

# **The Nature of the Brand Experience**

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## **– Appendices –**

Date: August 19<sup>th</sup>, 2020

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# 1. APPENDIX 1 – Overview Literature Review and Topics Discussed

This table provides an overview of the literature and the topics that have been discussed in this thesis.

Authors	Brand Experience	(Brand) Meaning			Customer Experience	Experience				Brand Associations	Brand Equity	The Brand	Airline Industry	Semiotic Analysis
		(Brand) Meaning	Co-Creation	Sub-Cultures		SD-Logic	Experiential Marketing	Phenomenological	Value-in-Experience					
Akaka, Vargo & Schau (2004)		X	X	X		X		X		X		X		
Alves Da Motta Filho (2017)														
Andreini, Pedeliento, Zarantonello & Solerio (2018)	X	X	X			X				X		X		
Arnould & Thompson (2005)				X										
Bapat (2020)							X			X				
Batey (2016)		X										X		
Berry (2000)						X						X		
Berry, Carbone & Haecckel (2002)					X		X							
Berry, Wall & Carbone (2006)	X													
Black & Veloutsou (2017)									X			X		
Bolton, Gustafsson, McColI-Kennedy, Sirianni & Tse (2014)		X	X											
Brakus, Schmitt & Zarantonello (2009)	X													
Budd (2012)												X		
Chang & Chieng (2006)		X												
Clatworthy (2012)	X													
Coelho, Bairrada & De Matos Coelho (2020)												X	X	
Delgado-Ballester & Sabote (2016)	X						X							
Diallo & Siqueira Jr (2017)	X													
Endrizalová, Novák, Nemeč & Szabo (2018)													X	
Fitzsimons, Chartrand & Fitzsimons (2008)														
Flusser (1999)		X												
Fourmier (1998)												X		
Harvey & Evans (2001)														X
Helkkula (2011)								X						
Helkkula, Kelleher & Pihlström (2012)									X					
Holbrook & Hirschman (1982)						X	X	X						
Hultén (2012)										X				
Iglesias, Ind & Alfaro (2013)		X	X							X				
Ind & Coates (2013)		X	X							X				
Kapferer (2008)										X	X	X		
Karjalainen & Snelders (2010)		X										X		X
Kelleher & Peppard (2011)								X	X					
Keller (2001)		X								X	X	X		
Klabi (2020)	X													
Krippendorff (1989)		X												
Legendre, Cartier & Warnick (2020)							X							
Lemon & Verhoef (2016)					X									
Lewnes & Keller (2019)	X				X									
Merz, He & Vargo (2009)						X								
Mauray & Mishra (2012)												X		
Michel (2017)		X										X		
Nysveen, Pedersen & Skard (2013)	X													
Oh, Connerton & Kim (2019)	X													
Penn (2011)														X
Pine II & Gilmore (1998)							X		X					
Roy & Banerjee (2014)												X		
Schembri (2009)	X											X		
Schmitt (1999)							X					X		
Schmitt (2012)	X													
Schouten & McAlexander (1995)		X	X	X										
Schouten, Martin & McAlexander (2007)		X	X	X										
Sherry Jr. (2005)		X	X											
Solomon (1983)							X							
Stach (2018)	X	X	X									X		
Van den Bosch, De Jong & Elving (2005)													X	
Van Riel & Van den Ban (2001)													X	
Vargo & Lusch (2004)						X								
Vargo & Lusch (2008)						X								
Wertz (2019)							X							
Wood (2000)											X	X		
Yu & Yuan (2019)	X													
Zomerdiijk & Voss (2011)					X	X	X							

## **2. APPENDIX 2 – Words Related to Brand Propositions Used for Filtering of Customer Reviews**

This appendix portrays the words for each airline (related to the established brand propositions) that were used to filter the customer reviews.

### **Appendix 2A: Filters Ryanair**

'smooth', 'efficient', 'on time', 'ahead of schedule', 'cheap', 'affordable', 'low cost', 'budget', 'value', 'locations', 'frequency', 'low rate'

### **Appendix 2B: Filters easyJet**

seamless', 'efficient', 'hassle-free', 'cheap', 'affordable', 'low fares', 'friendly', 'warm', 'welcoming', 'passionate', 'relaxing', 'calm', 'easy', 'wide network', 'destinations', 'price', 'lean', 'value', 'young', 'end-to-end'

### **Appendix 2C: Filters KLM**

'ambitious', 'pioneer', 'striving', 'forward-looking', 'memorable', 'unforgettable', 'heritage', 'royal', 'Dutch', 'traditional', 'sustainable', 'environment', 'feel like'

### **Appendix 2D: Filters British Airways**

'Twinings', 'fish and chips', 'marks & spencer', 'royalty', 'queen', 'celebrations', 'milestones', 'pride', 'proud', 'evolution', 'entertainment', 'spa', 'massage', 'flexible', 'supportive', 'helpful', 'compassion', 'charity', 'modern', 'radical', 'state-of-the-art', 'luxury', 'lounge', 'designer', 'chef', 'classic', 'elegant', 'sophisticated', 'heritage', 'refinement'

### **Appendix 2E: Filters Virgin Atlantic**

'extravagant', 'glamorous', 'special', 'comfortable', 'sophisticated', 'stylish', 'different', 'remarkable', 'fancy', 'luxurious', 'fun', 'cheeky', 'adventurous', 'flirty', 'exciting', 'innovative', 'pioneer', 'disruptive', 'edgy', 'welcoming', 'sociable', 'empowering', 'diverse', 'equality', 'passionate'

### 3. APPENDIX 3 – Airline Semiotic Analysis

This appendix portrays the semiotic analysis conducted for each airline.

#### Appendix 3A: Ryanair Semiotic Analysis

##### Ryanair – Logo

*Reisgraag.nl. (n.d.). Ryanair [Digital Image]. Retrieved from <https://www.reisgraag.nl/ryanair/>*



Denotation Logo Ryanair			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
Ryanair	Company Name	White, Bold, Capital Letters	Large, Centre, Narrowly Spaced, Generic/Clean/Neat/Smooth Font
<b>IMAGES</b>			
	Colour	Location	Size
Lines	Yellow	Before Text, Next to Angel	Small Compared to Text
Angel	Yellow	Before Text, Next to Lines	Small Compared to Text
<b>BACKGROUND</b>			
	Colour		
Background	Dark Blue, One-Colour		

Syntagm Logo Ryanair	
<b>IMAGES</b>	
Lines	Complements Angel by Forming the Strings of a Harp
Angel	Complements Lines by Forming the Body of a Harp

Connotation Logo Ryanair	
<b>TEXT</b>	
Ryanair	Generic/Clean/Neat/Smooth font indicates simplicity and smoothness (no-frills and punctuality). The colour 'white' against the blue background makes the company name stand out. Furthermore 'white' can be seen as goodness and be associated with safety.
<b>IMAGES</b>	
Harp	The harp signifies Ryanair's heritage as the Celtic Harp is a traditional Irish music instrument (Ryanair was founded and is still based in Ireland). The body of the harp signifies a flying angel, which is a nod to their offering. The colour 'yellow' can indicate cheerfulness and stimulate happy thoughts.
<b>BACKGROUND</b>	
Background	The colour 'dark blue' can indicate strength and stability. Furthermore, it can be associated with the sky.

Cultural Knowledge Logo Ryanair	
<b>IMAGES</b>	
Harp	Heritage Ryanair, Musical Culture Ireland

**Ryanair – Advertisement I**

Ryanair. (2016, Sep. 15). Check Out Our Brand Spanking New TV Ad Satisfly [Video File]. Retrieved from <https://www.youtube.com/watch?v=TDfYNINooPY>



Denotation Advertisement I Ryanair			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Ryanair	Company Name	White, Bold, Capital Letters	Large, Centre, Narrowly Spaced, Generic/Clean/Neat/Smooth Font
Low Fares, Made Simple.	Slogan	Yellow, Capital Letters	Large, Centre, Narrowly Spaced, Tall, Generic/Clean/Neat/Smooth Font
IMAGES			
	Colour	Location	Size
Lines	Yellow	Before Text, Next to Angel	Small Compared to Text
Angel	Yellow	Before Text, Next to Lines	Small Compared to Text
Airplane	The Company Colours (Yellow, Blue, White)	As the Background	Large
BACKGROUND			
	Colour		
Background	A (white) cloudy Sky, Grass, a Landing strip, and an Airplane		
STORY LINE			
Upbeat Music. The commercial starts with the image shown on top. We can see a woman, a girl, and a boy with winter jackets on. (Same as ‘Satisfly, but then they were wearing summer clothes.’) The women can be seen staring contently ahead, the girl is wearing headphones and the boy is playing with a model airplane. The text “Fly from 19.99 pounds” is seen (red circle with yellow and white text). Then a flight attendant walks past smiling friendly. And the commercial ends with again the slogan of “Low Fares. Made Simple.”			

Syntagm Advertisement I Ryanair	
IMAGES	
Lines	Complements Angel by Forming the Strings of a Harp
Angel	Complements Lines by Forming the Body of a Harp
Airplane & Background	As the airplane is situated on a landing strip it indicates that Ryanair is ‘ready for take-off’ and that customers can fly with Ryanair as soon as the customer wants to.

Connotation Advertisement I Ryanair	
TEXT	
Ryanair	Generic/Clean/Neat/Smooth font indicates simplicity and smoothness (no-frills and punctuality). The colour ‘white’ against the blue background makes the company name stand out. Furthermore ‘white’ can be seen as goodness and be associated with safety.
Low Fares, Made Simple	Yellow can indicate cheerfulness and stimulate happy thoughts. Furthermore, it is a colour which stands out. The slogan itself indicates low prices achieved easily.
IMAGES	
Harp (Angel)	The harp signifies Ryanair’s heritage as the Celtic Harp is a traditional Irish music instrument (Ryanair was founded and is still based in Ireland). The body of the harp signifies a flying angel, which is a nod to their offering. The colour ‘yellow’ can indicate cheerfulness and stimulate happy thoughts.
Airplane	The airplane signifies Ryanair’s business. As the airplane is situated on a landing strip it indicates that Ryanair is ‘ready for take-off’ and that customers can fly with Ryanair as soon as the customer wants to.

<b>BACKGROUND</b>	
Background	The white clouds in the sky can be associated with the view that can be seen by looking out of a window while on a flight. Furthermore, white clouds can have positive associations (as opposed to dark clouds).
<b>STORY LINE</b>	
The commercial indicates how flying with Ryanair is pleasant, simple, and how staff is friendly. The red circle with the 'sale' in it can be seen as a call-to-action and viewed as a button. Furthermore, red buttons should often be pushed/not be pushed on remote controls for example, encouraging customers to make use of the deal.	

<b>Cultural Knowledge Advertisement I Ryanair</b>	
<b>IMAGES</b>	
Harp	Heritage Ryanair, Musical Culture Ireland

**Ryanair – Advertisement II**

Ryanair. (2019, Apr. 1). *The Ryanair Seat Sale Is Here!* [Video File]. Retrieved from [https://www.youtube.com/watch?time\\_continue=9&v=zaehdL-1e8Y&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=9&v=zaehdL-1e8Y&feature=emb_logo)



Denotation Advertisement II Ryanair			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Ryanair	Company Name	White, Bold, Capital Letters	Large, Centre, Narrowly Spaced, Generic/Clean/Neat/Smooth Font
More Choice. Lower Fares. Great Care	Slogan	White, Bold, Capital Letters	Small, Centre, Narrowly Spaced, Generic/Clean/Neat/Smooth Font
IMAGES			
	Colour	Location	Size
Lines	Yellow	Before Text, Next to Angel	Small Compared to Text
Angel	Yellow	Before Text, Next to Lines	Small Compared to Text
BACKGROUND			
	Colour		
Background	Dark Blue, One-Colour		
STORY LINE			
<p>The commercial starts with the image shown on top but then with a yellow background. An Irish voice-over announces the “Ryanair Seat Sale” as 20% off your next holiday. We then see people enjoying their holidays (running towards the pool, nice weather, the sea, riding a bike along the shore, checking a map in the middle of a city. We then see the end of the commercial with the image on top and the voice over clearly stating “Ryanair. More Choice. Lower Fares. Great Care.”</p>			

Syntagm Advertisement II Ryanair	
IMAGES	
Lines	Complements Angel by Forming the Strings of a Harp
Angel	Complements Lines by Forming the Body of a Harp

Connotation Advertisement II Ryanair	
TEXT	
Ryanair	Generic/Clean/Neat/Smooth font indicates simplicity and smoothness (no-frills and punctuality). The colour ‘white’ against the blue background makes the company name stand out. Furthermore ‘white’ can be seen as goodness and be associated with safety.
More Choice. Lower Fares. Great Care	The font can indicate simplicity and smoothness. The colour, against the backdrop makes the slogan stand out. Furthermore, the slogan indicates great customer service for low prices and much choice. In other words, more for less.
IMAGES	
Harp (Angel)	<p>The harp signifies Ryanair’s heritage as the Celtic Harp is a traditional Irish music instrument (Ryanair was founded and is still based in Ireland).</p> <p>The body of the harp signifies a flying angel, which is a nod to their offering.</p> <p>The colour ‘yellow’ can indicate cheerfulness and stimulate happy thoughts.</p>
BACKGROUND	
Background	The colour ‘dark blue’ can indicate strength and stability. Furthermore, it can be associated with the sky.
STORY LINE	
<p>The commercial encourages customers to buy their seats for their summer holiday. The yellow background scene indicates a true sale with the tag. Furthermore, this yellow colour indicates happiness, the sun and can thus be associated with holidays further encouraging customers to buy their seat.</p>	

Cultural Knowledge Advertisement II Ryanair	
IMAGES	
Harp	Heritage Ryanair, Musical Culture Ireland



### Ryanair – Advertisement III

Wingin' It! Paul Lucas. (2017, Oct. 12). Ryanair Commercial 2016 [Video File]. Retrieved from <https://www.youtube.com/watch?v=SO6YXHFgkxQ>



Denotation Advertisement III Ryanair			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Slogan	“Satisfying from Ryanair”	White, Ryanair in Yellow, Capital Letters, Generic, Clean, Sharp Lines	Start of Commercial, Centre, Big, Narrowly/Long Spaced
Slogan	Logo + ‘Low Fares. Made Simple.’	White, Capital Letters, Generic, Clean, Sharp Lines	End of Commercial, Centre, Big, Widely Spaced
Text	Facts	Yellow and White, Capital letters, Generic, Clean, Sharp Lines	Backing Up View in Commercial, One in 2D, Narrowly/Long Spaced
STORY LINE			
<p>The commercial starts in a hangar with the text “SATISFLYING FROM RYANAIR” in shot. Upbeat music is heard. The hangar doors open and a blinding light (daylight) appears. We then see an aircraft from Ryanair driving out of the hangar and we can then see this aircraft on the landing strip. We can see a businesswoman walking calmly smiling in an airport with the text “BUSINESS PLUS” appearing in shot. She shows her boarding pass on her mobile phone to the flight attendant and then walks onto an empty ‘light-looking (colours and lights) airplane. We then see a man putting his carry-on into the overhead storage while other passengers wait for him and the text “2<sup>ND</sup> CABIN BAG” appears in shot (many bright colours are worn by passengers). We then see the flight attendant closing the overhead storage. We then switch to a woman in summer clothes, a girl with headphones on and a boy playing with a model airplane. The model airplane is seen in close-up and the text “195 DESTINATIONS” appears in shot. The model airplane (seen from the front) changes into the actual airplane, then we go back into the airplane and see the girl with her headphones on moving her head along the beat of the music from the advertisement and she stick her tongue out. We then see the inside of the engine and the wind turbines moving indicating take-off. The next scene shows a woman standing inside the airport looking at the airplane taking off. The advertisement ends with a voice-over saying the following words “Ryanair: Low Fares, Made Simple”. This text can also be seen on screen.</p>			

Connotation Advertisement III Ryanair	
TEXT	
“Satisfying from Ryanair”	The text indicates ‘having a satisfied experience when flying with Ryanair’. Furthermore, this text indicates the theme of the commercial and thus indicate that ‘having a second cabin bag’; ‘having many destinations’; ‘boarding pass on mobile phone’; and ‘friendly flight attendants’ facilitate this satisfying experience.
Logo + ‘Low Fares. Made Simple.’	Low Fares, Made Simple indicates Ryanair’s no-frills mindset, simple service, but good. And one of their main messages: Low Fares. The clean, generic font can further emphasize ‘made simple’.
Facts	Many destinations; flying from 19.99 pounds one way; 2 <sup>nd</sup> cabin bag; and business plus, all indicate aspects Ryanair offers and will make the experience more ‘satisfied’.
STORY LINE	
<p>The commercial is very light (lights/colours) and colours worn are very bright. This indicates ‘fun’ and openness. Furthermore, the commercial shows satisfied customers enjoying the experience and the ease. (Whereas most people experience flying as something stressful.)</p>	

**Ryanair – Advertisement IV**

Unravel Travel TV. (2015, Apr. 19). Ryanair History, TV Ad – Unravel Travel TV [Video File]. Retrieved from <https://www.youtube.com/watch?v=SvVRiS1BLkl>



Denotation Advertisement IV Ryanair			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Slogan	“Ryanair 30 Years of Low Fares 1985-2015”	White, Yellow, Capital Letters, Generic Font	End of Commercial, Centre, Big, Widely Spaced
Text	Old Design vs. Current Design	Old → Typewriter Style, White, Basic Current → White, Yellow, Capital Letters, Generic Font	Old → Widely Spaced, Centre Current → Narrowly Spaced, Centre
STORY LINE			
<p>Music (Instrumental): Take on Me – a-ha (Released in 1985)</p> <p>The commercial starts with showing old footage of the old Ryanair logo, and an old Ryanair aircraft from 1985. The screen is the split and on the left side we can see old footage (1985) and the right side shows current footage (2015). We see the same scenarios for both times. We first see someone opening their car and taking their luggage out at the airport excited to go flying. We see a woman walking through an airport excited to be there (especially the woman in 1985). In 1985 one cabin bag was allowed, in 2015 two cabin bags. We then see information board showcasing departure times. In 1985 there was one destination, in 2015 190 destinations. We then see two ‘property boxes’ in customs. And we can see that in 1985 many things were taking with, whereas in 2015 it only included a phone (with a boarding pass portrayed on screen) and a passport. We then see someone ready to board. The person in 185 is struggling trying to contact someone via a wired phone, whereas the person in 2015 can be seen walking through easily due to his mobile boarding pass. We then see people contently walking along the treadmill walk with a banner advertisement in the background. In 1985 the lowest return ticket cost 99 pounds, whereas in 2015 the lowest one-way ticket cost 19.99 pounds. The people walking along the treadmill walk transform into a more modern version or older version depending on which direction they go in, indicating a continuous transformation. We then see the ending shot with a special logo celebrating 30 years of Ryanair. “Ryanair 30 Years of Low Fares 1985-2015” can be seen, which is also spoken out by a voice-over. We can throughout the commercial also see the old font, logo, etc. (1985) and the current font, logo, etc. (2015).</p>			

Connotation Advertisement IV Ryanair	
TEXT	
“Ryanair 30 Years of Low Fares 1985-2015”	This text indicates Ryanair is proud of its past and proud of where it is now. Furthermore, the ‘normal current’ logo is adapted to include ‘30’. And 30 is underlined by a line and an airplane flying to the right. This can indicate their continuous improvement and changes into the future. Furthermore, they specifically highlight their low fares in this slogan, and as having these low fares since their existence up until now.

Old Design vs. Current Design	This shows the improvement Ryanair has undergone. Whether in the beginning they had an indistinguishable font and layout, nowadays they have a clear identity and personality. It shows where they came from to where they are now and the improvements they have made, while still being proud of what they were in the past.
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**STORY LINE**

The commercial indicates how Ryanair started and the improvements they have made and achievements they have gotten since then. It furthermore really contrasts the simplicity of flying nowadays versus in 1985. It also shows how Ryanair has facilitated this simplicity (mobile boarding passes). However, it also shows that flying nowadays is less exciting (as it is not novel anymore), but now it is more seen as a means to get somewhere, whether in 1985 it was also seen as an exciting thing in itself (flying) (seen as the women takes a lot of things to enjoy on the airplane/holiday). However, this does not indicate that flying is not satisfying anymore, it is just a lot simpler, efficient, and less stressful now. The commercial highlights changes/improvements, namely the fact that now 2 cabin bags are allowed, they fly to 190 destinations, online boarding passes are available. But the commercial also highlights that one thing has remained mostly the same (but also improved), namely their low fares.

Ryanair, with this commercial, indicates the pride they have in their past, but also the excitement they have about their improvements and further improving in the future (logo connotation → Airplane flying into the future).

Furthermore, this commercial shows how Ryanair has distinguished itself and now has a clear identity.

## **Ryanair – Advertisement V**

Ryanair. (2016, Jun. 10). *You'll Never Beat the Irish* | Ryanair [Video File]. Retrieved from <https://www.youtube.com/watch?v=CmnNxaprolI>



### **Denotation Advertisement V Ryanair**

#### **STORY LINE**

The commercial starts with a man staring at a board of departure times wearing a flag of the Irish national football team. A friend walks towards him wearing an Irish jersey. With a strong Irish accent, the friend says: "John, our flight has been cancelled, the French are on strike again." He then hands the guy a boarding pass of 'Air Fungus' a British airline as there is a Union Jack next to the airline name. The guy sounds upset when he says, "We're flying with the Brits?!" We then see people clearly photoshopped in the airplane of 'Air Fungus'. Some of these people are wearing English football jerseys, waving an English flag, a football flying across, a dog wearing a Union Jack, smoking a cigar with a photograph of Queen Elizabeth in the seat next to him. Meanwhile we can hear the English national anthem. The Irish guy is sitting in the front wearing his Irish scarf and a Monopoly doll next to him. The guy puts his hand over his forehead and through his hear out of frustration. The English football supporters then chant a typical football anthem to the Irish guy: "you're not singing, you're not singing anymore". The Irish guy shakes his head in annoyance and disbelief. We can then see a woman with a green dress pouring tea into a cup with a four-leaf clover. The guy screams and then can be seen waking up from the sound of the seatbelt ding. We can then see that the guy is sitting in a Ryanair aircraft and a flight attendant is offering him and his friend a beer smiling friendly. The Irish guy seems relieved and the two guys cheer their beers. We then see the wing of the airplane in the sky and the Irish guy is clearly very relieved and content. They both walk of the plane waving his scarf and cheering. The commercial ends with "You'll never beat the Irish" accompanied by the Ryanair logo and "#Ryanaireuros".

It does not appear very professional.

### **Connotation Advertisement V Ryanair**

#### **STORY LINE**

The commercial shows Ryanair's competitive side as it seems to 'politely snub' English airlines and French airline workers. Furthermore, it highlights their heritage and makes use of the fact that football is culturally so important in Europe. #ryanaireuros encourages people to engage with Ryanair and spread positive messages about flying with Ryanair to the Euros. Furthermore, they show their competitive side by stating "you'll never beat the Irish" which does not only relate to the football team, but also to Ryanair in the airline industry.

*Video Description: "Remember, fly with an Irish airline to the Euros. And watch out for the next French strike."*

## **Ryanair – Advertisement VI**

Ryanair. (2015, Mar. 20). Ryanair New on Time Jingle [Video File]. Retrieved from <https://www.youtube.com/watch?v=ExAEDQ26HTE>

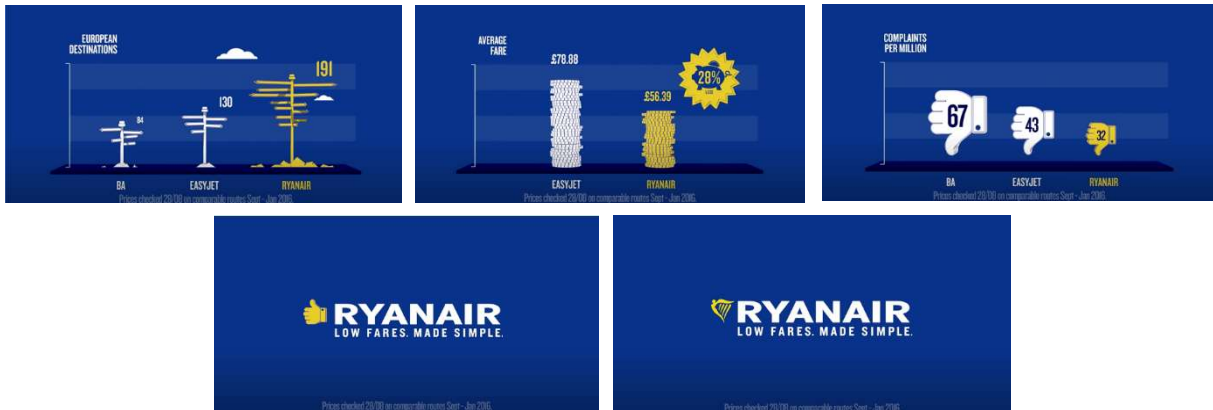
<b>Denotation Advertisement VI Ryanair</b>
<b>STORY LINE</b>
We see a Ryanair aircraft flying through the sky while their arrival jingle starts playing. A voice-over (Irish accent) says the following: “Thank you for flying Ryanair. Last year over 90% of our flights arrived on-time. We hope you enjoyed yours and we look forward to welcoming you on board again soon. Ryanair, Low Fares, Made Simple.” We get a good look of the aircraft as it is their new Boeing 737 MAX (video description). The commercial ends with their logo, and slogan against a blue backdrop (see Advertisement II, different slogan).

<b>Connotation Advertisement VI Ryanair</b>
<b>STORY LINE</b>
The story line shows Ryanair’s pride in achieving over 90% punctuality. Furthermore, they highlight their low prices and no-nonsense mentality. By showing of their new aircraft and jingle and the fact that they state they hope to welcome you on board again soon, they hope to lure in the customers to fly with them soon. Furthermore, the fact that they have an ‘on time arrival jingle’ really shows how confident they are in their punctuality.

*Video Description: “Here’s our brand new on time arrival jingle, with some cool footage of what our new Boeing 737 MAX aircraft will look like.”*

## Ryanair – Advertisement VII

Jen Faull. (2015, Sep. 11). Ryanair UK Finalmix [Video File]. Retrieved from [https://www.youtube.com/watch?time\\_continue=2&v=CWH-77bH9D0&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=2&v=CWH-77bH9D0&feature=emb_logo)



### Denotation Advertisement VII Ryanair

#### STORY LINE

“With more European destinations than BA and easyJet and lower average fares on the same routes as easyJet, it is no surprise that out of every million passengers Ryanair receives the fewest complaints. Very surprising. Uhum, Ryanair, Low Fares, Made Simple.” We first see a graph comparing the European destinations of BA, easyJet and Ryanair. We then see a graph comparing the average fare prices on the same routes of easyJet and Ryanair, which states that Ryanair fares are on average 28% cheaper. We then see the amount of complaints per million customers of BA, easyJet, and Ryanair. These are represented by ‘thumbs down’, of which the one of Ryanair is the smallest and yellow (compared to white of the others). The thumbs down then flies up towards the usual end screen of Ryanair and turns into a ‘thumbs up’ right before its logo. Usual end screen: Logo, Ryanair. Low Fares. Made Simple. Against a blue backdrop. The yellow thumbs up then transforms into their logo of the harp/angel.

### Connotation Advertisement VII Ryanair

#### STORY LINE

The commercial shows how Ryanair is the more superior airline of them, BA, and easyJet in terms of European destinations (number), fare prices, and least complaints. The fact that they mention these three aspects specifically shows that Ryanair deeply cares about these as they are part of their proposition. Furthermore, the commercial shows their competitive side, and their ‘humorous’ side as the voice-over jokingly says, while coughing, that it is very surprising that Ryanair is the best in these things.

## Appendix 3B: easyJet Semiotic Analysis

### easyJet – Logo

DLPNG. (n.d.). easyJet Logo [Digital Image]. Retrieved from [https://i.dlpng.com/static/png/498907\\_preview.png](https://i.dlpng.com/static/png/498907_preview.png)



Denotation Logo easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
easyJet	Company Name	White, Small Letters (Except the 'J'), Typewriter Type Font, Rounded Letters, White	Large, Centre, Widely Spaced
BACKGROUND			
	Colour		
Background	Oval Orange		

Connotation Logo easyJet	
TEXT	
easyJet	The font gives off friendliness due to soft lines and rounded letters (warm personality). The lowercase letters for 'easy' represent the base of the brand group and then starting the next word (in this case 'jet') with a capital letter shows a particular line of the easyGroup, making it easy to distinguish the different lines of the group.
BACKGROUND	
Background	Orange can be associated with happiness, creativity, hospitality, fire. The oval shape can be seen as a button, something to click on, a call-to-action.

Brand Manual Easy Group – <https://cloud.netlifyusercontent.com/assets/344dbf88-fdf9-42bb-adb4-46f01eedd629/a39c69d1-353e-463e-acdd-9953293f31a8/easy-jet.pdf>:

*“The easy name is a powerful asset.”*

*“To maintain brand strength, correct and consistent use is vital.”*

*“(…) the word “easy” in lower case followed (without a space) by another word, only the initial letter of which is capitalized.”*

*“The portal logo is at the heart of all group communication aimed at the consumer. Designed in the shape of a button this logo is the consumer-facing brand which represents all of the online easy businesses.”*

*“When using the .com suffix it always appears in the Future typeface. (…) It helps consumers: it shows this is an authentic legitimate easy business and it helps them find the website using search engines.”*

*“The Cooper Black font has played an important part in building the easy brand. Its bold, confident, and distinct appearance has made it recognisable and associated with easy. Its soft friendly curves have given a warm personality to the easy businesses.”*

**easyJet – Advertisement I**

easyJet. (2019, Nov. 29). *easyJet Holidays TV Advert 2019 – Hide & Seek [Video File]*. Retrieved from <https://www.youtube.com/watch?v=1tk1DyWpxEU>



Denotation Advertisement I easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
easyJet holidays – The search is over	Company Name - Slogan	White, Small Letters (Except the ‘J’ and beginning of sentence), Typewriter Type Font easyJet, Generic/Rounded Font Slogan, Rounded Letters, White, easyJet Bold	Large, Centre, Widely Spaced, Placed in an Orange Box
STORY LINE			
<p>The commercial starts with people sitting on a beach in swimwear. We see a woman covering her eyes while counting to 10. As soon as she starts counting, the people on the beach try to hide. The woman then excitedly opens her eyes again and says “coming, ready or not”. This clearly indicates they are playing a game of hide and seek. We thus see a completely empty beach. Italian music starts playing. We then see a man helping her by pointing at the sea, where we can see many faces going under. The woman then determinately dives into the sea and the shot transforms in such a way that she surfaces from the water in a fountain in Italy. She starts looking in a postbus, as this can be seen moving around. And she quickly looks behind her where we again can see many faces on a balcony quickly hiding themselves. The woman thus runs into the building looking around. Around the building (on paintings, on the ceiling of the lift) we can see the people she is looking for; however, she is not noticing this herself. She then walks into a room with a pool inside (where we can again see that people are hiding from her, where we can see a man pointing her towards a direction as means of a hint. So, the woman walks this way, and when she goes through a door, she ends up outside in what appears to be a landscape full of mountains and goats (Austria/Switzerland). She uses her hands to form the shape of binoculars (works), to look at a building into the distance. We then see her walking in this building. She thinks she finally found someone; however, it appears to be a dog who looks a lot like a human (the hair/fur). We then see the woman go through a bookcase coming out of a piano in again a different location. The piano is situated on the rooftop of a building near the ocean. As the shot views the landscape from above, we can see all the people hiding on other rooftops. We then see the woman running inside into a bedroom with open balcony doors. She looks behind her and sees a person hiding (pretending to be a lamppost). The woman takes the cap of the woman that is hiding, and they start laughing and dancing together. Meanwhile, a voiceover says, “the search for your perfect holiday is over”. As the two women are dancing together, the main character (woman) twirls and falls onto the bed. As she falls onto the bed, the shot then smoothly transitions to the woman falling on the sunbed she was lying on at the beginning of the commercial, indicating she is back where she began (very natural so it seems as if it really did not happen. She can be seen laughing with the friend she found (as if she imagined the whole thing). The voice-over then says “introducing easyJet Holidays” while the logo can be seen in shot with the text “the search is over”. As the voice over then says “.....” another woman can be seen sneakily peaking from behind this logo.</p>			

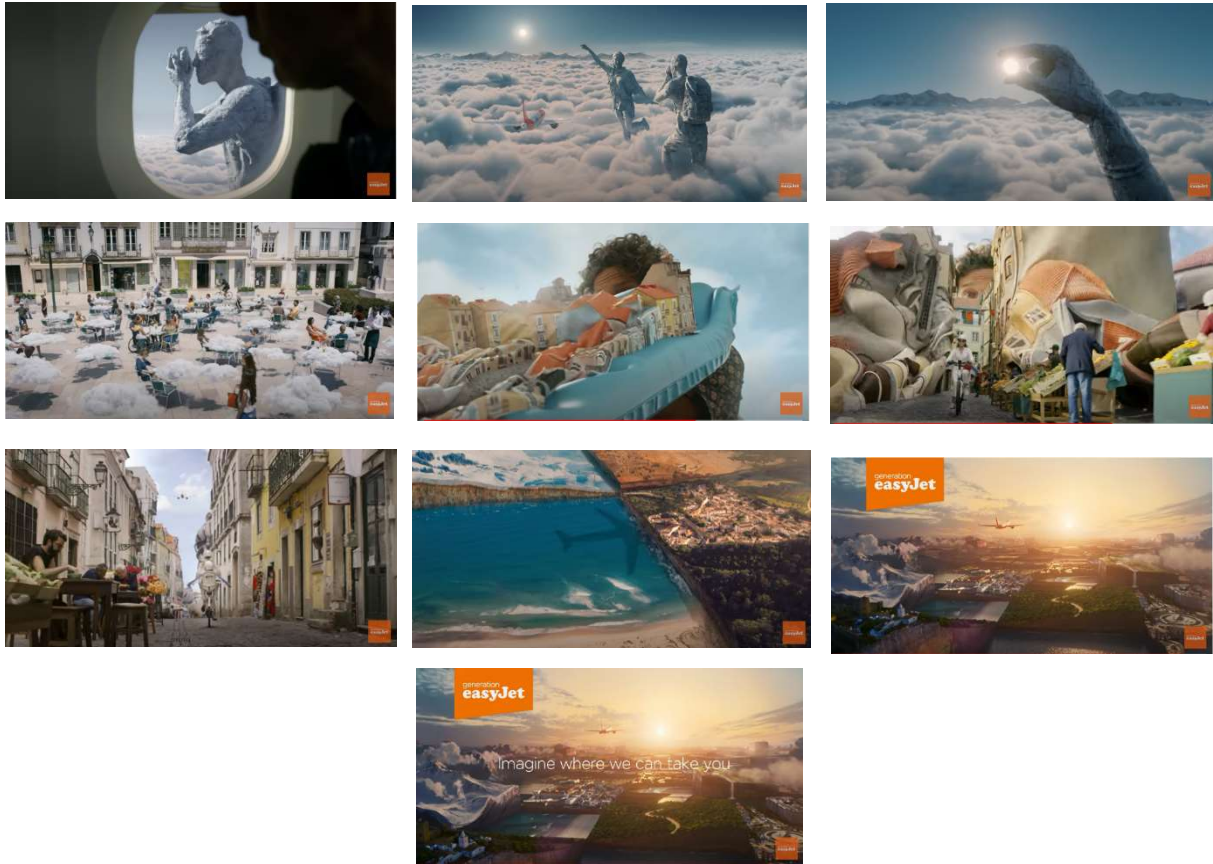
Connotation Advertisement I easyJet	
TEXT	
easyJet holidays – The search is over	<p>The box in which the text is placed serves as a hiding spot – which is the theme of the commercial. easyJet is bold which clearly shows that this is the brand name, whether holidays is not-bold showing that it is a line of business for easyJet. “The search is over” is placed a little further below this line of business and is a nod to the commercial (hide and seek) and clearly entails what easyJet Holidays entails. easyJet Holidays provides all-inclusive holidays to those flying with easyJet and thus limits the search for accommodation and all things related to going on holiday (next to your flight ticket). This indicates that this line of business simplifies the search to a perfect holiday.</p>
STORY LINE	
<p>The commercial shows off a game of hide and seek. The woman who is trying to search for everyone passes multiple holiday destinations while doing so. In the end she ends up in the same place where she started (seemingly having imagined it all). This shows of that ‘easyJet Holidays’ saves you the stress of finding your perfect holiday destination and everything associated with this (e.g., accommodation). Furthermore, it shows that this thus simplifies the process for customers of easyJet.</p>	



Furthermore, the various places that are shown (e.g., beaches, mountains) show of the variety of places easyJet Holidays can take you.  
In addition, the woman – when she is lying on the beach – seems to be really enjoying her holiday.

**easyJet – Advertisement II**

easyJet. (2018, Sep. 13). *Imagine – easyJet TV Advert 2018* [Video File]. Retrieved from <https://www.youtube.com/watch?v=omlMFFHlEuM>



Denotation Advertisement II easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
generation easyJet	Company Name	White, Small Letters (Except the 'J'), Typewriter Type Font easyJet, Generic/Rounded Font generation, Rounded Letters, White, easyJet Bold	Small, Upper Left, Widely Spaced, Placed in an Orange Box
Imagine where we can take you	Slogan	White, Lowercase Letters (Except Beginning of Sentence), Generic/rounded Font, Not Bold	Big, Centre, Widely Spaced, Sun in Background
STORY LINE			
<p>The commercial starts with a woman sitting at a window seat in an airplane. She is looking out of the window while the sunlight shines on her face (the sun is rising, so warm/orange light). Slow, dreamlike music starts playing. We look at the woman from the outside of the airplane and we can see clouds starting to form around the outline of the window. We then zoom out and see an easyJet aircraft flying through the clouds into a blue sky full of clouds (so the sun has risen). We see the engine stream behind it, while we can see how fast the airplane is going. The airplane seems to be disappearing into the direction of the sun as it is flying into a bright light. We then still see the clouds, blue sky, and the bright light. People start appearing out of those clouds, as they seem to be swimming. A girl swims into the direction of the camera and we then zoom in on her eye. Her face is scattered in drops of water. We can see an easyJet aircraft in the reflection of her eye, and as it flies past and thus the wind picks up, we see her eye and hair moving along with it. We then look at an easyJet airplane flying above the clouds. We thus see the clouds beneath it and the bright blue sky above it includes the bright sun. We see two statues rising above the clouds. A man who is slightly kneeling, wearing a backpack, and holding a camera and a woman who is posing in front of the camera while pretending to hold the sun. We can see the easyJet aircraft flying past them. We then go back into the airplane and see someone sitting at the window seat, while through the window we see the statue taking a photograph. We then see the statues from the outside again from various angles. We then also see that the statue is holding the sun (as mentioned before). We then zoom in on the fingers holding the sun, and the shot</p>			

eventually goes fully through the fingers. This cause the clouds to smoothly transition into people skiing on the slopes (the snow looks like clouds). We see 'the same sun' and bright blue sky. Two people ski past the camera, while hearing the sound alongside it. We then proceed to see these two people skiing from above, while slowly clouds are starting to move in front of the camera. We then smoothly transition to someone taking an ice cream out of clouds. We see various people sitting at a table eating an ice cream and drinking something. The table and all the seats are covered in clouds. We then zoom out (looking at the terrace from above) and see that the whole terrace looks this way. We zoom out even further and slowly see the clouds enveloping the camera again. The clouds get ticker and then smoothly transform in an ocean. We then see the ocean and the beach. We see children running around the beach and having fun. We can see a father blowing up an airbed. On the airbed we can see a town which is blown away by the blown air. We then see this town moving from its streets (while we can see the man in the background blowing). We see a market and someone on a bike going through the streets. We then see that on the back of the bicycle (the mother is sitting on the front) a boy is sitting. We look at the street from above where we can see that the town is still moving because of the wind. We then see the boy's face wearing a helmet and sunglasses. In the reflection of his sunglasses we can see the sky and top of the buildings (as he is looking up). We can then hear an airplane. We then look at the women cycling in the street from the back. We see that an aircraft just has flown past and that the boy is pretending to be an airplane on the back of the bicycle while looking at the airplane in the sky. We then see a (woman) pilot pulling up her control, while wearing sunglasses as the sun is shining brightly on her. We then can see a landscape from above, where we can see the shadow of the airplane flying past and where we can that the airplane is flying over multiple different landscapes (beach/sea, forest, desert, city, mountains, snow). We then see the airplane flying through the sky into the distance into the direction of the (now setting, so again warm/orange lights) sun. We see the various landscape below us (big cities, rivers, forest, small towns, oceans, snow, mountains, etc.) with clouds at various places between them. The sun is beautifully shining on the landscapes. In the upper left corner, we see an orange box with the text "generation easyJet". Then the text "Imagine where we can take you" comes into shot. The song that is playing throughout the commercial is called 'Dreams'.

#### Connotation Advertisement II easyJet

##### TEXT

generation easyJet	Generation easyJet is a programme to become a pilot. This means that this commercial is especially aimed at pilots. However, the message also very well applies to customers
Imagine where we can take you	Imagine where we can take you shows how easyJet's route encompasses many different places and thus will take you anywhere you could dream of.

##### STORY LINE

The commercial clearly shows the variety of different places easyJet flies to. Whether you want to go on a ski-trip, go hiking, lie on the beach or walk through picturesque cities, easyJet will accommodate the flight to it. Furthermore, it also shows easyJet openness as it shows people from various ethnicities. Furthermore, together with the music, the commercial portrays a certain type of calmness, indicating that the holiday should be relaxing for customers (including the flight).

*Video Description: "Calling all explorers! With over 150 destinations to choose from, adventure is just a flight away. Imagine where we can take you..."*

*"Music: 'Dreams' by Cat Power (cover of 'All I Have To Do Is Dream')"*

### easyJet – Advertisement III

Home Cinema Adverts. (2016, Sep. 19). *easyJet – Why Not?* [Video File]. Retrieved from <https://www.youtube.com/watch?v=IrVjhl1Gv1A>

Denotation Advertisement III easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
“500,000 seats to Europe. For £29.99.”	Fact	White, Capital Letters, Bold, easyJet font	Big, Centre, Second Line Bigger than First Line. Normally Spaced
Why not?	Slogan	White, Italics, Normal Sentence (Size Letters), Bold	Big, Centre, Normally Spaced
STORY LINE			
<p>The commercial starts with a person covered in flowers running across an airport. We see this person running past an easyJet aircraft. We then see a woman getting off the airplane via the staircase. She wakeboards off there. We then see her wakeboarding towards a hangar, and we can see many more people wakeboarding. The woman wakeboards through the hangar, in which a big flower wall is set up. She goes through the flower wall, and then there is a smooth transition and we can see her walking through a flower booth on a market. We are then back in the hangar, where we can see a carousel surrounded by tables. The carousel appears to be occupied by the market the woman is walking on. She gets a drink from a booth. We then see servants coming down from the sky with a beach umbrella. The woman picks a flower from the flower person from the beginning of the commercial. The woman did not expect the flower bouquet to start moving and backs up, causing her to fall off the carousel. We can see her getting up from behind a rising/falling sun. In front of the sun the same woman is lying on the beach (within the hangar). Surprise is visible on her face, which is caused by a giant beach ball coming her way, while people are dancing around it. The shot then transitions to the woman being the giant and the beach ball being of normal size to her. The dancing people and other people on the beach turn into ant-sizes. The woman kicks the ball into the sky, which then explodes into confetti. As the confetti is falling from the sky, we see a man and a woman shaking hands. Both are wearing suits. They then start dancing and jumping together, as becomes visible that they are jumping on a massive keyboard of a computer. Together with other dancers, they seem to be typing in a special code, which results in a snow canon being activated. The snow canon is an easyJet engine. We then see the hangar transformed into a snow plaza, where people are skiing, snowboarding, and ice skating. The same woman as before on skates jumps into an ice hole full of glitters. We then transition to an airplane, in which we can see the little table (attached to the stool in front), a class of orange juice, and an ice cube falling into this glass. As the ice cube falls into the glass, a drop of it lands on a woman’s orange sweater. It is the woman that could be seen throughout the commercial. She then picks up the glass of orange juice, takes a sip, and with a smile and closed eyes she leans back into her seat, looking content. The following text appears into screen: “500,000 seats to Europe. For £29.99.” Followed by the logo for ‘generation easyJet’. While this is happening, the woman can be seen looking into the camera giving it a knowing look. Lastly, the text “Why not?” appears into shot.</p> <p>The commercial is accompanied by upbeat music.</p>			

Connotation Advertisement III easyJet	
TEXT	
“500,000 seats to Europe. For £29.99.”	This sentence shows that easyJet offers many flights in Europe for affordable fares.
Why not?	This sentence shows that easyJet offers a great deal and there would be no reason not to fly with them for £29.99.
STORY LINE	
<p>The commercial shows how easyJet offers an experience for affordable prices, including a lot of excitement. This is visible in the fact that the commercial shows a lot of fun which can also be described as cheeky and entertaining (also shown in the music used in the commercial). In addition, the commercial shows a lot of different things in just a minute, including a beach, a snow landscape, and a market. This shows how easyJet offers flights to many different destinations, regardless of the customers’ preferences in holidays. This shows that easyJet is accommodating.</p>	

**easyJet – Advertisement IV**

Karakter Casting. (2016, Jul. 5). *easyJet How 20 Years Have Flown 2015 TV Ad* [Video File]. Retrieved from <https://www.youtube.com/watch?v=sOH6HswfsTA>

Denotation Advertisement IV easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
How 20 years have flown	Slogan	White, Capital Letters, easyJet font	Big, Centre, Normally Spaced, the 0 is the Ferris Wheel lined with stars
Europe still from £29.99	Fact	White, Capital Letters, easyJet font, Bold	Big, Centre, Normally Spaced
STORY LINE			
<p>The commercial starts with a woman buckling her seatbelt in an easyJet aircraft. She is looking a little nervous and looks to the side where we can see a man sitting who is smiling at her. We then zoom out and can see that it is not actually an easyJet aircraft they are sitting in (as would be suggested because of the seat signs), but it is a Ferris Wheel. With every turn of the Ferris Wheel, the woman and man start talking more to each other. We then see them getting closer and closer (at the beginning there was a seat in between them left empty), and eventually we see them kissing (different clothes, so indicates that it is a different time). We then see that the woman is pregnant. It becomes clear that in every cart of the Ferris Wheel, we see a different phase in the couple’s relationship. We then see the couple with a baby on their lap, and then with a little kid in between them. We then see the kid and its parents with summer clothes on. We then see them with winter clothes on. We then see them wearing pool toys. We then see them looking at a map and arguing. We then see the man with a broken arm and a neck brace. All the while the kid is getting older and older. We then see the kid hugging her parents, and in the next shot she is not in the Ferris Wheel with them, causing the empty seat to return. The man grabs the woman’s hand, as they smile at each other, just as they did when they met. We then see the following cart with only the daughter in there, and the story seems to go full circle, as a guy sits in the seat next to her, with an empty seat in between. They smile at each other, and then the text “How 20 Years Have Flown”, with the 0 in 20 being the Ferris Wheel lined with stars, and the logo of generation easyJet appears into shot. The text then changes into “Europe Still from £29.99.</p>			

Connotation Advertisement IV easyJet	
TEXT	
How 20 years have flown	This line shows how easyJet has had a lot of fun operating since their existence, and that time has flown by.
Europe still from £29.99	This shows that easyJet has always, still is, and always will be operating under low costs and providing low fares for travel within Europe.
STORY LINE	
<p>The commercial shows that easyJet provides a lot of different holiday options (warm destinations, cold destinations, etc.) for a variety of different life stages (young couple, young family, older family, older couple, etc.). The commercial takes place on a Ferris Wheel, and this is a metaphor for the airplane. Therefore, it shows how fun flying with easyJet is. Furthermore, the commercial shows that easyJet provides a memorable experience, that could leave an impact on you. It also celebrates easyJet’s 20 years of operating, which is shown via the life story of the couple, and it shows how easyJet is ready for the next 20 years, as it shows the daughter reliving the story of her parents, starting the story all over again.</p>	

**easyJet – Advertisement V**

Pinterest. (n.d.). easyJet Ahoy Hoy [Digital Image]. Retrieved from <https://i.pinimg.com/originals/29/8b/52/298b52637bd5dab59eca28b806417637.jpg>



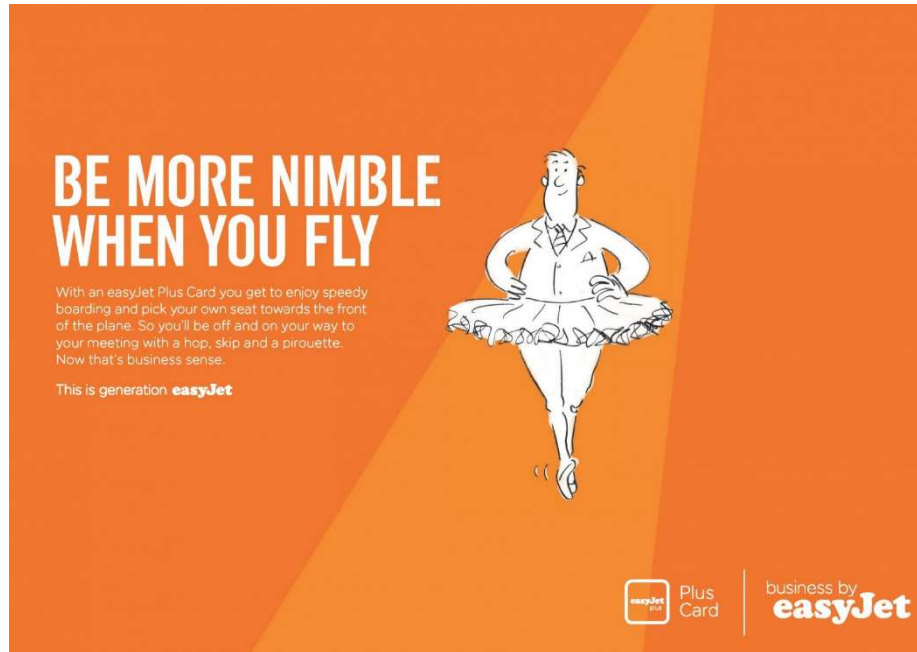
Denotation Advertisement V easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Get to the. City with. Out all the. Sto. Ps.	Advertisement Text	White, Capital Letters as a Normal Sentence Including Punctuation	Large, Upper-Left, Widely Spaced, Generic/Clean/Neat/Smooth Font
Description	Advertisement Text	White, Capital Letters as a Normal Sentence Including Punctuation	Small, Under Main Text, Normally Spaced, Generic/Clean/Neat/Smooth Font
IMAGES			
	Colour	Location	Size
Logo 'Business Sense'	White and Orange Text	Bottom, Centre	Small Compared to Text, Stands out due to White Circle and Suitcase
Logo 'business by easyJet'	White and Orange Background	Bottom-Right	Small Compared to Text
BACKGROUND			
	Colour		
Background	Various shades of orange, abstract forms, and lines.		

Connotation Advertisement V easyJet	
TEXT	
Get to the. City with.	This text and its punctuation indicate how easyJet gest customers from A to B without any interruptions. This indicates how easyJet provides a smooth service without any disruptions.

Out all the. Sto. Ps.	
Description	The descriptions states that you can fly from an airport to London, where you can get a train straight to the city centre without any further interruptions. This backs up the advertisement slogan and the smoothness easyJet provides.
<b>IMAGES</b>	
Logo 'Business Sense'	The logo shows how this advertisement is especially aimed towards business travellers, who might be most benefitted by a smooth trip.
Logo 'business by easyJet'	The logo shows how this advertisement is especially aimed towards business travellers, who might be most benefitted by a smooth trip.
<b>BACKGROUND</b>	
Background	The various shades of orange suit easyJet's brand identity. The harsh lines within the image can indicate movement and directions, which indicate easyJet's promise of a smooth journey from A to B.

**easyJet – Advertisement VI**

Pinterest. (n.d.). easyJet Advertising [Digital Image]. Retrieved from <https://www.pinterest.it/pin/780037597934153616/>



Denotation Advertisement VI easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Be More Nimble when You Fly	Advertisement Text	White, Capital Letters, Bold	Large, Upper-Left, Normally Spaced, Generic/Clean/Neat/Smooth Font
Description	Advertisement Text	White, Capital Letters as a Normal Sentence Including Punctuation	Small, Under Main Text, Normally Spaced, Generic/Clean/Neat/Smooth Font
This is generation easyJet	Advertisement Text	White, Capital Letters as a Normal Sentence, easyJet Bold	Small, Under Description, Normally Spaced, Generic/Clean/Neat/Smooth Font
IMAGES			
	Colour	Location	Size
Logo easyJet Plus Card	White and Orange Background	Bottom-Right, easyJet.com in White-Lined Box	Small Compared to Text
Logo 'business by easyJet'	White and Orange Background	Bottom-Right	Small Compared to Text
Man dressed in Business-Wear and a Tutu	White, Drawing	Centre	Big
BACKGROUND			
	Colour		
Background	Darker Orange with a wide stripe of lighter orange.		

Connotation Advertisement VI easyJet	
TEXT	
Be More Nimble when You Fly	The text indicates that easyJet provides a service which allows you to be flexible and quick. All in all, the experience with easyJet is quicker and easier than with other airlines in general.
Description	The description backs up the main sentence and states that with the Plus Card, you will have a more quick experience, and "you'll be off and on your way to your meeting with a hop, skip and a pirouette".



	This is quite funny and carefree, especially as this ad is aimed mostly towards business passengers. Furthermore, the text thus states that the Plus Card will allow you these extra benefits.
This is generation easyJet	Generation easyJet is easyJet's pilot training programme and this advertisement might be part of a campaign to attract more potential pilots.
<b>IMAGES</b>	
Logo easyJet Plus Card	The logo emphasizes the fact that this advertisement is made for the Plus Card and can encourage customers to try it out.
Logo 'business by easyJet'	The logo shows how this advertisement is especially aimed towards business travellers, who might be most benefitted by speedy travel and quick exit.
Man dressed in Business-Wear and a Tutu	The image accompanies the text which states that you can pirouette of the plane since you can choose your own seat, for example at the front of the plane. The image is of a businessman, wearing a tutu and making a pirouette, and essentially shows of the message of this advertisement in a funny manner.
<b>BACKGROUND</b>	
Background	The shades of orange suit easyJet's brand identity. The wide stripe of lighter orange seems to indicate a spotlight which the man is placed under, making him stand out.

