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CUSTOMER SATISFACTION SURVEY ON RYANAIR WEBPAGES

Business Economics and Tourism

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CONTENTS

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ABSTRACT

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Title	Customer Satisfaction Survey on Ryanair Webpages
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The aim of this thesis is to study whether the Ryanair passengers are satisfied with the Ryanair.com web site and the online check-in procedure. Also, the aim is to find suggestions for developing the web site on the basis of the results. The research was conducted at Tampere-Pirkkala airport.

The theoretical approach is hermeneutic. The Irish low fare airline Ryanair is introduced in the theoretical part of the thesis. Furthermore, theory upon consumer behaviour and customer expectations is dealt with.

The results showed that the respondents were more satisfied with the online check-in procedure than the Ryanair web pages. However, the results were relatively positive in general. The issues that were found challenging with Ryanair website were that the web pages were not in a desired language, there were too many advertisements on the web page, and that the final price of the booking is not shown in the beginning of the booking.

Keywords   Customer Satisfaction, Low-Cost Airline, Consumer Behaviour

VAASAN AMMATTIKORKEAKOULU

Matkailu- ja ravitsemisalan AMK-tutkinto

TIIVISTELMÄ

Tekijä	Elisa Niinimaa
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Tämän opinnäytetyön tavoitteena on selvittää lentoyhtiö Ryanairin matkustajien tyytyväisyyttä yhtiön verkkosivuihin ja online-lähtöselvitys menetelmään. Tavoitteena on myös löytää ehdotuksia Ryanairin verkkosivujen parantamiseen tutkimustulosten perusteella. Tutkimus tehtiin Tampere-Pirkkalan lentokentällä.

Teoreettinen lähestymistapa on hermeneuttinen. Irlantilainen halpalentoyhtiö Ryanair esitellään teoreettisessa osiossa. Osiossa käsitellään myös kuluttajakäyttäytymistä ja asiakkaiden odotuksia.

Tulokset osoittavat, että vastaajat olivat tyytyväisempiä online-lähtöselvitykseen kuin Ryanairin verkkosivuihin. Kaikkiaan tulokset olivat suhteellisen positiivisia. Haastavimpia asioita vastaajille oli se, ettei verkkosivuja ole käännetty halutuille kielille. Jotkut vastaajista olivat sitä mieltä, että verkkosivuilla on liikaa mainoksia. Asiointi Ryanairin sivuilla olisi helpompaa, mikäli lentolipun lopullinen hinta olisi esillä jo varauksen alkuvaiheessa.

Asiasanat   asiakastyytyväisyys, halpalentoyhtiö, kuluttajakäyttäytyminen

1   INTRODUCTION

Low Cost Carrier (LCC) is a common phenomenon in the world these days. The concept LCC was transferred to Europe in the 1990's from USA, and the model is growing fast in the above mentioned continents compared to other parts of the world. The strategy of LCCs is to offer low fares and high point-to-point frequencies.

This thesis concentrates on the low cost airline Ryanair as a company, and a quantitative customer satisfaction survey will be conducted regarding the webpages of Ryanair. The questionnaires are handed in at Tampere-Pirkkala airport. However, this work is also *hermeneutic.* Hermeneutics is a technique "which involves detailed analysis of the contents of a certain body of literature or other documentary source as texts". (Veal, A. J. 2006, 130) The text itself is important and it is not only a report of research. The texts used can be speeches or contents of advertising, for example. (Veal, A. J. 2006, 130)

1.1   Aims and Problems

The aim of this work is to find out how satisfied the passengers of Ryanair are with the webpages of Ryanair and the usability of them, and if there should be any changes. It will also examine the awareness of Ryanair's booking procedures and online check-in. In addition, the critical factors of low fare airlines are compared to consumers' service perception in a hermeneutic way. Also, the aim of this thesis is to give awareness of Ryanair and understanding of its actions. According to the results there could be some suggestions for Ryanair regarding its policy and service.

The research problems:

How do the passengers of Ryanair see the service provided when making a reservation and when navigating on Ryanair.com website? What critical factors can there be compared to the consumers' service perception? How could Ryanair.com be improved according to the answers of the survey? Do the customers of LCC expect too much from the service?

1.2   Restrictions

A quantitative questionnaire survey will be conducted at Tampere-Pirkkala airport for only Ryanair's passenger, and according to that there will be suggestions for future actions. However, the work will not examine the service of Airpro Limited or Finavia Corporation which, however, both play big roles in ground handling for Ryanair at Tampere-Pirkkala airport. This thesis was not ordered from Ryanair.

2   LOW COST CARRIER RYANAIR'S CONCEPT

Ryanair was started by Ryan family in 1985 with a share capital of 1£ with 25 employees. The first route was started in July on a 15-seater Bandeirante aircraft from Waterford to London Gatwick. Ryanair flies with Boeing 737-800, and has already 254 of them with capacity of 189. At the moment, Ryanair has 44 bases, over 1100 routes between 26 countries connecting 160 destinations, and employs over 8000 people. In the current fiscal year 2011, Ryanair expects to carry 73.5 million passengers. In 2009, Ryanair served approximately 66.5 million passengers. (Ryanair 2011)

2.1   25 Minute Turnaround

As many low-cost carriers, also Ryanair uses no more than 25 minutes for turn-around at the destination. That means that during 25 minutes the passengers from the destination A arrive to the destination B, and the passengers from destination B board on the plane. The reason for doing this is to maximize the utilization of the aircrafts. However, this is easier at regional and secondary airports which do not maintain slot requirements. (Ryanair Strategy, 2004)

2.2   The On-Time Airline

Ryanair is advertised as "the on-time airline" which has been criticised. Normally International Air Traffic Association (IATA) records the punctuality of airlines, but as Ryanair is not a member of IATA, hence the statistics that Ryanair publishes are their word. Damian Corrigan, guide at about.com, argues that the secret for Ryanair's good punctuality is that they fly routes that other airlines do not, and therefore they are able to make up their own flight times. In other words, Ryanair exaggerates their flying times, so that a flight that departs late has a chance to arrive on time. Ryanair advertises how many percentages of the flights arrive on time, not depart. However, another organization that records airline punctuality is flightstats.com. According to flightstats.com, Ryanair (72%) is the third most punctual airline after Vueling (83%) and Air Berlin (81%). Ryanair

claimed to be the most punctual airline with 88% of on-time flights. For Ryanair's luck, easyJet (67%) did not beat them. (Corrigan, D., About.com)

2.3 Point-to-Point

Ryanair offers point-to-point short-haul routes to regional airports. As the service of Ryanair works with point-to-point system, Ryanair does not recommend booking connection flights and cannot facilitate the transfer of passengers or their luggage to connection flights. Therefore, Ryanair is not responsible for any losses or expenses caused by a possibly missed connection flight. (Ryanair, 2011) Flying only between short-haul routes makes possible the whole concept of no-frills. No-frills mean that a product or service does not include unimportant features which enables also saving money from the service provider's point of view. Point-to-point also avoids the extra costs of connecting passenger and baggage transfer. (Ryanair Strategy, 2004)

2.4 Low Operating Costs

Ryanair's management concentrates saving costs in; aircraft equipment costs, customer service costs, and airport access and handling costs. (Ryanair Strategy, 2004)

2.4.1 Aircraft Equipment Costs

In the beginning, Ryanair's plan was to purchase used aircrafts of single type aircrafts (Boeing 737-200A), and they did between 1994 and 1998, but these aircrafts were getting old and it was difficult to find them on the markets. Thereby, in the late 1990's, Ryanair decided to start using Boeing 737-800, which they called the "next generation" aircraft. In addition, Ryanair wanted to purchase these aircrafts from a single manufacturer which helps minimizing the costs with personnel training, maintenance and purchase and storage of spare parts. (Ryanair Strategy, 2004)

2.4.2 Customer Service, Airport Access and Handling Costs

Ryanair saves a lot in customer service costs when using third party contractors at certain airports. This means that the third party is responsible for aircraft handling, ticketing, and other services. Ryanair is convinced that it acts more cost efficiently when using third party services. (Ryanair Strategy, 2004) For example, in Tampere these services are offered by a Finnish ground handling company Airpro Ltd., which is introduced later in this work. Ryanair tends to choose airports that offer competitive terms. Especially, the less expensive gate locations and outdoor boarding stairs give a possibility for saving costs. (Ryanair Strategy, 2004)

2.5 Competitors of Ryanair

Ryanair belongs to the European Low Fares Airline Association (ELFAA), with Blue Air from Romania, easyJet, flybe, and Jet2.com from UK, Norwegian Air Shuttle from Norway, Swerige Flyg from Sweden, Transavia.com from the Netherlands, Vueling from Spain and Wizz Air from Hungary. ELFAA's role is to represent low fare airlines. These airlines altogether carry over 160 million passengers annually and it is 35% of the intra-European traffic. (ELFAA, 2011)

ELFAAs mission statement is: "To ensure that European policy and legislation promote free and equal competition to enable the continued growth and development of low fares into the future, allowing a greater number of people to travel by air." (ELFAA, 2011)

According to ELFAA's member statistics in June 2010, Ryanair's worst competitor is easyJet which had 47.6 million passengers. Whereas, Ryanair had way bigger passenger amounts, 69.2 million. Vueling carried 10.8 million passengers. (ELFAA, 2011)

3 BOOKING RYANAIR TICKETS

Ryanair converted its reservation system Flightspeed, in January 2000, from British Airways Booking System (BABS), and it operates under 10 year hosting agreement with Accenture Open Skies ("Open Skies"). When Flightspeed was implemented, Open Skies came up with a new internet booking facility, Skylights, which allowed Internet users to make reservations in real time via Ryanair.com website. Since then, Ryanair has promoted the website and thereby internet bookings have increased. In September 2004, only 4% of the passengers bought their tickets either from ticket desks or call centres. (Ryanair Strategy 2004)

3.1 Online Check-In

The passengers must check in online 15 days prior up to 4 hours before the scheduled departure time. Online check-in is charged in the booking process. If passenger fails completing the online check-in, Ryanair charges a 40€/person/one way flight (boarding card re-issue fee). In practice, the online check-in means that every passenger will log in to the Ryanair's online check-in system which includes answering a security question. The answer of the security question is chosen between two options: 1. reservation number, e-mail address and departure and arrival cities. 2. Date of the flight, e-mail address and departure and arrival cities. After signing in, the passenger has to fill in the travel document's number, date of expire, nationality and the place where the travel document was issued. After completing the passenger information the boarding passes can be printed. The passenger is responsible to have required travel documents. Ryanair accepts a valid passport or an identity card issued by a country in European Economic Area (EEA). All passengers out of EEA/EU must get a visa stamp on their boarding cards before the security check even if visa is not required for them. The customer will get several reminders of the online check-in for their e-mail. Even though the passengers need to complete the check-in themselves their passports and visas will be checked at the airport by a local check-in agent. (Ryanair 2011)

3.2   Additional and Optional Fees

For being a no-frill airline, there are only the essential costs included in the ticket price, i.e. fare, online check-in fee, taxes and handling fee. Ryanair has been criticised of its hidden charges, which are the customer's optional charges e.g. baggage fee.

In 2009, the airline was expected to earn £650 million from the additional charges. The Advertising Standards Authority (ASA) received a number of complaints of the no-frills airline Ryanair. However, Ryanair promised to pay more attention in giving clearer information on optional charges. (Telegraph, 2009)

3.2.1   Call Centre Reservation Fee and Administration Fee

The call centre reservation fee is added only if a customer is booking through a call centre or at an airport ticket desk. The administration fee is added in the end of the reservation in both call centre and online booking, and the fee is per one way flight and passenger. The only way to avoid the fee is using a Visa Electron or MasterCard Prepaid Debit Card. (Ryanair; Table of fees 2011)

3.2.2   Baggage Fee

Each passenger is allowed to check-in maximum two luggage in one way flight, and each one of them is charged. One can choose between 15kg or 20kg bags and can add them in the reservation also after booking the ticket. However, one passenger can carry only one item of a 15 kg check-in luggage and one item of 20 kg check-in luggage, and 10 kg of hand luggage (max. 55cm x 40cm x 20cm) (excluding infants). If the passenger fails obeying the baggage restrictions, the excess weight will be charged. However, the excess weight of the check-in bag cannot be paid beforehand online, and there is no chance in paying excess weight of the hand luggage. Also, it is possible to check in musical instruments and sports equipment which can weigh maximum 20 kg, for bikes the limit is 30kg. (Ryanair; Table of fees, 2011)

3.2.3   Infant Fee

When travelling with an infant, under 24-months-old baby, there will be no seat reserved on the plane for safety reasons, therefore an infant will be charged for each one way flight. The baby will be seated on adult's lap. If the infant has a pushchair, it can be checked in free of charge. However, if the baby is travelling with more equipment i.e. a travel cot, it will be charged too (baby equipment fee). (Ryanair; Table of fees, 2011)

3.2.4   Special Assistance

Ryanair charged disabled people for using the wheelchair and receiving help in for example pushing the wheelchair, using an airport wheelchair and lift on and off the aircraft stairs which made people with disabilities angry and led them making lawsuits against Ryanair. (BBC, 2002)

BBC writes that a large number of disabled passengers have been forced to pay for an extra charge. In 2002, The Disability Rights Commission (DRC) planned going to court against Ryanair. In their opinion it is not right that a disabled passenger has to pay extra in order to reach their seats on the plane. According to Ryanair spokeswoman, Ryanair wheelchair passengers do not have to pay anything extra only, if the passenger is using his or her own wheelchair, others need to contact the airport wheelchair provider. There are six airports; Dublin, Stansted, Gatwick, Luton, Shannon, Leeds and Bradford, that do not provide free airport wheelchairs. (BBC, 2002)

In January 2004, BBC News told that Ryanair would lose disability ruling. One big factor in this case was that a disabled passenger complained about having to be forced to pay £18 for getting help at London Stansted airport. The Disability Rights Commission, (DRC) took the case against Ryanair on behalf of the passenger in December 2003, and won the case. (BBC, 2004) Ryanair no longer charges for passengers with disabilities. (BBC, 2004)

3.2.5   Priority Boarding Fee

If the passenger wants to board on the plane among the first people and choose seats, the priority boarding pass can be purchased online during the booking or later at the airport ticket desk. (Ryanair, 2011) There are no pre-assigned seats for the passenger, therefore the priority fee exists for people who have a need to choose seats for example for a family with children.

