The Future of the Air Travel Industry: The Concept of Door-to-door Luggage Delivery Service

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ABSTRACT

Ancillary services are becoming a growing and relevant trend in the air travel industry. Airlines have been realizing the benefits and potential these unbundled services provide to the overall results of the firm, a tendency that is mainly obtainable through the use of digital technologies and platforms. The current outdated operations and inefficient processes are not equipped to meet the rising year-on-year passenger traffic, and the recent tech-savvy traveler is increasingly demanding for low fares and pleasant experiences, so it is essential for the industry to adopt new solutions that reduce travel time and improve the overall traveling journey.

The present study aims to understand the drivers and barriers that motivate or prevent travelers from using a conceptual door-to-door luggage delivery service and obtain an innermost knowledge about the preferences of the Portuguese consumers. A combination of qualitative and quantitative research data was conducted to evaluate the perceptions of the Portuguese market, and results suggest that consumers believe there is a need for innovation in the air travel industry, and the service achieved a rather favorable feedback from the consumers, despite the low familiarity with the concept of luggage delivery services. Additionally, the Portuguese consumers particularly value the Safety and Trust attributes when it comes to traveling, trademarks that need to be assured when implementing the concept.

Keywords: Door-to-door, Luggage Delivery Service, Customer Experience, Air Travel, Ancillary Services, Decoupled Experience, Unbundling

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SUMÁRIO

Serviços complementares estão a tornar-se numa relevante tendência na indústria de viagens. As companhias aéreas têm vindo a aperceber-se do potencial que estes serviços desagregados proporcionam aos resultados globais da empresa, um movimento que pode ser principalmente obtido através da utilização de plataformas digitais. As atuais operações desatualizadas e processos ineficientes não estão equipados para enfrentar o crescimento de tráfego anual, e o recente passageiro tecnológico é cada vez mais exigente no que toca a tarifas baixas e experiências agradáveis, por isso é essencial para a indústria adotar novas soluções que reduzam o tempo e melhorem a viagem.

O presente estudo visa compreender os determinantes e as barreiras que motivam ou impedem os viajantes de utilizar um serviço conceptual de entrega de bagagem porta-a-porta e obter um profundo conhecimento sobre as preferências dos consumidores portugueses. Foi realizada uma combinação de dados qualitativos e quantitativos para avaliar as perceções do mercado, e os resultados sugerem que os portugueses acreditam que existe necessidade de inovação na indústria de viagens, e o serviço obteve um feedback bastante favorável, apesar da baixa familiaridade com o conceito de serviços de entrega de bagagem. Adicionalmente, os consumidores portugueses valorizam particularmente a Segurança e Confiança durante a viagem, qualidades que precisam de ser asseguradas na implementação do conceito.

Palavras-chave: Porta-a-porta, Serviço de Entrega de Bagagem, Experiência do Cliente, Viagem Aérea, Serviços Complementares, Experiência Dissociada, Desagregado

Título: O Futuro da Indústria de Transporte Aéreo: O Conceito de Serviço de Entrega de Bagagem Porta-a-porta

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CHAPTER I – INTRODUCTION

1. Background

Traveling has been around for centuries. At the beginning, traveling tended to be slower, more dangerous and dominated by trade and migration purposes, while today, technological advances over the years have made traveling easier and more accessible. People are traveling more than ever, rising to 4.5 billion passengers in 2019 (The World of Air Transport, 2019). Even though traveling is something highly appreciated by most people, the air travel industry is characterized by poor structures, tough legislations, and fierce competition. Profitability is becoming increasingly difficult to achieve, and airlines across the globe are continuously being challenged by the high levels of competition, rising oil prices and volatile operating environments (Bisignani, 2011). Despite the efforts and the constant drives to reduce operating costs, airlines are still subject to thin margins, which has forced them to seek opportunities to generate additional revenues.

Unbundling the travel experience has become a central focus in today's traveling. Initially brought by low-cost carriers, who were the first to recognize the importance of internet as a facilitator for this new revenue generation model (O'Connell & Warnock-Smith, 2013), this strategy allows airlines to sell ancillary services beyond the airplane ticket, which range from seat upgrades and priority boarding, to travel insurance and car rentals, which has become a necessity for their financial performance. Ancillary revenues now account for around 25% of total operating revenue (low-cost carriers), representing a tremendous growth during the past few years, and the advances in technology will only continue to support this increase by generating new opportunities for airlines to explore (AVRAM, 2017).

Airlines have now realized the positive impact ancillary services can have on their profitability, and in the current unpredictable economic environment, it is of major concern the maintenance of customer satisfaction throughout the traveling experience. Services which were previously complementary are now offered as value-added extras, giving the option for consumers to customize their trip with add-ons they think are worth paying for. Passengers are increasingly looking for low fare trips while keeping a pleasant customer experience, which can be obtained by the current fare model, where consumers have the power to decide which complementary fees they want for their trips.

The traveling industry has not been subject to many disruptive innovations in the last few years. Some steps of the journey have been augmented and have become more efficient with the arise

of new technologies, namely the booking platforms and the at home check-in. In spite of this, the stress of having to transport luggage to the airport, checking it in and picking it up at the destination has been the same since the early stages of travelling. Of course, there have been a few improvements here and there to facilitate this process, but there is still a lot of room for improvement.

For many people, the carrying of bags can be a big pain point of the travel experience. The time wasted during the check-in and retrieval of bags can be very tedious, not to mention the mishandling of the latter, which rose up to almost 25 million bags in 2018 (Baraniuk, 2019). The baggage handling logistics is among top airline complaints, usually characterized as a very slow process, which contributes to the frustration and displease of travelers. To tackle this issue, logistic companies have been working towards a hassle-free traveling, creating luggage delivery services, in order to provide a more efficient experience for their customers, and ultimately dissociate the passenger and their luggage during the traveling journey.

Each luggage delivery company has its own characteristics and features, but they are very similar in terms of the service they provide. The luggage is picked up from the traveler's address in the place of departure and delivered to the place of stay in the destination's address. The customer will have to specify the amount of luggage he is carrying, the time slots he wishes the bags to be retrieved and delivered in the respective locations, and the logistics company will take care of the rest. Travelers can already enjoy traveling without their luggage, but the fees for this kind of service are relatively high for the average consumer. The current options are also not ideal. Most of them only provide service on national level, some only book their service through desktop with no option of mobile app, only a few include the check-in of luggage in their service, but none of them provide the full door-to-door delivery service model that will be addressed throughout this paper **(Appendix 4)**.

2. Problem Statement and Research Questions

The aim of this research is to analyze and evaluate an invented door-to-door luggage delivery service, with the objective of studying the attitudes and preferences towards this ancillary baggage handling system, by identifying the drivers and barriers that may encourage or prevent consumers from using it, as well as describing the profile of the possible users of this service, in the Portuguese market. In order to carry out this research and accomplish the objective of the previous statement, the following research questions and hypotheses were formulated:

RQ1: What are the demographic and psychographic preferences of the door-to-door luggage delivery service?

H1: People that are unhappy with the customer journey believe there is a need for innovation in the air travel industry

H2: Consumers are more likely to use the service in leisure, full door-to-door trips

H3: Attribute preference differs among different demographic groups

RQ2: What are the drivers that motivate consumers using the door-to-door luggage delivery service?

H4: The luggage delivery service should mainly focus on Safety

RQ3: What are the barriers that discourage consumers using the door-to-door luggage delivery service?

H5: The luggage delivery service should mainly focus on Trust

3. Scope of Analysis

For the purpose of this dissertation, the scope of the analysis was limited to the Portuguese market, focusing on Portuguese consumers that live in the district of Lisbon, and have previous experience traveling through the Lisbon airport. The analysis was carried out among all age groups, since traveling is of interest of every type of consumer and was also conducted for every type of travel purpose, even though it was generalized between leisure and business trips. This research will not cover the analysis of Portuguese people that live either abroad or outside the district of Lisbon, as well as foreign individuals that live in the district of Lisbon.

4. Relevance

There has been a steady growth in the global airline industry in recent years, a trend that looks set to continue in years to come. Portugal too shares this growth, with the Lisbon Airport recording its highest volume in 2017, serving around 26.6 million passengers (Lisbon Airport, 2018), a number that is expected to increase in the next few years. The global luggage market ought to follow this expansion, and its market too is expected to increase in following years. Some of the market trends that will support this increase in the global airline and luggage

industry is the robust increase in tourist traffic and air-travel worldwide, the digitalization of the luggage retail landscape, the evolution and demand for lightweight tough materials that meet rigid airline baggage laws, and baggage policies that promote the demand for luggage delivery services.

As the airlines are moving towards a contactless and more efficient travel experience, and amid the outbreak of the COVID-19 pandemic, it is the perfect timing to enhance the digitalization of the passenger's journey and to diversify into new airport services. With the projected growing market for luggage bags in the next few years, alongside the current global pandemic, these game changing companies will definitely play a big role in the near future with their safe, stringent, and hassle-free way of transporting luggage, and the company that is able to provide the most complete and best value for money service will definitely benefit from its positioning in the future.

The door-to-door service enables customers to have bags collected from their home, where travel documents are scanned and validated, powered by the companies' technology to complete the check-in process. Real-time driver and bag tracking are provided throughout the journey, giving passengers peace of mind that their luggage has arrived safely at the airport, or at the arranged delivery location. In the future, this service may enable airports to rethink the design of landside spaces, where they can distribute demand and ease pressure at peak times by entirely removing bags from the terminal and processing them in advance, or even handling the bags off-airport.

Academically, there is not much past research about luggage delivery services due to its fairly recent appearance. Among the few academic articles that I was able to find, most of them only address ancillary services in general, or talk about individual luggage delivery services in specific countries. Therefore, this research study will prove to be relevant by defining the drivers and barriers of a new luggage delivery service, and also explore the different opinions and perceptions consumers have relative to this concept.

5. Research Methods

To provide answers for the analysis in question, both qualitative and quantitative research methods were used. By deploying a Mixed Methods approach, we are able to gain a substantial understanding of consumer's perceptions regarding the service through the qualitative data, and further validate our findings and draw conclusions regarding our analysis through the

quantitative data. Qualitative data was collected through in-depth interviews, while quantitative data was collected through an online survey. The in-depth interviews served to consolidate what was addressed in the Literature Review, and to adjust or add some thoughts that were not previously discussed. The online survey served to verify the earlier investigation, and to validate the findings using SPSS.

6. Dissertation Outline

The remaining of the dissertation will be composed of four key chapters. We already addressed in the first chapter the framing of the theme and the purpose of its research, and how the analysis will be structured. The following chapter will review the existent academic literature regarding the drivers and barriers that were established for the service, and also regarding academic literature relative to the air travel industry and the characteristics of the consumer. The third chapter presents the detailed research methodology and the data collection methods used for the data analysis. Chapter four shows the findings that resulted from the analysis of the previously collected data. The final chapter, which is chapter five, displays the main conclusions withdrawn from the previous chapter's analysis, as well as its theoretical and managerial implications, alongside some recommendations for future research.

CHAPTER II – LITERATURE REVIEW

2.1 Market Overview – The Air Travel Industry

Since its emergence, the air travel industry has played a fundamental role in transportation, and completely revolutionized the way people travel around the world. Over the years, the industry has undergone substantial improvements, but it also faced increasingly tougher challenges along the way. Traditionally, the aviation industry was subject to several regulations around the world, however, the increased demand of the market let to a deregulation of the airline industry, which significantly affected the airline operations and reshaped consumer purchase behavior (Airline Deregulation Act, 1978; Ferdinand Scharpenseel & Perspective, 2001). After this, new carriers rushed into the market, introducing new routes, and ultimately, low-cost carriers started to emerge. Notwithstanding, currently the traveling industry is still immensely legislated, and characterized by thin-margins, fierce competition, and poor service quality. In addition, from all the industries in the world, the air travel industry is the one that substantially suffers when there are economic downturns, increased oil costs, or even global pandemics as they are experiencing at the moment (The History of Airline Industry, 2018).

