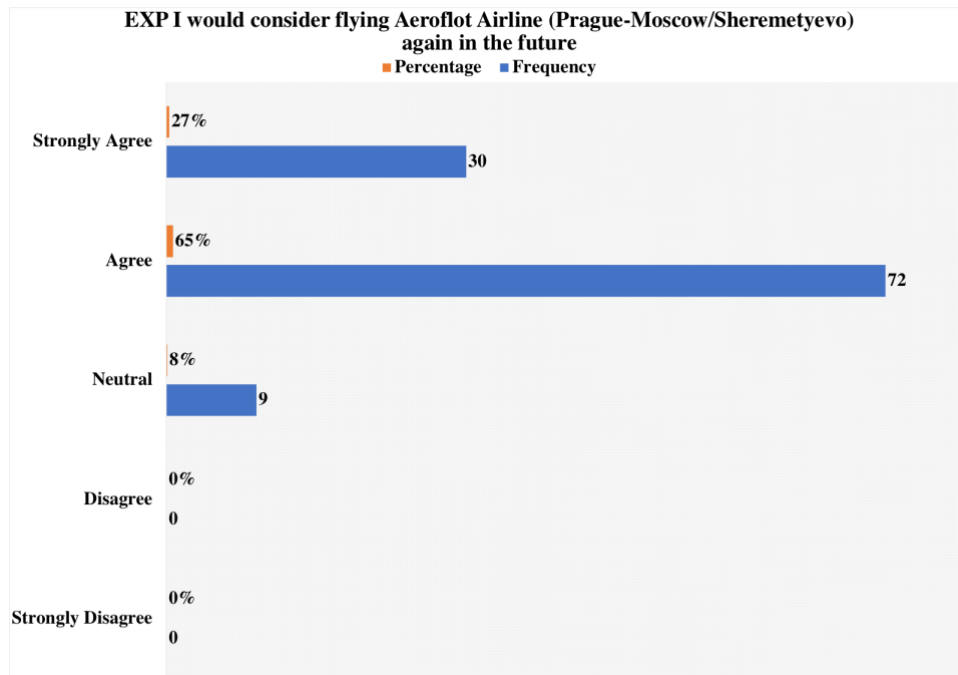
Source: Yarimoglu, 2014

Appendix 15 Berkley and Gupta Service quality model

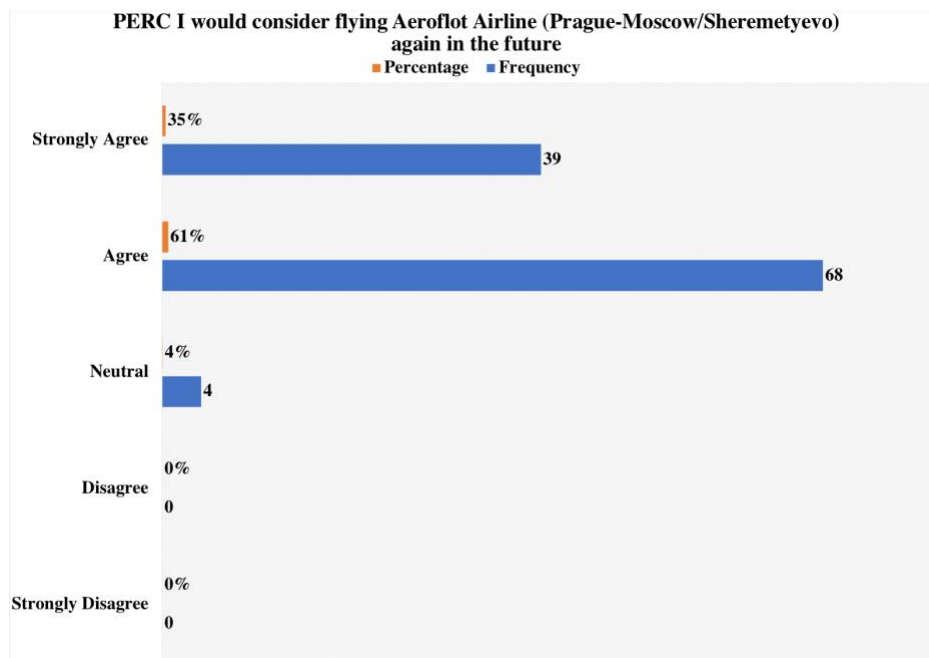


Source: Berkley and Gupta, 1984

Appendix 16 Comparison of results for questions Q7 (EXP) & Q5 (PERC)



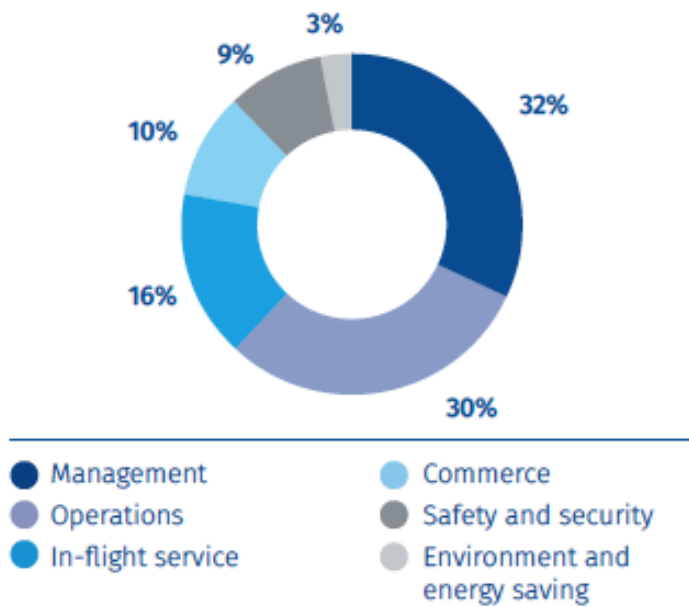
Source: Self-created, 2018



Source: Self-created, 2018

Appendix 17 Aeroflot Airline R&D costs by segment

R&D costs by segment



Source: Aeroflot Russian Airline Annual Report, 2017