3.2.6   Name Change and Flight Change Fee

Unlike other airlines, Ryanair gives a chance to make changes in the bookings after purchase. Sometimes, there are sudden changes in the travel itinerary or the people who are supposed to attend a trip. A passenger can complete these changes either on Ryanair.com site in "Manage my booking" or by contacting a call centre. (Ryanair; Table of fees 2011)

4 CURRENT EVENTS

This chapter collects some current events that have been discussed during the last year.

4.1 "Ryanair charges for printing boarding passes ruled illegal in Spain"

Ryanair charges 40€ (£34, in Britain the fee is £40) for printing the boarding pass at the airport. This procedure is for the passengers who have neither completed online check-in nor printed the boarding pass. However, it is not enough for Ryanair that passengers complete the check-in online, they also have to have a printed version of the boarding pass.

In January 2011, The Telegraph reported that Ryanair had provoked anger in passengers in Barcelona who had not printed their boarding cards. According to judge Barbara Maria Cordoba Ardao Ryanair was breaking international law by demanding the passengers pay for the boarding card, and in her opinion it is always the airline's responsibility to print the boarding cards for its clients. However, a spokesman for the Civil Aviation Authority (CAA) said that the Spanish ruling should be supported first in the European courts before the rule could be put into effect at British airports. Moreover, the chief executive of the Air Transport Users Council said that the majority of passengers using Ryanair in Britain knew about the charge and prepared themselves by printing the boarding pass beforehand. According to a Ryanair spokesman "the charges are part of the airline's strategy of stripping out costs" and continued that over 99.9% of passengers were able to check-in online last year, and could not believe that a Spanish judge suggests that Ryanair was breaking international law. (The Telegraph, 2011)

4.2 "Ryanair escalates row over boarding pass fee"

"Ryanair has threatened to refuse to allow passengers to on its flights unless they print their boarding pass before they arrive to the airport", writes David Millward on The Telegraph (2011). In Spain, Ryanair's actions, for making its passengers to pay 40€/£40 fee, were ruled illegal in January 2011. Ryanair commented that at

the moment it is still possible to pay the fee, but when Ryanair's appeal has reached everyone, the passengers would have to purchase a new ticket. The spokesman of Ryanair defended that millions of passengers agree to the rules at the time of the booking. With these procedures Ryanair would not need as many handling agents as there are now to serve the passengers who forget or who did not follow the instructions, he explains. (Millward, D. The Telegraph 2011)

4.3 "Consumers count the cost of poor exchange rates"

According to Carter (2011) customers in some low fare airlines pay extra for their bookings because their transactions are applied with poor exchange rates. Carter observes that the exchange rates can add 2-6% to the cost of transaction. Many European airlines, i.e. Ryanair and Easyjet set the price of their fares, from European destinations to UK, mostly with Euros, not sterling. At the payment stage, the customer will pay with the companies own rates unless the customer opts out. Ryanair and Easyjet use dynamic currency conversion which means that the rate is available only at the time of completing the reservation. Unfortunately, the rate can vary a lot between Ryanair's rate and Visa's rate. However, Ryanair allows customers to use banks' rate instead of their rate but Ryanair warns that the rate received from a bank is not guaranteed and that it is subject to daily fluctuations which can end up being more expensive for the customer than earlier expected. Ryanair stated they are not keeping record of the rates, when asked. Bob Atkinson, travel expert from Moneysupermarket.com, concludes on BBC Radio 4's Money Box Programme, that "obviously the golden rule is never to accept the rate and to always pay in the local currency because you'll be better off". (Carter, B. BBC 2011)

4.4 "Ryanair cabin crew strip off for charity calendar"

Ryanair published its fourth annual calendar for charity where the female flight attendants wear bikinis. The aim of the campaign is to collect up to £85,000 for German charity Tafel, which offers food for malnourished and poor people. The reason for choosing a German charity was that 30 % of the sales of the former year's calendar, in 2010, were sold in Germany. (The Telegraph, 2010)

In 2009, the Labour MEP Mary Honeyball accused Ryanair of "sexualizing" the industry, and judged the campaign as "a desperate bid for profits", after seeing the calendar of 2009. To which the spokesman of Ryanair, O'Leary, replied that Ms Honeyball is "anti-fun". Nevertheless, the calendar is still sold on Ryanair.com. (The Telegraph, 2010)

5 MARKETING OF RYANAIR

Ryanair is marketing its fares on its website and Ryanair's advertisements can be also found in newspapers and magazines. A consumer who visits their webpage can optionally order a newsletter for their e-mail address and thereby be informed of the latest offers. (Ryanair, 2011) The marketing of Ryanair has got a lot of attention also in newspapers and other media, where they may publish their opinion of their competitors and even politicians. In this chapter there are some examples of their marketing.

5.1 Standing Seats

Ryanair has a very unique approach to PR which can be seen as announcements of innovations or plans for the future, however, many of those cannot be used in reality. According to BBC, Ryanair is planning to launch standing seats in order to make more space for extra seats on the plane even though airline experts will never let it happen. Also, there are strict regulations set by European Aviation Safety Authority (EASA) which are similar around the world. Civil Aviation Authority spokesman says the seat must be able to restrain a passenger during take-off, landing and turbulence and if the passenger is standing, those requirements are not met. However, the spokesman of Ryanair denies all the plans above and says the idea came up on TV interview from Michael O´Leary. The author from BBC writes the publicity is also cheap for Ryanair even though they use headline-grabbing ways to do it. Michael O´Leary plays an important role when it comes to the advertisement of the company. (Lane, M. BBC 2010)

5.2 Banned Ad

In January 2008 Ryanair was forced by the Advertising Standards Authority (ASA) to stop advertising with "Hottest back to school fares" (Picture 1) because the advert was "irresponsible", and make sure in the future that the adverts will comply with the advertising code. According to ASA, the ad links teenage girls with sexually provocative behaviour. Also, there were 13 readers who complained of Ryanair because of its offensive advert. Ryanair responded saying it is an

insignificant number of complaints when compared to the newspapers' combined readership. (The Telegraph, 2008)

Picture 1. Telegraph.co.uk, 2008

5.3   Schadenfreude

Jamie Dunkley from The Daily Telegraph wrote on 18 of July in 2010 with a headline: "Easyjet 'less punctual than Air Zimbabwe'". The data that was gathered from the Easyjet's largest base, Gatwick, show that 48% of the flights of Easyjet departed on time and it was worse result than Air Zimbabwe which had 50% of the flights departing on time. The company blamed the air traffic controllers who had had a number of strikes which affected the departure times. (The Telegraph, 2010)
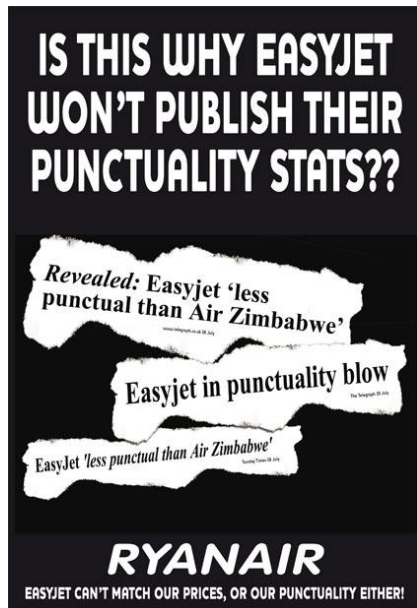
Picture 2. Marketingmagazine.co.uk, 2010

Ryanair published an ad quoting newspaper headings regarding the news about Easyjet's poor punctuality statistics. The whole ad (Picture 2) starts with a question "Is this why Easyjet won't publish their punctuality stats?" The ad continues with the three different headings, and one of them is quoted from The Telegraph's heading above. At the bottom of the ad is written "Easyjet can't match our prices, or our punctuality either!" Ryanair wanted to stress the fact that its competitor, Easyjet, had not published its punctuality statistics. (Farey-Jones, D., Marketing Magazine, 2010)

6   AIRLINE INDUSTRY

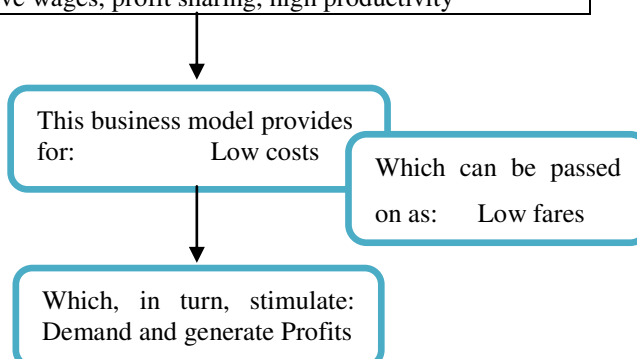Air transportation is the most important innovation in the twentieth century. It has made it possible for tourists to travel in a short time, and it has made long-haul destinations reachable. A scheduled airline is quite a consumer-oriented product; it is a very convenient transportation for a business traveller who demands speed and flexibility, on the other hand it suits well a normal leisure traveller who wants to arrive to a destination in an easy and money consuming way. (Tourism; principles and practice. Cooper, Fletcher, Fyall, Gilbert & Wanhill 2008, 419-420.)

6.1   Low-Cost Carrier

Fares/network
- Low promotional fare, simple value for money pricing
- High frequencies on selected high-density routes
- Point-to-point, no interlining

Distribution
- Low-cost Internet or call centres
- Ticketless to save on cost

In-flight
- Single-class, high-density seating
- No meals or free alcoholic drinks, therefore no need for a galley
- Snacks and light beverages can be purchased
- No prior seat assignment

Operating features

Fleet
- Often single type, Boeing 737 (but depends on new aircraft cost)
- High utilisation, 11-12 hours per day

Airports
- Cheaper secondary or uncongested airports
- 20-30 minute turnarounds in order to have a high utilisation of fleet

Sector length
- For economies of use around 450 nautical miles

Staff
- Competetive wages, profit sharing, high productivity

This business model provides for: Low costs

Which can be passed on as: Low fares

Which, in turn, stimulate: Demand and generate Profits

Figure. 1. No frills airline product features (Cooper, C. et. al. 2008, 563)

Low Cost Carrier (LCC) defined by Travel Industry Dictionary 2011:"
An airline category defined primarily by low fares but also by a focus on reducing
operating costs."

The term, LCC, is also identified with budget airlines and no-frills carriers. The
concept was developed in the USA which was a result for deregulation of air
services in 1978, and the first was by Southwest Airlines. The concept came to
Europe in the 1990´s. The concept has not been started so fast outside of Europe
and the USA.

Typical for low-cost carriers (Figure 1) is that they use secondary airports in big
cities or regional airports. By using the type of airports above, there will be two
types of savings for the carrier; landing and operating costs are cheaper than in the
main airports. It also enables the carrier for a fast turnaround which gives the
carrier a possibility to make more profit as the aircraft is used with only short
landings.

Low-cost airlines use normally one type of aircraft to reduce the costs of
maintenance and training of the staff just like Ryanair does.

The capacity of the aircraft will be maximized when using one class seating. Also,
the type of seat is an important factor: when using low seat pitch there will be
more seats on the aircraft. Low seat pitch means the distance between a seat and
the seat in front.

Also, by selling food and beverages and not offering them for free saves costs.
When using cabin crew only the minimum amount during the flight and not pre-
assigning seats reduce costs. Very strict baggage limits, and charging for check-in
baggage are also typical for low cost carriers. (Cooper, C. et. al. 2008, 419-420.)

6.2 Low Fare Airlines in Finland

Low fare airlines make the airline industry more versatile, and they are increasing
their market shares continuously which makes it more difficult for airlines with
higher class tickets to receive customers when they are choosing more affordable

seats. Recession and price awareness change the structure of the industry and the increase of passengers makes the situation better. However, it will take a long time because of the gasoline costs and bigger usage of aircrafts. In 2009, the low fare airlines in Finland got 25% more passengers than the previous year. Low fare airlines tempt new customer segments with new routes. (Paavola 2010, 21) At the moment there are several low-fare airline companies flying to Finland: Irish Ryanair, flies to Tampere and Lappeenranta, British EasyJet flies to Helsinki. Latvian AirBaltic flies to Tampere, Helsinki, Kuusamo, Kittilä, Rovaniemi, Oulu, Turku, Vaasa, Lappeenranta and Kuopio. Hungarian WizzAir flies to Turku and Tampere. (AirBaltic 2010; EasyJet 2010; Ryanair 2010; Wizzair 2010)

6.3   Ryanair in Finland

Ryanair started to fly from Tampere-Pirkkala airport in spring 2003 (Adams, I. & Morrall, A. 2007, 3) and has now routes to Bremen, Frankfurt (Hahn), London (Stansted), Kaunas, Edinburgh, Riga, Milan (Bergamo), Malaga, Alicante and Oslo (Rygge). In summer 2011 Ryanair adds new routes to Rome and Trapani. (Ryanair 2011) In addition, Ryanair flies from Lappeenranta to Milan (Bergamo), Düsseldorf (Weeze) and Brussels (Charleroi). (Ryanair 2011)

Airpro Ltd. is responsible for the ground handling of Ryanair at Tampere-Pirkkala airport, terminal 2.