The flow of the industry faces several challenges, some of the main being passenger queueing, mishandled bags, and unexpected events such as bad weather or aircraft maintenance, and according to Loskot & Ball (2015) "the infrastructure, processes and systems in AT have not changed for over 40 years, so they are dated, inefficient and complex" (p. 1). In 2018, the biggest air travel complaints were related with bookings, service and baggage handling (Prosperi, 2018), so it is clear that, in general, the air travel industry has not been efficient enough. Additionally, the consumer is getting more demanding, especially when he is provided with the most recent technologies. With the rise of disruptive business models such as Uber and Spotify, customer expectations become increasingly higher, and the digitalization of certain services almost becomes expected from them. Overall, customers are getting used to having simple and cheap services that satisfy all their needs.

2.2 Digitalization and Customer Experience

The digital age has fundamentally redefined how we live our everyday lives, and the modern fast-paced world is becoming increasingly characterized by technology-facilitated transactions (Meuter et al., 2000). The ever-growing technologies enable a multitude of products, thus reshaping consumer's perceptions towards traditional industries (Sze et al., 2015). In general,

the adoption process of technological innovations varies according to different endogenous (Daghfous et al., 1999), and exogenous (Adams et al., 1992) characteristics, and although people may be reluctant when embracing recent technologies, especially among the older generations, most times people are curious and willing to try new products, and accept change when it meets their needs (Gilly & Zeithaml, 1985).

Nowadays, customer experience seems to be one of the main objectives for firms, especially because it is not limited to the customer's interaction with the retailer, but rather a combination of experiences across different stages and touch points of the consumption process, which evolve over time (Verhoef et al., 2009). Customers also interact with firms across different channels and platforms, so it is crucial that companies deliver a consistent experience throughout the customer journey (Lemon & Verhoef, 2016). Some companies even go further, adopting customer centricity approaches, placing the consumer as the focus of operations, in order to better understand and manage their needs (Gummesson, 2008).

People resort to services for their added value, and the interaction between customer and service provider can be a critical determinant of overall satisfaction (Surprenant & Solomon, 1987). The surge of disruptive services is changing consumer's daily routines, offering simple services powered by technology, especially when supported with a mobile app, which allows companies to have more effective engagement, providing deeper and more convenient interactions with users (van Heerde et al., 2019). Some of the most successful business models in today's marketplace (e.g. Uber, Amazon) are the ones that are able to decouple the customer value chain, providing a superior and hassle-free experience for their consumers, by targeting inefficient sections of the value chain, and capitalizing on these areas (Bartleby, 2019).

2.3 Need for Innovation

The International Air Transport Association is a trade group for airlines around the world. This organization supports airline activity and helps formulate industry policy and standards for several of the world's airline companies. IATA provides multiple services across different areas, but their main focus is related with Safety, Simplifying the Business and Environment (IATA Annual Review, 2020). IATA has the vision of "Working together to shape the future growth of a safe, secure and sustainable air transport industry that connects and enriches our world" (IATA Vision, 2020), deploying several programs making sure airlines are complying with certain standards and creating goals for industry stakeholders, in order to improve the

traveling experience. According to their future vision report, more people are travelling and with more frequency than ever before, and one thing is absolutely certain: “the passenger market will expand and diversify beyond our wildest dreams by 2050” (Bisignani, 2011, p. 58).

PASSME is a European Union project, which also aims to deliver novel solutions to address the anticipated increase in demand for commercial flights in the future. This program aims to investigate critical bottlenecks in the traveling experience, including luggage, security, boarding, and passenger flow, with the overall objective of reducing the traveling time by one hour, and improving the passenger experience, by developing time-saving solutions that suit passengers’ needs (PASSME, 2015). There are still several pain points in the travel journey, so it is essential to transform current operations, making the journey seamless and less stressful, thereby increasing the quality of the travel experience.

2.4 Leisure versus Business Travelers

Differences between consumers are of substantial interest to marketers, as they represent the existence of distinct needs and priorities, requiring the development of diverse market segmentation strategies (Bock & Uncles, 2002). This segmentation process lies on the belief that it is more profitable to address customers in different ways than to treat them all in the same way, and companies have explored almost every consumer behavior variable in order to section the market (Wind, 1978).

As in most businesses, segmentation strategies also have presence in the traveling industry, because of the many purposes behind people traveling abroad and exploring other countries. Whether it is a short-term stay to go on a vacation or attend a business conference, or if it is a long-term stay to study or do voluntary work, people have several motivations to go overseas, but the intentions of traveling can be divided into two standard notions: leisure and business. Several researchers make this distinction (Bruning et al., 1985; Dresner, 2006; Martínez-Garcia et al., 2012), and most airlines and company reports apply this division when referring to the different types of consumers (Bisignani, 2011, p. 39); (TAP, 2019, p. 45).

2.5 Willingness to Pay

In essence, willingness to pay refers to the maximum amount of money a consumer is willing to spend for a certain product. This reservation price reflects both the perceived value of the product as well as the sacrifice involved in acquiring it, and there are several determinants that

may affect this perceived valuation, and consequently the amount of sacrifice consumers are willing to make (Simonson & Drolet, 2004).

Uncertainty plays a big factor with regard to valuating products, and even though market researchers typically estimate WTP grounded from actual market transactions and survey data (Wertenbroch & Skiera, 2002), there is a widespread tendency to overestimate how much consumers are actually willing to pay (Frederick, 2012). Accurately estimating WTP is key when developing pricing strategies, so it is essential for firms to elaborate precise estimates in order to ensure the success of their products (Miller et al., 2011).

2.6 Booking Platforms

Digitalization has influenced several traditional industries in recent years, having prominence in the airline and hotel sectors, but online reservations are swiftly moving towards unusual areas, such as hairdresser appointments or doctor visits (Schaarschmidt & Höber, 2017). Digital services allow companies to simplify their processes, reduce operating costs, and interact with customers more effectively. When choosing a booking platform, customers tend to combine various channels during the purchasing process, therefore exhibiting omnichannel behavior (Belver-Delgado et al., 2020).

The emergence of online platforms has dramatically changed standard reservation processes, as they allow consumers to reduce search time by comparing offers of multiple service providers at the same time, and also conveniently pay for their booking. In particular when using smartphone devices, as they provide ubiquity when booking reservations (Belver-Delgado et al., 2020). The internet has become the main channels for consumers, but there is still a non-negligible share of tourists that continues to make their reservations through traditional channels (Boto-García et al., 2021).

Despite the benefits of online booking, consumers perceive it to be riskier, namely because of difficulty in evaluating products, privacy issues associated with payment details, and overall struggle of interface use, which may affect online shopping intentions, especially among elderly people (Belver-Delgado et al., 2020). Booking choice could also rely on the tourists' sociodemographic preferences or trip-related characteristics, so the preferred booking platform can vary depending on different attitudes and psychological traits, but will most likely be a combination of channels (Boto-García et al., 2021).

2.7 Features

A feature is essentially a specific piece of functionality that has a corresponding set of benefits for the user, and the assemble of attributes makes the end product. Alongside price, product features are also a main decision variable used by marketers to influence product evaluations and purchase behavior, so firms usually combine these two parameters in order to positively impact quality perceptions and purchase intentions (Chang & Wildt, 1994). Non-product social features such as good labor practices and sustainable commitments are also proven to, on average, positively affect an individual's shopping behavior. However, evidence also shows that consumers are not usually willing to sacrifice product functionality for social desirability (Auger et al., 2008). When having to choose among several products, shared features between alternatives are usually canceled, and greater importance is placed on unique features amongst the different options (Dhar & Sherman, 1996).

In order to make successful decisions regarding the previously mentioned variables, companies should seek to measure consumer assessments of product features by deploying market research and preference testing. These are most useful when developing new products, or when the current product begins to experience setbacks in the marketplace, allowing organizations to possibly identify features that require some alterations, therefore enhancing the overall value of the product (Day, 1968). The mere introduction of new features is one of the most common methods for differentiating products and consequently increase sales (Nowlis & Simonson, 1996), and although adding new features is likely to improve product valuation, in some situations it may actually reduce product value, mainly due to learning-costs, especially in high-complexity products (e.g. computers) (Mukherjee & Hoyer, 2001).

In several markets, firms sell their products and provide separate add-on features at extra cost. Airlines that provide meal service and other amenities for an additional fee is a typical example. These add-ons can either enhance an existing feature or introduce a new capability to the product, and surprisingly, additional features can either have positive or negative effects on consumer's judgements of products (Bertini et al., 2009).

2.8 Ancillary Services

Ancillary services function as a supplementary role to the core product. When traveling, it refers to all the extra utilities people might require, which may or may not come with an additional fee. They can be administrated before, during, and after the service is provided, with emphasis

on ensuring the satisfaction of the service across the entire journey, allowing consumers to have a more enjoyable travel experience (Moorman & Rust, 1999).

While hotel and airline industries have long been using ancillary services in their business strategies, traditional manufacturers too are starting to transition into a hybrid product-service offering. By complementing their deals with differentiation and cost leadership, firms are able solidify their position and grow their revenues (Ulaga & Reinartz, 2011), implying that ancillaries are more important than ever before with regard to providing a pleasant and efficient delivery of the service provided (Moorman & Rust, 1999).

Airlines are increasingly relying on ancillary services to add value to the travel journey, but ultimately to help improve their profitability, which can be obtained through a diverse mix of complementary fees. As passengers are increasingly seeking low fare trips, while maintaining a pleasant experience, it is obvious the traditional airline revenue strategy is no longer optimal, and ancillaries are becoming a key component for their financial performance. Digital services play an active role on the growth of these services, particularly mobile apps, which represent a unique opportunity for airlines to generate additional revenues, so it is imperative for them to focus on the value-added digital platforms in order to increase revenues and improve the passenger experience (AVRAM, 2017).

2.9 Routes

Delivery operations account for a significant portion of resources, so it is essential that courier services maximize the use of their trucks, while laying out the best possible routes to deliver their products. Each industry has particular problems they need to address in order to ensure a good delivery service, but the logistic procedures between them are essentially the same. (Maffei, 1965).

The rapid development of mobile technology has brought new opportunities for companies to interact with their customers, allowing them to effectively reach a broad range of individuals, and sustaining a long-term relationship with the target market (Yousif, 2012). Technology advancements have been shaping a new type of consumer, often deemed tech-savvy, who are now accustomed to the convenience of immediate purchasing and delivery through e-commerce platforms. Consequently, consumers now have very high standards regarding deliveries, so it is essential for companies to evaluate their options when it comes to delivery routes and efficient use of resources (Zhu et al., 2020).

There is always some level of anxiety towards the travel journey, which can turn out to be very stressful and exhausting. In order to mitigate some of these emotions, passengers often resort to transfers, a pre-arranged transportation between the airport and their final destination, including hotels, Airbnb's, or any other point of interest, and also back to the airport. Many travelers acquire this service due to its convenience, eliminating the stress of finding a taxi, or carrying heavy luggage onto public transports. Hotels typically provide shuttles or private transportation to their place, indicating customers do value this service, but price ends up being a downside due to its elevated cost (Kelly, 2019).

2.10 Drivers

2.10.1 Convenience

During the earliest beginnings of marketing usage, the term convenience was deemed "the time and effort consumers used in purchasing a product rather than a characteristic or attribute of a product" (Berry et al., 2002, p.2). The perception of convenience was closely related with the purchasing efforts of the products rather than its use, but the latest modern literature has developed the term Service Convenience – "consumers' time and effort perceptions related to buying or using a service" (p. 1). Every researcher from this section acknowledge the increasing importance of convenience for consumers, which can be associated with socioeconomic changes, technological progress and increasing competitiveness of business environments (Berry et al., 2002), ultimately resulting in an alteration of consumer attitudes from valuing products and services, to valuing time (W. T. Anderson et al., 1971).

