Chapter 10

Building the Friendly Airline Brand:
Hospitable Cabin Crew for Digital Marketing Activities

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ABSTRACT

Hospitality, the hosting behavior that brings convivial and personalized services with the ultimate aim to provide psychological comfort to guests, is a growing success criterion for service firms in today's new, experience-based economy, and thus has received considerable scientific attention in the service industries literatures. In this stream of research, most of the researchers have examined airline hospitality by taking the view pre-flight, in-flight, post-flight tangible and intangible service quality factors in an integrative manner. However, recent researches have pointed out that the airline industry has evolved in a direction where the intangible factor, such as hospitality of the cabin crew, stands out rather than its concrete functions such as "transport." In the light of this argument, the purpose of this study is, by examining various cases, to theoretically reveal the airline hospitality as a new and fresh perspective that need to be emphasized in digital marketing activities to create widespread impact on customer experiences.

INTRODUCTION

Let's think about the moments that we were happy in a city, restaurant or hotel. Is it important that the service is presented correctly and fully, or is it important how we feel when the service is being offered? Some people do not like rainy weather. Why? Wet hair and clothes, muddy boots, cold, chills… But others like it very much! A cup of hot coffee, favourite book, fireplace and raindrops on window… Then we need to ask the question again! Is it important that the service is presented correctly and fully, or is it important how we feel when the service is being offered?

The global business environment is no longer regarded as a service economy but is called the "experience economy" by Pine and Gilmore (1999). The concept of experience economy asserts that businesses must organize unforgettable moments for their guests and that the experience itself has become the product. Lashley et al. (2005) presented a study on the unforgettable service experience, which revealed emotional aspects that were more powerful than the quality of concrete features in creating unforgettable experiences. The unforgettable service experience is the quality of the interaction between employees (host) and customers (guest), which significantly contributes to the development of emotional value. Guest satisfaction increases with the quality of the emotions rising from these experiences.

Since the economy is moving rapidly from the service economy to the economy of experience, the service organizations have focused on how they deliver their services to their guests rather than that they have delivered to their guests. For instance, airline companies build their competitiveness on "creating an unforgettable travel experience by providing an unparalleled comfort and convenience to their guests in all of their flight experiences". In this respect, in order to reinvent the consumer experiences and enhance interactions with customers, digital marketing has become vital for the airline industry. Digital marketing literature indicates that there are several digital marketing strategies adopted by airlines such as e-mail marketing (Experian, 2014; Ryan & Jones, 2009), social media marketing (Punel & Ermagun, 2018; Seo & Park, 2018), website marketing (Powell, 2011) etc. In particular, past studies have aimed to explore the impact of digital marketing tools on consumer perceptions and behaviours (e.g. Wang & Tang, 2003). While these studies contribute to the literature by identifying or investigating the effectiveness of digital marketing tools, how those tools influence the consumer experiences has generally not been investigated in airline industry context. Hereby, the authors suggest that airline hospitality as an intangible factor should be highlighted to increase the effectiveness of digital marketing tools.

Hospitality, the hosting behaviour that cares convivial and personalized services with the ultimate aim to provide psychological comfort to guests (Nameghi & Ariffin, 2013), is a growing success criterion for service firms in today's new, experience-

based economy (Ariffin et al., 2011) and thus has received considerable scientific attention in the service industries literatures (Kim et al., 2018; Mclntosh & Harris, 2018). In this vein, researchers have investigated how (1) personal and hotel factors influence customers' expectations of hotel hospitality (Ariffin & Maghzi, 2012), (2) hospitable health care environment influence patient safety (Stichler, 2007), (3) practices of hospitality among service staff and the "host" community, particularly extraordinary gastronomic experiences or food-services capes, influence tourists' perceptions of a destination and their destination experience (Kivela & Crotts, 2006). In addition, researchers in the airlines service literature have recently focused on airline service quality, which play a fundamental role in passengers' perceptions and future behavioural intentions, such as whether to flying in an airline again, recommendations, and satisfaction judgments (Park et al., 2004) and airline image and passengers' loyalty (Geraldine & David, 2013). In this stream of research, most of the researchers have examined airline hospitality by taking the view pre-flight, in-flight, post-flight tangible and intangible service quality factors in an integrative manner (Lim & Tkaczynski, 2017; Nejati et al., 2009). However, recent researches have pointed out that the airline industry has evolved in a direction where the intangible factor, such as hospitality of the cabin crew, stands out rather than its concrete functions such as "transport" (J. D. Power Inc, 2015). The researches note that it is necessary to fulfil the excellence of the service and make it the primary purpose in the organization, in order to embody the perfect hospitality. This means that "hospitality-centered service excellence" is beyond the service quality. In this sense, many airlines realize that they are not a product company, and that hospitality-centred good service are a cornerstone to differentiate themselves from other airlines (Ariffin & Maghzi, 2012).