6.3.1   Finavia

The official name of Finavia is Finavia Corporation (Finavia Oyj/Abp) and it was established in 1991. Finavia is responsible for maintenance at 25 airports and air navigation system in Finland, including Tampere-Pirkkala airport, Terminal 2, where Ryanair operates. The Council of State decides the general operational and profit targets. Finavia had approximately 2500 employees in the end of 2009. (Finavia Corporation 2010)

The global financial crisis affected the travelling in Europe so that there were 5% less flying kilometres in 2009. In Finland, there were 7.7% less passengers that travelled through the airports of Finavia. Altogether, there were 16 193 527

passengers travelling via Finavia airports, from which 30% were flying the domestic routes. The domestic flights decreased the most which led to a competition with rail and road industry. The biggest airports compared to the passenger amounts were: Helsinki-Vantaa (12 609 000), Oulu (688 600), Tampere-Pirkkala (627 700), Rovaniemi (309 400), Vaasa (294 400) and Turku (278 000). (Paavola 2010, 18) The most important destinations in 2009 were Germany (1 465 300), Sweden (1 105 600) and United Kingdom (936 200). (Paavola 2010, 20)

6.3.2 Airpro Ltd.

Airpro Limited is a subsidiary that is owned by Finavia Corporation. Airpro was established in 1994, and employs over 800 people in 13 airports in Finland. Airpro Ltd. offers services in three areas: handling, security and airport services. Airpro's aim is to continue developing the Finnish air traffic with cost-effective and efficient airport and travel services. Among other services they offer for Ryanair in Tampere-Pirkkala airport: arrival and departure procedures, ramp coordination, loading and unloading of baggage, fuelling, ticket sales, check-in, security control services, de-icing, tracking of baggage and delivering them to passengers, and attending to passengers when requiring assistance. (Airpro Ltd. 2010)

7   INFORMATION TECHNOLOGY IN TOURISM

E-tourism has had a big impact on the strategic and operational management of tourism organizations and destinations. (Buhalis, 2003; Cooper, C. et. al. 2008, 623)

Information Communication Technologies (ICTs) developments have improved the competitiveness of enterprises and regions. Organizations such as British Airways and easyJet were pioneers in using technology in operational processes and improving the inter-action between their clientele and stakeholders. (Buhalis 2003; O´Connor 1999; Cooper, C. et al. 2008, 623)

ICTs and Internet could be said to be the second industrial revolution which took place in the late 1990's. The computerised systems that were used for business functions and activities made it possible to improve reliability, compatibility and inter-connectivity of terminals and applications. (Gupta, 2000; Cooper, C. et. al 2008, 623)

Internet enables tourism companies to improve their performance and image globally. However, there are companies that have not realized the importance of technology in tourism industry, and have not kept their position in marketplace. The reason is that they did not know how to incorporate ICT in their strategy and did not take into consideration that tourism industry is changing fast, and that there also has to be fast plans in order to stay up-to-date. (Cooper, C. et al. 2008, 623)

7.1   Tourism and ICT

ICTs include more than just hardware and software. They also include groupware, netware and humanware. Hardware is physical equipment as electronic devices, software is instruction that controls the operation of a computer system, groupware is communications tools as e-mail, netware regards the equipment software that support communication chanels, and humanware to the intellect required. When these technologies are used effectively, information is widely accessible and available. (Werthner and Klein, 1999; Cooper, C. et al. 2008, 624)

7.2 E-airlines

Quite early airlines started thinking about the need for efficient, quick, inexpensive and accurate handling of their organization as a result of the complexity of their operations. In the beginning, reservations were made manually. Passengers were listed and travel agencies located the routes and fares, checked availability and then made a reservation by telephone. And all this had to be done before the ticket could be issued manually. In 1962, Sabre CRS (Computerized Reservation Systems) was introduced by American Airlines. It became an alternative in broadening its Boeing 707 fleet by 50%.

These days ICTs and internal CRSs are very much used as a support to Internet when distributing airline seats. Especially regional and no-frills airlines try to take an advantage of Internet as they cannot afford the fees of Global Distribution Systems thereby they aim to sell their tickets at cheap price. (Buhalis, 2004; Cooper, C. et al. 2008, 636) According to Buhalis (2004) no-frills airlines use Internet among other things for improving interactivity and building relationships with consumers and partners, online bookings, electronic ticketing and maximising the productivity of the new electronic distribution media. (Buhalis, 2004; Cooper, C. et. al. 2008, 636)

8   CUSTOMER SATISFACTION

Oliver (1991) defines *consumer satisfaction* "as the overall attitude regarding a good or a service after acquisition and use. It is a post-choice evaluative judgment resulting from a specific purchase selection and the experience of using or consuming it". (Oliver, R. 1991, 199)

Philip Kotler defines customer satisfaction: "Satisfaction is person´s feelings of pleasure or disappointment resulting from comparing a product´s perceived performance (or outcome) in relation to his or her expectations." (Kotler, P. 1997, 40)

8.1   Consumer Complaint Behaviour

Consumer Complaint Behaviour refers to consumers that are dissatisfied with a product or service they have purchased. There are five different complaint behaviours: 1. Do nothing or deal with the retailer 2. Avoid using the retailer again and persuade friends to do the same 3. Take overt action with third parties 4. Boycott the organization 5. Create an alternative organization to provide the good or a service. The first three are direct responses to the problem when a customer wants a refund or ends the process there, and the fourth and the fifth are more dramatic. Creating an alternative organization is probably to most uncommon. (First 3 William Bearden & Jesse Teel 1983, 2 last Robert O. Herrmann 1992: J. C. Mowen & M.J. Minor, 2001, 207)

There have been identified two reasons for complaining with the help of consumer complaint behaviour models. The first reason is that the consumer wants to get a refund straight from the company or with legal means indirectly. They also might want to replace the earlier purchased product with another one. The second reason for complaining is that the consumer needs to rebuild self-image. The consumer´s self-image is connected to the product in a way that when the product is a disappointment, the self-image gets lower. (R. E. Krapfel, 1985: J. C. Mowen & M.J. Minor, 2001, 208)

9   QUALITY DIMENSIONS: WHAT AND HOW

Christian Grönroos defines services as subjectively experienced processes where production and consumption are happening at the same time. The interactions between the client and the service provider, or the buyer-seller interactions, and moments of truth have an impact on the service that is perceived. (Grönroos, C. 2000, 73)

When a customer perceives a service there are two different dimensions; a *technical* or *outcome dimension* and a *functional* or a *process-related dimension* (Grönroos, C. 2000, 73). In the airline industry, this means that the passenger is transported from a place to another, which is an outcome of service process and affects the experience of quality.

9.1   What

What a customer receives in the interaction with a service provider is important when evaluating quality but it is not everything. It is just one quality dimension and often thought to be the result of the quality and the term *outcome quality* has also been used for this dimension. When the service production process and the interaction with the service provider do not continue anymore, then one can talk about what the customer has been received. Consumers can measure this dimension quite objectively as it is usually a solution to a problem. (Grönroos, C. 2000, 73)

9.2   How

Another quality dimension is how the customer sees the product or a service and how the production and the consumption process were perceived, and therefore the dimension is called the *functional quality of the process*. In literature, it is called *process quality*. (Grönroos, C. 2000, 74) Regarding Ryanair, the process quality could be how the customer perceived the service when booking on Ryanair.com, if all his or her needs and wants were taken into consideration in the online service, and if not, how the company reacts in a situation when customer feels there are lacks of information on the website, for example.

The company´s image plays a big role in perceiving the quality because it can affect perception of quality in many ways. If the image is bad it has a big impact in a number of aspects. If the company is considered bad among consumers, even a small mistake can ruin the whole experience even though the same mistake made by another company with a better image would be forgiven. Thereby, if the image of a company is considered good among consumers, small mistakes can be forgotten. However, if mistakes happen constantly, image can be destroyed for good. Image can be called as a filter in the quality perception. (Grönroos, C. 2000, 74)

10 CUSTOMER VALUE AND SATISFACTION

Consumers choose products that they think can give the best *customer delivered value* which is the difference between *total customer value* and *total customer cost*. Consumers examine core products, service delivery system and the image of the company, and all above together form the total customer value. The customer costs can be money, time, energy and physical costs. (Kotler, P., Bowen, J. & Makens J., 1996, 344) For example, an airline passenger might choose a straight charter flight instead of a low-fare airline, even though it is more expensive. With a low-fare airline the passenger would probably have a connection flight which takes more travelling time. And there would also be a risk of missing the connection flight in a situation when the first flight is delayed or cancelled. Ryanair and other similar low-fare airlines in general do not refund or are not responsible when a customer has booked two separate flights, but are responsible to offer a possibility for the passenger to choose a refund or a re-route for the cancelled flight.

Even though the total customer value is formed of various aspects, customer satisfaction is always relative to what the customer's expectations are, and there can be different levels of satisfaction. If the customer's expectations are higher than the performance of the chosen product, a customer will be dissatisfied. If the product or service is what the customer expected, the customer will be satisfied. If the product or service exceeds the customer's expectations, the customer will be highly satisfied. (Kotler, P. , Bowen, J. & Makens J. 1996, 344-345) Regarding Ryanair this could mean that when a business tourist that usually flies with scheduled airlines in business class, books a ticket with Ryanair, he or she might be positively surprised in the quality of the service because the initial expectation was so low. And in contrary, another customer might have very high expectations of Ryanair because the person might not have the knowledge of different types of airlines and expects the same service as from a charter airline, for example. These expectations are formed by the person's background, earlier experiences and word of mouth, for instance. In some situations, the price that the consumer pays for a flight could form the level of satisfaction. If one person gets a Ryanair ticket with

5 €, he or she might be more satisfied with the overall service than when buying a ticket for a charter airline with 150€.

10.1 Parasuraman, Zeithaml and Berry Model

Figure 2. Parasuraman, Zeithaml and Berry, 1985 (Cooper, C. et al. 2008, 534)
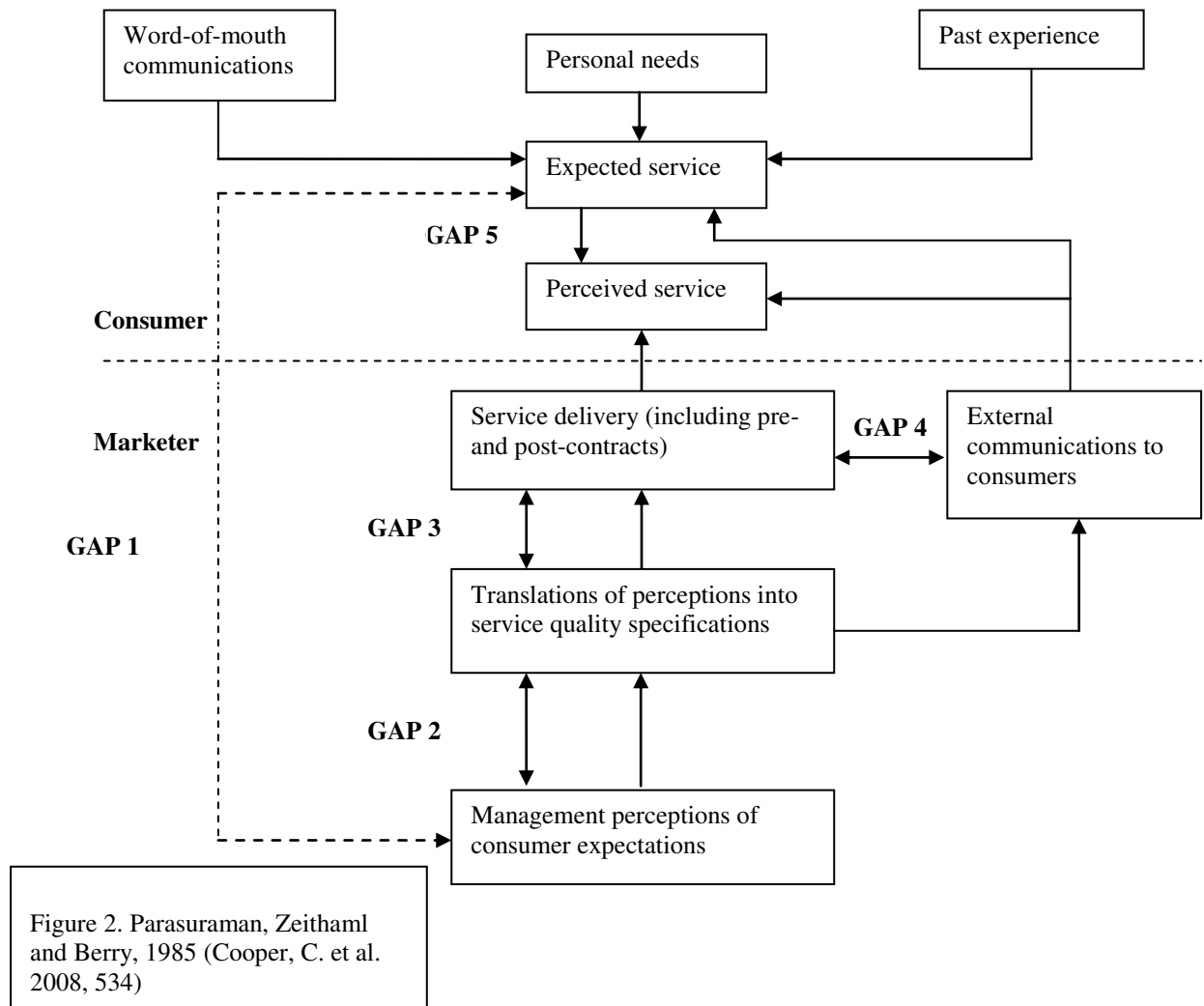
Parasuraman, Zeithaml and Berry (1985) developed a service quality model (Figure 2) in which "the consumer evaluates the quality of a service experience as the outcome of the difference (gap) between expected and the perceived service". (Cooper, C. et. al, 2008, 533) In the model there are five gaps identified that can end up to unsuccessful service delivery. The first is the gap between consumer expectation and management perception what is the result usually if the

management does not understand what the consumer wants. The second is the gap between the management perception and the service quality specification and the results when there are dissimilarities between how the management thinks the service is perceived for the customer and how the service actually performs for the customer. The third is the gap between service quality specifications and service delivery. Usually companies have instructions for performing the service, but sometimes even that does not help if the employee does not satisfy the customer. The fourth gap is the service delivery and external communications. If for example promotion promises too much to the customer and the actual quality of the service is not that good, there will be a problem in the service delivery. And the fifth gap results when one or more gaps occur in the service delivery. (Cooper, C. et. al. 2008, 533-534)

10.2 Zone of Tolerance

There is also a concept, the *zone of tolerance*, which assumes that customers can have expectations of a service attribute in several levels. In this model customers' expectations can be found in two levels; a desired level and an adequate level. The desired level means in which level the service could be, and the adequate level is the level where customers think the service should be, and this level is also the least acceptable. The expectations vary depending on a customer, and so do the levels of tolerance. A parameter for service zone of tolerance says that the majority of customers will fall in between the two levels.