**easyJet – Advertisement VII**

Uzina. (2016, Dec. 21). *easyJet Presents My First Flight [Video File]. Retrieved from <https://www.youtube.com/watch?v=6Ti8zfyrgYE>*

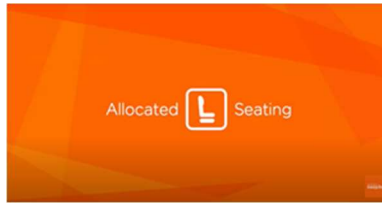


Denotation Advertisement VII easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
easyJet Presents #MYFIRSTFLIGHT	Slogan	White, Capital Letters, easyJet font	Big, Centre, Normally Spaced
STORY LINE			
<p>The commercial is Portuguese. The commercial starts with a young boy who explains that his dream is to fly a plane, but that he has never ever been on one. The following text appears on screen: “We challenged some children who have never had the chance to fly to imagine what it would be like to go on a plane.” We then see a young girl who also states to have never flown before. We see another boy who has also never flown. We then see another boy who states that he has only flown once, namely when he was in his mother’s belly. We see another boy who states that he has not flown before, because his father does not own a plane, only a car. We see a girl who states that she has not flown as her parents have never either. The boy we saw first says that he thinks it is a completely incredible experience to fly. Another girl states that it would probably give her butterflies in her belly. Another boy states that he has always wanted to go to the beach by plane. A girl we have seen before states that she thinks that to be able to fly you would need wings. A boy states that you need wings, a steering wheel, and a pedal, while making the movements to show as if he was flying. Another boy makes the movements of a plane taking off stating that you start on the ground and then you start to fly and go up. Another boy states that the plane goes up a little bit first, then the wheels come off the ground, and then you are flying. A boy makes the movement of a plane taking off, while making a woosh sound. Another boy states that if he would be flying, he would like to enjoy the view. Another boy states that people would look like ants from up in the air. Another boy states that if there was an open window, he would grab a cloud and eat it. Another boy thinks clouds are made of cotton. And one of the boys states that clouds taste like cotton candy. A girl would like to walk on the clouds. One boy excitedly points up at the sky and states “Up there!”. Another boy states that we could hold the clouds in our hands. Another boy states that he would take the clouds and do with them whatever he wants. Another boy states that clouds are fluffy. A girl says that she would like to fly a plane as she wants to go up in the sky. Another girl states that her mother never took her on a plane, but that she must try it once. The following text is shown on screen, while in the background we see a group of kids walking somewhere: “After spreading the wings of imagination, we organised a visit that became something unexpected.” We see the group of kids walking into an airport looking around full of amazement. The kids can be seen to be smiling as they are getting their boarding passes scanned by easyJet crew. We then see them driving towards the plane, which is an easyJet aircraft. The kids walk onto the plane (some looking nervous). The pilot asks them “Who wants to take a spin?” and all kids shout excitedly while putting on their seat belts. The plane takes off and the following text comes onto the screen: “easyJet Presents #MYFIRSTFLIGHT”. Kids can be seen holding each other’s hand and looking nervous. Some start screaming of nerves and excitement as they grasp their seats. We can see the kids being happy and full of amazement looking out of the window where we can see a field of clouds, mountains, the sea, and the city. As the plane is landing, we can see the kids grasping their seats again and as it lands, the kids start clapping and shouting. Some kids run to the front of the plane as they want to give the pilot a gift and a hug. As the kids are waiting at the baggage claim, orange backpacks roll onto it for the kids to have as a present and memory. The following text comes onto the screen: “With the help of the Social Centre Sao Maximiliano Kolbe” as we see the kids walk off with their new backpacks and new memories. The commercial ends with an end screen of the logo generation easyJet and a thank you note to those who helped make this dream come true. The music used in the commercial sounds hopeful.</p>			

Connotation Advertisement VI easyJet	
TEXT	
easyJet Presents #MYFIRSTFLIGHT	This statement shows how easyJet is passionate about flying and providing this experience to those people who have not been/are not able to. This shows how easyJet acknowledges the special experience it is and should be.
STORY LINE	
<p>The commercial shows how flying is a special experience and the excitement it can bring about. Furthermore, it shows how easyJet makes dreams come true and is just as passionate about flying as these kids are. Furthermore, the commercial shows easyJet’s kindhearted side of providing opportunities to those people who might not have the facilities to otherwise experience flying. Furthermore, the pilot in the commercial shows easyJet’s passion as he seemed excited to be part of such a special cause.</p>	

**easyJet – Advertisement VIII**

easyJet. (2015, Apr. 2). *easyJet Allocated Seating Tv Advert* [Video File]. Retrieved from <https://www.youtube.com/watch?v=RALqJnPyDA>



Denotation Advertisement VIII easyJet			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Allocated Seating	Statement	White, Capital Letters as in a Sentence, easyJet font	Big, Centre, Normally Spaced
STORY LINE			
<p>The commercial starts with a dinosaur wearing a collar and tie talking on the phone and saying with an agitated tone: “I don’t care whose fault it is, fix it”. We then see two dinosaurs wearing purses and scarfs while drinking a latte and stating: “A lovely latte”. We see many dinosaurs in an airport walking around. We then hear a sound that indicates that boarding is about to start. As this sound can be heard the dinosaurs stop in their tracks and quickly rush to the gate. The dinosaurs get stuck in the doors of the gate as they try to rush to go through it. We then hear a voice-over say: “You know the stampede for the best seats, well it’s gone the way of the dinosaur”. The camera then transitions into a more calm and relaxed part of the airport. Through the window we can see the easyJet airplane which people are boarding. We see a man and a woman calmly walking towards the gate. The voice-over continues: “Everyone gets allocated a seat on easyJet”. We then see the text ‘Allocated Seating’ on the screen including a little logo and an orange background. This logo disappears and the logo of generation easyJet comes into screen.</p>			

Connotation Advertisement VIII easyJet	
TEXT	
	The text and the little logo of a seat makes it more recognizable if easyJet uses this logo at other times and in other places. Furthermore, it highlights the topic of the commercial.
STORY LINE	
<p>The commercial and its topic – allocated seating – implies that easyJet does not want to provide their customers with stress and makes sure to apply strategies in order to reduce this and to make the whole experience more stress-free, seamless, and just more easy. In addition, easyJet communicates this in quite a fun manner as it includes dinosaurs and a smart play on words how the stampede for a seat is gone just as dinosaurs have gone. The commercial is short, yet effective.</p>	

## Appendix 3C: KLM Semiotic Analysis

### KLM – Logo

Wikipedia. (n.d.). KLM Logo [Digital Image]. Retrieved from [https://nl.m.wikipedia.org/wiki/Bestand:KLM\\_logo.svg](https://nl.m.wikipedia.org/wiki/Bestand:KLM_logo.svg)



Denotation Logo KLM			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
KLM	Company Name	Blue, Capital Letters, Abbreviation (not the full name), Generic Font, Clean Letters	Large, Bottom Centre, Widely Spaced, Generic/Clean Font
IMAGES			
	Colour	Location	Size
Shapes	Blue	Upper Centre, Above Text	Large
BACKGROUND			
	Colour		
Background	No Background		

Syntagm Logo KLM	
IMAGES	
Shapes	The line, four dots and the plus form the shape of a crown.

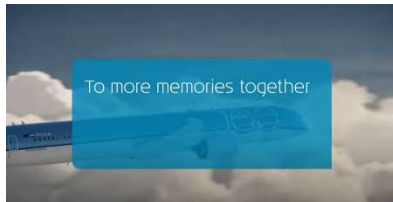
Connotation Logo KLM	
TEXT	
KLM	The blue colour is associated with their loyalty programme 'Flying Blue'. The colour can be associated with the sky, the sea and is often seen as a colour representing 'royalty'. The font is generic and clean and could be related to the 'sober Dutch attitude'. Furthermore, the K and the L are connected, whether the M stands alone. (Why?)
IMAGES	
Crown	The crown is made up of a line, four dots, and a plus sign. The image of a crown relates to KLM's status of being a royal airline.
BACKGROUND	
Background	No background makes the logo stand out.

Cultural Knowledge Logo KLM	
IMAGES	
Royal	The history of KLM and how it is a royal airline.

<https://blog.klm.com/a-strong-and-lasting-logo/>: Initially the crown was represented in a more traditional way, but the designer "turned the image of the crown 'inside-out', with the four dots representing the open space in a traditional crown." "This conversion of the image not only made it much clearer and very easily recognizable in both larger and smaller formats, but also ensured that it was easily visible in poor weather conditions."

## KLM – Advertisement I

KLM Royal Dutch Airlines. (2019, Oct. 7). *To More Memories Together* [Video File]. Retrieved from <https://www.youtube.com/watch?v=ITOS-pBFMt4>



Denotation Advertisement I KLM			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
To more memories together	Slogan	White, rounded letters, blue background	End of commercial, Centre, Widely Spaced
<b>IMAGES</b>			
	Colour	Location	Size
Logo	Blue and Red/White/Blue	End of commercial, Centre	Big
<b>STORY LINE</b>			
<p>The video starts with a shot of the history of KLM, stating that it was founded in 1919. A small, old airplane (H-NACC) can be seen in black-and-white footage. Slowly the footage transitions to colour and takes us to 1934, where we can see a girl drawing in a stable. The girl hears an airplane and looks up. She then quickly drops her pencil and runs outside looking up at the sky – the airplane flying around – with full admiration (mouth agape). We then transition smoothly to the seeing the same girl, now a woman, in 1949, with the same admiration on her face where she appears to be in a meeting to sign a contract. The woman excitedly walks out of the meeting, and the shot transitions to her running into the airport with her full KLM costume among surrounded by other flight attendants and pilots. In the background the ground of the airport full of airplanes can be seen. In the next shot, we can see the woman opening the airplane door with a big smile and pride on her face to let the passengers in. A happy couple can be seen boarding the plane before the airplane takes off. Then we see the flight attendant attending to the needs of the customers, she is handing out coffee/tea, we can see the couple again enjoying the experience. The flight attendant can be seen reclining the seat of a sleeping child and turning off his light. We then see the airplane flying in the night sky (model of that time), before the footage transitions with the sound of an airplane to the woman holding her new-born child with a smile on her face. We then transition to 1958, where we can see the woman running excitedly through an airport, showing her airport to an employee, who stamps it with a friendly smile on his face. Then we can see the woman happily arriving home to her child and husband as the woman puts her costume hat on the child's head. We can see the time moving forwards to 1962, where we see the woman and her child sitting on the couch looking back at a photo album of her at work as a flight attendant (in costume). The child then can be seen putting on her mother's flight attendant costume (too big on her) and talking to a phone as if she were speaking to the passengers. The shot then transitions smoothly to the child talking to a phone speaking to the passengers as an actual flight attendant in 1975 (other costume), showing that she followed in the footsteps of her mother. We see the KLM airplane she is flying (now a more modern variant). The woman can be seen attending to the needs of the passengers with a smile on her face and a friendly demeanour. She can be seen bringing a platter of food to a couple smiling contently at her (appears to be the same couple as before, but now older). The flight attendant then sits down at her seat with a content smile on her face and sighs contently looking out of the window. We then see the woman smiling while holding a baby wearing pink clothes implying that she had given birth to a baby girl. The next shot takes us to 1991 where we can see the flight attendant in her costume and her more grown-up daughter running up to her while playing with a model airplane in the sky. In the background we can see the flight attendant's mother (the woman at the beginning of the commercial) wearing normal clothes, indicating that she had retired. The flight attendant, her mother, and her daughter then can be seen walking out of the house, looking up at the sky and a KLM airplane with great admiration after hearing an airplane. The little girl (daughter of the flight attendant) can be seen looking up at the sky with adoration, and then the scene transitions smoothly to 2019 (present time) in which we can see the girl now grown-up walking in the airport in her pilot costume surrounded by flight attendants (new costumes). All are determined and appear to be content and proud. We then see the woman (pilot) sitting in the cockpit in her chair, where we can see her sighing with sadness while taking a photo out of her purse and looking at it. The photo is in black and white and appears to be of her grandmother in her flight attendant costume (the first woman mentioned in the commercial), which implies that she sadly passed away (the music becomes more slow, lower and sad). She pins the photo on her yoke/control wheel as if to keep her with her the entire flight (perhaps her first official flight). She then speaks the following words: "Ladies and gentlemen this is your captain speaking, and we wish you a comfortable flight. The music picks up again and the pilot takes off. We can then see the KLM airplane flying in the sky showing of its special logo for its 100<sup>th</sup> anniversary while clearly hearing an airplane taking off. The video ends with a message on screen stating, "to more memories together" and the new/temporary logo.</p> <p>Accompanied by quite historic, classical, sad music.</p>			

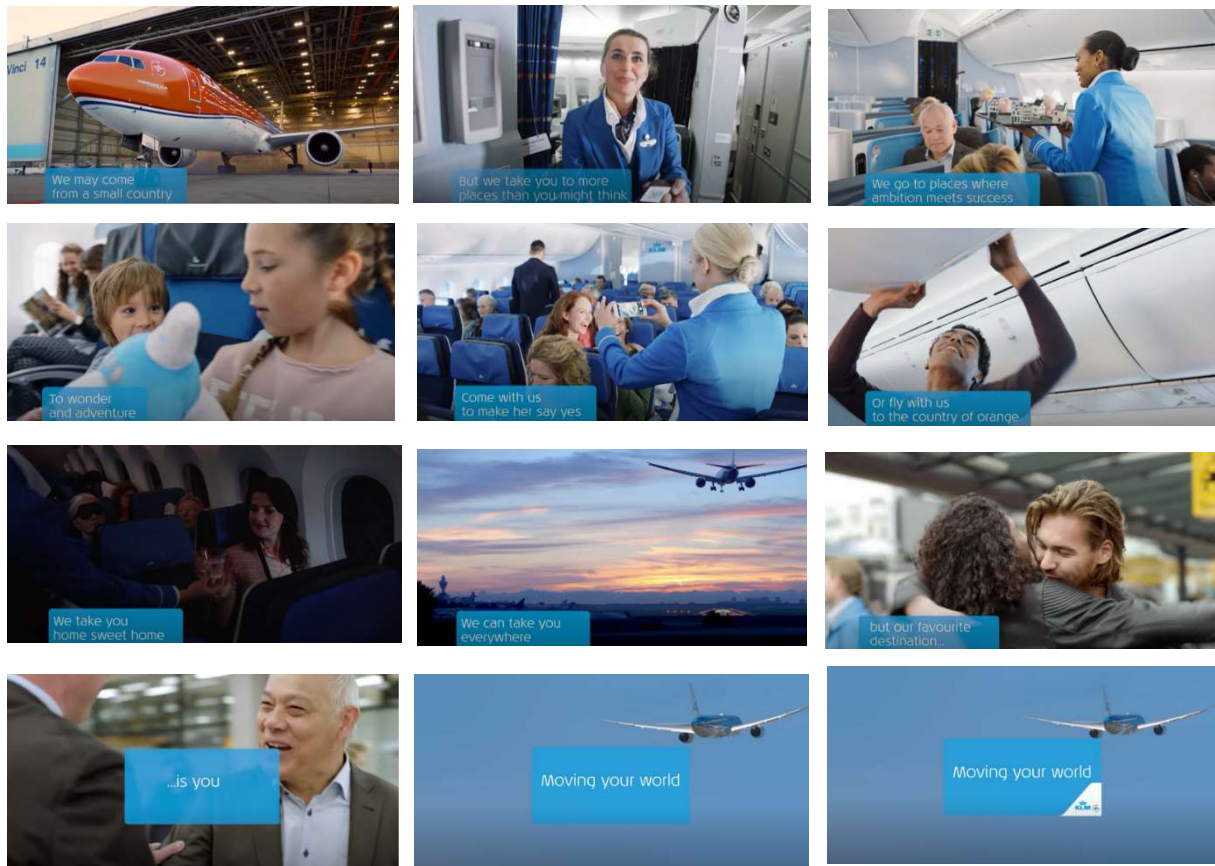
Syntagm Advertisement I KLM	
IMAGES	
To more memories together & Story Line	The story line shows the memories three generations have shared with KLM, furthermore it also shows that the older couple is enjoying their experience with KLM both when they were younger and older. The commercial is made and revolves around the 100 <sup>th</sup> anniversary of KLM and portrays their history in terms of types of aircrafts, looks of the brand, and people.

Connotation Advertisement I KLM	
TEXT	
To more memories together	To more memories together relates back to what has been, what is now, and what is going to be. It looks at both the past/history of KLM with pride and to the future with pride. Memories relate to experiences and the slogan indicates that these experiences will be made together, namely the customers and KLM together.
STORY LINE	
KLM	<p>Besides showing the three generations which have worked at KLM and felt emotionally connected with KLM because of this, the advertisement shows a very important detail regarding changes that happened over 100 years and how KLM has moved with the times. The last employee of KLM shown in the advertisement (so the youngest generation) is portrayed as a pilot, whereas the first two are portrayed as flight attendants. This relates to equality for women which is increasingly getting more attention and looked after.</p> <p>However, the advertisement also looks at the history of KLM and portrays the pride KLM carries with its history. Next to this, it also shows the steps aviation and KLM has made over 100 years (changing airplanes and look).</p> <p>The advertisement is quite emotional due to the music in the background, but also due to the fact that KLM plays an important role in the generations of one family, the pride of being a KLM employee and the sadness that comes with someone of this generation passing away. It furthermore shows the strong connection these generations shared through aviation and working at KLM as they are shown to be very excited and proud to work for KLM and look at KLM with much adoration and admiration. In addition, when these women were kids they really looked up to their mothers and the work they did, and the excitement they had in their childhood (running outside to see the airplane, playing with an airplane model, looking at their mother's photo-album, dressing up in their mother's costume) really showcases how much they admired KLM. Furthermore, the admiration seen on their faces when looking at their mother in costume or looking up at the sky to see the airplane flying past shows how much they wished to one day fly with and work for KLM.</p>
Logo	The logo marks the 100-year anniversary of KLM. It is the normal logo supplemented with 100 with a Dutch flag (heritage) across it.

*Video Description: "The brand commercial pictures the dreams, excitement and emotions that we have experienced during our evolution from 1919 to where we are today. KLM 100 years. To more memories together."*

## KLM – Advertisement II

KLM Royal Dutch Airlines. (2016, Nov. 30). KLM Moving Your World [Video File]. Retrieved from <https://www.youtube.com/watch?v=nO5yiHRrYpM>



Denotation Advertisement II KLM			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
Texts	Facts	White, rounded letters, blue background	Throughout Commercial, Centre, Widely Spaced
<b>IMAGES</b>			
	Colour	Location	Size
Logo	Blue and Red/White/Blue	End of commercial, Bottom Right of Text Box / Centre	First Small, Later Big
<b>STORY LINE</b>			
<p>The commercial starts by looking down on moving clouds while the sun is rising. We then have a bird's eyes view of Schiphol airport where many KLM aircrafts are docking and taxiing. We then see a special livery (orange) and the text "We may come from a small country" comes into shot. We then see several groundworkers and a passenger walking on board of an airplane where a flight attendant and pilot are welcoming him. He shows his mobile boarding pass to the flight attendant, while the text "But we take you to more places than you might think" comes into shot. We then see the pilot in the cockpit ready for take-off, as the airplane then can be seen taking off. We then see s flight attendant giving away Delftware miniature houses to business class passengers. The atmosphere in the airplane is light, blue and calming, while every passenger is minding their own business, while the text "We go to places where ambition meets success" comes into shot. The flight attendant offers a man the choice to pick a house (friendly smiling) while the man happily smiles back and picks a house. We then see the same man sitting in a car smiling while looking out of the window. We see tall buildings (skyscrapers) and we then see the man looking out at the city from the rooftop of one of those skyscrapers at night-time.</p> <p>We then move back into the plane in economy class where we can see a flight attendant playfully walking down the aisle with a stuffed toy version of a KLM aircraft in her hand putting her finger in a shushing motion as she is about the surprise some children with this toy. The flight attendant is smiling while she surprises the children with the toy, while the text "To wander and adventure" comes into shot. The children can be seen saying 'wow' and appear to be very happy, while hugging the toy. We then see the same children in swimming wear, climbing trees. Then we see a child and a dog near a lake while the child is throwing a stick for the dog to fetch. We then move back into the airplane where we can see a man putting on his headphones, while the text "We fly every day to fun" comes into shot. We can then see that the man is putting is</p>			

headphones on as he is watching a concert on the screen in front of him. The concert on the screen then transforms into the actual concert. We then move back into the airplane, where we can see a flight attendant taking a photo of a happy couple, while the text “Come with us to make her say yes” comes into shot. We then see the same couple walking along the beach, while they are holding hands. Following this, we can see the man getting down on one knee to propose to the woman. We then move back into the airplane where we can see a man – smiling – getting something (a summer hat with orange details) out of the overhead space and closing it, while the text “Or fly with us to the country of orange” comes into shot. The man then puts this hat jokingly on another passenger’s head, who then can also be seen smiling. We then move to a shot of the Dutch canals while we see Dutch flags and people dressed in orange attire (they appear to be celebrating Kings Day. We then move back into the airplane, where it is now dark (night-time). We can see a woman smiling while looking out of the window. A flight attendant then kindly offers her a glass of water, while the following text comes into shot: “We take you home sweet home”. We then see a child in her bed sleeping, who starts waking up once the light comes creeping in her bedroom. We then see the airplane getting ready to land at Schiphol airport as the sun is rising, while the text “We can take you everywhere” comes into shot (while hearing the engine of the airplane). We then see the woman very excitedly greeting and hugging her child (who she presumably has not seen in a while). We then see the man who was watching the concert on the airplane greeting a (girl)friend by hugging her, while smiling. The text “but our favourite destination...” comes into shot. We see a girl being greeted by her mother at the airport (embrace each other) and a girl being greeted by her mother and father with a balloon, while the mother is crying (from happiness). We then see the man from the beginning of the advertisement shaking another businessman’s hand while smiling and the text “...is you” comes into shot. We see the woman who greeted her child lifting her up in the air while smiling. We then see a clear bright blue sky with a KLM airplane taking off, while the “...is you” transforms into “you” and then into “Moving your world”. Then, the KLM logo appears into shot.

**Connotation Advertisement II KLM**

**TEXT**

Texts	The texts show the meaning of the commercial. Essentially with the texts they mean to say that KLM offers many destinations, even though they are from a small country (humble). Furthermore, no matter where you are going (destination) or what you are going to do, KLM is there to get you there. Whether this is a holiday destination, a business trip, or whether you are going to be united with your loved ones. “Moving your world” can be seen as a slogan, and indicates that KLM is a means to get to your destination, but at the same time it leaves an impact on you and brings you an experience that will stick with you (memorable).
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**IMAGES**

Logo	Their logo is placed in white shape, which can be seen as an airplane wing.
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**STORY LINE**

The commercial shows how KLM is there for everyone (business, children, couple, mother etc.) no matter their destination or plans (business trip, concert, holiday, celebration, going home). Furthermore, it shows how KLMs main motive is to unite people and provide people with a pleasant experience while doing so. Throughout the commercial we can see that the flight attendants are serving the passengers with a smile (friendly). Furthermore, we can see KLMs pride of their heritage and nationality. We see a flight attendant gifting Delftware miniature houses and we can see people celebrating Kings Day. Furthermore, they recognise to be from a small country (humble), but still offering flights to many destinations (ambitious). Furthermore, the commercial shows off KLMs in-flight entertainment and comfort. The music included is quite hopeful and can be seen as emotional in combination with people reuniting and coming home.

*Video Description: “KLM – Moving Your World*

*If you want to explore new horizons, we’ll take you there. If you yearn to visit remote places, or simply want to go home, you can call on us. We love to bring people together. And along the way, we work hard to give you the very best care. Because we realise our job is much bigger than just taking you from A to B. We are KLM for you.”*



**KLM – Advertisement III**

Ads of the World. (n.d.). To Make the Earth Cleaner, We Thought about the Sky [Digital Image]. Retrieved from [https://www.adsoftheworld.com/media/print/lavazza\\_to\\_make\\_the\\_earth\\_cleaner\\_we\\_thought\\_about\\_the\\_sky](https://www.adsoftheworld.com/media/print/lavazza_to_make_the_earth_cleaner_we_thought_about_the_sky)



Denotation Advertisement III KLM			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
To make the earth cleaner, we thought about the sky.	Slogan	White, Capital Letters, Harsh Lines	Bottom Left, Widely Spaced, Accompanied by Elaboration of the Slogan
<b>IMAGES</b>			
	Colour	Location	Size
Coffee	White Cup and Saucer, Brown Coffee with a Swirl	Centre	Big
<b>BACKGROUND</b>			
The advertisement has got a deep blue colour on the edges, with an ombre effect including lighter blue colours surrounding the objects.			

<b>Connotation Advertisement III KLM</b>	
<b>TEXT</b>	
Texts	Lavazza and KLM worked together to decrease CO2 emissions and to further develop sustainable biofuel. This shows the fact that KLM aims to be sustainable and looks towards the future and has a vision to make the earth cleaner.
<b>IMAGES</b>	
Logo	The cup and saucer together form an airplane wing and an engine. The swirl in the coffee emphasizes this. Furthermore, this image perfectly shows the two companies working together, namely an espresso roaster and an airline.
<b>BACKGROUND</b>	
The background colour includes both Lavazza's colour and KLM's colour, namely a deeper dark blue, and a more royal blue. This is a nice nod to the fact that they worked together on this programme.	

**KLM – Advertisement IV**

KLM Royal Dutch Airlines. (2019, Jun. 28). KLM Fly Responsibly [Video File]. Retrieved from [https://www.youtube.com/watch?v=L4htp2xxhto&feature=emb\\_logo](https://www.youtube.com/watch?v=L4htp2xxhto&feature=emb_logo)



**Denotation Advertisement IV KLM**

TEXT			
	Linguistic	Visual	
		Typographical	Spatial
“No actual flights were taken for the making of this film”	Statement	White, Rounded Letters	Bottom, Small, Normally Spaced, Placed as a Disclaimer; Fine Print
“Find out what you can do at klm.com/flyresponsibly”	Statement	Blue, Rounded Letters	Centre, Beneath Logo, Normally Spaced
IMAGES			
	Colour	Location	Size
Logo – Fly Responsibly	White Text, Blue Background	End of commercial, Centre, placed in a Blue See-Through Box	Relatively Big as it is the Only Logo/Text on Screen at that Point

**STORY LINE**

The commercial starts off by showing a KLM aircraft flying in the air. A voice-over starts talking: “Look at it go, still feels like magic, doesn’t it?” We then transition to a cinema and a screen which shows video footage of aviation decades ago. The voice-over states: “Do you remember your first flight? We do. Even though it was a hundred years ago”. The voice-over then states “Going here, and here, and oeh yea even here”, while showing first a landscape with pyramids, then a city centre, then a hotel room with a skyline out the window. We then see a beach where the sun is setting and a glass of water full of ice in which the ice is melting. The voice-over states: “People have really gotten the hang of it. It has changed our world forever”. We then switch to a museum with large screens on which two children appear. The voice-over says: “But a hundred years of aviation comes with great responsibility. Because you want our children to get to know this beautiful world too, right?” We then see a corkboard filled with images and ideas about CO2 emission. “That’s why we are working night and day to improve flying for the next hundred years. But we can only make it possible together”. We then see pilots, businessmen and – woman, flight engineers, and flight attendants, and other crew working on this corkboard and these ideas. All of these people look in the direction of the camera as the voice-over says: “That’s why we want to ask you something. To fly more responsibly [a sketch of a logo and ‘fly responsibly’ comes into shot], do you always have to meet face to face? Could you take a train instead? Could you contribute by compensating your CO2 emissions, or packing light? We, the first commercial airline in the world, today kindly invite you, all travellers, and the aviation industry to join forces. To join us, in making the world aware of our shared responsibility We all have to fly now and then, but next time, think about flying responsibly”. As the voice-over says all of this, it is visualized on screen: wo people in their own offices shaking hands. A train riding through a landscape full of mountains and past a billboard which shows an advertisement stating: “Fly CO2 neutral” including a call-to-action button stating, “Compensate now”. We see a hand appear into screen clicking this button and a pair of arms that pick up a mountain (‘packing up light’). A person walking past the camera which causes it to zoom out and show that the landscape the train was crossing was not a real landscape, but a miniature model set up in a studio. We then zoom out further and we can see all landscapes and rooms used for this commercial in miniature forms within one studio All lights then shut off. Then, the logo that was sketched prior, now appears as a real logo on screen including the text: “No actual flights were taken for the making of this film.” As the last lights turn off, the screen switches to the end-screen including KLM’s logo, SkyTeam’s logo, and the following text: “Find out what you can do at klm.com/flyresponsibly”.

**Connotation Advertisement IV KLM**

**TEXT**

Texts	<p>The text “no actual flights were taken for the making of this film” is a fun spin on a saying that is mostly used in the context of animal use within films and the saying “no animals were hurt in the making of this film”. The saying KLM has decided to use underlines the message they are trying to get across in this commercial, namely that we should all reconsider whether taking a flight in a certain situation is really necessary and that we should take other options (such as the train, or CO2 compensation) into consideration.</p> <p>The text “find out what you can do at klm.com/flyresponsibly” is a call-to-action and encourages people who are watching this commercial to find out more on this topic by going to this website.</p>
<b>IMAGES</b>	
Logo	<p>The logo is composed of a heart and an aircraft. The aircraft is part of the heart and is flying within it. Furthermore, the aircraft is flying upwards. This implies that KLM is passionate about flying, but also about the future (flying upwards). In addition, it also shows that KLM has its heart set at creating a future which is beautiful. This is further emphasized by the accompanying text “Fly Responsibly”.</p>
<b>STORY LINE</b>	
<p>The commercial first and foremost communicates how KLM recognizes their responsibility in taking action regarding CO2 emission and climate change. This is highlighted by the fact that no flights were taken in making this commercial, they encourage the viewers to compensate their CO2-emission, think twice before taking a plane, to pack lightly. Furthermore, in the middle of the commercial it shows a sketch of a ‘Fly Responsibly’ logo. The fact that at the end of the commercial we see the same logo, however now in realised, official form, shows that KLM is committed to work towards realizing visions and dreams. A corkboard fully pinned with ideas about sustainability can thus be linked to the sketched logo, and the fact that KLM is thus willing to work towards making these sustainable ideas a reality.</p> <p>KLM also acknowledges that hundred years of aviation brings KLM also a sense of responsibility and that they are working very hard to improve flying for the next hundred years, implying that they are aware of their past and looking towards the future.</p>	

*Video Description: Fly Responsibly is KLM's commitment to taking a leading role in creating a more sustainable future for aviation. And with the introduction of Fly Responsibly, we're making the world aware of our shared responsibility. Because we can only succeed if we work together, so join us today for a more sustainable tomorrow.*

## **KLM – Advertisement V**

*DDB & Tribal Amsterdam. (2018, Nov. 4). KLM – We Are An Airline [Case] [Video File]. Retrieved from [https://www.youtube.com/watch?v=hDz46Ht-too&feature=emb\\_logo](https://www.youtube.com/watch?v=hDz46Ht-too&feature=emb_logo)*

<b>Denotation Advertisement V KLM</b>
<b>STORY LINE</b>
<p>At the start of the commercial we hear several people imply that they do not know KLM (in German). We then see an aircraft taxiing on a landing strip, while a voice-over states that KLM has an awareness problem in Germany. On screen, we see that the problem is that 46% of Germany does not know what KLM is. We then see a map showing (as mentioned by the voice-over) that Germany is KLM's most important market, and therefore they set up a campaign to change the understanding of what KLM is. The voice-over states that, after having done research, KLM found out what Germany does think KLM is. People on the street can be saying several things, such as 'a bank', 'a restaurant', 'a radio station'. These were the top 3 answers. "To explain to Germany once and for all that we are an airline, we had to do something to grab their attention. We turned ourselves into exactly those things that people thought we are". And we can see people setting up logos, attributes in those settings, in the city, in a studio, on the street, etc. They first placed a KLM ATM on a busy street. We can then see the ATM showing a video of a flight attendant that states in German that they are not a bank. And, instead of giving people money, they surprised them with a flight ticket coming out of the ATM. The people react surprised and happy. Through the screen, they also told them about KLM's services, showing flight attendants serving people food, showing in detail the food offered. Then they opened a restaurant. The people were welcomed by flight attendants and served just as they would be on a flight. The meals served, were in-flight meals, and were provided free of costs. A flight attendant can be heard saying, in German, that they are not a restaurant. She then states that KLM is an airline. We then switch to a radio station, where we can see a band of flight attendants, and a DJ that is a KLM pilot, sing a jingle: "KLM Radio". We then see someone in a car switching to this radio station (they took over a national radio station). We see a hairdresser listening to this station. "Listeners were surprised by specially created KLM News, a KLM quiz (is KLM a radio station, a bank, or an airline?), and especially created KLM songs. "So, by becoming what people think we are, we made sure they never forget what we really are." The commercial ends with their usual end screen of the KLM logo and the Sky team logo.</p>

<b>Connotation Advertisement V KLM</b>
<b>STORY LINE</b>
<p>The commercial shows how KLM is willing to go the extra mile and has a playful side to them. Furthermore, it shows KLM's provision of special experiences that last in people's memory, highlighted by the fact that they voice-over states that these activities make sure that those people never forget who KLM really is. Also, instead of immediately dismissing the fact that people think they are a bank, radio station, and a restaurant, they decided to make use of these misperceptions and twist them in such a way that it becomes the exact reason that people remember they are an airline.</p>

## **KLM – Advertisement VI**

DDB Unlimited. (2019, Jan. 29). KLM Take-Off Tips [Video File]. Vimeo. Retrieved from <https://vimeo.com/314003848>



### **Denotation Advertisement VI KLM**

#### **STORY LINE**

“People often spend hours at the airport waiting for their flight”, meanwhile we can see a full waiting hall, with people scrolling on their phones, “and while you’re waiting to fly to another country, someone else is about to fly to yours”. At this point we can see two different people at different locations scrolling on their phones, waiting for their flight to start boarding and take off. “What if you could meet to exchange local travel trips?” We see someone looking around, while sitting at a desk. We then see a camera set up on this desk, while the voice-over introduces ‘Take-Off Tips’. We see a hologram of a person behind the camera, who says hi to the person sitting at the desk and vice versa. We then see this desk and its setting, while the voice-over says: “We built a unique installation, a hologram bar that allows travellers separated by thousands of miles to sit face-to-face; just as in real life. We can see two people talking together through this installation, asking how they each are and where they are going. They then proceed to provide tips and facts for/of the places they are from, and the other person is thus flying to. We hear from people from Oslo, Rio de Janeiro, XX

“The bar was designed in two halves; one half located at Amsterdam Schiphol Airport, the other half at various airports around the world.” The two halves, if put together, would form an actual whole table that people could sit at and talk to each other, but the holograms make it possible to do this when the people are miles apart from each other. “The bar was equipped with a 3D facial scanner, internet connection, and a hologram beamer.” While she is saying this, we can see all the technical details on the screen. “On both sides of this connection, the faces of the visitors were tracked and being filmed and projected back onto a transparent hologram fabric. Travellers from all over the world already enjoyed our service, and exchanged travel tips, making their waiting period and their trip more useful and memorable. “We then hear someone from The Netherlands say via his hologram: “When you greet someone in Holland, you kiss three times.” The woman who he is talking to states: “In Norway people here do not kiss, they shake hands.” We then proceed to hear even more tips from even more countries. “This new KLM service is designed in a way that it can easily be transported to new destinations. Once again, showing the world that KLM is number one in customer service.” We can then see flight attendants serving the people making use of the service some drinks. The commercial ends with their usual end-screen of their logo and the Sky Team logo against a white background.

### **Connotation Advertisement VI KLM**

#### **STORY LINE**

This commercial shows KLM’s innovativeness and their striving to better their customer service by means of new inventions and looking towards the future. Furthermore, it shows how KLM aims to make the experience customers have with them even more special and unforgettable. In addition, it also shows KLM’s global mind-set and how they are flying to various destinations and locations, while at the same time making this distance smaller ‘virtually’. It furthermore shows KLM’s ability to bring people closer together and form a unity between different cultures.

**KLM – Advertisement VII**

KLM Royal Dutch Airlines. (2017, Mar. 13). KLM The Amsterdam Sneaker [Video File]. [https://www.youtube.com/watch?v=f8BEMbzOvns&feature=emb\\_logo](https://www.youtube.com/watch?v=f8BEMbzOvns&feature=emb_logo)



Denotation Advertisement VII KLM			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
“Designed for the streets, optimized for Amsterdam”	Slogan	White, Rounded Letters, Blue Background (Transparent)	Centre, Large, Normally Spaced
STORY LINE			
<p>The commercial starts by showing KLM’s logo against a background of the canals in Amsterdam and the typical houses. We then see the same background but then with the logo of Amsterdam Sneakers. “Amsterdam is the easy-going, open, and historical city with a compact size that makes it ideal to be explored by foot.” We then see a tram, and two people walking. We then see a KLM aircraft taking off at Amsterdam Schiphol Airport. “Amsterdam is our home. And, we know it like the back of our hand. Or, foot rather. Therefore, we put all our street knowledge into one Amsterdam optimized sneaker; the Amsterdam sneaker” We then see how this sneaker is made and received by a customer. The sneaker is bright orange (the colour of The Netherlands) with a touch of royal blue (KLM colour). We see the two people walking around in it, while seemingly pointing at landmarks. “We’ve packed it with everything you need; durable design for walking, free entrance to the best attractions (showing a museum), a sole with superior cobble stone grip (as can be found in Amsterdam), and a design as perfect for a day-time Fika as for a night out.” Meanwhile we see the two people use the sneakers during these activities. “Book your trip and get your pair now.” We then see a screen that shows the sneakers and the text “Designed for the streets, optimized for Amsterdam” and a call-to-action about booking the trip and winning the sneakers, including a website and the KLM logo. The end-screen is their typical end-screen including a ding-dong sound. The advertisement seems to be aimed towards Sweden, as Fika is a Swedish tradition.</p>			

Connotation Advertisement VII KLM	
TEXT	
“Designed for the streets, optimized for Amsterdam”	This sentence shows how the sneakers are designed for the streets, but are especially useful in Amsterdam, as it is a collaboration with KLM (and Amsterdam is their home). This highlights where they come from and their Dutchness.
STORY LINE	
<p>The commercial is a collaboration with a sneaker producer and as this company is Dutch, and the sneaker turned out to be Orange with a touch of blue, it clearly shows the pride KLM holds in their heritage and their home (Amsterdam, The Netherlands). Furthermore, this commercial implies that travel needs to be comfortable and that KLM tries their best to make the whole experience more comfortable and enjoyable.</p>	

### **KLM – Advertisement VIII**

*KLM Royal Dutch Airlines. (2014, Sep. 3). KLM Live High Five [Video File]. Retrieved from [https://www.youtube.com/watch?v=JHG2eIIt7go&feature=emb\\_logo](https://www.youtube.com/watch?v=JHG2eIIt7go&feature=emb_logo)*

#### **Denotation Advertisement VIII KLM**

##### **STORY LINE**

The commercial starts by showing the streets of New York. In the middle of a square in New York, we can see a sort of blue phone booth with KLM's logo on it. We then see several scenes of Amsterdam. And the text "What if you were in Amsterdam" comes onto screen. We then see the same device as in New York, also on a square in Amsterdam. It appears to be a screen, and a woman in front of it waves at it while saying "Hello". On screen it says in Dutch "Ready for a special meeting?" On screen "And you could high five someone in New York?" We then see the screen in Amsterdam, no-one in front of it and we hear a voice through it that asks whether there is anyone. Several people stop to look at it in confusion. We then see a Dutch woman waving to the camera while shouting "Hi there", and we then proceed to go back and forth from Amsterdam to New York where we can hear people talking to each other. A man states to love New York and a woman states to love Amsterdam. The people then high five the screen at the same time, to win two flight tickets to the other destination. We see many people (together) high fiving the screen, which is then scored based on timing and precision. If the score is high enough, they win tickets to the other person's destination. Those who won, can be seen reacting happy. A flight attendant then walks up to them to high-five them as well and provide them with the tickets. The text "Make your world deal at KLM.nl" (in Dutch) comes into screen. And as the people say goodbye and a mouse clicks on the link, the usual end-screen appears.

#### **Connotation Advertisement VIII KLM**

##### **STORY LINE**

The commercial shows KLM's global mind-set while at the same time their pride in their heritage, as they do include Amsterdam. Furthermore, this commercial seems to be aimed especially towards their Dutch customers. Interestingly, they themselves mark the 'experience' of this experiment as memorable and special, which is something that really seems to be a part of KLM's offering. Furthermore, the commercial aims to bring people from different cultures/countries closer together and teach each other more about their own places.



## Appendix 3D: British Airways Semiotic Analysis

### British Airways – Logo

Asia Miles. (n.d.). British Airways [Digital Image]. Retrieved from <https://www.asiamiles.com/en/earn-miles/airlines/detail.html/british-airways>



Denotation Logo British Airways			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
British Airways	Company Name	Blue, Quite Harsh Lines, All Uppercase Letters	Large, Centre, Widely Spaced
<b>IMAGES</b>			
	Colour	Location	Size
Curved Line	Blue and Red	Upper Right of Text	Big
<b>BACKGROUND</b>			
	Colour		
Background	White		

Syntagm Logo British Airways	
<b>IMAGES</b>	
Curved Line	The curved line forms the colours of the Union Jack (flag Great Britain). Furthermore, in combination with the text, this curved line forms the tail of an airplane whereas the text forms the body of the airplane. Together forming the outline of an airplane.

Connotation Logo British Airways	
<b>TEXT</b>	
British Airways	The font includes quite harsh lines and seems to be quite a traditional font. The colour blue can indicate safety, but also is in line with the colour blue from the Union Jack.
<b>IMAGES</b>	
Curved Line	The curved line forms the colours of the Union Jack (flag of The United Kingdom) Furthermore, in combination with the text, this curved line forms the tail of an airplane whereas the text forms the body of the airplane. Together forming the outline of an airplane. So, this line refers to British Airways' heritage.
<b>BACKGROUND</b>	
Background	The background makes the text stand out.

Cultural Logo British Airways	
<b>IMAGES</b>	
Curved Line	The Union Jack (White/Blue/Red) is the flag of The United Kingdom).

## British Airways – Advertisement I

British Airways. (2016, Sep. 22). *Aviators, British Airways To Fly To Serve* [Video File]. Retrieved from <https://www.youtube.com/watch?v=a4JdQi60an0>



Denotation Advertisement I British Airways			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
Logo – To Fly. To Serve.	Slogan	Crest, Silver	Centre, End of Commercial
<b>STORY LINE</b>			
<p>The commercial shows aviators in the past (war time). We see the times slowly moving towards the current times. The voice-over explains the stories of the aviators throughout the years with passion and admiration. The music shown is sad, but hopeful.</p> <p>Transcript:            “Those first young men, the pioneers, the aviators building super highways in an unknown sky. Leaving wives and children in their snug homes, with just a kiss and a promise to return. Roaring into the clouds to battle wind and stars. Their safety systems built of brain and heart. They landed where there were no lights. Transforming strange names from tall tales into pictures on postcards home. And those next young men, travelling further, faster, higher than any in history and the ones who followed them, who skimmed the edge of space, the edge of heaven, the edge of dreams. (Speedbird 1, Speedbird 1... cleared for take-off) And we follow them up there to live by an unbreakable promise. The same four words stitched into every uniform of every captain who takes their command. To Fly. To Serve.</p>			

Connotation Advertisement I British Airways	
<b>TEXT</b>	
Logo – To Fly. To Serve.	This text shows how British Airways has always and always will fly to serve people. Whether this is in difficult times or in happy times, this shows their commitment to their craft. The Crest in which this text is placed can be seen as a nod to the past, in which crests were awarded for achievements and heroic behaviour.
<b>STORY LINE</b>	
<p>The commercial shows the admiration for those who fly in aviation. In the past (war time) and now (flying customers everywhere). British Airways is proud of its past and their motivations to fly. This is something that is also worn on the jackets of all pilots. As British Airways says themselves, ‘To Fly. To Serve.’ Is “not a slogan; they’re a promise”.</p>	

*Video Description:* “British Airways - To Fly. To Serve. See how these four words have guided us in the past and will lead us into the future.”

<https://theinspirationroom.com/daily/2011/british-airways-to-fly-to-serve/>: “To Fly. To Serve. These four words were painted on the tailfins of British Airways’ early aircraft. Pilots wear them still, in the lining of their jackets and on the peaks of their hats. “They’re rarely noticed, but they’ve always been at the heart of everything we do. Because they’re not a slogan. They’re a promise. We’re committing to this promise again and we’ll continue to build on it. With the certainty that we face our future with the same pride we feel for our past.”

<https://www.britishairways.com/100/story/memorable-television-adverts>: “This integrated advertising campaign centred on the company’s redesigned coat of arms, with the tag line, ‘To Fly. To Serve’. The commercial at the heart of the campaign followed the history of British Airways aviators and planes, and was launched on Facebook.”

## **British Airways – Advertisement II**

*British Airways. (2017, Jul. 18). British Airways Safety Video [Video File]. Retrieved from <https://www.youtube.com/watch?v=YCoQwZ9BQ9Q>*

### **Denotation Advertisement II British Airways**

#### **STORY LINE**

We can see various celebrities auditioning for a part in the safety information video for British Airways. The first celebrity is asked whether he has done safety videos before, to which he responds that he only has done feature films. The director then tells him that this could be his break so he should take it seriously. The celebrity will be given an autocue, so lines do not need to be learned by heart (joke). The celebrity then proceeds to start the safety information. We then see more and more celebrities proceeding to continue to explain the safety measures (as normally). Several jokes are made meanwhile. At the end of the 'safety video' a celebrity asks you to donate to 'Flying Start' (Comic Relief). The celebrities then proceed to thank everyone for their attention and for their kind donations. They then explain where the money is going towards. They encourage those who have questions to ask, "one of your gorgeous cabin crew members". Furthermore, they wish the viewer (passenger) an enjoyable flight. Lastly, we can see the actor who plays mister Bean grabbing the donation envelope (while sitting in an airplane seat) trying to find spare change in his pockets (which then goes flying everywhere). He then puts his spare change in the envelope while comedically looking for and finding everything that fell on the ground.

### **Denotation Advertisement II British Airways**

#### **STORY LINE**

Not only is the video made to raise awareness and hopefully donations for the charity, but the video also makes something – otherwise quite boring – a lot more enjoyable and fun to watch. The video is filled with British celebrities.

*Video Description: "We hope you enjoy our new safety video, which we've created in collaboration with Comic Relief and some famous faces you'll probably recognise. You'll be able to see it on-board from 1 September 2017. Celebrities are seen auditioning in humorous sketches in front of comedian Asim Chaudhry, as Chabuddy G, for a coveted part in British Airways' new safety video, while simultaneously demonstrating the safety features and procedures on the aircraft."*

### **British Airways – Advertisement III**

*British Airways. (2016, Feb. 1). British Airways: Fuelled by Love [Video File]. Retrieved from <https://www.youtube.com/watch?v=ZFb01yTR9bA&t=303s>*

Denotation Advertisement III British Airways			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
#fuelledbylove	Slogan	White, Normal, Hashtag	Bottom-Left, Small
STORY LINE			
<p>The commercial starts by saying that it inspired by a true story. It tells the story of a woman (flight attendant) flying the Indian sector for the first time. The flight attendant can be seen walking through London (Helena Flynn, 23 – Worldwide Maincrew is seen in shot). She takes a picture of two tourists (Indian). We then see her sitting in a room with other flight attendants in uniform that are getting informed of the route details and what is often served in terms of food (vegetarian alternative). She is looking interestingly at the presenter. We then see those flight attendants walking through the airport in their uniforms carrying a trolley behind them. Her voice-over says the following: I was told last month; I'd be flying the India sector; my maiden flight to India. There are a million questions in my mind. There are so many languages, so many cultures. It is such a massive country. I mean I am excited, but I am more nervous than excited." We can see flight attendants being friendly on board (taking coats, offering welcoming drinks, shutting overhead spaces). We then see an older Indian woman (dressed traditionally) who is helped by the flight attendant (the woman) with putting on her seatbelt. Once the airplane is flying in the air, the Indian woman attempts to put on her socks, and as the woman (fa) walks passed she offers to help the woman. She seems to greatly appreciate this and thanks her. The Indian woman keeps the woman at her eye-level and fixes the flight attendants' hair clip for her. The flight attendant thanks her in return, making the Indian woman smile. We then see the inside of the plane at night-time in which we can see that most passengers are sleeping. However, the Indian passenger can be seen not sleeping and as the flight attendant walks past she asks her if she is ok. She then notices that the Indian woman is crying, and she immediately is concerned asking whether she there is a problem and whether she is in any pain. The Indian woman then says with sadness in her voice that she misses her son. The flight attendant then takes the woman's hand and says: "Look we are not in the same position, but I really do understand. When you miss someone, you miss someone. But look on the bright side, think of your family back in Hyderabad, they miss you too. And I bet they are so excited to meet you. Yeah? Look, why don't we take your mind off things. Put on a good movie? Ok?" She then puts headphones on the woman's head and helps her in choosing a film to watch. As she has chosen a film and is settled, the flight attendant tells her she will get her a nice cup of tea as well. The Indian woman can be seen smiling as the flight attendant walks away. The next shot shows the Indian woman sleeping in her chair with a smile on her face (content) while the flight attendant brings her a cup of tea. The flight attendant looks at her fondly, takes of the headphones, and puts a blanket over her. We then see the passengers walking off the plane, where we can see the flight attendant thanking them and bidding them goodbye. The Indian woman takes her hand and says, "Thank you so much." The flight attendant says, "You're welcome!". The Indian woman asks her when she is going back, to which the flight attendant responds two days. The Indian woman says the following: "You have to come to my house." The flight attendant responds that she cannot. The Indian woman says: "No, you have to come to my house, this is my son's card." She then hands her the card. The flight attendant says again that she cannot come to her house. The Indian woman then says that tomorrow is her festival day. The flight attendant again says that she cannot, however the woman pleads her to come. The flight attendant then says that she will try. The Indian woman walks off the plane and turns around one more time telling the flight attendant that she must come. The voice over of the flight attendant the says: "I never thought I would go, but there was something in her smile. You know, that childlike persuasion. That I actually found myself going." We can then see the woman sitting in a car looking out the window. She arrives at a house and a girl dressed in traditional clothes welcomes her by saying "Oh, you are Helena, right?". The girl then proceeds to hug the flight attendant while she responds "Oh, you know my name?". We can then see the Indian woman cooking in the kitchen and when she sees the flight attendant, she happily welcomes her with a hug while saying "Oh, you came!". We can then see the whole Indian family sitting together in the living room where they try to learn the flight attendant some Indian traditions, such as pouring tea and listening to the Indian woman playing an instrument. The flight attendant seems to be enjoying herself while looking at the traditions in awe. The Indian woman is then seen in the kitchen again where the flight attendant is helping her. We can then see the family sitting at the table filled with Indian dishes. The flight attendant states that it is delicious (eating it with her hands). The Indian woman then asks her whether it is not too spicy for her, to which the flight attendant states that it is ok. The flight attendant then asks her what a dish is called as it is her favourite. We can then see the family dancing and making music together (Indian). We can then see the Indian woman and the flight attendant standing in the kitchen, the Indian woman points to the leftovers and says: "This home food for you. Don't eat hotel food. This is Hindi food for you. This is for you." The flight attendant thanks her. The Indian woman then hands her something saying, "This is from me." The flight attendant opens the package and finds a napkin with a drawing of herself dressed in her uniform, carrying a trolley, and an airplane in the sky. Her name 'Helena' is also written on the napkin. The flight attendant gives the Indian woman a hug and can be seen looking a little bit sad. She then thanks her, and the Indian woman responds in Indian (most likely 'you're welcome'). The flight attendant then gets tears in her eyes, as she has to leave. We then see her back in her uniform in an airplane talking and smiling to passengers, while her voice-over says: "I have been flying to India for two years now. It's a feeling I cannot describe. The more I discover, the more I fall in love.</p> <p>We can then see her sitting in a seat looking at something in her lap while a smile spreads on her face. We then see that she is looking at the napkin. She fondly strokes the napkin while still smiling. The following text comes into shot: "Loving India back since 1924". The commercial ends with British Airways' logo in shot and the hashtag #fuelledbylove.</p>			

Connotation Advertisement III British Airways	
<b>TEXT</b>	
<b>#fuelledbylove</b>	Fuelled by love indicates that British Airways operates out of love. With their operations they hope to bring families together and create unity. Furthermore, it shows that they care deeply for their passengers and their experiences.
<b>STORY LINE</b>	
The commercial clearly shows British Airways to care for and love their passengers. It shows the acceptance and appreciation of different cultures. Furthermore, it shows that flight attendants love their job and the interaction they with passengers, enabling them to do their job with the most love and care. It furthermore shows that a flight experience being positive and memorable can mean a lot to someone.	

### British Airways – Advertisement IV

The Star Ads. (2019, Feb. 4). Commercial Ads 2019 – British Airways – Made by Britain [Video File]. Retrieved from <https://www.youtube.com/watch?v=iTY5rw9NPuk>



Denotation Advertisement IV British Airways			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
British Airways – Made By Britain	Slogan	White, Normal, Capital Letters	Middle, Small, Wide
STORY LINE			
<p>The commercial shows a woman (of colour) standing in front of the mirror wearing her uniform. We then see an older woman being picked up by a taxi. We then see a man sitting in a car. Respectively they say: Dear Britain; Dearest Britain; Dear Old Britain. We then see someone painting a new logo onto an airplane (100 years) and another operator who both say: We love you. We see the airplane standing in its LOODS seeming to highlight the Union Jack on the wing. and an operator stares at it in awe. We then see a flight attendant putting a headrest protector on a seat with ‘100’ on it. A person in drag is seen on a train (carrying a trolley, so it seems going by plane) and says: With all your different views on the world. We then see a woman with dwarfism walking through an airport while saying: And your different stories to tell. The airplane can be seen being driven out of the LOODS with the Union Jack on the wing still clearly visible. We then see a boy (of colour) hugging his family (appears to be his Mother and Father) while he says: Maybe it’s your big heart. We then see the person in drag stepping out of the train and the man from the beginning of the commercial get out of a cab. We then see the airplane again with its new paintings (100). We then see Paloma Faith (British singer) dressed fashionably (in all leopard print, even her suitcases) and she says: Or your sense of style. We then see a boy running through the airport with a Winnie The Pooh cuddly toy in his backpack, while saying, Your sense of adventure. We see some flight attendants walking through the airport, before seeing the plane driving over the airspace again (the Union Jack on the wing again very visible). We then see the previous mentioned people walking on the plane, while the flight attendant (from the beginning of the commercial) welcomes them on board (everyone with a smile). We then see a man (of colour) walk on the plane, while saying: The way you pick yourself up when things get tough. Funnily, we then see him getting hit by a trolley which is put in an overhead space. This trolley was put there by Olivia Colman (British actress) who then says: And dust yourself off. She then smiles at the man and apologises while smiling. We then also see two British rugby/football players taking a seat. We then see the flight attendant performing the safety measures, while someone seated in Business Class states: How you follow your own path. We then see the plane taking off. Someone else states: How you tell it like it is. We then see a girl state: Politely of course. We see the boy from earlier hold his Winnie The Pooh in his arms while staring out of the window in awe. Another woman then states: You’ve led revolutions. We then see two man holding hands (same-sex couple) while stating simultaneously: Of all kinds. The boy holding Winnie The Pooh states: Yet, you won’t shout about it. An older woman the states: It is just not in your nature. The man from the beginning of the commercial then states: Instead, you quietly make history (while showing a veteran staring out of the window). Various of the persons mentioned before and new ones then state individually: Buildings, Yorkshire Puddings (we see Winnie The Pooh in the kitchen area enjoying honey pots to eat), Beds (we see a flight attendant making a bed out of a seat), Discoveries (while a woman is looking out of the window), Cake, Trouble (while showing two twin girls using sign language, and after this the entertainment screens with David Bowie on them who is saying ‘Ideas’), Honey (while showing Winnie The Pooh again), Love, Hope (which is both sung by a gospel choir), and Rather a Lot of Tea (said by Olivia Coleman, while a flight attendant is pouring a cup of tea for her. We then see the airplane flying in the sky with the sun setting in the distance, while a voice-over says: We love you Britain, you make us who we are. Many of the people shown in the commercial seem to be well-known British people.</p>			

Connotation Advertisement IV British Airways	
TEXT	
British Airways – Made by Britain	This text, together with the commercial, clearly shows how proud British Airways is of its heritage and its Britishness.
STORY LINE	
<p>The commercial shows British Airways’ pride in its past and its heritage, while also showing its pride in its Britishness. This is shown by all the British stars starring in the commercial, of various professions. But it also shows British Airways’ inclusiveness and compassion by including people of different cultures, different sexualities, someone in drag, someone</p>	

with dwarfism, while stating that Britain has different views on the world and different stories to tell. It also shows Britain's innovativeness and thus also how British Airways follows this innovativeness and drive to do better. Some people state that they love how Britain tells it like it is, politely of course. This shows their politeness, honesty, and drive to provide as promised. We hear some typically British things, such as how much tea they drink, but we can also see the care they provide (such as comfort and friendliness). Overall, it is a homage to its heritage and the pride British Airways has in this (and how some of those characteristics are found in their own operations).

<https://www.britishairways.com/100/story/memorable-television-adverts>: *“This year sees British Airways mark its Centenary - 100 amazing years of taking the world to Britain and Britain to the world. Carolina Martinoli, British Airways’ Director of Brand and Customer Experience, said: “Celebrating our centenary is a real milestone in aviation and British industrial history. This campaign is about thanking the amazing people who fly with us, work with us and partner with us. As it’s our 100th birthday, we plan to make this year very special for all of them – past and present - which is underpinned by our ongoing £6.5bn investment programme to deliver new aircraft, cabins, service and destinations. Our airline has been forged over 100 years. As we are inherently made by Britain it’s fitting that our campaign captures and celebrates everything great about our home nation.””*

## British Airways – Advertisement V

British Airways. (2014, Nov. 21). *British Airways Visit Soon Reunion [Video File]*. Retrieved from <https://www.youtube.com/watch?v=ZW6aP53eMJM>



Denotation Advertisement V British Airways			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Australia has everything. Except you.	Slogan	White, Normal	Centre, Big, Normally Spaced
Start planning your visit at ba.com/visitsoon	Call-to-action website	White, Normal, Website in Bold	Centre, Under Slogan, Normally Spaced
#VisitSoon	Hashtag	White, Normal, Hashtag	Bottom-Left, Small, Normally Spaced
Logo BA and Logo Australia	Logos	Logos	Bottom-Right and Upper-Right, Small
STORY LINE			
<p>The commercial shows a little girl (Esme) on a very special day. We see Esme and her family walk outside. We then see a couple (Alex and Catherine). The text in shot states that they went to see a film in London six months ago and that they did not realise that that film was made especially for them. We then see them sitting in the cinema and the film starts playing. We see the little girl on the screen who introduces herself as Esme. The couple are shocked upon seeing her and start smiling (as if recognizing her). Esme tells the viewers that she lives in Australia and that she had to move there for her Father's work. We see Esme playing at the beach with her school friends (uniforms). The couple is seen being very surprised and overwhelmed. Esme states that Australia is different to England, namely a lot warmer and the sun is always shining. She goes further in saying that she plays outside a lot (we can see many kids playing outside) and we see various Australian landscapes. We then see Esme and her family in the pool while she says that she goes swimming almost every day. We again see the couple smiling and being overwhelmed. Esme goes on to tell that she mostly loves to explore, as we see her walking through nature, drawing in nature, and climbing trees. We then see Esme looking up towards the sky as an airplane flies over. We then see Esme and what appears to be her siblings laughing in front of a laptop, while Esme says that she likes to talk to her grandma and grandad to tell them what she has been doing. We see the couple (most likely Esme's grandparents) smiling widely even getting tears in their eyes. We then see Esme and her family in the garden having a barbeque and we see Esme sitting at the table with her drawing on which it says it is for her grandma and grandad. She then says that she wishes they were there with her. We look at the cinema screen with the drawing on it and then we see the couple smiling melancholic, smiling yet sad. The audience starts clapping. We then see the couple being handed complementary flights to Australia (by two British Airways flight attendants (in uniform)) and a bottle of champagne. The couple reacts surprised. We then fast-forward to present day. We see Esme sitting in a car staring through the window. We see her little sisters smiling. Esme is seen smiling as well. We then see the family walking through the airport at the arrivals space. Esme can be seen running through the doors from excitement. She impatiently waits for her grandparents to walk through the door. Firstly, the flight attendant in uniform can be seen walking through the door, then the passengers follow. The grandparents walk through the door with their luggage and big smiles on their faces while waving at their family. The family and Esme look happy, wave back, and the little kids run over to their grandparents to give them a hug. The family is reunited and very happy about it. The following text comes into shot as they are hugging: "Australia has everything. Except you." We then see the British Airways' logo in shot, a logo from Australia (There's Nothing Like Australia), the hashtag #VisitSoon, and the text "Start planning your visit at ba.com/visitsoon."</p>			

Connotation Advertisement V British Airways	
TEXT	
Australia has everything. Except you.	This slogan indicates the beauty of Australia, however the fact that family is even more important and that even the beautiful Australia cannot win over family. Together with the fact that it is an advertisement for British Airways, it highlights the fact that British Airways provides people with the opportunity to reunite families no matter where they are in the world and the importance of this.
Web site	The website is a call-to-action encouraging people to start planning your visit. Which, people who miss their family might start doing after seeing such a touching commercial.
#VisitSoon	The hashtag indicates a call-to-action for people to share their opinion (evoked feelings) of the commercial on social media or their own experiences of reuniting with family, thus spreading positive WOM.