Following their suggested definition, Berry et al. (2002) present a model composed of five types of convenience – decision, access, transaction, benefit and post benefit convenience, which represent the activities consumers go through when purchasing or using a product, and also mirror the different stages of the purchase decision process. Seiders et al. (2007) further extend this model by developing seventeen subscales of the previous five dimensions and introduce the SERVCON scale. While the first model only analyzed different types of convenience, this new framework offers a comprehensive measure of perceived service convenience, something that was not previously conceptualized, and was later adopted by several other researchers.

Convenience can be obtained through different sources, but our focus is on value-added convenience, which can be characterized by both the amount of service a producer adds to the

raw product, and also by the corresponding reduction in time and effort invested by the end consumer (E. W. Anderson & Shugan, 1991). A strong example of this value-added convenience is prepared meals, which only require reheating to be enjoyed. The authors have a curious perspective towards this subject and recognize the relative level of convenience as an increasing/decreasing function of the number of tasks completed by the producer. The more/less processing invested in the manufacturing of the product, the more/less convenience can be extracted by the consumer. Moreover, consumers who seek to get convenience are willing to pay higher prices, and factors such as lifestyle or income level play a major role in the convenient consumption behavior (Bellizzi & Hite ,1986).

2.10.2 Security

People have the desire of experiencing order, predictability, and control in their lives. These are some basic needs for security, which can be obtained through numerous sources. Family members, friends or even hobbies, are some aspects where individuals can acquire feelings of security, but according to Phipps & Ozanne (2017), these needs are mainly fulfilled by our daily routine. They describe routine as "taken-for-granted practices that form the rhythm of everyday life" (p.361), which most times are barely visible, but make individuals feel secured. People feel insecure when faced with an unexpected event, thus, engaging in daily routines allows them to manage anxiety, avoid surprises and ultimately help them feel secure. This goes together with Maslow's Hierarchy of Needs (Maslow, 1943), a motivational theory in psychology composed of a five-tier model of human necessities. For the second-tier, Maslow introduces security needs, which are categorized as basic needs in the pyramid, a tier that must be satisfied before attending higher dimensions.

People have this unconscious need and tireless ambition of achieving security, which allows them to enjoy living in a stable and predictable environment, free from anxiety (Csikszentmihalyi, 2000), and will adopt several behaviors in the present in order to ensure security and overall well-being in the future (Netemeyer et al., 2018). Several researchers (Kahle et al., 1986; Kamakura & Mazzon, 1991; Kamakura & Novak, 1992) have advanced work regarding this topic, and two main instruments were developed: the Rokeach's Value Survey (RVS) and the List of Values (LOV). These constructs are used to measure human values and refer to the preferences and behaviors people adopt to achieve a desirable state of existence, which have long been suggested as means for understanding consumers' underlying motivations (Kamakura & Novak, 1992). Security is a building block dimension for these two

instruments and can be divided into several components, namely emotional, financial, and family security. Such values provide a power explanation of human behavior, serving as criteria for human conduct, being limited in number, and remarkably stable over time (Kamakura & Mazzon, 1991).

2.10.3 Efficiency

The existent academic literature proposes different notions to the concept of efficiency. Wernerfelt (1994) refers to the standard term of economic efficiency, a situation where no individual can be better off without making at least one another in a worse position. Engle (1941) explores the concept of mechanical efficiency, which is the ratio of work that we can extract out of a machine. This conception can be applied across several fields, but in general, it describes the very best of business practices throughout the board. Our focus is on the simple construct of being more efficient, which can be achieved by gaining more outputs in a given scenario, or by reducing the necessary inputs for that same situation (Swan & Futrell, 1980). Reduction of costs over time (Maglio & Spohrer, 2008), simplification of processes (Falk et al., 2010), and improved control over uncertainty and reduction of risk (Peterson, 1995), are some typical adjustments companies sustain in order to become more efficient. Any firm that fails to satisfy these criterion may be regarded as inefficient (Kamakura et al., 1988).

In the current rapidly changing business environment, technology-based solutions are swiftly modifying our everyday life, and for both individuals and organizations, there is a growing emphasis on maximizing the benefits of adopting such technologies. Some of the main benefits companies may experience from embracing these technologies are reduced costs, increased convenience and enhanced efficiency (Kumar & Ramachandran, 2020). When developing new products, if firms are able to use such technologies to better engage in market exploration and exploitation activities, and consequently process the captured information with great efficiency, they will be able to better meet the needs of customers, and strive towards gaining a sustainable competitive advantage in the long run (Zhang et al., 2015).

Even though companies are increasingly venturing into innovative platforms, not every individual is able to keep up with the pace of these changes. Mick & Fournier (1998) produced a survey regarding new technological products, and when asked to complete the sentence “I would describe technological products as…”, the modal response category was “efficiency”, or in other terms, getting the job done quicker (p.128). However, some answers in the survey also

classified technology as a contradictive category, including such replies as “helpful and hurtful”, “double-edged sword” and “blessing and a curse”. The authors then proceeded to develop the concept of efficient/inefficient paradox for technologies, and based their construct on the fact that even though technologies do save time, they also tend to consume a substantial amount of it, at the very least requiring to learn the basics of the software.

2.10.4 Safety

Firms need to understand the critical dimensions consumers adopt to judge the quality of products and services, as well as understanding their overall consumer attitudes and motivations. The study of consumer behavior has attracted substantial scholarly attention in the last few years, in order to better determine how consumers combine perceptions of product attributes into preferences (Alpert, 1971; Bettman et al., 1998; Hauser & Urban, 1979), but consumer judgements might not always be easy to evaluate. Many consumer decisions are prompted by safety motivations and needs, and depending on the risk involved, they might even be determined based on their emotional system, better known as gut feelings (Gershoff & Koehler, 2011).

Safety is a major element of preference when evaluating and making decisions about any product or service. It plays a primary role in the automobile (Alpert, 1971; Luce, 1998) and air traveling industry (Bruning et al., 1985), where the final decision outcome is highly influenced by the level of perceived safety, which can be very sensible in these particular industries. Understandably, consumers tend to be very delicate regarding this subject, and according to Rahinel & Nelson (2016), they can even evaluate brand logos as lacking in safety just from their design.

Safety needs are motivated by a broad scope of development, personal, social and existential fears (Rindfleisch et al., 2009), and in order to mitigate them, people tend to stay away from places they perceive to be unsafe (Sayin et al., 2015), they actively seek information about the safety of products, and ultimately avoid the purchase of any good when it displays a high level of fear or anxiety (Berkman et al., 1982). Unfortunately, when making any decision, consumers will always have to bear some kind of “risk”, which can be inversely related to the amount of safety a person is willing to give up. While a risk averse individual might prefer safer outcomes, a risk prone individual will likely prefer riskier results (Hauser & Urban, 1979).

Boulding & Purohit (1996) propose two types of safety – the first is generated by preventive features and the second is generated by crisis features. Rahinel & Nelson (2016) characterized the same ones as protective or reparative safety products, respectively. Referring to automobiles, while preventive features increase the driver's ability to avoid an accident (ABS), crisis features provide added protection in the case of an accident (airbags). Naturally, consumers are willing to pay higher prices for safer products, and according to the authors, consumers are willing to pay more for crisis features.

2.11 Barriers

2.11.1 Trust

One of the most appropriate definitions of the term is from Moorman et al. (1993), who define trust as "a willingness to rely on an exchange partner in whom one has confidence" (p. 82). Most definitions have as their focal point the importance of confidence and reliability in the conception of trust (Garbarino & Johnson, 1999), and all previous scholars agree it is one of the most important judgements for consumers when evaluating a marketing organization. Relations between firms are experiencing a fundamental change, and in many industries, organizations are increasingly looking to have fewer but stronger relationships with their channel partners, making trust an essential ingredient for such partnerships to realize their full potential (Geyskens et al., 1998). In addition, consumer's trust in brands has declined around the world in recent years, and as a result, it has become of primary concern for managers (Rajavi et al., 2019).

Previous scholars distinguish between two main forms of trust: honesty – the belief that the other party is reliable, stands by its word, and fulfills promised role obligations; and benevolence – the belief that one side is genuinely interested in the welfare of the other, and is motivated to seek mutually beneficial gains (Atuahene-Gima & Li, 2002). Several researchers (Garbarino & Johnson, 1999; Singh & Sirdeshmukh, 2000) have delved into understanding the role of trust in consumer's attitudes and intentions, but Sirdeshmukh et al. (2002) are able to develop a model which allows to acknowledge the behaviors and practices of service providers which can build or deplete consumer trust, and the mechanisms that convert consumer trust into value and loyalty in relational exchanges, claiming that trust is perhaps the single most powerful relationship marketing tool available to a company.

Brand trust is an essential element in building successful marketing relationships, but consumers can easily recognize strong cues suggesting whether they should reconsider their trust towards the organization (Herbst et al., 2012). Deceptive advertising and manipulative sales tactics are common practices that are known to undermine trust in companies (Wilson & Darke, 2012). Individuals sometimes form preconceptions towards certain brands, or sense some kind of uncertainty regarding their products, which can negatively affect their buying behavior (Sirdeshmukh et al., 2002). To mitigate this problem, companies should communicate well with customers, satisfy, and foster independent relationships with them (Grayson et al., 2008).

People also tend to trust their feelings, often conceptualized as guts, which is defined as "degree to which individuals believe that their feelings generally point toward the right direction in judgements and decisions" (Avnet et al., 2012, p. 720), and a large number of studies have shown this trust in feelings can exert substantial influences in judgement. People's trust in organizations often proves to be quite resilient (Humphreys & Thompson, 2014), and high consumer trust is linked with higher value growth (Rajavi et al., 2019), greater market share, and premium prices in the marketplace (Chaudhuri & Holbrook, 2001), and when consumers know they can rely on certain brands, they become loyal to these organizations, and tend to repeat transactions in the future. However, to gain their loyalty, first they need to gain their trust (Sirdeshmukh et al., 2002).

2.11.2 Uncertainty

Life can be full of doubts, and some of the most important decisions carried out by consumers involve some kind of uncertainty (Kahn & Sarin, 1988). Consumers possess two general types of uncertainty – uncertainty regarding available alternatives (knowledge uncertainty) and uncertainty regarding which alternative to choose from (choice uncertainty). While the latter leads to a more extensive research, the first actually leads to a weaker, lesser amount of search (Urbany et al., 1989).

The commitment of transforming uncertainty into certainty, and to reduce the associated anxious feelings, seems to be integral in many aspects of human behavior (Lee & Qiu, 2009). Individuals can rely on a number of strategies for this process, but they mainly resort to the collection of more information, while companies usually resort to conducting market research (Tyagi, 2006), which can be quite helpful when considering new products. When introducing a

novel product to the market, firms will have uncertainties regarding demand, while consumers will have uncertainties regarding product adoption (Nooteboom & Nooteboom, 1989), and doubts regarding performance, benefits and switching-costs will arise when having to make a decision (Castaño et al., 2008).

When faced with uncertainty with respect to products and services, consumers usually seek for brand credibility, because it serves as an indicator of overall quality, thus affecting consumer choices (Erdem & Swait, 2004; Swait & Erdem, 2007). Past experience and previous exposure to the brand may also affect current choice behavior, because it allows to reduce uncertainty regarding their offerings, hence raising expected utility from the brand (Erdem et al., 1996). Consumer's decisions are not easy to assess, and under conditions of uncertainty, decision outcomes will depend whether if they are uncertainty averse, seeking, or indifferent. Despite their different orientations, generally, individuals are willing to pay more in order to avoid situations involving uncertainty (Kahn & Sarin, 1988).

Typically, individuals tend to avoid and dislike uncertainty (Goldsmith & Amir, 2010), but in some circumstances, uncertainty might actually be beneficial. Winning a lucky draw but not knowing the prize immediately (Y. H. Lee & Qiu, 2009); having the chance to win a reward of an uncertain magnitude vs. a reward of a certain magnitude (Shen et al., 2015); repeating a behavior more if incentive is uncertain vs. certain incentive (fortune cookies) (Shen et al., 2019) are some situations portrayed by these researchers, where uncertainty can play a positive role by help experiencing greater motivation, and longer-lasting positive feelings.