However, the zone of tolerance is never fixed, it can increase or decrease for individuals and it depends on various variables such as alternatives that are provided by the competition, how much money was used in the purchase and whether it was worth the money. Furthermore, it is important to remember that each individual has different expectations of brands. (Cooper, C. et. al, 2008, 535)

Customer's past buying decisions affect the expectations, and word of mouth and the company's promises and marketing. When marketing, a company has to consider carefully in which level they set the expectations. If the expectations are set too low, the customers who consume the product will probably be satisfied but

the company will not appeal enough in order to get more customers. On the other hand, if the expectations are set too high, the customers will be disappointed even in minor details just because they expected a lot from the product. (Kotler, P., Bowen, J. & Makens J. 1996, 344-345) When applying this to Ryanair, a customer might expect a flight to cost 5€, as it could be advertised, and then later when making a reservation, realizes there will be other costs which could make the ticket price many times more expensive than expected. This customer could decide to fly with another company because of the disappointment, and even if the customer flew with Ryanair eventually, only a small mistake from Ryanair's side could ruin the customer's whole experience. However, among any LCC's clientele there could be found people to whom the only thing that matters is to get the cheapest offer possible, and for them the quality of the service or the simplicity are not important factors when choosing the airline company.

10.3 Keeping Customers

Nowadays, companies need to make a lot of effort in developing stronger loyalty with their customers. In the past, customers very often did not have many choices in choosing products or there was a big difference in quality between products, so that the companies did not waste time in satisfying or keeping the customers. A company, that gains customers during one week and loses the same amount of customers the following week, is a company that operates on a business theory called "leaky bucket". (Kotler, P. et al. 1996, 345-346) The company believes there will always be customers that replace the lost ones. However, it can be that the company does not get replacing customers which makes the company lose profit. On the other hand, dissatisfied customers who will never use the product or service again will spread negative word of mouth. In a small city or an area, it is only a question of time when the company stops receiving replacement customers. (Kotler, P. et al. 1996, 345-346) Ryanair could be considered as a company with a leaky bucket business theory. Ryanair's concept is to give a safe low-fare flight but nothing more than that and therefore it is called a no-frill airline, too. Ryanair believes that by offering lowest possible fares ensures receiving new customers to replace the lost ones.

11 BYUER DECISION PROCESS

There are five different stages in buyer decision process model; Need Recognition, Information Search, Evaluation of Alternatives, Purchase Decision and Postpurchase Behaviour. In this model the process starts long before the purchase and the process also continues after the purchase. This model implies that each consumer would go through each of the stages but in practice some of them might be skipped or reversed. (Kotler, P., Bowen, J. & Makens J., 1996, 202)

11.1 Need Recognition

The need recognition is the first step in the buyer decision process. The buyer will recognize a problem or a need. He or she is aware of the difference between his or her actual state and desired state. There are two stimulis how the need can be triggered: either internal or external. *Internal stimuli* means that the buyer has previous experience of handling the need and how he or she will make his or her way to find satisfaction. (Kotler, P. et al. 1996, 202-203) For example, a consumer who is planning of doing something special during vacation might form a need of buying a flight ticket to favourite destination. *External stimuli* comes from outside or the environment. The need can be formed very fast just by seeing the product. Or an advertisement where a marketer points out that there can be a solution to the buyer's problem. (Kotler, P. et al. 1996, 202-203) For example, a person who has no plan of purchasing an airline ticket might find an offer that is so irresistible that it creates a need of purchasing one.

11.2 Information Search

A consumer might or might not search for information about products that could give satisfaction. If the consumer finds a product easily, he or she will either buy it right away or store the need in memory. The amount of search depends on the strength of the drive, previous information and the value placed on additional information. There are several sources where a buyer can get information; personal, commercial and public sources. The influence of the source varies with

the product and consumer. However, the most influential source is usually personal. A company´s marketing mix plays a critical role in this stage. It has to take into consideration the importance of showing the benefits of their products. (Kotler, P. et al. 1996, 203) When purchasing something there are needs that the purchase will satisfy. Maslow's hierarchy of needs theory could be applied in this stage. Consumers keep on looking on products that think would satisfy themselves, but before that there has to be both the lower needs and higher needs fulfilled. According to Maslow's theory the lower needs are physiological, safety and belonging and love. And the higher ones are esteem and self actualisation. The lower ones need to be fulfilled before the higher needs can be fulfilled. (Maslow, 1970; Cooper, C. et. al. 2005, 54-55)

In addition, in the information search stage the involvement theory could be applied in this stage. The concept *involvement* is used to refer to the "perceptions of importance or personal relevance for an object, event or activity." (Peter, J. P. & Olson, J. C., 1996, 101) "Involvement is a motivational state that that energizes and directs consumers' cognitive processes and behaviours as they make decisions." (Peter, J. P. & Olson, J. C., 1996, 101) For example, a person who is working in airline industry can easily find the best flights that corresponds to the quality and price wanted. They have more product information and experience of what to expect and in what time of a year. The person does not have to consider too long, and finding information is easy, therefore this person is lowly involved in the purchase. Whereas, another type of a person who does not travel in a daily basis might not have the knowledge of what the product should cost, for example, but still has an urgent need to get this product and therefore purchase is important to him or her. This person is involved in a high level in the purchase.

However, the theory above is criticised by Antil, J. H. (1984) who questions if the low involvement products are little important or important at all, and answers there can be only few products that are so low involvement products that would not have importance to the consumer at all. (Antil, J. H. 1984, 203-209) He means that every product has to have an importance to a consumer, even the small self-evident everyday products, but still a consumer expects some kind of a standard

from it. In the airline industry the low involvement product could be a low fare airline ticket, even if something goes wrong and the ticket could not be used, for example, it is not a big financial loss as the ticket itself is cheap, but when buying a flight to a long distance destination, the ticket is naturally more expensive compared to short distance flights, and a consumer will spend more time and other resources in choosing the ticket and the airline company. Antil (1984) also states that the low involvement product can become high involvement product if the brand performances with a low quality, in this situation a consumer will use more energy in looking for and comparing other brands that could give the wanted satisfaction. (Antil, J. H. 1984, 203-209)

11.3 Evaluation of Alternatives

There is no simple way to explain how the evaluation is for each consumer but there are concepts that can support in explaining it. First, consumers look at a product as a bundle of product attributes. Second, there are a number of attributes which can be for example location, price and quality. Every consumer has different degrees of importance to those attributes and it is related to the consumer's unique needs and wants. Third, a consumer usually develops beliefs about where the brand is located on each attribute. If there are beliefs on specific brand, it is known as brand image. "Fourth, the consumer is assumed to have a utility function for each attribute. A utility function shows how the consumer expects total product satisfaction vary with different levels of different attributes." (Kotler, P. et al. 1996, 204) Fifth, in the evaluation procedure, the consumer forms attitudes to different brands which depend on the buyer and buying decision. (Kotler, P. et al. 1996, 204)

11.4 Purchase Decision

When the purchase decision is being made, many factors are considered, as for example family income, expected price and expected benefits of the product if it is purchased. Even if the decision is made, still some unexpected issues might change the decision and the product will not be purchased in the end, as for an example, lack of money. (Kotler, P. et al. 1996, 205)

11.5 Post-Purchase Behaviour

Even if a customer buys a product or service, the service process is not over. The customer will either feel satisfied or dissatisfied after the purchase what will lead to the post-purchase actions. The action depends on what the relation was between *consumer expectation* and *perceived product performance*. (LaBarbara, P. A. & Mazursky, D. 1983: Kotler, P. et al. 1996, 205)

"Almost all major purchases result in *cognitive dissonance*, or discomfort caused by postpurchase conflict. *Every purchase involves compromise!*" (Festinger, L. 1957, Schiffmann, L. G. & Kanuk, L. L., 1991: Kotler, P. et al. 1996, 207) After buying a product very often the consumer regrets choosing something that did not give the best benefits that some other product could have offered, and therefore consumers can experience post purchase dissonance with any purchase they decide to do.

There are many types of actions the consumers may take after experiencing dissatisfaction with a product or a service. The customer might want to complain about the product and ask for a refund. Also, the customer might return the product or even take the case to a court. The customer might not only stop using the product, but also discourage other people from buying products or services from that company. There are actions that the marketer can still do even though the product gave dissatisfaction. Customers can always be asked afterwards how they experienced the product and possibly give some suggestions for improvement. If marketers want to understand all the steps in the buying process, they can act more effectively in the future. (Kotler, P. et al. 1996, 207)

12 PERCEIVED QUALITY AND PRICE

The quality of a product or service is often estimated based on informational cues that are linked with the product or service. The cues are either intrinsic or extrinsic.

12.1 Perceived Quality of Products

Intrinsic cue means the physical characteristics of the product itself for example flavour or colour. Consumers very often think they base their evaluation only in intrinsic way, because it makes them think the decision is objective. Very often a consumer cannot differentiate a taste in a blind taste test, which is explained with the fact that a consumer buys the product because of the brand.

Extrinsic describes the cues as advertising, pricing, brand image, manufacturer's image, and country of origin. (Schiffman, L. G. & Kanuk, L. L., 2000, 145-147)

12.2 Perceived Quality of Services

Evaluating the quality of service is more challenging than evaluating the quality of a product. Product is a tangible, service is intangible, and it is both produced and consumed at the same time. It is difficult to maintain the consistency of quality with 100% as the customers change, the employees change, and the situations change. However, marketers try to make standards that need to be followed in order to sustain the quality. In the beginning the products are produced, after that sold and in the end consumed, while services are usually first sold and then later produced and consumed at the same time. (Schiffman, L. G. & Kanuk, L. L., 2000, 146-147)

Zeithaml, Parasuraman and Leonard (1990) believe that "a consumer's evaluation of the service quality function of the magnitude and direction of the gap between the customer's expectations of service and the customer's assessment (perception) of the service actually delivered". (Zeithaml, V. A., Parasuraman, A. & Leonard, L. B. Delivering Quality Service: Balancing customer perceptions and expectations New York: The Free Press, 1990: Schiffman, L. G. & Kanuk, L. L.,

2000, 147) For example, a consumer may expect something specific from the quality of low cost carriers. The assessment of the consumer is based on the person's expectations which are formed by the person's background and earlier personal experiences or other consumers' experiences which the person has heard about. If the quality of the low cost carrier fell below the consumer's expectations, the consumer would think that the airline offers low quality service. However, if the service exceeds the consumer's expectations, the consumer will see the service provider as high-quality.

12.3 Perceived Price

The way a consumer perceives a price has a big impact in both purchase intentions and purchase satisfaction. A consumer can perceive a price as high, low or fair. There is evidence that the price that other consumers pay for the same purchase affect in the consumer's perception of price fairness. Consumers might get angry when they find out they are not eligible for the special prices. (Schiffman, L. G. & Kanuk, L. L., 2000, 144) In the airline industry the prices can vary a lot even if the same flight is in question. If there is a lot of time before the selected departure date, the rate might be very low, but after a specific amount of seats are purchase the rate increases. Some airlines set the price higher if a specific date or destinations are searched constantly in the online reservation system.

When products are advertised "on sale" it gives a consumer a feeling that there will be a lot of money saved and more value. A *reference price* is a price that the consumer uses to compare other prices, and they can be external or internal. *External reference price* is the price when marketer advertises it to be a low price and indicates how much more it could cost elsewhere. *Internal reference prices* are the range prices that a consumer remembers from earlier experiences. The internal reference prices affect stronger in the consumers behaviour. (Schiffman, L. G. & Kanuk, L. L., 2000, 144)

13 THE RESEARCH

In this thesis the research is carried out through a quantitative questionnaire survey at Tampere-Pirkkala airport in the terminal 2, and the questionnaires are handed in randomly to the Ryanair passengers at the departure area. The desirable sampling would have been 200 but in the end 160 filled in questionnaires were collected in the end of November and the beginning of December 2010.