Logos	The logos together indicate that this is a commercial of British Airways in collaboration with Australia, indicating their partnership and British Airways' global nature.
<b>STORY LINE</b>	
The commercial shows British Airways ability to reunite families, which highlights their compassion and intention to bring positivity into the world. Furthermore, it indicates their global nature as it shows their ties to Australia. In addition, it shows how British Airways can make dreams come true and connect people in a beautiful way, bringing happiness and positivity into the world.	

*Video Description: Three years ago, Esme's family moved to Australia. Esme loves everything about Australia, but one thing is missing from her amazing life. Watch what happened when British Airways made a family reunion a dream come true. Don't forget we fly daily to Sydney from London Heathrow. You can book your trip here: <http://ba.uk/X0MefK>*

## British Airways – Advertisement VI

British Airways. (2014, Dec. 10). *Discovering a Virtual Reality USA with British Airways #DiscoverBA* [Video File]. Retrieved from [https://www.youtube.com/watch?v=WN0u7gLZyco&feature=emb\\_logo](https://www.youtube.com/watch?v=WN0u7gLZyco&feature=emb_logo)



Denotation Advertisement VI British Airways			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Make your US trip a reality.	Slogan	Blue, Normal	Centre, Big, Normally Spaced
Together offering you more across the Atlantic + Wings various airlines	Fact	Blue, Normal	Centre, Big, Normally Spaced
Over 240 destinations in North America + Wings various airlines	Fact	Blue, Normal	Centre, Big, Normally Spaced
#FlyBA2015	Hashtag	Blue, Normal	Centre, Big, Under Logo
ba.com	Website	Blue, Normal	Centre, Big, Under Hashtag
STORY LINE			
<p>The commercial starts with a text: “British Airways takes virtual reality to the streets of Europe.” We see Nicole Scherzinger (not British, but well-known there) taking off VR glasses while being surrounded by British Airways flight attendants (in uniform) and she is smiling and says “Oh, that it trippy”. We then see multiple people on the streets of London, Frankfurt, Paris, Milan using the VR glasses (running in place, laughing, looking at the ground, using the glasses). People can be seen laughing, we see views from the VR glasses (Venice Beach (LA), Central Park (NYC), Cowboys, Bull (Texas). People in all those cities (residents, tourists, bachelorette party, businessmen, policemen, kids) can be seen laughing and enjoying the experience, finding it amazing. Nicole Scherzinger is then seen having a lot of fun with the flight attendants and the glasses, laughing loudly. The following text comes into shot: “Make your US trip a reality.” We then see the wings of the different airlines operating under British Airways with the text: “Together offering you more across the Atlantic.” “Over 240 destinations in North America.” And finally, the logo of British Airways with a hashtag (#FlyBA2015) and their website (ba.com).</p>			

Connotation Advertisement VI British Airways	
TEXT	
Make your US trip a reality.	This text indicates that British Airways gives people the opportunity to make your US trip that you might dream of or have in mind a reality by flying you there. In combination with the VR glasses shown in the video, which already brings you one step closer, the actual flight will bring you there in real life.
Together offering you more across the Atlantic + Wings various airlines	This text indicates that British Airways, together with its daughter companies enables you to fly you across the Atlantic, bringing you to your dream destinations.
Over 240 Destinations in North America + Wings various airlines	This text indicates that British Airways, together with its daughter companies enables you to fly you to over 240 destinations in North America.
#FlyBA2015	This is an encouragement to share your experiences/plans to fly with BA on social media in order to spread positive WOM. (A call-to-action.)

ba.com	This is an encouragement to go to the website and order tickets to go book a flight (might be inspired by the advertisement). This is thus a call-to-action
<b>STORY LINE</b>	
The advertisement shows how British Airways can make dreams come true and to make a dream destination a reality. Furthermore, it highlights the global nature of British Airways and how they can bring you to many places in the world. Furthermore, it shows how technologically advanced British Airways is, as they work together with Oculus (VR glasses) on this advertisement.	

*Video Description: Is this the ultimate try before you fly? Customers across Europe try our newest innovation, bringing to life iconic US experiences through Oculus Rift virtual reality technology. Nicole Scherzinger launches the exciting technology, as passers-by are transported from the streets of Europe to New York, LA and Texas. [#DiscoverBA](#)*

**British Airways – Advertisement VII**

Ads of the World. (n.d.). British Airways Plane [Digital Image]. Retrieved from [https://www.adsoftheworld.com/media/print/british\\_airways\\_plane](https://www.adsoftheworld.com/media/print/british_airways_plane)



Denotation Advertisement VII British Airways			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Experience Britain	Slogan	Red, Capital Letters, Normal	Big, Bold, Stands Out
Now flying from Colombo to London 3 times a week.	Sub-Slogan	Blue, Normal	Small, Under Slogan
Caption	Caption	Black, Normal	Small, Does Not Stand Out, Extra
CAPTION			
The caption matches text with the visuals.			
1: "TEA Also English for water."			
2: "STONEHENGE Was it druids, Greeks or aliens? Its history shrouded in mystery makes it so appealing."			
3: "ROYAL GUARD We dare you to make a royal guard laugh."			
4: "PHONE BOOTH Once used for phone calls. Now used for photoshoots."			
5: "RIVER THAMES All that London rain has to go somewhere."			
6: "DOUBLE-DECKER BUS Hop on, hop off! You haven't seen London till you've been on top."			
7: "NATURAL HISTORY MUSEUM Like an antique shop, only older, and nothing's for sale."			
8: "ABBEY ROAD Home of UK's most frequently stolen street sign."			
9: "PUB Museums of the neighbourhood."			
10: "FISH & CHIPS Today's catch in yesterday's paper."			
11: "PIE The best thing to put in an English pie is your teeth."			
12: "COVENT GARDEN Where the 'sandwich' was born."			
13: "BIG BEN The grandfather of grandfather clocks."			
14: "BUCKINGHAM PALACE One prince still up for grabs."			
15: "WEMBLEY STADIUM A cathedral of football and music."			
16: "THE TUBE Mind the Gap!"			
17: "30 ST MARY AXE Or the gherkin, as Londoners like to call it."			

Connotation Advertisement VII British Airways	
TEXT	
Experience Britain	This text indicates that Britain has a lot to offer and that British Airways can help in providing this experience.
Now flying from Colombo to London 3 times a week.	This text indicates that this advertisement is aimed at the Sri Lankan market (Colombo capital city) and that British Airways flies from Colombo to London 3 times a week. This thus indicates that British Airways flies to London various times a week and offers them plenty opportunities to discover and experience Britain.
Caption	Each visual is something that is typically British/from London. These visuals each form a part of an airplane, together forming an entire airplane. This indicates that British Airways is making it possible for people from Sri Lanka to experience everything of Britain. The captions accompanying the visuals explains what the visual is in a funny manner. This indicates that British Airways is proud of where they are from and is excited to share it with the rest of the world.

## **British Airways – Advertisement VIII**

British Airways. (2012, Sep. 6). *Thank You for Being the Home Advantage* [Video File]. Retrieved from [https://www.youtube.com/watch?v=qh1KIOTpncI&feature=emb\\_title](https://www.youtube.com/watch?v=qh1KIOTpncI&feature=emb_title)



### **Denotation Advertisement VIII British Airways**

#### **STORY LINE**

We see a British Airways airplane at the airport. We then see a flight attendant kindly closing the overhead boards for a passenger, while smiling. We see another flight attendant putting the seatbelt on for a boy. We then see the airplane taxiing across the airport and a viaduct (looks like it is taking off as people are looking out of the window and we see smaller views, however it is still driving on land). We see someone cleaning the streets, we see trays of milk being shaken, which are placed in a milk man's bus that is filled with Union Jack flags. The milk is shaken as the plane goes over this man's bus with its engines. We see the airplane driving through the streets of London (Trafalgar Square), over the Tower Bridge with the Big Ben and the London Eye in sight, through skyscrapers with in the background the Shard, and through a market. We then see a flight attendant (while smiling) paint the Union Jack on to a girl's face inside the airplane. We then see the airplane arriving at a stadium where the plane is docked. The passengers get off the plane, while the flight attendants kindly bid them goodbye (smiling). The passengers can be seen walking off the airplane through the tunnel while carrying little Union Jack flags. A cheering noise can be heard when we see the boy from the seatbelt smile in amazement. We then see what the passengers see, namely a stadium full of people (as they are walking out of the dug-out). We see the stadium full of people and the text "thank you for being the home advantage." comes onto the screen, followed by the text "you deserve a holiday." The sheering continues as the shot transitions to a bird's eye view of the stadium, while British Airways' logo comes into shot with the text "Sale now on" accompanied by the logos of the Olympic Games 2012 and the Paralympic Games 2012. The commercial is accompanied by an upbeat (almost chant-like/anthem-like) song.

### **Connotation Advertisement VIII British Airways**

#### **STORY LINE**

This commercial shows how British Airways is proud of its heritage and acknowledges this. The Olympic Games were held in London in 2012, but the advertisement is more aimed towards the success that Team Britain might have because of their home advantage and the fact that their supporters (the British) are there for them. It seems as this advertisement was aired near the end or right after the Games as British Airways state that "you deserve a holiday" after being the home advantage by showing your support. This is a nudge to the British to go on holiday and book a flight with British Airways (further nudged by the words "Sale now on."). Furthermore, the fact that a lot of landmarks of London were shown highlights even further their pride of their heritage and where they are from. It also shows the friendliness of the staff through their smiles.

*Video Description: You deserve a holiday! Your support for the London 2012 Olympic, and now Paralympic Games, has really given our athletes a fantastic boost. As they continue to give outstanding performances, reward your support with our 'Go After The Games' sale. There are hundreds of flights across the globe for you to choose from. Book by 25 September on ba.com*

<https://www.britishairways.com/100/story/memorable-television-adverts>: British Airways sponsored the London Olympic & Paralympic Games in 2012, and this advert was created to encourage the country to get behind our athletes and give them an extra boost.

### **British Airways – Advertisement IX**

*The Hall of Advertising.* (2013, Jun. 6). *British Airways – Flat Bed* (2003, UK) [Video File]. Retrieved from [https://www.youtube.com/watch?v=Q3MMURnbnrNw&feature=emb\\_title](https://www.youtube.com/watch?v=Q3MMURnbnrNw&feature=emb_title)



#### **Denotation Advertisement IX British Airways**

##### **STORY LINE**

The commercial starts with Times Square (surrounded by billboards and traffic, with lots of yellow cabs) in the night-time and a double-bed with a duvet and nightstand with a nightlamp in the middle of it. A man in suit can be seen walking towards the bed. He steps into the bed and puts the duvet over him. The man says the following: "Good night." The man shuts off the night-lamp and not only the night-lamp turns off, but also the entirety of Times Square shuts off. The screen goes black. And then as if the sun is rising, we see the same man lying in his bed but now on Piccadilly Circus, while the sun is rising. The man can be seen getting out of the bed as London is waking up (double-decker bus start driving, pigeons fly off). The man says the following: "Good morning.". He walks off out of shot. A voice-over says the following: "The only truly flat beds in business class." This text is accompanied by the same text in shot including "available to 44 destinations" and British Airways' logo. The commercial is accompanied by calming music.

#### **Connotation Advertisement IX British Airways**

##### **STORY LINE**

This advertisement shows how British Airways can fly you from New York to London in the most comfortable manner including a good night's sleep. This is highlighted by their own saying that they provide the only truly flat beds in business class and that this is available to 44 destinations. It shows the pioneering activities that British Airways has done, but also their aim to increase comfort and make the flying experience more comfortable. Furthermore, it shows how quick it can feel to travel from New York to London with British Airways due to its comfort.

<https://www.britishairways.com/100/story/memorable-television-adverts>: *British Airways set a new standard in the industry by being the first airline to install fully-flat beds in its business class cabin, Club World. Two ads were created to promote the Club World 'Sleeper Service' which is designed to maximise sleep for passengers on board - one featured a passenger going to sleep in Central Park and waking in Westminster and another features a passenger going to sleep in Times Square and waking in Piccadilly Circus.*

**British Airways – Advertisement X**

Clark, J. (2012, May 29). A Clean Refreshing Taste to BA's Latest Advertising. The Design Air [Digital Image]. Retrieved from <https://thedesignair.net/2012/05/29/a-clean-refreshing-taste-to-bas-latest-advertising/>



Denotation Advertisement X British Airways			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
“One in a thousand wines is balanced at 30,000 feet. We found six.”	Slogan	Blue, Bold, Capital Letters as in a Sentences	Small, Normally Spaced, Next to Image
“We test our cheese as meticulously as we test our engines.”	Slogan	Blue, Bold, Capital Letters as in a Sentences	Small, Normally Spaced, Next to Image
“You won’t find this bread anywhere on earth.”	Slogan	Blue, Bold, Capital Letters as in a Sentences	Small, Normally Spaced, Next to Image
“Our pilots study altitude. So do our chefs.”	Slogan	Blue, Bold, Capital Letters as in a Sentences	Small, Normally Spaced, Next to Image
Descriptions	Description	Blue, Not Bold, Capital Letters as in a Sentences	Small, Normally Spaced, Next to Image, Under Slogan
IMAGES			
	Colour	Location	Size
Wine Glasses (Tail)	Transparent and Red	Left Side of the Advertisement	Big, Stands Out
Cheese (Engine)	Yellow	Left Side of the Advertisement	Big, Stands Out
Bread (Clouds)	Beige	Left Side of the Advertisement	Big, Stands Out
Chef’s Uniform (with a British Airways Pin)	White with Blue Rims	Left Side of the Advertisement	Big, Stands Out
British Airways Logo	See Semiotics ‘British Airways – Logo’	See Semiotics ‘British Airways – Logo’	See Semiotics ‘British Airways – Logo’
BACKGROUND			
	Colour		
Background	White		



Syntagm Advertisement X British Airways	
IMAGES	
Wine	The image of the wine glasses are shaped in the form of an airplane tail. Furthermore, the text states that British Airways have found 6 wines that are balanced in the sky. Balanced in this sense refers to the quality of the wine and is visible in the image as the wine glasses are balanced in such a way that they do not fall when in this shape.
Cheese	The image of cheese is essentially an airplane engine made of cheese. The text states that British Airways tests their cheese as meticulously as their engines, and the image thus strengthens this view.
Bread	The image of the bread shows clouds made of bread. The text states that you will not find the bread British Airways provides anywhere on earth, but only in the sky. The image strengthens this.
Chef	The image of the chef's uniform includes a British Airways pin that pilots wear on their uniform. The text states that British Airways' pilots study altitude, and their chefs do as well. The image strengthens this and shows how the chefs make sure that they deliver good quality menus just as pilots deliver a good quality/safe flight.

Connotation Advertisement X British Airways	
TEXT	
"One in a thousand wines is balanced at 30,000 feet. We found six."	This sentence implies that British Airways employ wine experts, who have compared thousands of wines in order to see whether the taste on the ground is as good as the taste in the air.
"We test our cheese as meticulously as we test our engines."	This sentence implies that British Airways takes cheese tasting as serious as engine testing.
"You won't find this bread anywhere on earth."	This sentence implies that British Airways has found a baker making limited batches of bread which stay incredibly fresh high up in the air.
"Our pilots study altitude. So do our chefs."	This sentence implies that British Airways employs most renowned chefs in order to design menus that taste immaculate in the sky.
Descriptions	The descriptions elaborate and support the above mentioned.
IMAGES	
Wine Glasses (Tail)	The wine glasses and the text show the luxury British Airways provides in the air (balanced wine) and the lengths they go to do enable this.
Cheese (Engine)	The cheese and the text show the luxury British Airways provides in the air (very well tested cheese) and the lengths they go to do enable this.
Bread (Clouds)	The bread and the text show the luxury British Airways provides in the air (providing of the best bread) and the lengths they go to do enable this.
Chef's Uniform (with a British Airways Pin)	The chef's uniform and the text show the luxury British Airways provides in the air (the best chefs and menus) and the lengths they go to do enable this.
British Airways Logo	See Semiotics 'British Airways – Logo'
BACKGROUND	
Background	The white background makes the image stand out and looks clean.

## Appendix 3E: Virgin Atlantic Semiotic Analysis

### Virgin Atlantic – Logo

Virgin Atlantic. (n.d.). *The Evolution of the Virgin Logo [Digital Image]*. Retrieved from <https://www.virgin.com/news/the-evolution-of-the-virgin-logo>



Denotation Logo Virgin Atlantic			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Virgin Atlantic	Company Name	Purple, thin, lowercase letters, generic font	Large, Centre, Narrowly spaced, Generic Font, Rounded Letters
Virgin (on Shape)	Parent Company Name	Looks Like Handwriting (Scribbled), Underlined, White	Small, In Shape, Narrowly Spaced, Scribbled, Unique
IMAGES			
	Colour	Location	Size
Shape	Red	Upper-Right to Company Name	Small, Bended Lines
BACKGROUND			
	Colour		
Background	No background		

Syntagm Logo Virgin Atlantic	
IMAGES	
Virgin Atlantic	Complements Shape by Forming the Outline of an Airplane
Shape	Complements 'Virgin Atlantic' by Forming the Outline of an Airplane

Connotation Logo Virgin Atlantic	
TEXT	
Virgin Atlantic	Purple can be associated with royalty, luxury, extravagance, creativity, independence. Lowercase letters can indicate a casual approach whereas capital letters would appear as 'shouting'.
Virgin	White can be associated with safety, and the scribbled font is unique and can indicate uniqueness and strong character.
IMAGES	
Shape	The shape represents a wing of an airplane, indicating their business. The lines are quite bended and not very sharp, this can indicate a loose, fun, casual attitude. The shape is red, which is a colour indicating energy, power. Furthermore, it is a daring colour, grabbing attention immediately and stimulating intense emotions.
BACKGROUND	
Background	No background, makes the text stand out and further emphasizes the fact that the text and shape together form the outline of an airplane.

**Virgin Atlantic – Advertisement I**

Kingo, A. (n.d.). *Virgin Atlantic – Depart the Everyday* [Digital Image]. Behance. Retrieved from <https://www.behance.net/gallery/95852607/Virgin-Atlantic-Depart-the-Everyday>



Denotation Advertisement I Virgin Atlantic			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
“depart the everyday”	Slogan	White, bold, lowercase letters, generic font	Small, Upper Left Corner (in an empty space, so stands out), Averagely Spaced, Rounded Letters
IMAGES			
Many Types of Passengers	Older Couple, Younger Family, Fitness Girl, Dinosaur, Musical Artist, LGBT Couple, Businessman, Someone Sleeping, Painter, Air Hostesses.		
Objects	Parrot, Flamenco, Champaign, Book, Reading Glasses, Toys, Picknick, Spaghetti, Glass of Martini, Saxophone, Pillows, Cake.		
Colours	Many different colours are shown.		
BACKGROUND			
	Colour		
Background	Light Pink		

Syntagm Advertisement I Virgin Atlantic	
IMAGES	
Older Couple & Objects	The older couple, together with the objects surrounding them (book, reading glasses, champaign)
Flamengo & Objects	The flamingo closes his ‘curtain’, as this is his/her need at the moment.
The Younger Family & Objects	The younger family shows that for the children there is entertainment (toys and climbing on shoulders), but also for the parent (drinking from a champaign glass).
The Younger Family & Air Hostess	The air hostess adapts to the needs of the customer (plays with the children).
The Fitness Girl & Objects	This girl is one the one hand practicing fitness, on the other hand she is eating cake. So not matter what you want at the moment, Virgin Atlantic has got it.
The Music Player & Objects	The musical artist is shown as in-flight entertainment as he is attaining to the needs of the dinosaur (pouring champaign), attaining to the needs of the couple (love hearts) and attaining to the needs of all passengers (saxophone playing).
LGBT Couple	They are having dinner as a romantic date.
Businessman	Whereas he is working on his laptop (business), he is also relaxing (tie holding his drink) and he has a lot of leg space (very long legs).
Woman Behind Glass & Air Hostess	The airhostess adapts to the needs of the customer, climbs on ‘ladder’ to attend to her needs.
Sleeping Man & Objects	The pillows indicate comfortableness of the flight and the ability to sleep.
Painter & Objects	The painter is painting the sights seen from the airplane, the blue skies.

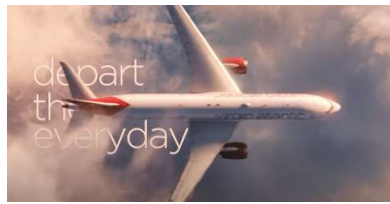
Connotation Advertisement I Virgin Atlantic	
<b>TEXT</b>	
“depart the everyday	This indicates that Virgin Atlantic will provide you with the opportunity to go out and leave the everyday behind for a while. By inserting the oval shapes (appears to be airplane windows), it shows that whatever you are currently doing or whatever your plans are, Virgin Atlantic adapts to this and is there for everyone at any time.
<b>IMAGES</b>	
Many Types of Passengers	Represents their view and standpoint on diversity and inclusivity, furthermore, indicating that Virgin Atlantic is there for everyone.
Colours	Variety of colours indicates their fun side, extravagance, an extraordinary experience.
Syntagma	The syntagma show that whatever a customer’s need is, Virgin Atlantic is there to accommodate (The air hostesses can be seen to accommodate to the needs of the passengers, showing their drive to provide a great, customized experience.) Furthermore, no matter a customer’s destination of flying, the experience will be fitted accordingly providing an amazing in-flight experience. Furthermore, it has a slight nod towards high amounts of leg space and the comfort of sleeping on a Virgin Atlantic flight.
<b>BACKGROUND</b>	
Background	Light pink can represent a charming/loving environment. It can also be seen as ‘seeing life through rose-coloured glasses’, meaning that you stay optimistic and have a positive outlook on life. This can be associated with providing an amazing, unforgettable, positive experience.

<https://blog.virginatlantic.com/depart-everyday-behind-scenes-new-tv-ad/>:

- *“The new Virgin Atlantic campaign encourages people to ‘Depart The Everyday’, by articulating the superior experience our passengers receive above the clouds. It’s underpinned by a 60-second TV advert that follows passengers escaping the everyday nature of travel – before breaking through into an other-worldly experience above the clouds, where the sun is always shining and the magic of the onboard experience comes to life.”*
- *“The creative depicts a departure from the ordinary through ‘hyper-real’ fantastical imagery, and the cabin crew featured in the Virgin Atlantic advert are real employees you could see on an everyday flight, handpicked to star in the commercial following an internal audition process.”*
- *“Lizzie [Consumer Content and Creative Manager]: The campaign idea had to be single minded and enduring, whilst also appealing to business customers as well as leisure customers. Flying with Virgin is a departure from the everyday travel experience and, simply put, we wanted to bring to life the amazing feeling of flying with us.”*
- *“How the does the new ad set us apart from other airlines?  
Lizzie: They may fly to more places or get you there more cheaply, but the experience you have with us is unlike any that you can get on other airlines. Time and time again when you ask people what they love about Virgin, they can’t put their finger on just one thing but instead talk about the ‘Virgin-ness’. It’s all about a feeling – interacting with our crew, or the little touches like ice-creams at film time or Love Heart sweets for landing. They all serve as reminders that flying is something we should enjoy, not endure. The new ad brings that world to life – it’s always sunny above the clouds, and when you fly with us you leave all those ‘blah’ airlines behind.*

## Virgin Atlantic – Advertisement II

Virgin Atlantic. (2018, Sep. 15). *Virgin Atlantic – Depart the Everyday* [Video File]. Retrieved from <https://www.youtube.com/watch?v=tT4LPOYIDFs>



Denotation Advertisement II Virgin Atlantic			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
“depart the everyday”	Slogan	White, Rounded Letters, Thin, Lowercase Letters	End of Commercial, Middle Left, Widely Spaced, In the Clouds
<b>STORY LINE</b>			
<p>Commercial starts of in a dark apartment looking out of the window at a window with dark clouds and rain falling heavily. The weather forecast on the TV in the apartment states that there is no chance of sun. We then see a Virgin Atlantic aircraft taking off (which can also be heard) from a very wet landing strip and a very cloudy dark sky with rain falling heavily. As the aircraft is taking off, we see the landing gear being retracted and slowly the sky is becoming brighter. And as the aircraft flies above the clouds, a clear sky can be seen with the sun shining bright. Passengers on the airplane are all watching something on the screen in front of them. One passenger breaks into a smile when looking outside at the clear sky. The signal (ping) for ‘seatbelts off’ goes off and a child can be seen dancing upside down on the ceiling of the airplane (defying gravity). An upbeat song starts playing. A flight attendant can be seen friendly chatting to a passenger. We then look at the airplane flying through the sky with clouds below and the clear sky above. A flight attendant can be seen carrying food and smiling friendly at passengers. We then see a cross section of the airplane with the upperpart being the seats and flight attendants serving passengers, and the below part being a ball pit. We then see a woman with the open air above her and the wind in her air contently smiling as if enjoying the experience. We then see the airplane (animated) flying over seas and mountains (animated) rapidly transforming. We see the smoke coming out of the engines in rainbow colours. We see a woman looking out of the window looking at this smoke smiling contently. We then see someone pushing one of the overhead buttons and rainbow coloured ice cream is coming out of the lamp/aircon. The person doing so is a flight attendant who then offers (while smiling friendly) this ice cream to the women who was looking out of the window. The women’s shirt, which has got a mouth and tongue displayed on it then starts eating the ice cream. We see the plane flying through the sky (from the back) with the clouds it just flew through. We then see a flight attendant throwing a blanket over a passenger, while his seat is reclining (seems to have a lot of space to do so). We then see this man slowly falling/floating in the sky before he lands on a bed situated in clouds. This is then majorly zoomed out as we see the earth in the atmosphere, and we can see the night falling. We then move back into the airplane and see a night scene unfolding. A flight attendant is pouring drinks at a bar and smiles friendly at those who he is serving. The glass is slid over to a passenger. We see the aircraft flying through the sky with the clouds behind. It seems as if the sun is rising. We then see the child from the beginning dancing on the ceiling (this time we see him normally, while the rest is upside down). We then get a look inside the cockpit in which we see lots of different coloured buttons (almost animated) and the view out of the window is a lot of clouds and the Statue of Liberty standing high above the clouds. We then zoom in on the Statue of Liberty which winks and smiles at the camera. We then see the airplane from above flying, while the following text appears: “depart the everyday”. We then see the airplane flying over New York and the clouds below, while the day is starting, and their logo can be seen on the bottom right. Furthermore, we can hear an airplane’s engines.</p> <p>People of different colours of skin are shown (passengers and flight attendants).</p>			

Connotation Advertisement II Virgin Atlantic	
<b>TEXT</b>	
“depart the everyday”	This indicates that Virgin Atlantic will provide you with the opportunity to go out and leave the everyday behind for a while. In relation to this advertisement it shows how Virgin Atlantic will take you away from your normal (sometimes boring or not so nice (rain)) life and take you away to an amazing destination while providing an amazing flying experience above the clouds which is extraordinary (sun/clear sky). This transition is represented by the ‘ding’ sound indicating that seatbelts can be taken off and that the journey has officially begun.
<b>STORY LINE</b>	
<p>The commercial is quite odd in the sense that it is absolutely not ordinary. This portrays the ‘extraordinary’ and fun (e.g., ice cream being eaten by t-shirt) experience Virgin Atlantic offers their customers. Furthermore, the weather below the clouds (rain) and the weather above the clouds (sun) once in the airplane portray that flying with Virgin Atlantic is positive and will make you feel happy and content (also showcased by passengers smiling contently and comfortably). Furthermore, customers watching a film on their screens show Virgin Atlantic’s entertainment on flight (also shown by the child dancing upside down and by the ball pit, but then not realistic, but more symbolic). In addition, both entertaining and fun/happy are the rainbow colours shown and the ice cream made from the overhead buttons.</p>	

Also shown are happy/friendly flight attendants attending to the need of the passengers while smiling, showcasing Virgin Atlantic's friendly/charismatic personality.  
Furthermore, the passenger who is going to sleep (reclined seat, blanket and sleeping on clouds) portrays Virgin Atlantic offering a comfortable experience.  
Lastly, people of different colours are shown representing Virgin Atlantic's diversity and acceptance.

*Video Description: "BING BONG! Depart the everyday, join us above the clouds and discover the joy. of flying."*

**Virgin Atlantic – Advertisement III**

Advertising Loves Music. (2010, Nov 22). Virgin Atlantic Airlines Advertising. James Bond Style [Video File]. Retrieved from <https://www.youtube.com/watch?v=gDRVWusmZpk>



Denotation Advertisement III Virgin Atlantic			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
Your airline's either got it or it hasn't	Slogan	White, Rounded Letters, Thin	End of Commercial, Upper right, Widely Spaced
STORY LINE			
<p>Flight attendants wearing their Virgin Atlantic walk in shot with suitcases. In the background we can see an aircraft engine (James Bond Style). A man in a suit glides off a suitcase (very small) and can be seen walking under a high red heel. We can see passengers walking through some sort of futuristic airport security. We can see three pilots walking a red carpet and in one of their sunglasses (in their mind) we can see fans lining up waving boarding passes. We then see multiple aircrafts in the air and multiple people flying as well. We then see several flight attendants going over the security measures in a dance-style way on the rhythm of the music. We then see a flight attendant helping a passenger before she falls through the floor (the flight attendant). The passengers look at a screen where it seems a show will be performed. We then see several men in suits dancing around massive forks which hold prawns. We see a disco ball and again several men in suits, but this time they are sitting in a glass of martini, before the shot moves to a men sleeping in the clouds where a flight attendant puts a blanket of clouds over him and tells the watcher to be silent. This scene then appears to be seen from an eye, which once this eye closes shows the Gherkin (London) and several women flying in the air. The shot moves to the same women flying in the air but now with the Statue of Liberty (New York) in the background. The shot then morphs into an engine and eventually a full Virgin Atlantic aircraft. Where we can see a full cabin crew standing on its wing posing for the camera. Suddenly, we see a woman flying to the air, after which one of the cabin crew asks: "Is that Linda?", to which another responds "No, she is in Miami.". The cabin crew can then be seen walking away, while one of the flight attendants takes of her high heels making a sound as if they are not comfortable. The following text is then shown: "Your airline's either got it or it hasn't".</p> <p>Song: Feeling Good – Michael Bublé</p>			

Syntagm Advertisement III Virgin Atlantic	
IMAGES	
Women Flying in the Air & Logo on Aircraft	The flying women in the air can be seen to relate to the image on their airplane (a flying women with a Union Jack as cape/wing). This connection, together with the fact that the flight attendant asks whether the flying women in the air is Linda (assuming this is another flight attendant/pilot) and then another responds that she is in Miami indicates that the flying women should be interpreted as aircrafts flying all over the world (London, Miami, New York).

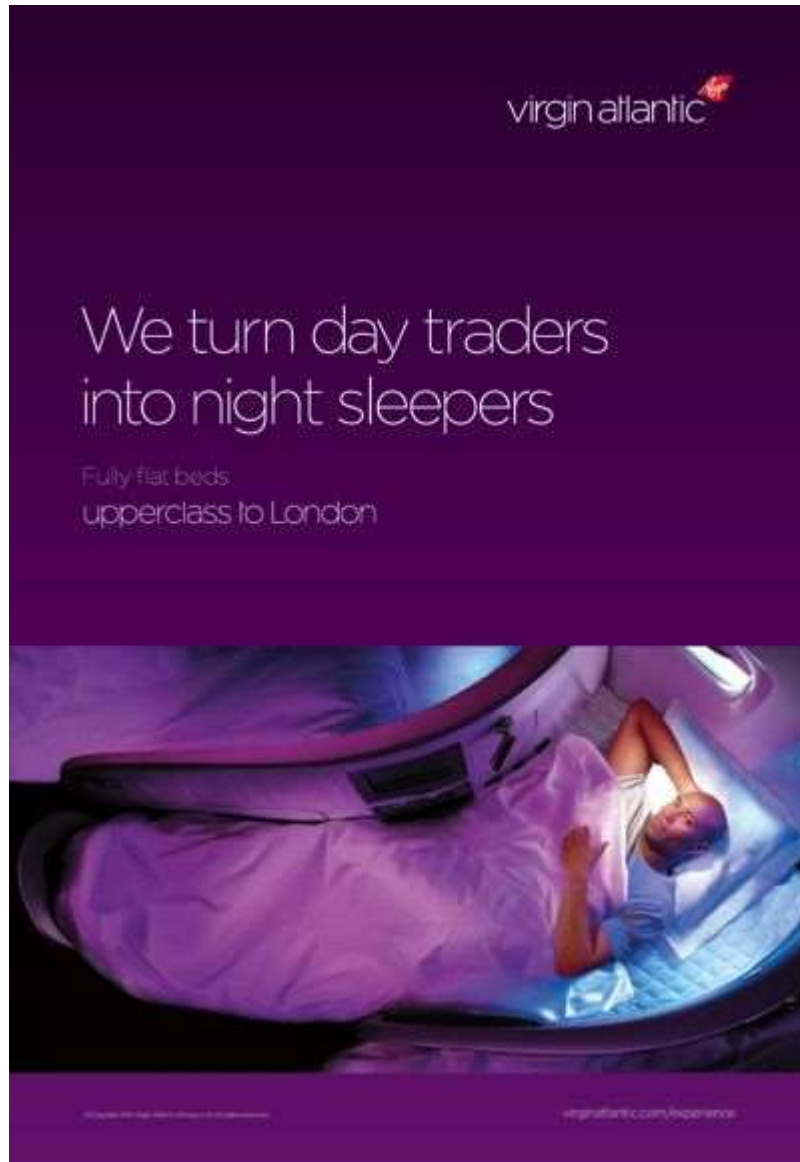
Denotation Advertisement III Virgin Atlantic	
TEXT	
Your airline's either got it or it hasn't	This slogan is a nod to Virgin Atlantic as 'having it' and is a nod to other airlines as potentially 'not having it'. With 'having it' they mean something special/something different/something to provide you with an extraordinary experience and fun. Furthermore, the language used is informal since they use contractions and not full words (Your airline has either got it or it has not.).
STORY LINE	
<p>There is a lot going on in the advertisement, furthermore some things can be viewed as quite bizarre. This can be associated with Virgin Atlantic's character as being fun, extraordinary, cheeky, providing a memorable experience, etc. Furthermore, as mentioned in 'syntagm', the flying women indicate that Virgin Atlantic brings passengers to destinations all over the world. In-flight entertainment is also mentioned in the fact that the men are dancing around a fork with prawns (food) and how the flight attendant puts a blanket of clouds over a passenger (who appears to be sleeping very comfortable (on a bed of clouds)). This all relates to the experience they are trying to provide their passengers. Furthermore, the James Bond theme gives off a mysterious/adventurous vibe and shows how Virgin Atlantic wants to portray itself. It really shows their differences and relates to the slogan "Your airline's either got it or it hasn't."</p> <p>The women taking off her heels at the end is a nod to Virgin Atlantic's professionalism but at the same time their informal side. The dancing flight attendants (standards safety measures) shows this as well (as well as showing the fun side of flying (making something standard more fun) and the importance of safety).</p>	

Furthermore, the red carpet and the fans lining up with their boarding passes to the pilots wearing sunglasses shows of a lot of glamour and the love passengers have for Virgin Atlantic and its staff.



**Virgin Atlantic – Advertisement IV**

Pinterest. (n.d.). Our Story [Digital Image]. Retrieved from <https://www.pinterest.com/pin/51650726947331822/>



Denotation Advertisement IV Virgin Atlantic			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
"We turn day traders into night sleepers"	Slogan	White, Capital Letter as in a Sentence	Big, Centre, Averagely Spaced, Rounded Letters
"Fully flat beds upperclass to London"	Description	White, Capital Letter as in a Sentence	Small, Beneath Slogan, Averagely Spaced, Rounded Letters
IMAGES			
Man Lying in a Fully Flat Bed	The image shows a man lying in a fully flat bed with atmospheric purple lights.		
Logo Virgin Atlantic	See Semiotics 'Virgin Atlantic – Logo'.		
BACKGROUND			
	Colour		
Background	Purple		

<b>Connotation Advertisement IV Virgin Atlantic</b>	
<b>TEXT</b>	
“We turn day traders into night sleepers”	This sentence shows that this advertisement is mostly aimed towards business travellers. But it also shows how a hard job during the day, will allow a good night sleep by using the fully flat beds from Virgin Atlantic, which are very luxurious.
“Fully flat beds upperclass to London”	This sentence shows that the fully flat beds are available in upperclass when flying to London, and thus show the luxury of it.
<b>IMAGES</b>	
Man Lying in a Fully Flat Bed	The man shows what the advertisement is about. The atmospheric lights make for the fact that it looks very comfortable.
Logo Virgin Atlantic	See Semiotics ‘Virgin Atlantic – Logo’.
<b>BACKGROUND</b>	
Background	The background is purple, which suits Virgin Atlantic’s style and can indicate, for example, passion, mystery, and extravagance. This fits Virgin Atlantic’s further communications.

**Virgin Atlantic – Advertisement V**

Ads of the World. (2008, Apr.). One Word [Digital Image]. Retrieved from [https://www.adsoftheworld.com/media/print/virgin\\_one\\_word](https://www.adsoftheworld.com/media/print/virgin_one_word)



At Virgin Atlantic, we always believe in giving you more. When we say more, we mean a complimentary limousine service to and from the airport. A private 180° fully flat-bed in the sky. Plus, a proper in-flight bar. All this is yours to enjoy in Upper Class for the ultimate business experience.

**Earn \$1,000 with every Upper Class flight**

There's more. Enjoy an Upper Class return trip from Hong Kong to Sydney between April and September 2008 and you'll be entitled to a Nuance-Watson HK\$1,000 shopping voucher to seriously indulge yourself in over 20 duty-free outlets. For more information, contact Virgin Atlantic at 2532 6060, or visit [www.virginatlantic.com.hk](http://www.virginatlantic.com.hk)

Denotation Advertisement V Virgin Atlantic			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
"Limousinebarflatbed"	Slogan	White, Capital Letter as in a Sentence	Big, Centre, Averagely Spaced, Rounded Letters
"One word says it all."	Description	White, Capital Letter as in a Sentence Including Punctuation	Small, Beneath Slogan, Averagely Spaced, Rounded Letters
Description	Description	White, Capital Letters as in a Sentence Including Punctuation	Small, Averagely Spaced, Rounded Letters, A Lot of Text, Bottom
<b>IMAGES</b>			
Logo Virgin Atlantic	See Semiotics 'Virgin Atlantic – Logo'.		
<b>BACKGROUND</b>			
	Colour		
Background	Various shades of purple; an ombre effect.		

<b>Connotation Advertisement V Virgin Atlantic</b>	
<b>TEXT</b>	
“Limousinebarflatbed”	This sentence shows how Virgin Atlantic provides all these things, and thus shows the luxury they provide.
“One word says it all.”	This sentence, together with the previous slogan, shows how this one word says it all. In other words, this word simply encompasses Virgin Atlantic’s offering of luxury and extravagance.
Description	The description backs up the findings above and states that Virgin Atlantic is always willing to go the extra mile to provide you with the ultimate business experience in Upper Class.
<b>IMAGES</b>	
Logo Virgin Atlantic	See Semiotics ‘Virgin Atlantic – Logo’.
<b>BACKGROUND</b>	
Background	The background is purple, which suits Virgin Atlantic’s style and can indicate, for example, passion, mystery, and extravagance. This fits Virgin Atlantic’s further communications.

**Virgin Atlantic – Advertisement VI**

Unravel Travel TV. (2013, Jan. 1). Virgin Atlantic Mini Movie Trailer, Flying in The Face Ordinary – Unravel Travel TV [Video File]. Retrieved from <https://www.youtube.com/watch?v=ayiW3jfpEoI>



Denotation Advertisement VI Virgin Atlantic			
TEXT			
	Linguistic	Visual	
		Typographical	Spatial
“Flying in the face of ordinary”	Slogan	White, Rounded Letters, Thin, Capital Letters as in a Sentence	End of Commercial, Top-Middle, Widely Spaced, In the Red Clouds
STORY LINE			
<p>The commercial starts by showing multiple babies. “They were born different”. We see a visual of DNA with a red part. We then see a mansion and a fancy pram outside on the grass out of which a paper airplane can be seen flying. The whole grass is filled with these paper airplanes, and the toddler in the pram can be seen reaching towards them. We then see another toddler with glasses looking at a small caterpillar on a branch. We see an older girl sitting in a doctor’s office. The doctor says: “Your daughter has a gift”. The voice-over then states: “Born with very special gifts”. Another boy can be seen catching a falling vase without even looking at it. The girl from the doctor’s office is walking towards school on a busy street with her little brother. She stops the brother in his tracks, as she counts down from three. When she reaches zero, a bucket of water falls from a building right in front of them. “And, extraordinary talents”. Another girl, in the middle of a shoe store filled with unpacked shoes, manages to use her mind to let a box drop down from a cupboard that is exactly the pair she wanted. “Born to challenge the status quo”. The boy who looked at the caterpillar can be seen doing all sorts of technical inventions. Another boy rides in a kart, made to look as an airplane, and as he goes up a ramp the kart starts flying. “To evolve thinking”. Another boy catches fish with his bare hands. “And change the lives of millions”. The girl with the shoes, walks through the rain carrying an umbrella and with her beaming smile she makes people waiting in the rain brighten up and the rain stop too. We then see the caterpillar boy in his room on his computer working on an invention. We then see this boy as a grown-up with his invention carried out in real life, namely a fully flat bed (hologram). “Destiny brought them together”. We see the girl from the doctor’s office/bucket of water Virgin Atlantic flight attendant. We see the boy from the flying kart as a pilot, putting a paper airplane on the table, before saying “Time to fly!”. All of them are now grown-ups. We then see the flight attendant welcoming someone and handing him a napkin. “Now they are flying to save us all”. The man looks to confused as of why, but as he walks away, the woman starts counting down from three to zero, and the person sneezes using this napkin. “Saving us from the bland, the beige, and the common-can’t-be-bothered”. We then see the girl from the shoes (then bright red shoes, now bright red pumps), also as a flight attendant, and as she walks through the airport in her uniform, she still manages to make everyone look at her as she brightens up their days. She can be seen proudly wearing a Virgin Atlantic pin on her blazer. We are now in an airplane, and we can see a woman struggling with putting her bag up in the overhead space. Consequently, some items fall out of her bag. A flight attendant (the boy from earlier, who could catch falling vases and fishes with his bare hands), who is kindly chatting to a passenger, rushes to her and catches the items neatly on a tray. A little boy can be hear saying: “He saved it!” The flight attendant smiles at the woman who dropped her items and the woman smiles back at him. “They are a welcome splash of red, in a weary world of grey”. We then see then see all of the ‘superheroes walking fiercely towards the camera as a Virgin Atlantic aircraft flies over them in a red/orange sky. “Flying in the face of ordinary”. The commercial ends with the ‘quick’ man popping a champagne bottom and quickly catching the cork. This seems to take place int heir on-flight bar (bright red). The commercial is accompanied by mysterious ‘superhero’ music.</p>			

Connotation Advertisement VI Virgin Atlantic	
TEXT	
“Flying in the face of ordinary”	This, in combination with the commercial, emphasizes Virgin Atlantic’s aim to make flying a special, extraordinary experience, whereas other airlines only provide dull experiences.
STORY LINE	
<p>First, the commercial includes people of various ethnicities, and therefore highlights Virgin Atlantic’s viewpoint on equality and inclusivity. Second, the commercial clearly highlights how extraordinary Virgin Atlantic is, their staff but also the experience they provide. The crew is compared to ‘superheroes’ with special talents and gifts that save us from blandness and that are a welcome splash of bright red in a world full of blandness and dullness. This extraordinary character is further highlighted by “Flying in the face of ordinary”. In addition, Virgin Atlantic is said to challenge the status quo and does not try to fit in with the rest of the industry. In other words, Virgin Atlantic is not afraid to take risks and to stand out. The whole commercial portrays a sort of grandness to Virgin Atlantic, who they stand for and what they provide.</p>	

**Virgin Atlantic – Advertisement VII**

*Ads of the World.* (2005, Nov.). *Virgin Atlantic Runway* [Digital Image]. Retrieved from [https://www.adsoftheworld.com/media/ambient/virgin\\_atlantic\\_runway](https://www.adsoftheworld.com/media/ambient/virgin_atlantic_runway)



Denotation Advertisement VII Virgin Atlantic			
<b>TEXT</b>			
	Linguistic	Visual	
		Typographical	Spatial
“Hey you in the window seat. Bored? Uncomfortable? Next time fly Virgin.”	Slogan	White, Capital Letter as in a Sentence, Red Background	Big, Side of a Runway, Averagely Spaced, Rounded Letters
<b>IMAGES</b>			
Airplane	A Ryanair aircraft that is taking off.		
<b>BACKGROUND</b>			
	Colour		
Background	The background is an airport; specifically, a runway		

Syntagm Advertisement VII Virgin Atlantic	
<b>IMAGES</b>	
Slogan	The slogan states that the airplane going past is not as ‘good’ as Virgin Atlantic.
Airplane	The airplane going past, together with the slogan highlights that Virgin Atlantic is the best option, as they provide entertainment and comfort (as opposed to other airlines).

Connotation Advertisement VII Virgin Atlantic	
<b>TEXT</b>	
“Hey you in the window seat. Bored? Uncomfortable? Next time fly Virgin.”	This text, in combination with the Ryanair aircraft, implies that other airlines (in this case Ryanair) provide boring and uncomfortable service and that next time it would be better to fly with Virgin, as they do provide an entertaining and comfortable flight. Furthermore, this advertisement is quite cheeky, in the way it is presented.
<b>IMAGES</b>	
Airplane	The airplane is a Ryanair aircraft, and together with the slogan implies that Ryanair is boring and uncomfortable to fly with. Virgin Atlantic, next time, would be a better option.
<b>BACKGROUND</b>	
Background	The background, a runway, highlights the cheekiness of this advertisement (slogan) in terms of its placement.

**Virgin Atlantic – Advertisement VIII**

Virgin Holidays. (2018, Oct. 10). *Pride Flight – Virgin Atlantic and Virgin Holidays* [Video File]. Retrieved from <https://www.youtube.com/watch?v=axMVFO3LUNc>



Denotation Advertisement VIII Virgin Atlantic	
IMAGES	
Pride Flight Logo	The Logo is rainbow coloured and includes a heart with various hearts within.
STORY LINE	
<p>The commercial starts by showing a departures/arrivals board, highlighting one to New York. An announcer can be heard saying: “Calling all queens to board the Virgin Pride Flight.” We then see a bright green suitcase and a person walking wearing Bright Red pumps. We see even more flight attendants walking in a group with in the middle a pilot. All of them are wearing different, brightly coloured suitcases. People stop in their tracks to look at them with full amazement. We then see that the flight attendants are drag queens in full drag, while wearing Virgin Atlantic uniforms and suitcases together forming the colours of the rainbow (the Pride Flag). The pilot then turns around and states: “Oh, you don’t wanna miss this flight” with a smile on his face “come get fabulous at 30,000 feet”. He then proceeds to put his cap on while smiling widely. We then see the logo for this Pride Flight, and the commercial ends with a white screen including the Virgin Atlantic and Virgin Holidays logos.</p>	

Connotation Advertisement VIII Virgin Atlantic	
IMAGES	
Pride Flight Logo	The Pride Flight logo is rainbow-coloured as these are the colours of the Pride movement. Furthermore, the smallest heart within the heart looks like a V, which can stand for Virgin (Atlantic).
STORY LINE	
<p>The commercial really highlights Virgin Atlantic’s inclusivity and accepting everyone as equal. Furthermore, it shows how Virgin Atlantic does not only say they support Pride, but they also act and arrange a special flight for this fact, and thus puts their words into action. The commercial is also quite fun and entertaining, and in this sense shows Virgin Atlantic’s fun/cheeky (Bright Red Hot Attitude) side.</p>	

Cultural Knowledge Advertisement VIII Virgin Atlantic	
IMAGES	
Pride	The Pride movement is characterised by its rainbow colours (flag) and in the commercial we can see drag queens, that often use the term ‘Queens’.

## 4. APPENDIX 4 – Airline Themes

This appendix portrays the themes that emerged from the textual and semiotic analysis for each airline.

### Appendix 4A: Ryanair Themes

- 1: <https://www.ryanair.com/gb/en/useful-info/about-ryanair/about-us>
- 2: <https://www.ryanair.com/ie/en>
- 3: <https://investor.ryanair.com/>
- 4: <https://investor.ryanair.com/wp-content/uploads/2019/07/Ryanair-2019-Annual-Report.pdf>
- 5: <https://corporate.ryanair.com/customer-care/>
- 6: <https://corporate.ryanair.com/customer-care/price-promise/>
- 7: <https://www.ryanair.com/gb/en/useful-info/about-ryanair/always-getting-better>
- 8: [Annual Report 2014 Ryanair](#)
- 9: [Annual Report 2013 Ryanair](#)
- 10: <https://corporate.ryanair.com/about-us/history-of-ryanair/>
- 11: <https://edition.cnn.com/travel/article/ryanair-money-saving-schemes/index.html>
- 12: <https://www.businessinsider.com/ryanair-airline-michael-oleary-2011-10?international=true&r=US&IR=T#charging-customers-to-use-the-toilet-3>

Data	Sub-Category	Code
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"> <li>• “200 destinations in 40 countries”<sup>1</sup></li> <li>• “Widely available route choice”<sup>4,8</sup></li> <li>• “Biggest and best choice in destinations”<sup>7</sup></li> <li>• “436 low fare routes across 24 countries”<sup>10</sup></li> <li>• “An ever-expanding list of airports”<sup>10</sup></li> <li>• “Expanded into primary airports”<sup>10</sup></li> </ul> <p><b>Semiotic Analysis</b></p> <ul style="list-style-type: none"> <li>• Ryanair’s slogan “More Choice. Lower Fares. Great Care.” portrays the high variety of choice customers have when flying with Ryanair. Furthermore, in combination with footage of people enjoying a family holiday near the beach and a couple enjoying a city trip (advertisement), this message of ‘more choice’ further strengthens the belief that Ryanair can be used by many people to get to their holiday destination (as they offer flights to many destinations)</li> <li>• This aspect of wide choice in destinations is further emphasized by a different commercial which states that Ryanair offers flights to 195 destinations</li> <li>• In their commercial celebrating their 30<sup>th</sup> anniversary, Ryanair highlights where they came from (only one destination at the start of operations) and where they are now (190 destinations) and thus they highlight the wide choice they have created and now offer for their customers</li> </ul>	<p><i>Wide Choice in Destination</i></p>	<p><b>Wide Choice</b></p>
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"> <li>• High frequency flights<sup>10</sup></li> <li>• High frequency formula<sup>10</sup></li> <li>• Added business schedules<sup>10</sup></li> </ul>	<p><i>Wide Choice in Travel Time</i></p>	
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"> <li>• “Wider choice of ground transport (Ryanair Transfers)”<sup>7</sup></li> <li>• “Via Ryanair.com car hiring, hotel accommodation, travel insurance and rail services”<sup>10</sup></li> <li>• “Ryanair Car Hire service”<sup>10</sup></li> <li>• “Exclusive partnership with the Erasmus Student Network”<sup>10</sup></li> <li>• “New Ryanair Rooms website and App”<sup>10</sup></li> </ul>		<p><b>Supplementary Services</b></p>
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"> <li>• “On-time performance”<sup>1,4</sup></li> </ul>	<p><i>Punctuality</i></p>	<p><b>Operational Efficiency</b></p>



- “Punctuality”<sup>10</sup>
- “The most on-time flights”<sup>7</sup>
- “On-time airline”<sup>10</sup>

**Semiotic Analysis**  
 Ryanair’s logo and communications which are very clear and clean-cut portray their no-frills strategy and their efficiency

**Document Analysis**

- “High load factors”<sup>3,10</sup>

*Capacity Utilisation*

**Document Analysis**

- “Carbon efficiency”<sup>2</sup>
- “Ryanair is Europe’s greenest cleanest airline group and customers switching to fly Ryanair can reduce their CO2 emission by up to 50% compared to the other Big 4 EU major airlines”<sup>10</sup>
- “Europe’s No. 1 airline for carbon efficiency: Youngest fleet of aircraft; highest load factors; newest, most fuel-efficient engines”<sup>2</sup>
- “And the greenest, cleanest air travel”<sup>4</sup>
- “Environmental plan which includes our commitment to eliminate all non-recyclable plastics from our operations over the next five years. For customers on board, this will mean initiatives such as a switch to wooden cutlery, bio-degradable coffee cups, and the removal of plastics from our range of in-flight products We will also introduce a scheme to allow customers to offset the carbon cost of their flight through a voluntary climate charity donation online”<sup>7</sup>
- “Ryanair is Europe’s greenest cleanest airline group and customers switching to fly Ryanair can reduce their CO2 emissions by up to 50% compared to the other Big 4 EU major airlines”<sup>10</sup>
- “High load factor”<sup>3,10</sup>
- “We unveiled the fifth year of our “Always Getting Better” programme, including our first ever Environmental Policy, in which Ryanair committed to eliminating all non-recyclable plastics over the next five years (Plastic free by 2023)”<sup>10</sup>

*Environmentally Efficiency*

**Document Analysis**

- “We are well placed to take advantage of the growth opportunities that will arise as airlines consolidate and/or exit the market”<sup>4</sup>

*Flexible*

**Document Analysis**

- “Single aircraft fleet type, scrapping free drinks and expensive meals on board but reducing the lowest fares from £99 to just £59 return”<sup>10</sup>

*Scrapping Un-Essential Elements*

**Document Analysis**

- “Lower seat costs”<sup>10</sup>
- “Charging those passengers who pay via debit/credit card”<sup>12</sup>
- “High fees for making changes”<sup>12</sup>
- “Passengers carrying own luggage onto the plane”<sup>12</sup>
- “Standing seats”<sup>11,12</sup>
- “One toilet per aircraft”<sup>11,12</sup>
- “Charging passengers for printing boarding passes”<sup>11,12</sup>
- “Our people deliver industry leading productivity (...) 10,000 employees per employee (...)”<sup>10</sup>
- “Improved “My Ryanair” customer registration system allowing even faster bookings”<sup>10</sup>

*Company*

**Cost Efficiency**

**Document Analysis**

- “Reduced penalty fees (...) and more customer-friendly baggage allowances and change policies”<sup>8</sup>
- “Ryanair.com allows passengers to avail of the lowest cost car hire, hotel accommodation, travel insurance and rail services”<sup>10</sup>
- “We also reiterate our “no fuel surcharge guarantee” as airlines such as British Airways, Air France and Lufthansa continue to supplement their already high fares with fuel surcharges”<sup>10</sup>

*Customer*

- “Our average fare at just €39 and no fuel surcharges, despite a sharp increase in fuel costs”<sup>10</sup>
- “Offer low fares, while still delivering industry leading margins (...) cost efficiency”<sup>4</sup>
- “ (...) moving to a single aircraft fleet type, scrapping free drinks and expensive meals on board but reducing the lowest fares from £99 to just £59 return”<sup>10</sup>

#### Semiotic Analysis

- Ryanair’s slogan – “Low Fares, Made Simple” portrays both the efficiency and the low costs associated with travelling with Ryanair. These low costs are mainly facilitated by their efficiency

#### Document Analysis

- “Continued drive to improve our customer experience”<sup>3</sup>
- “Highly skilled aviation professions across the Ryanair Group who strive”<sup>4</sup>
- “Continuously improving”<sup>3</sup>
- “Improve punctuality and resilience (...) on-time performance (...) reduction in the number of cancelled flights”<sup>4</sup>
- “Ryanair’s “Always Getting Better” programme has delivered for its people, shareholders and customers”<sup>7</sup>
- “While we continue to innovate (...)”<sup>7</sup>
- “ (...) as we grow our fleet, traffic and routes”<sup>7</sup>
- “ (...) daily conference with airport personnel (...) to ensure that the root cause [to issues are] identified and rectified”<sup>8</sup>
- “Ryanair is implementing a series of strategic initiatives that are expected to have a significant impact on its customer service offering”<sup>8</sup>
- “In 1990 substantial restructuring”<sup>10</sup>
- “The aircraft begins operations from our main base at London Stansted, and its impact allows Ryanair to operate with significantly lower seat costs and to offer much lower airfares, but with better reliability and a fantastic new customer product”<sup>10</sup>
- “We relentlessly improved our lowest fare/lowest cost model”<sup>10</sup>
- “We rolled out Year 2 of our “Always Getting Better” programme with a dedicated USA website, the unveiling of our new Always Getting Better customer charter, a new Ryanair Car Hire service, new cabin interiors with slimline seats, new crew uniforms, and improved inflight menus. Our brand new personalised website included an improved “My Ryanair” customer registration system allowing even faster bookings and tailored offerings”<sup>10</sup>
- “We rolled out Year 3 of our “Always Getting Better” programme, which included improvements to our app, improved Flexi-Plus and Leisure-Plus products, Schools Travel and Groups websites, and “Rate My Flight”<sup>10</sup>
- “We rolled out Year 4 of our “Always Getting Better” programme, which included connecting flights via Rome, Milan & Porto, reduced check-in bag fees, an exclusive partnership with the Erasmus Student Network, and a new Ryanair Rooms website and App”<sup>10</sup>
- “Ever-expanding list of airports”<sup>10</sup>
- “We unveiled the fifth year of our “Always Getting Better” programme, including our first ever Environmental Policy, in which Ryanair committed to eliminating all non-recyclable plastics over the next five years”<sup>10</sup>
- “New 48-hour grace period for changes to bookings”<sup>4</sup>
- “We process EU261 claims within 10 days and customer support moves to year round 24/7 availability, 7 days a week”<sup>4</sup>
- “We invested heavily last year to improve punctuality and resilience despite the challenges of frequent ATC staff shortages and strikes. We replaced underperforming handling providers at Stansted, in Spain and Poland, and we invested in additional ground equipment and more spare aircraft. (...) delivered a 10% point improvement in our on-time performance (...) with a remarkable 80% reduction in the number of cancelled flights”<sup>4</sup>

Service  
Improvements/Efficiency

- “The aircraft begins operating from (...) but with better reliability”<sup>10</sup>
- “Ryanair becomes No.1 in Europe (...) for punctuality, fewer cancellations and least lost bags”<sup>10</sup>
- “Our Profits rose 200% to over €318m while traffic growth continues during a global recession which saw many of our competitors announce losses or cutbacks, and even more go bankrupt”<sup>10</sup>
- “Our profits rose 13% to a record €569m despite higher oil prices”<sup>10</sup>
- “Ever-improving customer experience”<sup>4</sup>
- “We deliver 90% OTP (excl. ATC) or we cut 5% off the following month’s air fares”<sup>4</sup>

**Semiotic Analysis**

- Ryanair’s slogan “More Choice. Lower Fares. Great Care.” portrays the great care customers can expect when flying with Ryanair
- Ryanair’s slogan “Satisfying from Ryanair” in combination with the variety of ways flying with Ryanair becomes easier (commercial), such as a second cabin bag allowed, having many destinations, a boarding pass on mobile and friendly flight attendants show that flying with Ryanair is a satisfied experience
- The commercial (“Satisfying from Ryanair”) further emphasizes aspects of openness and satisfaction (bright and light colours) as it shows passengers who seem to enjoy their experience (whereas flying often is seen as stressful)
- Service improvements Ryanair has implemented since they were founded and started are highlighted in their commercial celebrating their 30<sup>th</sup> anniversary. This commercial highlights their pride in where they came from and where they are now. Furthermore, the commercial indicates that Ryanair is ready and excited to improve in the future even further. Furthermore, the commercial highlights the improved efficiency for customers (2 cabin bags allowed, mobile boarding passes, etc.)