A full-service airline company means an airline company that focuses on a broad range of services, including pre-flight, in-flight and post-flight services, spanning different service classes. In a sense, there is a very intense interaction between the cabin crew and passengers in full-service airline companies. In this regard, airline hospitality is defined in terms of the performance of the cabin crew in full-service airways. In fact, passengers evaluate airline companies based on their satisfaction level during flight. What passengers expect from their airlines today is that they become "friendly airlines" (Nameghi & Ariffin, 2013). Therefore, airline companies should focus on developing digital marketing activities, such as social media, online advertising that emphasize the friendly airline phenomenon through hospitable cabin crew.

To address the problems and gaps indicated above, the purpose of this study is, by examining various cases, to reveal the airline hospitality as a new and fresh perspective that need to be emphasized in digital marketing activities to create widespread impact on customer experiences. This chapter provides an up-to-date,

detailed and systematic information flow to relevant literature. Accordingly, this chapter's contribution to the literature is threefold. First, this study contributes to the understanding of the importance of both experience-based economy and hospitality-centred in service excellence for service organizations. Second, the concept of airline hospitality is examined. Finally, this study shows the dimensions of the hospitable cabin crew that contributor to building friendly airline brand, consistent with Nameghi and Ariffin (2013)' study. Within this framework, the study is planned to include the following topics:

- The Experience Economy as a New Source of Value
- Hospitality and Commercial Hospitality
- Airlines: A Transportation or Hospitality Business?
- How to create the hospitable cabin crew and friendly airline brand? (dimensions of airline hospitality)

THE EXPERIENCE ECONOMY AS A NEW SOURCE OF VALUE

In a world that is becoming progressive discontinuous to the point that the present is no longer the best predictor of the future (Merritt & DeGraff, 1996), firms cannot only act based on their commodities (fungible), goods (tangible), services (intangible), but they should also sell experience (memorable offerings). In this sense, 21st-century brands need a new insight that will bring a fresh perspective to engage individual customers in a way that creates a memorable event by using services as the stage, and goods as props (Pine & Gilmore, 2011). In this respect, marketing scholars and brand managers begin to pay attention to experience economy as an emerging research area that has the potential to provide a range of novel and influent insights into the structuring and maintenance of customer relationships, as experience economy provides a sound point to offer a different way of satisfaction in contrast to economic offerings.

Customers tend to pursue more multisensory experience-based hedonic consumption than utilitarian consumption (Addis & Holbrook, 2001). Pine and Gilmore (1999, 2011), in their studies on experience economy theory, maintain that the hedonic value of tangible and intangible products or services as subjectively perceived by customers may lead to a rise in industry income. They particularly highlight that the experience economy should be distinguished from the agrarian, industrial and service economy, because while prior economic offerings – commodities, goods, and services – are external to the buyer, experiences are inherently personal, existing only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or even spiritual level. In this vein, researchers suggest that the experience

economy is based on the four experiential realms: entertainment (i.e. desire to enjoy), educational (i.e. desire to learn), escapist (i.e. desire to go and do something), and esthetical (i.e. desire to be in a specific place) experiences. Entertainment experiences are generated when i) customers participate more passively than actively and ii) their attention is fully occupied with (absorption) the event (e.g. watching a theatre performance, attending a concert etc.). Educational experiences are produced when customers i) involve more active participation, and ii) fully concentrate (absorption) on the action (e.g. doing yoga, taking a cookery lesson etc.). Escapist experiences ensure when i) customers' participation actively influences the performance and ii) their state is physically or virtually a part of what is being experienced (e.g. acting in a play, playing in an orchestra). Esthetic experiences occur when customers i) play a passive role as observers and ii) feel physically or virtually a part of what is being experienced (e.g. visiting museum, watching documentary).

Memorable Experience Design Principles

Experience, as goods and services, have to meet a customer need and demand; they have to work; and they have to be deliverable. However, it should be also noted that while goods and services result from an iterative process of research, design, and development, experiences derive from an iterative process of *exploration, scripting, and staging*. These are capabilities that aspiring experience merchants will need to master. In that case, experience design is as much a business art as product design and process design (Pine & Gilmore, 1998). Ok, what is the experience design principles? Pine and Gilmore (1998) have identified five key experience design principles that are already apparent from the practices of and results obtained by companies that have advanced into the experience economy.

  Theme the experience. This principle refers to a brand's concise and compelling thematic imagination that canalize all the design components and staged events of the experience toward a united story line that wholly fascinates the customer. Here, customers instantly know what to expect when they contact with the brand. For example, Disney's core promise, i.e. what makes it most desirable as well as how it differentiates itself from others, has not changed since Walt Disney introduced the first theme park in 1955. The purpose of Disney Parks and Resorts is to make magical experiences come alive and to create happiness through magical experiences. In this vein, Disney has always promoted customer engagement with an emphasis on meeting a visitor's needs at a time and in a manner preferred by the visitor. For instance, Disney have used listening posts to evaluate the customer experience and define which areas need to be enhanced upon. Listening posts allow Disney to understand the expectations, needs and wants of visitors. It is also crucial to state that critical element was not magic, but the magic of technology. Disney has

focused on innovation in entertainment. In this case, it's been a focus on innovative technology and a maximum utilization of this technology to enhance the customer experience (Disney Institute Blog, 2018).