13.1 Research Method

In research there are usually two main ways to conduct a research; qualitative and quantitative. Qualitative research is not presented in numerical form. It is rather gathering information of small number of respondents. In gathering qualitative information there are a number of methods used, i.e. observation, informal and in-depth interviewing and participant observation. (Veal, A. J., 2006, 40) In quantitative research statistical analysis is involved. In quantitative research the conclusions are made according to numerical evidence or hypotheses. It is very important to be sure about the reliability of the research, thereby a big number of people need to be used and the help of computers when analyzing the data. The data can be used from secondary sources, questionnaire surveys or from observation involving counts. (Veal, A. J., 2006, 40) However, it is possible to use both of the methods, qualitative and quantitative as they can complement one another, nevertheless, there is eternal debate between protagonists about the topic. (Bryman & Bell, 2003: Veal, A. J., 2006, 40)

13.2 Choosing Research Method

The reason why quantitative method was chosen in this thesis is that it was the most convenient way of analysing big amounts of data gathered from the respondents. It would have been difficult to interview 160 respondents separately as it would have taken a lot more time than when making a quantitative research. However, there were also open-ended questions. An open-ended question is asked by an interviewer and it is written down as the respondent it replies. Or, it can also be in a self-completed questionnaire, as it was in this thesis questionnaire survey.

When using open-ended questions the interviewer cannot really influence the response. It is possible to find a lot of rich information with open-ended questions, which could never be found from questions where the respondent can reply only with the quantified information. There are pre-coded questions too in the questionnaire which means that there is a question and options of answers from which the respondent can choose. In addition, the two ways, open-ended and pre-coded can be combined which has also been done in this thesis. The combination means that there is a question with options of answers, and in the end an open option "other, what?", for example. (Veal, A. J. 2006, 251-252)

13.3 Hermeneutics

Hermeneutics is a qualitative technique that means particularized analysis of literature or other documentary source. The text of the source is not just reporting, it is the focal point. The term comes from interpretation of religious texts. (Veal, A. J. 2006, 130)

13.4 Validity and Reliability

The information that is collected for making a research needs to reflect the phenomenon that the researcher is interested in, and that is called *validity*. Especially in leisure and tourism research there have been difficulties to find out the real attitudes and behaviours of people. The questionnaire-based researches do not necessarily show the real attitudes, but in order to get very detailed results it might end up expensive. (Veal, A. J., 2006, 41) In this thesis the weakness might be that all the relevant questions were not asked in the questionnaire survey, therefore the theoretical framework is not connected completely with the empirical research.

The *reliability* is the extent when the research findings would be the same, if the research was repeated. However, it is very rare that the results would be exactly the same in social sciences because human beings change and differ in social situations. (Veal, A. J., 2006, 41) However, in order to get a reliable research the validity has to be good, too. In order to get more reliable results with the research

that was done, there should be more respondents. However, 160 is a good sample. It would be impossible to find out what all people of Ryanair's clientele think of Ryanair's web pages.

13.5 SPSS

The SPSS (Statistical Package for the Social Sciences) was used for analysing the empirical data for this paper. It is the most frequently used software for quantitative analysis. With SPSS the data could be entered and stored, and data and output files can be generated. The graphs and charts were also generated with SPSS. (Jennings, G. 2001, 303)

13.6 Questionnaire Design

Questionnaire survey is one way of making a research. When researching with this method, information will be gathered from as many as possible individuals through "a formally designed schedule of questions", a questionnaire. (Veal, A. J., 2006, 231) The researcher is interested in to find out something specific, however, the researcher can concentrate only on a proportion or a sample of the population that the researcher wants to analyze. (Veal, A. J., 2006, 231) It would be impossible to use everyone as sample, it wastes both time and money.

In a questionnaire survey, two important issues need to be considered; representativeness of samples and sample size. Representativeness means that every member has the same probability to be chosen into the random sampling. As there are many types of surveys, there are also many types of procedures for achieving random sampling. Even if the sample is selected randomly, there will always be a risk that the sample does not represent the population. There are statistical procedures that assess the *confidence interval* which is the "level of probability that a sample finding lies within a certain margin of the true population value". The confidence interval is also comparable to the size of the sample, but not the population. (Veal, A. J., 2006, 295)

In this research the questionnaire survey was handed in randomly to passengers at the departure area. The reason the questionnaire was handed in there is that from

the passenger's point of view it is probably easier to concentrate on this type of a questionnaire when the check-in and the security control have been done already.

The intention was to keep the questionnaire simple, so that it would not take too much of the respondent's time. Altogether, there were three pages in the questionnaire, which could have been managed to keep in two in environmentally way but it was essential to make sure that none of the respondents would accidentally skip any of the pages when filling it in. Also, there was a 50€ gift voucher raffled among all who wanted to participate in the questionnaire, which gave more motivation for respondents to answer the questions.

In the questionnaire survey the Likert scale was used. Likert Scale is a multi-item scale which was developed by a sociologist, Rensis Likert, at the University of Michigan. It was developed to measure psychological attitudes in a scale that could be interpreted as a measurement in a metric scale. (Uebersax, J. S. 2006) There are statements in the questionnaire to which the respondents can reply with strongly agree, partially agree, neither agree nor disagree, partially disagree, or strongly disagree. Likert scale was used because it is possible to be quantified in the research, and to see two different contraries.

13.7 Implementing Research

All the respondents who participated in answering the questionnaire were asked to fill in the questionnaire at the Tampere-Pirkkala airport when they had already gone through the check-in, baggage drop and security control. They were asked to answer 21 questions.

The covering letter was written both in Finnish and English, as was the questionnaire. Only the two languages were used because it was expected that from the Finns the majority would be Finnish speaking, and the rest, international travellers would probably be able to participate in English language. Everyone who agreed to participate in responding the questionnaire returned it, too.

14 RESULTS

In this chapter all the collected primary data of the questionnaire survey will be analysed. The empirical data was collected during November and December at Tampere-Pirkkala airport, and there were altogether 160 respondents that all returned the filled in questionnaire. The questionnaire was divided in three parts, and therefore the results are divided like following.

14.1 General Information of the Respondents

Altogether 160 people answered this questionnaire, and from them 44.03% were men and 55.97% were women.
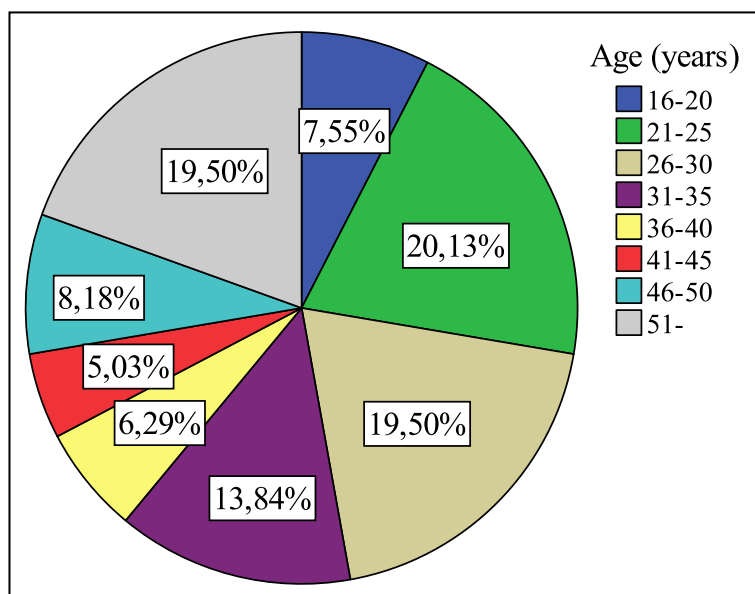

Chart 1. Question number 2.

21 to 30 and the 51+ were the biggest age groups and the smallest age group was 41 to 45 year old adults (Chart 1).

The majority of the respondents were Finns, 117 out of 160. There were seven from Germany, six from Russia and Spain, three from the United Kingdom and Poland, two from the United States, Mexico, China and Belgium. There was only one person from Taiwan, Slovakia, South Africa, Nigeria, Malaysia, Hong Kong, Estonia, Canada and Brazil.

It is always dependent on a season how many Finns are travelling from Tampere airport, but during the days this survey was made the majority were Finnish passengers.

Out of 160 respondents (Chart 2) 46 passengers were going to Bremen, 43 to London Stansted, 28 to Oslo Rygge, 21 to Frankfurt Hahn, 20 to Kaunas and two to Edinburgh.
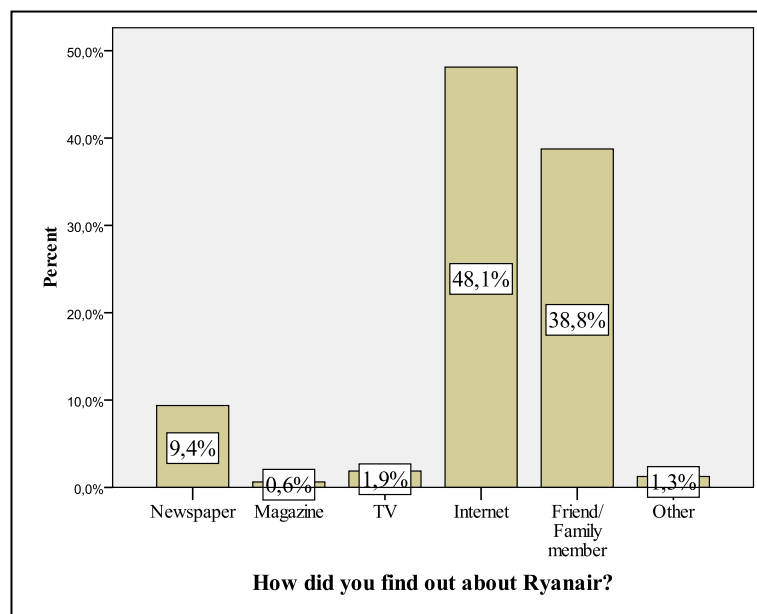

Chart 2. Question number 5.

The majority of the respondents, 48.1% (77) people had heard about Ryanair on the Internet, and the second biggest group 38.8% (62) had heard about Ryanair through a friend or a family member. 9.4% (15) had read about Ryanair in a newspaper, 1.9% (3) on TV, and 0.6% (1) on a magazine. In addition, 1.3% (2) of the respondents had chosen the option other and had said they "had always known about Ryanair".

According to these data it can be stated that the Internet and word of mouth play a big role in the advertisement of Ryanair.

68.75% (N 110) of the respondents had flown with Ryanair before and only 31.25% (N 50) had not used Ryanair's services before.

There were cross tabulations done for the questions 1 and 6. From the female respondents 65 % had flown before with Ryanair, and from the male respondents 73%.

100% of the respondents had booked their tickets online, and this is the goal of Ryanair to become an airline that works completely online. However, ticket desks and call centres still offer the possibility to book via them. Especially at airports it is essential that there are ticket desks so that customers can ask for help and pay their possible fees before the flight.

73.13% of the respondents who had booked their tickets online had done their reservation by themselves, and for 26.88% of the respondents the reservation had been booked by someone else. The result shows that the majority had enough IT knowledge and language skills to make the booking themselves. The reason why almost 27% did not make their reservations could be a result of two different things. Either they were not able to do it themselves, or the booking was made by a company or a friend or family member who organized and planned the trip. It was important to know how many people actually had experience of the web pages and booking, in order to have the most reliable result.

It was expected that there were passengers that had not booked their tickets themselves for the day this questionnaire was filled in but had booked tickets from Ryanair before. Approximately 17% out of all the respondents had never booked tickets on Ryanair.com, and 10% had booked tickets some other time. It was relevant to find out if there are people that have never booked tickets from Ryanair, because they would not be able to answer the further questions.

14.2 Webpages and Booking

Excluding English language, Ryanair has translated its web site into German, French, Dutch, Catalan, Spanish, Italian, Norwegian, Polish, Portuguese and Swedish language yet many are still missing from the list. 102 out of 132 people thought there were enough choices of languages on Ryanair.com site, and 30 thought there could be more choices. Especially for Finns the fact that Finnish

language is lacking from the list may be a problem among elderly people and people with poor language skills. Only booking the ticket, and not to mention completing the online check-in can be challenging for people who do not speak many languages, and therefore might even skip booking the ticket completely because of this problem.