2.11.3 Logistics

Logistic operations are present in consumers' everyday lives, as they are intrinsic to the processes of human and non-human societies. We can witness its prominence with the system of bee and ant communities, but it is in the human domain that logistics have become most highly organized (Granzin & Bahn, 1989). The processes inherent to logistics require a lot of planning decisions, therefore demanding proper skills in logistics management, and start as soon as we wake up. Our planning decisions are usually for the short-term, being mostly about either time or money, but individuals may also plan in the longer term, always with the purpose of maximizing utility (Lynch et al., 2010).

Previous literature proposes the existence of a direct relationship between the integration of logistic activities and enhanced company performance. According to Dröge & Germain (1989),

a centralized structure solely designated to logistics, and not dispersed across multiple departments, can lead to superior performance of operations, allowing for better decision making, clarification of priorities and avoiding ambiguities, and improved planning and management of resources.

Many consider good logistics practice to be the company's ability to deliver the right amount, of the right product, at the right place, at the right time, in the right condition, at the right price, with the right information (7 Rs), which is a rather simplistic definition of the term (Granzin & Bahn, 1989). Businesses have moved beyond viewing logistics as merely an area for cost improvement, to viewing it as a key source of competitive advantage, where good practices can have a significant positive impact on the profitability within a firm's total market efforts (Mentzer et al., 2001). Organizations are becoming increasingly aware of the strategic role of logistic services in a firm's overall success (Bienstock et al., 1997), and the excellence of logistic practices has become a powerful source of competitive differentiation, therefore enhancing customer satisfaction and supplier value (Granzin & Bahn, 1989; Mentzer et al., 2001).

Logistics can and does also play an important role during the life cycle of new technological products, and significant competitive advantage can be achieved by integrating logistic strategies in new product development activities. These logistic operations perform a variety of tasks during technological innovation - acting as a mediator between development teams and outside stakeholders; giving advice about improvements and cost reductions; helping in the process of launching and collection of data; and of course the physical act of distributing the products, which contribute to the success over the development and launch phases of the product (Meyers & Tucker, 1989).

2.11.4 Sustainability

Following the most popular definition of the term, conceptualized by the World Commission on Environment and Development 1987, sustainable development is "meet the needs and aspirations of the present without compromising the ability to meet those of the future" (Brundtland, 1987, p. 39). The three pillars of sustainability are – environmental integrity, economic prosperity and social justice, and all sustainable initiatives should be guided by these principles (Hult, 2011). In recent years, the topic of sustainability has captured an extraordinary amount of attention, and global organizations are recognizing sustainability as an increasingly

important strategic goal (Closs et al., 2011). Focusing on sustainable performance has proven to enhance efficiency and profitability over the long term and proven to be a strategic resource that leads to competitive advantage. More than ever, firms are adopting sustainable measures when conducting business, not only with the sole purpose of obtaining economic benefits, but also seeking to deliver environmental and social welfare (Chabowski et al., 2011). Despite being aware of the profound significance their response to the challenge of sustainability may have for the competitiveness and perhaps survival of their organizations, experts indicate that when dealing with sustainability-related issues, most companies are not taking a proactive approach to managing sustainability, merely launching initiatives without any specific vision or plan, and carry actions that are compliance driven, rather than strategic, lacking on a long-term perspective (Sheth et al., 2011).

"Green products" have received considerable attention in recent years, and the increased awareness of the impact of consumption decisions on the environment has boosted responsible consumption from individuals (Giesler & Veresiu, 2014). Despite the widespread attention sustainability is receiving, sales of such product still represent "only a small fraction of overall demand" (Closs et al., 2011, p. 18), indicating that the level of green consumption remains too small to translate into a meaningful environmental impact (Sheth et al., 2011).

Sustainability is a defining business challenge of our times, and responding to this test, researchers in a number of business and non-business fields have examined distinct aspects of sustainability (Chabowski et al., 2011). Undoubtedly, considerable progress has been made to understand the importance of sustainable business practices (Varadarajan, 2010) and management approaches (Crittenden et al., 2011), and one of the most important topics that has emerged from sustainability is CSR. Corporate Social Responsibility is a series of practices adopted by organizations, allowing them to operate in a way that contributes positively to society and the environment. CSR can actually influence the way consumers evaluate products and alter their perceptions regarding prosocial firms, and the ones who actually engage in such practices are likely to be perceived as having higher levels of product performance, a decreased consumers' price sensitivity, and increased brand loyalty (Chernev & Blair, 2015). However, CSR is also commonly viewed solely as a tool for enhancing the company's reputation and foster customers goodwill, and may have a negative impact on the perceived performance of some particular product categories, such as luxury products (Torelli et al., 2012). Product sustainability, though appealing as a virtue on its own, can either be an asset or a liability with respect to consumer preference and choice. In short, the effect of sustainable products on

perceptions depends on several factors such as consumer expertise, product category and ethical values, making sustainability and prosocial practices a double-edged sword. Nevertheless, consumers are found to be more willing to advocate and defend socially responsible companies, which means that “doing good can indeed translate into doing well” (Chernev & Blair, 2015, p. 1412).

CHAPTER III – RESEARCH METHODOLOGY AND DATA COLLECTION

3.1 Research Approach

The main objective of this research is to identify the profile of the consumer and understand the drivers and barriers of a door-to-door luggage delivery service in the Portuguese market. In the previous chapter, we conducted an extensive and thorough analysis of the Literature Review regarding the above-mentioned subjects, and in order to collect substantial and reliable information, a Mixed Methods Methodology combining both qualitative and quantitative data will be used.

Traditionally, marketing has heavily relied on few single-method research designs, and the limited amount of techniques introduced certain biases and delimited the scope of research. Deploying a Mixed Methods research compensates for various weaknesses of single methods, answers broader questions and provides stronger results (Davis et al., 2010), producing robust findings that are "far more compelling than single method outcomes" (p. 467). Additionally, by combining the strengths of both qualitative and quantitative research, we are able to get a deeper understanding of the research problem (Creswell, 2009).

For the purpose of this study, the qualitative research will serve to understand the subjective perceptions of individuals acquired through in-depth interviews, and the quantitative research will serve to objectively quantify the information gathered from the qualitative analysis through an online survey.

3.2 Data Collection & Sample

3.2.1 Qualitative Data – In-depth Interviews

The first part of the methodology was conducted with in-depth interviews, granting a small but high-quality number of target group individuals to be interviewed. Interviews are not meant to provide answers, but rather "…understanding the lived experience of other people and the meaning they make of that experience." (Seidman, 2006, p. 9). The interviews were conducted to gather insights on several aspects of the delivery service and travel experience, consolidating relevant subjects regarding the literature review, and with the objective of achieving a deep understanding of each participant thought path and judgement.

The primary advantage of in-depth interviews is their ability to provide much more detailed information when compared with other data collection methods, while still maintaining a

relaxed atmosphere for the respondents. However, there are also a few pitfalls to this method. When answering the questions, respondents could be prone to various bias, affecting the reliability of the data, therefore having a negative impact when analyzing the results (Saunders et al., 2009). They are also very time-consuming, and the interviewer's role is critical for the success of data collection (Carolyn Boyce, 2006).

The interview followed a semi-structured set of questions, which covered a list of aspects related with both research questions and literature review, but respondents had freedom to explore some other issues if they wished to, adapting the script when required. The script of the interview mainly followed open-ended questions, which allowed the respondents to speak freely and explore broader subjects in their reasoning. The first questions explored the opinions and views regarding air travel journey and their overall experience with airports and luggage logistics, while the following ones were aimed to understand the perceptions and preferences towards the service (**Appendix 1**). Only Portuguese individuals that live in Lisbon were interviewed, but the sample of respondents was chosen in a way that allowed to explore the attitudes of several different segments, with the purpose of understanding how different consumers perceive the service in question. **Appendix 3** summarizes the information of interviewed individuals.

3.2.2 Quantitative Data – Online Survey

The second part of the methodology was conducted with an online survey, granting a fast and wide reach of data collection, where each target group individual is asked the same set of questions in a predetermined order (Saunders et al., 2009). The online surveys were conducted to solidify the previous findings, and later analyze the collected data regarding the sample, with the objective of uncovering the opinions and attitudes of the sample population.

The primary advantage of online surveys is their convenience and accessibility to reach several individuals, and their ability to provide very accurate and reliable results. However, there are also disadvantages to this method. There is little control over the truthfulness of each respondent, possible issues regarding low response rates, and since there is no contact with an interviewer, there is no opportunity to clarify any questions (Saunders et al., 2009).

The survey followed a predesigned questionnaire, this time using a structure and closed-response questions, covering topics regarding travel experience and service perceptions, similarly to the qualitative analysis. After the screening questions, which ensured that all

respondents where part of the target population, several questions were asked focusing again on the travel experience and to gain deeper insights of consumer preference regarding several attributes of the service, followed by general demographic questions (**Appendix 2**). As previously, and drawing from the screening questions, the focus was to solely reach Portuguese people that live in Lisbon and have previous experience with the Lisbon airport, in order to understand how this sample perceives the service. **Appendix 3** summarizes the information of survey respondents.

3.3 Measurement and Scales

The online survey contained certain sets of statements which covered Customer Experience, Airport Processes, Customer Feelings and Ancillary Services that respondents may have towards different stages of the travel experience. These variables derived from a combination of previous literature and information retrieved from the qualitative analysis, which served to assess the overall satisfaction and the need for innovation in the air travel industry. Multi-measurement items were adopted for each construct in order to overcome the limitations of a single item, which could likely have a high rate of error and consequently lead to wrongful analysis. The remainder set of questions followed the previously described structure.

All items related to the feelings and opinions were either measured using a 7-point Likert Scale, ranging from 1 = Strongly Disagree/Very Unlikely/Not Important at All/Definitely Would not Use, to 7 = Strongly Agree/Very Likely/Extremely Important/Definitely Would Use, or measured using a 7-point Semantic Differential Scale containing dichotomous words at either end of the spectrum. A Rating Scale was used to measure the overall rating attributed to the service, ranging from Terrible to Excellent, and closed Yes or No questions were used for the screening and familiarity questions. Afterwards, a combination of single and multiple answer questions where addressed regarding the different features of the service, to discuss the preferences and options respondents would most likely use. Finally, general demographic parameters were collected at the end of the questionnaire.

CHAPTER IV – RESULT'S ANALYSIS

4.1 Data Analysis

4.1.1 Qualitative Data

Everybody agreed the travel journey is a long process, which requires a lot of logistics and previous preparation, needing to make sure that everything is checked before the trip. The same goes for the airport processes and handling their luggage. Respondents described operations as being time consuming, stressful, and painful, and even though smaller trips with only carry-on bags might feel easier, there are still several regulations and constraints for this type of luggage across different airlines, which may jeopardize the efficiency of the processes. The respondents stated they mainly travel for leisure purposes, and every so often for business reasons, and the overall thought when traveling is the feeling of burden, sense of responsibility and distress.

After being presented a more detailed description of the service, no respondent was aware of this concept, and the only ancillary services that some of the respondents have already used were all related with their mobility, namely pre-arranged transportation to/from airports, parking and car rentals. Only one respondent had knowledge of a similar service, the hands-free upgrade from easyJet, where the airline is in charge of taking care of carry-on luggage inside the airport.