Harmonize impressions with positive cues. This principle refers to brand experience that renders with indelible impressions to customers. Here, to create the desired impressions, brands must introduce consistent and supportive cues that affirm the nature of the experience to the customer. For example, Starbucks is one of the world's most popular coffee shop chain brands because Starbucks presents a distinctive ambiance and experience with positive cues. First, Starbucks serves coffee lovers who share a special language when placing their orders and who want a sense of community with their coffees. For this reason, Starbucks stores are more like living rooms than retail shops where customers feel invited to take a little time to sit down and enjoy the music as customers talk with friends or just quietly relax. Also, Starbucks delivers coffees mixed in with a touch of identity, a sense of community, and a feeling of connectedness. Next, like most successful innovations, Starbucks cultivated a genuine and powerful emotional bond with its customers. Furthermore, at Starbucks, every barista understands that they work for the customers, not the bosses. New baristas learn this when they receive their pocket-sized pamphlets, known as the *Green Apron Book*, which summarizes the five core "ways of being" that are the foundation for personalizing and positive relationships with customers: be welcoming, be genuine, be knowledgeable, be considerate, and be involved. As a result, Starbucks customers are buying more than coffee; they're buying an experience with positive cues (Collins, 2018).

Eliminate negative cues. This principle refers to elimination of anything that diminishes, contradicts, or distracts from the brand's theme. Here, it is highlighted that providing the entirety of the customer experience requires more than the layering on of positive cues. In Muscat Airport, for instance, Turkish Airlines' ad gave the negative impression to passengers. Since airplane flew straight into the ground, this ad has made feel like nose dive. On the other hand, the flip side of the escalator has the same image in reverse, so the aircraft is climbing rather than crashing. After serious criticism of popular bloggers, the ad was taken down after two days (Khoury, 2010).

Mix in memorabilia. This principle refers to the preference of a product/service primarily for the memories it conveys. Particularly, when service business like airlines, banks, and grocery stores offer themed experiences layered with positive cues and devoid of negative cues, their customers will want and pay for memorabilia

to commemorate their experiences. For example, Nusret Gokce, the Turkish celebrity butcher and restaurateur who calls himself Salt Bae, debuted the first Nusr-Et in Istanbul in 2010. Next, he expanded his Turkish steakhouse to the Bodrum, Marmaris and then U.S. cities, such as Miami, New York… What makes it most memorabilia as well as how it differentiates itself from others, Nusr-Et is not only a steakhouse, it is also considered the place as dinner theatre. *New York Times* critic Pete Wells says: "Mr. Gokce has only one move, but he performs it with total confidence, and as anybody who's ever been on a dance floor knows, that's enough". And, he considers the restaurant for what it represents: "In its perfect circularity, its pure subordination of lived experience to mediated experience, Nusr-Et may be New York's first true 21st-century restaurant". Additionally, Eater NY senior critic Robert Sietsema says: "If you are intent on judging New York's new branch of Nusr-Et only as a steakhouse, you'll probably be disappointed. If, on the other hand, you appraise the place as dinner theater, you will find it satisfying" (Wells, 2018).

Engage all five senses. This principle refers to that sensory stimulants that accompany an experience should support and develop the theme of the brand. Engaging the senses to deliver products is referred to as sensory marketing. It means that marketing that influences consumers' perception of brands by using multi-sensory experiences to establish positive emotional connections with them. For example, Abercrombie-Fitch (A&F), an international American company, implements a fascinating sensorial strategy. A model with beautiful body invites people to the store, but beforehand, he promotes young women to take a photo with him. As it is understood, women can touch attractively posing well-built man, and that fact at the very beginning of their visit to A&F influences their sense of touch. The music is played loud sound in the store, thus difficult to talk, eventually, people need to focus on shopping. Also, the most common words people hear in A&F are "hello", "welcome to A&F", "see you soon" or "it looks great on you", uttered by sales people. That's how A&F directs its customers' senses of hearing and relatively sight. There is a buzz in the store, the lights are slightly dimmed and illuminate only i) the main products, ii) places where frequently local beauties can be found, iii) walls with fabulous pictures of attractive fellows and iv) cash points. Besides, each product is packaged in distinguished paper bags, with the image of a man in briefs with beautifully sculpted abdominal muscles. Entering A&F stores, perfume fragrance spray even hits people, not to say 'reject'. After few minutes spend in A&F temple people can easily get used to it. Stores offer sweets signed A&F logo. There by, A&F complete in terms of the use of human senses (Mediafeed, 2012).