**Document Analysis**

- “The cost gap between us and our competition has widened:”<sup>4</sup>
- “Ryanair offers the lowest fares in Europe”<sup>4,10</sup>
- “We won’t be beaten on price!”<sup>6</sup>
- “Europe’s first and largest low fares airline”<sup>10</sup>
- “The launch fare of £99 return was less than half the price of the BA/Aer Lingus lowest return fare of £209”<sup>10</sup>
- “Ambition to continue to be the largest low fares airline in Europe as well as the lowest fare airline”<sup>10</sup>

*Price Competitive*

**Semiotic Analysis**

- In their commercials, Ryanair can be seen to compare their fares with that of other airlines; highlighting its own low fares.

**Document Analysis**

- “The biggest and best choice of destination”<sup>7</sup>

**Competitive**

**Semiotic Analysis**

- In their commercials, Ryanair can be seen to compare their wide choice in offerings with that of other airlines; highlighting its own wide choice in offerings.

*Choice Competitive*

**Document Analysis**

- “No. 1 on-time performance”<sup>1,10</sup>
- “Europe’s greenest cleanest airline group”<sup>1,10</sup>
- “The most on-time flights”<sup>7</sup>
- “Ryanair’s strategy is to deliver the best customer service performance in its peer group”<sup>8</sup>
- “Ryanair can reduce their CO2 emissions by up to 50% compared to other Big 4 EU major airlines”<sup>10</sup>
- “An industry leading 34-year safety record”<sup>10</sup>
- “No. 1 in Europe of customer service beating all other European airlines”<sup>10</sup>

*Performance Competitive*

- “We celebrate beating Easyjet for punctuality every week for three years solid”<sup>10</sup>
- “Our people deliver industry leading productivity with Ryanair carrying almost 10,000 passenger per employee, which is ten times better than our principal competitors”<sup>10</sup>

#### Semiotic Analysis

- In their commercial for the European Championship (football), Ryanair ‘politely snubs’ English and French airlines for their performance and their treatment of employees. This showcases Ryanair’s competitive side. Furthermore, the slogan in this commercial “you’ll never beat the Irish” obviously relates to the Irish National football team, but implicitly also relates to Ryanair and their position in the airline industry.
- In their commercials, Ryanair can be seen to compare their customers’ satisfaction with that of other airlines; highlighting its own high rate of customer satisfaction.

#### Document Analysis

- “September breaks”<sup>2</sup>
- “Cost leadership”<sup>4</sup>
- “The lowest fares”<sup>5</sup>
- “More Choice, Lower Fares & Great Care”<sup>4</sup>
- “Widely available low fares”<sup>4,8,9</sup>
- “While we continue to innovate, the one thing that won’t change will be our low fares – which we promise will not be beaten”<sup>7</sup>
- “The launch fare of £99 return was less than half the price of the BA/Aer Lingus lowest return fare of £209”<sup>10</sup>
- “We launched an Easter weekend seat sale with fares of £59 return, and such is the demand that passengers queue halfway up Dawson Street for 3 days to get these lowest ever fares”<sup>10</sup>
- “Ryanair’s low fares”<sup>10</sup>
- “We responded by introducing a lowest ever return fare of £19.99 on the Dublin-London route”<sup>10</sup>
- “The lowest airfares in Europe”<sup>10</sup>
- “Ryanair’s ambition to continue to be the largest low fares airline in Europe as well as the lowest fare airline in Europe”<sup>10</sup>
- “To celebrate our 20th birthday, we offered 100,000 seats at 99p, 100 times less than our 1985 fare!”<sup>10</sup>
- “As we celebrated 30 Years of Low Fares since our first flight in 1985”<sup>10</sup>
- “Offer low fares, while still delivering industry leading margins (...) cost efficiency”<sup>4</sup>
- “(...) moving to a single aircraft fleet type, scrapping free drinks and expensive meals on board but reducing the lowest fares from £99 to just £59 return”<sup>10</sup>
- “The aircraft begins operations from our main base at London Stansted, and its impact allows Ryanair to operate with significantly lower seat costs and to offer much lower airfares”<sup>10</sup>
- “We relentlessly improved our lowest fare/lowest cost model”<sup>10</sup>
- “One toilet per aircraft, charging to go to toilet, standing seats, charging overweight passengers, carrying own luggage onto the plane, high prices for food, high fees for changing names on boarding passes”<sup>11,12</sup>

*Low Fares (Always & Everywhere)*

**Low Fares**

#### Semiotic Analysis:

- Ryanair’s communication often includes special deals or break prices. These prices are very low (compared to industry standards) and thus further emphasise the low fare prices customers pay when flying with Ryanair
- Ryanair’s slogan “More Choice. Lower Fares. Great Care.” portrays the low fares customers will pay when flying with Ryanair. Furthermore, in combination with footage of people enjoying a family holiday near the beach and a couple enjoying a city trip (advertisement) and the announcement of a seat sale, this message of

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'low fares' means that these low fares are for everyone no matter the destination

- In their commercial celebrating their 30<sup>th</sup> anniversary, Ryanair highlight one thing that has not changed since they started operating, namely their low fares

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#### **Document Analysis**

- "Credit to the customer's "MyRyanair" account if they find a cheaper fare within 3 hours"<sup>4</sup>
- "Ryanair offers the lowest fares in Europe. We're so confident in our low fares, that should you find a cheaper flight elsewhere, we promise to refund you the difference"<sup>5</sup>
- "We won't be beaten on price! If you find a cheaper fare, we will pay you double the difference in the form of Travel Credit. Once you pay for your flight on Ryanair.com, you will get 15 mins to find a flight cheaper"<sup>6</sup>
- "Price guarantee"<sup>9</sup>

*Low Fares (Guarantee)*

## Appendix 4B: easyJet Themes

- 1: <https://www.easyjet.com/nl>
- 2: <https://www.easybus.com/?ReferURL=001>
- 3: <https://www.fearless-flyer.com/>
- 4: <https://www.easyjet.com/ejcms/cache/medialibrary/Images/Content/Customer-Charter/DL3994-Our-promise-620-357px-EN-v2.jpg?la=en&hash=FBFA0A27381EDED7A4454765EECA546FDADAA49E>
- 5: <http://corporate.easyjet.com/about/our-journey>
- 6: <http://corporate.easyjet.com/about/our-values>
- 7: <http://corporate.easyjet.com/about/what-we-do>
- 8: <https://cloud.netlifyusercontent.com/assets/344dbf88-fdf9-42bb-adb4-46f01eadd629/a39c69d1-353e-463e-acdd-9953293f31a8/easy-jet.pdf>
- 9: [http://corporate.easyjet.com/~/\\_media/Files/E/Easyjet/pdf/investors/results-centre/2019/eas040-annual-report-2019-web.pdf](http://corporate.easyjet.com/~/_media/Files/E/Easyjet/pdf/investors/results-centre/2019/eas040-annual-report-2019-web.pdf)
- 10: <http://corporate.easyjet.com/>
- 11: <http://corporate.easyjet.com/about/strategy>
- 12: <https://www.easyjet.com/en/holidays/all-inclusive-holidays>

Data	Sub-Category	Code
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"> <li>• “Make the journey easy – Book your bus, coach or train today [transport]”<sup>1</sup></li> <li>• “Car rental”<sup>1</sup></li> <li>• “Hassle free airport transfers. Discover the smartest way to arrive.”<sup>1</sup></li> <li>• “Plans are now underway for the consolidation to a single terminal in autumn 2016 which aims to create an easier and improved travel experience for passengers travelling from London Gatwick.”<sup>5</sup></li> <li>• “Only direct scheduled flight between Newcastle and Berlin Schoenefeld started today making connecting between the two easier than ever before.”<sup>5</sup></li> <li>• “We are a (...) point-to-point airline.”<sup>7,9</sup></li> <li>• “(...) on point-to-point routes (...)”<sup>7</sup></li> <li>• easyJet makes travel easy (...) for customers, whether it is for leisure or business. (...) seamlessly connecting Europe (...)”<sup>9</sup></li> <li>• “Last year easyJet identified a significant opportunity to develop a financially meaningful holidays business, to better serve the easyJet generation. Around 20 million customers per year fly with easyJet to Europe’s largest leisure destinations, but only 0.5 million book accommodation with us. We will launch in the UK before Christmas, selling holidays for winter 2019 and summer 2020.”<sup>9</sup></li> <li>• “Our Purpose – Seamlessly connecting Europe (...). We make travel easy (...) for customers whether it is for leisure or business through our unique and sustainable business model.”<sup>9</sup></li> <li>• “(...) its point-to-point model (...)”<sup>11</sup></li> <li>• “Making it easy (...) to travel again and again for business and holidays. (...) We will give customers reasons to choose to spend more with us, including growing our end-to-end holiday offer (...)”<sup>11</sup></li> <li>• “Love a holiday with no hidden extras? With our all-inclusive holidays you can holiday in style, without worrying about the strain on your wallet. Whether the little ones want to feast on ice cream or you’re ready for another poolside cocktail, you can relax knowing it’s all taken care of. With sun-filled destinations, child-friendly hotels and cultured city breaks to choose from - gone are the days when all inclusive holidays were limited to beach breaks. (...) With all your flights, accommodation, drinks and meals covered, you can holiday any way you want without blowing your budget. The only decision left to make is where to jet off to. Whether you’re looking for a bit of warming winter sun or a scorching summer holiday, take a look at our all-inclusive holidays to find your ideal getaway.”<sup>12</sup></li> </ul>	<p><i>Seamless</i></p>	<p><b>Easy</b></p>
<p><b>Semiotic Analysis</b></p> <ul style="list-style-type: none"> <li>• easyJet’s ‘Holidays’ commercial shows of how easyJet simplifies the process of finding the perfect holiday destinations for its customers. By providing all-inclusive holidays, the experience for customers (in both the search phase, but also the actual holiday phase) is much more seamless and thus much more easy; it reduces stress for customers and provides them with the opportunity to enjoy the holidays to the utmost.</li> <li>• easyJet’s advertisement ‘Get to the. City with. Out all the. Sto. Ps.’ Portrays the seamlessness of the experience the try to offer. Furthermore, this also highlights the smoothness and easiness of the experience.</li> </ul>		
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"> <li>• [2012] “easyJet introduced allocated seating on all of its flights (...). Passenger research showed that the boarding process could be a source of stress for some customers and in some case, a barrier to them flying with easyJet.”<sup>5</sup></li> <li>• “easyJet, Europe’s leading airline, has, on 30 June, launched a new iPhone app that includes a range of new features designed to make travel simpler and easier for passengers. (...) the app has evolved from easy booking and check-in functionality to include popular features like passport scanning, live flight tracking, mobile boarding passes, and Touch ID. It is also now complemented by the easyJet Apple Watch app.”<sup>5</sup></li> </ul>	<p><i>Hassle-Free</i></p>	

- 
- “World’s largest self-service bag drop opens at London Gatwick Airport” – “State-of-the-art facility will help easyJet eliminate queues and aims to enhance the airport experience for customers.”<sup>5</sup>
  - “We challenge to find new ways to make travel easy (...)”<sup>6</sup>
  - “Our sustainable business model makes travel easy (...)”<sup>7</sup>
  - “Last year easyJet identified a significant opportunity to develop a financially meaningful holidays business, to better serve the easyJet generation. Around 20 million customers per year fly with easyJet to Europe’s largest leisure destinations, but only 0.5 million book accommodation with us. We will launch in the UK before Christmas, selling holidays for winter 2019 and summer 2020.”<sup>9</sup>
  - “Primary airports, routes and slots combined with easy and affordable travel for our customers.”<sup>10</sup>
  - “Love a holiday with no hidden extras? With our all-inclusive holidays you can holiday in style, without worrying about the strain on your wallet. Whether the little ones want to feast on ice cream or you’re ready for another poolside cocktail, you can relax knowing it’s all taken care of. With sun-filled destinations, child-friendly hotels and cultured city breaks to choose from - gone are the days when all inclusive holidays were limited to beach breaks. (...) With all your flights, accommodation, drinks and meals covered, you can holiday any way you want without blowing your budget. The only decision left to make is where to jet off to. Whether you’re looking for a bit of warming winter sun or a scorching summer holiday, take a look at our all-inclusive holidays to find your ideal getaway.”<sup>12</sup>

#### Semiotic Analysis

- easyJet’s ‘allocated seating’ indicates how they want to provide their customers with a stress-free, hassle-free experience.
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#### Document Analysis

- [2012] “easyJet introduced allocated seating on all of its flights (...). Passenger research showed that the boarding process could be a source of stress for some customers and in some case, a barrier to them flying with easyJet.”<sup>5</sup>
- “Plans are now underway for the consolidation to a single terminal in autumn 2016 which aims to create an easier and improved travel experience for passengers travelling from London Gatwick.”<sup>5</sup>
- “easyJet, Europe’s leading airline, has, on 30 June, launched a new iPhone app that includes a range of new features designed to make travel simpler and easier for passengers. (...) the app has evolved from easy booking and check-in functionality to include popular features like passport scanning, live flight tracking, mobile boarding passes, and Touch ID. It is also now complemented by the easyJet Apple Watch app.”<sup>5</sup>
- “World’s largest self-service bag drop opens at London Gatwick Airport” – “State-of-the-art facility will help easyJet eliminate queues and aims to enhance the airport experience for customers.”<sup>5</sup>
- “Only direct scheduled flight between Newcastle and Berlin Schoenefeld started today making connecting between the two easier than ever before.”<sup>5</sup>
- “Simplicity: We cut out the things that don’t matter to keep us lean and make it easy”<sup>6,7</sup>
- “Our increasingly sophisticated use of data will enable us to continue to make travel easy (...) in the longer term.”<sup>7</sup>
- “Our robust business model makes it easy (...) to travel, which drives growth and returns for our shareholders.”<sup>9</sup>
- “Our Purpose – Seamlessly connecting Europe (...). We make travel easy (...) for customers whether it is for leisure or business through our unique and sustainable business model.”<sup>9</sup>
- “Primary airports, routes and slots combined with easy and affordable travel for our customers.”<sup>10</sup>

*Efficient*

#### Semiotic Analysis

- easyJet’s advertisement ‘Get to the. City with. Out all the. Sto. Ps.’ portrays the efficiency of the experience they try to offer. Furthermore, this also highlights the smoothness and easiness of the experience.
  - easyJet’s advertisement ‘Be More Nimble when You Fly’ shows how easyJet’s service allows you to be quick and flexible when travelling, making it easier.
  - easyJet’s ‘allocated seating’ indicates how important they view efficiency to be in providing an easy experience to their customers.
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#### Document Analysis

- “Founded “to offer low-fares flights in Europe” and first flight with an advertising campaign stating “Making flying as affordable as a pair of jeans – 29 pounds one way.”<sup>5</sup>
- “easyJet launched its 20<sup>th</sup> base in Lyon (...) becoming the first low-fares airline to offer French domestic flights outside of Paris.”<sup>5</sup>
- “easyJet voted Best Low-Fares Airline for tenth consecutive year” – “Business travellers choose easyJet once again at the Business Traveller magazine awards.”<sup>5</sup>
- “easyJet celebrates 15<sup>th</sup> birthday milestone” – “easyJet, celebrates 15 years of making air travel affordable for all.”<sup>5</sup>
- “easyJet celebrates 20 years of low airfares (...)”<sup>5</sup>
- “easyJet launched Flight Club – revolutionary low fares airline loyalty scheme”<sup>5</sup>
- “Airline marks two decades of low fares (...)”<sup>5</sup>
- “We challenge to find new ways to make travel (...) affordable”<sup>6</sup>

*Low Fares*

**Affordable**

- 
- “We use our cost advantage (...) to deliver low fares”<sup>7</sup>.
  - “easyJet makes travel (...) affordable (...)”<sup>9</sup>
  - “We are proud to have been awarded Best Low-Cost Airline in Europe at the Skytrax World Airlines Awards 2019.”<sup>9</sup>
  - Primary airports, routes and slots combined with (...) affordable travel for our customers.”<sup>10</sup>
  - “easyJet’s structural cost advantage relative to these airlines allows it to offer customers more affordable fares”<sup>11</sup>
  - “Customers don’t just want a great deal on price – they want to fly from the airports that work best for them”<sup>11</sup>
  - “Love a holiday with no hidden extras? With our all-inclusive holidays you can holiday in style, without worrying about the strain on your wallet. Whether the little ones want to feast on ice cream or you’re ready for another poolside cocktail, you can relax knowing it’s all taken care of. With sun-filled destinations, child-friendly hotels and cultured city breaks to choose from – gone are the days when all-inclusive holidays were limited to beach breaks. Having a holiday with all the trimmings doesn’t mean breaking the bank. With all your flights, accommodation, drinks and meals covered, you can holiday any way you want without blowing your budget. The only decision left to make is where to jet off to”<sup>12</sup>

#### Semiotic Analysis

- easyJet’s commercials highlight the low fares they offer in terms of the affordable of flying with easyJet.
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#### Document Analysis

- “Book your low-cost Airport Transfers between Airport and City Centre. Our ticket prices are as low as £1 when booked in advance.”<sup>2</sup>
- “easyJet is voted “Best Low-Cost Airline” by readers of the Business Traveller magazine for the first time.”<sup>5</sup>
- “easyJet becomes the first low-cost carrier to enable corporate travel agencies to view and book easyJet flights in the Global Distribution System.”<sup>5</sup>
- “We are a low-cost European (...) airline.”<sup>7,9</sup>
- “We use our cost advantage (...) to deliver low fares”<sup>7,9</sup>
- “(...) within our core business as a low-cost European point-to-point airline”<sup>9</sup>
- “Our late yield initiative has enabled us to optimise pricing for super late bookings, in instances where we saw a wide pricing gap relative to our competitors, whilst still maintaining our commitment to offer great value.”<sup>9</sup>
- “easyJet has a strong brand and has been named the best low-cost airline in Europe at the Skytrax World Airlines Awards 2019.”<sup>9</sup>
- “easyJet has built a sustainable cost advantage based on ongoing efficiency and cost control. We continue to drive a number of cost and efficiency programmes in order to mitigate the effects of inflation and to build further resilience into our business model.”<sup>9</sup>
- “easyJet’s structural cost advantage relative to these airlines allows it to offer customers more affordable fares”<sup>11</sup>
- “We are low cost (...)”<sup>11</sup>
- “We are seeing increasing inflationary pressures and competitors expanding into some of our markets. We will stay low cost (...)”<sup>11</sup> → Low Costs

*Low Costs*

#### Document Analysis

- “Always efficient – We’ll find better and smarter ways to deliver our brilliant customer experience – keeping us affordable and desirable.”<sup>4</sup>
- “easyJet lightens the load with new lightweight seats, trollies and sharklets” – “easyJet introduced a raft of measures to improve fuel efficiency and reduce CO2 emissions.”<sup>5</sup>
- “easyJet announced it will be applying new and innovative technologies to help operate its fleet of 220 Airbus A319 and A320 aircraft even more efficiently (...)”<sup>5</sup>
- “World’s largest self-service bag drop opens at London Gatwick Airport” – “State-of-the-art facility will help easyJet eliminate queues (...)”<sup>5</sup>
- “We use our cost advantage and number one and number two network positions in strong markets to deliver (...) operational efficiency (...)”<sup>7</sup>
- “Our sustainable business model makes travel (...) affordable (...)”<sup>7</sup>
- “Our increasingly sophisticated use of data will enable us to continue to make travel (...) affordable in the longer term.”<sup>7</sup>
- “We use our cost advantage and leading positions in primary airports to deliver (...) operational efficiency (...)”<sup>9</sup>
- “‘Our Promise’ is that we will be: (...) always efficient (...)”<sup>9</sup>
- “Our Plan: (...) value in efficiency (...)”<sup>9</sup>
- [2019] “Load factor – 91.5%”<sup>9</sup>
- “We use our (...) operational efficiency (...) to deliver low fares (...)”<sup>9</sup>
- “easyJet has built a sustainable cost advantage based on ongoing efficiency and cost control. We continue to drive a number of cost and efficiency programmes in order to mitigate the effects of inflation and to build further resilience into our business model.”<sup>9</sup>
- “Our late yield initiative has enabled us to optimise pricing for super late bookings, in instances where we saw a wide pricing gap relative to our competitors, whilst still maintaining our commitment to offer great value.”<sup>9</sup>
- “Our robust business model makes it (...) affordable (...) to travel (...)”<sup>9</sup>

*Efficient*



- “easyJet has built a sustainable cost advantage based on ongoing efficiency and cost control. We continue to drive a number of cost and efficiency programmes in order to mitigate the effects of inflation and to build further resilience into our business model.”<sup>9</sup>
- “easyJet’s structural cost advantage relative to these airlines allows it to offer customers more affordable fares. This cost advantage is created through a combination of factors including: [1] aircraft configuration enabling a higher number of seats per aircraft; [2] higher load factor and aircraft utilisation driven by its point-to-point model; and [3] younger fleet and advantaged fleet deal reducing ownership and maintenance costs.”<sup>10</sup>
- “Value by efficiency - We are low cost, driving efficiency and investing only where it matters most to our customers and our people. We are seeing increasing inflationary pressures and competitors expanding into some of our markets. We will stay low cost but also invest in efficiency, developing customer solutions that drive operating efficiencies while meeting customers’ evolving needs. Efficiency includes targeting the reduction of easyJet’s impact on the environment.”<sup>10</sup>
- “Love a holiday with no hidden extras? With our all-inclusive holidays you can holiday in style, without worrying about the strain on your wallet. Whether the little ones want to feast on ice cream or you’re ready for another poolside cocktail, you can relax knowing it’s all taken care of. With sun-filled destinations, child-friendly hotels and cultured city breaks to choose from - gone are the days when all-inclusive holidays were limited to beach breaks. Having a holiday with all the trimmings doesn’t mean breaking the bank. With all your flights, accommodation, drinks and meals covered, you can holiday any way you want without blowing your budget. The only decision left to make is where to jet off to”<sup>12</sup>

### Document Analysis

- “Airline marks two decades of (...) friendly service (...)”<sup>5</sup>
- “(...) with our people making the difference by offering friendly service for our customers”<sup>7</sup>
- “easyJet makes travel (...) enjoyable (...) for customers, whether it is for leisure or business. (...) seamlessly connecting Europe with the warmest welcome in the sky.”<sup>9</sup>
- “I would like to extend my thanks to all of easyJet’s employees, but especially to the wonderful crew, who continue to provide the warmest welcome in the sky. The inclusive culture and people at easyJet are vital to our success.”<sup>9</sup>
- “Our Purpose – Seamlessly connecting Europe with the warmest welcome in the sky. We make travel (...) enjoyable (...) for customers whether it is for leisure or business (...)”<sup>9</sup>
- “We use our cost advantage, operational efficiency and leading positions in primary airports to deliver low fares, seamlessly connecting Europe with the warmest welcome in the sky.”<sup>9</sup>
- “Creating an inclusive and energising environment that (...) inspires everyone to learn and grow.”<sup>11</sup>

*Friendly*

### Semiotic Analysis

- easyJet ‘Imagine’ commercial shows a variety of different ethnicities. Furthermore, it shows a woman as a pilot. This shows of the inclusive environment easyJet creates.

**Enjoyable**

### Document Analysis

- “Are you a nervous flyer? – Our course can help you – Over a 95% success rate”<sup>1</sup>
- “Fear of flying affects 1 in 4 people and it can be so acute that many people have to be heavily medicated just to get on a flight, and even at their destination they are so concerned about their return flight that they can’t enjoy their vacation at all! (...) When you follow the same tried and tested formula you will be able to finally relax when you fly. (...) No more sleepless nights dread or worry and instead you can start looking forward to your vacations!”<sup>3</sup>
- “Love a holiday with no hidden extras? With our all-inclusive holidays you can holiday in style, without worrying about the strain on your wallet. Whether the little ones want to feast on ice cream or you’re ready for another poolside cocktail, you can relax knowing it’s all taken care of.”<sup>12</sup>

*Relaxing*

### Semiotic Analysis

- easyJet Holidays commercial shows of how easyJet simplifies the process of finding the perfect holiday destinations for its customers. By providing all-inclusive holidays, the experience for customers (in both the search phase, but also the actual holiday phase) is much more seamless and thus much more easy; it reduces stress for customers and provides them with the opportunity to enjoy the holidays to the utmost. This can also be seen in the fact that the woman in the commercial seems to be really enjoying her holiday.
- easyJet ‘Imagine’ commercial shows of how easyJet provides a relaxing experience to your holiday destination.

**Semiotic Analysis**  
easyJet’s ‘Why Not?’ commercial shows a lot of fun holiday activities and the enjoyableness of flying with easyJet.

### Document Analysis

- “Our five priorities keep us focused but the key is to make sure we deliver all this from the heart, with passion, ensuring our orange spirit shines through in every thing we do.”<sup>4</sup>
- “We’ll find better and smarter ways to deliver our brilliant customer experience (...)”<sup>4</sup>
- “easyJet, the UK’s largest airline, celebrated the 450<sup>th</sup> anniversary of Shakespeare’s birth (23 April) with a Guinness World Record performance by the Reduced Shakespeare Company of his complete works during a flight from London Gatwick to Verona.”<sup>5</sup>
- “We have a passion for our customers, our people and the work we do”<sup>6</sup>

*Passionate*

- 
- “Making it (...) enjoyable (...) to travel again and again for business and holidays.”<sup>11</sup>

#### Semiotic Analysis

- easyJet’s commercial and campaign of ‘#MYFIRSTFLIGHT’ underlines how passionate easyJet is about flying and about making dreams come true and other people just as excited about the special experience that is flying.

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#### Document Analysis

- “easyJet becomes a truly pan European airline” - “easyJet now operates over 400 routes with over 175 aircrafts in 27 countries. For the first time, over 50% of our passengers originate from outside the UK.”<sup>5</sup>
- “easyJet becomes the UK’s largest airline” - “easyJet reaches 500 routes and CAA figures show that easyJet has the highest number of passengers flown for the second year in a row.”<sup>5</sup>
- “(...) number one and number two network positions in strong markets”<sup>7</sup>
- “easyJet’s strategy is driving both leisure and business travel by focusing on the key airports which serve valuable catchment areas and represent Europe’s largest markets by GDP. easyJet has a portfolio of slots at customer-friendly times in these capacity-constrained airports, which reinforces its competitive advantage against airlines which cannot match its breadth of destinations and frequencies.”<sup>9</sup>
- “Europe’s number one network – Primary airports, routes and slots combined with easy and affordable travel for our customers. 156 airports. 979 routes. 33 countries.”<sup>10</sup>
- “easyJet focuses on developing strong positions in Europe’s leading airports – flying between airports people want to travel to with optimised frequency.”<sup>11</sup> → Great Choice Destinations / Great Choice Schedule
- “Number one or two in primary airports - Giving customers the leading offer in the airports they want to fly to. Customers don’t just want a great deal on price – they want to fly from the airports that work best for them. We will continue to target being the market share leader at our primary airports, offering the most compelling network of destinations and driving greater returns and frequencies from these markets.”<sup>11</sup>
- “Winning our customers’ loyalty - Making it easy, enjoyable and affordable to travel again and again for business and holidays. Customers have increasing choice and their expectations are rising. We will give customers reasons to choose to spend more with us, including growing our end-to-end holiday offer, expanding our business travel (...)”<sup>11</sup>

*Destinations*

#### Semiotic Analysis

- easyJet’s ‘Holidays’ commercial shows of how easyJet provides various holiday destinations (e.g., beaches, mountains) and so there is something for everyone.
- easyJet’s ‘Imagine’ commercial shows of how easyJet flies to many destinations and thus has a wide variety of choice in ‘holidays’.
- easyJet’s ‘Why Not?’ commercial shows of how a woman jumps from one destination (sunny beach) to another (snowy mountains) and thus emphasises the wide variety of destinations they offer. This is also shown in their commercial celebrating their 20<sup>th</sup> anniversary.

**Choice**

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#### Document Analysis

- “(...) more frequencies and early morning departures (...) the schedule will make easyJet more attractive to business passengers”<sup>5</sup>
- “easyJet’s strategy is driving both leisure and business travel by focusing on the key airports which serve valuable catchment areas and represent Europe’s largest markets by GDP. easyJet has a portfolio of slots at customer-friendly times in these capacity-constrained airports, which reinforces its competitive advantage against airlines which cannot match its breadth of destinations and frequencies.”<sup>9</sup>
- “Europe’s number one network – Primary airports, routes and slots combined with easy and affordable travel for our customers. 156 airports. 979 routes. 33 countries.”<sup>10</sup>
- “easyJet focuses on developing strong positions in Europe’s leading airports – flying between airports people want to travel to with optimised frequency.”<sup>11</sup> → Great Choice Destinations / Great Choice Schedule
- “Number one or two in primary airports - Giving customers the leading offer in the airports they want to fly to. Customers don’t just want a great deal on price – they want to fly from the airports that work best for them. We will continue to target being the market share leader at our primary airports, offering the most compelling network of destinations and driving greater returns and frequencies from these markets.”<sup>11</sup>

*Schedule*

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## Appendix 4C: KLM Themes

- 1: [https://www.klm.com/travel/nl\\_en/corporate/company\\_profile.htm](https://www.klm.com/travel/nl_en/corporate/company_profile.htm)
- 2: [https://promotions.klm.com/nl\\_en](https://promotions.klm.com/nl_en)
- 3: [https://www.klm.com/travel/nl\\_en/corporate/history.htm](https://www.klm.com/travel/nl_en/corporate/history.htm)
- 4: <https://blog.klm.com/a-strong-and-lasting-logo/>
- 5: <https://www.youtube.com/watch?v=ITQS-pBFMt4>
- 6: [https://www.klm.com/travel/nl\\_nl/images/KLM-Jaarverslag-2019\\_tcm541-1063986.pdf](https://www.klm.com/travel/nl_nl/images/KLM-Jaarverslag-2019_tcm541-1063986.pdf)
- 7: [https://www.klm.com/travel/nl\\_nl/prepare\\_for\\_travel/on\\_board/travel\\_classes/miniatures.htm](https://www.klm.com/travel/nl_nl/prepare_for_travel/on_board/travel_classes/miniatures.htm)
- 8: <https://klmtakescare.com/en/content/business-integrity>
- 9: <https://klmtakescare.com/en/content/reducing-our-carbon-footprint->
- 10: <https://flightbundle.klm.com/en>
- 11: <https://www.youtube.com/watch?v=nO5yiHRrYpM>

Data	Code
<p><b>Document Analysis</b></p> <ul style="list-style-type: none"><li>• “Based on the principle that our people are the key to our brand, we are convinced that we can make the difference by consistently offering our customers a memorable experience.”<sup>1</sup></li><li>• “KLM bids farewell to the remarkable McDonnell Douglas MD-11, after operating 3 special flights over the Netherlands for fans of this aircraft.”<sup>3</sup></li><li>• “KLM operates the last commercial flight with a Fokker 70. The phasing out of the Fokker 70 marks the end of an era in which KLM operated planes produced by this Dutch manufacturer.”<sup>3</sup></li><li>• “The brand commercial pictures the dreams, excitement and emotions that we have experienced during our evolution from 1919 to where we are today. KLM 100 years. To more memories together.”<sup>5</sup></li><li>• “I am proud to say that on the 7th of October 2019, the day KLM became the first airline in the industry to turn 100 years old, it is clear that because of the hard work of all KLM employees we have turned this ambition into reality.”<sup>6</sup></li><li>• “In October we had the pleasure of celebrating KLM’s 100th anniversary together in a fantastic way. In the hangar at Schiphol Oost, but essentially across the entire world. I would like to thank all KLM staff: for their commitment, their energy, for their blue heart and for everything that we have done together to make us healthy and fit for our 100th birthday, to be able to celebrate this exceptional milestone and to prepare KLM for its next 100 years.”<sup>6</sup></li><li>• “Increasingly we are becoming a more customer-centric organisation and it allows us to give our passengers the memorable experience we want for them (...).”<sup>6</sup></li><li>• “Ever since the 50s we gift our passengers who fly World Business Class a unique item: A Delftware (Delft Blue) miniature of a characteristic Dutch house filled with gin. They are all made in the image of an existing Dutch building. Every year around October 7<sup>th</sup> we add a new one in celebration of KLM’s birthday. Through the years, our Delftware blue houses have become highly demanded collector’s items wherein a lively barter exists.”<sup>7</sup></li><li>• “KLM – Moving Your World – If you want to explore new horizons, we’ll take you there. If you yearn to visit remote places, or simply want to go home, you can call on us. We love to bring people together. And along the way, we work hard to give you the very best care. Because we realise our job is much bigger than just taking you from A to B. We are KLM for you.”<sup>11</sup></li></ul> <p><b>Semiotic Analysis</b></p> <ul style="list-style-type: none"><li>• KLM’s advertising often includes references to their past and history and their pride in this. Furthermore, they also show many generations’ affinity with KLM and thus the impact they have and their memorability.</li><li>• KLM’s slogan of ‘Moving your world’ shows that KLM is there to leave an impact and make your journey even more special.</li><li>• KLM’s slogan of ‘To more memories together’ shows the memories that KLM has brought in the past and is planning to create in the future; together with the passengers and everyone involved.</li></ul>	<p><b>Memorable</b></p>

- Many of KLM's commercials show how KLM is always willing to go the extra mile to provide special experiences that are memorable.

### Document Analysis

- "KLM was established on 7 October 1919, making it the world's oldest airline still operating under its original name."<sup>1</sup>
- "Queen Wilhelmina bestows the predicate "Royal" upon the fledgling company, thereby confirming the growing importance of the civil aviation industry soon after the First World War."<sup>3</sup>
- "KLM launched the Flying Dutchman customer loyalty programme, the first of its kind on the European mainland. Nowadays the programme is called "Flying Blue", but the magazine is still called Flying Dutchman."<sup>3</sup>
- "KLM bids farewell to the remarkable McDonnell Douglas MD-11, after operating 3 special flights over the Netherlands for fans of this aircraft."<sup>3</sup>
- "KLM operates the last commercial flight with a Fokker 70. The phasing out of the Fokker 70 marks the end of an era in which KLM operated planes produced by this Dutch manufacturer."<sup>3</sup>
- "Together with other aviation pioneers GKN Fokker and the Netherlands Aerospace Centre (NLR), KLM celebrates the centenary of Dutch aviation at the EYE Film Museum in Amsterdam. At this location, precisely 100 years ago, the First Aviation Exhibition Amsterdam (ELTA) was held. During the event, speakers looked back on 100 years of Dutch aviation (...) . King Willem Alexander was on hand to mint a special commemorative coin, and the Minister of Infrastructure and Water Management was presented with a special series of aviation postage stamps."<sup>3</sup>
- [About their Logo] "(...) in a traditional crown."<sup>4</sup>
- "The brand commercial pictures the dreams, excitement and emotions that we have experienced during our evolution from 1919 to where we are today. KLM 100 years. To more memories together."<sup>5</sup>
- "I am proud to say that on the 7th of October 2019, the day KLM became the first airline in the industry to turn 100 years old, it is clear that because of the hard work of all KLM employees we have turned this ambition into reality."<sup>6</sup>
- "Because of the robust and mature state of our company, the theme of our KLM 100 celebrations "Celebrating the future", rings true. KLM is ready for its next century. Proud of its history, committed to its future!"<sup>6</sup>
- "We have achieved these changes over the course of five years because we have been persistent and not afraid to challenge ourselves. This fits with our history as aviation pioneers."<sup>6</sup>
- "In October we had the pleasure of celebrating KLM's 100th anniversary together in a fantastic way. In the hangar at Schiphol Oost, but essentially across the entire world. I would like to thank all KLM staff: for their commitment, their energy, for their blue heart and for everything that we have done together to make us healthy and fit for our 100th birthday, to be able to celebrate this exceptional milestone and to prepare KLM for its next 100 years."<sup>6</sup>
- "Ever since the 50s we gift our passengers who fly World Business Class a unique item: A Delftware (Delft Blue) miniature of a characteristic Dutch house filled with gin. They are all made in the image of an existing Dutch building. Every year around October 7<sup>th</sup> we add a new one in celebration of KLM's birthday. Through the years, our Delftware blue houses have become highly demanded collector's items wherein a lively barter exists."<sup>7</sup>

### Heritage / National / History

### Semiotic Analysis

- KLM's logo includes a crown. This relates to the fact that KLM is recognised as a royal airline; KLM Royal Dutch Airline (Dutch: Koninklijke Luchtvaart Maatschappij).
- KLM's advertising often includes references to their past and history and their pride in this. Furthermore, they also show many generations' affinity with KLM and thus the impact they have and their memorability.
- KLM's advertising often includes references to The Netherlands and thus their heritage. They show pride in their nationality and showcase this.
- KLM's commercial in combination with Amsterdam Sneakers shows how they have developed a special pair of sneakers especially useful in the streets of Amsterdam. The sneakers are orange with a touch of blue, highlighting

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the pride KLM holds in their heritage and nationality. Furthermore, they explicitly state that Amsterdam Schiphol Airport is their home.

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#### Document Analysis

- “KLM was established on 7 October 1919, making it the world’s oldest airline still operating under its original name.”<sup>1</sup>
- “The brand commercial pictures the dreams, excitement and emotions that we have experienced during our evolution from 1919 to where we are today. KLM 100 years. To more memories together.”<sup>5</sup>
- “I am proud to say that on the 7th of October 2019, the day KLM became the first airline in the industry to turn 100 years old, it is clear that because of the hard work of all KLM employees we have turned this ambition into reality.”<sup>6</sup>
- “Because of the robust and mature state of our company, the theme of our KLM 100 celebrations “Celebrating the future”, rings true. KLM is ready for its next century. Proud of its history, committed to its future!”<sup>6</sup>
- “We have achieved these changes over the course of five years because we have been persistent and not afraid to challenge ourselves. This fits with our history as aviation pioneers.”<sup>6</sup>
- “In October we had the pleasure of celebrating KLM’s 100th anniversary together in a fantastic way. In the hangar at Schiphol Oost, but essentially across the entire world. I would like to thank all KLM staff: for their commitment, their energy, for their blue heart and for everything that we have done together to make us healthy and fit for our 100th birthday, to be able to celebrate this exceptional milestone and to prepare KLM for its next 100 years.”<sup>6</sup>

#### Proud/Evolution

#### Semiotic Analysis

- KLM’s advertising often includes references to their past and history and their pride in this. Furthermore, they also show many generations’ affinity with KLM and thus the impact they have.
  - KLM’s advertising often includes references to The Netherlands and thus their heritage. They show pride in their nationality and showcase this.
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#### Document Analysis

- “KLM pursues profitable growth in order to achieve its own commercial objectives as well as more general economic and social objectives.”<sup>1</sup>
- “KLM is actively driving sustainable growth at Amsterdam Airport Schiphol (...).”<sup>1</sup>
- “It is also significantly less noisy and more fuel efficient.”<sup>3</sup>
- [In 2005] “Air France-KLM is listed on the Dow Jones Sustainability Index for the first time, maintaining a leading position until 2016. The index was first established in 1999 and assesses listed companies based on their sustainability, policy and financial performance. Sustainability has been an official component of KLM’s policy since 1996.”<sup>3</sup>
- “Sustainability policy not only addresses emissions and noise nuisance, but also reviews the airline’s position in society and good employment practices.”<sup>3</sup>
- “KLM enters into a new partnership with the World Wildlife Fund (WWF) in the Netherlands to reach concrete agreements on reducing CO2 emissions, as well as joining forces to spread the word that business – including airline operations – can be conducted differently. This partnership is seen as the crown on KLM’s previous efforts in the field of sustainability, earning KLM the status of best-in-class in energy-efficient flight across all major international airlines.”<sup>3</sup>
- “KLM issues its last paper ticket. From then on, KLM will issue e-tickets only. This initiative is driven by the need to cut back on paper and achieve efficiency gains.”<sup>3</sup>
- “The first scheduled flight powered by biofuel is operated to Paris.”<sup>3</sup>
- “One of the preconditions for biofuel feedstock is that it should have no negative impact on the food chain, nor should it negatively impact nature in any other way.”<sup>3</sup>
- “KLM operates its first intercontinental flights powered by biofuel to New York.”

#### Sustainable (Environmentally, Economically, Society)

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- “KLM welcomes its first Boeing 787-9 Dreamliner. This aircraft ushers in a new phase in KLM’s vigorous programme of fleet renewal. The Dreamliner’s fuselage consists largely of a composite material that is lighter than the usual aluminium sheet metal and less susceptible to damage. The aircraft comes with WiFi on board as a standard feature. What’s more, it boasts larger windows, lower cabin pressure and special LED lighting ensuring enhanced passenger comfort. Powered by highly efficient engines, the Dreamliner uses up to 30% less fuel. All KLM Dreamliners are named after flowers, the very first Dreamliner is named Carnation.”<sup>3</sup>
  - “During the event, speakers looked back on 100 years of Dutch aviation and forward to a sustainable future.”<sup>3</sup>
  - “For decades, the airline industry has been an important catalyst of economic growth and social welfare in the Netherlands. KLM is proud of its contribution to this.”<sup>6</sup>
  - “In 2019, KLM made its operations more robust, improved its product and fleet, created new opportunities for employees and made pioneering investments in innovation and sustainability.”<sup>6</sup>
  - “We are so much more agile and resilient than a few years ago. This puts us in a strong position to pioneer, to connect people and to create social and economic value.”<sup>6</sup>
  - “KLM announced that it would participate in the world’s first sustainable aviation fuel plant dedicated to aviation. “But we also continued to electrify our ground services equipment. These are ground-breaking steps (...)”<sup>6</sup>
  - “As one of the bigger players in the aviation industry, KLM feels a strong responsibility to reduce its carbon footprint in as many ways as possible.”<sup>9</sup>
  - “Currently, KLM is the only European airline to partly use sustainable fuel for intercontinental flights.”<sup>9</sup>
  - “Over the last three years (upto end 2019), all flights from Los Angeles to Amsterdam have used biojet fuel in part. Another important step towards the development of biojet fuel was the establishment of the KLM Corporate BioFuel Programme in 2012, a collaboration between KLM and various multinationals. The participants in the programme pay a surcharge that covers the price difference between sustainable biojet fuel and traditional kerosene. The programme’s partners are TU Delft, ABN AMRO, Accenture, FrieslandCampina, Gemeente Amsterdam, Loyens & Loeff, Ministry of I&W, PGGM, LNVL, Arcadis, Schiphol Group and Södra.”<sup>9</sup>
  - “To increase the production of sustainable fuel, KLM recently announced its purchasing commitment to the first European plant for sustainable aviation fuel. From 2022 onwards, it will produce around 100.000 tons of sustainable fuel.”<sup>9</sup>
  - “The ongoing renewal of KLM’s fleet is responsible for the greatest reduction in CO2 emissions: new aircraft use fuel more efficiently, thereby emitting less CO2. All Fokker 70s have already been replaced by the Embraer 175+ and E190, and the Boeing 747 is being replaced by the more sustainable Boeing 787 Dreamliner. Measures by KLM to make flights more efficient include making adjustments based on weather conditions. Combined with lighter onboard equipment, this brings a fuel reduction of 35-40% for the new aircraft.”<sup>9</sup>
  - “The result: a clean engine, better performance, and significant reductions in CO2 emissions. The waste water – more than 100 litres – it also caught and fed off responsibly through the KLM Environmental Centre. Another bonus: the Engine Water Wash programme can be carried out at the same time as a regular aircraft check, without any additional ground time.”<sup>9</sup>
  - “Towards 2030, KLM's ambition is to reduce its total CO2 emissions by 15% compared to 2005. This is another step towards the common goal of the International Air Transport Association (IATA) to reduce CO2 emissions by 50% in 2050 (compared to 2005).”<sup>9</sup>

#### Semiotic Analysis

- KLM’s commercial in collaboration with Lavazza communicates that these two companies want to “make the earth cleaner” and therefore they thought about the sky first. This shows how KLM thinks about sustainability and looks at the future.
  - KLM’s commercial and campaign ‘Fly Responsibly’ further highlights their view on sustainability, and they acknowledge the responsibility they have in this matter.
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### Document Analysis

- “This ambition is in our DNA.”<sup>1</sup>
- “Together with Air France, KLM plays a pioneering role in the European air transport industry.”<sup>1</sup>
- “(...) seeks to gain access to any market that will improve the quality of its network.”<sup>1</sup>
- “We are doing everything we can to ensure that you can travel again soon with confidence.”<sup>2</sup>
- “Opening of the first KLM ticket office on Leidseplein in Amsterdam, the first of its kind in the world.”<sup>3</sup>
- “(...) but here too KLM aims to ensure the highest possible standard of service.”<sup>3</sup>
- “KLM launched the Flying Dutchman customer loyalty programme, the first of its kind on the European mainland.”<sup>3</sup>
- “Air France-KLM introduces its new joint loyalty programme for frequent flyers called “Flying Blue”. This is the first time in history that 2 European airlines combine their loyalty programmes – exclusive service packages aimed at loyal customers.”<sup>3</sup>
- “KLM becomes the world’s first airline to introduce the self-service transfer kiosk, enabling passengers transferring at Amsterdam Airport Schiphol to swiftly and simply print new boarding passes.”<sup>3</sup>
- “After defining our ambition to become Europe’s most customer centric, innovative and efficient network carrier (...).”<sup>6</sup>
- “I am proud to say that on the 7th of October 2019, the day KLM became the first airline in the industry to turn 100 years old, it is clear that because of the hard work of all KLM employees we have turned this ambition into reality.”<sup>6</sup>
- “Proud of its history, committed to its future!”<sup>6</sup>
- “(...) our customer experience and appreciation needed to improve drastically (...).”<sup>6</sup>
- “We have achieved these changes over the course of five years because we have been persistent and not afraid to challenge ourselves. This fits with our history as aviation pioneers.”<sup>6</sup>
- “I would like to thank all KLM staff: for their commitment, their energy (...).”<sup>6</sup>
- “In 2019, KLM made its operations more robust, improved its product and fleet, created new opportunities for employees and made pioneering investments in innovation and sustainability.”<sup>6</sup>
- “We are so much more agile and resilient than a few years ago. This puts us in a strong position to pioneer, to connect people and to create social and economic value.”<sup>6</sup>

**Ambitious / Pioneering / Innovative / Striving**

### Semiotic Analysis

- KLM’s advertising of various generations shows the admiration on each generations face to be working for KLM. Furthermore, when they were young, they all strived to step into the footprints of their parents/grandparents and therefore showed off ambition. This ambition flows over from employees into KLM and vice versa.
- KLM’s commercial and campaign ‘Fly Responsibly’ highlights their view on sustainability, and they acknowledge the responsibility they have in this matter. Furthermore, it implies that KLM works hard to make dreams and visions turn into reality.
- KLM’s commercial about their ‘Take-off Tips’ shows KLM’s innovativeness and striving to keep bettering their customer service through new inventions.

### Document Analysis

- “Trust is of the utmost importance at KLM. That’s why our main priority is to bring you from A to B in a safe and healthy way.”<sup>2</sup>
- “Our priority is to make sure that our passengers and crew feel safe on board.”<sup>2</sup>
- “Cabin crew are primarily responsible for safety on board, but also look after the passengers, of course. This has remained unchanged to date.”<sup>3</sup>

**Safety / Trust**

- “KLM cabin crew are specially trained to ensure that they can serve all passengers during the course of a flight.”<sup>3</sup>
- “Loyalty, fairness, transparency, honesty, and integrity. These five words are at the heart of KLM’s code of conduct.”<sup>8</sup>
- “KLM – Moving Your World – If you want to explore new horizons, we’ll take you there. If you yearn to visit remote places, or simply want to go home, you can call on us. We love to bring people together. And along the way, we work hard to give you the very best care. Because we realise our job is much bigger than just taking you from A to B. We are KLM for you.”<sup>11</sup>

### Document Analysis

- “During the event, speakers looked back on 100 years of Dutch aviation and forward to a sustainable future.”<sup>3</sup>
- The brand commercial pictures the dreams, excitement and emotions that we have experienced during our evolution from 1919 to where we are today. KLM 100 years. To more memories together.”<sup>5</sup>
- “Proud of its history, committed to its future!”<sup>6</sup>
- “(...) we needed to invest in our employees and organisation, to modernise the workforce, work processes and working tools (...).”<sup>6</sup>
- “KLM is ready for its next century. Proud of its history, committed to its future.”<sup>6</sup>
- “Together with them we will navigate our flourishing company into a challenging future.”<sup>6</sup>
- “(...) 100th birthday, to be able to celebrate this exceptional milestone and to prepare KLM for its next 100 years.”<sup>6</sup>
- “To increase the production of sustainable fuel, KLM recently announced its purchasing commitment to the first European plant for sustainable aviation fuel. From 2022 onwards, it will produce around 100.000 tons of sustainable fuel.”<sup>9</sup>
- “Towards 2030, KLM’s ambition is to reduce its total CO2 emissions by 15% compared to 2005. This is another step towards the common goal of the International Air Transport Association (IATA) to reduce CO2 emissions by 50% in 2050 (compared to 2005).”<sup>9</sup>

### Forward-Looking

### Semiotic Analysis

- KLM’s slogan of ‘To more memories together’ shows the memories that KLM has brought in the past and is planning to create in the future; together with the passengers and everyone involved.
- KLM’s commercial and campaign ‘Fly Responsibly’ highlights their view on sustainability, and they acknowledge the responsibility they have in this matter. Furthermore, it implies that KLM works hard to make dreams and visions turn into reality. KLM’s commercial in collaboration with Lavazza communicates that these two companies want to “make the earth cleaner” and therefore they thought about the sky first. Both commercials show how KLM thinks about sustainability and how they look towards the future.
- KLM’s commercial about their ‘Take-off Tips’ shows KLM’s innovativeness and striving to keep bettering their customer service through new inventions. This also shows how they are looking towards the future and the opportunities technology can provide.

### Document Analysis

- “KLM is a partner in the SkyTeam Alliance, which offers passengers even more possibilities, jointly serving 1,063 destinations in 173 countries.”<sup>1</sup>
- “(...) KLM endeavours to ensure a level playing field for all participants in the sector.”<sup>1</sup>
- “One of KLM’s main objectives is to make the Dutch colonies more accessible, as indicated in the airline’s full name: Royal Dutch Airlines for the Netherlands and Colonies.”<sup>3</sup>
- “KLM introduces Economy Class based on IATA guidelines. This class is a more austere version of Tourist Class, but here too KLM aims to ensure the highest possible standard of service. This step makes flying accessible for an even larger group of people. Within 3 months, passenger figures increase by 27%.”<sup>3</sup>

### Variety



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- “(...) globe-spanning network (...)”<sup>3</sup>
  - “The Open Skies Agreement takes effect. For the first time, airlines can fly from anywhere in Europe to the US and vice versa. KLM has always been in favour of an agreement of this kind.”<sup>3</sup>
  - “We are so much more agile and resilient than a few years ago. This puts us in a strong position to pioneer, to connect people and to create social and economic value.”<sup>6</sup>
  - “KLM’s product has essentially improved across the entire customer journey, also when starting from, or continuing to our network partners.”<sup>6</sup>
  - “If you regularly fly within Europe, a KLM Flight Bundle might be just the thing for you. You’ll book your tickets in advance, so you can pack your bags, pick a date and grab a flight whenever you feel like you need a little break. Convenient and often wallet-friendly as well. Of course, you can also access all the benefits of Flying Blue that you are used to.”<sup>10</sup>
  - “KLM – Moving Your World – If you want to explore new horizons, we’ll take you there. If you yearn to visit remote places, or simply want to go home, you can call on us. We love to bring people together. And along the way, we work hard to give you the very best care. Because we realise our job is much bigger than just taking you from A to B. We are KLM for you.”<sup>11</sup>

#### **Semiotic Analysis**

- KLM’s advertising shows off their goal to provide a memorable service for everyone, no matter what their destination is, no matter what they are planning to do.
  - KLM’s advertising shows off their wide array of destinations “We may come from a small country, but we take you to more places than you might think.”
  - KLM’s commercials – that have a similar theme of connecting people all over the world – show how they have a global mind-set and fly to various destinations all over the world to connect people.
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## Appendix 4D: British Airways Themes

- 1: [https://www.britishairways.com/travel/home/public/en\\_nl/](https://www.britishairways.com/travel/home/public/en_nl/)
- 2: [https://www.britishairways.com/en-nl/information/about-ba?source=BOT\\_about\\_ba](https://www.britishairways.com/en-nl/information/about-ba?source=BOT_about_ba)
- 3: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage>
- 4: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past>
- 5: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1920-1929>
- 6: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1930-1939>
- 7: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1950-1959>
- 8: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1960-1969>
- 9: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1970-1979>
- 10: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1980-1989>
- 11: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/1990-1999>
- 12: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/2000-2009>
- 13: <https://www.britishairways.com/en-nl/information/about-ba/history-and-heritage/explore-our-past/2010-present>
- 14: <https://www.iairgroup.com/~media/Files/I/AG/documents/IAG%20Annual%20report%20and%20accounts%202019.pdf>
- 15: <https://careers.ba.com/working-with-us>
- 16: <https://www.britishairways.com/en-ca/information/the-ba-experience>
- 17: <https://www.britishairways.com/en-ca/information/about-ba/whats-new>
- 18: <https://www.britishairways.com/en-ca/information/travel-classes/economy/world-traveller>
- 19: [https://airportr.com/ba?utm\\_source=British%20Airways&utm\\_campaign=BA.com&utm\\_medium=airline&utm\\_term=Economy%20World%20Traveller&utm\\_content=Economy%20World%20Traveller&redirected=true](https://airportr.com/ba?utm_source=British%20Airways&utm_campaign=BA.com&utm_medium=airline&utm_term=Economy%20World%20Traveller&utm_content=Economy%20World%20Traveller&redirected=true)
- 20: <https://www.britishairways.com/en-ca/flights-and-holidays/holidays>
- 21: <https://www.britishairways.com/en-ca/information/airport-information/airport-hotels>
- 22: <https://www.britishairways.com/en-gb/flights-and-holidays/travel-insurance>

Data	Sub-Category	Code
<b>Document Analysis</b>		
<ul style="list-style-type: none"> <li>• “Flexibility to fit your plans – In these unsettled times we want to make it easy for you to cancel, change or make a new booking with confidence.”<sup>11</sup></li> <li>• “Her Majesty the Queen visited Heathrow Airport to mark the tenth anniversary of ‘Change for Good’, the fundraising partnership between British Airways and UNICEF which has raised over £18 million from donations of loose change from British Airways customers. The money has directly benefited UNICEF’s work to improve the lives of children in over 50 developing countries.”<sup>12</sup></li> <li>• “Flight and cabin crew were hailed as heroes when a Boeing 777 with 152 customers and crew was involved in an incident on landing at London Heathrow. Twelve people suffered minor injuries when the aircraft, inbound from Beijing, came down short of the southern runway. People across the airline were also praised for their efforts helping customers following the incident.”<sup>12</sup></li> <li>• “One woman’s dream was still going strong. More than 50 friends and sponsors of Sreepur Village flew to Bangladesh to help former crew member Pat Kerr celebrate the 20th anniversary of the project.”<sup>12</sup></li> <li>• “British Airways announced it will give away up to £15m worth of free flights, aimed at helping small and medium sized British businesses to beat the recession.”<sup>12</sup></li> <li>• “Cool, calm and collected approach to the global swine flu outbreak won plaudits. The outbreak began in Mexico last month and teams across the airline have been commended for support to customers and staff.”<sup>12</sup></li> <li>• “Boxes packed with children’s operations gown designed by Blue Peter were flown out free by British Airways.”<sup>12</sup></li> <li>• “Flying Start was launched on 30 June. This is British Airways’ new global charity partnership with Comic Relief replacing the ‘Change for Good’ partnership with UNICEF.”<sup>13</sup></li> <li>• “On 12 March, as part of Red Nose Day, 188 people joined comedians Dara O’ Briain, Jack Whitehall and Jon Richardson on board a British Aircraft for the ‘Highest Comedy Gig in the Sky’ at 35,000 feet. The ‘Smile High Gig’ raised almost £100,000.”<sup>13</sup></li> <li>• “British Airways through its own staff initiatives and also on board collections raised £1.8 million towards the Sport Relief total of £50 million during March.”<sup>13</sup></li> <li>• “On 19 November, the British Airways ‘Best of British’ event raised over £75,000 for the Flying Start charity enterprise. Gary Barlow led a roll call of stars including Stacey Solomon, John Culshaw and Matt Cardle who performed at the event.”<sup>13</sup></li> <li>• “On 11 March, British Airways had a ‘Gig in the Sky’ to raise money for Comic Relief. This event made it into the Guinness Book of Records as Highest Concert at 43,000 feet.”<sup>13</sup></li> </ul>	Benevolent	

- “Davina McCall hosted a star-studded ‘milestone in the sky’ event to celebrate British Airways raising more than £6m for Flying Start/Comic Relief.”<sup>13</sup>
- “British Airways backing for Sport Relief got underway on 30 January with a cha-cha session at Waterside. British Airways had set itself a target of raising £2m during 2014 through Flying Start for Comic Relief.”<sup>13</sup>
- “On Sunday 23 March hundreds of British Airways employees took part in the Sport Relief mile through the grounds of the Queen Elizabeth Olympic Park to help raise money for Flying Start, British Airways’ partnership with Comic Relief.”<sup>13</sup>
- “As a result of Sport Relief activities British Airways raised the sum of £2.4m.”<sup>13</sup>
- “The Glasgow Flying Start Ball raised an Impressive £40,000 for British Airways’ official charity Comic Relief.”<sup>13</sup>
- “On 11 September, British Airways had an ‘Around the World in 8 days’ event in order to raise funds for Flying Start.”<sup>13</sup>
- “British Airways kicked off the ‘Around the World in 8 days’ fund-raising challenge on 11 September. British Airways colleagues ran, pedalled, rowed, walked and swam to complete the challenge with two days to spare.”<sup>13</sup>
- “It was announced that Flying Start, British Airways charity partnership with Comic Relief had raised over £9m since its launch in June 2010.”<sup>13</sup>
- “On 13 March events were held across the airline to celebrate Red Nose Day for Comic Relief. One event was the re-creation of one of BA’s most iconic ads, the massive face complete with the winking eye and in this instance with a red nose as well.”<sup>13</sup>
- “On the 11th, the Nepal Earthquake Disaster Emergency Committee thanked BA for raising over £320,000 for the appeal which included on-board donations from lots of customers.”<sup>13</sup>
- “BA’s annual Fun Run took place on 21st. This event has now raised over £1m for Cancer Research UK over the years.”<sup>13</sup>
- “16th October saw the 30th anniversary of Dreamflight. This is an annual event which enables around 200 disabled children to go on a 10 day trip to Florida.”<sup>13</sup>
- “Flying Start BA’s charity fund raising initiative with Comic Relief passed its £14m target. This has been achieved in a little over 6 years.”<sup>13</sup>
- “A number of charities benefited from a share of British Airways’ Flying Start £200,000 bursary. Flying Start is the name given to British Airways’ charity tie-in with Comic Relief.”<sup>13</sup>
- “British Airways, through its Flying Start initiative, has raised over £17 million pounds for Comic Relief charitable projects since its launch in June 2010.”<sup>13</sup>
- “We want our colleagues to feel and perform at their best, even on a cold February evening when most people are tucked up at home in front of the telly. That’s why we have a dedicated wellbeing team who are our champions of mental and physical health awareness. They’re on hand with preventative advice and tools, and offer access to wide-ranging support services when colleagues need help. And we all need a little help sometimes.”<sup>15</sup>
- “As a British business with a global presence, we understand our responsibility to others at home and abroad. We want to set the standard for responsible flying while delivering our commitment to improve lives and livelihoods in the communities we serve and impact on.”<sup>15</sup>
- “When travelling with the whole family, you’ll find lots of thoughtful touches to make life easier, and help keep everyone happy and entertained. [1] Priority boarding for families with infants and young children in pushchairs, to help get you settled onboard sooner. [2] Skyflyer activity packs. [3] Children’s TV, films, games and a parental lock for other channels. [4] Special children’s meals which we’ll serve first so you can enjoy your own meal at your own pace.”<sup>18</sup>

#### Semiotic Analysis

- The ‘fun’ safety video made for Comic Relief shows of British Airways connection to this charity and their commitment to raising awareness and donations.
- British Airways’ commercial ‘#fuelledbylove’ shows how much they care for their passengers, it shows their acceptance and appreciation of different cultures, and it shows that the flight experience can be part of a beautiful memory.
- British Airways’ ‘#VisitSoon’ commercial highlights their compassion, intention to spread positivity, and to reunite families.