Regarding perceptions, the service had an overall very positive feedback. People found the idea very interesting, and really enjoyed the concept of not having to carry their bags around. Respondents perceived the service to be very useful, convenient, and efficient, and with respect to the main advantages they were quick to refer the amount of time they could save by using this service, how the air traveling logistics would be much simpler, and how it would remove the hassle of carrying the bags around. With regards to the main disadvantages, trust was a central issue, alongside some level of anxiety, because people are very particular when it comes to their belongings. The most valued feature was the tracking of the bags, along with the insurance, which would reassure them safety and give peace of mind, while the main concern was related with mishandling of the bags, as well as mismatches between scheduled timings. Every respondent would be willing to try this service, even though on certain conditions and in specific types of trips; they would mostly use either the full door-to-door or from the airport to address type of service; the average WTP for a one hold-bag trip to/from the airport was approximately 30€; and the mobile app and desktop were by far the preferred booking platforms.

After conducting the interviews, I noticed respondents were not able to distinguish between Safety and Security. While the first was related with tracking and sealing of the bags, the latter was related with the insurance and assistance for misplaced bags, but for them the term referred to similar things. Having this said, I decided to merge the two drivers into a single one named Safety (more referred in interviews) and formulate a new one – Reliable.

4.1.2 Quantitative Data

In total, and during the course of 10 days, 209 survey answers were registered. After deleting the surveys that did not belong to the target group, we ended up having 186 valid answers. Furthermore, after removing those who either failed to complete the survey, as well as those who failed to correctly answer the attention question, we ended up with 117 valid survey responses. After eliminating the invalid responses, we could begin to prepare the data for the analysis. Firstly, I began by inverting the negative statements from Q4 and Q5 and recoded them into the same variable. After this, I computed new variables for Q4, Q5, Q7 and Q10, with the means of each group of statements. Upon further small adjustments, the quantitative data was ready for analysis.

The second step of the analysis is to look into the several frequencies and descriptive statistics, which help understanding the sample population. As we can observe from the diverse tables, the majority of people (68.4%) is not familiar with the concept of luggage delivery services, therefore some consumer education might be a good option to raise awareness for this concept. Notwithstanding, the overall rating of the service was very positive, with a total combination of 85.5% between Good, Very Good and Excellent ratings, and the likelihood of using the service was also satisfying, with 74.3% of the reported answers split between Somewhat Likely and Very Likely. In terms of features, the top three preferred ones were at home pick-up and delivery (24.9%), Tracking of luggage (19.2%) and included Airport Check-in (17.1%). Respondents would most likely use the Full door-to-door option (55.6%), for either Both kinds of trips (48.7%) or only for Leisure trips (47%), and for a single one hold bag trip to the airport, the WTP was mostly Less than 15€ (41%) and 15 – 29€ (45.3%). The top two preferred booking platforms were by far the Mobile App (47.4%) and Desktop (41.1%), but other channels such as Direct phone calls should not be disregarded, as some consumers still prefer to traditionally book their tickets **(Appendix 5.1)**. In terms of demographics, the sample was well balanced in terms of gender, with 54.7% Female and 45.3% Male responses. The age groups were mainly composed of people between the ages of 18 – 24 (47%) and 45 – 54 (27.4%), and logically,

according to these ages, the current occupations were mainly composed by Students (35%) and Employed workers (56.4%). Regarding the Level of Education, most people have a completed Undergraduate Degree (51.3%), and the Net Monthly Income was somewhat balanced between the several groups, with 22 people Preferring not to say their income. A summary of the survey demographics can be observed in **Appendix 3**.

The next step of the analysis has the purpose of testing the previously established hypotheses, as well as answering the main research questions of the study. The first hypothesis deals with the customer journey dissatisfaction, and the need for innovation in the air travel industry. A Linear Regression test was performed to analyze how the traveling variables influence the need for innovation. As we can see from the descriptive statistics, people are not particularly happy with the customer journey, with means ranging from 3.1 to 4.1, Airport Processes being the lowest, and demonstrate a high (5.8) need for innovation. The correlations table indicates no sign of multicollinearity, the R squared of the model is 0.246, meaning that 24.6% of the variance on the dependent variable is explained by the independent variables, and the ANOVA table has a p-value lower than 0.05, indicating that the model is significant. Looking now at the coefficients, Customer Experience, Airport Processes and Customer Feelings all have a negative effect on the Need for Innovation, with -0.131, -0.357 and -0.137 betas respectively, and Ancillary Services have a positive effect, with a 0.129 beta, but only Airport Processes and Ancillary Services are statistically significant. In terms of Collinearity Statistics, we don't have any problem, as all Tolerance values are above 0.4, and all the VIF values below 2.5. If we increase Airport Processes by 1 unit, the Need for Innovation will decrease by 0.357 units, while if we increase the Ancillary Services by 1 unit, the Need for Innovation will increase by 0.129 units **(Appendix 5.2)**. This means that enhancing the current operations decreases the need for innovation, which may result in a better traveling experience, while ancillary services actually increase this need, so maybe people don't find the current services very useful, meaning the introduction of a new useful concept might change their opinion, and consequently improve the passenger experience. Nonetheless, we can validate the first hypothesis.

The second hypothesis addresses which option of the service consumers would most likely use. A 2-Way ANOVA was performed to understand how the kind of trip and option of route influence the likelihood of using the service. As we can see from the descriptive statistics, it seems the highest means are achievable for Both kind of trips using the Address to Airport route with a value of 5.78, and the lowest for Business trips using the Airport to Address route with a value of 2. The p-value of the Levene's test is actually lower than the significance level

(0.042), so we reject the null hypothesis of equal variances, which is not ideal, so caution when evaluating the results of the sample. According to the effects, the two variables have a p-value lower than 0.05, including the interaction effect, so they are statistically significant, meaning at least two of the means are different. The strength of association is measured with the Partial Eta Squared, and the variable that has the larger effect on the Likelihood of Use is the Option of Route, with a value of 0.185, and the R squared of the model is 0.307. Since we rejected that the means are equal, we run the Post Hoc tests to identify the ones that differ. From the LSD and Bonferroni tests, we can observe that for the Option of route, there is a statistically significant difference between Address to Airport and Airport to Address, and also from Airport to Address and Full Door-to-door service. For the Kind of trip, there is a statistically significant difference between Leisure and Business trips, and also Busines and Both kind of trips **(Appendix 5.3)**. According to the results, respondents would mostly use the service for either the Full Door-to-door or the Airport to Address route, and for either Both or Leisure trips. Having this said, we can't reject the second hypothesis, since the combination in question is statistically significant, and amongst the most likely options to be used, but we also can't validate it, since it is not the only main combination of the service that respondents would most likely use.

The third hypothesis has to do with the preferences of the different service attributes, and how they differ among the several demographic groups. Multiple cross-tabulations with a chi-square test were performed between the different demographic variables (Age, Gender, Occupation, Education and Income) and the different characteristics of the service (Features, Route, Kind of Trip, WTP and Booking Platform) in order to analyze if there is a relationship among these variables. After conducting all the tests, we were able to identify three occasions where p-value is lower than 0.05: between Age and Kind of trip (0.001), Education and Kind of trip (0.015), and also Age and Booking Platform (0.003) (may be invalid because of low responses) so for these cases, preferences differ between service characteristics and the demographic groups. In terms of the strength of association, the Phi and Cramer display values close to 0.5 for the three cases, so the association is moderate **(Appendix 5.5)**. There is a relationship between the above-mentioned characteristics and demographic combinations, meaning attribute preference is not always the same across different demographic groups, so we can validate the third hypothesis.

The next section would be to understand what motivates and prevents the consumer from using this concept. A Linear Regression test was performed to analyze the drivers and barriers, and how they influence the rating of the service. As we can see from the descriptive statistics,

respondents were very moderate when assessing their feelings towards the service, with means ranging from 4.55 to 5.62, Certainty attribute being the lowest, but demonstrate a positive overall rating (5.42) of the service. The correlations table indicates possible multicollinearity in three occasions, and the overall correlation levels are high, but as we are addressing attributes that are very similar to each other, the decision was to keep all the variables in the Regression. The R squared of the model is 0.507, meaning that 50.7% of the variance on the dependent variable is explained by the independent variables, and the ANOVA table has a p-value lower than 0.05, indicating that the model is significant. Looking now at the coefficients, Convenience, Reliable, Efficient, Certain and Logistic attributes have a positive effect on the rating of the service, with 0.225, 0.232, 0.236, 0.114, and 0.053 betas respectively, and Safety, Trust and Sustainability attributes have a negative effect on the rating of the service, with -0.089, -0.223 and -0.14 betas respectively. From these variables, only Convenience, Efficient and Trust attributes are statistically significant. In terms of Collinearity Statistics, we have some problems with multicollinearity, as identified before, as some Tolerance values are below 0.4, and some VIF values above 2.5. While the increase in 1 unit for the positive attribute increases the overall rating of the service, the increase in 1 unit for the negative attributes will decrease the overall rating of the service **(Appendix 5.6)**. This means that the concept must work on the negative attributes in order to mitigate the fears and possible discouragements that may arise from the service, and make sure to promote the positive attributes in order to motivate people in using the service.

The fourth and fifth hypotheses discuss the differences between the attribute feelings towards the service, and the attribute importance in the traveling journey. A paired-samples t test was performed to analyze which attributes consumers value the most, and if they are statistically significant to the service attributes. As we can see from the paired samples statistics, the means of the pairs differ quite a bit, with the service attributes always having, except for Convenience, an inferior mean than the importance of that same attribute. As we can see from the paired samples test, all the variables, except for Convenience, have a significant difference between how consumers feel about the service and the attributes they perceive to be important when traveling **(Appendix 5.4)**. This means the service is not able to provide those feelings to its level of importance, perhaps because it is something new, which causes some apprehension. Therefore, the service should aim to elevate these feelings, in order to match the importance and expectations of consumers. Having this said, we can validate our fourth and fifth

hypotheses, since Safety and Trust are the two attributes consumers value the most, so the service should heavily focus on providing these feelings when getting the job done.

After carefully examining the previously postulated hypotheses, we can finally address the research questions, which served as the backbone for the current study. The first research question had the purpose of understanding the profile of the possible users of this luggage delivery service, and several tests were performed to gain substantial insights regarding this topic. Based on the analysis, Portuguese consumers have preference for the full door-to-door delivery service, which could be useful for Both Leisure and Business trips, and really value the availability of picking and delivering the bags at home. In terms of pricing, not surprisingly, consumers are moderate regarding their willingness to pay for the service, and would prefer to book it through a Mobile App. These are the overall preferences of the Portuguese consumers, but as observed from the analysis, some choices and priorities may differ depending on distinct demographic groups, so the company should address these differences when delivering the service, in order to provide a better customer experience. The second research question was focused on selecting the drivers that motivate consumers using the service, while the third research question was centered on selecting the barriers that discourage passengers from using it. Following the analysis, Convenience, Reliability, Efficiency, Certainty and Simple Logistic attributes all positively contribute to the overall rating of the service, while Safety, Trustworthy and Sustainability all negatively contribute to the overall rating of the service. Logically, positive attributes function as motivating drivers for people using the service, whereas negative attributes work as discouraging barriers for people using the service. Even though the concept is able to provide feelings of Convenience and Efficiency, which is positive because consumers perceive it as an enabler for saving time and enhancing the air travel journey, the concept is not able to provide feelings of Safety and Trust. Not surprisingly, as it is a new concept which deals with people's belongings, and people don't know if it actually works. Quoting someone from the in-depth interviews: "In the beginning, people also didn't trust Uber, but currently everyone uses it". This just shows how consumers are apprehensive about something they never tried or even heard before, however, the concept should reinforce these two ideas when providing the service and making sure there are no reasons for people to doubt the luggage handling system.

CHAPTER V – CONCLUSIONS AND LIMITATIONS

The aim of this study was to provide an understanding of the characteristics and preferences towards an invented door-to-door luggage delivery concept, and to assess the drivers and barriers that arise from this service, in the Portuguese market. A mixed methods approach was conducted to analyze the research problem and generate insights for future research. This chapter will discuss the main findings and draw the final conclusions, followed by some academic and managerial implications. Finally, limitations to the present study and recommendations for further research will be addressed.