NEW PHENOMENON IN THE SUCCESS OF DIGITAL MARKETING ACTIVITIES

General Overview of Hospitality

The terminology that scholars use to define hospitality is messy. Scholars, such as Hepple et al. (1990) have defined the concept of hospitality in modern sense as a process i) offered with the host to the guest who has fallen away from home, ii) involving the personal communication and emotional interaction iii) blending tangible and intangible factors, iii) providing security, psychological safety and physiological comfort of the guest. Lashley (2008) have also described three domains of hospitality. At domestic/private domain, first, hospitality is to satisfy the individuals' psychological and physical needs in a more private setting such as at their homes. This domain is very crucial because it is the benchmark individuals utilize to appraise the level of hospitality presented by the service providers in the commercial context. Next, hospitality at social domain is defined as welcoming to guests provided by non-commercial organizations, primarily religious and governmental institutions. This phenomenon is consistent with Derrida (1999) that argue absolute or true hospitality requires the hosts to permit their guests to act and respond as they like. Herein, no obligation is imposed in true hospitality for the guests to reciprocate. Even, what makes hospitality culture of society most desirable as well as how it differentiates itself from others is unconditional of hospitable behaviours. Finally, commercial setting of hospitality is meals, beverages, lodging and entertainment provided to guests for profit by service providers (e.g. hotel, restaurant, café etc.). Truly hospitable behaviours are a critical aspect of commercial hospitality. Table 1 shows a list of words that scholars use to refer to the meaning of hospitality.

Table 1. List of Words related with the concept of hospitality

Scholars	Words Related With Hospitality
Ariffin and Maghzi (2012) Brotherton and Wood (2008) Blain and Lashley (2014)	Care, Comfort, Desire to place, Feel important/special, Helpful, Understanding needs, Welcoming, Respectful
Brotherton (2005) Tasci and Semrad (2016)	Attention, Friendly, Generous, Pleasure/happy, Open, Polite, Warmth
Hemmington (2007) Telfer (2000)	Safety, Security, Entertainment, Courteous, Comfort

Source: (Pijls, Groen, Galetzka and Pruyn, 2017)

The Commercial Aspect of Hospitality

Academic research on hospitality has begun to increase since the end of 1995 (e.g. King, 1995). However, the examination of the concept of hospitality especially in the commercial context is quite new and several key issues remain unclear. For example; the definition of hospitality concept in commercial context, its content, its process, and how to transform it into a commercial value are among the popular topics that are seeking for an answer in this day. If a company wants to create a commercial value with a sense of hospitality, firstly it must produce answers to these questions.

Commercial hospitality is inevitably far from naturalness. However, traditional hospitality can be learned and practised in the commercial field. If guest experiences will be experiences worth remembering, and at the end, friendship will be established, the hospitality behaviour in the commercial setting must reflect the traditional hospitality behaviours. In fact, the quality of hospitality shown helps increase the level of customers satisfaction with basic service delivery. Therefore, hospitality is one of the complementary services that are embracing the basic services (Cetin & Balık, 2014; Nameghi & Ariffin, 2013).

Hospitality is a distinguishing philosophy across the organization which is developed to increase the excellence of service that can be applied in various sectors. Specifically, the concept of experience economy asserts that businesses have to organize unforgettable moments for their guests and that the experience itself has become the product. Lashley et al. (2005) presented a study on the unforgettable service experience, which revealed emotional aspects that were more powerful than the quality of concrete features (tangible aspects) in creating memorable experiences. The unforgettable service experience is the quality of the interaction between employees and guests, which significantly contributes to the development of emotional value. Guest satisfaction increases with the quality of the emotions rising from these experiences. From this perspective, if the mission of a service organization is to create unforgettable experiences, hospitality behaviours should be an obligation. Hospitality is one of the developer services that can greatly contribute to the high quality of relations (Nameghi & Ariffin, 2013).

As part of the service industries, hospitality is most often associated with the health, hotel, tourism and restaurant industry and other related services. For health service, the hospitality is to ensure the psychological and emotional well-being of patients. Therefore, even if the guests are fully satisfied with functional needs without satisfactory hospitable behaviours, sometimes they can`t be satisfied with the overall service quality (Kelly et al., 2016). In the context of hotel services, Ariffin and Maghzi (2012) have operationalized the underlying dimensions of hospitality. The researchers suggested that hotel hospitality could be explained by personalization, warm welcoming, special relationship, straight from the heart and

comfort dimensions. The mutual and long-term relationship between the guests and the hotel is becoming increasingly important because of the positive correlation between the guests' overall satisfaction levels and their intention to visit the same hotel again. In particular, the quality of hospitality increases the possibility of word of mouth and the possibility of being preferred again. For restaurants and tourist accommodation, perceived commercial hospitable behaviours must have 5 characteristics: interpersonal interaction, psychological connection, openness to different cultures, sensation satisfaction, and perceived value (Teng, 2011).