#### Document Analysis

- “History and heritage – Established since the formation of British Airways. It was formed to preserve records and artefacts.”<sup>2</sup>
- “Celebrating 100 years of flying with pride (...) The British Airways Heritage Collection has existed since the formation of British Airways. It was formed to preserve the records and artefacts of British Airways’ predecessor companies BOAC, BEA, BSAA and the pre-war Imperial Airways Limited as well as British Airways Ltd.”<sup>3</sup>
- “Celebrating 100 years of flying with pride (...) British Airways can trace its origins back to the birth of civil aviation, the pioneering days following World War I. In the 100 years that have

*History*

**Heritage**

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passed since the world's first schedule air service on 25 August 1919, air travel has changed beyond all recognition. Each decade saw new developments and challenges, which shaped the path for the future (...)"<sup>4</sup>

- "With much acclaim Concorde retired from service in 2003. Heathrow's Terminal 5 was opened by the Queen in March 2008 and orders for new Airbus A380s and Boeing 787 Dreamliners were announced"<sup>4</sup>
- "First British Royal family member to fly with Imperial Airways – HRH The Prince of Wales, later King Edward VIII, flew Paris to London in Handley-Page W.10 G-EMBR City of Pretoria."<sup>5</sup>

#### **Semiotic Analysis**

- British Airways' logo includes the Union Jack, the flag of The United Kingdom.
  - "To Fly. To Serve." Shows British Airways pride in their past, but also current operations. This sentence shows what is at the heart of British Airways' operations and what they are driven by. It is a reference to their heritage and their pride in this.
  - British Airways' commercial 'Made by Britain' shows the pride they hold in their and Great Britain's history.
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#### **Document Analysis**

- "BA carry the Olympic flame on board an Airbus A319 specially named Firefly and sponsor the Olympics and Paralympics."<sup>4</sup>
- "Prime Minister Tony Blair signed a British Airways Boeing 747 in support of London's bid to host the 2012 Olympic and Paralympic Games. British Airways, a premier partner of the London 2012 bid, planned to collect in excess of 100,000 signatures on the aircraft that would carry the bid team to Singapore for the decision vote by the International Olympic Committee."<sup>12</sup>
- "Flight BA9200C flew the England football team from Luton Airport to Karlsruhe, Germany to take part in the World Cup tournament."<sup>12</sup>
- "British Airways said it would play a key role in helping to make the London 2012 Olympic and Paralympic Games ever after being named as proud airline partner. BA said it would invest £40m over four years. The value of the deal was made up of travel for athletes, a charter for the Torch Relay in 2012 and a financial contribution. Staff would also be able to play their part in the festival of sporting excellence."<sup>12</sup>
- "Britain's brilliant Olympic team arrived home from Beijing on board a BA 747 sporting a specially painted gold nose cone and the message 'Proud to bring our British heroes home' emblazoned on the fuselage."<sup>12</sup>
- "On 18 January, the 'Dove' design of the British Airways Olympic and Paralympic Games aircraft was unveiled. The design, chosen by Tracey Emin, transformed the aircraft into the bird of peace, and was designed by up and coming British designer Pascal Anson."<sup>13</sup>
- "The winning creation in the art category of the Great Britons campaign, the Dove, was featured as a new livery for nine aircraft in the lead up to the Olympics."<sup>13</sup>
- "British Airways flew the Olympic Flame from Athens to the Naval Air Station, Culdrose in Cornwall on 18 May. A flame lighting ceremony took place on the tarmac following its arrival on an Airbus A319 named 'Firefly' reflecting its unique livery."<sup>13</sup>
- "On 27 July, the London Olympic Games began and British Airways Park Live facility was opened for visitors to relax in and enjoy watching the action on giant TV screens."<sup>13</sup>
- "'Firefly', the British Airways aircraft that flew in the Olympic flame performed a fly-past over The Mall as part of the Greatest Team Parade to celebrate the success of the British Olympic and Paralympic teams."<sup>13</sup>
- "From 25 June, British Airways became one of the main features at the Kidzania children's town at London's Westfield Shopping Centre. This is a town in miniature and offers children the opportunity to take part in around 60 activities. The Aviation Academy is the activity which features BA."<sup>13</sup>
- "On 23rd August, the Team GB athletes returned from Rio on a Gold-nosed BA Boeing 747 aircraft named 'VictorRIOus'. The GB Paralympic team came back later in September."<sup>13</sup>

*Nationalist*

#### **Semiotic Analysis**

- British Airways' commercial 'Made by Britain' shows the pride they hold in their nationality and the values that are associated with this nationality.
  - British Airways' commercial 'Experience Britain' shows of all the things that Great Britain has to offer, highlighting their Britishness and pride in this.
  - British Airways' commercial for the Olympic Games 2012 that were held in London, shows the pride they hold towards the British citizens and (being from) Great Britain in general.
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#### **Document Analysis**

- "With much acclaim Concorde retired from service in 2003. Heathrow's Terminal 5 was opened by the Queen in March 2008 and orders for new Airbus A380s and Boeing 787 Dreamliners were announced"<sup>4</sup>

*British*

- “First British Royal family member to fly with Imperial Airways – HRH The Prince of Wales, later King Edward VIII, flew Paris to London in Handley-Page W.10 G-EMBR City of Pretoria.”<sup>5</sup>
- “Her Majesty the Queen visited Heathrow Airport to mark the tenth anniversary of ‘Change for Good’, the fundraising partnership between British Airways and UNICEF which has raised over £18 million from donations of loose change from British Airways customers.”<sup>12</sup>
- “Her Majesty the Queen officially opened T5, calling it “a 21st Century gateway to the world”. The celebration was televised live in the UK.”<sup>12</sup>
- “BA colleagues celebrate 90 years flying with experience and style. Messages of congratulations were received from the Queen and Prime Minister Gordon Brown.”<sup>12</sup>
- “British Airways introduced a special blend of Twinings English Breakfast tea for customers on board flights.”<sup>13</sup>
- “Launch, on 10 January, of a new tea blend adapted to work at 35,000 feet created exclusively by Twinings for British Airways.”<sup>13</sup>
- “British Airways trialled Fish and Chips on a selection of short-haul routes from 14 April.”<sup>13</sup>
- “I am incredibly proud of all we were able to accomplish in celebration of our centenary in 2019. My personal highlight was the visit to our headquarters from Her Majesty the Queen. We also initiated our future-facing programme, BA: 2119, which saw us lead the conversation on the future of sustainable aviation fuels and the evolution of customer experience for the years to come.”<sup>14</sup>
- “Customers love us when we’re true to who we are. They come to us for a unique British Airways service, instilled with the style and charm our nation’s known for in every corner of the globe (if you believe a globe can have corners). You’ll feel at home here if you embrace timeless British values and modern Britain’s strengths: knowhow, creativity, energy, diversity and open-mindedness – and a sense of respect, responsibility, fair play and knowing whose turn it is to make the tea.”<sup>15</sup>
- “Doing things the British Airways way takes a certain state of mind. It’s not about where you’re from. It’s about how you’re made. We’re privileged to serve customers from countless nationalities, backgrounds and cultures. We’re proud to employ a team who reflect that diversity in all its forms. Find out more about our inclusive, welcoming business and how we’re building a team that reflects everything we love about Britain today.”<sup>15</sup>
- “Enjoy the very best of British cuisine with delicious meals and snacks designed by renowned chefs in World Traveller. From fresh, cooked breakfasts to light and tasty afternoon sandwiches, enjoy meals that suit the time and length of your flight. Our attentive crew offer an extensive drinks service from departure to arrival.”<sup>18</sup>

#### Semiotic Analysis

- British Airways’ logo includes the Union Jack, the flag of The United Kingdom.
- The ‘fun’ safety video made for Comic Relief stars many British celebrities.
- In their ‘Made by Britain’ commercial, British Airways highlights those things that make them British, and highlights the pride they have regarding this.
- British Airways’ commercial ‘Experience Britain’ shows of all the things that Great Britain has to offer, highlighting their Britishness.

#### Document Analysis

- “British Airways is a full service global airline (...) with an extensive global route network flying to and from centrally-located airports.”<sup>2</sup>
- “The formation was announced in 1999 of a new global alliance – oneworld – which also included Qantas and American.”<sup>4</sup>
- “American Airlines, British Airways, Canadian Airlines, Cathay Pacific Airways and Qantas Airways announced the new the oneworld® global alliance.”<sup>11</sup>
- “It’s an exciting time to be at British Airways. We’re growing our global route network, investing in our fleet and transforming the experience we offer customers. We’re people who care – about safety and style, comfort and calm, warm scones and Wi-Fi. Wherever you join us, you’ll feel proud to play a part in our future as we go further to be the airline of choice.”<sup>15</sup>
- “We are a 24-hour business, operating 365 days of the year, all around the world. It’s a dynamic, fast-paced environment that will bring out the best in you – if you’re ready to embrace responsibility and step up to any challenge. Whatever your role, your warmth, positivity, commitment and adaptability can truly come to the fore, making you a trusted ambassador of the British Airways brand.”<sup>15</sup>
- “We’ll be adding even more new routes to connect even more destinations within our global network.”<sup>15</sup>
- “They come to us for a unique British Airways service, instilled with the style and charm our nation’s known for in every corner of the globe (if you believe a globe can have corners).”<sup>15</sup>

**Global**

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## Semiotic Analysis

- British Airways' commercials '#fuelledbylove' and '#VisitSoon' portray British Airways global mind-set (aimed at India and Australia, respectively).
- British Airways' commercial in combination with Oculus (VR glasses) portrays the many places around the world that they can take their passengers to.

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## Document Analysis

- "(...) carried a single passenger and cargo that included newspapers, Devonshire cream, jam and grouse"<sup>4</sup>
- "The introduction of luxurious aircraft including the HP42 offered customers new levels of luxury aloft"<sup>4</sup>
- "Two new brands were announced in the airline's economy cabin, in an effort to win a greater share of the air travel market. World Traveller, on intercontinental services, and Euro Traveller on shorthaul, would offer passengers more comfortable seats, improved catering and a wide range of in-flight entertainment. Most importantly, they were to provide a new approach to service. The new brands were to be commence flying on 15 January 1991."<sup>11</sup>
- "A £10m package of customer service enhancements was announced designed to maintain the airline's competitive edge on the North Atlantic. 'Mission Atlantic' included new lounges and check-in facilities in the USA and new Club World catering and passenger service enhancements at Heathrow, all of which were to be introduced during the month on services to 21 destinations in North America."<sup>11</sup>
- "British Airways launched its new Club Europe brand, with a £70m package of improvements including new seats, lounges at key business destinations throughout Europe, telephone check-in, Fast Track through passport and security checks at Heathrow's Terminal 1, better food and a choice between a snack and a full meal."<sup>11</sup>
- "British Airways announced a £10m programme of improvements to its UK domestic services. The programme included more frequencies, more capacity, more lounge space and new electronic ticketing and self-service machines for speedier check-in."<sup>11</sup>
- "British Airways announced a US\$100m investment to improve facilities for passengers travelling to and from New York. The project included expanding the airline's terminal at JFK, major new road access to the building and new premium passenger facilities at Newark."<sup>11</sup>
- "British Airways launched a comprehensive range of new services and benefits for World Traveller passengers. New features included new seats with adjustable headrests and footrests, more leg room and personal video screens for every passenger."<sup>11</sup>
- "British Airways announced that it was to develop radical new products that would redefine longhaul business travel and set new benchmarks in comfort and design. The plans included improved Club World, featuring completely flat beds, a new state-of-the-art entertainment system with bigger screens, in-seat power for lap top computers, e-mail, phones and fax."<sup>11</sup>
- "British Airways announced plans for a £14m upgrade to Concorde. The plans included new seats, new toilets, interiors, tableware and a new lounge at Heathrow."<sup>11</sup>
- "The airline announced a £50m programme of improvements to Club Europe, including faster check-in, and re-designed seats and interiors."<sup>11</sup>
- "British Airways announced the introduction of a new cabin, World Traveller Plus. The cabin would offer more space and facilities than World Traveller for a premium to the full World Traveller fare. Services between London and New York JFK were to be fully embodied with both the Club World 'Lounge in the Sky', the world's first fully flat bed in business class, and World Traveller Plus by summer 2000."<sup>12</sup>
- "The new Club World flying beds were now available on the Hong Kong route. The seats had been well-received by customers on the Heathrow to New York JFK route, with a significant rise in customer satisfaction ratings for cabin crew, catering, sleep, privacy, comfort and space."<sup>12</sup>
- "British Airways unveiled its new-look First cabin. The investment included new interiors, improvements to seat cushioning and bedding, and in-seat telephones and laptop power."<sup>12</sup>
- "British Airways re-opened its First class lounge at London Heathrow's Terminal 4 for premium passengers, ensuring unrivalled comfort and luxury on the ground and in the air. A new Concorde Room designed by Sir Terence Conran was also opened in the airline's Lounge Pavilion at Terminal 4, in anticipation of a resumption of supersonic services later in the year."<sup>12</sup>
- "Australia became the latest country to get the 'Next Generation' products; the Club World flat beds and World Traveller Plus. Aircraft flying to Melbourne and Sydney were embodied with the new 21st century products."<sup>12</sup>
- "A three month internet trial began on a British Airways 747-400 aircraft, on services between London Heathrow and New York using Connexion by Boeing broadband system. Passengers could plug in their laptop from their seat and access personal and work emails, corporate intranets and the web."<sup>12</sup>

## Refinement

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- “British Airways introduced the award-winning Club World flat bed as well as World Traveller Plus, its premium economy cabin, on services from London Gatwick to Houston, Dallas and Bermuda operated by Boeing 777s.”<sup>12</sup>
  - “The airline announced the launch of wireless internet connections at 80 of its main customer lounges around the world giving instant internet and email access to users.”<sup>12</sup>
  - “A new feature on ba.com was launched enabling customers to request their own seats and special meals.”<sup>12</sup>
  - “British Airways launched its first drive-through check-in facility for Club World passengers and a new exclusive check-in and lounge for First passengers at Grantley Adams Airport in Barbados.”<sup>12</sup>
  - “British Airways began a three-month trial offering complimentary black cabs and executive cars for full fare premium customers.”<sup>12</sup>
  - “BA launched its new transatlantic service (London City to New York) that provides a stylish office in the sky for business people.”<sup>12</sup>
  - “On 31 August, the new Boeing 777-300ER made its inaugural commercial flight, to Mumbai. It featured all-new cabins and a new in-flight entertainment system.”<sup>13</sup>
  - “British Airways introduced a special blend of Twinings English Breakfast tea for customers on board flights.”<sup>13</sup>
  - “On 26 March, British Airways launched a Long-haul service between London and Moscow. This replaced the previous short haul offering so for the first time customers could enjoy the Club World flat beds on the four hour flights.”<sup>13</sup>
  - “Launch, on 10 January, of a new tea blend adapted to work at 35,000 feet created exclusively by Twinings for British Airways.”<sup>13</sup>
  - “British Airways became the first airline in Europe to allow its passengers to use their hand held electronic devices during all aspects of flight such as taxiing or take off.”<sup>13</sup>
  - “On 16 June, the airline announced changes to its short-haul cabin which would be introduced on 94 aircraft from October 2014. The new design featured new charcoal coloured seating, with more knee space for customers and the addition of a seat-back tablet holder, so that customers can watch films easily on their own devices.”<sup>13</sup>
  - “A new service which enables Premium passengers to pre-order their main course was announced on 18 November. It launched on six long-haul routes with more to be added in 2015.”<sup>13</sup>
  - “From 12 May, a pre-paid World Traveller meals service was introduced. Passengers can purchase an enhanced World Traveller meal as an alternative to the normal menu.”<sup>13</sup>
  - “On the 15th, the first refreshed Boeing 747 left Heathrow for New York following refit at BAMC (BA Maintenance Cardiff). It features; latest Panasonic in-flight entertainment system, larger screens, more content.”<sup>13</sup>
  - “British Airways’ new shorthaul catering proposition launched on 11th January. This is called M&S On Board reflecting the partnership with Marks & Spencers.”<sup>13</sup>
  - “On 5th April, the new First Wing check-in area opened at Terminal 5, Heathrow. This area is for First customers and Gold Card holders and offers a dedicated fast-track security facility and direct lounge access.”<sup>13</sup>
  - “The first phase of British Airways’ £400 million investment in Club World was launched with the new Club World dining experience on flights between Heathrow and New York – JFK.”<sup>13</sup>
  - “British Airways launched a partnership with The White Company, a luxury lifestyle brand, to enhance the long-haul Club World cabin with premium bedding and amenities. The service was introduced between Heathrow and New York – JFK airport on 23rd October.”<sup>13</sup>
  - “British Airways began operations of ‘air’ the inflight connectivity service that enables customers to connect to high-speed Wi-Fi. The Wi-Fi installation is being extended across the network through 2018 and 2019.”<sup>13</sup>
  - “Construction has now started on new lounges at New York JFK. This is part of a big investment in the redesign of New York JFK Terminal 7. A redesigned check-in area for First passengers was unveiled in October.”<sup>13</sup>
  - “A brand new lounge was opened in Aberdeen. British Airways will be upgrading and re-designing a number of lounges across its network.”<sup>13</sup>
  - “We also refreshed our Boeing 777 fleet with new interiors, refurbished several of our lounges around the world and introduced new-look amenities in our First and World Traveller Plus cabins.”<sup>14</sup>
  - “2019 saw us continue our investment programme for customers with new aircraft, new cabins, new technology, new routes, new in-flight dining and refreshed lounges. (...) We debuted our new business cabin seat Club Suite on our new Airbus A350 aircraft. The Club Suite features a door for greater privacy and gate-to-gate programming via 18.5-inch in-flight entertainment screens. (...) We introduced a new lounge design concept and renewed our lounges in Johannesburg, San Francisco, Milan and Geneva. We also completed the renovation of our First and Club lounges at New York JFK Terminal 7, providing the premium experience we know our customers appreciate.”<sup>14</sup>
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- “It’s an exciting time to be at British Airways. We’re growing our global route network, investing in our fleet and transforming the experience we offer customers. We’re people who care – about safety and style, comfort and calm, warm scones and Wi-Fi. Wherever you join us, you’ll feel proud to play a part in our future as we go further to be the airline of choice.”<sup>15</sup>
  - “We’re taking delivery of 73 new aircraft, refurbishing our long-haul fleet with new cabins, redesigning our lounges and introducing new dining, bedding and amenity kits. Every aircraft will have the best-quality Wi-Fi on board and every seat will have access to power. We’ll also be trialling fully autonomous robots to carry out simple aircraft tasks, allowing our brilliant humans to deal with more complex customer enquiries. It’s the latest in our string of innovations in smarter technology and automation.”<sup>15</sup>
  - “Relax and revitalise, wine and dine, or simply indulge – enjoyment comes as standard on board, from nose to tail fin.”<sup>16</sup>
  - “Step away from the hubbub of the airport and into a spectacular sanctuary; indulgent spa treatments, stellar service and gastronomy.”<sup>16</sup>
  - “A soothing cuppa or a glass of bubbly to toast your trip? Or how about an ice-cool Magnum? Our menu is full of little luxuries.”<sup>16</sup>
  - “Your own personal suite in the sky. With luxury flat-bed seats and greater privacy, Club Suite takes comfort to greater heights.”<sup>16</sup>
  - “Designer pyjamas? Check. Finest English fizz? Check. Quintessential British service? Check. Dreamy 400-thread-count bedding? Check.”<sup>16</sup>
  - “Get set before you jet set with a jetlag-busting massage or a hydrating facial. All at the Elemis Travel Spa designed by Kelly Hoppen – available at LHR or JFK.”<sup>16</sup>
  - “Your barista’s got nothing on our Cabin Crew, they brew fresh Union Hand Roasted Coffee in our First and Club World cabins.”<sup>16</sup>
  - “Our premium economy cabin, World Traveller Plus just got even better. With the introduction of a bespoke new amenity kit, delicious signature cocktail (or mocktail), a dreamy new-look cushion and super-stylish quilt, you can look forward to simply settling down and enjoying your flight.”<sup>16</sup>
  - “Lounges with modern artwork, tea and cake and bespoke spa treatments, there’s never been a better time to treat yourself to that extra-special travel experience.”<sup>16</sup>
  - “World Traveller is our economy cabin on flights beyond Europe, packed with all the comfort and benefits you expect from British Airways at an affordable price.”<sup>18</sup>
  - “Relax and enjoy the views or settle down to sleep with ergonomically designed seats, little extras and newly crafted comforts based on classic British design. [1] An adjustable headrest, lumbar support and recline. [2] Soft cushion and blanket, with new herringbone design. [3] Flight socks, eye mask, toothbrush and toothpaste on request. [4] These renewed comforts are now available on London Heathrow flights and will be available on London Gatwick flights from 1 March 2020.”<sup>18</sup>
  - “Enjoy the very best of British cuisine with delicious meals and snacks designed by renowned chefs in World Traveller. From fresh, cooked breakfasts to light and tasty afternoon sandwiches, enjoy meals that suit the time and length of your flight. Our attentive crew offer an extensive drinks service from departure to arrival.”<sup>18</sup>
  - “World Traveller offers a personal flat screen and headphones for everyone. Take your pick from the hundreds of latest films, television programmes, albums, audio books and games.”<sup>18</sup>
  - “Door to destination service - Let AirPortr pick up your bags and check them in. Exclusive to British Airways customers, it’s available for everyone in the wider London area flying beyond the UK.”<sup>18</sup>
  - “When travelling with the whole family, you’ll find lots of thoughtful touches to make life easier, and help keep everyone happy and entertained. [1] Priority boarding for families with infants and young children in pushchairs, to help get you settled onboard sooner. [2] Skyflyer activity packs. [3] Children's TV, films, games and a parental lock for other channels. [4] Special children's meals which we'll serve first so you can enjoy your own meal at your own pace.”<sup>18</sup>
  - “The World Traveller experience is getting a make-over. We’re giving our aircraft cabins a stylish new interior and fitting our newest, most enhanced seating, which feature a six-way headrest with adjustable ears for added comfort and movable middle arm rests, which is particularly useful for customers travelling with children. The new cabin will be rolled out across our fleet starting with the Boeing 777-200 fleet at Gatwick. And while a few cabin design elements may vary by aircraft, you can still expect the same top quality food, drink and warm service by our attentive crew wherever and whenever you fly World Traveller.”<sup>18</sup>
  - “We put your bags on the plane. Travel light and skip the airport queues.”<sup>19</sup>
  - “Taking care of your holiday is our job - We help you find the perfect holiday. We carefully select [hotels](#), we offer straight-forward [car hire](#) and we total all the costs, so there are no surprise extras where there shouldn’t be. We secure your holiday with a [low deposit](#) and stagger your payments. And our 24 hour helpline is there just in case you need it. From start to finish consider your holiday taken care of.”<sup>20</sup>
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## Document Analysis

- “The Handley Page HP42 four-engined bi-plane, a notable aircraft, was introduced by Imperial Airways on the Croydon to Paris route. With two passenger cabins this safe, slow but stately aeroplane brought new standards of safety and comfort to air travel.”<sup>6</sup>
- “Two new brands were announced in the airline’s economy cabin, in an effort to win a greater share of the air travel market. World Traveller, on intercontinental services, and Euro Traveller on shorthaul, would offer passengers more comfortable seats, improved catering and a wide range of in-flight entertainment. Most importantly, they were to provide a new approach to service. The new brands were to be commence flying on 15 January 1991.”<sup>11</sup>
- “British Airways launched its new Club Europe brand, with a £70m package of improvements including new seats, lounges at key business destinations throughout Europe, telephone check-in, Fast Track through passport and security checks at Heathrow’s Terminal 1, better food and a choice between a snack and a full meal.”<sup>11</sup>
- “British Airways launched a comprehensive range of new services and benefits for World Traveller passengers. New features included new seats with adjustable headrests and footrests, more leg room and personal video screens for every passenger.”<sup>11</sup>
- “British Airways announced that it was to develop radical new products that would redefine longhaul business travel and set new benchmarks in comfort and design. The plans included improved Club World, featuring completely flat beds, a new state-of-the-art entertainment system with bigger screens, in-seat power for lap top computers, e-mail, phones and fax.”<sup>11</sup>
- “British Airways announced plans for a £14m upgrade to Concorde. The plans included new seats, new toilets, interiors, tableware and a new lounge at Heathrow.”<sup>11</sup>
- “The airline announced a £50m programme of improvements to Club Europe, including faster check-in, and re-designed seats and interiors.”<sup>11</sup>
- “British Airways announced the introduction of a new cabin, World Traveller Plus. The cabin would offer more space and facilities than World Traveller for a premium to the full World Traveller fare. Services between London and New York JFK were to be fully embodied with both the Club World ‘Lounge in the Sky’, the world’s first fully flat bed in business class, and World Traveller Plus by summer 2000.”<sup>12</sup>
- “The new Club World flying beds were now available on the Hong Kong route. The seats had been well-received by customers on the Heathrow to New York JFK route, with a significant rise in customer satisfaction ratings for cabin crew, catering, sleep, privacy, comfort and space.”<sup>12</sup>
- “Following the completion of the Club Europe embodiment on its aircraft, British Airways increased the baggage allowance for the cabin. Passengers could now take two pieces of hand baggage weighing up to 18kgs on board, doubling the previous allowance.”<sup>12</sup>
- “British Airways unveiled its new-look First cabin. The investment included new interiors, improvements to seat cushioning and bedding, and in-seat telephones and laptop power.”<sup>12</sup>
- “British Airways re-opened its First class lounge at London Heathrow’s Terminal 4 for premium passengers, ensuring unrivalled comfort and luxury on the ground and in the air. A new Concorde Room designed by Sir Terence Conran was also opened in the airline’s Lounge Pavilion at Terminal 4, in anticipation of a resumption of supersonic services later in the year.”<sup>12</sup>
- “Australia became the latest country to get the ‘Next Generation’ products; the Club World flat beds and World Traveller Plus. Aircraft flying to Melbourne and Sydney were embodied with the new 21st century products.”<sup>12</sup>
- “British Airways won the prestigious Grand Prix award for International Design Effectiveness for the new Club World seat which turned into a six-foot fully flat bed. The award was given in recognition of how the product had revolutionised business travel. The seat also won the best consumer product award.”<sup>12</sup>
- “British Airways introduced the award-winning Club World flat bed as well as World Traveller Plus, its premium economy cabin, on services from London Gatwick to Houston, Dallas and Bermuda operated by Boeing 777s.”<sup>12</sup>
- “On 26 March, British Airways launched a Long-haul service between London and Moscow. This replaced the previous short haul offering so for the first time customers could enjoy the Club World flat beds on the four hour flights.”<sup>13</sup>
- “On 16 June, the airline announced changes to its short-haul cabin which would be introduced on 94 aircraft from October 2014. The new design featured new charcoal coloured seating, with more knee space for customers and the addition of a seat-back tablet holder, so that customers can watch films easily on their own devices.”<sup>13</sup>
- “British Airways launched a new Rail/Air ticket scheme on 5 December. This is the result of an agreement with two rail companies to enable customers to book a combined Rail and Air ticket for journeys from Wales and the West of England to Heathrow and then on to a British Airways flight.”<sup>13</sup>
- “2019 saw us continue our investment programme for customers with new aircraft, new cabins, new technology, new routes, new in-flight dining and refreshed lounges. (...) We debuted our

Comfort

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new business cabin seat Club Suite on our new Airbus A350 aircraft. The Club Suite features a door for greater privacy and gate-to-gate programming via 18.5-inch in-flight entertainment screens. (...) We introduced a new lounge design concept and renewed our lounges in Johannesburg, San Francisco, Milan and Geneva. We also completed the renovation of our First and Club lounges at New York JFK Terminal 7, providing the premium experience we know our customers appreciate.”<sup>14</sup>

- “It’s an exciting time to be at British Airways. We’re growing our global route network, investing in our fleet and transforming the experience we offer customers. We’re people who care – about safety and style, comfort and calm, warm scones and Wi-Fi. Wherever you join us, you’ll feel proud to play a part in our future as we go further to be the airline of choice.”<sup>15</sup>
- “Relax and revitalise, wine and dine, or simply indulge – enjoyment comes as standard on board, from nose to tail fin.”<sup>16</sup>
- “Step away from the hubbub of the airport and into a spectacular sanctuary; indulgent spa treatments, stellar service and gastronomy.”<sup>16</sup>
- “A soothing cuppa or a glass of bubbly to toast your trip? Or how about an ice-cool Magnum? Our menu is full of little luxuries.”<sup>16</sup>
- “Get set before you jet set with a jetlag-busting massage or a hydrating facial. All at the Elemis Travel Spa designed by Kelly Hoppen – available at LHR or JFK.”<sup>16</sup>
- “Our premium economy cabin, World Traveller Plus just got even better. With the introduction of a bespoke new amenity kit, delicious signature cocktail (or mocktail), a dreamy new-look cushion and super-stylish quilt, you can look forward to simply settling down and enjoying your flight.”<sup>16</sup>
- “Lounges with modern artwork, tea and cake and bespoke spa treatments, there’s never been a better time to treat yourself to that extra-special travel experience.”<sup>16</sup>
- “World Traveller is our economy cabin on flights beyond Europe, packed with all the comfort and benefits you expect from British Airways at an affordable price.”<sup>18</sup>
- “Relax and enjoy the views or settle down to sleep with ergonomically designed seats, little extras and newly crafted comforts based on classic British design. [1] An adjustable headrest, lumbar support and recline. [2] Soft cushion and blanket, with new herringbone design. [3] Flight socks, eye mask, toothbrush and toothpaste on request. [4] These renewed comforts are now available on London Heathrow flights and will be available on London Gatwick flights from 1 March 2020.”<sup>18</sup>
- “Door to destination service - Let AirPortr pick up your bags and check them in. Exclusive to British Airways customers, it’s available for everyone in the wider London area flying beyond the UK.”<sup>18</sup>
- “When travelling with the whole family, you’ll find lots of thoughtful touches to make life easier, and help keep everyone happy and entertained. [1] Priority boarding for families with infants and young children in pushchairs, to help get you settled onboard sooner. [2] Skyflyer activity packs. [3] Children's TV, films, games and a parental lock for other channels. [4] Special children's meals which we'll serve first so you can enjoy your own meal at your own pace.”<sup>18</sup>
- “The World Traveller experience is getting a make-over. We’re giving our aircraft cabins a stylish new interior and fitting our newest, most enhanced seating, which feature a six-way headrest with adjustable ears for added comfort and movable middle arm rests, which is particularly useful for customers travelling with children. The new cabin will be rolled out across our fleet starting with the Boeing 777-200 fleet at Gatwick. And while a few cabin design elements may vary by aircraft, you can still expect the same top quality food, drink and warm service by our attentive crew wherever and whenever you fly World Traveller.”<sup>18</sup>
- “Travelling doesn’t have to be tiring - Airport hotels make a great base and a convenient resting point – well-connected both to the city centres and to the rest of the world. Our airport hotels are chosen with you in mind – whether you’re starting out, in the middle of a multi-city trip or want to round off your journey in comfort. Expect services like complimentary shuttles to the terminals – if they aren’t directly connected, thoughtful touches like soundproof windows and supremely comfortable beds. Whatever your needs, you’ll find airport hotels with gym access and on-site spas for switching off or free internet access if you need to stay in touch.”<sup>21</sup>

#### Semiotic Analysis

- British Airways’ commercial introducing their flat beds shows how British Airways can provide you with a (long) flight from New York to London in the most comfortable manner including a good night’s sleep.

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#### Document Analysis

- “BEA introduced their electronic reservations unit, which was located at the West London Air Terminal.”<sup>8</sup>

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- “BEA became world’s first airline to publish an entirely computer-produced timetable. PALC (Passenger Acceptance and Load Control), BEA’s computerised check-in system, came into use at the West London Air Terminal.”<sup>8</sup>
  - “British Airways launched the British Airways Shuttle, Europe’s first walk on, no-reservation, guaranteed seat service from Heathrow to Glasgow.”<sup>9</sup>
  - “HM The Queen flew from Barbados to Heathrow on Concorde G-BOAE at the end of her Caribbean tour.”<sup>9</sup>
  - “British Airways announced a £500m three-year plan to revolutionise air travel. The programme kicked off with the relaunch of Club World and the Executive Club frequent flyer programme. A completely new First Class service, renamed First, was to lift off in the winter, with every other cabin then following suit.”<sup>11</sup>
  - “British Airways introduced electronic ticketing on international routes. It was available on all routes between the UK and Germany and on all internal German routes with Deutsche BA.”<sup>11</sup>
  - “British Airways announced that it was to develop radical new products that would redefine longhaul business travel and set new benchmarks in comfort and design. The plans included improved Club World, featuring completely flat beds, a new state-of-the-art entertainment system with bigger screens, in-seat power for lap top computers, e-mail, phones and fax.”<sup>11</sup>
  - “British Airways officially opened its new World Cargo Centre which was fitted with state-of-the-art technology.”<sup>11</sup>
  - “British Airways launched a new £25m transfer baggage sorting system at Gatwick.”<sup>11</sup>
  - “British Airways launched the world’s first commercial interactive TV service offered by an airline. The service was to appear within the interactive TV travel sections of the UK cable companies Cable & Wireless Communications, ntl and Telewest.”<sup>12</sup>
  - “British Airways announced its e-business strategy, comprising e-Commerce, e-Working, e-Procurement and e-Ventures. E-Procurement was targeted to increase online purchasing in the UK from 25% to 80% by March 2002, saving more than £175m on the airline’s £3.7 billion a year purchasing spend. E-Working was to transform the way the company carried out its business internally. E-Ventures included three new online ventures, in which up to £100m of investment was planned over the following two years. These would be an online travel agency; a lifestyle portal; and a significant expansion of the online activities of Air Miles.”<sup>12</sup>
  - “In conjunction with ten other major airlines, British Airways announced the creation of the first European, multi-airline, online travel agency. The new site would offer the public access to the most up-to-date fare information, including the airlines’ lowest branded fares. Passengers would also be able to book hotels, car hire, insurance and other travel services through the site.”<sup>12</sup>
  - “British Airways launched a trial offering online check-in for its top corporate customers via the British Airways extranet. The system allowed customers to check in and select seats from home or the office up to 24 hours before departure. If the trial proved successful, the service was to be offered to the top 200 corporate customers by the end of March 2001.”<sup>12</sup>
  - “Australia became the latest country to get the ‘Next Generation’ products; the Club World flat beds and World Traveller Plus. Aircraft flying to Melbourne and Sydney were embodied with the new 21st century products.”<sup>12</sup>
  - “British Airways won the prestigious Grand Prix award for International Design Effectiveness for the new Club World seat which turned into a six-foot fully flat bed. The award was given in recognition of how the product had revolutionised business travel. The seat also won the best consumer product award.”<sup>12</sup>
  - “A three month internet trial began on a British Airways 747-400 aircraft, on services between London Heathrow and New York using Connexion by Boeing broadband system. Passengers could plug in their laptop from their seat and access personal and work emails, corporate intranets and the web.”<sup>12</sup>
  - “British Airways introduced the award-winning Club World flat bed as well as World Traveller Plus, its premium economy cabin, on services from London Gatwick to Houston, Dallas and Bermuda operated by Boeing 777s.”<sup>12</sup>
  - “The airline announced the launch of wireless internet connections at 80 of its main customer lounges around the world giving instant internet and email access to users.”<sup>12</sup>
  - “Flight BA9200C flew the England football team from Luton Airport to Karlsruhe, Germany to take part in the World Cup tournament.”<sup>12</sup>
  - “Britain’s brilliant Olympic team arrived home from Beijing on board a BA 747 sporting a specially painted gold nose cone and the message ‘Proud to bring our British heroes home’ emblazoned on the fuselage.”<sup>12</sup>
  - “British Airways became the first UK airline to announce the introduction of a live communications service on transatlantic flights.”<sup>12</sup>
  - “Fighting fog delays with microwave technology was introduced by British Airways to reduce disruption at Heathrow Airport.”<sup>12</sup>
  - “The first of a fleet of 76-seat Embraer 170 aircraft, for use on BA CityFlyer’s routes from London City, was delivered. Peter Simpson, managing director of Cityflyer, said “This is a significant
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milestone for us as we completely modernise our fleet, replacing 40-year-old technology with greener, state-of-the art aircraft.”<sup>12</sup>

- “British Airways Maintenance at Cardiff (BAMC) pioneered and introduced a new Seat Crane to facilitate more efficient removal and replacement of aircraft seats after servicing.”<sup>13</sup>
- “British Airways City Flyer became the first airline to offer self-service baggage tagging at London City Airport.”<sup>13</sup>
- “On 15 April, Solena Fuels confirmed that it will build the world’s first facility to convert waste into jet fuel in partnership with British Airways. The plant will be to the East of London.”<sup>13</sup>
- “On 28 November, It was announced that Executive Club membership cards will have a digital facility to enable their use with mobile smart phones on Apple and Android devices.”<sup>13</sup>
- “British Airways completed the roll-out of biometric self-boarding gates for domestic customers at Heathrow Terminal 5. This technology uses facial recognition images taken at the automated ticket presentation gates at security. At the boarding gates it matches the data with the image captured at security. This speeds up the boarding process by at least half the original time.”<sup>13</sup>
- “British Airways is testing automated biometric self-boarding gates at Los Angeles and Orlando using face recognition images. This streamlining means that it is possible to board aircraft in around 10 minutes.”<sup>13</sup>
- “We also invested heavily in our people, including equipping our 15,000-strong cabin crew with iPhone XRs, so they can offer a more personalised service to our customers.”<sup>14</sup>
- “Introducing new technology and digital solutions to increase efficiency, punctuality and sustainability while providing our customers with a seamless travel experience continues to be a priority. We trialled autonomous, emissions-free, driverless baggage vehicles to speed up the transportation of luggage and our remote-controlled Mototok vehicles, which are powered by 100 per cent renewable electricity and save 7,400 tonnes of CO2 every year, completed more than 100,000 pushbacks at Heathrow. We also implemented artificial intelligence in many areas of our business including within our airside operation at Heathrow Terminal 5 to help colleagues ensure every flight departs safely and on time. We launched a new, comprehensive section of ba.com to help customers if their journeys are disrupted. We will make a significant investment in the website in 2020 through major re-platforming and enhanced functionality to vastly improve the booking experience and drive an increase in direct bookings. Safety and security remain our highest priority and, following the theft of customer data in 2018, we have continued to invest in cloud-based services, replace legacy infrastructure and increased cybersecurity investment.”<sup>14</sup>
- “We’ll also be trialling fully autonomous robots to carry out simple aircraft tasks, allowing our brilliant humans to deal with more complex customer enquiries. It’s the latest in our string of innovations in smarter technology and automation.”<sup>15</sup>

#### **Semiotic Analysis**

- British Airways’ commercial in combination with Oculus (VR glasses) portrays the technological advancements British Airways uses to keep bettering their experience.
  - British Airways’ commercial introducing their flat beds shows how British Airways can provide you with a (long) flight from New York to London in the most comfortable manner including a good night’s sleep. These flat beds were, back then when they were introduced, quite innovative/new/revolutionary; this thus also highlights the pioneering side of British Airways.
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## Appendix 4E: Virgin Atlantic Themes

- 1: <https://corporate.virginatlantic.com/gb/en/our-story.html>
- 2: <https://corporate.virginatlantic.com/gb/en/sustainability/programme-overview/people.html>
- 3: <https://www.virgin.com/news/the-evolution-of-the-virgin-logo>
- 4: <https://www.virgin.com/company/virgin-atlantic>
- 5: <https://www.virgin.com/richard-branson/biography>
- 6: <https://www.virgin.com/virgin-management-limited/careers/OurPurposeandValues>
- 7: <https://careersuk.virgin-atlantic.com/life-at-virgin-atlantic/culture>
- 8: <https://careersuk.virgin-atlantic.com/values>

Data	Sub-Category	Code
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### Document Analysis

- “(...) and charismatic crew in bright red uniforms”<sup>1</sup>
  - “We hired happy people with lively personalities to be our cabin crew”<sup>1</sup>
  - “(...) taking on the airline world with our emphasis on exceptional service”<sup>1</sup>
  - “(...) with the customer at the heart of everything we do”<sup>4</sup>
  - “Step onboard and discover warm, welcoming service (...)”<sup>4</sup>
  - “(...) giving a heartfelt service (...)”<sup>6</sup>
  - “(...) to create the fantastic service that we’ve become world famous for”<sup>7</sup>
  - “It’s hard to bottle what makes us different, but it’s got a lot to do with the warmth and natural friendliness that you’ll experience from Virgin Atlantic People”<sup>7</sup>
  - “From day one we’ve hunted new ways to champion our customers, changing the game with style and a smile”<sup>8</sup>
  - “You love to go the extra mile, above and beyond what our customers expect”<sup>8</sup>
  - “Our people demonstrate these values in every interaction with our customers and colleagues”<sup>8</sup>
- Service:*  
- *Special/Exceptional*  
- *Friendly*

### Semiotic Analysis

- Virgin Atlantic’s commercials are filled with flight attendants who are attending to the needs of customers with a smile (friendly)

### Document Analysis

- “(...) glamorous destinations (...)”<sup>1</sup>
  - “(...) our personality was cheeky and over the top”<sup>1</sup>
  - “Richard Branson, our enthusiastic chairman, did anything to get attention for his businesses, including hot air ballooning, abseiling down Manhattan high rises or kissing Spice Girls”<sup>1</sup>
  - “[Talking about other airlines] And what a dull, grey experience that was. (...) The time was right for someone to come in and shake things up. And did we ever”<sup>1</sup>
  - “We flew to desirable destinations”<sup>1</sup>
  - “We came up with innovative new products and services that would make the journey much more fun”<sup>1</sup>
  - “We gave people a choice. A bright red, fun, friendly, fabulous choice”<sup>1</sup>
  - “(...) Virgin Atlantic became renowned as the airline you flew if you wanted an adventure”<sup>1</sup>
  - “Taking inspiration from our world-leading customer experience programme, we set ourselves the challenge to redefine a people experience”<sup>2</sup>
  - “He [Sir Richard Branson] wanted to make air travel exciting, stylish and enjoyable again”<sup>4</sup>
  - “More than five million people who want to depart the everyday, and fly the amazing way”<sup>4</sup>
  - “It was the first airline to introduce Premium Economy and a bar in every Upper Class cabin, seatback TVs and a fully flatbed seat”<sup>4</sup>
  - “(...) award-winning entertainment, thoughtful design touches and stylish comfort for the best experience in the sky”<sup>4</sup>
  - “(...) we are flexible, energetic, and strive to exceed expectations”<sup>6</sup>
  - “(...) and a special airline for our customers to fly”<sup>7</sup>
  - “(...) the most loved travel company who delivers amazing things”<sup>7</sup>
  - “Because when you love flying as much as we do, the getting there is just as important as being there”<sup>7</sup>
  - “(...) and providing experiences that make people feel safe, cared for and listened to”<sup>8</sup>
  - “(...) the customer at the front of your mind”<sup>8</sup>
- Experience:*  
- *Extraordinary*  
- *Fun/Adventurous*  
- *Comfortable*  
- *Exceptional*

**Extravagant**

### Semiotic Analysis

- Virgin Group’s logo is bright red and can be seen as a handwritten/scribbled font. This indicates creativity and fun (for more information on red see section ‘red’). Virgin Atlantic includes this Virgin Group logo, as well as their own font and colouring. This logo is purple and has rounded

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letters, which shows of Virgin Atlantic's glamorous/extravagant offering as well as their friendliness

- Virgin Atlantic's slogan "depart the everyday" shows that they offer an experience which allows people to get away from their normal/dull life, in other words an extraordinary experience.
- Virgin Atlantic's commercials often show the extraordinary, fun and comfortable aspects of flying with Virgin Atlantic. This is shown by much leg space, comfortable seats (represented by clouds), fun and unusual (bizarre) scenes (in-flight entertainment).
- A variety of colours in Virgin Atlantic commercials indicate their fun and cheeky side.
- In Virgin Atlantic's commercials passengers are often seen smiling and overall looking contently/happy indicating their enjoyment of the experience
- With their slogan "your airline's either got it or has not" Virgin Atlantic indicate that Virgin Atlantic 'has got it' and in combination with their commercial, this indicates a special something, and extraordinary experience which is fun and entertaining
- Their advertisement 'We turn day traders into night sleepers' shows how luxurious it is to sleep on a Virgin Atlantic plane in their fully laid down beds.
- Their advertisement 'Limousinebarflatbed' shows how Virgin Atlantic offers all of these things, very clearly flaunting the luxury of a Virgin Atlantic flying experience.
- Their extraordinariness is especially visible in their commercial 'Flying in the face of ordinary', which portrays their staff members as superheroes with special power, who therefore are the best of the best in making the experience extraordinary.
- In their commercial 'Hey you in the window seat. Bored? Uncomfortable? Next time fly Virgin.' Virgin Atlantic implies that other airlines provide boring and uncomfortable experiences, and that Virgin Atlantic does the exact opposite (; providing extraordinary, extravagant, fun experiences).

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#### Document Analysis

- "Innovative products and service"<sup>1</sup>
- "[Talking about other airlines] And what a dull, grey experience that was. (...) The time was right for someone to come in and shake things up. And did we ever"<sup>1</sup>
- "We came up with innovative new products and services that would make the journey much more fun"<sup>1</sup>
- "(...) the exciting, ever disrupting world of Virgin (...)"<sup>3</sup>
- "Virgin Atlantic was founded by Sir Richard Branson more than 30 years ago, after he decided the UK aviation industry needed shaking up"<sup>4</sup>
- "Pioneering is at the heart of Virgin Atlantic. The airline is always innovating, with the customer at the heart of everything they do. It was the first airline to introduce Premium Economy and a bar in every Upper Class cabin, seatback TVs and a fully flatbed seat. It was even the first to fly a commercial aircraft using only biofuels"<sup>4</sup>
- "(...) creating smart disruption"<sup>6</sup>
- "From day one we've hunted ways to champion our customers (...)"<sup>8</sup>
- "Go the extra mile"<sup>8</sup>

*Improved Offerings*

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#### Document Analysis

- "Richard Branson, our enthusiastic chairman, did anything to get attention for his businesses, including hot air ballooning, abseiling down Manhattan high rises or kissing Spice Girls"<sup>1</sup>
- "(...) maintaining an insatiable curiosity (...)"<sup>6</sup>
- "We are curious to explore new ideas, find innovative solutions and not afraid to learn as we go"<sup>6</sup>
- "(...) curious and determined to find better ways to do things"<sup>8</sup>
- "(...) actively seeking to learn something new everyday"<sup>8</sup>
- "Innovation, passion (...)"<sup>8</sup>
- "As we harness our direction and speed higher towards the future, we never lose sight of the bigger picture"<sup>8</sup>
- "We don't just push boundaries, we break through them. We are our future and we think about that in every decision we take"<sup>8</sup>
- "Go the extra mile"<sup>8</sup>
- "Always open to change"<sup>8</sup>
- "(...) focused on getting amazing results and passionate about the success of our business"<sup>8</sup>

**Innovation /  
Improvements**

*Passionate & Curious*

#### Semiotic analysis

- Virgin Atlantic's commercial 'Flying in the face of ordinary' portrays one 'superhero' that works on inventions that better the customer experience, showing Virgin Atlantic's innovative side and curiosity/passion to improve.

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#### Document Analysis

- "(...) Branson has found entrepreneurial ways to provoke positive change in the world"<sup>5</sup>

*Positive (Impact)*

- “Smart disruption is in our DNA – and we’ve made sure this is captured in our purpose. Virgin Group’s purpose is changing business for good”<sup>6</sup>
- “Thinking about the long-term impact of the business decisions that we make today”<sup>6</sup>
- “Having a clearly articulated and measurable purpose in every Virgin business – so that it drives decisions and fuels success, resulting in a positive impact on our customers, people and communities, and the environment”<sup>6</sup>
- “Rising to challenges and pioneering systematic change beyond the Virgin Group, through Richard Branson’s profile as a global business leader and advocacy work”<sup>6</sup>
- “(...) we find smart ways to make positive changes that challenge the status quo”<sup>6</sup>
- “They’re centred on making the right things happen for the right reasons – working for the good of our communities and our planet, creating a culture of respect and trust in the wider world (...)”<sup>8</sup>
- “(...) a positive attitude, actively seeking to learn something new every day”<sup>8</sup>

#### Document Analysis

- “(...) we’d dream up something even more innovative. As our business established itself in markets appealing to business travellers, then our personality slowly had to change too. The cheeky language we’d employed to encourage people to fly with us on their holidays was no longer quite as appropriate to talk to a business audience”<sup>1</sup> *Adaptive*
- “You embrace new technologies and adapt quickly to our ever-changing world”<sup>8</sup>

#### Document Analysis

- “(...) our personality was cheeky and over the top”<sup>1</sup>
- “Not exactly subtle [advertisement], but it got us noticed”<sup>1</sup> *Loud / Outgoing*
- “Richard Branson, our enthusiastic chairman, did anything to get attention for his businesses, including hot air ballooning, abseiling down Manhattan high rises or kissing Spice Girls”<sup>1</sup>

#### Document Analysis

- “(...) our personality was cheeky and over the top”<sup>1</sup>
- “The cheeky language (...)”<sup>1</sup>
- “(...) tongue in cheek (...)”<sup>3</sup>
- “He [Richard Branson] is a proud grand-dude to four grandchildren”<sup>5</sup>
- “We have fun (...)”<sup>6</sup> *Cheeky / Fun*
- “It’s the fact we all (...) have a lot of fun doing it that really helps us (...)”<sup>7</sup>

#### Semiotic Analysis

- Many of Virgin Atlantic’s commercials are fun to watch and provide to be entertaining. A lot is going on in their commercials and Virgin Atlantic’s personality really shines through.

#### Document Analysis

- “(...) quite radical language to get attention”<sup>1</sup>
- “Not exactly subtle [advertisement], but it got us noticed”<sup>1</sup> **Strong Personality**
- “Richard Branson, our enthusiastic chairman, did anything to get attention for his businesses, including hot air ballooning, abseiling down Manhattan high rises or kissing Spice Girls”<sup>1</sup> *Adventurous / Daring*
- “Screw it, let’s do it (...)”<sup>1</sup>
- “(...) the exciting ever-disrupting world of Virgin”<sup>3</sup>
- “Adventurous: We are curious (...) and not afraid to learn as we go”<sup>6</sup>
- “(...) challenge the status quo”<sup>6</sup>
- “We don’t just push boundaries, we break through them”<sup>8</sup>

#### Document Analysis

- “Our goal is a highly motivated, resilient and vibrant workplace where our people feel valued, listened to and supported”<sup>2</sup>
- “Supportive (...)”<sup>6</sup>
- “We are a dedicated team who are honest, trustworthy and responsible”<sup>6</sup>
- “We have fun, work productively and take pride in everything we do”<sup>6</sup> *Open-Minded / Empowering / Warm*
- “We’re passionate about Corporate Social Responsibility. We live and work in a world we need to care for, and we encourage all our employees to get involved wherever they can”<sup>7</sup>
- “It’s hard to bottle what makes us different, but it’s got a lot to do with the warmth and natural friendliness (...)”<sup>7</sup>
- “It’s the fact we all love the airline, believe in what we do and have a lot of fun doing it that really helps us (...)”<sup>7</sup>
- “(...) a bunch of well trained, motivated, and above all, happy people”<sup>7</sup>

- 
- “(...) see things from different perspectives and (...) always open to change”<sup>8</sup>
  - “(...) sensitive, tactful and understanding, yet brave enough to take on challenging conversations”<sup>8</sup>
  - “(...) open, honest (...)”<sup>8</sup>
  - “Changing the game with style and smile”<sup>8</sup>
  - “(...) embrace new technologies and adapt quickly to our ever-changing world”<sup>8</sup>
  - “(...) take pride in your work (...)”<sup>8</sup>
- 

#### Document Analysis

- “(...) innovative products and services, glamorous destinations and charismatic crew in bright red uniforms”<sup>1</sup>
- “We gave people a choice. A bright red, fun, friendly, fabulous choice that made travel attainable for everyone”<sup>1</sup>
- “(...) red triggers the strongest reaction in humans (...) It is the epitome of Virgin’s red hot attitude that is sophisticated yet playful, glamorous yet cheeky, stylish yet flirty”<sup>3</sup>
- “We are delightfully surprising, red hot, straight up whilst maintaining an insatiable curiosity, giving a heartfelt service and creating smart disruption”<sup>6</sup>
- “When we think red we connect to the true spirit of Virgin. Innovation, passion, positivity”<sup>8</sup>

*Red*

#### Semiotic Analysis

- Virgin Group’s (and Virgin Atlantic) red appearance is described by Virgin as ‘bright’ or ‘hot’ or ‘blazing’ and indicates their offering, which is fun, friendly, fabulous, sophisticated, playful, glamorous, cheeky, stylish, flirty. This ‘bright red’ is seen in a lot of their communication and commercials. Mostly highlighted are the bright red uniforms and bright red shoes that are worn by their flight attendants.