All the 29 respondents who felt there could be more language choices suggested languages that could be used on Ryanair.com website. 25 people said the site should be translated into Finnish, two people said it should be in Chinese, one suggested Russian and the other one Polish. It is obvious that the respondents that wish there were more language options on Ryanair.com, are from the countries where the language is spoken.
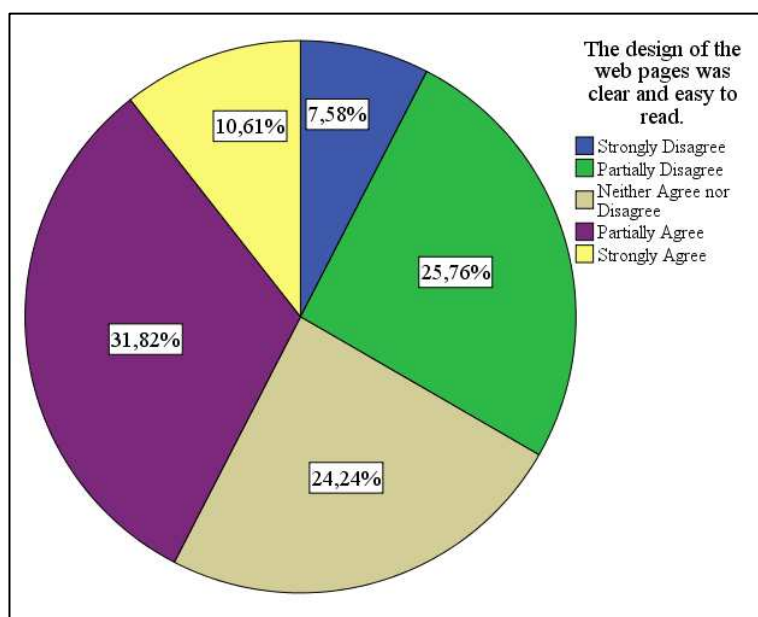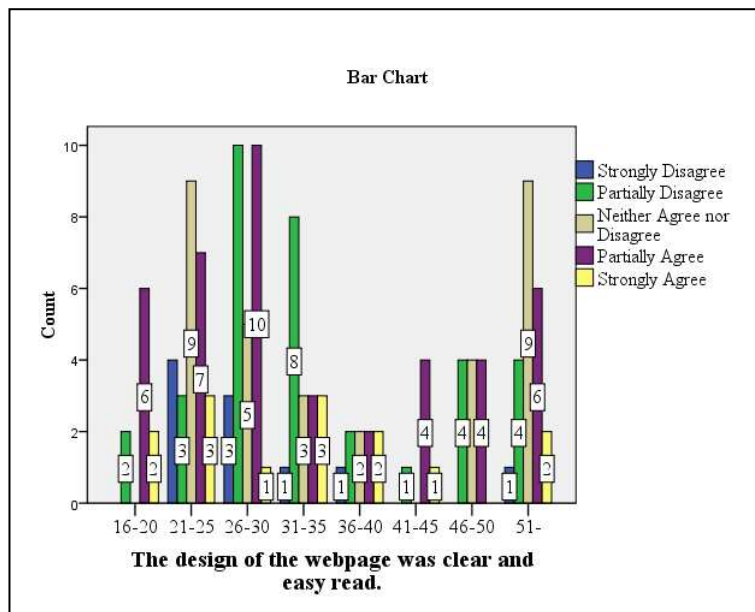

Chart 3. Question number 10.

Chart 4. Cross-tabulation of the questions 2 and 10.

The first claim regarding the web pages and booking, question 10 (Chart 3) was "The design of the web page was clear and easy to read." What was meant with "clear" is that there was nothing messy or distracting, and it was easy to navigate and find the information wanted. Altogether 132 people answered from which 10.61% agreed strongly, 31.82% agreed partially, 24.24% neither agreed nor disagreed, 25.76% disagreed partially and 10 disagreed strongly. 7.58%. Approximately, 25% did not have an opinion, and other 25% disagreed partially. Almost 40% of the respondents agreed strongly or partially. Cross-tabulation was used for the question 10 (Chart 4) and the question 2. The 21 to 30 year old respondents were the biggest group that agreed partially with the claim, and also disagreed strongly with the claim. The 26 to 35 year old respondents were the majority to disagree partially. There were not more than three people in each age group that would agree strongly with the claim. The same number of people did not have an opinion among the 21-25 and 51+ groups. According to this research the web pages were not seen clear and easy to read which can be explained with the big number of ads on the web page.

The second claim regarding the web pages and booking, question 11 was "I was satisfied with the variety of flight options." 132 answered in this and 8.33%

agreed strongly, 27.27% agreed partially, 38.64% neither agreed nor disagreed, 21.21% disagreed partially and 4.55% disagreed strongly. For this question the majority did not have an opinion, but almost the same number agreed strongly or partially. According to the respondents there could be more variety in the flight options, and especially from Tampere airport.

For the third claim (Chart 5), question 12 "The ticket prices were as cheap as I expected." 15.91% (21) agreed strongly, 41.67% (55) agreed partially, 21.97% (29) neither agreed nor disagreed, 16.67% (22) disagreed partially and 3.79% (5) disagreed strongly. Over the half of the respondents said they agree partially or strongly that the ticket prices were as cheap as the expected. About 20% expected cheaper fares.
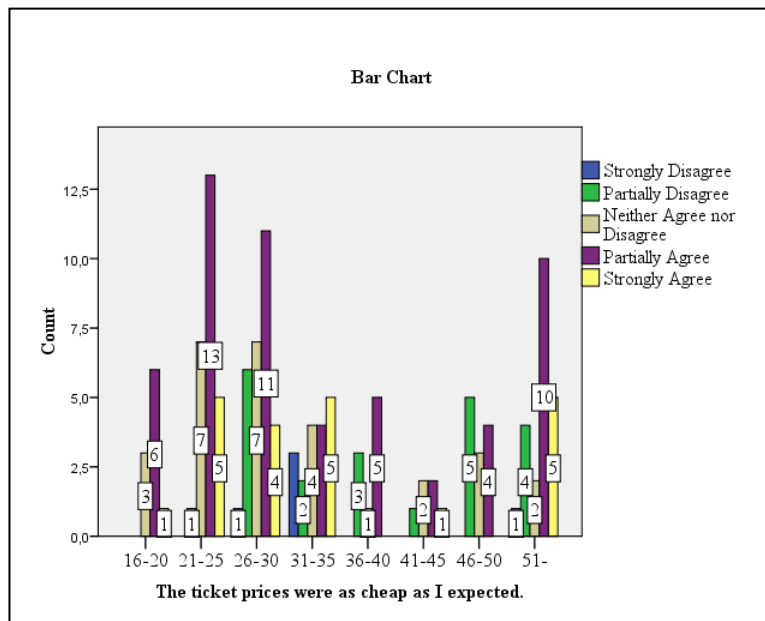

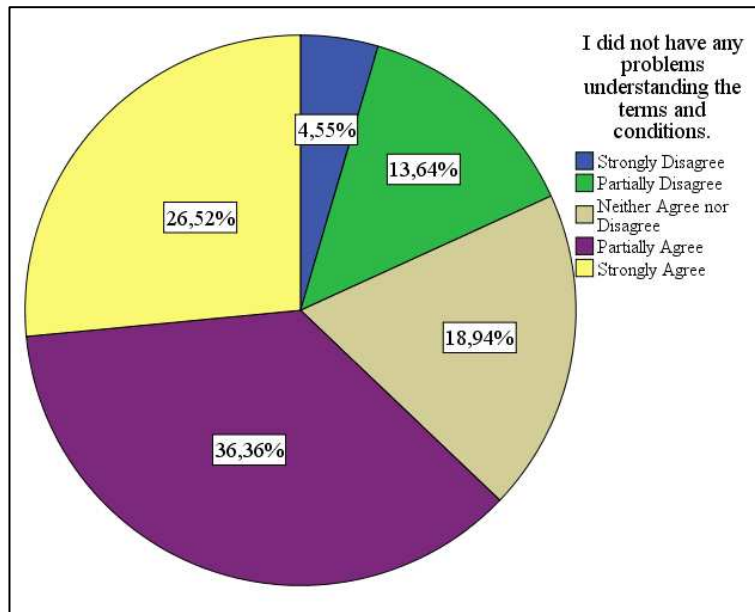Chart 5. Cross-tabulation of questions 2 and 12.

Chart 6. Question number 13.

For the fourth claim (Chart 6), the question 13 "I did not have any problems understanding the terms and conditions." answered 132 from which 26.52% (35) agreed strongly, 36.36% (48) agreed partially, 18.98% (25) neither agreed nor disagreed, 13.64% (18) disagreed partially and 4.55% (6) disagreed strongly. In order to even look for flights on Ryanair.com, one needs to tick the option "I have read and accept the terms of use of the Ryanair web site", and it is possible that only a few people actually read them. Even the ones that answered they did not have any problems in understanding them do not mean that they actually read the terms.
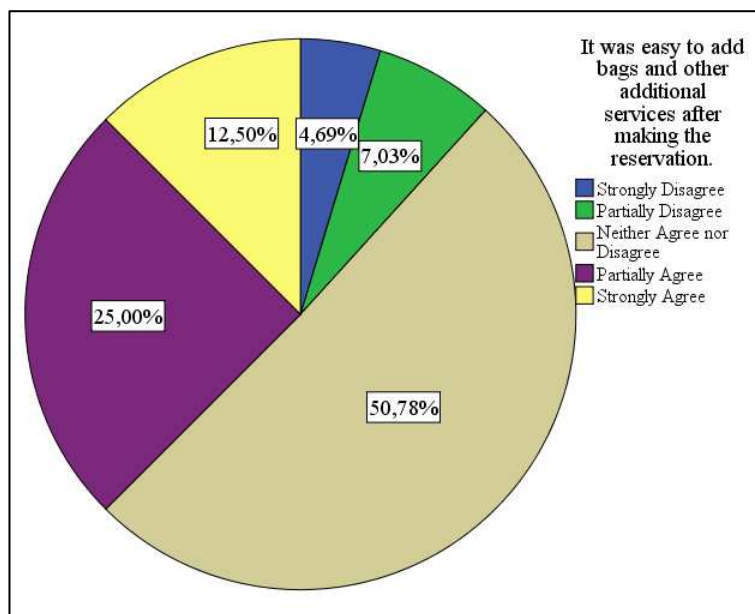
Chart 7. Question number 14.

For the fifth claim (Chart 7), question 14 "It was easy to add bags and other additional services after making the reservation." 132 answered from which 12.50% (16) agreed strongly, 25% (32) agreed partially, 50.78% (65) neither agreed nor disagreed, 7.03% (10) disagreed partially and 4.69% (6) disagreed strongly. In this question an option "I do not know" could have been added but in the end the researcher was convinced that the option in the middle "neither agree nor disagree" would work out as well. More than half of the people did not have an opinion which can be explained with not having to do any changes after making the booking. Nearly 38% of the respondents did not have any problems and little over 10% had problems.

In question 15 the respondents were asked to tell about the challenging issues on Ryanair.com while booking, and 72 out of 132 gave feedback. The biggest challenge for the majority of the respondents was the difficulty to find the online check in link, for others it was difficult to add the passport information in the online check-in, and for some there were not enough instructions and information for making the online check-in, as one respondent did not know the passport is needed for completing the check-in. Also, for some it was a challenge to be able to print the boarding card after completing the online check-in. In addition, many

of the respondents complained how unfair it is that one needs to pay for the online check-in which everyone has to do on their own and even print it beforehand. And a few were irritated that they had to pay extra for using a credit card.

Understanding the terms and conditions was also difficult for many. According to the respondents there is too much text in the conditions and the information is difficult to understand as it is not their mother tongue.

According to many respondents there are too many advertisements on the Ryanair.com site, which makes it difficult to navigate and concentrate when visiting the web page. For some the appearance of the web pages was not pleasant.

Quite a few commented that it would be helpful if there was a possibility to know the final price of the flight beforehand, as there will be a lot of additional services offered (check-in bag, priority boarding, travel insurance, admin fees, credit card fees etc.)

Some of the respondents felt there was not enough basic information in the frequently asked questions part. Also, some would have been happy to get more information on the other airports and destinations where Ryanair flies already in Ryanair.com website.

14.3 Online Check-In

Out of 160 respondents only 15% (N 24) had not been able to complete the check-in or did not know about the compulsory online check-in. The reason why these respondents did not manage to complete the online check-in could be explained with poor language or IT skills. Also, it might be that they had heard about the online check-in but did not expect it to be compulsory. Or, these people had never even heard about online check-in as their flying experiences have been restricted in charter airlines. The rest, 85% (N 136) had managed to both do the online check-in and to print the boarding card before arriving to the airport.

However 15% is quite a high percentage if this procedure of online check-in has been in use since the year 2009. Nevertheless, the information about the online check-in is at hand already in the booking phase for the customer, people might not read the terms and conditions, and later might delete all the reminders that are sent by Ryanair.
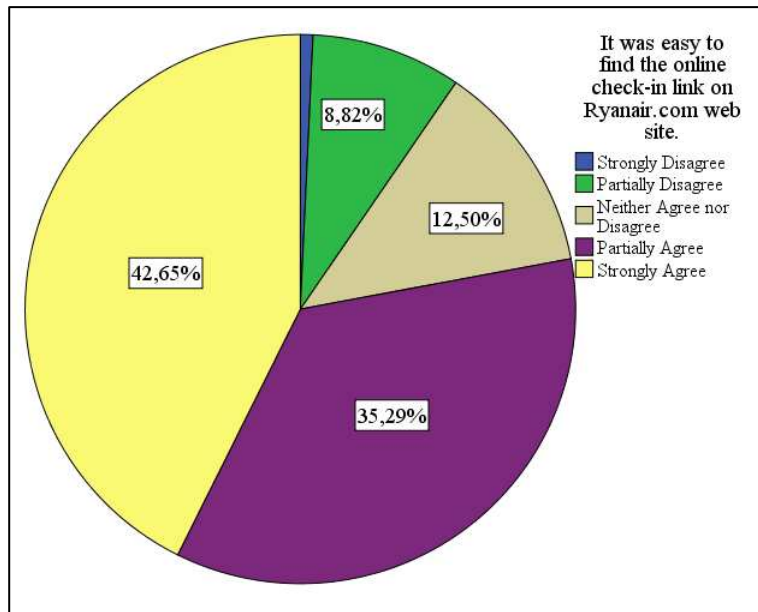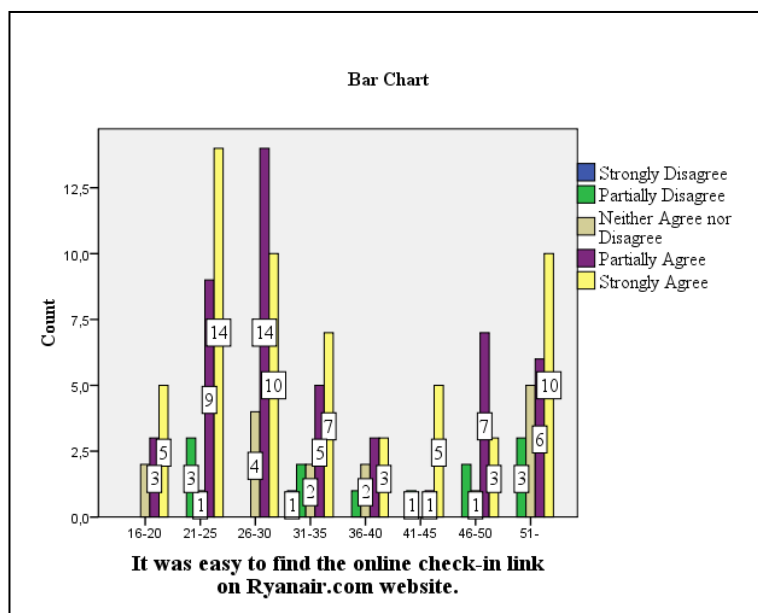

Chart 8. Question number 17.