The Relationship Between Digital Marketing and Commercial Hospitality

Digital marketing, an adaptive, digital technology-based marketing by which firms use to acquire customers and build customer preferences, promote brands, retain customers and increase sales (Kannan & Li, 2017), is a growing influential and quick way in the service industry (De Pelsmacker et al., 2018) and thus has received considerable scientific and practical attention in the hospitality framework. Digital marketing allows brands to use the best of both worlds which is digital and marketing (Durai & King, 2015). Accordingly, service firms, especially airline service firms, prefer the digital marketing channels to create greater interaction with customers and to visualize the desirable image in their hearts and minds (Keskin et al., 2016). More specifically, digital marketing channels present a new level of collaborations of airline functions that connect people and technology to provide excellent customer experience. A recent marketing push from Hawaiian Airlines, for instance, provides a resounding "yes." At the start of 2018, the airline and its agency, Cole & Weber, ran a campaign in partnership with Mediacom that turned the typical use cases of video and search advertising upside down. Google Search ads helped get the airline's name in front of people and follow-up YouTube video ads drove them to make incremental purchases (Fliegelman, 2018).

In particular, the airline companies carry out digital advertisements that highlight the hospitable features to develop a host-guest interactional relationship with their highly dispersed customers. Since hospitality is both a cognitive and emotional process that requires the host and the guest to develop a mutual positive relationship, it is important that the airline companies offer this sensitive but important characteristic of the company as low-cost but quicker and simultaneous. Hence, highlighting hospitable features in digital advertisements offers present companies less costs and the opportunity to offer faster communication and an effective emotional relationship. British Airways, for example, released a for 6-7 minutes long brief film called "*fuelled by love"* in the digital media to attract the Indian market. This film describes a heartfelt tale of a young UK hostess traveling to India for the first

time. During the flight, the hostess offers a personalized service to an elderly Indian woman. The old woman invites her to own home for these acts. The special bond between the hostess and this woman affects both the feelings of the old woman's towards British airlines and the hostess's towards India (the more she discovers, the more she falls in love with). This short film is viewed on YouTube only 6.1 million times. Clearly, the film themed hospitable behaviours is a victory for British Airways to attract the Indian market emotionally (see https://www.youtube.com/watch?v=ZFb01yTR9bA).

BUILDING THE FRIENDLY-AIRLINE BRAND

"Our customers deserve to feel at home as soon as they board our plane. This depends on our world-famous cabin crew. With a true personal touch and a distinctly British style, we can provide passengers with an unforgettable flight experience, thus strengthening our friendly airline brand."

British Airways expresses the expectations of the cabin crew candidates on the website in this way. So, firstly the definition of the concept of friendly-brand should be made.

Friendly-Brand is that a brand produces human-centered outcomes. Brands should aim to make people feel both good (emotionally) and right (meaningfully). It should be noted, however, that brands are able to create these feelings not only through their products, but also by paying close attention to customers and the outside world (Holtaway, 2014). Friendly-brand phenomenon is not a matter of brands' great ads or big budgets. It is about the adoption of the culture of human friendly in all its aspects. In this chapter's framework, the concept of friendly-airline brand is discussed in the perspective of hospitality. In the previous titles, experience economy and hospitality concepts are mentioned. In this section, airline hospitality and hospitable cabin crew phenomena are explained, and the capabilities and dimensions of the hospitable cabin crew are presented through a detailed and systematic literature review.

General Overview of Airline Hospitality

Since the economy is moving rapidly from the service economy to the economy of experience, the service organizations have focused on how they deliver their services to their guests rather than what they have delivered to their guests. In the light of this argument, the airline industry has evolved in a direction where hospitality and good service are more prominent than the transport function. In this regard, many airlines realize that they are not a commodity company, and that hospitality and good

service are a cornerstone to differentiate themselves from other airlines (J. D. Power Inc, 2015). They build their competitiveness on "creating an unforgettable travel experience by providing an unparalleled comfort and convenience to their guests in all of their flight experiences". For example, Aeroflot is one of the oldest airlines of Russia from the period of the Soviet Union. Because it was a monopoly, firm didn't care for his image, became famous as having the world's most unpleasant, serious attitude and being the airline behaving the worst. The aircraft were not maintained. Pilots who are consuming too much fuel was punished, and the Money-giving passengers could fly in the cockpit. A plane crashed as a result of the pilot's son turning off the autopilot while playing with the indicators, 75 people were killed. Sitting in the middle of the triple seat was to be pressed from the front to the back, from the right to the left. The service was not cared. When a passenger who travels from Moscow to Siberia on a nine-hour flight, asks for mineral water on his return, the hostess said, "unfortunately, we are only giving the mineral water when we are coming from Moscow". The company had to enter into a process of change when this bad image cause lost of millions of dollars in the market economy. Company management gave a "smile" message to the cabin crew and changed clothes of hostesses which were like military uniforms. It even decided to offer its passengers a choice of menus. Because psychologists argued that the attitudes and uniforms (in terms of color and style) of cabin crews created a strong reaction(disgust) to the passengers. In 2013, the aeroflot cabin crew uniform was named the most stylish cabin crew uniform in Europe in a survey organized by the global travel research site Skyskanner.