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#### Document Analysis

- “We gave people a choice. A bright red, fun, friendly, fabulous choice that made travel attainable for everyone”<sup>1</sup>
- “Step onboard and discover warm, welcoming service, award-winning entertainment, thoughtful design touches and stylish comfort for the best experience in the sky, no matter what cabin you fly”<sup>4</sup>
- “(...) Virgin Atlantic now has a global network and employs thousands of wonderful people the world over”<sup>7</sup>
- “Whenever you board on of our aircraft, chill out in our Clubhouses or come to work here, you’ll feel part of it”<sup>7</sup>

*Travel*

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#### Document Analysis

- “Our aim is to create a motivated, resilient and vibrant workplace where our people are valued, listened to and supported. And we want our colleagues to feel good about being themselves, irrespective of their background, gender, race, beliefs, physical ability or who they choose to love”<sup>2</sup>
- “Our Be Yourself manifesto outlines a number of initiatives to ensure we’re an inclusive place to work”<sup>2</sup>
- “Our goal is a highly motivated, resilient and vibrant workplace where our people feel valued, listened to and supported”<sup>2</sup>
- “Supportive: We are a family of friendly and inclusive people who pull together and openly help each other”<sup>6</sup>
- “ (...) Virgin Atlantic now has a global network and employs thousands of wonderful people the world over”<sup>7</sup>
- “Whenever you board on of our aircraft, chill out in our Clubhouses or come to work here, you’ll feel part of it”<sup>7</sup>
- “Virgin loves people. It’s how we treat one another that makes us special. We embrace our teammates, customers and partners. We celebrate everyone’s individuality and look for the good in everyone (...)”<sup>8</sup>
- “ (...) build strong relationships by being open, honest and inclusive”<sup>8</sup>

**For Everyone**

*Inclusive & Accepting*

#### Semiotic Analysis

- Virgin Atlantic’s commercials include a variety of different types of passengers. Not only in terms of race, but also in terms of ages and professions.
  - In their commercial introducing their ‘Pride Flight’ Virgin Atlantic highlights their inclusivity and accepting everyone as equal.
-



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**Document Analysis**

- “Our aim is to create a motivated, resilient and vibrant workplace where our people are valued, listened to and supported. And we want our colleagues to feel good about being themselves, irrespective of their background, gender, race, beliefs, physical ability or who they choose to love”<sup>2</sup>
- “Our aim is for our diversity to reflect the diversity of the communities we serve”<sup>2</sup>
- “ (...) there’s lots of hard work involved with lots of different kinds of people doing different jobs”<sup>7</sup>
- “Virgin loves people. It’s how we treat one another that makes us special. We embrace our teammates, customers and partners. We celebrate everyone’s individuality and look for the good in everyone (...)”<sup>8</sup>

*Diversity*

**Semiotic Analysis**

- Virgin Atlantic’s commercials include a variety of different types of passengers. Not only in terms of race, but also in terms of ages and professions
- In their commercial introducing their ‘Pride Flight’ Virgin Atlantic highlights their inclusivity and accepting everyone as equal. Furthermore, the commercial includes drag queens as flight attendants, showcasing Virgin Atlantic’s diversity.

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**Document Analysis**

- “Supportive: We are a family of friendly and inclusive people who pull together and openly help each other”<sup>6</sup>
- “As much as we’ve grown, there’s still this feeling of family and home that really makes Virgin Atlantic a special place to work, and a special airline for our customers to fly”<sup>7</sup>
- “Our people are a passionate lot, united in creating something really special and something different”<sup>7</sup>
- “Whenever you board on of our aircraft, chill out in our Clubhouses or come to work here, you’ll feel part of it”<sup>7</sup>
- “Virgin loves people. It’s how we treat one another that makes us special. We embrace our teammates, customers and partners. We celebrate everyone’s individuality and look for the good in everyone (...)”<sup>8</sup>
- “(...) build strong relationships by being open, honest and inclusive”<sup>8</sup>

*Family & Welcoming*

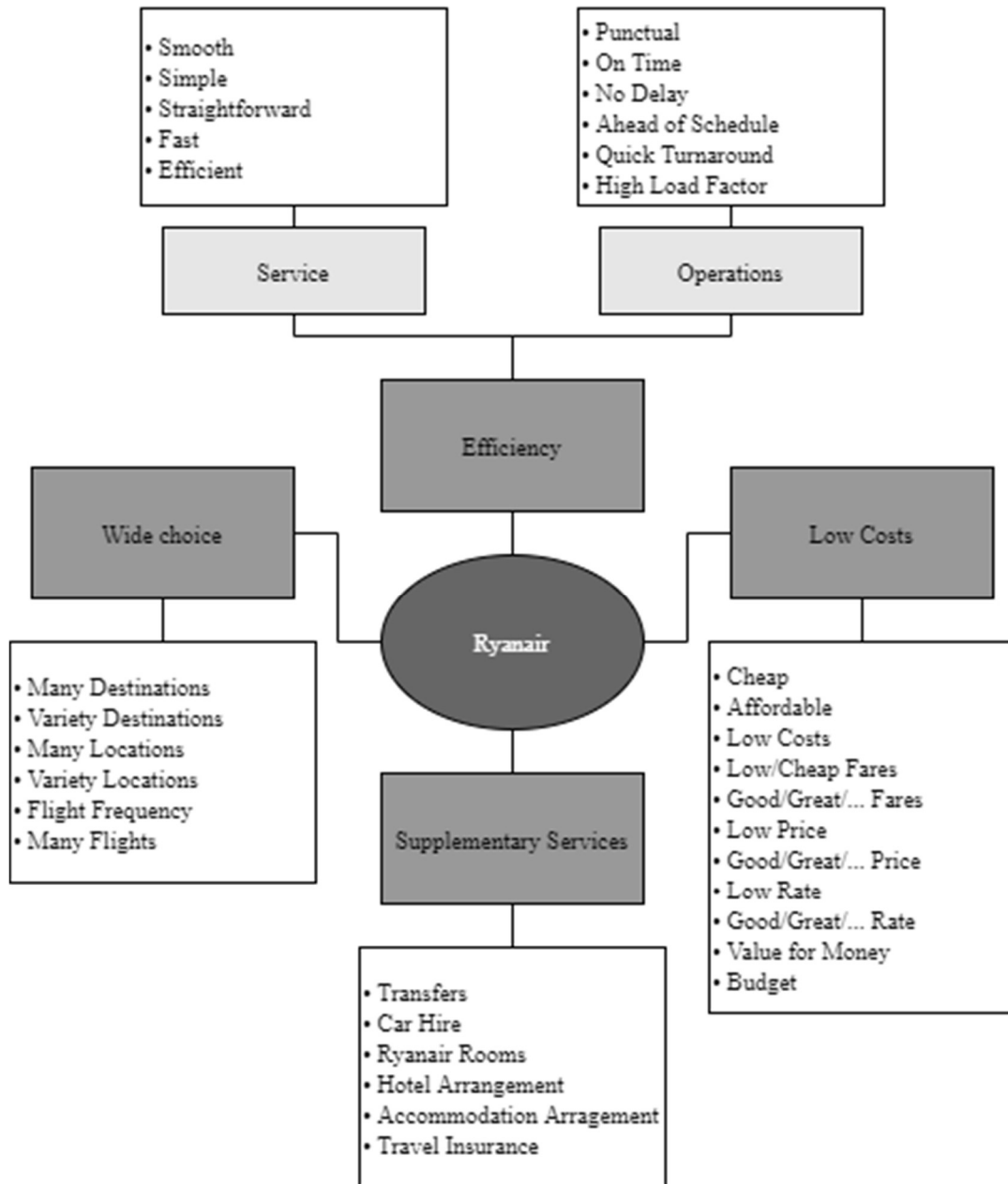
**Semiotic Analysis**

- Virgin Atlantic’s commercials often portray the pilot and flight attendants to be walking in a group in the airport/to the aircraft. This shows how Virgin Atlantic really perceives all their staff to be part of a family, and this welcoming side to them is also visible regarding their customers and in their experience.
-

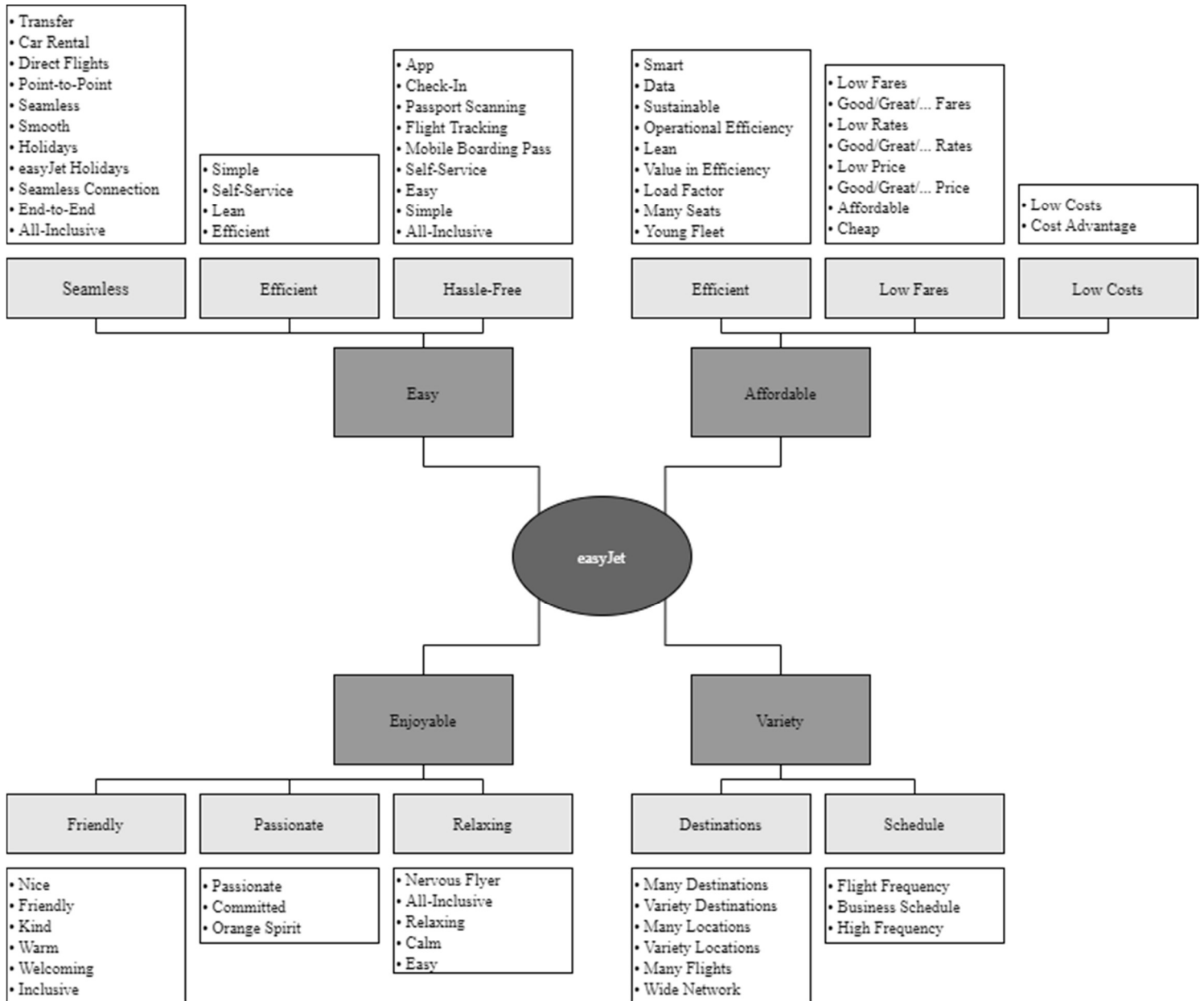
## 5. APPENDIX 5 – Airline Brand Proposition Clusters

This appendix portrays the brand propositions that emerged for each airline after clustering the themes.

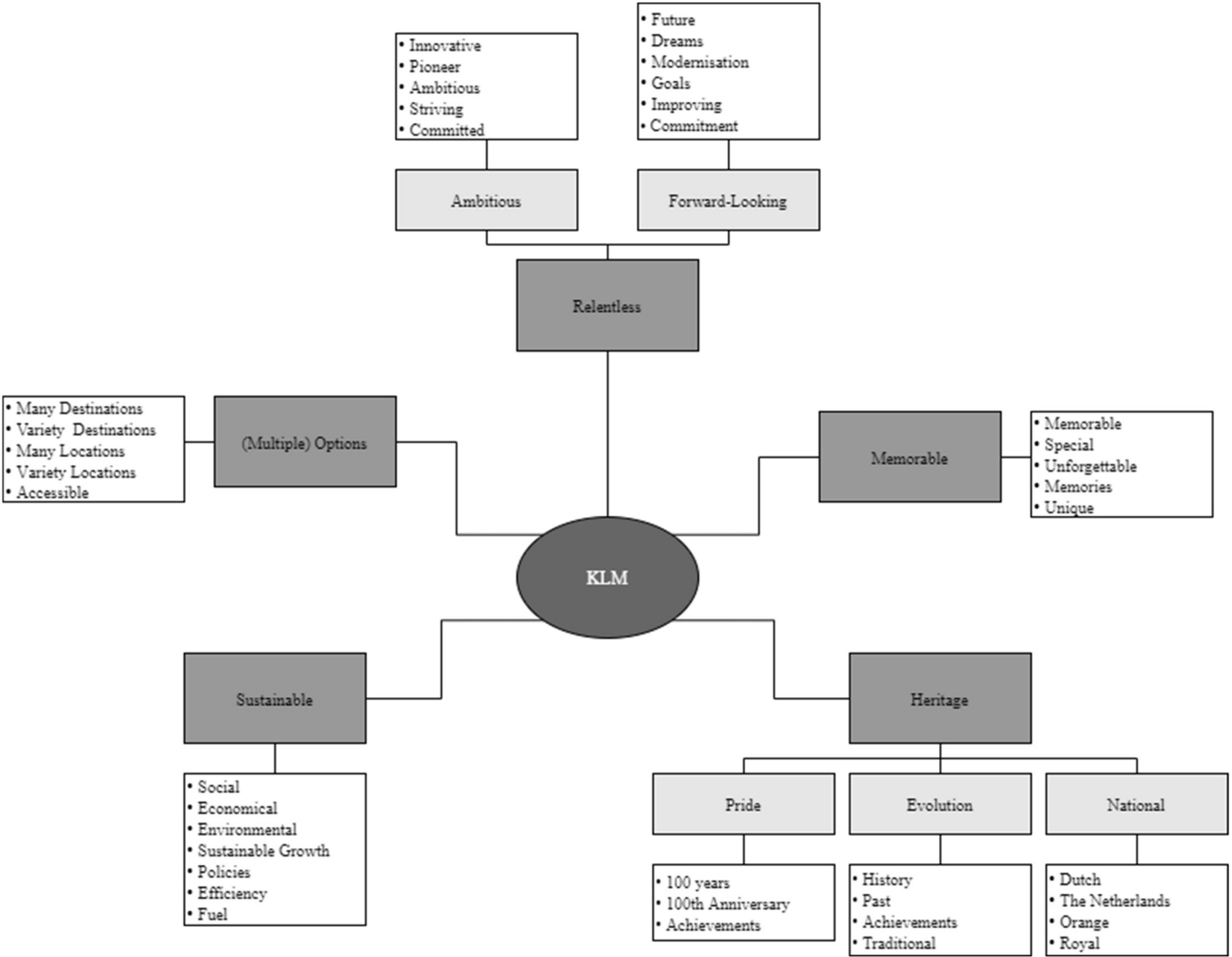
### Appendix 5A: Ryanair Brand Proposition Clusters



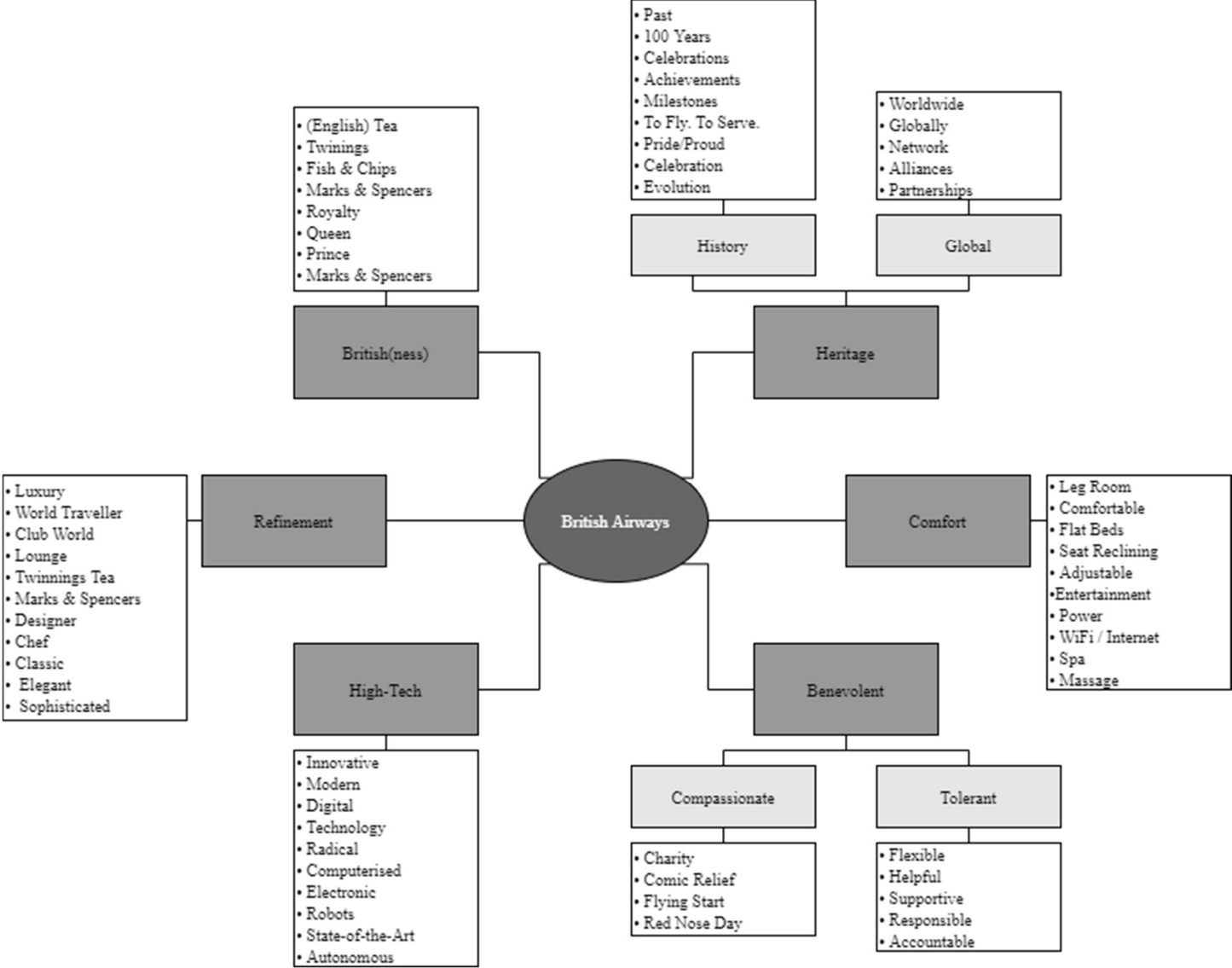
## Appendix 5B: easyJet Brand Proposition Clusters



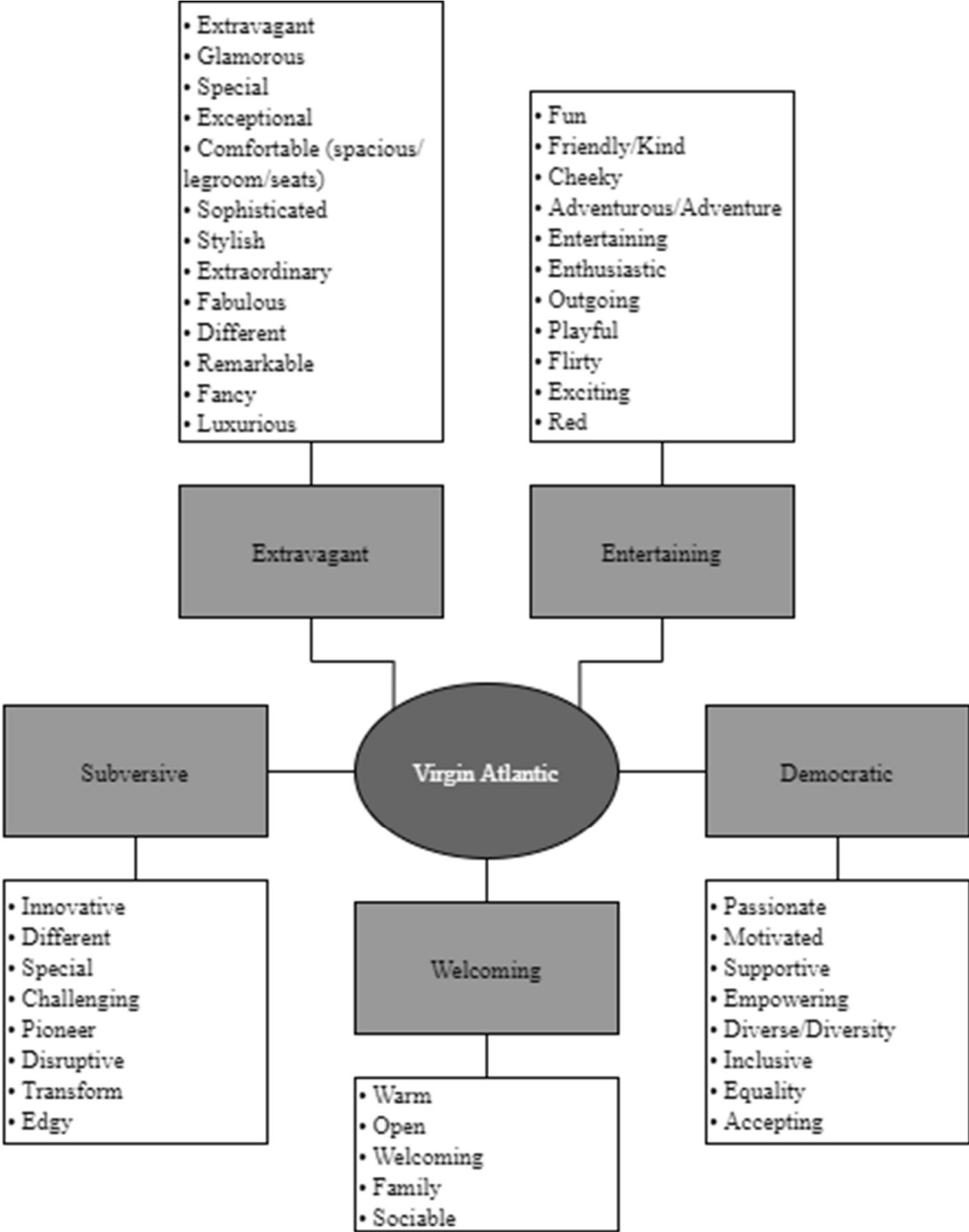
# Appendix 5C: KLM Brand Proposition Clusters



# Appendix 5D: British Airways Brand Proposition Clusters



**Appendix 5E: Virgin Atlantic Brand Proposition Clusters**



## 6. APPENDIX 6 – Airline Customer Reviews

This appendix portrays the customer reviews (for each airline) that were analysed in this research after filtering took place.

### Appendix 6A: Ryanair Customer Reviews

- 1 Smooth. Flight was flawless, Ryanair never disappoints. Flight on time both ways, clean aircraft and cheap tickets the most important thing. Refreshments and food was constantly passing by for sale.
- 2 Good flight. 1st time with Ryanair. Prices good but have to add on seats & luggage. Got cheapest seats which were fine. Decided to pay for hold baggage so could bring back lots of goodies & check in for bags & us was very quick & efficient both ways & even very very quick to get off carousel. Did not have to fight with getting bag stowed on board. Plane seemed clean.
- 3 Cheapest airline. This is my second flight using Ryan Air. Departs from BVA at 13.40, 25 minutes late than scheduled. During the 2 hour flight I fell into a deep sleep and woke up a few minutes to BCN, probably because of the sunny and good weather that day. The landing was good and very smooth, unlike when it arrived at BVA a few days before. Arrived at BCN at 15:20, around 20 minutes later than scheduled. Everything is good, except for just a few minutes late.
- 4 Good experience. By comparison with so many other airlines I had flown over the years, Ryanair can safely be quoted as very good. No frills indeed, however, no complaints either. We had no delays, no lost luggage, had a quick meal in flight and, of course, the value for money was excellent. Considering it is a low cost air company, the plane we had been on was quite ok, with reasonable leg room and comfortable seats.
- 5 Inspiring. Ryanair started flying to Odessa very recently. Never had a chance to use it before. Good value for money. Clean, efficient, friendly. Exactly what one may need. Full occupancy. Wish them commercial success with their new routes. Great feeling of new competitive advantages for locals to use better services. End of monopoly! Highly recommended for travellers to Odessa - use it and enjoy this pearl by the Black sea. It is closer now and more affordable. The return flight was delayed for an hour due to fog in Odessa but the captain used the window of possibility and safely landed the aircraft. We enjoyed it!
- 6 Ok. Standard flight, the air hostesses were pleasant and cheerful. As long as they got us there and back in 1 piece Iâ€™m happy. Was a bit worried my flight was gonna be cancelled coming home because other family members were stuck at Lanzarote for an extra 3 days due to air strikes, but ours was running on time, â€™thank youâ€™. Would use Ryanair again if I had too.
- 7 Cheap, no frills. A good cheap flight. Friendly staff. Basically, you get a seat and get flown to your destination. A range of snacks and drinks are available for purchase. You will have to pay extra for a hold bag.
- 8 Late leaving but good flight. Late leaving Stansted because incoming flight was delayed. Friendly and efficient cabin crew. Nice cup of tea :) Good flight :)
- 9 Used Ryanair for a change. Better than I thought for an unpretentious airline. On time and almost full in both directions despite the unsocial hours. Food basic, for which you had to pay. Very clean Boeing 737-800. Very efficient crew
- 10 No complaints here!! For us flying with Ryanair isnâ€™t a problem for us after all the aircraft have to abide by aviation laws... as do all airlines... the only thing that does bug you is the ridiculous Add-ons in which bumps the price but advertisers as a cheap flight... Paying for hand luggage and reserving seats etc... before you know it, you could have flown with business class with BA... still the plane was on time going but an hour late on its return, but to be fair it wasnâ€™t the airlines fault ... would I fly with Ryanair again Well why not.. but with not so many add-ons.
- 11 Great service. Just under 4 hours went smoothly ,no problems and service was very good on the flight, well worth to go to Marys house , virgin Marys house and well worth it , Marys is a great location to say
- 12 Flight. Another excellent no frills economy flight from Ryanair no hold ups....on time ....luggage speedily loaded and off loaded. You get what you pay for ....and if you follow this airlines rules you wonâ€™t encounter any hiccups Excellent service
- 13 Smooth and pleasant. Although it was my first time with Ryanair, I must confess that I was more satisfied with the services provided than expected. I have travelled with a variety of low cost airlines throughout Europe and I consider Ryanair as the most pleasant. The aircrafts are clean - compared to other airplanes, the staff are helpful and the onboard services above average.
- 14 Usual British way. The flight was on time usual confusion about priority booking but think that's down to thick passengers rather than the airline .we got our seats ready for take off when the captain announced that four British passengers had be

taken off because they were drunk at 9.15 in the morning makes you proud the flight was good and airline did what it says on the can

- 15 Budget airline but great flight!. Can't fault the flight, first time flying with Ryanair and yes they are a budget airline but we couldn't fault the plane. More legroom than other airlines that we have flown with in the past. People might complain about massive charges for excess baggage etc. Morale of that story being .... check your baggage before you get to the airport !Yes for our next holiday I am a bit wary of booking Ryanair again due to some peoples experience in cancellations but as a review based on my previous experience I can't fault them!!
- 16 tenerife south. First time ive ever used priority boarding and it seems its no different to non priority.I'm never bothered about getting on board first, after all Ive got a seat on the plane so usually my aim is to board last, I can sit there while people stand for ages waiting for the boarding to commence and I can just sit and relax.This also lets people finally settle in thier seats once they've finished thier "up and downs" getting stuff out of thier luggage that they've forgotten to have with them in thier seats and priority boarding does'nt seem to make any difference to passengers settling down.Why Ryanair does'nt board passengers in a numerical way ill never know, seems a logical way to get them aboard with less hassle. ie first six right at the back seats the the next six and so on and the same for the front passengers till eventually meeting in the middle..ah well..they know best.having said that seats are just as uncomfortable as usual, on board snacks, drinks etc are very expensive but no different to other lo cost airlines but you know that and thier prices are cheap and cheerful.But, again having said that I find them reasonably efficient and suits my needs, this time flying from Tenerife south I was delayed for about 50 mins but no fault of Ryanair, apparently this was due to air traffic controllers going on strike in France.would'nt hesitate to fly with them again,staff are allways warm and pleasant and efficient
- 17 Second Time on a Ryanair Flight - Second Time Plane Took-Off and arrived on-time.. Flew with Ryanair for the first time in December last flight took-off and landed dead on time. Looking for an alternative to flying from London Gatwick ( it's a real pain to get to ), and having had a positive experience with last Ryanair flight thought we used them again from Luton particularly as there flight times really suited our requirements. Not disappointed nice modern plane, pleasant staff, very punctual.
- 18 Does what it says on the tin. Ryanair does what it says, i.e gets you from point to point cheaply - no frills. Seat was comfortable. Flight on time. Some small irks are the queuing process to board the plane and nowhere in your seat to store a pack of sweets, book, magazine, etc.
- 19 flight experience was as expected, no drama. everyting went to plan, flight left on time, no drama. pleasant cabin crew, good refreshments, great coffee!
- 20 No problems at all !!! . Flew from Manchester with Ryanair to Girona checked in and through security in no time at all flight on time and arrived early in Spain ! Staff all great on board and very smooth flight ...same on the way back ! Cannot fault this airline never have a problem with them :)
- 21 Very witty captain, Ryanair. Never flown before, so a \*bit\* nervous, to say the least, but I found the staff cheerful, we left on time there and back. The flight to Dublin was a bit bouncy on approach because of Storm Ciara, but that was to be expected. They do try to sell, sell sell, but my seat was only £17.99, so fair enough. Would use again. Great value for money.
- 22 Averag3 flight. Pleasant flight no delays. Pleasant staff although plane was not as clean as it could have been. Tables on back of seats a little unsafe.Check in at airport speedy and efficient at both ends.
- 23 NO DRAMA!. Check-in was easy, flight boarded on time, left on time and arrived early in Dublin. Was no more eventful than a bus journey.
- 24 VERY IMPRESSED! . So I hadnâ€™t been on a plane since I was a kid and this trip was for my partnerâ€™s birthday. Despite the bad reviews I had read, I decided to book them anyway and I was presently surprised. The flight on the way there was smooth, they accommodated to my nut allergy without any prompts at all. While not selling any themselves, they continued to remind people they were forbidden on the plane and in doing this, my partner was a lot less worried. They cabin crew on my flight there were very nice and polite and I had no issues at all. Each member of the cabin crew on that flight is a huge credit to the company. On the way home, our flight was moved to the evening which caused some problems again but was dealt with. The cabin crew were okay and despite needing to be reminded, they still dealt with the allergy in a similar manner. Overall my experience with Ryanair was very good on this occasion and I hope to fly with them again soon.
- 25 Warsaw and Back. The Airport is about 55mins drive from Warsaw and is quite small and neat. Ryanair have quite a few slots to fly to and from Modin.Ryanair seem to be well organised, and their pricing is cheap, if you don't seek extras.Staff are friendly and helpful and their food and drink covers a wide range of choices.It would be nice to see all seating at one price.



- 26 Great value if done right!. everything from check- in to boarding to the flight itself was super easy. but you need to pay close attention to the fine print to avoid unexpected costs. if you do not check-in online in advance the check-in at the airport will cost you just to mention one example. if you pay close attention to the numerous potential cost traps you get great value for your money.a big plus was that the flight left from frankfurt international airport and not hahn. frankfurt international is accesable much easier.
- 27 Reasonable time keeping but loading baggage etc very poor. Basic Ryanair but ground staff poorly trained to deal with the complex baggage arrangements. Our flight was about 20 minutes late but given it was late pm and we know budget airline planes have made several flights in the day we kind of expect that. Pilots kept us well advised of flightpath. Numerous passengers broke the cabin baggage rules without being challenged.
- 28 Straightforward trip.. Travelled with cabin bag only, no extras, no need;only two and a half hours in the air.Flight arrived on time;plenty info from flight deck, cabin crew professional.Seating basic ,located at exit door so plenty of leg room.Very impressed by Ryanair's boarding pass and the information it carries!.
- 29 Good value. Have used Ryanair for the past 10 years.They are usually on time. You get what it says on the tin , their price is usually the best. It seems to be a hobby of some people to criticise the airline, but I have ever had a problem with them, but we will continue to use them as long as they remain competitive.
- 30 Good no frills airline. Very good trip no problems aircraft 75%full so plenty of room to spread out on flight.Aircraft looked fairly new and was very clean and tidy .crew was very good and professional had a meal which was quite good but abit expensive (like all airlines)no issues at all , use Ryanair quite alot for Portugal gets you from A to B no frills and very cheap fares.
- 31 LOVE RYANAIR! . Great OTP - on time performance were good and best inflight service from the flight attendants. Smooth and safe journey that I had experienced. Wonderful and well recommended to those who are keen to travel within Europe cities with great values. Keep it up the good work Ryan Air!
- 32 Basic. No real problems with the actual flight we was delayed 1hr but was updated regularly ,although our friends who travelled with Lufthansa on the same journey got complimentary food and drinks. Frankfurt airport was a nightmare a quarter of our flight wasn't allowed on as they hadn't gone through baggage checks. ( but they move at such a slow rate)so make sure you give yourself plenty of time
- 33 Good flights on time. Flew the Ryanair as we have for a while now. Flight was on time on both directions and boarding very smooth with no problems. Service seems to have improved a lot recently and enjoyed a really tasty sandwich a drink on-board.
- 34 Ryanair. No problems ,left on time ,cabin crew lovely and friendly .Good flight there and back home .would have no problems flying with this company again .
- 35 A typical Ryanair flight!. Excluding the fact that flight attendants turn in to merchants during flight, I have no other complains when travelling with Ryanair. Clean and safe aircrafts, low cost fares, and friendly staff!
- 36 Ryanair always serve me well. I travel often and always choose Ryanair because they are the best value. Just know the expectations of you as a passenger in order to keep things running smoothly. Don't bring big bags on the plane. Book your seat in advance if you want to sit somewhere in particular. Be polite to the staff. I have no complaints. Well done Ryanair for keeping it real and offering cheap air travel.
- 37 Quick flight with an ultra early arrival into Bydgoszcz. LTN-BZG. Boarding of the flight was quickly and efficiently carried out with everyone on board in good time. Pushback was about 5 minutes ahead of schedule. The cabin crew members were friendly with service being quite slick throughout the flight and frequent updates from the flight deck enroute. Due to a tail wind the flight time was 1h35 meaning that arrival into Bydgoszcz was 30 minutes ahead of schedule. It was a very good flight with Ryanair and an added bonus of the short journey time.
- 38 Reliable and great value. Be wary of thinking they are cheap flights ... the initial price is good .it's very stupid thing, for example you book two tickets and when you print boarding pass you got sprite seat.if you need seats together you pay euro or 8 euro per person.
- 39 Good timekeeping. Assistance provided exactly as asked for.. Baggage including 1hold bag efficiently dealt with. Courteous. Only negative - staff shortage at Copenhagen where one man on duty would have kept disabled wife in long queue. Easyjet desk came to rescue. They help one another out. Otherwise provided help as asked. Luton airport much superior to CPH for immediate help(wheelchair on entry). CPH awful for locating help point. No drinking water unless buy bottle.
- 40 Budget Airline. This flight was a Christmas gift from our daughter and we were pleasantly surprised how efficient it was .of course anything else is extra getting more money out of you but overall it was good.

- 41 It was O.K.; no problems.. The flight left on time; the plane was tidy; my seat was the one I had reserved; the other passengers, many young, were well behaved. The flight was short, so I did not take advantage of the in-flight food service, but I usually take my own anyway.
- 42 Look at the prices!. It's fashionable to criticize Ryanair, but the facts don't lie. 1600 flights a day, 120 million passengers a year! Our flight, as usual, was on time, smooth and efficient with friendly and professional staff. Keep to the rules and you will have no complaints!
- 43 Lots of lovely leg room. Flight was delayed by 2 hours on the way out but we were given no explanation. Return flight was on time. The seats have plenty of leg room - far better than Easy Jet British Airways or Thomas Cook flights. No hand luggage is allowed unless it can fit under the seat so no cabin case unless you pay extra (that always annoys me!) Staff friendly and helpful
- 44 it was direct and cheap. as a low-cost service, it was very good, I can recommend it for those who like not to spend so much on transport service
- 45 Very efficient . Granted it's like a cattle truck but set off on time and early landing there and back, no messing around. Service once again prompt and efficient. Tip , go priority The flight was smooth and only once was seat belts auctioned but only for a very short time
- 46 Good journey. 2.5 hour flight, was a bit dubious when booking as ryan air have a bit of a rep but i was pleasantly surprised. Boarding was quick and efficient, we paid for priority so we had our luggage with us so was easy on and off. The cabin crew were friendly though out and happy to help which was also a surprise given that people always complain about service!! Would definitely book if we where to travel to poland again
- 47 Cheap and Cheerful. Booked to fly bank holiday weekend and narrowly escaped the strikes - flights were on time in both directions. We got a really good fare for a bank holiday weekend (peak travel) and as it was just a weekend travelled hand luggage only (small holdall) its do-able if your sensible about what you pack. In flight drinks were average airline prices and we had 2 trolley service during the flight. We never buy the food - always grab a boots meal deal before boarding. Overall we use Ryanair regularly and always get a good fare so cant complain and have never encountered any major delays with them, which is why we count on them for on time flights when doing short weekend breaks. Cheap and Cheerful! You get what you pay for!
- 48 Nice surprise. We all hear stories about Ryanair to be fair this was my 50th+ flight and never an issue. okay it's not always bang on time but there were no major delay for me so far! check in easy, boarding easy, cabin crew nice and polite...only one thing: please do something with the leg room. im 6'2 and quiet uncomfortable to sit 2-2.5 hrs in that tiny place. Apart of that one happy customer!
- 49 Good!. Hey all, I have always heard bad things about Ryanair, but since flying with them for about 10 times now, I have never had any issues. The staff are always really nice onboard, smiley and yes there have been slight delays which is always expected, but apart from that, my experience has been the best, and the cheapest too! The only cheeky thing is that when you book online with a friend, the system seems to purposely split you both up from sitting next to each other, and you have to pay for your seats to ensure you sit next to each other.... but if it wasn't for things like that and all the extra additions, it would be NO DOUBT the cheapest and nice flight. As long as I get there safely I could not care less about anything else really LOL.
- 50 Ryanair check in at Edinburgh is very good runs very smoothly. The new Ryanair check in at Edinburgh is far better than its competitors, very efficient ,the ground crew were very helpful and switched on far better than my experiences with Jet2. We made a mistake when on line booking our return flight from Malaga to Edinburgh, we had booked both seats in my wifes' name fortunately we noticed this before we tried to check in at Malga ,the staff at the Ryanair office at Malga sorted everything out for us in a few minutes without any fuss and at no additional cost. Our flights were on time and the aircrew were friendly and worked hard, absolutely happy with Ryanair.

## Appendix 6B: easyJet Customer Reviews

- 1 great connecting flight from Edinburgh.. We were lucky to travel end of Feb before Coronavirus really hit. But all credit to Easyjet as our flights both ways went nearly on time. On return journey virus much worse but no changes to flights. Staff at Gatwick were lovely and helpfull Easy bag drop, check in and luggage arrived quickly. Hope to use again once this crisis is over so long as prices are still sensible? Obviously people are terribly upset at cancelled flight etc but what can the airline do in this crisis? Phone lines jammed! We can only review our experience and our heart goes out to others who have had holidays cancelled.
- 2 Great. Easy boarding. Friendly staff. Flight on time. I hear horror stories about this airline. I've used them twice. Excellent value for money. Efficient clean on time. You really can't ask for more.
- 3 By modern day standards very good!. Having spent thirty years as a professional in aviation I was pleasantly surprised by the standard of easy-jet , having seen some of the television series I was unnecessarily a tad trepidations, have flown with a certain Irish outfit from Standard.I would happily entrust my aging carcass to them again!
- 4 Will travel with EasyJet again. Although there were slight delays departing airport on both legs of the journey it won't put me off booking with this airline in future. The staff were friendly and efficient and the aircraft was clean albeit I didn't use the toilet.
- 5 Great airline. Always fly easyjet to Toulouse and never had problems . Flights are sometimes a little late but generally on time.
- 6 Great flight, on time great arrival. Great price although we did book 10 months ahead on time great landing, only moan the departure Lounge was TOO smallAnd carry on baggage a joke some people had massive bags no one checked people just take so long to board the crew need to tell people to hurry up And at the gate check the bags and make these people pay extraFlight date 26/1:2020 14.00 hrs
- 7 Decent flight . We left Lyon on time, the boarding process was pretty smooth, comfy aircraft, same for the cabin crew.Very good value for money as usual.
- 8 On Time, great service. We seem to book Easy Jet every time, great early bird price and simple procedures.Food is very good and crew always on had to assistSeat booking is easy too
- 9 Sleazy Jet is now my Very Easy Jet. I've always been wary of low-cost airlines and done everything to avoid them. But my Christmas trip from Paris to Gatwick on Easy Jet changed my mind. A whiplash accident the day before the flight had me in a neckbrace and a lot of pain. Although they usually require a week's notice for a wheelchair, Easy Jet had one waiting for me, with a cheery helper and kindness all the way. Thank you to all the ground crew for the Easy Service there and back. I can't pretend a normal flight is luxury - but I certainly appreciated the care on this difficult trip.
- 10 Very good and well worth a try!. Good service and value for money with EJ. Well worth the value and well worth the experience, would fly again and would recommend the experience.
- 11 Easiest of flights from Bristol Airport. We booked out flights using the EasyJet phone App. Never flown with them before and it was a really easy exercise. We upgraded our seats and checked in with the App...all very easy. The tickets were uploaded to my iPhone and we were all set. So far so good. At the airport we just used our iPhone tickets to very easily and quickly get through security, it was the best security 'experience' of any airport. Our flight was called and using the phone ticket and a quick check of the passports we were onboard. It was a very good experience. Flight was good with our front seats and before we knew it 1 hour 15mins later we were on the ground. Well done Easy Jet!
- 12 Great service. Our fight from Manchester was a great experience. The Manchester staff were very friendly and helpful. On our return journey the French staff were just as friendly and helpful. My wife can't stand for very long. They were very kind and helpful getting my family to the plane. When we landed at Manchester we were looked after again. I have no complaints. Everything was positive.
- 13 Easy and efficient.. The flight was on time, plane was clean and all the staff were pleasant. Really there's not a lot more to add as EasyJet did what we wanted.
- 14 brilliant. would recommend easy jet first time with them excellent service really friendly staff airplane spotless
- 15 End of Year Flying Visit. Boarded Easyjet again from Bristol to Alicante and although a turbulent flight we landed 20 minutes early. Only time for one drinks service but that was sufficient for me. Liked the new ramp instead of steps up to board the plane especially as I was traveling with my 87 year old mother. Thought my flights were very reasonably priced this time round and the crew were efficient as usual. Well done Easyjet!

- 16 Great priced flights!. Not flown Easyjet for years, mainly because another LCC was always cheaper! Checked out Easyjet for this flight and was VERY pleasantly surprised by the cost. Good flights there and back. Staff were lovely. No problems whatsoever. Will definitely use again.
- 17 Excellent value for money. Great flight and no frills but happy with the service and airport staff were good. On the flight itself I could have done with less constant selling and perhaps a little more service. Also, bored of customers trying to argue with staff about oversized luggage. If youâ€™re going on a budget airline and want to take the kitchen sink, stump up the extra hold charges and stop wasting other passengers time.
- 18 All went well. Everything went really smoothly. The email updates showing any updates were good. Seats were as comfortable as any other and I felt there was slightly more legroom. The only downside which I think is common with most airlines - the price of drinks ie Â£2 can of coke.
- 19 Flight to portugal. Very smooth transition through all sections of the airport. Cabin crew were welcoming and we are looking forward to our next flight with Easyjet
- 20 No complaints at all. Easy to bag drop at Stansted as already checked in by travel agent. Once boarded there was a little wait, not airlines fault but were soon away and arrived before time. Plane comfortable with more leg room than I have known on some planes. Food and drink prices not cheap but acceptable with bonus of large cups of coffee. Return flight equally good.
- 21 Easy!. Easy to book, great value and pleasant flight. return was delayed a little but we were kept well informed. Also the App is so easy to use. Thank you!
- 22 Great Value and Service. Due to the collapse of Thomas Cook Airlines, one week before our long-awaited and much needed holiday, we were in panic mode! Worry not ... We booked alternative flights with EasyJet - for half the price we had originally paid with TCA! The staff we had, were very efficient and courteous and our flight was good, with plenty of leg room and a great choice of food and duty free, on board. We will definitely use their service for our next trip to Santorini and would not hesitate to recommend them.
- 23 Good service but value for money - not sure!. It is what it is! But if you want more you have to pay extra for it - that's the nature of the beast but we had booked and paid extra for aisle seats and ended up in row 28 while 2 friends of ours just Checked-in online, not prepared to pay extra, and got into Row 4 and got an Aisle seat!! Frustrating!!
- 24 Great flight and crew. The flight was a bit late but we were kept fully informed via the app and departures boards in the airport. When we did board the captain fully explained the problem and we were on our way. Good efficient and friendly cabin crew. More useful updates from the flight deck before we arrived. Great flight and our bags were first off!
- 25 Good value flight. This was only our second time flying with EasyJet and we were very pleased with the arrangements and flight service. There was a short delay (30mins) on both flights, otherwise comfort and service was very good
- 26 Easyjet. Self check in was easy, staff were helpful. Delayed on take off due to the weather, I know it rains but that was bad!!!, driving a car would have been tricky let alone trying to get a plane to take off the ground. people still annoyed?. Overall the flight was comfortable and we arrived safely, job done easyjet. Didn't expect any in flight entertainment so rated it average.
- 27 EasyJet at its best.. Very impressed by our latest experience with EasyJet. The new bag drop-off at Gatwick is easy to use and saves the long queues at the check in desks. The flights were on time both ways. The service on board was excellent, and considering there were 235 passengers on board the Airbus, there was always a good selection of food and drinks, and always served with a smile. EasyJet are definitely one of the better budget airlines.
- 28 Holiday getaway to Cal en Porter. After the turmoil of my flight home with BA being put under threat due to strike action, it was great to have such a trouble free experience with Easy Jet. From the ease of booking on their web site, to efficient self check in at Gatwick North, to a brilliant flight arriving on time - everything went really smoothly and was very impressed. The cabin crew were excellent; the pilot kept us fully informed and despite a delay to take off due to air traffic restrictions we still flew here in just 1hr 45mins. Cannot praise easyjet enough and would certainly not hesitate to recommend. Great job, well pleased.
- 29 Trip to Crete using easy jet from bristol. Stress free flight from start to finish. Swift boarding. Plane clean. Trolley dolly service good. No concerns
- 30 Always Easy. Just the best way to fly.! From your local airport. Great service from start to finish. Love easyJet.
- 31 no hold ups, very organised and on time landing both ways. on time both ways and easy journey, treated well on the flight as well. plenty of room in the seats to stretch legs and overall a comfortable flight both ways. couldn't ask for more really.

- 32 Best Budget airline. Have flown for many years with EasyJet. Never had any issues or problems. Friendly staff, clean plane and variety of snacks available. They definitely are the best of the budget airlines
- 33 Easy jet, easy flight. This was my first flight with Easy jet due to mixed reviews about them, BUT, why did I wait so long?? Check in at Alicante airport could not have been quicker or easier. Lots of room in my seat and a great drinks and snack service by friendly staff. The best part was, travelling with golf clubs, the golf bag came round the carousel with my case!!!! This is one very happy customer.
- 34 easy. Very good service simple boarding and kept well informed by emails on updates and alike. Overall very efficient from start to finish and very helpful check in staff at Palma airport.
- 35 Lovely staff. We flew with EasyJet for the first time for our family trip to Disneyland Paris. We flew from Luton airport. We took off on time, and the staff were very friendly. One member of staff I think his name was Gary was very smiley, and was very attentive to my daughter. The cabin was clean and the pilot (Richard Bell I think) kept us all informed on our flight. It was our first EasyJet flight and we will definitely use them again.
- 36 Fab flight. It was only a little flight, we laughter from start to finish. It was my best mates birthday 50th & we had four unbelievable days in Prague.super flight lovely staff, efficient staff. Great. Easy jet are brilliant
- 37 Good value flight.. Good economy flight. On time, good service. No hidden extras and good baggage allowances. Also, good seats together without having to pay anything extra.
- 38 Brilliant flight. Comfy, roomy, and lovely flight attendants.... Humour, a smile and approachable.... The outbound journey was warm inflight the return journey the Aircon went a little ott and we froze !! But I cannot fault the pilots both ways, and the landing on our return was so smooth I hadn't realised we had actually landed ... Overall will definitely use again....
- 39 Perfect. Great flight to CRETE look off on time check in easy ... aircraft lovely and clean really friendly crew
- 40 Great service!. Another fab service from Easyjet. On time & friendly staff both ways. Looking forward to my next trip with them.
- 41 Holiday. We have been on easy jet a lot but unfortunately the price does not include hold luggage and had to pay 200 pounds for 4 cases for a return journey which is a lot the flight was good and staff were friendly
- 42 Quick trip. Quick and easy. Both trips boarded early. And arrived early. Travelled with wheelchair passenger. Very straightforward
- 43 Great Flight with no hassle. I find flying with Easyjet hassle free very comertable seating and very spaceouse staff and crew on board are very experienced and friendly and good at their job nothing is to much for them
- 44 Holiday flight. Flight was good cabin staff attentive plane clean flight uneventful seating okay with ample legroom checking fine
- 45 Faith has been restored. I feel I had to write a review on easy jet as I have previously left a bad one... we booked a holiday via Thomas cook and got easyJet as the airline... my faith has been restored this time as it was absolutely perfect.. no problems at all very straight forward helpful and friendly staff... the airplane was spotless, take off and landing were perfect Iâ€™d now definitely use them again... thank you easyJet
- 46 Handy route. I usually get my flights from Dublin due to the cost but this flight was cheaper. Â£115 return for 2. EasyJet are a decent low cost airline. No frills and no crap. The ground team are thorough with the cabin allowance. I seen them charge a few people for being over.
- 47 Straightforward. Iâ€™ve travelled with easyJet lots ofTimes. They rarely have delays compared to other airlines Iâ€™ve travelled with a s staff tend to be professional and pleasant.
- 48 One of the best economy flights.. Nearly new aircraft, lovely smiley cabin crew. Good flight, excellent service. Although thirty minutes late taking off, flight time was correct. Inflight refreshments were ok and efficient!
- 49 Taylot's Tours. Self check-in was easy and somebody was available to help with any problem. Flight was on time and boarding process was good. No problems whatsoever.
- 50 Functional. It is a weird feeling having already checked in with no luggage and just appearing up at the gate. Security by EZY was brought into question when my husband got past them with my boarding pass leaving me to explain who Arthur was because it definitely not me. With that sorted we sat near the embarkation area and although having a seat allocated we knew that the battle of the overhead cabins would be an issue. As soon as priority and speedy boarding passengers lined up we lined up behind them and boarded. There was a discussion about which airlines board wheelchair users first or last because EZY do it first holding up everyone else until completed. Our seats were fine and the cabin clean. Pushed back on

time and then queued on the runway to take off. Flight was a pleasurable 90 minutes and it arrived 10 minutes early. The inbound was late and the gate wasn't called until the scheduled departure time. Worth noting that security at PRG is at the gate not after gaining access to the Duty Free shopping mall. Flight arrived about 10 minutes late which was good going in the end. There is a bistro menu to purchase snacks and sandwiches which aren't too badly priced but the instant coffee and hot water is a bit steep and it made us laugh that the cup it is served in is constructed out of vegetable matter and degradable but then they have to put a plastic lid on the top!

## Appendix 6C: KLM Customer Reviews

- 1 The Perfect Flight. Great service and special thanks to the stewardess STÅ%PHANIE. She was great all the way. I never did fly before with such a pleasure. She made our flight a unforgettable experience. Thanks Stephanie.
- 2 Just perfect...as usual. The flight was just as perfect as usual. Very friendly cabin crew. Service very well provided. Don't expect glamour or "chick". It is a dutch company, you'll g great service!
- 3 Precision of the dutch crew!. Precision, smooth flight, great customer service. This is can expect every time with KLM. Flew in a jumbo jet....its been years since I last flew in one of those.
- 4 Incredible staff let down by basic system . Having had my flight home to Norwich cancelled due to the storm I was automatically redirected onto a flight to Aberdeen the next morning with a 10hour wait and then fly home from there . I was very confused as friends had been put on other direct flights to Norwich at different times so tried customer services but due to the cancellations the phone lines were jammed and the app and website offered no help at all . In fact the app was pretty pointless. So I had to take the hit and get an early morning flight to aberdeen . I got to the airport and noticed a 9am flight to norwich so I enquired about getting on . I had some help T the desk but ultimately told it relied on someone missing a transfer so my risk to take so I declined. Upon going through the check in I talked to the amazing incredible beautiful lady in the desk , I only wish I could recall her name , and explained my frustration . At that she got in the computer then the phone and some 20 mins later told me I was on the flight to Norwich. I couldn't believe it , I cant ever thank her enough . It seems ott but after 5 days with about 10 hours sleep ( self inflicted ) it was like a lotto win , I kissed her and hugged her and thanked her Haha. I love the dutch
- 5 Nice flight but very small meals. As always KLM gives you the royal treatment. Perfect flight, skilled and friendly staff.However. Meals are always the problem. Lunch was a kind of so- so. Enough but not a great meal. Around dinner time there was only a small snack. Very disappointing.Not an ideal situation, the usual Kenyan custom hassle with an empty stomach.....
- 6 More than I expected for a short flight. Starting from Schipol airport, it's definitely a nice environment and a well organised airport to wait for your flight. Flight was on time, aircaft was clean, snack was tasty (I didn't expect any snack and beverages for a short haul flight within Europe) and flight attendants were well trained and behaved. I cannot find any weaknesses.
- 7 Thank you to KLM crew.... Thank you for KLM for making our little trip to Amsterdam lovely and easy. Checkin at Norwich lovely and quick, lady pleasant and chatty. Flight on time, attendants smiley and well presented. We only stayed in Holland for one night as it was my partners 40th birthday, on return, we checked in using self serve at Amsterdam Schiphol airport, the security process is so efficient compared to standard etc; we wizzed through and the security staff were friendly and not grumpy, unlike uk security it seems. When we checked in our seats werenâ€™t able to be allocated and so when we went to our gate, my partner went and checked all ok with the staff on the gate; really friendly and assuring no issues and got our seats on row six sorted for us, very smiley and please take service. Once weâ€™d taken off, we had our little water and biscuit and then a member of the cabin crew came and gave my partner a little bottle of champagne and biscuits and birthday card. So lovely and unexpected which was so nice. This made our little trip away so nice and memorable and these touches of service really do make a difference. Thank you KL1523 for going the extra mile and we look forward to flying with you again.
- 8 New (and clean) airplanes, good multimedia experience + power outlets, average food. The airplanes were new and clean. Multimedia is good, lots of stuff to choose from. The food is average and too little (and unhealthy) snacks. The online environment is sublime though, all the information can be found in your account, which is way better than most airlines
- 9 Polite, Professional, Pioneering great achievements over 87 years on land and in the air.. Had booked a summer holiday with the family and only discovered my sonâ€™s passport had expired when I wanted to add in the API a few days before we traveled. All frantic efforts to fast track processing a new passport was in vain. So when the realisation dawned we werenâ€™t going to be traveling to Lisbon for the much anticipated holiday (with the only option been to leave our son behind:-) I called the the KLM office and explained by predicament. The lady on the phone was very empathetic and suggested various alternatives. I settled for rescheduling the trip for a minimal fee.D-day came in October and our travel was â€ˆdrama freeâ€™ this time around. We got to the airport, check in was smooth and in no time we were airborne.Onboard, cabin crew were great, polite, professional with a touch of class. Food was good and the general flying conditions were enjoyable. I grabbed the inflight magazine and was impressed about the pioneering achievements of the airline since it started operations back in 1919.We stopped over briefly at Amsterdam and again, the ground crew were very helpful throughout and we continued our onward journey to LIS airport shortly afterwards.Even though we flew economy, the service was first class and can only wonder what it must be like in first class or business class cabin...The airline comes highly recommended and I look forward to our return journey.