Chart 9. Cross-tabulation of the questions 2 and 17.

The first claim regarding the online check-in (Charts 8 & 9) was "It was easy to find the online check-in system." and altogether 136 respondents answered to this section. 42.65% (58) agreed strongly, 35.29% (48) agreed partially, 12.50% (17) neither agreed nor disagreed, 8.82% (12) disagreed partially and 0.74% (1) disagreed strongly. Majority, approximately 78% (N106) of the respondents either agreed strongly or partially, from which a conclusion could be drawn that the majority did not face problems with finding the online check-in link on Ryanair.com.
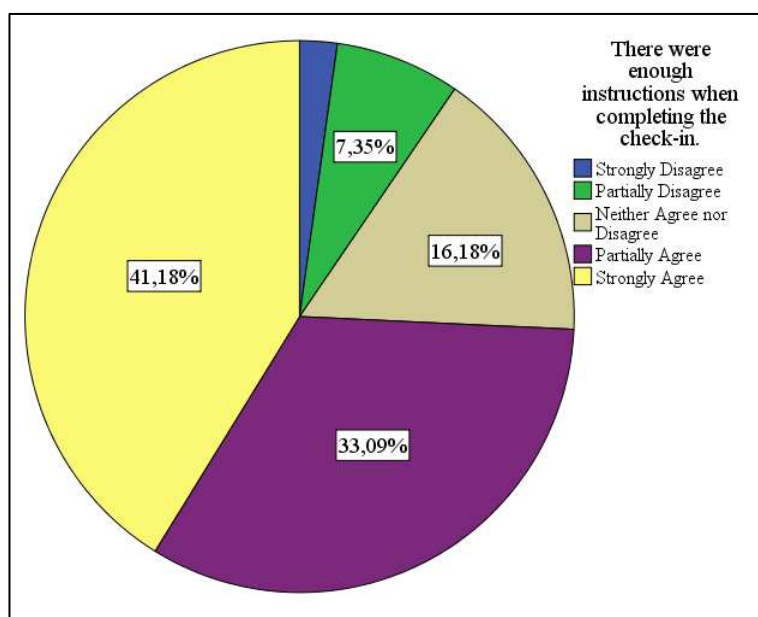

Chart 10. Question number 18.

The second claim (Chart 10) regarding the online check-in, question 18 "There were enough instructions when completing the check-in." to which answered 136 people from 41.18% (56) agreed strongly, 33.09% (45) agreed partially, 16.18% (22) neither agreed nor disagreed, 7.35% (10) disagreed partially and 2.2% (3) disagreed strongly. Cross-tabulation was used for this claim (Chart 11) with question 2 (age), and according to it the majority that agreed strongly or partially were 21 to 30 year-old young adults, and the majority who did not have an opinion were 51+ respondents. According to the results, for the majority there were enough instructions for completing the online check-in.
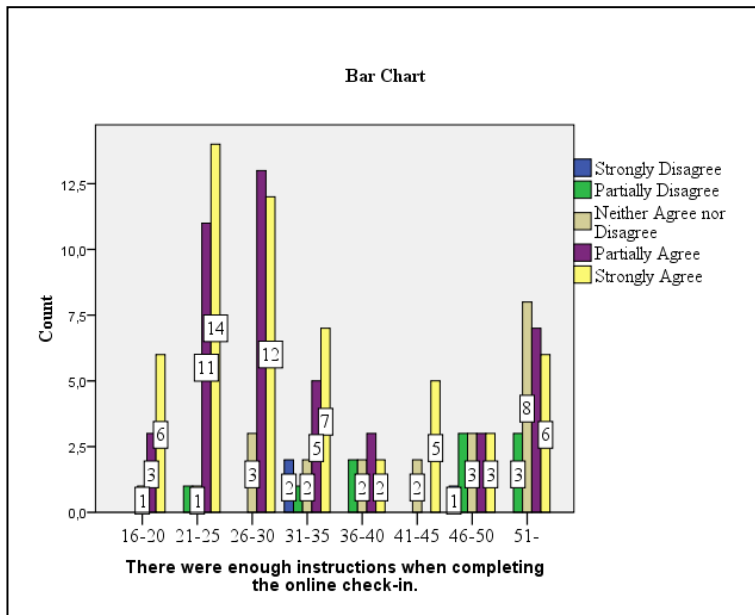
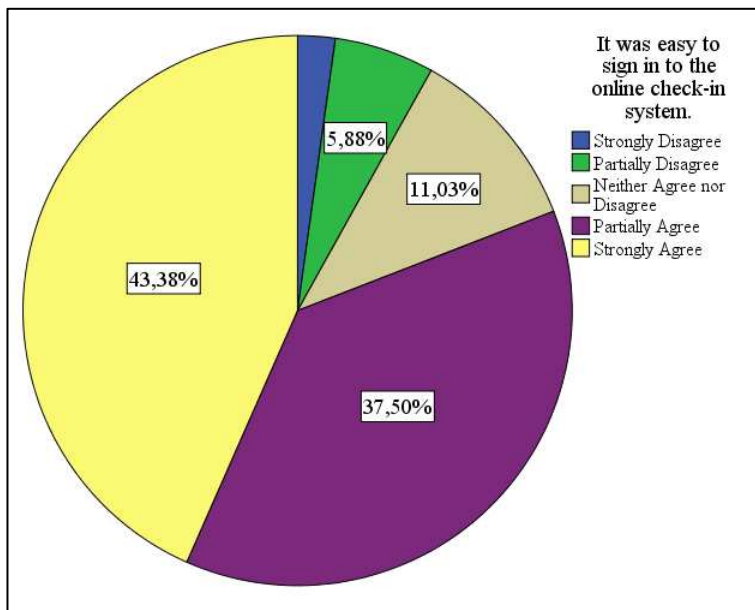Chart 11. Cross-tabulation of questions 2 and 18.

Chart 12. Question number 19.

The third claim regarding the online check-in was "It was easy to sign in to the online check-in system." to which 43.38% (59) agreed strongly, 37.50% (51) agreed partially, 11.03% (16) neither agreed nor disagreed, 5.88% (8) disagreed

partially and 2.2% (3) disagreed strongly. Approximately half of the respondents agreed strongly to this claim, and over 80% agreed strongly or partially. From the result it could be stated that the majority does not have any problems in signing in to the online check-in system.
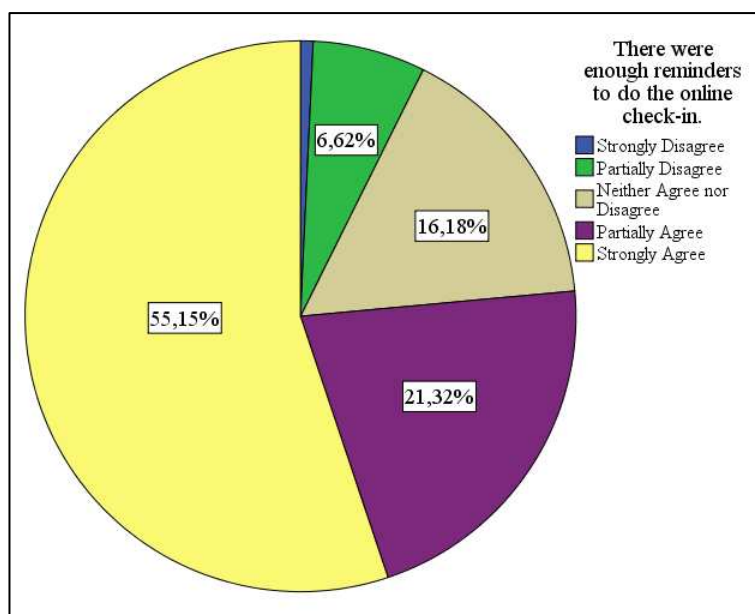

Chart 13. Question number 20.

The fourth claim (Chart 13) regarding the online check in, question 20, was "There were enough reminders to do the online check-in." to which 55.15% (75) agreed strongly, 21.32% (29) agreed partially, 16.18% (22) neither agreed nor disagreed, 6.62% (9) disagreed partially and 0.73% (1) disagreed strongly. Just like with the claim regarding signing in the online check-in, over 55% of the respondents agree strongly to this claim and almost 22% agreed partially. A little over 23% of the respondents disagreed or did not have an opinion for this claim.

83,13% (N 133) said they would fly again with Ryanair, 3,13% (N 5) said they would not fly again and 13,75 (N 22) said they did not know. The majority of the people would fly again with Ryanair even though they might have been dissatisfied in some parts of the service online. Questions 1, 2 and 21 were used in a cross-tabulation (Chart 14), and the result was that the two biggest groups that were going to fly again with Ryanair were 51- year old and 21- 30 year old respondents. The majority were women who said they would not fly with Ryanair

in the future, and they were all 16-35 year-olds. However, the majority were also women who would fly again in the future. But the groups who did not know if they would fly again was scattered in all age groups. All in all, the majority must have been satisfied as they would fly again with Ryanair in the future.
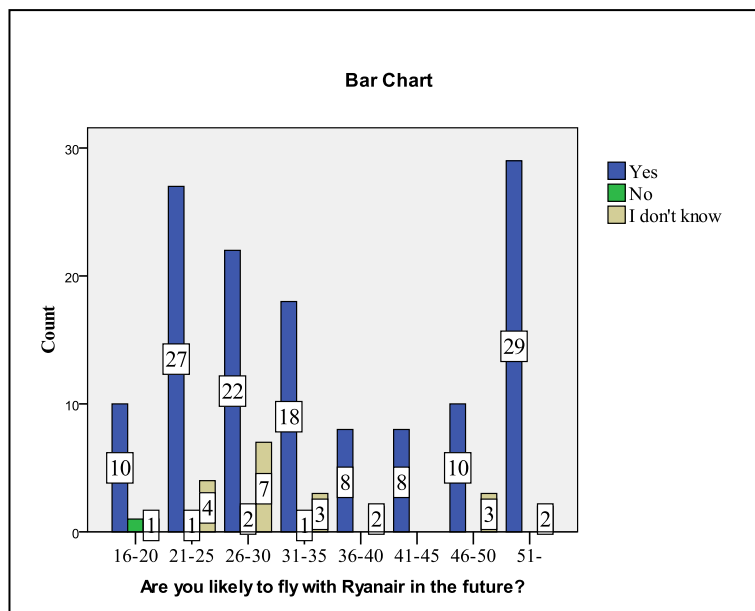

Chart 14. Cross tabulation of the questions 2 and 21.

The mean was found out by using SPSS for the questions regarding the web pages, booking and online check-in (Chart 15). The numbers are taken from the likert scale (1= strongly disagree, 2=partially disagree, 3= neither agree nor disagree, 4= partially agree and 5= strongly agree). The mean of all the respondents, regarding the web pages and booking, was 3.67 from which 14 were female and 10 were male respondents. The mean in which the majority were men was exactly 3.00 which. And the second biggest amount of respondents also had the same average 3.00, with altogether 17 respondents, whereas in the online check-in section there were only 9 respondents with the average 3.00. If the two questionnaire categories are compared, there will be only 7 respondents that agree strongly in average in all the questions regarding the booking and web pages, whereas 37 (27%) respondents agree strongly with 5.00 in the questions regarding the online check-in. From the 37 the majority were men with 20 respondents. From these average amounts could be stated that the online check-in was seen better by the respondents than the web pages and booking procedure in general.

Chart 15. Mean of all answers relating the booking and online check-in.

Web pages and Booking				Online Check-in			
	Male	**Female**	**Total**		**Male**	**Female**	**Total**
1,33	0	2	2	1,50	1	0	1
1,67	3	0	3	2,00	1	1	2
2,00	1	5	6	2,25	1	0	1
2,33	4	7	11	2,50	1	0	1
2,67	3	8	11	2,75	2	2	4
3,00	**11**	**6**	**17**	**3,00**	**2**	**7**	**9**
3,33	7	13	20	3,25	4	2	6
3,50	1	2	3	3,50	5	7	12
3,67	**10**	**14**	**24**	3,75	4	5	9
4,00	5	7	12	4,00	5	10	15
4,33	5	5	10	4,25	3	14	17
4,67	4	2	6	4,50	9	6	15
5,00	**6**	**1**	**7**	4,75	4	3	7
Total	60	72	132	**5,00**	**20**	**17**	**37**
				Total	62	74	136

14.4 Learning Outcomes

This thesis was a long process with strengths and weaknesses. The most important thing is that I learned about making research and that in every research there are problems that just need to be conquered.

When it comes to the questionnaire that was made there could have been a number of things done differently. In the background section, question 2 that was about the age of the respondents, there could have been more options and not finish them until 51+. It turned out that there were a lot of different age groups travelling, even retired people. There would have been a greater help of this information when making the cross-tabulations.