In the context of airline services, hospitality is the quality of hosting behaviours that focuses on pleased and personalized services with the aim of ensuring the psychological comfort of passengers (Mohamed & Ziano, 2017; Nameghi & Ariffin, 2013). Meanwhile, airline hospitality is defined in the context of cabin crew performance. Hospitable behaviours are about how welcoming the cabin crew behaves as host. Hospitality in airline services, especially during the flight is very important. Because passengers have relatively more free time during the flight, the hospitable behaviours that the passengers will see during the flight become more meaningful. More clearly, the hospitality refers to the quality of the host behaviour where the cabin crews provide the psychological comfort of the passengers and offer pleasant and personalized services during the in-flight (Mohamed & Ziano, 2017).

Today, passengers evaluate airline companies based on their satisfaction level during flight. What passengers expect from their airlines is that they become "friendly airlines". The duration of travel is a resource that allows a wide range of activities and passengers expect to spend this time enjoying quality and hospitable behaviour. The high-quality hospitality behaviours offered by a service provider increase the satisfaction of the basic service offerings, while at the same time helping to establish

a strong bond between the host (airline) and the guests (passengers). Because it is relatively difficult for high quality hospitality to be imitated by rival firms. It is the level of exceptional hospitality that creates unforgettable experiences for guests and helps guests to be guest again in the future (the airline is preferred again). Passengers are more forgiving against the disruptions that occur in the operational performances of highly hospitable airlines. More importantly, hospitable service increase loyalty and loyal passengers become brand advocates and contribute to increasing return on investment. When the airline provides a good service, passengers generally behave less critically when there is a departure or arrival delay (Okabe, 2017).

According to the report prepared by the market research company J. D. Power Inc (2015), airline companies that focus on creating a happy and pleasant customer experience are rewarded with higher customer satisfaction and loyalty. Excellent experiences create emotional results for the customer, promotes loyalty, increases advocacy, improve the lifetime consumer experience and increases income and profit. However, bad experiences have a negative impact on the outcomes (J. D. Power Inc, 2015).

Hospitable Cabin Crew

In fact, it is an important problem that in which way airline firms should emphasize more in terms of hospitality. Because it is very crucial to be remembered with an accurate perception and to be accredited in the eyes of a typical passenger traveling from anywhere in the world. Passengers await performance in accordance with customer expectations in all areas, from cabin crew's ways of operate to flight safety, from catering to check-in. In other words, the flight experience includes many elements. For example, the type of travel, the comfort of the passenger, the other passengers on the plane... Indeed, a full-service airline company means an airline company that focuses on a broad range of services, including pre-flight, in-flight and post-flight services, spanning different service classes. Therefore, many factors can affect the perception of hospitality before, during and after the flight. However, according to the relevant studies, passengers evaluate the hospitality in four important dimensions. These are employees, product, transaction, and reliability. The most important dimension in the Chen (2008) study was determined as employees. In this study, authors consider it appropriate to regard the "employee" dimension in terms of cabin crew, consistent with the literature (Nameghi & Ariffin, 2013; Okabe, 2016). Because passengers, whether long or short-term, have the most relatively free time during the flight. In a sense, there is a very intense interaction between the cabin crew and passengers in full-service airline companies. As a matter of fact, when the digital advertisements of global airline companies are examined, it is seen that hospitable behaviours of cabin crew are featured. Also, global airline companies

specially highlight the phenomenon of hospitality as the characteristics of the cabin crew. For example, although Thai Smile Airways is a sub-brand, it is known for its sympathetic and friendly cabin crew. Furthermore, when the websites of global airline companies are examined, it is understood that the behaviour expected from cabin crew candidates are based on hospitality. British Airways, for instance, underlines the fact that when the cabin crew uniform is worn, he/she is now an ambassador of the British Airways brand and that his/her priorities are to ensure customer safety and to make the passengers feel special. It is also emphasized that the cabin crew should be friendly, cheerful and helpful.

As a critical element of the success and sustainability of the airline company, passengers take into account the hospitality of the cabin crew during their flight, namely the hospitality quality of the cabin crew. There are many people in the kitchen, but cabin crew's role is more important than all! Because cabin crew is the face of the company facing the customer. All employees cook together, but cabin crew is the ones who offered that dish to the customer on behalf of airline company and cabin crew has taken responsibility for the brand. In other words, a flight experience that is not satisfied, that is to say, the inhospitableness of the cabin crew causes the passenger to not think about that airline for the next flight and even to choose a different airline without much difficulty (Okabe, 2016). A true hospitable behaviour will be revealed with the desire to make guests happy with sincere and pure emotions. True hospitable acts do not include acts to be made to deliberately affect the guests and acts with financial reward expectations. Hospitality is not just to helping guests, congratulating and smiling. In hospitality, the warmth of the smile and the greeting, and the goodwill efforts shown to help the guests are more important. Therefore, in companies such as airlines, where hospitality is at the forefront, cabin crews should look for ways to create surprising critical moments for their guests and at the same time ensure their safety and security while serving (Pijls et al., 2017).