- 10 They do a good job. I give KLM credit for a short flight across the channel they made it nice with a small but good sandwich, cookie and cup of water. No charge so it was great and it hit the spot. Flight attendants are always nice on these flights. Only down side is the seats feel like they have no padding and are pretty hard.
- 11 Excellent, EVERY TIME!!!!. I have been to Europe about 8 times now, and every trip is with KLM. Their service and attention to every passenger makes you feel like you are in the Netherlands already. The flight is always smooth, and are almost always early to their destination.
- 12 First time on this Airline. This was the first leg of our trip from Rome, Italy to USA. This airline is 2nd to none! Top notch customer service. I have never been on a flight were the Captain actually come thru the entire plane, stopping to chat with random passengers. This truly impressed me. The crew provided the best customer service and seemed genuinely interested in our comfort providing whatever was needed to make it a great experience. My only complaint is that we did pay extra to upgrade to business class thinking we would get the extra space, etc. The seats and arrangement of them were identical to the rest of the cabin so I kind of feel like we could have saved the money we paid and kept our original seats. Overall this still an excellent experience and hopefully in the future when we travel internationally, we will book on KLM.
- 13 Keep Loving Me - Royal brilliance!! There was a choice but KLM was mine and it was a brilliant choice. From the bag drop to biscuits could not be better. Whilst BA go cheap, copy the low-cost and think 'mean' means money, THIS airline just serves up smiles over the miles, comfort, cleanliness and CARE. The crew were all fun and efficiency throughout, helping and just being on call for all; smart, aware, focussed. Snacks, drink and info all spot on. Why fly the others when you're royalty with KLM? Thank you.
- 14 Going Home.. Flying with KLM it's always been for me a pleasant journey, always on time and service on point. Flying with KLM Business specially when I'm flying long distance, I prefer flying with the Boeing 747-400 always. You come in and the personal makes you feel like your in a 5 star Hotel. After having my welcome drink, champagne of course they took my jacket and hang it in the closet so when I arrived I'm perfectly dressed. The food was delicious and had some glasses of wine, after that I make my self ready for having a long good sleep in a chair that became a bed, I slept for almost 6 hours and woke up Fabulous and ready to watch some movies.
- 15 Time flies when you fly KLM. I was dreading the flight because it was the longest I've ever taken and after 5 hours I start to feel like shaq stuck in a high chair - on most flights .I was pleasantly surprised how comfortable the seats were - even when the person seated in front reclined his seat .The headrest is adjustable and very comfortable and there was enough legroom to stretch .On most flights it feels like you can adjust the temp to either be too cold or too warm - the cabin temperature on this flight was very comfortable and didn't feel like stale air .Although the food choices weren't that great , the quality was very good and it was cooked well . I enjoyed the meal much more than I expected .The service was excellent and very swift - drinks and snacks were served quickly and quietly .The entertainment available was top notch , a nice choice of films and music with every genre represented, on an easy to control touch screen .Overall the flight was very comfortable and enjoyable - I would recommend it because it's the shortest feeling - long flight I've ever taken .
- 16 Great flight across South America. It was a daytime flight so we had spectacular views of the Andes Mountains. The KLM service was excellent with a touch of Dutch with traditional blue and white bowls and the red clog shaped salt and pepper shakers. I enjoyed the "Flying Dutchman" - a gin based KLM signature cocktail.
- 17 awesome. food perfect, alcohol provided, staff were very helpful. we actually booked oman air but fly with KLM dutch which was very good experience
- 18 Comfortable and great food. KLM has roomy economy seats thus the long flight was comfortable and the food served was tasty and nicer than most airline. I am impressed with their quality of food served. The stewards and stewardess were helpful and attentive. I like the way they serve their food in blue coloured paper boxes (environmentally friendly).
- 19 They treat customers right!. When we were stuck on the ground in Barcelona Spain because of bad weather in Amsterdam Netherlands we missed our connecting flight back to the USA. KLM instructed us to go to the Transfer desk and get our flight rescheduled. We did that and the airline scheduled us on a Delta flight the next day. They gave us a voucher for free hotel, dinner, breakfast and shuttle to and from the hotel. To me they bent over backwards to assist us. We had flown with them ten years ago and at that time were not impressed. How times have changed! In the USA the airlines would have called the situation "Act of God" . Rescheduled your flight and tell you to make your own hotel reservations! KLM made us feel like we were important and they went the additional step to show it. We'll fly KLM in the future.
- 20 I always feel like a valued customer and not just a seat number. KLM cabin crew are the best. The flight was unfortunately delayed on departure due to severe weather issues in Amsterdam, but the crew did their utmost to make everyone comfortable and at ease. The cabin services director walked through the cabin to update passengers who had connections upon arrival in Amsterdam to make sure they had all the information they needed for their onward travel.



- 21 Best ever. Efficient and friendly check in and departure. Usually the flights are the worst experience of any journey... for me that is. But not this time. It was the last flight for the Captain. He retired after 33 years of service. The staff really made it memorable for him and for us who were privileged to share the moment. Nevertheless this crew was the friendliest and most efficient I have seen in a very long time. I didn't get his name but "Tina Turner fan" you are the best!!! He was smiling throughout the whole trip and had a friendly word to say to every passenger, I wish I had a medal to give to you. And Im sorry I did not get your name because you deserve to be named :)
- 22 Fast and convenient. My recent flight to netherlands via KLM royal dutch airlines was hassle free. It was really quick coming from London city airport. The cabin crew were all nice and courteous. They even served snacks during the short haul of travel. The seats have enough space and the cabin didn't feel overcrowded. It was a pleasant trip.
- 23 Best airline. Best airline. Everything was perfect. The service was amazing, they offer drinks the whole trip, snacks and the food in general is very good. The attendants are very helpful and polite. I highly recommend flying KLM. It didn't feel like a 11 hour flight.
- 24 Business Class Toronto to Amsterdam to South Africa was very enjoyable, arrived feeling human. We chose KLM Business class after some research on service and the best airline for our ultimate destination. We enjoyed easy check in, great lounges, and the comfort and service of KLM Business Class. The food and selection of beverages was very good. The entertainment options were excellent and there was more I would watch but ran out of time. Music selections were varied and good. The toiletries, seats, headphones, pillow and blanket were all very comfortable for napping or a full sleep in a fully reclined and quite private environment. The flight staff were very personable and the announcements few and easy to understand. We did receive the little Dutch houses with Bols liqueur. The noise was minimal so it was easy to relax and recharge. We arrived after almost 24 hours of travel feeling very human and ready to explore!
- 25 Perfect flight, great staff. This was my first flight to Oslo, everything went smoothly, much the same as the other routes I fly with KLM. Great staff as always. Nice in flight snack, with care for the environment. My colleagues had some issues trying to print their boarding cards for the return flight. In the end they had to phone KLM which was a bit annoying as we were short of time. It would be nice if boarding cards can be printed for both the return journey in advance - at the same time as the outward journey, especially when it is only one day later.
- 26 Best service ever. I often travel but only with KLM, love the service and the dutch mentality. I really appreciate the loyalty programme, what offers many plus!
- 27 Very solid line. Quite solid with good service but limited movie library, food is OK and seats are comfortable. Drinks are pleasant and really pleasant is the present of the dutch liquor at the end of the flight
- 28 I'd go with them again!. 8 hour flight from Edmonton to Amsterdam. Even in Econo class I felt like royalty. Great entertainment - and a really good meal. Smooth flight and I have no complaints!
- 29 Excellent customer service - don't feel like just another number. Due to some strike my ticket has been changed; hence, I had to rearrange all my plans. As the result I got caught up, ran into an accident and arrived late. Emirates strict policy did not allow me to catch the flight, even though there was still time. I was very lucky to deal with Mr. Wisam, when I called KLM - Dubai office. He understood the situation and helped me out. The flight was nice. Good entertainment and friendly service. No major delays. Well organised.
- 30 Will return to KLM again and again!!!. They weren't the cheapest. They weren't the first choice but the service that we received from start to finish was excellent. Brilliant customer service both on the ground and in the air, good aircraft and good choice of meals. Can't fault the whole process, thank you KLM. One negative - the sister company of KLM is Air France who we had to use for the return trip. How is it that the same company with the same training and aircraft have two different standards? I know, I know that one is dutch and one is french but could be more of a polar opposite in standards.. Rock on KLM!!!
- 31 Wonderful close to our short break. Fortunately, flying is an adventure for our kids. So, we don't worry that much. They enjoy themselves on board and generally like it. They don't need too much. This flight was a bit different. The crew really made it into a wonderful adventure, with just some simple gestures. Our 5-year-old was asked to help with the inflight sales. They dressed him up in a purser jacket and he was so proud and happy. He even received a certificate. After the flight, our 2-year-old was invited to take a look in the cockpit and sit in the pilot's seat. This was such a memorable experience for them. Thank you very kind crew of flight KL1364!
- 32 Airline royalty. Simple short economy flight. Treated like royalty from check in to disembark. Nothing too much trouble, and everything with a pleasant demeanour
- 33 Our Mistake! . My wife and I took a trip to help out in a children's home. We had been planning this for quite sometime. When the big day came we thought we were so prepared. We jumped in the car and headed for the airport. A long story short, let's just say one of us got the time of departure wrong. It took us 2 hours to get to the airport and we were absolutely sick to our stomachs that we had let this happen. By the time we got to the airport our plane had left. We

truthfully explained to the KLM people what we had done. They were absolutely amazing in getting it sorted out. I almost feel like saying it restored my faith in humanity (or at least some airlines)! Wow. They got us on the next flight and really took care of us. What great people. If I have a choice in the future, it's KLM all the way.

- 34 Superior Service - Very Efficient. We upgraded to Economy Comfort on this flight. It was a 747. Although older plane, we thoroughly enjoyed the special cabin of about 10 rows in a 3-2 configuration for EC. It made you feel like you had a private room. A curtain separates it from the rest of the plane which is nice, and you get off right after business class! Will hate to see the 747's go away some day on KLM. We were, to be fair, very lucky, as we had all adults in our little section. I could see if there was a large family of children, it might be a bit different. KLM boards a huge full plane in less than half the time US airlines do - wonder why? The attendants were so professional, courteous, friendly, and helpful. Even gave us tips on what to see. Really made the flight feel special. Also - landing at Schiphol is just great - although a large airport, it has so many places to see and eat!
- 35 just the best service ive ever had.. this was the first time I had ever flown business class, and I cant recommend it highly enough if you can afford it. this was a daytime flight, though I cant deny I did sleep for a couple of the 7 hours, but what was so remarkable about this flight was the service from the crew. they knew your name, and where you were going and came round every passenger introducing themselves and they were just so friendly. the food and wine were great, but it was really the staff that made it so special, though it was really comfortable. you even get a little delft pottery dutch house as a souvenir....im hoping to end up with a whole street!
- 36 one of my fav. airlines. KLM is just a great company,.. although many dutch ppl like to complain about it. They don't know s\*\*t. Well organized, good catering. New airplanes.
- 37 Could do better. Overall, their service was ok but with no WiFi onboard for the entire duration of the flight, it was hugely disappointing. The air hosting crew also has to be kind enough to give supplementary hand tissues. People sneeze a lot in such a congestive environment so if they could assist with simple things like that, it would be very helpful.
- 38 Spoil Yourself ... you deserve it. Did they make you feel like the only person on the flight or what? Some call it "old school". I call it great service. Business Class, the only way to fly across the pond.
- 39 Class and comfort. I enjoyed an amazing flight to Japan. It was my first travel outside Europe and thanks to KLM I really have an unforgettable experience. The service on board was five stars and the staff was always available and friendly. I appreciated the food, especially the Japanese selection which was delicious. The entertainment on board was varied and I had the occasion to watch some new movies which I have missed on screen. The seat was comfy and I had the opportunity to sleep for few hours during the flight. The gift at the end was the cherry on top of my first intercontinental flight: the ceramic reproductions of the typical Dutch houses. The collection is started.
- 40 KLM provides a super service. Outstanding staff.. I have used KLM only once after having to stay over in Amsterdam due to weather problems. Staff have been excellent, extremely helpful and supportive. On board service has been outstanding and very efficient, snacks offered are good quality and reflecting dutch flavours. As it is an aircraft don't expect big toilets it is what it is. Other than that I don't have any reason to complain.
- 41 A much better return trip. I remarked about the outgoing flight from LAX to AMS that the Business Class seating was very comfortable but the meals and food choices were horrible. One can only assume that has to do with the food preparation being done in Los Angeles and not from the meticulous hands of the Dutch as the food and choices were outstanding on the return flight as was the service and friendliness of the flight attendants. The chefs in LA need to take a class from the chefs in Amsterdam. The priority given to checked in luggage was especially appreciated in that I got my bag very quickly after landing and was able to catch an early airbus saving a few hours getting home 3 hours away. In general, KLM is so much better in every way than say Air France or British Airways. The crew actually seem to enjoy working and greeting and serving passengers albeit while taking good means for safety. I should also mention the convenience and comfort of the airport lounge in Amsterdam was much appreciated as well. It allowed me to spend 2 hours in a much better environment than in the chaotic gate seating area.
- 42 Took the upgrade - worth it. Took an upgrade from premium economy to business class from Toronto to Amsterdam on a long trip to Accra, Ghana. Very glad I did. Full disclosure: I am someone who rarely travels in business, so it was a nice treat. First off, they are still flying the 747 which won't be around much longer so getting to fly on the upper deck was super cool. There was hardly anyone in business up there, so it felt very private. The meal was great, and the drinks also (try the flying dutchman). My only complaint is that at night, they left some pretty bright lighting on above the windows, and as someone who doesn't like to sleep with a mask on my face this made it very difficult to get some rest. I understand these are older planes that are about to be retired, but some new lighting would do a world of good. All in all, for a \$450 cad upgrade, was worth the extra comforts (and to break up a very long 20+ hour trip) especially considering my original ticket price was a steal. If you are offered it and can manage, treat yourself!

- 43 Terrific Airline and Flight. Always enjoy flying with KLM. All of their coach seats feel like they have more room than most American airlines do. The staff is always super polite. The movie screens are well built and has a very wide selection. Highly recommend KLM.
- 44 Top. Definitely one of the best airlines out there. Good service and kind staff. Generous onboard with free drinks and a snack on short trips. I am a real fan of their environmental work and the fact that they've committed to never ship shark fins. Every airline should work with their eco-friendliness. KLM is a good role model. Keep up the good work and service. Whenever there's a delay or something wrong they are quick with notifying via sms, email and the app. The app... Might be the best airliner app. Really easy to use and use for registering old flights for flying blue points etc. Recommends straight trough
- 45 KLM: I make choice for safe flight and good airplain maintenance and not for the lowest price, I have only one live.. I fly 4 times a year Amsterdam to Bangkok and return. Always on time for a good price and always a direct flight. Feel very happy with KLM. Service on board, food and drinks are very good and very friendly staff. Most important is my safety, so I choice special KLM for good airplain's and trust the dutch quality for airplain maintenance. Also opposite other Airlines who fly direct, is KLM always small cheaper and NO limits about stay time. Example max 1 month or 3 month's etc. So, I am a real happy flying dutchman.
- 46 Still a regular airline. It is nice to be still able to fly without having to buy every single piece of comfort during your flight. My latest experience with KLM may have cost a little more in overall terms, but I was still made to feel like a valuable customer, not a cash machine to be assaulted at leisure.
- 47 Really good airline. I could not recommend the airline enough. Even though we booked the economy flight it did not feel like economy. We had a pillow each and a blanket. We had a snack, a choice of meal (between 2), another snack and a meal again. It was a very comfortable flight and it did not feel like a long and boring flight (lots of movies to watch)!!
- 48 KLM World Business Class - Great Experience. My wife and I just returned from India. Flew KLM World Business Class from Amsterdam to Delhi, India and back to Amsterdam. First time flying World Business Class and it was a great experience. We were on a 787-900 Dreamliner. Seats were very spacious and comfortable. We had flown Delta from US to Amsterdam and Delta coming back to US. KLM is a much better airline and this plane was certainly more comfortable than the Delta Airbus. Seats truly do fully recline and additionally there is more leg room on the Dreamliner. I mean room for your knees, so that you can comfortably sleep on your side. Controls are easy to use in the seats. You have a small storage locker at the seat with a mirror. The amenities bag on KLM was a disappointment however. Food was just okay, certainly not great. I had fish on the leg from Amsterdam to Delhi and the small portion was okay but nothing really great. It came with sweet potatoes and sautéed spinach. The salad was good and the cheese was great. For the second meal, I chose a danish which also came with a croissant, some cheese and good fruit. On the flight back from Delhi, I first chose a chicken stew and it was not very good. Entertainment was very good with far more choices in the movies than Delta provided on the other legs of our trip. Far and away though the special aspect of flying with KLM is the service. The staff on KLM are far better than any other airline we have flown. They bend over backwards to make you comfortable and provide anything you want. The captain actually went and got me a bottle of water when I asked for one mistaking him for the purser. And don't forget that you get your choice of dutch houses flying Business Class with KLM. Can't beat this airline.
- 49 Amazing crews. It was a very tiring journey of my family with few hours layover to Amsterdam. Though my family didn't like the flight meal, and feel like diabetic meal tasted much better during our flight, all the crews were all hardworking, consistently smiling and very accommodating. I think that's all that matters. It's just a pity that I didn't recall their names. Entertainment, leg room are all fine. I'll surely fly with KLM again next time and my husband said he'll choose a diabetic meal (like the one I chose last time).
- 50 Excellent Service. This airline is simply amazing! I will be flying with KLM forever! They gave us excellent service. We were a family of 6 and each and every one of us appreciated the service they gave us. KLM i will always be eternally grateful for making my economy class feel like business!

## Appendix 6D: British Airways Customer Reviews

- 1 Good, comfortable flight despite being 'dry' and only snacks available.. The last BA flight out from Seychelles during the current Covid-19 outbreak. Staff were excellent and as helpful as they could be, despite the flight being 'dry' with only 'light' refreshments being available. Otherwise comfortable seating and good IFE functionality and choice of films. Recommended.
- 2 A good flying experience. We flew from Sydney to Heathrow on BA with a connecting flight to Stuttgart. The plane we were connecting onto in Singapore was late arriving, which meant we missed our connection in London but we were rebooked onto a Lufthansa flight before we had even arrived, and so just handed new tickets at the Transfer Counter. The seats were surprisingly comfortable, even spending nearly 24 hours in them. The meals were also rather good. The cabin crew were all friendly and helpful, which is nice when you spend so long together. I had heard less than positive things about BA, but our experience on all four long haul flights was good. The only thing I would suggest is to board the aircraft from the rear. They are excellent at only allowing passengers from a specific zone to board, but by boarding from the front you get stuck behind passengers trying to decide what they will need during the flight before they can put their bag into the overhead locker, and of course you can only do that while blocking the aisle.
- 3 Great service. I recently flew with BA in economy class from Manchester to Tokyo, changing in London. The flight was on time and the staff couldn't have been more helpful. Turbulence disturbed the refreshment trolley but a member of staff handed out snacks whilst the trolley had been taken out of the alley way. I had ordered a vegetarian meal and was given plenty of food for the main service and the breakfast. The main service consisted of a vegetarian pasta, couscous, a graze box, a bread roll with butter and cheese, a chocolate brownie and drinks. Will definitely be flying with BA again.
- 4 Smooth, uneventful flight. Overnight flight of 13 hours with 2 tasty meals. Helpful, cheerful cabin crew. Good entertainment choice. This was our 3rd flight on a Dreamliner and it was comfortable with adequate legroom, 2 rows from the back and therefore close to the toilet but not too noisy.
- 5 Love Business Class. I don't want people to think I readily afford business class as my flights are through American Express Avios etc. But everytime we go the experience is so beneficial. From the lounge before (where everything is free) to check in to the flight itself with a 3 course meal etc all provided and bigger seats. If I could afford it I would travel with BA business class all the time, but in reality it's back to economy for my other flights. If possible you should try it, but I know I have been very lucky.
- 6 Comfortable flight. A comfortable flight, no issues. Meal was lovely, good choice of entertainment premium seating was spacious and comfortable, even with the seat in front of you fully down. Pleasant cabin crew, served with a smile. Would fly with BA again.
- 7 Really Positive Flying Experience. Have only previously flown with BA for business but had a really positive experience flying with them on holiday to Miami (from Edinburgh, via London). No hassles, flights departed and arrived on time, in flight service was perfect. BA even helpfully changed our flight home from Heathrow to Edinburgh to an earlier time at no extra charge which was very much appreciated.
- 8 Enjoyable experience except for the food. Saturday 18th January and we are travelling on BA 0199 flight to Mumbai, in the Club World Cabin. We were due to leave Heathrow Terminal 5 at 20.40 arriving at 11.15 (Mumbai 5 and a half hours ahead of the UK). A scheduled 9 hours and 5 minute flight. At 20.30 boarding was completed, doors closed and the aircraft pushed back 20.40 and was airborne at 20.55. During an announcement from the cockpit we were informed that it would be an 8 hour and 50 minute flight. Our 2 seats were in their own little pod, enclosed area. It was a bit of a weird experience as we travelled backwards, facing down the plane rather than forwards. It was very comfortable and spacious. Our bedding was in a bag on our seats, which we could use at any stage during the flight. Shortly after take off we were served with a glass of champagne, we were also given the menu cards and breakfast request forms. We were disappointed with the dinner options as there was a rather limited choice of main courses which were, pressed lamb, fish or matar paneer the vegetarian dish. We both opted for the lamb which was not to our taste. We also completed our breakfast order cards, yet again limited choices of salmon with scrambled eggs & cream cheese or an Indian option of Idli, dosa, sambhar and cream cheese wrap. There was a variety of beverages on offer. We ordered the Idli, which we cancelled later, preferring to have the extra time sleeping on the comfortable flat beds. The flight actually landed 11.30 slightly later than scheduled. Everything about the flight was very good, apart from the food which was disappointing. The Cabin Crew were attentive and looked after us really well and the World Cabin was clean, spacious and very comfortable. Overall a very enjoyable flying experience.
- 9 Superb Flight. Having travelled previously with BA on this route we had a very poor experience with broken seats that didn't recline, an entertainment system that didn't load for the whole duration, all meal options literally ran out and our stewardess was very unhappy in her role and this really showed, so we have used alternative airlines ever since ... but we are so glad we gave them another try as this time it was wonderful. Awesome food, an up to date plane and wonderful cabin crew! Such a different experience and we have now rebooked to travel back to the Maldives in February with them.

- 10 London 2019. Took British Airways, flight BA0012 from Changi to Heathrow. Flight departure and arrival was on time, smooth and safe. I flight service was good, seats and entertainment was good.
- 11 Great start to a long weekend away. Great start to a long weekend in Venice by first starting at the business lounge at Heathrow airport where food and drinks were great and the flight as great, great in flight service with food and drinks.
- 12 Great Service. Have travelled on BA for a number of years, however the service of the crew on the LHR-KEF flight on Nov 15 was exceptional. It was my partners birthday and then really went the extra mile, providing us with some free sparkling wine as well as a signed birthday card from the entire crew!
- 13 Sound in the air & on time too !. No complaints. Aircraft was nice. Crew were efficient. Food was good. In-flight entertainment was OK. Flight pretty well on time both ways, although slight delay leaving Bridgetown due to small mechanical hitch. Flight BA 2155 out from Heathrow was also very good & similar in every sense to this one. Well done BA.
- 14 Utterly excellent long-haul flight. Having not flown this route for approx 20yrs, expected to get off after nine hours feeling horrid as usual. But no, obviously new cabin air management has made on-board atmosphere 100% better. No more stuffed up nose, gravel behind the eyes and tiredness. Felt as good as a short-haul to Paris.Brilliant seat-back entertainment made the long trip disappear - didn't even pick up a book!
- 15 Flights all left on time. I had a really enjoyable flight, food very acceptable and staff very helpful. The movies available were quite recent and I didn't have any trouble finding something appealing to watch
- 16 A class above the rest.. Smooth self check in at T5, flight was pleasant. Food were fairly good and tasty,apart from soggy breakfast and serving in the afternoon before landing in Singapore, very bizarre. Seat are comfortable, but metal box under seat takes up allot of room and don't leave much foot space, very annoying.Entertainment is quite dated and repetitive, specially the tv channel with not much new or varied series, exactly the same on all flights , even months apart..
- 17 Great flight . The business lounge was good. Lots of food and drinks. Plenty of seating but not the most comfy. Very busy lounge.I chose a window seat which have some more room and added privacy from people walking along the aisle.Clubs World seating is quite close and the cabins start with a window between travellers. These must stay open until the plane has reached altitude, this can be uncomfortable depending on the person opposite. Also cabins run head to toe.The menu was good and plentiful. The wine menu was also very nice.I ate well and the had a most comfortable sleep for around 8 hours, the beds and bedding are excellent.Entertainment was like most long haul airlines where there seems to be much the same content as Netflix.Overall very good service from BA.
- 18 Best in ten Business. We are very happy OneWorld Alliance travelers thru our AAdvantage membership & Emerald elite status. We flew to London on business and a bit of holiday and journey by Eurostar to Amsterdam for a few days. British Airways was amazing. We were pampered in the First Class Lounge at LHR Terminal 5 and then seated on comfy business class on the newly refurbished and quiet upper deck of a 747-400. Departed on time & arrived in SFO early. Food and service were superb. Inflight entertainment was more than expected. The upper deck has about 20 seats which share 2 lavatories (a real plus and convenience. It's also much quieter than below. Couldn't have been a better flight.
- 19 First impression Lasts!. It was our first, as a family using British Airways. It was amazing. It was a smooth transition from Checking-in from Gatwick up to touch down at Orlando international Airport (MCO). Seats are clean, well prep and spacious. Food from hot meal to snacks is filling and various choices of non alcoholic and alcoholic drinks. Most people of all is the first class customer service the Flights Attendants gave us and we are in the economy section. We will use their services again. Highly recommended.
- 20 Good service. Friendly and helpful air hostesses. Was served a very good breakfast. Well prepared and first class. Plane was very clean and comfortable.
- 21 Flight home from holiday. My wife was not very well on the flight home. ALL the cabin crew were most helpful. Assistance was organised at Gatwick, from the plane. Fully assisted in leaving the plane. Fly with B.A. twice a year. Top Marks.
- 22 Much better service than any US carrier. Seating is more spacious than any US carrier. Flight attendants nicer too. Everything is just so much more professional than AA, Delta, United, etc. Food was great, tasty and filling, an actual full meal. The +7 hour flight was no problem, slept ok. Watched a few movies too.
- 23 British Airways grade A; Wheelchair assistance at Heathrow to O'Hare-NON existent. A very stressful travel experience without a dedicated wheelchair or person to help us navigate this huge airport. Despite ordering w/c in advance and verifying on line, we felt very underserved. Watching the clock as the W/C area of Heathrow filled up with waiting wheelchair passengers, my husband with his sprained ankle and I got up to find help on our own, as we were running out of time to make our flight to Chicago. Designated airport staff having more fun chit chatting than finding help for us or others. My husband hobbled to the elevator and we rode to the second floor to find 2 empty wheelchairs, sitting unattended. We grabbed one and took off, navigating as best we could to find our terminal! We never would have made our connection

if we had to rely on the airport staff, as they were invisible and unhelpful. We staggered to the gate, and staff there very kindly let us board first. We heaved a huge sigh of relief! The premium economy seats were huge, with plenty of leg room and a great video system. The food and drink-fantastic! I've never eaten so well on an economy international flight! High end wine and spirits were offered; flight attendants kind and attentive. I recommend BA very highly, but caution anyone in need of w/c assistance to avoid Heathrow. Also, know that 2 hours between flights is not enough time, if you are flying internationally, as terminals are bus rides away! (Our arrangements were made by a travel company, who should have known better. It's clear that large airports cannot provide necessary wheelchair assistance, as we had a very similar experience when we arrived at O'Hare. Potential customers should be made aware of this. Airlines need to charge extra for a w/c and attendant, which might improve the service. We would have happily paid extra for smooth transfers. Thanks!

- 24 Excellent Flight . I had a very comfortable flight from London to Amman. Very good food on board, good service and the cabin was pristine. Very courteous staff left and arrived on time and very good inflight entertainment. Only thing was I asked for an aisle seat, was told I had one and was given my boarding pass...middle seat! Never checked you see! Oh well, a good flight nonetheless.
- 25 Good service. The service by British Airways was exceptionally good this time. I am a frequent flyer with them but this time it was way better than before. The staff was courteous and helpful. Hoping for the same service next time too.
- 26 BA as I know it. I am very fond of BA and am a very loyal customer too but over the last few years I have been sometimes a bit too disappointed with some aspects of their service and food in particular...not this time though! The business lounge was pleasant enough although the staff there never look happy or friendly at T5...The flight was on time, the plane new and clean, the crew was attentive and professional and the breakfast food was acceptable. Always happy to fly BA if they can deliver like this!
- 27 Good flight. Fortunately the flight wasn't full on the outward journey as the lady in front of me reclined her seat straight away. As we had a spare seat I could move. The in-house entertainment was ok, but a 10 flight makes for watching about 4 films.
- 28 Pure Comfort . This is by far the most comfortable air line, as far as I am concerned. The staff are so friendly, the business class is spacious and the bathroom is clean. When given the choice, it would be mine all the way. I would like to give special thanks to Mr. Sunny, he was kind and gracious. He made our experience that much special
- 29 Great airline, wonderful crew, tight quarters. We flew on the A320. It was a big, double deck plane. The bathrooms were spacious, but the seats were very tight. Forward leg room was very cramped. It was nearly impossible to stretch your legs out. The entertainment system was great. There were many movies, television shows, games, magazines, and flight tracking to choose from. The screen and controls were convenient and easy to work. The flight crew was very professional. They kept us informed of weather, progress and any turbulence, although the flight was very smooth. There was a long delay prior to boarding as the incoming flight was delayed and that was the plane we used. The cabin crew was excellent. They were courteous and efficient. We were served free drinks, including alcohol, dinner and then a pre landing snack with coffee and other drinks. The baggage allowance was pretty liberal with one checked bag up to 50 lbs and two carry ons included in the fare price. We would fly British Airways again.
- 30 CX First Lounge Heathrow T3, BA First Lounge T3, long-haul flight with service hiccups, good food but no soup spoons. I had a long connection time at Heathrow Terminal 3 prior to my flight to Vancouver and so took the opportunity to try the Cathay First Class lounge using Oneworld status. The CX First Class Lounge is quite small but it has excellent service and also a small dining area with a la carte menu service. The decor is similar to the Pier First Class lounge in Hong Kong and apparently the menu is the same. For breakfast, I had the dim sum set with corn and pork congee and noodles, not bad especially for a lounge in London. Also offered were smoothies so I tried a passion fruit smoothie. In addition to the sit down a la carte dining area, there was also a small cold buffet area. When I checked the buffet area, it had switched over to lunch offerings with meatballs, samosas, sandwiches and afternoon tea cakes and tiramisu, and smoked salmon. There were plenty of options for whatever full meal or small snack one could want. Service was excellent throughout all areas of the CX First Class lounge and staff were constantly removing used dishes and glasses and checking in on passengers. The lounge also had an excellent view of the runway for takeoffs and landings. I also took the opportunity to have a shower in the CX lounge. The shower area is in the business class side of the lounge. The shower room was quite roomy and well equipped with Aesop toiletries and all the little utensils one might need but did not bring (comb, dental set, shower cap, make-up pad, etc). Prior to my flight, I went back to the BA First Class lounge. Because of the long layover, I was able to book a quick shoulder massage appointment with the Elemis Spa inside the BA lounge, offered to long-haul passengers. The massage is quick, about 10 minutes, but was good and efficient. Having had the excellent food at CX First lounge, I did not sample the offerings in the BA First Class lounge but noted the hot buffet had the same offerings as when I flew through a week earlier so I did not miss anything. Boarding was from Gate 3, which seemed inadequate for an A380. Staff had to open the door to the next gate area and then send passengers sitting on the main deck to the adjacent gate sitting area, while keeping passengers with seats on the upper deck in the Gate 3 seating area. Perhaps because they were using a small gate and therefore having to use two adjacent gates for boarding, the boarding process and where to line-up for boarding seemed confused and disorganized, uncharacteristic for British Airways. The flight was scheduled for 5:20 pm

but at 5:38, the pilot announced there were a couple of missing passengers so pushback was delayed while searching for them or deciding to offload their luggage. We pushbacked late around 6 pm, had a relatively long taxi time and took off around 6:22 pm. As a result, we landed about half an hour late. I sat on the Upper Deck at the back of the front section of Club World. I selected a backward facing seat in the middle 3 seats (configured 2X3X2 on the Upper Deck in Club World) as that seat had aisle access without having to step over the adjacent aisle passengers. On the Vancouver route this year, BA was using the Mixed Fleet Crew rather than the World Wide Crew. The difference is noticeable as the World Wide Crew only fly long-haul flights and are generally older and much more experienced. Mixed Fleet operates both long-hauls and short-hauls. On this flight, I had a very young flight attendant taking care of me, very friendly and very nice but the inexperience showed. After take-off and when the seatbelts signs had been turned off, I noticed that the divider screens between Club World seats were still disabled. I got up and asked the flight attendants and they did not seem to know that the in flight services director has to manually activate the divider screen buttons. Normally the screen controls are activated quickly after takeoff as Club World passengers not travelling together like to raise the screens as soon as possible to avoid the awkward stare of the passenger in the next seat facing you due to the alternating forward/backward facing arrangement of Club World seats. Delaying the activation in this case just meant a longer awkward stare as the seats on both sides of my seat were occupied on the full flight. Shortly after take-off, dinner was served. BA has considerably upped its food quality and presentation the last couple of years and food was good. However, on this flight I decided to try the soup starter and discovered once again that BA does not provide what would look like a normal soup spoon in Club World. Instead the spoon that is provided is like a dessert spoon with an extra long handle. I asked the flight attendant for a soup spoon and she asked around and returned to advise they do not have soup spoons. I was surprised as on a previous flight I made the same request and the flight attendant on that flight managed to find me a proper looking soup spoon. Turns out that flight attendant (which was staffed by World Wide fleet crew) must have gone to First Class to get a soup spoon - as I said, experience matters. I asked to speak with the in flight services director as I was a little worried that early into the flight, there were already a couple of service lapses - delay in activating the screens and lack of knowledge about how they work, and the soup with no soup spoon dilemma. He was actually quite defensive and combative with his initial response, claiming he activated the Club World divider screens prior to our reaching cruising altitude (but somehow the seat belt signs had been turned off as I was able to get up and tell a flight attendant about the non-functioning screen buttons) and declaring they have never had the conventional soup spoons in Club World and that he flies a lot too (in response to my comment that I fly this route a lot and knew I did get a proper soup spoon before). Anyway it was not worth pursuing so I simply asked him to pass on my feedback that the spoon provided does not resemble a soup spoon and that they might just explain that to guests up front so as not to waste time asking flight attendants to find soup spoons, and that I well understand it might not be economic to provide separate soup spoons rather than something that could be used for soup or dessert. Again, I thought the interaction reflected the relative lack of experience with the Mixed Fleet Crew compared to the World Wide Crew and that a more conciliatory approach might have been more effective (and satisfying for the passenger as opposed to for the staff!) Luckily the rest of the flight went fairly well, and I had some good sleep using the improved The White Company bedding that BA now provides. On landing though, I had one more reminder of the relative inexperience of the Mixed Fleet Crew - as we waited for the airbridge to connect, two flight attendants stood by the door and chatted among themselves with idle gossip rather than engage the passengers impatiently lined up as usual, and it was only much chatter that they remembered to ask the in charge flight attendant in Club World whether they had any wheelchair requests for this flight. I think the difference compared to the World Wide fleet crew is that sometimes the younger staff of the Mixed Fleet Crew forget that they are brand ambassadors for BA while they wear the uniform. They go "off-duty" when the plane lands when in fact, a little friendliness with passengers at the end of the flight as they wait to exit is a good way to impress a positive brand image on customers as they leave.

- 31 The new Airbus A380 - simply wow. First time on this big beast and wow what a beast it is. Two decks, we were on the upper one. Boarding was done by 3 gangways which meant the loading was a lot quicker and smoother than any other aircraft I have been on before. Greeted by friendly staff. See photos but the seats were fabulous, plenty of room, new gadgets to play with and most impressively was the side cabins to stow kit rather than having to use the over head lockers. This is without a doubt a very good improvement compared to any flight. Each seat has an individual charger which you can plug phones etc. Firstly into it. Unlike other aircraft you do not need to turn your personal devices off or put them into flight mode. As a pilot myself, it's a relief about this started to happen. Inflight entertainment was great, own individual screens with headphones and an iPad like controller which meant you could not only use it to chose films/music, but you could also play games. Food, drinks and service was great as were the staff. Would definitely fly again on this aircraft
- 32 Excellent service. As a disabled person I find the curtesy and service excellent, I was boarded first with my hand luggage carried for me. When I got on the plane the Hostess was extremely helpful.
- 33 Quick and efficient with some finer details needed. Booking was easy, slightly on the expensive side however, hassle free. Changed my flights and was ecstatic by how simple this was. Baggage drop off was simple and quick. Straight through to boarding and a nice welcome. Miss behaving children were left which, I found bizarre. Seating area was unclean and rescued by my anti bac liquid. Seats were not too spacious and felt small. Staff were nice and helpful with the impression of a hangover as, they were off the ball with scruffy appearance. Great flight, smooth landing and a quick departure. Certainly seen a massive improvement with BA.

- 34 Good service and friendly staff. British Airways (operated by Comair in South Africa) always provides good service and the staff is always friendly and helpful. The BA app is most helpful in checking in. The meals are of good quality and surprisingly tasty!
- 35 Lovely relaxing flight. Easy seamless checking with helpful and cheery staff. Boarded and greeted by crew. Good entertainment choice, nice meal.
- 36 Pleasant and Efficient. Excellent service on the plane - slight delay caused by air traffic control in German airspace but captain very informative doors closed and ready on time and able to leave as soon as slot came available. Captain invited children onto flight deck whilst on ground and was very accessible/friendly and welcoming to children. The delay went quickly. Caught up time on flight and in-flight service and information was excellent. Most difficult part of journey home was getting through passport control at Gatwick - very inefficient poorly managed and too few staff. It was quicker if you were a no EEA passenger - unacceptable and UK Border need to get their act together.
- 37 Surprised and happy. Never thought i'd say this but this flight was comfortable and pleasant. So I was not a fan of BA, that was before this flight, plenty of leg room and space to relax. Yes im converted and would use BA again.
- 38 Returning home. The flight was delayed for take off some 45 minutes but a strong tailwind picked up some time. The fact that one passenger was caught vaping in the toilet was swiftly dealt with by a member of the flight crew - very professional and firm! Didn't have the food as we ate in the first class lounge. Drinks were served enjoyable they were.
- 39 Funtoeat. I took a non stop from London Heathrow to New York/Newark. Everything was great from beginning to end. I paid a small amount to get an aisle seat, but it was worth it. Flight departed and arrived on time. Fabulous service, food and entertainment. Plane was a 777 which does the job. One of my best flights yet for economy.
- 40 Efficient & Friendly. This review is is not so much about BA. We flew with them on a return visit to Miami. All staff we encountered were considerate, attentive and friendly. My only gripe is the so called breakfast served when returning from Miami overnight to Heathrow. It is tasteless. A warmed cheese brioche, limp and soggy. No!...I guess Heathrow is the hub for BA., and its a shocker. Overcrowded, the security channels are a nightmare, the food courts way overpriced (£17.95 for a cooked breakfast, get real). I have travelled through Heathrow for the last 8 years, and through no fault of BA, I am trying an alternative route with KLM. Sorry BA., but until someone gets a grip of this archaic airport (buses to transfer passengers from terminal 3 to 5, with driver shouting at passengers "move up, if there's a space fill it, cant you understand? As a non UK resident just arriving in the UK., what a great first impression of our "friendly people". Tampa, Miami, Atlanta, all streets ahead of this cattle class chaos. Good luck BA., you are going to need it, if you cannot stamp some authority on the running of Heathrow.
- 41 Three weeks in Western Canada in to Vancouver, Out from Calgary. No problems with timing. Organisation good, seats comfortable in small cabin and crew friendly and helpful.
- 42 Excellent service and on-time arrival. The check-in experience at London Heathrow could be improved: the self check-in machines didn't work for many people and the line behind the one human dealing with those folks got fairly long, followed by a long and slow bag check-in process. From that point on, the experience with British Airways was seamless. The on-boarding was fast given how many people insist on skipping the bag check-in and hauling what seems like the contents of their wardrobe into the cabin. Despite that, our seats were in the back of the airplane and we were able to find enough overhead storage for our carryon. Throughout the 7-hour flight, the personnel were very attentive, passing through several times with glasses of water or juice. The food was standard in-flight fare, not great but edible. The entertainment was good, with many movies and TV shows available. The captain kept us informed of our arrival time and the flight was on time despite leaving a little later. Overall, I would recommend British Airways for the professionalism and courtesy of their personnel and on-time arrival.
- 43 Trip. This trip was to visit relatives and then Birthday celebration on a cruise the flights from INV via LHR including connections all were fine until we arrived at LAX where due to a tight connection we were held up trying to get our baggage and it took an age to get through customs (a jobs worth) we had received a speedy boarding ticket but he just would not assist us, however once through our bags were whisked away,, unfortunately by the time we arrived at the gate the gate was closed so we then went to the air operators desk and he could not be more helpful understood what had happened and to our surprise without any complaint put us into a hotel and arranged our flight for the next morning, our baggage had made the original flight which was a miracle however we got our flight the next morning which did not inconvenience us too much. So very happy with our flights both with BA and associated airline AA for their inflight attentiveness and assistance when things went a bit wrong. All in all a job well done.
- 44 Half way around the world with BA. Despite many problems trying to book the flight for our holiday - system failure - the Sales team were enormously helpful. I normally book on line and had all my flight details etc, just couldn't go any further. We decided to fly direct to Heathrow, not something we normally do, and would not do again, a stopover in Singapore is recommended. The flight left on time, the cabin crew were friendly and cheerful and we were well looked after. My husband has mobility issues so we booked extra legroom, have to say the seats did give you more room, only problem was



when the people in front reclined their seats, it was very difficult for us to get out. We then flew from Stockholm back to Heathrow, then from Heathrow to Belfast George Best airport, again, no problems with flights. On our return leg, the plane was delayed for almost two hours, BA gave regular updates, not their fault but the lack of cleaners on duty to clean the plane. By the time we boarded and got going, we had missed the allocated time spot and had to wait to take off. Again, a very smooth flight to Singapore, and a good break there. Our last leg from Singapore to Sydney, again, no problems although a bit bumpy. Would recommend BA,

- 45 Great plane, comfortable flight, boarding issues. We were very pleased with the overall flight experience on British Airways. The plane itself was quite comfortable, with individual video screens for each seat. The service on the plane was very good with the flight attendants being very attentive. The food was a bit better than average. We especially appreciated the ice cream bar offered as a snack! The only issue noted with the entire experience was the boarding - where we were all placed in one long line which proceeded very slowly. There was no division by boarding groups with people attempting to find seats in all areas of the plane at the same time - it made for some difficulty moving. It would have been nice if the flight attendants had come around to collect unused pillows and blankets during the flight, as they were in the way in the limited space in economy class. Overall we enjoyed the flight and will definitely fly British Air again.
- 46 Hard to fault, a good experience. Good and helpful service from cabin crew, meals good and drinks plentiful. Seat comfort good for economy on an 11hour+ flight. A much better experience than a premium economy flight on Singapore Airlines a few months earlier. Check-in efficient but boarding a little chaotic. Cabin baggage allowance very good. A long delay at baggage claim apparently caused by baggage from another flight already on the carousel but is this BA's fault? Would have no hesitation in recommending BA.
- 47 BA have clearly made a step change in quality. Recently flew economy class with British Airways and I was really surprised at how good it was. I normally fly business class with Emirates, and while you get more space in business class, the surprising thing was that the toilets were better with BA, the in-flight entertainment was better because the touchscreen works much better than the Emirates ones, and the food was just as good. You could also drink as much as you wanted unless they ran out. Not at all what I expected and I was very pleasantly surprised. Well done BA.
- 48 Love British Airways. The flight crew on our flights to and from London were so nice to us and our children. They were very accommodating and helpful. The aircraft is nice and clean.
- 49 LONDON TO CHICAGO FLIGHT SURPRISINGLY PLEASANT. Flew in Economy on Airbus a380. Aircraft seemed very clean and new. Economy seats had decent legroom, padding, and modern entertainment/charging center on seatback. Only hitch was a touchscreen which did not always function properly. Crew were extremely polite and professional. (Saw them very professionally defuse a situation involving a passenger in seat just ahead of me who became overly intoxicated.) Food/Drink service was excellent.
- 50 Much better trip. A much better trip this time, booking in was straight forward, boarding hassle-free, and the food was very good, I was able to eat the food this time as it was not all the same. The in-flight entertainment was first class.

## Appendix 6E: Virgin Atlantic Customer Reviews

- 1 Wonderful Virgin Atlantic. Couldn't praise this airline enough. We traveled First Class as a special treat as my husband and I had just retired. As I am disabled I need a bit more help than other passengers. The flight crew were empathetic and couldn't have done any more for me. The food was of a really great quality and a good selection to choose from. We had lunch and later afternoon tea both were yummy. Good selection of films and music throughout the 8 1/2 hours. I cannot praise Virgin highly enough.
- 2 Comfortable, Lots of Movie Choices and Warm Napkins after Dinner. Have flown with Virgin Atlantic several times and have enjoyed the flights and service. Our seats this time were comfortable and services were great. Free beverage service is great. Food was ok, but the curry I had didn't really taste like curry at all. A real plus after the meal was the hot napkins they brought around.
- 3 Comfy direct flight to London. Flight was extremely full but the seats were comfortable enough with the seats. The food was decent and service was excellent but the screens for the inflight entertainment are really too small by long haul standards these days, wish they could update these soon! It's really good to have a direct flight at a reasonable price with Virgin Atlantic and love their service!
- 4 On time, comfortable and clean. Flight left 30 minutes late, but arrived 30 minutes early!. Usual flat bed, with tv monitor which needs upgrading. The whole plane really needs a face-lift, but I believe Virgin will be changing over from the 747 soon to the Dream-Liner, but the cabin was clean, and the attendants professionally efficient. The food - for flight food - was excellent. The flight was smooth, with little turbulence. Upper Class isn't quite "first class" but it certainly beats BA Business Class, for cleanliness, food, attention and comfort.
- 5 Great service and a comfortable flight inneconomy. Great service from an excellent crew, with high quality food....even in economy. I felt I had plenty of room...my only gripe, the tv screens are tired and small.
- 6 Brilliant Flight to and from Johannesburg. Great service and punctual. The flight was very comfortable for a 11 hour flight. would use Virgin again
- 7 Excellent flight to Shanghai. Flew Premium Economy to Shanghai and would thoroughly recommend both the airline and the extra cost of flying PE. Seats were excellent and the service was extremely friendly - it makes such a difference when all the crew genuinely seem to be trying to make the experience less tiresome. Food was good also and the flight ran like clockwork. 787 Dreamliner is an excellent aircraft also - genuinely quieter! I have also travelled this route in Upper Class previously as well which is very special. Virgin are definitely a cut above the rest in all classes!
- 8 The absolute best way to fly to London!. I've flown Virgin Atlantic from LAX to Heathrow a number of times for business and continue to be so impressed with the aircraft, the service classes and seats available, and the amazing flight crews. I highly encourage anyone comparing airlines to try them. Virgin Atlantic is a Delta partner, so if you hold status or SkyMiles, redeem them on Virgin. If you book on Virgin, you can earn miles on Delta. The flights to Heathrow are on the 787 Dreamliner which is still my favorite long haul aircraft. I've found the BEST pricing on flights, including business class (which Virgin calls Upper Class and is the same as first class), is by going to DeltaVacations and booking it there. Search for an air+car package and simply don't bother to get the car. The pricing on this package is significantly discounted from the Delta or Virgin website in all classes of service.As for Upper Class, it just can't be beat by any other for US to Europe flights. The large lie-flat seat, the fine dining meals, the dedicated and attentive attendants, the bedtime turn down service, and the comfortable pajamas(!) are great. I love that there's actually a bar with bar stools in the cabin. The 787 has very distinct separate parts of the aircraft for the different classes including a separate middle class compartment with some business amenities and larger than economy seats for a mid-price. Upper Class includes use of the Upper Class lounge at LAX and at Heathrow. The Heathrow lounge is definitely an experience, with private rooms, showers, a hair salon, sit down and buffet food, full bar service, business work areas, massage chairs, etc. Heathrow also has a separate entrance to the terminal just for Upper Class passengers with people waiting at the curb to carry your bags and escort you through a personal check-in and dedicated security line.In LAX, Virgin operates out of Delta's Terminal 2 domestic terminal, so both the outbound and the inbound with passport control and Customs are significantly less stressful than the hords of people in the Bradley International Terminal.
- 9 Disappointing 2019!. Flying Premium Economy on an Airbus 330 verses the 747 is disappointing to say the least. By comparison of 5 previous r/t flights on Virgin's 747 the seats on the airbus are hard and uncomfortable and definitely not as wide...the leg room was OK but the seats were not that great. The entertainment screens are larger and the system itself easier to use as far as touch screen but the oddest thing was my being able to look around and actually see what everyone else was watching! Most distracting and when they dimmed the lights for the night these screens lit it up like it was daylight! No sleep for me this time. The crew seemed distracted and it was all very rush, rush. The food which I normally enjoy was just not that tasty. Hubby sitting on the aisle got bumped by attendants at least 6 times...oh gosh like could it be because the aisle is the skinniest I've ever seen? The flight itself was pretty smooth and we landed 40 minutes early...but

then you sit and wait and wait until a gate becomes available...at least I could play trivia games to pass the time! Nope, Virgin who have been batting a thousand with me lost a bit for me.

- 10 Virgin has some of the best cabin crews. We flew a 787 Dreamliner. Enough has been said about the advantages of this aircraft but we had a little problem with the seats. My seat seemed to slowly recline even if I didn't want it to. My wife had a worse seat, where the table was broken. This is where the service came in. They quickly responded and took down our email addresses and promised to have the airline at least try and compensate us for our troubles. When meal time came, we were allowed to eat in Business class at the bar. They could not move us, as the plane was packed, but they did everything they could to make us feel comfortable and tried to make it up to us. We understand these things happen from time to time, we are just glad they treated us as guests rather than an inconvenience. I would give the airline 5 stars if the seats were good and the in flight meal tasted better. The food wasn't bad (the breakfast scone was actually tasty), but it was similar to most airline food. The pasty they served though was bad even for airline food.
- 11 Excellent. Used twilight checking in service, quick and stress free. Boarded and found the cabin crew attentive and very pleasant. Food choice was very good and enjoyed what I ate. Drinks were plentiful if you wanted it and choice of snacks was very good. I would choose to fly with Virgin again as was very comfortable in the seats and the entertainment had a fantastic choice.
- 12 Very Comfortable Long Haul. We got economy light tickets via expedia for dirt cheap, so we had to pay an extra \$100 each way to pick seats AND check a bag (\$60 bag, \$40 seat), but it ended up being cheaper than if we had done regular economy so it was fine. The seats are pretty comfortable, with average to slightly above average leg room, so not too bad. Food was above average for airplane food (of course this isn't saying much). Service was very pleasant. One negative comment is the movie selection was not very good, at least the movies in English. Another is that the boarding process was pretty unorganized, and they didn't really tell anyone what was happening so we just got in line and they let us on...
- 13 It's the little things. This flight really stood out. The crew were fantastically attentive and personable. I don't think one usually thinks of airline food as that good, but Virgin served up some rather tasty items. The plane was sparkling clean, and the entertainment center functioned perfectly and offered an interesting selection. It wasn't so much one single thing that made the flight enjoyable but the overall gestalt, as it were, though if I had to single out any one thing for praise it would be the flight attendants.
- 14 Simply the Best!. Out going flight was excellent, fantastic hospitality, comfortable, welcoming. Did not eat dinner as plenty of snacks! Return flight not so great, night flight so not so hospitable. Dinner of chicken and mushroom casserole was very good, shared 'tea' with husband as too much for one each. Rude and smelly guests sat in front of us who completely spoiled the flight, not the fault of Virgin though, just how it goes!
- 15 Awesome. Very impressed with this airline! Everyone was very courteous, the inflight food was awesome and the economy seats were comfortable.
- 16 Great legroom and good service. Virgin Atlantic's Premium Economy service is always good; this trip was no exception, although was let down slightly by the fact that it was a old aircraft (so everything looked a bit worn out), too few crew and a rather measly amount of chicken in the main meal. The price was above what I'd normally pay but was due to the time of year I was travelling. Overall, I'd fly Premium Economy again and would recommend it to anyone looking for a step-up from Economy - maybe for a special occasion.
- 17 Great overall flights. We had flown with Virgin before and were pleased with the flights and service but this time we had an opportunity to fly premium economy. At gatwick everything was great, no queue at the premium check in desk and everything was pleasant. Boarding the plane was quick and simple too, they were running ahead of time so they let people board early. We were pleasantly surprised by the premium seats in the 'bubble' upstairs. You get lots of leg room, comfy seats, plenty of tray space and the entertainment screen is a decent size. There are less seats in upstairs so it's a lot quieter too and you get a view of the cockpit. The food and drink was very good and choice of entertainment was all good too. My only complaint for the flight itself is that as the screens are in the back of the seat, your seat gets pushed and prodded by the people behind you you seem to not realise there's a removable remote control. This is very frustrating on a long flight, especially if you're trying to sleep. The return flight was much the same, but the only reason for not getting 5 stars is because boarding from Orlando was horrible. The staff had no idea what they were doing, so they had a mass of people crowded by the desk. The call to board the first people was very late and each group took forever. There was no system and no efficiency. They also have electronic gates before you can board, so a queue builds up whilst the camera takes forever to match your face to your passport. This was the only let down with the airline experience.
- 18 Very comfortable. We flew from manchester to orlando with virgin atlantic, the flight left manchester on time, we had reserved our seats (free of charge) when we booked the flight, we checked in online and our hold luggage (23kg) was put in at the 'bag drop' so we didn't have to wait in line. The 747 was very comfy with plenty of legroom and the cabin crew were very attentive and friendly, lunch and snacks were served throughout the flight and complimentary alcoholic and soft drinks along with tea and coffee at regular intervals. Entertainment was via seatback screens with a good selection of films and games for the 9 hour flight. Overall the flight experience was good but the cabin was showing its age and looked a little

tired, the seats had food crumbs on it from previous occupants when we boarded the plane, due to this i would give the review 5 out of 5 instead of the 4 i have given

- 19 Fantastic Crew. This was our outbound flight of a return trip. It was a late morning departure with early afternoon landing. The flight was late departing but made most of the time up by the time we arrived. We had seats in Economy Delight a category not yet recognised by Trip Advisor. It was well worth paying the extra for a bit more legroom as it made for a much more comfortable flight. The aircraft was clean & staff welcoming. Our food was good. It was a good flight. I can highly recommend Virgin Atlantic.
- 20 Virgin Amazing.. What a way to fly, Premium class is in a world of its own. Everything about the flight and service was awesome. A perfect start to a holiday. Staff attentive and friendly, they couldn't do enough for us. Meals great, with a super selection of drinks. In flight entertainment the best I have known on any flight, something for everyone. Chairs spacious and comfortable, with loads of leg room. I can't recommend Virgin Atlantic enough, highly unlikely I would ever use anyone else for a long haul holiday, if you get the chance to up-grade to premium, do it, worth every penny.
- 21 Great flight, especially departing flight to LA. Great service from check in to arriving in LA. Check in was quick and straight forward, staff were very helpful to us as a family of 7 (3 generations). The outbound flight was excellent with surprisingly good food, and lots of it, a good variety of entertainment and an extremely helpful crew. Would definitely recommend others to travel with Virgin Atlantic
- 22 Another pleasant flight, with very friendly service.. We took advantage again to fly Economy Delight, which is almost as good as Premium Economy. The welcome from Sean, the Flight Manager, and service by the cabin crew, especially Eliot was very pleasing. The VERA film offerings were limited, but we had over indulged on other long haul flights on Singapore Airlines with all the recent Oscar nominated films. Our check-in was tardy, but we enjoyed our Lounge access before the flight ( courtesy of our VA Flying Club Gold status). As a previous Heathrow to JFK flight our quicker flight time was lost waiting 40 minutes on the tarmac to get onto the stand. Overall another pleasant flight.
- 23 All three cabins on the 747. We are frequent transatlantic flyers and the majority of those flights have been on-board Virgin Atlantic. The 747s which plough the route between Manchester/Gatwick and Orlando comprise three cabin classes: Economy, Premium Economy and Upper Class. Economy: is what it says, the cheap and cheerful way to cross the Atlantic, often around Â£500 sometimes, out of season, cheaper. It isn't luxurious the food is basic at best and after 9+ hours you just need to get off the plane. Top Tip; try and book a seat upstairs, the cabin only has 33 Economy seats and 20 Premium Economy, so it is generally much quieter and has a better staff to customer ratio. Premium Economy: as a general rule it will cost around double what it would be in Economy, you get a larger much more comfortable seat, smaller cabin, priority boarding, definitely better food, it's still not that good. Personally I believe it is worth the extra, but it is still just a seat on a plane going to the same place at the same time as those in economy. Upper Class: Now the price can vary dramatically, book at the right time, I have paid as little as Â£1500 return to Orlando, but also the price can rise to well over Â£3000 depending on availability. So what do you get for all that money? Priority Check-in desk, fast track through security, a private lounge to relax and eat in before boarding, priority boarding, a cabin with only 14 seats in it, all of which turn into a bed. You get a pillow and a duvet, so sleeping is definitely possible, especially on the overnight leg from Orlando to Manchester. The food is good, lots of choice, unlimited Champagne and high quality drinks, in short all the trappings associated with luxury. The key question: Is it worth the money? Yes and No Yes: You arrive feeling fairly refreshed, well fed and ready for your holiday, and if you can afford it then yes it is worth the money. No: You don't get there any quicker, you don't even get off the plane first, or have priority through immigration, and Â£500 in economy against Â£2000 in Upper Class leaves you with Â£1500 extra to spend at Disney; and rest assured they will be only too happy to take it off you.
- 24 Treat Yourself. This long haul flight from Brisbane to Los Angeles was a breeze. From the moment we stepped on to the aircraft we were made to feel like Virgin's very special guests. The friendly and efficient staff were so helpful getting us settled, showing us all the features of our seat and of course offering us a selection of drinks before take off - the champagne was excellent. The movie selection was great so I enjoyed a little film festival in the sky over lunch, watched Can You Ever Forgive Me, with Richard E Grant and Melissa McCarthy. The starter was a witless, radicchio, apple, grape and kohlrabi salad with walnut and sumac yogurt. (very refreshing) I chose duck for the main with rice goods and a ginger star anise broth. The highlight for me was the Chocolate doughnut with brownie, hazelnut praline crunch, creme fruit and raspberries - a little slice of heaven. This was accompanied by another movie - Life Itself (by the creator of the tv series This Is Us) After dinner, the flight attendant arranged the turn down service - the bed was lie flat comfy with a soft doona. The lighting in the cabin is like lots of tiny stars twinkling - nice touch. I drifted off into a blissful sleep until breakfast was served six hours later. This was my first time flying long haul with Virgin but it won't be my last. All round a relaxed and fun experience.
- 25 Premium Economy - a pleasant surprise. We had cruised to SA & needed a one way flight back. We were pleased to find this was possible at a very reasonable rate using our Virgin airmiles. We were on a Dreamliner. Very spacious and comfortable seats. I had brought a neck pillow with me, and managed to nap quite well. Obviously never as luxurious as

being totally horizontal, but not bad at all. The food was also very acceptable, and an offer of liquors. Staff were very friendly and efficient.