5.1 Main Findings and Conclusions

After analyzing all the collected data, and according to the demographic profile and psychographic preferences of the respondents, it is recommended that the introduction of the service follows the choices and the needs of the Portuguese consumers. Overall, respondents perceive there is a need for innovation in the air travel industry and see the potential to improve the traveling journey through this luggage concept. In terms of features, the company should emphasize the convenient at home pick-up and delivery as well as the included check-in, and also the availability with the 24 working hours. Alongside this, they should also highlight safety and peace of mind that the service provides with the tracking and insurance of the bags, in order to attract the early adopters. The sanitizing and sealing were not among the favorite features, so they could maybe be disregarded, thus increasing efficiency, and saving time. The company should focus on accommodating the needs of the full door-to-door service, as this was the most likely option to use, not only for Leisure but also for Business traveling, due to the considerable amount of people that would use both kind of trips. The optimal price for a one hold bag door-to-door delivery introduction to the Portuguese market would lay between 30 – 58€, a fare that could vary depending on the number of bags and delivery distance. Booking the service would mainly be done digitally, via the Mobile App or via Desktop in the company's website, always with the option of Direct Calling, especially among elderly consumers. Nevertheless, before introducing the service, the company could retest the findings with a more representative sample or start with a test market and a small volume.

5.2 Academic Implications

After thoroughly reviewing the existent literature regarding all topics related with the study, it was observed that, although having the ability to explore the several addressed subjects, they had to be viewed on a broader and more theoretical context, due to the very limited amount of literature on the service at hand. As it was an invented concept, there was not much information specific to this service. Nonetheless, there were some previous articles regarding similar services which aided the current study. Therefore, this research contributes to the current literature on luggage delivery services, by acknowledging the current trend in the air traveling industry and further analyzing a novel concept, identifying the attitudes and preferences towards luggage handling in the Portuguese market.

5.3 Managerial Implications

Conclusions that were drawn from this study provide valuable insights about the Portuguese market, and how the passengers feel towards the concept, giving organizations helpful information to possibly employ in the near future. The air traveling industry must recognize that current processes are not equipped to meet the year-on-year passenger traffic increase, and how new solutions can positively affect the efficiency of the overall traveling experience. There are some organizations that are working together with airlines to solve this issue, and baggage handling alternatives can be one of the solutions to help enhance the customer experience, assisting the future demand and airport processes flow.

The current global pandemic scenario is a big managerial implication at the moment. The air travel industry has suffered tremendously from this pandemic situation, with several airlines going through serious difficulties in the last few months, including the Portuguese airline TAP, so the implementation of the service would probably only be optimal once the passenger level goes back to normal. In order for this service to work, the company should aim to establish an affiliation with the Lisbon airport and set up a station, similar to car rentals and other complementary services, to receive and deal with the handling processes of luggage. Furthermore, it should also seek to establish partnerships with the several airlines, to promote the baggage ancillary service as an additional upgrade in the post-purchase buying stage, in exchange for a commission on each customer. Additionally, the company should search for a warehouse in the city center, preferably on a high traffic and easy access area (Telheiras, Alvalade, Campo Grande), to assist the logistic operations and delivery of bags. The same steps should be done for the other destination hubs, as the service goes both ways. Initially, on the

foreign countries the delivery service could function similarly to LUGGit, which is like an uber for your luggage, and only think about acquiring a warehouse when demand requires to. Finally, the implementation of the service in Portugal should be accompanied by a promotional campaign, due to the low familiarity with the concept of luggage delivery services in the Portuguese market.

5.4 Limitations and Further Research

Regardless of the many valuable findings previously described, the present study was conducted as part of a Master Dissertation, resulting in some limitations, especially in terms of timeframe, resources, and feasibility of the concept. In order to provide meaningful information, the scope of analysis was limited to the Portuguese market, focusing only on the Lisbon area, which is not representative of the entire population. The sample size was also relatively small (n = 117), which limits the application of statistical procedures, and the generalizability of the results, due to the lack of representativeness. However, the study provides first insights regarding the preferences and the perceptions of a new luggage handling concept in the Portuguese market, and whether its implementation could be successful or not. Due to its practicality, only this specific population was considered for the research, and analysis of other areas and nationalities, where attitudes and preferences may differ, were not included in the study.

The second limitation has to do with the Literature Review. The entire paper's findings have resulted from the researcher's ability to look for the necessary information in the existing sources, and all the gathered insights derived from his interpretative skills, which may affect the actual knowledge and bias the findings. Denote as well that the investigation mostly did not consider the current global pandemic scenario, and the concept was formulated and evaluated with results from previous normal years of traffic.

Due to the nature of the study, it was not possible to evaluate how the service use intentions translate into actual behavior. Even though the concept received a very positive feedback, and most people were likely to use the service, it does not reflect into actual purchase behavior, so it is hard to predict the success once placed in the market.

Lastly, the feasibility of the concept is also a fundamental limitation to this research. Although the concept was formulated having as basis existing luggage delivery services, the practically of the service at hand may not be so easy. The amount of logistics, as well as the compliance

for particular luggage laws and restrictions for each country would not be easily put together, therefore we have to keep in mind the nature of the concept.

Luggage delivery services are a relatively new concept, and in order to overcome some of the previously mentioned limitations, and to generate meaningful insights about this topic, we should conduct future research, where there are several things left to explore. Firstly, since the current study solely focused on the Portuguese market, a broader and more extensive research with different types of data collection and further analysis is recommended. Moreover, the luggage delivery concept is not a frequent topic addressed in the available literature, therefore, more updated information relative to new technologies, future demand, and market trends, with respect to air traveling, should be reinforced. Future research should also seek to assess the relationship between product evaluation and how it translates into purchase behavior, investigating how the findings can be generalized into distinct economies, and how attitudes and preferences differ according to each geography. Lastly, other luggage delivery alternatives, such as off-airport logistics, should be considered in order to guarantee a more complete overview of the upcoming challenge the air traveling industry will face in the near future, because although this concept appears to be a legitimate answer, it is not going to be the one solution that will solve all the industry's problems.

APPENDIX

1. In-depth Interview Script

Hello, my name is Manuel Ceregeiro and I'm a Master's student at Católica Lisbon. I am currently developing my thesis under the general seminar "New Product Innovation", and for my theme I am exploring a new door-to-door luggage delivery service. I would like to ask you a few questions about this topic, which will last approximately 20 minutes, but feel free to talk as much as you would like and maybe share some experiences with the matter if you feel comfortable. There are no right or wrong answers, and all the information given will be confidentially protected, so your answers will be completely anonymous. Finally, before proceeding with the questions, just a reminder that this conversation will be recorded, so it can be analyzed in the future, and make sure no information is lost.

1. When you think about traveling abroad (on an airplane), what thoughts come to mind regarding the travel journey?
2. What do you think about airports and having to take care of your luggage?
3. When you travel abroad, what is usually the purpose of your trip?

Now I will share some more information regarding my project. The service that I'm analyzing is a door-to-door luggage delivery service, where a courier service picks up your hold luggage (and hand luggage if you wish, but you would have to pick up at our kiosk and carry it inside the airports) at the departure address at a scheduled time, and delivers it to the destination address at a scheduled time. The luggage would still be boarded in your plane, but you no longer need to worry about the hassle of taking your luggage to/from the airport as well as its check-in/claim. The price will depend on the type of service and also on the amount and size of the bags you wish to be delivered, and the time slots to schedule pick-up/delivery are 30-minute windows. The person in charge of the pick-up will verify your documents, sanitize, and seal your bags (hold bag), and finally deliver them to their destination. The service is available 24h, provides full tracking of the bags through its QR code, and notifications will be sent upon their arrival. Each bag has insurance in case of any occurrence, and you may choose between 3 options of the service:

- From address to airport (home and destination country). The service will pick-up your luggage at your home/destination country address, and you may collect it at the destination/home country airport's reclaim area (carousel).
- From airport to address (home and destination country). You have to take your bags and check them in at your home/destination country airport, and the service will pick them up at your destination/home country's address
- Full door-to-door delivery service. The service will pick-up your bags at your home/destination country's address and deliver them to your destination/home country's address.

An image and a video describing the delivery system and how the service works was also shown to the respondents to better explain the concept

4. Have you ever heard, or had any experience with a similar service? Or other auxiliary services?
5. What are your perceptions regarding this kind of service?
6. What do you think are the main advantages of this service for your travel journey?
7. What do you think are the main disadvantages of this service for your travel journey?
8. Is there any feature you believe to be essential for this service?
9. Would there be any factors that concern you regarding this kind of service?
10. Would you be willing to use this service? If so, would it be for every trip, or only sometimes?
11. In which situations would you mostly use this service? From address to airport (home and destination country), from airport to address (home and destination country) or the full doo-to-door service?
12. For a single trip to/from the airport, how much would you be willing to spend for a one hold bag delivery?
13. Where would you prefer to book this service?

2. Online Survey Script

Dear participant,

I appreciate you taking the time to help me with my research study and thank you in advance for your participation. I am a Masters student from Católica Lisbon of School Business and Economics, and the following questionnaire was built as part of my thesis and is intended to study a **door-to-door luggage delivery service**, for when traveling abroad. The survey will take approximately 5 minutes to complete, and your participation is highly valuable. You can either answer the survey in **English or Portuguese**, choosing the preferred language at the top right corner. There are **no right or wrong answers,** and all the information given will be confidentially protected, so your **answers will be completely anonymous**. Therefore, I kindly ask you to be completely honest when answering the questions.

If you have any inquiry do not hesitate in contacting me: 152119355@alunos.lisboa.ucp.pt.

Thank you for your participation.

Manuel Ceregeiro

In order to fit the required target population, please answer the following questions:

Q1 What is your nationality?

- o Portuguese
- o Other

Q2 Do you live in the district of Lisbon?

- o Yes
- o No

Q3 Have you ever traveled through the Lisbon Airport?

- o Yes
- o No

Q4 Please indicate your level of agreement with the given statements:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I find it easy to book flights online	o	o	o	o	o	o	o
I usually take public transports when going to the airport	o	o	o	o	o	o	o
I find it easy to take my luggage to the airport	o	o	o	o	o	o	o
Checking-in my bags is usually a quick process	o	o	o	o	o	o	o
I feel like I spend too much time at the airport	o	o	o	o	o	o	o
When I am waiting for my flight, I feel relaxed	o	o	o	o	o	o	o
At my destination, it takes a long time until my bag shows up at the baggage carousel	o	o	o	o	o	o	o

Q5 Please indicate your level of agreement with the given statements:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I usually book my flights through my smartphone	o	o	o	o	o	o	o
I normally use the self-service check-in kiosks at the airport	o	o	o	o	o	o	o
I think the airport processes could be optimized	o	o	o	o	o	o	o
There is lack of efficiency in airports	o	o	o	o	o	o	o
I wish I could spend less time at airports	o	o	o	o	o	o	o
The air traveling industry is subject to many changes	o	o	o	o	o	o	o
I believe the airport experience could be improved	o	o	o	o	o	o	o

Q6 Please indicate to what extent you believe there is a need for innovation in the air travel industry:

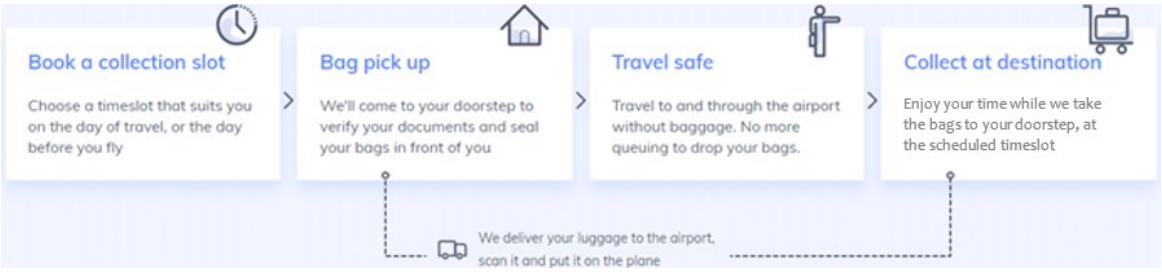
- o Strongly Disagree
- o Disagree
- o Somewhat Disagree
- o Neither Agree nor Disagree
- o Somewhat Agree
- o Agree
- o Strongly Agree

Q7 For the following adjectives, please indicate how you feel about airports?