Skills of Hospitable Cabin Crew

As human contact service personnel, cabin crew is known as providers of emotional labor. Emotional labor is the way in which employees manage their emotions while interacting with customers to provide good service and it is the labor they show for this management. The cabin crew has not only physical duties while dealing with passengers, but also emotional tasks. Passengers have common expectations about appropriate emotional responses. These expectations reveal emotion rules or norms indicating the intensity, duration, purpose and diversity of emotions to be experienced. Emotional labor may involve increasing or suppressing emotions to change emotional

expression. For example, it is taught that the cabin crew should always smile and show a nice humour, while fear or anger should never be shown. The cabin crew must use a variety of strategies to regulate their emotions while communicating with passengers. These strategies must meet the emotional impression requirements of the organization (Okabe, 2016): (i) deep acting and (ii) surface acting.

Deep acting is working on inner feeling to appear authentic to customers. In order to look sincere for passengers, it is necessary to modify the inner feelings of the cabin crew as well as their looks (Rafaeli & Sutton, 1987). Modifying feelings through reappraisal or self-talk is called the goodwill type of emotional labour; because it shows that employees have good intentions towards the organization. When the cabin crew doesn't feel a natural smile, deep behaviour becomes the first way to suppress that no-smile. Where the cabin crew can use the practice of distracting the emotions (bring to mind the events that can portray the necessary emotions) that can allow them to change their inner feelings to comply with the rules of emotional behaviour. As a result, the smile of the cabin crew may come true for passengers, and so deep acting can also be called faking good faith (Gross, 2002).

Surface acting involves changing the emotion expressions of the cabin crew without altering their inner emotions. Surface acting is, in fact, like an actor, to act like you're experiencing these feelings. This behaviour is desired by the organization even if it creates a conflict of emotions. Because even though the cabin crew may feel different feelings than the emotions they show, the passengers want to see the emotions they expect from them (Okabe, 2016).

Dimensions of Hospitable Cabin Crew

Courtesy

Hospitality for passenger's means being met by their kindness and warmth. When contacted, they expect flight personnel to maintain eye contact with natural smiling faces (Johanson &Woods, 2008). Passengers' expectations within the scope of courtesy the cabin crew (Nameghi & Ariffin, 2013):

- Kindly communicate with passengers;
- Communicating with passengers in a respectful way;
- Always keep eye contact with passengers throughout the conversation;
- Always portray a natural smile;
- Make the best effort to respond quickly to passengers' demands;
- Make the best effort to give personal attention to passengers.

Appreciating

Appreciating expresses the willingness of passengers to fly with the airline company. The cabin crew must sincerely thank the passengers for being on this aircraft, have a friendly goodbye with them and invite them to fly again in the near future (Barsky & Nash, 2002). Expectations of passengers within the scope of appreciate the cabin crew (Nameghi & Ariffin, 2013):

- Sincerely thank for the flight;
- Invite passengers to fly with this airline again in the future;
- Offer a warm welcome to all passengers;
- Produce the necessary solutions when passengers experience any problems;
- Sincerely say goodbye to all passengers.

Socializing

Socializing means communicating with passengers. The socialization of the cabin crew is the most important interactive service demanded by the passengers. In addition to formal speeches, the cabin crew is expected to make small talks and spend time with passengers (Gilbert & Wong, 2003). Expectations of passengers within the scope of socialization the cabin crew (Nameghi & Ariffin, 2013):

- Make an effort to spare time for passengers;
- Make an effort to connect with passengers with small talks;
- Offer small surprises that fulfil the needs of passengers;
- Want to provide all kinds of assistance to passengers;
- Make every effort to ensure that all passengers enjoy their meals.

Comfort

The hospitality is enhanced service. The higher the level of comfort perceived by passengers, the more hospitable the service is seen. Comfort is the airline service that focuses on material elements, but the comfort mentioned here is to ensure that the passengers are physically and emotionally feel relaxed during the flight. The cabin crew must make every effort to ensure that passengers can enjoy a good rest or sleep on the airplane (O'Connell & Williams, 2005). Expectations of passengers within the scope of comfort the cabin crew (Nameghi & Ariffin, 2013):

- Make every effort to ensure that passengers can rest and sleep well;
- Make every effort to ensure the suitability of the temperature for each passenger during the flight;
- Make every effort to ensure that passengers are comfortable in their seats.

DISCUSSION AND RECOMMENDATIONS

This study offers a contribution to the airline industry literature by demonstrating the experience economy, airline hospitality and hospitable cabin crew concepts and their importance, and presenting a framework about friendly-airline brand that should be highlighted in digital marketing activities to create widespread impact on customer experiences. In particular, as digital marketing has an incredible influence to acquire customer and build customer preferences, promote brands, retain customers and increase sales (Kannan & Li, 2017), this study adds new insight to the digital marketing activities and offers emphasizing the airline hospitality through hospitable cabin crew in these activities.