At least question 11 could have been left out completely as it is not relevant to the topic that was researched. The flight destinations do not play a big role when looking at the booking experience. Question 12 could have followed with several questions as "How much did you pay for your ticket?" and "Did the ticket price affect on how satisfied you were with the service of Ryanair?" Also, the theory

that was discussed in this thesis could have linked better with the questionnaire survey, for example, the concept zone of tolerance. The respondents could have been asked whether the service they got actually reached their expectations, or if the service was just adequate compared to the person's perception of service.

14.5 Summary

The researcher had divided the survey questions into three different categories regarding the Ryanair web pages; general background information, web pages and online check-in.

The presumption was that there would be more variety in the answers of the survey questionnaire, for example, in understanding the Ryanair.com web pages or in completing the several steps in the online check-in. On the contrary, the majority of the respondents were very much aware of the company's policies, as advertising, web pages and reservation system. It can be explained with the amount of respondents (69%) who had used Ryanair's services beforehand.

As it could be expected before making the empirical research the majority who wanted some new languages to be translated on Ryanair.com, were Finns as they were the majority who participated in the questionnaire. There was more variation in the web pages/ booking section than the results of the online check-in, so that completing the online check-in was easier than perceiving the web pages in general. In addition, the terms and conditions were understood better than the design of the web page, which was problematic according to many who gave general feedback. The reason why the majority gave a neutral answer regarding the additional services could be that the respondents did not feel the need of adding the services or changing the reservation after making the booking.

The presumption was that the Ryanair passengers were relatively young, and over 60% of the respondents actually were 16 to 35-year-old, the elderly people were lacking almost completely. However, the age scale ended at 51 years, thereby the result of the age is not quiet reliable. The questionnaire survey was conducted during November and December when the amount of international passengers was

small as a sample compared to summer season when the people travel more. The presumption was that the Internet would be the media from which the customers had got information about Ryanair, and the result of the research was the same. Also, Ryanair has stated many times that they do not use much money for advertising. In this case also a fast way to advertise is by word of mouth, with both the good and the bad.

The majority of the clientele of Ryanair had travelled with Ryanair before and had booked their flights by themselves.

The reason for people choosing Ryanair could be the low price, however, the motivation why the respondents chose Ryanair, was not asked straight in the questionnaire survey but a conclusion could be drawn from some answers in the questionnaire. For example, more than half of the respondents agreed strongly or partially that the ticket prices were as cheap as expected. As the majority had used Ryanair before they were already aware of how low an airline ticket can go when choosing a no-frills airline. And for many people Ryanair can be the only airline option, when being a student, unemployed or from a lower social class. Nevertheless, there are people from all social classes, and some people do not consider the higher class airlines to be valuable. Sometimes a very highly educated person or a wealthy person might of course choose Ryanair because there are routes to destinations where they tend to travel for business, for example. Also, for some it is a great opportunity to save the companies' costs.

The problems that the respondents had faced when making the booking were mostly with language, and that one might pay a lot of extra if the additional services are not skipped from the final price. And if the customer pays for some service he or she did not consciously order, a customer will end up feeling to be forced to buy something. And all the services that are added to the booking are not refundable because Ryanair expects each and everyone to know what they are booking. Especially, the Ryanair's own travel insurance will be added automatically if one selects country of residence from the list. The only way to skip the travel insurance, instead of choosing the country of residence, is to select

from the same list an option "no travel insurance required". When booking there are other fees that need to be skipped in order to get a cheap price; priority boarding fee, check-in luggage fee, SMS confirmation fee and Ryanair approved cabin bag. In addition, many stated that there are way too many advertisements on the Ryanair.com web site which makes the navigating very difficult and distracting.

Some respondents wished the Finnish contact number would be found on Ryanair.com website. Thereby, it would be easier to get Finnish speaking service, and not having to call abroad and getting English speaking service.

Nevertheless, the customers face obstacles when booking or making the online check-in, the majority of the respondents still were satisfied with the web pages because 83% told they would fly with Ryanair again, and then only a little bit over 3% would not fly with Ryanair again. Or if applying the zone of tolerance theory, most of the customers got adequate level of service which is enough for consuming the product again.

However, all the fees that Ryanair is collecting are part of the profit they get. In 2009, Ryanair was expected to get £650 million only from additional fees. The similar procedure is with many other airlines but of course there are slight differences.

Ryanair is a good choice for people who want to travel with a very affordable price. However, it requires the consumer to accept all the conditions, and for less experienced traveller it might give a lot of work to get familiar with the rules. Also, the result that was got does not mean that the clientele is over satisfied with the company Ryanair. It just forces the customers to accept their policy in order to fly with a cheap price and some people do not care about anything else than saving money.

14.6 Conclusions

The conclusion is that more and more consumers are getting aware of the policies of Ryanair, and the majority of this research's sample was satisfied with the web

pages of which can be a result of many factors, for some it can be that the routes are favourable or that the price is affordable which gives motivation enough to book again in the future. These factors may be so strong that even some problems faced can become minor for the consumer's perception of the service. However, this research brought up some problems that are related to the language options provided on Ryanair.com and the conditions which may seem unfair for consumers who are not familiar with them.

In this research the majority were Finns who participated in the survey, and the result could be different if there were more nationalities participating. For example, if the customers' mother tongue is English, there is a bigger possibility that there are no problems in understanding the conditions of Ryanair.

14.7 Suggestions for Ryanair

With the help of the respondents there are some important things that could be suggested to Ryanair in order to improve the consumer's booking experience. In the booking process it would be helpful if all the prices of flights for each month could be viewed, in order to find fast good deals.

The online check-in procedure would be easier for a consumer if the passport information was added during the booking. Then the person would be reminded right away that there are no boarding passes given at the airport, everything needs to be ready before arriving to the airport. The check-in could be activated only when the boarding passes are printed.

It would be a great help for Finnish passengers if there was service in their own language. For some consumers, only the lack of language might make them not to consume anything from Ryanair.com.

The number of advertisements on the home page of Ryanair might give a confused feeling for the consumers, and not being sure of what they are actually purchasing when the ads are popping up.

Some respondents would like to have the information regarding the departure terminal on their boarding cards. For example, in Tampere, there are two different terminals, and for some people this information is essential when travelling.

14.8 Suggestions for Future Studies

The most interesting facts for the researcher were discussed in this thesis, but were not included in the empirical research. Those facts are related to the customer's perceptions of service quality and price which could have been included in the questionnaire survey. The issues that could have been done differently in the researcher's opinion, are discussed deeper in the learning outcomes section.

However, if the same research was conducted again in the future, there could be more samples collected in order to get an even more reliable result.

Ryanair changed its design and some contents for Ryanair.com during April 2011, thereby the aim for a new research could be to try to find out if there are some improvements made on the website according to Ryanair's clientele.

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VAASAN AMMATTIKORKEAKOULU
VASA YRKESHÖGSKOLA
UNIVERSITY OF APPLIED SCIENCES

Hei, nimeni on Elisa Niinimaa ja olen kolmannen vuoden matkailun opiskelija Vaasan ammattikorkeakoulusta. Kirjoitan opinnäytetyötä asiakastyytyväisyydestä Ryanairin internet-sivuihin. Olisin kiitollinen, jos vastaisit kysymyksiini. 50 euron arvoinen Ryanairin lahjakortti arvotaan vastanneiden kesken. Voit osallistua arvontaan kirjoittamalla yhteystietosi viimeiselle sivulle. Kysely ja arvonta käsitellään erikseen ja **luottamuksellisesti.**

Hello, my name is Elisa Niinimaa and I am a senior tourism student from Vaasa University of Applied Sciences. I am writing my thesis about the customer satisfaction with the webpages of Ryanair passengers. I would be very grateful if you could answer my questions on this questionnaire. A 50€ gift voucher will be raffled among all who return the filled in questionnaire. In the last page of this questionnaire you can write your contact details and participate in the raffle. The questionnaire and the raffle will be processed separately and **confidentially**.

BACKGROUND INFORMATION

Valitse sopivin vaihtoehto ympyröimällä./ Choose the most suitable alternative by drawing a circle.

1. **Sukupuoli/ Gender:**   Mies/ Male   Nainen/ Female

2. **Ikä (vuosina)/ Age (years):**

16-20	21-25	26-30	31-35
36-40	41-45	46-50	51-

3. **Kansalaisuus/ Nationality:** _____

4. **Määränpää/ Destination:**

a) Bremen   **b)** Edinburgh   **c)** Frankfurt (Hahn)   **d)** Kaunas   **e)** London (Stansted)   **f)** Oslo (Rygge)

5. **Miten sait tietää Ryanairista?/ How did you find out about Ryanair?**

a) Sanomalehti/Newspaper   **b)** Aikakauslehti/Magazine   **c)** TV   **d)** Internet
e) Ystävä/ perheenjäsen/ Friend/ Family member
f) Muu, mikä?/Other,what?_____

6. **Oletko koskaan aikaisemmin lentänyt Ryanairilla?/ Have you flown with Ryanair before?**

Kyllä/ Yes   Ei/ No

7. **Miten matkalippusi varattiin?/ How was your ticket booked?**

a)   Internet/Online **b)** Puhelimitse/Call Centre **c)** Lipputiski(Lentokentältä)/Ticket Desk(Airport)

8. **a) Jos matkalippusi oli varattu internetissä, teitkö varauksen itse?/ If the tickets were booked online, did you make the reservation yourself?**

Kyllä/ Yes   Ei/ No   *Jos vastasit **kyllä**, voit siirtyä kysymykseen numero 9./ If you answered **yes**, you can go to the question number 9.*

   b) Jos vastasit ei, oletko koskaan varannut lentolippuja Ryanair.com-sivulta?/ If you answered no, have you ever booked tickets from Ryanair.com?

Kyllä/ Yes   Ei/ No   *Jos vastasit **ei**, voit jättää väliin kysymykset 9-15./ If you answered **no**, you can skip questions 9-15.*

WEBPAGES & BOOKING/ VERKKOSIVUT & VARAAMINEN

9. **a) Oliko verkkosivut käännetty mielestäsi tarpeeksi monelle kielelle?/ Do you feel there were enough choices of languages?**

Kyllä/ Yes   Ei/No

b) Jos vastasit ei, mille kielelle sinun mielestäsi verkkosivut pitäisi kääntää?/ If you answered no, in which language the web pages should be translated in your opinion?

_____

Valitse sopivin vaihtoehto ympyröimällä se alla olevasta arvosteluasteikosta. **5**=täysin samaa mieltä, **4**=osittain samaa mieltä, **3**=ei samaa mieltä eikä eri mieltä, **2**=osittain eri mieltä, **1**=täysin eri mieltä./
Choose the most suitable alternative from the rating scale below by drawing a circle. **5**=strongly agree, **4**=partially agree, **3**=neither agree nor disagree, **2**=partially disagree, **1**=strongly disagree.

10. **Verkkosivujen design oli selkeä ja helppo lukea./ The design of the webpage was clear and easy to read.**

5   4   3   2   1

11. **Olin tyytyväinen lentokohteiden monipuolisuuteen./ I was satisfied with the variety of flight options.**

5   4   3   2   1

12. **Lentolippujen hinnat olivat yhtä edullisia kuin odotinkin./ The ticket prices were as cheap as I expected.**

5   4   3   2   1

13. **Minulla ei ollut ongelmia käyttöehtojen ymmärtämisessä./ I did not have any problems understanding the terms and conditions.**

5   4   3   2   1

14. **Oli helppoa lisätä laukkuja ja muita lisäpalveluja varauksen tekemisen jälkeen./ It was easy to add bags and other additional services after making the reservation.**

5   4   3   2   1

15. **Mikä mielestäsi oli haastavaa varausta tehdessä Ryanair.com-sivulla?/ What did you find challenging when making a reservation on Ryanair.com?**

_____
_____
_____
_____
_____

ONLINE LÄHTÖSELVITYS/ ONLINE CHECK-IN

16. Teitkö lähtöselvityksen internetissä?/ Did you do online check-in?

Kyllä/Yes   Ei/No   *Jos vastasit **ei**, voit jättää väliin kysymykset 17-20./ If you answered **no**, you can skip questions 17-20.*

Valitse sopivin vaihtoehto ympyröimällä se alla olevasta arvosteluasteikosta. **5**=täysin samaa mieltä, **4**=osittain samaa mieltä, **3**=ei samaa mieltä eikä eri mieltä, **2**=osittain eri mieltä, **1**=täysin eri mieltä./
Choose the most suitable alternative from the rating scale below by drawing a circle. **5**=strongly agree, **4**=partially agree, **3**=neither agree nor disagree, **2**=partially disagree, **1**=strongly disagree.

17. Oli vaivatonta löytää online-lähtöselvitys -linkki Ryanair.com-sivulla./ It was easy to find the online check-in link on Ryanair.com website.

5   4   3   2   1

18. Lähtöselvitystä tehdessä sain tarpeeksi ohjeita sen tekemiseen./ There were enough instructions when completing the check-in.

5   4   3   2   1

19. Oli helppoa kirjautua online-lähtöselvitysjärjestelmään./ It was easy to sign in to the online check-in system.

5   4   3   2   1

20. Sain tarpeeksi muistutuksia online-lähtöselvityksen tekemisestä./ There were enough reminders to do the online check-in.

5   4   3   2   1

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21. Tuletko matkustamaan Ryanairilla tulevaisuudessa?/Are you likely to travel with Ryanair in the future?

Kyllä/ Yes   Ei/ No   En osaa sanoa./ I don't know

Kiitos osallistumisestanne kyselyyn ja oikein hyvää matkaa!
Thank you for participating in this questionnaire survey and have a nice flight!

---→
                    REVI TÄSTÄ/ TEAR HERE
Yhteystiedot/Contact Information

Nimi/ Name: _____

Sähköpostiosoite/ E-mail address: _____