Painful	o	o	o	o	o	o	o	Friendly
Stressful	o	o	o	o	o	o	o	Peaceful
Panic	o	o	o	o	o	o	o	Calm
Boring	o	o	o	o	o	o	o	Exciting
Difficult	o	o	o	o	o	o	o	Easy
Unpleasant	o	o	o	o	o	o	o	Pleasant
No control	o	o	o	o	o	o	o	Full control

Introducing the concept of a door-to-door luggage delivery service (please read carefully)
The service that I'm analyzing is a **door-to-door luggage delivery service**, where a courier service **picks up your hold luggage** (and hand luggage if you wish, but you would have to pick it up at our airport kiosk and carry it inside the airports) at the **departure address at a scheduled time**, and delivers it to the **destination address at a scheduled time**. The

luggage **would still be boarded in your plane**, but you no longer need to worry about the hassle of taking your luggage to/from the airport as well as its check-in/claim. The price will depend on the type of service and also on the amount and size of the bags you wish to be delivered, and the time slots to schedule pick-up/delivery are 30-minute windows. The person in charge of the pick-up will **verify your documents, sanitize, and seal your bags** (hold bag), and finally deliver them to their destination. The service is available **24h**, provides **full tracking** of the bags through its QR code, and notifications will be sent upon their arrival. Each bag has **insurance** in case of any occurrence, and you may choose between 3 options of the service: **From address to airport (home and destination country)**. The service will pick-up your luggage at your home/destination country address, and you may collect it at the destination/home country airport's reclaim area (carousel); **From airport to address (home and destination country)**. You have to take your bags and check them in at your home/destination country airport, and the service will pick them up at your destination/home country airport's reclaim area (carousel) and deliver it to your destination/home country's address; **Full door-to-door delivery service**. The service will pick-up your bags at your home/destination country's address and deliver them to your destination/home country's address.
The door-to-door luggage delivery service will function similar to this:



Q8 Are you familiar with the concept of luggage delivery services?

- o Yes
- o No

Q9 Based on the product description provided above, how would you rate this service overall?

- o Terrible
- o Very Bad
- o Bad
- o Average
- o Good
- o Very Good
- o Excellent

Q10 Please, indicate for the following auxiliary services how likely are you to use them in your next trips?

	Very Unlikely	Unlikely	Somewhat Unlikely	Neither likely nor unlikely	Somewhat Likely	Likely	Very Likely
Travel Insurance	o	o	o	o	o	o	o
Airport Parking	o	o	o	o	o	o	o
Vehicle Renting	o	o	o	o	o	o	o
Airport Transfers (chauffeur service/private taxi)	o	o	o	o	o	o	o
Theme parks	o	o	o	o	o	o	o
Theater & Concerts	o	o	o	o	o	o	o
Currency Exchange	o	o	o	o	o	o	o

Q11 For the following attributes, please indicate how you feel about this service:

Inconvenient	o	o	o	o	o	o	o	Convenient
Unsafe	o	o	o	o	o	o	o	Safe
Unreliable	o	o	o	o	o	o	o	Reliable
Inefficient	o	o	o	o	o	o	o	Efficient
Untrustworthy	o	o	o	o	o	o	o	Trustworthy
Uncertain	o	o	o	o	o	o	o	Certain
Complicated Logistics	o	o	o	o	o	o	o	Simple Logistics
Unsustainable	o	o	o	o	o	o	o	Sustainable

Q12 How important would you classify the following attributes when traveling?

	Not important at all	Not very important	Not important	Neither important nor not important	Important	Very Important	Extremely important
Convenience	o	o	o	o	o	o	o
Safety	o	o	o	o	o	o	o
Reliability	o	o	o	o	o	o	o
Efficiency	o	o	o	o	o	o	o
Trust	o	o	o	o	o	o	o
Certainty	o	o	o	o	o	o	o
Logistics	o	o	o	o	o	o	o
Sustainability	o	o	o	o	o	o	o

Q13 Based on the product description provided before, how likely are you to use this service?

- o Extremely Unlikely
- o Very Unlikely
- o Somewhat Unlikely
- o Neither Likely nor Unlikely
- o Somewhat Likely
- o Very Likely
- o Extremely Likely

Q14 Please click the answer "Somewhat Disagree"

- o Strongly Disagree
- o Disagree
- o Somewhat Disagree
- o Neither Agree nor Disagree
- o Somewhat Agree
- o Agree
- o Strongly Agree

Q15 Regarding the service described before, what are your preferred features? (multiple answers possible, max 3 answers)

- ☐ At home pick-up and delivery
- ☐ Airport check-in included
- ☐ 24h availability
- ☐ Sanitizing
- ☐ Sealing
- ☐ Tracking
- ☐ Insurance

Q16 Which option of the service would you most likely use?

- o From address to airport (home and destination country)
- o From airport to address (home and destination country)
- o Full door-to-door service

Q17 For which kind of trips would you use this service?

- o Leisure
- o Business
- o Both

Q18 For a single trip of the service option - from address to airport, how much would you be willing to spend for a one hold bag delivery?

- o Less than 15€
- o 15 - 29€
- o 30 - 44€
- o 45 - 59€
- o 60 - 74€
- o 75 - 89€
- o 90€ or more

Q19 Where would you prefer to book this service? (multiple answers possible, max 2 answers)

- ☐ Desktop
- ☐ Mobile app
- ☐ Direct call
- ☐ Travel agency

Other _____

Please answer the following demographic questions:

Q21 What is your gender?

- o Male
- o Female

Other _
_____

Q22 What is your age?

- o Under 18
- o 18 - 24
- o 25 - 34
- o 35 - 44
- o 45 - 54
- o 55 - 64
- o 65 - 74
- o 75 or older

Q23 What is your current occupation?

- o Student
- o Student - Worker
- o Employed
- o Unemployed
- o Retired

Q24 What is your highest completed level of education?

- o Less than High School
- o High School
- o Bachelor/Undergraduate
- o Post-Graduation
- o Master/MBA
- o Doctorate/PhD

Q25 What is your net monthly income?

- o Below 635€
- o 635 - 999€
- o 1000 - 1499€
- o 1500 - 1999€
- o 2000 - 2999€
- o 3000 - 4999€
- o 5000€ or more
- o Prefer not to say

3. Interviews and Survey Demographics

Number of participants	10
Nationalities	Portuguese
Gender	5 Male and 5 Female
Average Age	40.8

Gender	Frequency	Percentage (%)
Male	53	45,3%
Female	64	54,7%
Age		
Under 18	1	0,9%
18 - 24	55	47,0%
25 - 34	12	10,3%
35 - 44	6	5,1%
45 - 54	32	27,4%
54 - 64	11	9,4%
65 - 74	0	0,0%
75 or older	0	0,0%
Occupation		
Student	41	35,0%
Student - Worker	4	3,4%
Employed	66	56,4%
Unemployed	5	4,3%
Retired	1	0,9%
Education Level		
Less than High School	2	1,7%
High School	12	10,3%
Bachelor/Undergraduate	60	51,3%
Post-Graduation	7	6,0%
Master/MBA	34	29,1%
Doctorate/PhD	2	1,7%
Monthly Income (Net €)		
Below 635	26	22,2%
635 - 999	13	11,1%
1000 - 1499	14	12,0%
1500 - 1999	16	13,7%
2000 - 2999	10	8,5%
3000 - 4999	7	6,0%
5000 or more	9	7,7%
Prefer not to say	22	18,8%

4. Current Luggage Delivery Market

Company	Country	Presence	Booking	Relationship	Partners	Price	Insurance
LUGGit	Portugal	National	Mobile App	Independent	No	10 - 30€ (depends on bags and distance of delivery)	500 - 1,200€
Airportr	UK	National	Website	Partnerships	Airports, Airlines	15 - 35£ (+5£ each extra bag)	10,000£
Luggage Driver	Portugal	National	Website, Contact, Pick-up Points	Independent	No	9 - 11€ (+6 - 7,5€ next bag, + 5€ other bags)	Up to 1,000€
Direct Baggage	UK	International	Website	Independent	No (may use third parties)	30 - 185£ (Bellboy 185 - 400£)	Has insurance, but no info about numbers
Transfer Bags	UK	National	Website, In-person	Independent	No	25 - 80£ for 1 bag (10£ per extra bag)	500£
BagsVIP	USA	National	Website, Contact, In-person	Partnerships	Hotels, Airlines, Resorts, Cruises	40$ up to 40 miles (1$ extra per mile, 10$ per extra bag)	500$ per bag with limit of 1,000$
Luggage Free	USA	International	Website, Contact	Partnerships	Hotels, Resorts, Cruises, FedEx, UPS, DHL	95 - 215$ (varies with quantity and days of delivery)	500$ per bag (may pay for extra insurance)
Luggage Forward	USA (UK, Italy, France, Spain)	International	Website, Contact	Partnerships	Hotels, Airlines, Resorts, Cruises, Golf Clubs	79 - 174$ (may pay extra for faster delivery)	Full refund + up to 500$ per bag
LuggLess	USA	National	Website, Contact	Partnerships	FedEx, UPS	15 - 38$ (varies with quantity, speed, and distance)	200 - 700$
MyBaggage	UK (USA, Australia, Ireland)	International	Website, Contact	Independent	No	50 - 70€ Europe (up to 300€ intercontinental)	100€ (may pay for extra insurance)
Care4Luggage	The Netherlands	International	Website, Contact	Independent	No	35€ normal luggage (60 - 120€ strange size bags)	Refund
MyBagCheck	USA	National	Mobile App, Website	Independent	No	35 - 120$ (with up to 5 bags)	100$ (may pay for extra insurance)
Bounce	USA	International	Mobile App, Website	Partnerships	Hotel, Stores, Retailers	5€ per bag, per day	5,000$
Bellugg	Southeast Asia	International	Mobile App, Website, Contact	Partnerships	Airports, Hotels	150 - 600 THB per bag (4,2 - 16,7€)	Up to 50,000 THB (may pay for extra insurance)
LuggPort	USA	National	Mobile App	Partnerships	Airlines, Hotels	35$ for 2 bags (10$ per extra bag)	Refund (may pay for extra insurance)

Most companies only provide their services on a national level, spreading across several cities/airports, or just in a few major ones. The companies that have an international presence either have multiple headquarters, or they ship the luggage on an international level. Among all these services, some of them provide luggage delivery from an address to the airport, or vice-versa, some of them provide a courier service shipping the bags through delivery companies, and others provide storage for the bags. All companies offer different types of services (standard, premium…) and the final price of the delivery may vary depending on the number and size of the bags, the distance, the type of service (may include fares), and sometimes the speed of delivery. Some companies have their pick-up services available 24/7, while others only provide their services on a limited time period. Some pick-up the bags prior to the delivery day, in order to meet the deadline of delivery, and they all have a window time interval for delivery, which can go from 30 minutes to 6h windows. Depending on the company, they may pick-up the luggage on the address/airport of departure, or in specific pick-up points at the city centers. Some companies provide storage for the luggage, but the customer might have to pay extra fees for it. Only two of the companies analyzed provide check-in for the luggage at the airport, however, they only do it at the national level, they do not operate the same service for the return of the customer. Almost every company provides free insurance for the bags, which covers a certain amount, and in some companies the customer may pay a fee for extra coverage on the insurance. For other companies, they only provide the refund in case of mishandled bags.