Until recently, most of the existing research into hospitality was carried out in the social and private setting. However, in recent years, the concept of hospitality has been comprehended as suitable to the commercial context. Although previous studies have described the importance of hospitality in the commercial context, these studies however focused mostly on the antecedents and consequences of hospitality in the context of airlines (e.g. Mohamed & Zainol, 2017), hotels (e.g. Ariffin et al., 2015), restaurants (e.g. Kucukergin & Dedeoglu, 2014), and cultural heritage tourism (e.g. Mansour & Ariffin, 2016). Additionally, while there are numbers of studies on customer service experience in the context of airline services (e.g. Chang & Yeh 2002; Nameghi & Ariffin 2013; Pakdil & Aydin 2007), almost none particularly mentions how airline companies build friendly airline brand through airline hospitality. It is the most crucial issue. Thus, this book chapter contributes to the existing knowledge in hospitality and airline services by presenting the importance of cabin crew who is presenting appropriate behaviour and manner of treatment towards their passengers.

Based on the results of the current study, several practical implications can be presented. First, the airline companies and researchers for services should pay more attention to the quality of hosting behaviours provided by cabin crew and in in-flight environments to enhance overall customer satisfaction and improve the customer experience. Second, airline companies should have a digital marketing strategy that

provides for perception of friendly-airline brand to passengers. Next, this study shows how the emotions of cabin crew are regulated in the context of airline hospitality. This argument is consistent with Okabe (2016)' research. So, airline companies should use managerial measures to encourage cabin crew to employ emotional labour as a way to maximize hospitable behaviours while working. Finally, based on Nameghi and Ariffin (2013)'s studies, authors indicate that the concept of airline hospitality from perspective of cabin crew' performance could be effectively explained using courtesy, appreciation, socialising, and comfort dimensions. Thus, airline companies must apply ways to offer these underlying dimensions.

FUTURE RESEARCH DIRECTIONS

Our study has some limitations that offer opportunities for further research. First, since airline service literature misses the empirical examination of the relationship between the airline hospitality and consumer experience, in particular, the friendly-airline brand concept warrants an empirical and experimental investigation. Second, this research only showed the hospitality in airline service context. The concept of hospitality can be explored in the future in different context. Finally, the phenomenon of airline hospitality is addressed only through the cabin crew perspective. It is important that future studies take into account elements such as the type of trip, the comfort of the passengers and the experience as traveler.

CONCLUSION

Research in the area of hospitality in service industry has undoubtedly grown in recent years. Hospitality is part of memorable customer experience, and airline hospitality is a valid contributor to the friendly-airline brand. However, precisely how airline hospitality can be enhanced and the effects of cabin crew performance on passengers' experience are aspects that are still missing and should be added to the literature. In this book chapter, authors contribute to the understanding of the importance of both experience-based economy and hospitality-centred in service excellence for service organizations. Second, the concept of airline hospitality is examined. Finally, authors show the dimensions of the hospitable cabin crew that contributor to building friendly airline brand.

The essence of digital marketing is to reach vast audiences more easily, quickly and effectively. Brands need to take care to ensure that the image they want to create is reflected in a correct and understandable way while capturing these opportunities. Therefore, in an intense competition environment, it is important that

the airline companies differ from each other as a friendly airline brand. This book chapter proposes to emphasize airline hospitality, especially hospitable cabin crew phenomenon as an important contributor to the friendly airline brand in its digital marketing activities. Activities of global airline companies are shown via examples.

In digital marketing activities, airline brands should emphasize the personalized service delivery culture of the cabin crew. The concept of hospitable cabin crew, where cheerfulness, helpfulness, high comfort and personalized high quality relations with passengers are highlighted, should be placed in the minds of the passengers. In this way, the efforts to create a friendly airline brand should be reinforced by strengthening emotional ties between the brand and passengers.

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KEY TERMS AND DEFINITIONS

Airline Hospitality: To create an unforgettable travel experience by providing an unparalleled comfort and convenience to their guests in all of their flight experiences.

Digital Marketing: Digital technology-based marketing by which brands use to create greater interaction with customers and to visualize the desirable image in their hearts and minds.

Experience Economy: Commercialization of customer experiences.

Friendly Airline Brand: Airline firms that provide with an unforgettable flight experience to passengers through hospitable cabin crew.

Friendly Brands: Brands that produce both emotional and cognitive positive outcomes for their customers.

Hospitable Cabin Crew: Cabin crews that provide the psychological comfort of the passengers and offer pleasant and personalized services during the in-flight, namely, the hospitality quality of the cabin crew.

Hospitality: Holistic approach that cares pleased and personalized services to provide psychological comfort to guests.