- 26 First Flight and Received First Class Service . My first trip to the London and it was an economy flight but the staff delivered first class service , the initial smile and the warm welcome on board from the captain and his crew made this 8 hour + flight something to look forward to . There was an excellent choice of movies to watch for everyone of all ages, and music to listen to as well . The the inflight meals were well presented and the choice of beverages were great as well. The ticketing staff inclusive of those at the counters on both ends were smartly dressed looking neat and tidy always with a welcoming smile. First impressions do count and my first trip exceeded expectations in every way . Kudos to the Virgin team on doing a excellent job continue to maintain and exceed your standards.
- 27 Excellent Experience. This was my first experience with Virgin Atlantic. I have flown to the U.K. and Europe several times on other airlines. This flight was as comfortable and more importantly, uneventful as any I have taken. The crew was very professional both over to the U.K. and back to the U.S. The entertainment in-flight was enjoyable as well.
- 28 Really good flight. Nice comfortable seats, good food, polite staff. Entertainment seemed a little out of date. Bathrooms clean throughout flight
- 29 First time in Upper Class. It has been many years since I had flown with Virgin, the last time being just after they introduced a proper bar into First Class. I remember sitting in an extremely comfortable seat in economy and being able to look through the dividing curtain at the 'posh' people and thinking how well the other half live. Who would have thought that years later I would be able to turn left on boarding, certainly not me! Everything about the Virgin Experience is just that, an experience. From checking in through to being personally taken up to the Virgin clubhouse and the clubhouse itself you are treated as a guest not just another customer. The on board staff were brilliant with a mixture of humour when needed and a professional efficiency when doing other things. The meals are superb even for a veggie who usually dreads what is going to be served. I'm saving up to repeat the flying experience next year - I have been well and truly bitten by the Upper Class bug!
- 30 Miami lounge is BAD, rest is outstanding as always. Skylounge at MIA is terrible, overcrowded and dirty, no where to sit, food on the counter and on the floor. Was charged \$ 9.98 for a drink...!!! When I complained to Supervisor I was rudely told that VS passengers are no different to any others... Wow...
- 31 What a great flight.. Very comfortable and altogether a much more pleasant experience than my last flight (on the same route and in the same class - which was very disappointing). The cabin crew were brilliant and made the flight a very memorable one for my wife and I. Food was very good. On board entertainment was good.
- 32 Friendly Class. We've been using Virgin as our preferred airline for year, we are Frequent Virgins! As usual the flight was comfortable and the staff friendly and efficient as a perfect example of professionalism. Paying the extra for Premium Economy is well worth it (at least for a couple of adults travelling without children). The choice of food, extra large seats, priority boarding and exit and the personalised entertainment all add to the experience and make the flight part of the holiday. Virgin aren't the cheapest but as with many things you get what you pay for and Virgin are amongst the best.
- 33 Best flights ever. Pampered and comfortable at all times. That was how we felt. We were able to sleep in the generous seats during our overnight flight with the reclining seat and foot bolsters. On the way back we were served an excellent lunch and tea. Attendants were so lovely. Can't say enough about this airline. The 747 is an awesome plane.
- 34 Nothing was too much trouble!. After trouble checking in on line I was told on the phone we couldn't check in until 8:30 the following morning. We arrived at LHR T3 at 7am and were ushered to the front of the queue. When our gate was called we were on the plane and in our seats in less than 15 minutes. The cabin crew were very helpful and attentive and the food was the best I've had on a flight. The seats were roomie and comfortable. The entertainment provided offered plenty of options. I was very pleased with the flight from beginning to end.
- 35 first flight in 30 years !. wonderful flight fantastic crew ...the crew never stopped ..plenty to eat and drink ..very comfortable flight in good seats .
- 36 Pleasant comfortable flight. Flight was comfortable. Staff was courteous and accommodating. Food was OK. We booked economy delight and had just a little extra room. inflight entertainment kept me entertained.
- 37 Comfortable, clean, reliable, decent food. I flight regularly the Havana route from Gatwick. Their 747 were refurbished inside not long ago and they are fairly comfortable and clean. Good range of titles on their entertainment system. Food is not bad at all and the cabin crew is usually very helpful and friendly. Never had a significant delay in years ( I had flu this route twice a year for the last 10 years). So all in all, quite happy, particularly considering how low had fallen the standards of airliners in Europe
- 38 Manchester to Orlando with Extra Legroom. If you can afford to upgrade to extra legroom, do it. There is a different section for this privilege. Both our flights there and back were not full and we each had at least 3 seats each to stretch out in. We

flew in the summer holidays as well, nobody from normal economy are allowed in to this section as we have paid for this service, even if they are full and the extra legroom is nearly empty as on the way out. Food was normal plane food, edible if you liked the options. Drinks were a plenty both ways and service was just great as we had our own serving person.

- 39 Great service. Upper Class flight from LHR to Boston and then Washington to LHR. Lounges at LHR and Washington were both great although LHR wins hands down. Crew were great on both flights. Very attentive crew who couldn't do enough for us. Seats were comfortable. Food choice was great.
- 40 Great flight!. My husband and I flew Virgin Atlantic (a Delta partner) from Atlanta, GA to London at the end of June 2018. The flight was smooth and for a red eye very enjoyable. The cabin crew took very good care of us. We enjoyed the lay flat seats and although we didn't sleep much (we never do on an overnight flight) we were comfortable and arrived more rested than we would have in economy or premium economy. It was also helpful to be able to board early and to have access to a dedicated customs and immigration line that got us through that part of the trip easily without having to wait in a long line when we arrived. A nice perk!
- 41 Cross the Atlantic in the best affordable way. Have flown Virgin Atlantic on many occasions. By far the most affordable comfortable way is Premium class. Great creature comforts with quicker bag check ins, larger seat, reclining much further than standard seat, premier service from excellent attentive cabin crew. No it's not upper class, but against £ spent, worth every penny. Adds to miles and points quicker too. Virgin Atlantic the way to go
- 42 Great Flight-Online check in a waste of time. Flew to Orlando in Mid July. Flight was great. Plenty of leg room and great onboard service. I would recommend it to anyone in a second. My only criticism would be of the online check in. I spent time getting my party of five's passports together and going through the rigmarole of checking in online. I dug out our seldom used printer. Got it fired up. Tracked down some paper and printed off five boarding passes. I got to the airport expecting to drop my bags off and go to security. But it seems online check in with Birgin at Glasgow achieves absolutely nothing as we had to go through the whole check in process there again. Right up to and including getting new boarding cards printed. I suppose the only value would be in securing seats together if you hadn't paid to select them. But as there was 5 of us and it was a "special holiday" is paid to make sure we were seated together. If you have too, don't bother with the online check in. Other than that. A great flight
- 43 Outstanding customer service. We hadn't flown with Virgin in over three years. As before, the service was outstanding. The seats/beds were extremely comfortable. The food outstanding. Truly the service was incredible.
- 44 Almost perfect!. Check in at JNB was excellent - great welcome and good humour. No fast track so slow through Security and Immigration. Good but not great lounge but excellent, helpful and caring staff. Boarding was terrible, gate staff surly, no welcome, no smiles and having conversations between themselves and paid no attention to their customers. B787 so comfortable and quiet, lower cabin altitude helps. Great UC service and comfortable flat bed, all well up to standard. We would choose to fly VA again - especially when BA is the other option!
- 45 XXXXXX. On my recent trip from Las Vegas to London I experienced the good and the bad. But the reason for the bad didn't have anything to do with Virgin Atlantic. A couple that checked in never made it in the plane. So after the time expired for waiting for them they had to get their bags out from underneath. The temperature in Las Vegas at that point was 100° so the temperature inside the plane was getting hot as well. But there was nothing they could do about that to improve the air-conditioning system because we were still at the gate. After take off I asked a stewardess if it would be possible to change my seat. She was great about it and got me moved to a much more comfortable seat for me ( an aisle seat). Thank you very much.
- 46 Return flight to US very nice, Cabin Staff extremely friendly. We enjoyed our return trip. managed to sit in booked seats. Staff very friendly. Enjoyed the food, especially the extra mid-flight snack of a Cornish Pastie. We paid for extra legroom, seats were narrow - usually extra leg room can meet bigger bone structure!
- 47 great flight even though the meal was messed up. First time on Virgin Atlantic and I was impressed. No lines at bag drop and tons of employees standing around to help people. Good entertainment system, you could control your own airflow, excellent service, more legroom than I've had on a long haul flight in years. Overall, unusually comfortable. Only two drawbacks: the PA announcements were deafeningly loud (beware if you have your headphones on) and catering messed up on the meals they loaded. They quickly ran out of the only meat choice, and then ran out entirely in economy and had to get meals from another cabin. The resulting options were pretty limited and unappealing -- quorn casserole (really? on a plane?), vegetarian moussaka, chicken and pasta in a mushroom sauce (the mushrooms were ground up, so you couldn't pull them off if you're not a fan), and a pork dish that sounded pretty good and they quickly ran out of. Turn down the PA and get catering to do their job right and it would have been perfect.
- 48 Premium Economy to Los Angeles return. I booked the flights online, loved that fact I was able to book the seats. My wife booked hers separately as her company were paying for the flights, but we were able to reserve seats next to each other. I downloaded the App to my iPhone, and used this to check in 24 hours before the flight. The process was very convenient, really easy and a great first impression. Check in at Heathrow was painless, using the Premium Economy check in desk to

drop our luggage. Security at Heathrow was very busy, but only took 20 minutes to clear through. The Premium Economy section on the Dreamliner was as expected, private and gave a feel of exclusivity. The seats were very comfortable, wide, soft and most important plenty of legroom. The offer of a drink as I sat down was very welcome! I was very happy with the inflight entertainment, a couple of really good films to help the flight pass. the food service was also very good. Real cutlery does make a difference. The salt and pepper mini airplanes a nice touch. The food was really very tasty, I certainly felt I got value for money. I was also really happy with the snack and drinks area provided. Not only was it great for stretching the legs, but on a long flight it is nice to be able to help yourself to refreshments. The Dreamliner is a very nice experience, I would say it is much quieter and smoother than the A380. The experience on the way home was as good, different seats but the same comfort. A very deserving 5 star rating from me, thanks to all at Virgin.

- 49 Good all round service.. Travelled as a party of 4 adults and 2 children and have to say was pleasantly surprised by level of comfort and service . Children were looked after with special menus and good entertainment. Booked complete package, flights, villa, car and park tickets with Virgin which was good value. Would use again.
- 50 First time- virgin Virgin. I was advised that Virgin was best to fly to Barbados, I wasn't disappointed. Very comfortable flight, well catered, good movies. Crew seem well trained and proud to work for Virgin. Will make Virgin my carrier of preference. As a nervous flyer I felt comforted by a confident sounding English captain on both flights - crass I know but gave me that RAF image of confidence.

## 7. APPENDIX 7 – Findings Phase Two (Based on the Literature and Sub-Questions)

As the reviews were analysed and coded according to the research sub-questions while taking the main research question into consideration, the following findings emerged through an analysis based on the literature review, which followed a deductive and inductive approach to coding.

Each row of the table deals with a separate finding. The first column details the findings and explains which concepts are present and how these concepts are related; the second column distinguishes the results for each airline; the third column includes citations gathered from the customer reviews that back up the findings; and the final column elaborates the findings per airline. These findings include information on previous experience, airline reputation, exceeding customer expectations, meeting customer expectations, memorability of the experience, respect provided, helpfulness of the staff, characteristics, stimulation of the senses, and competitors comparisons.

Findings	Airlines	Citations	Elaboration
<p><u>Previous Experience</u></p> <p>A customers' previous experience with the airline seems to shape their brand meaning and thus their perceptions about the current experience.</p> <p><i>Brand meaning is shaped by past experiences. Experience can alter/confirm brand meaning.</i></p>	Ryanair	"Ryanair always serve me well; I travel often and always choose Ryanair because they are the best value." "(...) [we] have never encountered any major delays with them, which is why we count on them for on time flights (...)"	These citations show that the reviewers have formed certain positive associations by travelling with Ryanair in the past (best value, on-time). These associations cause them to keep flying with Ryanair.
	easyJet	"We seem to book Easy Jet every time, great early bird price and simple procedures." "Always Easy."	These citations show that the reviewers have formed certain positive associations by travelling with easyJet in the past (great price, simple procedures, easy). These associations cause them to keep flying with easyJet.
	KLM	"Precision, smooth flight, great customer service. This is can expect every time with KLM." "As always KLM gives you the royal treatment. Perfect flight, skilled and friendly staff."	These citations show that the reviewers have formed certain positive associations by travelling with KLM in the past (precision, smoothness, friendly staff). These associations cause them to keep flying with KLM.
	British Airways	"Over the last few years I have been sometimes a bit too disappointed with some aspects (...) not this time though!" "Certainly seen a massive improvement with BA."	These citations (and many more) show that BA reviewers have formed certain negative associations by travelling with BA in the past (service, food, comfort). However, BA seems to have improved as most reviewers experienced their 'current' flight more pleasantly than their previous flights. Negative associations thus did not seem to stop them from flying with BA again.
	Virgin Atlantic	"I've flown Virgin Atlantic (...) a hundred of times for business and continue to be so impressed with the aircraft, the service classes and seats available, and the amazing flight crews." "As usual the flight was comfortable and the staff friendly and efficient as a perfect example of professionalism."	These citations show that the reviewers have formed certain positive associations by travelling with Virgin Atlantic in the past (comfort, friendliness). These associations cause them to keep flying with Virgin Atlantic.
<p><u>Reputation</u></p> <p>A customer's knowledge of an airline's reputation (other reviews, WOM, news articles, etc. - can be both positive and negative) causes customers to start their experience with predisposed perceptions (brand meanings) that could be altered depending on the quality of the experience and whether this is in line with the reputation (expectations) or not.</p> <p><i>Brand meaning is shaped by reputation. Experience can alter/confirm brand meaning.</i></p>	Ryanair	"Despite the bad reviews I had read, I decided to book them anyway and I was pleasantly surprised." "It's fashionable to criticize Ryanair, but the facts don't lie. 1600 flights a day, 120 million passengers a year! Our flight, as usual was on time, smooth and efficient with friendly and professional staff."	These citations show that reviewers have heard negative stories about Ryanair (from friends or general reputation), however the reviewers were pleasantly surprised (on-time, smooth, efficient, friendly). Their experience thus altered the brand meaning they held before.
	easyJet	"I hear horror stories about this airline. I've used them twice. Excellent value for money. Efficient clean on time." I was pleasantly surprised by the standard of easy-jet, having seen some of the television series I was unnecessarily a tad trepidations (...)"	These citations show that reviewers have heard negative stories about easyJet (reviews), however the reviewers were pleasantly surprised (excellent value-for-money, efficient, on-time, good standards). Their experience thus altered the brand meaning they held before.
	KLM	- -	There were no reviewers that stated to anything about KLM's reputation or predisposed perceptions. This can indicate that 'higher-class' airlines do not often have to deal with this.
	British Airways	"I had heard less than positive things about BA, but our experience on all four long haul flights was good." -	There was only one reviewer that stated anything about British Airways' reputation or predisposed perceptions. This can indicate that 'higher-class' airlines do not often have to deal with this. One reviewer that did mention this states that their experience was good despite stories they had heard about BA. Their thus altered the brand meaning they held before.
	Virgin Atlantic	- -	There were no reviewers that stated to anything about Virgin Atlantic's reputation or predisposed perceptions. This can indicate that 'higher-class' airlines do not often have to deal with this.



Findings	Airlines	Citations	Elaboration
<p><u>Experience Exceeded Expectations</u></p> <p>Customers' expectations can be shaped by the aforementioned (previous experience, reputation), but also by general airline expectations and/or brand proposition). In the case of the reviews analysed it seems that most expectations are based on previous experience and reputation, however it is difficult to find out whether to some degree this could be based upon brand proposition as this is not explicitly mentioned.</p> <p><i>Brand meaning is shaped by previous experience, reputation, brand proposition, etc. Experience can alter brand meaning positively in case it is better than expected.</i></p>	Ryanair	"Better than I thought for an unpretentious airline." "The cabin crew were friendly through out and happy to help which was also a surprise given that people always complain about service!!"	These citations show that reviewers have predisposed perceptions in mind, which can be based on reputation (second citation), and brand proposition (first citation). In the case of the first citation, it seems that the experience was better than he/she expected based on the brand proposition.
	easyJet	"Checked out Easyjet for this flight and was VERY pleasantly surprised by the cost." "(...) everything went really smoothly and was very impressed."	These citations show that reviewers have predisposed perceptions in mind, which can be based on previous experience, reputation, and/or brand proposition. The citations indicate that the reviewers are pleasantly surprised by the costs and smoothness of the flight, which is interesting as easyJet is known to be an 'easy' low-cost airline.
	KLM	"More than I expected for a short flight. (...) I didn't expect any snack and beverages for a short haul flight within Europe (...)." "I was pleasantly surprised with how comfortable the seats were (...). The headrest is adjustable and very comfortable and there was enough legroom to stretch."	These citations show that reviewers have predisposed perceptions in mind, which can be based on previous experience, reputation, brand proposition, and/or general airline expectations. These citations indicate that KLM seemed to be more 'luxurious' than the reviewers expected; this is in line with the fact that KLM does not propose this as a core proposition.
	British Airways	"Inflight entertainment was more than expected." "Never though I'd say this but this flight was comfortable and pleasant. So I was not a fan of BA, that was before this flight (...)."	These citations show that reviewers have predisposed perceptions in mind, which can be based on previous experience, reputation, general airline expectations, and/or brand proposition. These citations indicate that BA provide more comfort than expected, which is interesting as this is something British Airways proposes as core proposition.
	Virgin Atlantic	"First impressions do count and my first trip exceeded expectations in every way." [Economy flight, delivered First Class service; warm welcome; excellent choice of movies/music/ in-flight catering great.] "(...) was pleasantly surprised by level of comfort and service."	These citations show that reviewers have predisposed perceptions in mind, which can be based on previous experience, reputation, general airline expectations, and/or brand proposition. These citations indicate that Virgin Atlantic provides better comfort, service, and entertainment than expected, which is interesting as service and entertainment are two things Virgin Atlantic proposes as core proposition.
	<p><u>Experience Aligned with Expectations</u></p> <p>If a brand delivers the service they propose, the customer will most likely have a positive experience as this means they got what they expected. This will be stored in the mind as positive brand meanings.</p> <p><i>If brand proposition is aligned with experience, this means that the customer will store positive associations about the brand/experience (brand meaning) in their mind. This can in turn influence their way of looking at the brand in the future.</i></p>	Ryanair	"Does what it says on the tin. Ryanair does what it says, i.e. gets you from point to point cheaply - no frills. Seat was comfortable. Flight on time." "Ryanair can safely be quoted as very good. No frills indeed, however, no complaints either."
easyJet		"(...) EasyJet did what we wanted." -	This citation (only one in total) shows that the reviewer's experience matched with what he/she wanted. This indicates that he/she seems to appreciate the fact that they he/she got what he wanted and expected.
KLM		"I am a real fan of their environmental work and the fact that they've committed to never ship shark fins." -	This citation (only one in total) shows that the reviewer is a big fan of KLM's environmental work (something they propose as well). This indicates that he/she appreciates KLM's work and the fact that this proposal is seen in their work.
British Airways		"BA as I know it. (...). "The flight was on time, the plane new and clean, the crew was attentive and professional (...)." -	This citation (only one in total) shows that the reviewer had an experience as he/she would have expected from British Airways (attentive/professional staff and comfort).
Virgin Atlantic		"The Premium Economy section on the Dreamliner was as expected, private and gave a feel of exclusivity." "Everything about the Virgin Experience is just that, an experience."	These citations show that the reviewers' experiences matched with Virgin Atlantic's proposition of extravagance and the fact that Virgin Atlantic offers not only a flight from A to B, but a special experience. As the reviewers explicitly mention this, it seems as if they appreciated the fact that they got what they expected to get.
<p><u>Memorability</u></p> <p>A memorable experience with an airline, which can be described as special, meaningful, etc. has the ability to make customers form more positive associations in their mind regarding the airline.</p> <p><i>Brand meaning is shaped by memorable experiences. Memorable experiences can alter/confirm brand meaning.</i></p>		Ryanair	- -
	easyJet	"The best part was, travelling with golf clubs, the golf bag came round the carousel with my case!!!! This is one very happy customer." "It was only a little flight, we laughter from start to finish. It was my best mates birthday 50th & we had four unbelievable days in Prague. Super flight, lovely staff, efficient staff. Great. Easy jet are brilliant."	These citations show that the reviewers' experiences were special due to kind/funny personnel and the fact that he/she could take his/her hobby with him, which made the experience that much more special.
	KLM	"I have never been on a flight where the Captain actually come thru the entire plane, stopping to chat with random passengers. This truly impressed me. The crew (...) provid[ed] whatever was needed to make it a great experience." "Once we'd taken off (...) a member of the cabin crew came and gave my partner a little bottle of champagne and biscuits and birthday card. (...) This made our little trip away so nice and memorable (...)."	These citations show that the reviewers' experiences were special due to special treatment and kind staff. These reviewers even explicitly state that this made for an unforgettable and memorable experience. It is important to note that KLM resulted in having many reviews that talk about the memorability of their flight, as one of the filters (brand proposition) included 'memorability'.
	British Airways	"It was my partners birthday and they really went the extra mile, providing us with some free sparkling wine as well as a signed birthday card from the entire crew!" "Captain invited children onto flight deck whilst on ground and was very accessible/friendly and welcoming to children."	These citations show that the reviewers' experiences were special due to special treatment by kind and welcoming staff who made the experience that much special.
	Virgin Atlantic	"The cabin crew were brilliant and made the flight a very memorable one for my wife and I." "The movie selection was great so I enjoyed a little film festival in the sky (...). (...) The highlight for me was the Chocolate doughnut (...) - a little slice of heaven. (...) The lighting in the cabin is like lots of tiny stars twinkling (...)."	These citations show that the reviewers' experiences were special due to brilliant staff, great entertainment, great catering, and great sleeping situation, which all made the flight very memorable. The second reviewer especially is very descriptive in his review and it seems that he/she found all aspects of the flight extraordinary and meaningful.

Findings	Airlines	Citations	Elaboration
<p><b>Respect</b></p> <p>If a customer is treated like an actual customer as opposed to just a number, he/she will find the experience to be more personal, allowing the shaping of positive associations in the mind.</p> <p><i>Brand meaning is shaped by the feeling that you are treated with respect. The service that provides this can alter/confirm brand meaning.</i></p>	Ryanair	-	No reviews included any sign of customers who felt like they were treated in a more special way. This might be due to the fact that Ryanair's offering is mainly aimed at functionalities and less at extraordinary features.
	easyJet	-	No reviews included any sign of customers who felt like they were treated in a more special way. This might be due to the fact that easyJet's offering is mainly aimed at functionalities and less at extraordinary features.
	KLM	"KLM made us feel like we were important and they went the additional step to show it." "I always feel like a valued customer and not just a seat number."	These citations show that the reviewers felt as if they were truly treated as guests far more than just numbers. Furthermore, this is mostly shown by personnel who went the additional step and made the customers feel valued.
	British Airways	-	No reviews included any sign of customers who felt like they were treated in a more special way.
	Virgin Atlantic	"From checking in through to being personally taken up to the Virgin clubhouse and the clubhouse itself you are treated as a guest not just another customer." "From the moment we stepped on to the aircraft we were made to feel like Virgin's very special guest."	These citations show that the reviewers felt as if they were truly treated as guests far more than just numbers. Furthermore, this feeling seemed to be present throughout the entire journey.
	<p><b>Helpful</b></p> <p>If an airline is helpful (i.e., when issues occur or requests are made) the customer will have more fond feelings towards the airline as he/she usually greatly appreciates this. This allows for the shaping of positive associations in the mind.</p> <p><i>Brand meaning is shaped by the extent to which the airline is helpful to you when problems occur or when you are in need of extra care. The experience you have with the airline when this occurs can alter/confirm brand meaning.</i></p>	Ryanair	"Ryanair started flying to Odessa very recently. Great feeling of new competitive advantages for locals to use better services. End of monopoly! (...) It is closer now and more affordable." "(...) we had booked both seats in my wife's name (...) the staff at the Ryanair office at Malaga sorted everything out for us in a few minutes without any fuss at no additional cost."
easyJet		"My wife can't stand for very long. They were very kind and helpful getting my family to the plane. When we landed at Manchester we were looked after again." "Although they usually require a week's notice for a wheelchair, Easy Jet had one waiting for me, with a cheery helper and kindness all the way. I can't pretend a normal flight is luxury - but I certainly appreciated the care on this difficult trip."	These citations show that the reviewers felt as if easyJet was very helpful for people that find difficulty in getting on the plane without additional help. The second citations also highlights that a flight does not have to be luxurious in order for the experience to be good.
KLM		"(...) we missed our connecting flight back to the USA. (...) They gave us a voucher for free hotel, dinner, breakfast and shuttle to and from the hotel. To me they bent over backwards to assist us." "(...) one of us got the time of departure wrong. (...) We truthfully explained to the KLM people what we had done. They were absolutely amazing in getting it sorted out. (...) They got us on the next flight and really took care of us."	These citations show that the reviewers felt as if KLM was very helpful in sorting out issues in terms of missing flights. Instead of letting the customers figure this out themselves, KLM was helpful in coming up with a solution (whether this issue was caused by a delayed flight or missing a flight (customers' own fault)).
British Airways		"BA even helpfully changed our flight home from Heathrow to Edinburgh to an earlier time at no extra charge which was very much appreciated." "My wife was not very well on the flight home. ALL the cabin crew were most helpful. Assistance was organised at Gatwick, from the plane. Fully assisted in leaving the plane."	These citations show that the reviewers felt as if British Airways was very helpful in changing flights at no costs and treatment of an ill person on board.
Virgin Atlantic		"As I am disabled I need a bit more help than other passengers. The flight crew were empathetic and couldn't have done any more for me." "(...) we had a little problem with the seats. (...) They (...) promised to have the airline at least try and compensate us for our troubles (...). (...) they did everything they could to make us feel comfortable and tried to make it up to us."	These citations show that the reviewers felt as if Virgin Atlantic was very helpful for people that find difficulty in getting on the plane without additional help and for when problems occur that the customer is not accountable for. The reviewers also state that the crew went above and beyond for them.
<p><b>Characteristics</b></p> <p>In case an airline highlights certain characteristics in their proposition, this is something that is remarked by many customers as they are able to link those characteristics to the airline and with these links make sense of the experience and the brand. This shows how the airlines are able to differentiate themselves based on these characteristics (embodiment of the brand propositions in the experience).</p> <p><i>Brand proposition has the ability to shape brand meaning through embodiment in the experience.</i></p>		Ryanair	"You get what you pay for." "Ryanair seem to be well organised, and their pricing is cheap, if you don't seek extras."
	easyJet	"The best of the budget airlines." "Thank you to all the ground crew for the Easy Service there and back."	These citations show that the reviewers acknowledged several aspects of easyJet's offering, such as affordable fares and a service which is easy.
	KLM	"Don't expect glamour or 'chic'. It is a Dutch company, you'll get great service!" "Pioneering great achievements over 100 years on land and in the air. (...) I grabbed the inflight magazine and was impressed about the pioneering achievements of the airline since it started operations back in 1919."	These citations show that the reviewers acknowledged several aspects of KLM's offering, such as its heritage and its pioneering activities.
	British Airways	The BA app is most helpful in checking in." "Luckily the rest of the flight went fairly well, and I had some good sleep using the improved The White Company bedding that BA now provides."	These citations show that the reviewers acknowledged several aspects of British Airways' offering, such as its technological focus and its refinement in comfort.
	Virgin Atlantic	"I remember sitting in an extremely comfortable seat in economy and being able to look through the dividing curtain at the 'posh' people and thinking how well the other half live." " (...) a cabin with only 14 seats in it, all of which turn into a bed. You get a pillow and a duvet (...). The food is good, lots of choice, unlimited Champagne and high quality drinks , in short all the trappings associated with luxury."	These citations show that the reviewers acknowledged several aspects of Virgin Atlantic's offering, such as its luxury.

Findings	Airlines	Citations	Elaboration
<p><u>Stimulating Senses:</u></p> <p>Customers do not perceive things, but rather meanings when it comes to evaluating their experience. Research states that these aspects of the offering are aimed at stimulating consumers' senses. The data did not show support for the stimulating of senses.</p> <p><i>Experience that stimulate senses potentially has the ability to shape brand meaning (however, this was not perceived as such in this data sample).</i></p>	Ryanair	-	There were no signs of senses that were stimulated in the Ryanair customer reviews.
	easyJet	-	There were no signs of senses that were stimulated in the easyJet customer reviews.
	KLM	-	There were no signs of senses that were stimulated in the KLM customer reviews.
	British Airways	-	There were no signs of sense that were stimulated in the British Airways customer reviews.
	Virgin Atlantic	-	There were a few no signs of senses that were stimulated in the Virgin Atlantic reviews.
<p><u>Comparison Competitors:</u></p> <p>In evaluating their experience they tend to compare it to experiences they have had with other airlines. These comparisons uncover those aspects that differentiate the evaluated airline.</p> <p><i>Comparing experience with past experiences allow from (brand) meanings to be created/altered.</i></p>	Ryanair	"The seats have plenty of leg room - far better than Easy Jet British Airways or Thomas Cook flights." -	There was only one review that compared Ryanair to other airlines, which focused on the leg room.
	easyJet	"They definitely are the best of the budget airlines." "After the turmoil on my flight home with BA being put under threat due to strike action, it was great to have such trouble free experience with Easy Jet."	These citations show that the reviewers think that easyJet is a budget airline providing trouble-free experiences.
	KLM	"In general, KLM is so much better in every way than say Air France or British Airways. The crew actually seem to enjoy working and greeting and serving passengers albeit while taking good means of safety." "The staff on KLM are far better than any other airline we have flown."	These citations show that the reviewers think that KLM is an airline with very friendly staff who enjoy caring for passengers.
	British Airways	"Much better service than any US carrier. Seating is more spacious than any US carrier. Flight attendants nicer too. Everything is just so much more professional than AA, Delta, United, etc." "This is by far the most comfortable air line, as far as I am concerned."	These citations show that the reviewers think that British Airways is a very comfortable airline to fly with including friendly crew.
	Virgin Atlantic	"Virgin are definitely a cut above the rest in all classes!" "In flight entertainment the best I have known on any flight, something for everyone."	These citations show that the reviewers think that Virgin Atlantic provides very good entertainment and in general is in a different league than other airlines.

## 8. APPENDIX 8 – Findings Phase Two (Based on the Brand Propositions)

As the reviews were analysed and coded according to the established brand propositions, the following findings emerged through an analysis based on whether the brands are perceived in terms of these brand propositions (and as meanings), which followed a deductive approach to coding.

The first column of these tables display the brand proposition as established in phase one; the second column includes the brand meaning in relation to these brand propositions in the form of various citations gathered from the customer reviews; the third column further elaborates how and to what extent the brand came to life in the minds of the customer; and the final column details the degree to which the customers seem to view the brand in terms of their brand proposition and whether the brand experience is perceived as (brand) meanings.

### Appendix 8A: Findings Phase Two (Based on the Brand Propositions) Ryanair

Brand Proposition		Brand Meaning	Ryanair Elaboration	Is the brand perceived in terms of the brand propositions and as (brand) meanings?
Low Costs		"Cheap"; "Value-for-Money"; "Affordable"; "You get what you pay for"; "Budget Airline"; "Great value if done right!"; "Offering cheap air travel"; "The initial price is good"; "They do try to sell, sell, sell, but my seat was only £17.99, so fair enough."; "Excluding the fact that the flight attendants turn into merchants during the flight, I have no other complaints when travelling with Ryanair."	Ryanair's customers highly acknowledge the 'affordability' of the flights Ryanair offers. However, they also notice that the fare prices are low, only if you take into consideration the initial price without add-ons. This indicates, that even though the flight is seen as cheap (which is proposed and embedded into the experience), the customers are aware of the fact that this might not always be the case. Also, some reviewers voice their negative opinions as the flight attendants were quite pushy in selling extras (food, drinks, etc.).	
Supplementary Services		-	No support was found that the supplementary services Ryanair offers are embedded into the experience.	From the analysis performed in this research, it can be concluded that customers mostly perceive Ryanair as a brand that provides a service of low costs and filled with efficiency. The proposition that was least perceived was that of supplementary services.  The two propositions that customers mostly perceive the brand as are those that Ryanair is mostly known for, namely their low costs and their efficiency. Perhaps the other two have been communicated less and have been talked about less often (word-of-mouth). Additionally, Ryanair's slogans over the years have mostly included the words 'low fares', 'more choice', and 'made simple'. These words are related to the propositions 'low costs', 'wide choice', and 'efficiency', respectively. This, thus does also not include a focus on supplementary services. Furthermore, as supplementary services are provided by Ryanair, but operationalised by other companies, this might not resonate with the customer as much as belonging to their entire experience with Ryanair. This might explain why customers do not perceive the brand in terms of this proposition.
Wide Choice		Despite the unsocial hours"; "Their flight times really suited our requirements"; "Ryanair have quite a few slots to fly to and from Modin"; "A range of snacks and rinks are available for purchase"; "Their food and drink covers a wide range of choices"	Ryanair's proposition regards 'Wide Choice' as including a wide choice in flight times and destinations. The reviews, only to a minor extent, acknowledge this. The brand meaning that the customers take away from this proposition is the fact that Ryanair accommodates to their needs and requirements in terms of flying preferences. Furthermore, the customers acknowledged a wide choice in food and drink options, which is something that Ryanair does not propose, but seems to be embedded in the experience (, however, also to a minor extent).	
Efficiency	Service	"Smooth"; "Check-in (...) very quick & efficient"; "Efficient cabin crew"; "Efficient"; "No problems at all"; "Everything from check-in to boarding to the flight itself was super easy"; "Boarding of the flight was quickly and efficiently carried out"; Service (...) quite slick throughout the flight and frequent updates from the flight deck enroute"; "Baggage including hold bag efficiently dealt with"; Service (...) prompt and efficient"; "On time"; "Ultra early arrival"	Ryanair's customers highly value the fact that the flight is smooth, quick, and overall efficient. This efficiency is embedded in the experience in a way that customers feel like the flight passed by without any problems, contributing to a 'super easy' flying experience from start to finish.	Based on the analysis of the data, it can be concluded that, as the brand propositions are embedded in the experience and perceived and evaluated through the interactions, the brand experience can be perceived as meanings. In the example of Ryanair, the customers perceive and associate the brand mostly as with low costs and efficiency.
	Operations	"Flight on time"; "We had no delays"; "Full occupancy"; "On time"; "No hold ups"; "Very punctual" "Flight left on time"; Flight on time and arrived early in Spain"; NO DRAMA!"; "Ryanair seem to be well organised"; "Quick flight"; "Ultra early arrival"; "Smooth and efficient"; "We count on them for on time flights"	Ryanair's customers seem to acknowledge that the efficiency in their operations causes for flights that arrive on time (or even early). Furthermore, this contributes to the aforementioned service efficiency (smooth flight without any delays) and to the ability to offer low costs (full occupancy, very punctual, well organised). This operational efficiency is embedded in the experience in a way that customers feel like Ryanair is a well organised airline that hardly flies with delays and is a very punctual (reliable) airline to fly with.	

## Appendix 8B: Findings Phase Two (Based on the Brand Propositions) easyJet

Brand Proposition		Brand Meaning	easyJet Elaboration	Is the brand perceived in terms of the brand propositions and as (brand) meanings?
Easy	Seamless	"(...) checked in with the App...all very easy. (...) At the airport we just used our iPhone tickets to very easily and quickly get through security. (...) using the phone ticket and a quick check of the passports we were onboard."; "Everything went really smoothly"; Very smooth transition through all sections of the airport."	The seamlessness of flying with easyJet is embedded into the experience in terms of a smooth journey from start to finish. The app especially provides this seamlessness and thus makes the experience a lot easier, as mentioned by many reviewers.	From the analysis performed in this research, it can be concluded that customers mostly perceive easyJet as a brand that mostly provides easiness and enjoyableness. The proposition that was least perceived was that of variety.  The proposition easiness is mostly perceived as simple procedures and quickness of the service, and enjoyableness is mostly perceived through the evaluation of interactions with employees, which were perceived to be friendly and attentive. easyJet's variety might not be perceived as much as this is mostly part of the first stages in the customer journey (search/purchase), and not throughout the whole experience. This might explain why customers do not perceive the brand in terms of this proposition.  Based on the analysis of the data, it can be concluded that, as the brand propositions are embedded in the experience and perceived and evaluation through the interactions, the brand experience can be perceived as meanings. In the example of easyJet, the customers perceive the brand and associate the brand mostly as/with easiness and enjoyableness.
	Efficient	"Luggage arrived quickly"; "Flight on time"; "Simple procedures"; "Easy and efficient"; "Self check in was easy"; "Swift boarding"; "Overall very efficient from start to finish"; "Quick and easy"; "No problems t all very straight forward"	easyJet's efficiency is embedded into the experience in such a way that customers find their experience to have been quick, simple and easy in terms of procedures (check-in, boarding, baggage pick-up, etc.). Furthermore, this caused them to associate their experience as problem-free and straightforward, thus easiness is embedded into the experience.	
	Hassle-Free	"Easy bag drop, check in"; "Simple procedures"; "It was a really easy exercise"; We upgraded our seats and checked in with the App...all very easy.; "Also the App is easy to use."; "It was great to have such a trouble free experience with Easy Jet"; Stress free flight from start to finish"; "Great flight with no hassle"; "No frills"; "Straightforward"; "No problems whatsoever."	Reviewers acknowledge that traveling with easyJet is hassle-free. This includes an easy experience from start to finish without any problems or hassle. This causes the reviewers to have had a stress free experience with easyJet. Therefore, easyJet seems to embed easiness in terms of 'hassle-freeness' into the experience, which is acknowledged by the reviewers in terms of 'stress-freeness'.	
Affordable	Efficient	"No frills"; "Nearly new aircraft"	easyJet's affordability is partially caused by its efficiency. This meaning is embedded into the experience in terms of the customers finding the experience to include 'no frills'. Furthermore, the customers acknowledge the youngness of easyJet's fleet. It should be noted, that there was little support found for this proposition.	
	Low Fares	"Excellent value for money."; "Well worth the value" "Very reasonably priced"; "Great priced flights!"; "Best Budget airline"; "EasyJet are a decent low cost airline"	Reviewers acknowledge the fact that easyJet offers low fares. This proposition is embedded into the experience in terms of the 'value-for-money' and the fact that the customer views easyJet as a budget airline.	
	Low Costs	"No frills"	Little support was found that the low costs easyJet provides (in order to ensure affordability) are embedded in the experience.	
Variety	Destinations	"From your local airport"	Little support was found that the variety in destinations easyJet provides is embedded in the experience.	
	Schedule	("A great choice of food and duty free, on board"; "Variety of snacks available" )	No support was found that the variety in schedule easyJet provides is embedded in the experience.	
Enjoyable	Friendly	"Staff at Gatwick were lovely and helpful"; "Crew always on had to assist"; "All the staff were pleasant"; "Cabin crew were welcoming"; "The staff we had, were very efficient and courteous"; "Staff were helpful"; "The cabin crew were excellent, the pilot kept us fully informed"; "Great service from start to finish"; One member of staff (...) was very smiley; "Humour, a smile and approachable"; "Helpful and friendly staff"; "Lovely smiley cabin crew"	Reviewers acknowledge the fact that easyJet offers friendliness (enjoyable experience). This proposition is embedded in the experience through the interactions customers have with the staff. Furthermore, it seems as if the friendliness is highly appreciated and makes the flight more enjoyable.	
	Passionate	"Crew always on had to assist"; "One member of staff (...) was very smiley, and was very attentive to my daughter"; "Humour, a smile and approachable"; "Staff and crew on board are very experienced and friendly and good at their job nothing is too much for them"	Reviewers acknowledge the fact that easyJet appears to be passionate (enjoyable experience). This proposition is embedded in the experience through the interaction customers have with the staff. Furthermore, it seems as if 'passion' is embedded in the experience through crew members who are willing to go the extra mile, who are attentive, and who perform their job with a smile.	
	Relaxing	"Easiest of flights"; "Before we knew it 1 hour 15 mins later we were on the ground"; "Plane comfortable with more leg room than I have know on some planes."; "Overall the flight was comfortable and we arrived safely"; "Stress free flight from start to finish."; "Comfy, roomy"	Reviewers acknowledge the fact that easyJet appears to provide a 'relaxing experience'. This proposition is embedded in the experience through the way the customers felt about the flight. This includes the quickness of the flight, the easiness of the experience, and the comfort. This also seems to apply to the whole journey.	

## Appendix 8C: Findings Phase Two (Based on the Brand Propositions) KLM

Brand Proposition		Brand Meaning	KLM Elaboration	Is the brand perceived in terms of the brand propositions and as (brand) meanings?
<u>Memorable</u>		"She [flight attendant] made our flight an unforgettable experience."; "(...) a member of crew came and gave my partner a little bottle of champagne and biscuits and birthday card."; "The crew really made it into a wonderful adventure, with just some simple gestures [children were dressed in uniform and allowed to look inside the cockpit]."; "The attendants (...) even gave us tips on what to see. Really made the flight feel special."	KLM proposes to offer memorable experiences. This is embedded in the experience mostly through the interactions between KLM and the customers. Flight attendants seem to be able to make the experience unforgettable by providing simple gestures which can make the customer feel special.	From the analysis performed in this research, it can be concluded that customers mostly perceive KLM as a brand that provides memorability and cherishes their nationality. The propositions that were least perceived were that of sustainability, the offering of (multiple) options, and their pride and evolution.
<u>Sustainable</u>		"I like the way they serve their food in blue coloured paper boxes (environmentally friendly)."; "Nice in flight snack, with care for the environment."; "I am a real fan of their environmental work and the fact that they've committed to never ship shark fins. Every airline should work with their eco-friendliness. KLM is a good role model."	Reviewers acknowledge that KLM is an airline which is and strives to be sustainable. This is mostly embedded in the experience through their provision of environmental food containers and cutlery. Furthermore, it is shown in their activities and standpoints. It should be noted that support for this proposition is very little.	
<u>(Multiple) Options</u>		-	No support was found that the (multiple) options KLM offers are embedded into the experience.	
<u>Reckless</u>		"Pioneering great achievements over 100 years on land and in the air."; "I grabbed the in-flight magazine and was impressed about the pioneering achievements of the airline since it started operating back in 1919."; "New airplanes."	KLM is relentless and very ambitious in striving towards improvements. This is embedded in the experience as a reviewer states to have learnt about KLM's pioneering activities through their in-flight magazine. Furthermore, it can be seen in the age of the airplanes.	
<u>Forward-Looking</u>		"New (and clean) airplanes, good multimedia experience + power outlets."; "The online environment is sublime (...), all the information can be found in your account, which is way better than most airlines."; "Whenever there is a delay (...) they are quick with notifying via sms, email and the app. The app... Might be the best airliner app. Really easy to use (...)."	KLM is relentless and very forward-looking in terms of technology and innovation. This is embedded in the experience as reviewers acknowledge that the entertainment provision and technological aspects are of high standard. Furthermore, the app also contributes to this.	Based on the analysis of the data, it can be concluded that, as the brand propositions are embedded in the experience and perceived and evaluated through the interactions, the brand experience can be perceived as meanings. In the example of KLM, the customers perceive and associate the brand mostly as/with memorability and nationality.
<u>Heritage</u>		"Pioneering great achievements over 100 years on land and in the air."; "I grabbed the in-flight magazine and was impressed about the pioneering achievements of the airline since it started operating back in 1919."	Reviewers acknowledge that KLM has come a long way and is proud of their achievements. This is embedded in the experience as a reviewer states to have learnt about KLM's pioneering activities and its achievements in this through their in-flight entertainment. This indicates KLM's pride of pioneering for over 100 years. It should be noted that support for this proposition is very little.	
<u>Evolution</u>		"Pioneering great achievements over 100 years on land and in the air."; "I grabbed the in-flight magazine and was impressed about the pioneering achievements of the airline since it started operating back in 1919."	KLM has been flying for over 100 years and has undergone quite the evolution since then. This evolution is embedded in the experience as a reviewer states to have learnt about KLM's pioneering achievements since they first started operating. It should be noted that support for this proposition is very little.	
<u>National</u>		"Don't expect glamour or 'chick'. It is a Dutch company, you'll get great service!"; "Precision of the Dutch crew!"; "As always KLM gives you the royal treatment."; "The KLM service was excellent with a touch of Dutch with traditional blue and white bowls and the red clog shaped salt and pepper shakers. I enjoyed the 'Flying Dutchman' - a gin based KLM signature cocktail."; "I often travel but only with KLM, love the service and the Dutch mentality."; "Snacks offered are (...) reflecting Dutch flavours"; "You even get a little Delft pottery Dutch house as a souvenir."	KLM is a Dutch company and their heritage (in terms of nationality) is something that is part of their brand proposition. Their nationality is embedded in the experience as reviewers associate KLM's service with the Dutch mentality (nonsense, precision, royal). Furthermore it is embedded in the experience through physical characteristics such as the traditional colours, clogs, Delft pottery Dutch houses, a drink called the "Flying Dutchman" and the food that has traditional Dutch flavours.	

## Appendix 8D: Findings Phase Two (Based on the Brand Propositions) British Airways

Brand Proposition		Brand Meaning	British Airways Elaboration	Is the brand perceived in terms of the brand propositions and as (brand) meanings?
	<u>Comfort</u>	"Comfortable flight"; "Brilliant seat-back entertainment made the long trip disappear - didn't even pick up a book!"; "New cabin air management has made on-board atmosphere 100% better. No more stuffed up nose, gravel behind the eyes and tiredness."; "Had a most comfortable sleep for around 8 hours, the beds and bedding are excellent."; "The +7 hour flight was no problem, slept ok."; "Plenty of leg room and space to relax."	British Airways proposes 'comfort' as part of their brand offering. This comfort is embedded in the experience through the amount of comfort of the seats, the quality of the entertainment, but also to the extent that sleeping was possible, and the extent to which it was possible to relax. In addition, some reviewers mention the length of the flight and their surprise at the comfort they experienced even during a long-haul flight.	From the analysis performed in this research, it can be concluded that customers mostly perceive British Airways as a brand that provides benevolence and comfort. The proposition that was least perceived was that of their Britishness.
	<u>High-Tech</u>	"Brilliant seat-back entertainment made the long trip disappear"; "New cabin air management has made on-board atmosphere 100% better. No more stuffed up nose, gravel behind the eyes and tiredness."; "The entertainment system was great. There were many movies, television shows, games, magazines, and flight tracking to choose from."; "New gadgets to play with"; "Each seat has an individual charger which you can plug phones, etc. (...) Unlike other aircrafts you do not need to turn your personal devices off or put them into flight mode."	The reviewers acknowledge the fact that British Airways is high-tech. British Airways being high-tech is embedded in the experience through the fact that the entertainment system is highly advanced with many options to choose from, the fact that there are power outlets for each seat and the fact that it is not necessary to turn your device off or into flight mode (which is quite special for flying).	
	<u>Refinement</u>	"Our 2 seats were in their own little pod, enclosed area. (...). It was very comfortable and spacious. (...) Shortly after take off we were served with a glass of champagne (...)."; "The wine menu was also very nice."; "High end wine and spirits were offered."; "(...) I had some good sleep using the improved The White Company bedding that BA now provides."; "The in-flight entertainment was first class."	The reviewers acknowledge the fact that British Airways offers refinement in their experience. This refinement is embedded in the experience through the fact that the drinks offered were of high quality (including champagne and high end wine and spirits). Also, the bedding of The White Company can be seen as exclusive. Furthermore, the entertainment was of high quality.	
	<u>British(ness)</u>	-	No support was found that the British Airways' Britishness is embedded into the experience.	
<u>Heritage</u>	<i>History</i>	-	No support was found that British Airways' history is embedded into the experience.	British Airways' benevolence is perceived as such by customers mostly through the interactions with the staff. The offering comfort is mostly perceived as such through the comfort of the seats, but also the fact that this caused for a very good night sleep and the feeling that the flight flew by. Their Britishness, however, was not perceived by customers based on the experience. This is interesting, as the nationality of KLM did shine through very nicely. So, why is one airline's nationality perceived, while the other's is not? It could be caused by the success of embodiment of the brand proposition in the experience. Perhaps, KLM's nationality is more in line with their visions and their other propositions (such as sustainability); whereas this is not the case for British Airways (such as high-tech). This might explain why customers do not perceive British Airways in terms of this proposition.
	<i>Global</i>	-	No support was found that British Airways' global characteristic is embedded into the experience.	
<u>Benevolent</u>	<i>Compassionate</i>	"My wife was not very well on the flight home. ALL the cabin crew were most helpful."; "As a disabled person I find the curtesy and service excellent. I was boarded first with my hand luggage carried for me."; "We then went to the air operators desk and he could not be more helpful, understood what had happened and to our surprise without any complaint put us into a hotel and arranged our flight for the next morning."; "Despite many problems trying to book the flight for our holiday - system failure - the Sales team were enormously helpful."	British Airways proposes to be compassionate in terms of their support for charities. However, the meaning that is embedded in the experience is far more focused on their compassion towards their customers. This includes their helpfulness and understanding and mostly takes place through the interaction between the crew and the customers.	Based on the analysis of the data, it can be concluded that, as the brand propositions are embedded in the experience and perceived and evaluated through the interactions, the brand experience can be perceived as meanings. In the example of British Airways, the customers perceive and associate the brand mostly as/with benevolence and comfort.
	<i>Tolerant</i>	"The plane we were connecting onto in Singapore was late arriving (...), but we were rebooked onto a Lufthansa flight before we had even arrived."; "BA even helpfully changed our flight home from Heathrow to Edinburgh to an earlier time at no extra charge which was very much appreciated."; "The baggage allowance was pretty liberal with one checked bag up to 50 lbs and two carry ons included in the fare price."; "All staff we encountered were considerate, attentive and friendly."; "Inflight attentiveness and assistance when things went a bit wrong."	British Airways proposes to be tolerant in the case of issues or problems occurring. This meaning that is embedded in the experience relates to the interaction between crew and customers. This includes their helpfulness in rebooking flights (without extra charge), liberal baggage allowance, and attentive behaviour and assistance when needed.	

## Appendix 8E: Findings Phase Two (Based on the Brand Propositions) Virgin Atlantic

Brand Proposition	Virgin Atlantic		
	Brand Meaning	Elaboration	Is the brand perceived in terms of the brand propositions and as (brand) meanings?
<u>Extravagant</u>	"A bar with bar stools"; "The large lie-flat seat, the fine dining meals, the dedicated and attentive attendants, the bedtime turn down service, and the comfortable pajamas(!) are great."; "You could control your own airflow."; "In short, all the trappings associated with luxury."; "Real cutlery does make a difference."; "The salt and pepper mini airplanes a nice touch."; "The Heathrow lounge is definitely an experience, with private rooms, showers, a hair salon, sit down and buffet food, full bar service, business work areas, massage chairs, etc."	Virgin Atlantic proposes to be extravagant. This is also something that is part of their offering. The meaning that is embedded in the experience comes to life through various aspects of their offering that shows this extravagance. This includes the fact that Virgin Atlantic has a bar in their airplanes, they offer comfortable pyjamas, they have real cutlery, their lounge has private rooms with showers, hair salons, etc. One reviewer even states the experience had all the trappings associated with luxury.	From the analysis performed in this research, it can be concluded that customers mostly perceive Virgin Atlantic as a brand that provides extravagance. The propositions that were least perceived were that of subversiveness.
<u>Entertaining</u>	"A bar with bar stools"; "Cheerful way to cross the Atlantic"; "There was an excellent choice of movies to watch for everyone of all ages, and music to listen to as well."; "All round a relaxed and fun experience."; "The on board staff were brilliant with a mixture of humour when needed (...)."; "Great welcome and good humour."; ". The choice of food, extra large seats, priority boarding and exit and the personalised entertainment all add to the experience and make the flight part of the holiday."	Virgin Atlantic proposes to be entertaining. This is also something that is part of the experience they offer. The meaning that is embedded in the experience comes to life through various aspects of their offering that shows this entertainment. This includes the fact that Virgin Atlantic has a bar in their airplanes, the staff is cheerful, the entertainment system offers a nice and wide choice of movies and music to listen to, the experience is fun, the staff is humorous. One reviewer even states that the choice of food, comfort, and personalised entertainment added to the experience and made the flight feel as though it was part of their holiday.	Based on the analysis of the data, it can be concluded that, as the brand propositions are embedded in the experience and perceived and evaluated through the interactions, the brand experience can be perceived as meanings. In the example of Virgin Atlantic, the customers perceive and associate the brand mostly as/with extravagance.
<u>Democratic</u>	"The flight crew were empathic and couldn't have done any more for me."; "Makes such a difference when all the crew genuinely seem to be trying to make the experience less tiresome."; "The dedicated and attentive attendants."; "The crew were fantastically attentive and personable."; "Something for everyone [In-flight entertainment]."; "The meals are superb, even for a veggie (...)."; "Crew seem well trained and proud to work for Virgin."; "From the moment we stepped on to the aircraft we were made to feel like Virgin's very special guests."	Virgin Atlantic proposes to be democratic. This is embedded in the experience in the interactions between customers and crew. This includes the empathy of the crew, the fact that they do everything they can to make the experience pleasant, their dedication and helpfulness. It is also shown in their offerings of food and entertainment. Their entertainment offers something for everyone and in terms of food, they offer really superb meals for vegetarian people as well. Furthermore, some reviewers felt as if they were treated as special guests/first class customers.	<i>On brand proposition embodiment in the experience:</i> Virgin Atlantic's propositions seem to all be embedded in the experience (partially) through interactions between customers and the crew. This shows the importance of interactions in the experience. It also shows, if you compare Virgin Atlantic with the other airlines, (a) the importance of establishing a brand identity which is suitable for embodiment in the experience, and/or (b) the importance of spending time, effort, and money into making sure that your envisioned brand identity is significantly well embedded in the experience.
<u>Welcoming</u>	"Excellent, helpful and caring staff"; "Tons of employees standing around to help people."; "The friendly and efficient staff were so helpful getting us settled, showing us all the features of our seat and of course offering us a selection of drinks before take off."; "The welcome from Sean, the Flight Manager, and service by the cabin crew, especially Eliot was very pleasing."; "The offer of a drinks as I sat down was very welcome."; "The initial smile and warm welcome on board from the captain and his crew made this 8 hour + flight something to look forward to."	Virgin Atlantic proposes to be welcoming. This is embedded in the experience in the interactions between customers and crew. This includes the helpfulness of the staff and their motivation to do so, their friendliness upon boarding, and throughout the whole journey, their personal approach, their welcoming smiles, and the fact that they actually made a long-haul flight something to look forward to.	One reviewer even states: "Everything about the Virgin Experience is just that, and experience." This seems to be exactly the thing that Virgin Atlantic was trying to achieve when they started operating, as they themselves state: "[Talking about other airlines] And what a dull, grey experience that was. (...). The time was right for someone to come in and shake things up. And did we ever. "[1]
<u>Subversive</u>	"I downloaded the App to my iPhone, and used this to check in 24 hours before the flight. The process was very convenient, really easy and a great first impression. Check in at Heathrow was painless."; "A bar with bar stools"; "The lighting in the cabin is like lots of tiny stars twinkling - nice touch."	Virgin Atlantic proposes to be subversive. This is embedded in the experience in the way they are special and innovative. This includes their app, which makes the experience more convenient and easy, the fact that they have a bar on board and the fact that the decor felt quite special.	[1]: Virgin Atlantic. (n.d.). Our Story. Retrieved from <a href="https://corporate.virginatlantic.com/gb/en/our-story.html">https://corporate.virginatlantic.com/gb/en/our-story.html</a>