5. SPSS Findings

5.1 Market Characteristics and Preferences

Are you familiar with the concept of luggage delivery services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	31,6	31,6	31,6
	No	80	68,4	68,4	100,0
	Total	117	100,0	100,0	

Based on the product description provided above, how would you rate this service overall?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bad	6	5,1	5,1	5,1
	Average	11	9,4	9,4	14,5
	Good	49	41,9	41,9	56,4
	Very Good	36	30,8	30,8	87,2
	Excellent	15	12,8	12,8	100,0
	Total	117	100,0	100,0	

Based on the product description provided before, how likely are you to use this service?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	1	,9	,9	,9
	Very Unlikely	8	6,8	6,8	7,7
	Somewhat unlikely	2	1,7	1,7	9,4
	Neither likely nor unlikely	14	12,0	12,0	21,4
	Somewhat likely	41	35,0	35,0	56,4
	Very likely	46	39,3	39,3	95,7
	Extremely likely	5	4,3	4,3	100,0
	Total	117	100,0	100,0	

Which option of the service would you most likely use?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From address to airport (home and destination country)	24	20,5	20,5	20,5
	From airport to address (home and destination country)	28	23,9	23,9	44,4
	Full door-to-door service	65	55,6	55,6	100,0
	Total	117	100,0	100,0	

$Preferred_Feature Frequencies

		Responses		
		N	Percent	Percent of Cases
Preferred Feature[a]	At home pick-up and delivery	83	24,9%	70,9%
	Airport check-in included	57	17,1%	48,7%
	24h availability	52	15,6%	44,4%
	Sanitizing	11	3,3%	9,4%
	Sealing	10	3,0%	8,5%
	Tracking	64	19,2%	54,7%
	Insurance	56	16,8%	47,9%
Total		333	100,0%	284,6%

a. Dichotomy group tabulated at value 1.

For which kind of trips would you use this service?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Leisure	55	47,0	47,0	47,0
	Business	5	4,3	4,3	51,3
	Both	57	48,7	48,7	100,0
	Total	117	100,0	100,0	

For a single trip of the service option - from address to airport, how much would you be willing to spend for a one hold bag delivery?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 15€	48	41,0	41,0	41,0
	15 - 29€	53	45,3	45,3	86,3
	30 - 44€	9	7,7	7,7	94,0
	45 - 59€	6	5,1	5,1	99,1
	90€ or more	1	,9	,9	100,0
	Total	117	100,0	100,0	

$Preferred_Booking Frequencies

		Responses		
		N	Percent	Percent of Cases
Preferred Booking[a]	Choice Desktop	78	41,1%	66,7%
	Mobile app	90	47,4%	76,9%
	Direct call	19	10,0%	16,2%
	Travel agency	3	1,6%	2,6%
Total		190	100,0%	162,4%

a. Dichotomy group tabulated at value 1.

5.2 Need for Innovation

Please indicate to what extent you believe there is a need for innovation in the air travel industry:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	,9	,9	,9
	Somewhat Disagree	2	1,7	1,7	2,6
	Neither Agree nor Disagree	4	3,4	3,4	6,0
	Somewhat Agree	31	26,5	26,5	32,5
	Agree	62	53,0	53,0	85,5
	Strongly Agree	17	14,5	14,5	100,0
	Total	117	100,0	100,0	

Descriptive Statistics

	Mean	Std. Deviation	N
Please indicate to what extent you believe there is a need for innovation in the air travel industry:	5,80	,722	113
Customer Experience	4,0177	,80340	113
Airport Processes	3,0860	,57605	113
Customer Feelings	3,8951	,95049	113
Ancillary Services	4,0973	1,11039	113

Correlations

		Need for Innovation	Customer Experience	Airport Processes	Customer Feelings	Ancillary Services
Pearson Correlation	Need for Innovation:	1,000	-,346	-,360	-,323	,173
	Customer Experience	-,346	1,000	,401	,362	-,102
	Airport Processes	-,360	,401	1,000	,281	,174
	Customer Feelings	-,323	,362	,281	1,000	-,051
	Ancillary Services	,173	-,102	,174	-,051	1,000
Sig. (1-tailed)	Need for Innovation:	.	,000	,000	,000	,033
	Customer Experience	,000	.	,000	,000	,142
	Airport Processes	,000	,000	.	,001	,033
	Customer Feelings	,000	,000	,001	.	,297
	Ancillary Services	,033	,142	,033	,297	.
N	Need for Innovation:	113	113	113	113	113
	Customer Experience	113	113	113	113	113
	Airport Processes	113	113	113	113	113
	Customer Feelings	113	113	113	113	113
	Ancillary Services	113	113	113	113	113

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,496[a]	,246	,218	,638	1,761

a. Predictors: (Constant), Ancillary Services, Customer Feelings, Airport Processes, Customer Experience
b. Dependent Variable: Please indicate to what extent you believe there is a need for innovation in the air travel industry:

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,322	4	3,581	8,789	,000[b]
	Residual	43,996	108	,407		
	Total	58,319	112			

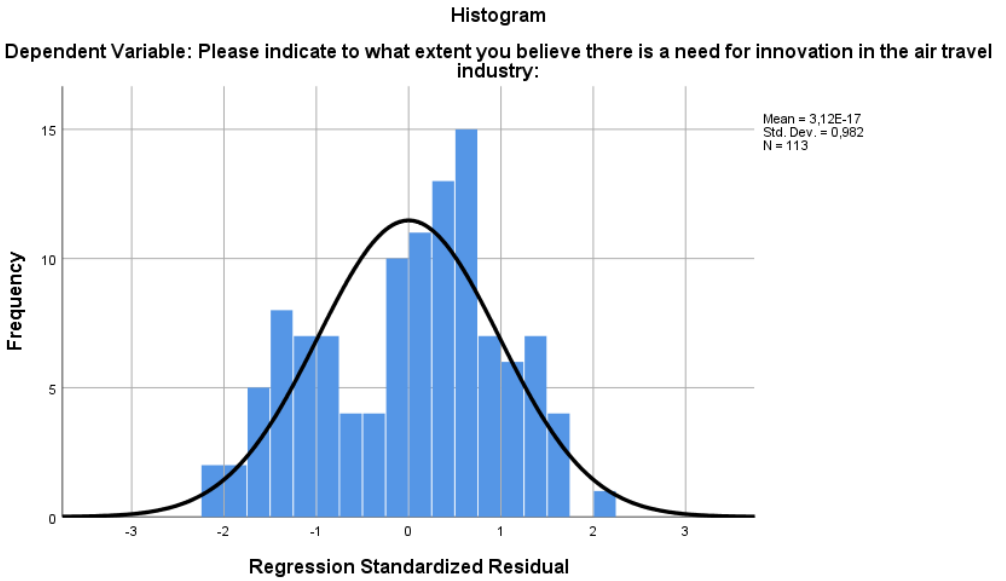
a. Dependent Variable: Please indicate to what extent you believe there is a need for innovation in the air travel industry:
b. Predictors: (Constant), Ancillary Services, Customer Feelings, Airport Processes, Customer Experience

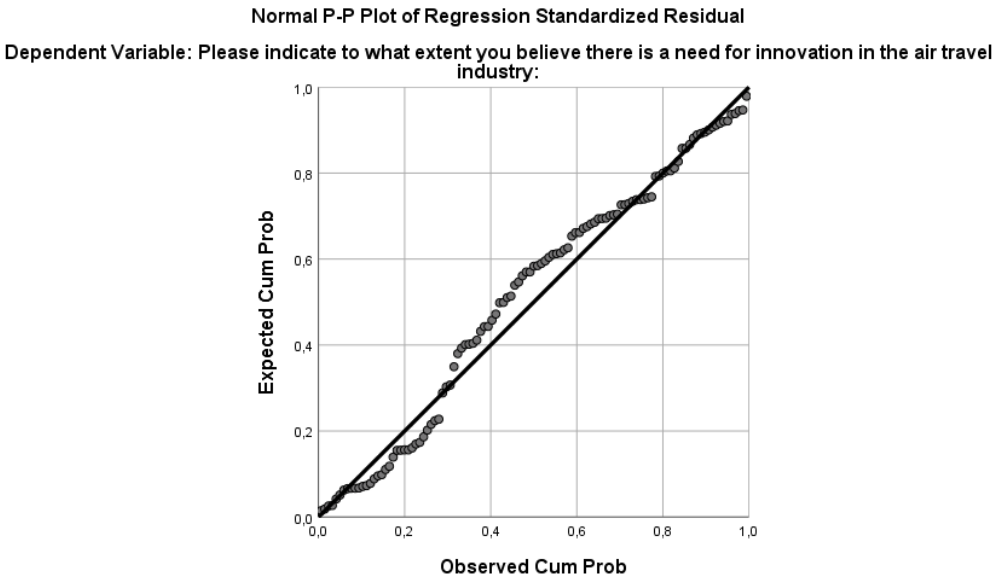
Coefficients[a]

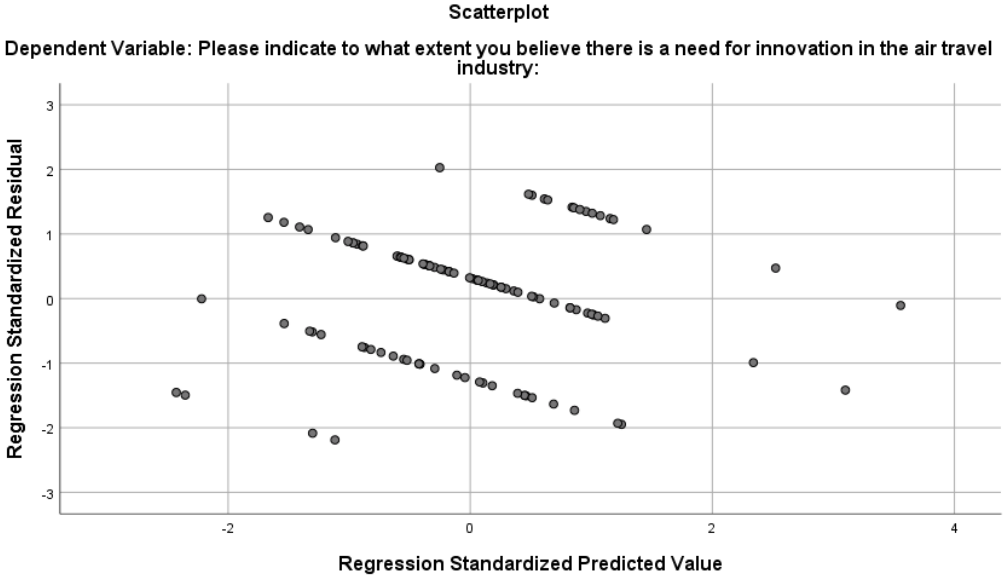
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7,430	,450		16,506	,000		
	Customer Experience	-,131	,087	-,146	-1,515	,133	,750	1,333
	Airport Processes	-,357	,119	-,285	-2,991	,003	,771	1,298
	Customer Feelings	-,137	,069	-,180	-1,983	,050	,844	1,184
	Ancillary Services	,129	,056	,199	2,293	,024	,932	1,073

a. Dependent Variable: Please indicate to what extent you believe there is a need for innovation in the air travel industry:

Charts







A first regression was computed to identify the outliers. After running the test, four outliers were identified and therefore eliminated from the data. After this step, we can start to analyze the results. Checking now the assumptions, we can see from the Histogram that the curve follows a normal distribution, and the dots in the Normal P-P Plot roughly follow the normal line, so the normally assumption is valid. After summing all the error terms in Excel, the value is 0, so the mean of error term being zero assumption is valid. To check the constant variance of the error term, we have to look at the Scatterplot, and we can see that as we move along the X-axis, the dots seem to follow a descending pattern, so the constant variance assumption is violated, so caution with the analysis of results. By looking at the Durbin-Watson test, we can see that the value is fairly close to 2 (1.761), so the independence assumption of error terms is valid. For the last assumption, all the observed values are from fixed variables chosen prior to observing the dependent variable, so the non-stochastic X assumption is valid.

5.3 Most likely service to use

Between-Subjects Factors

		Value Label	N
Which option of the service would you most likely use?	1	From address to airport (home and destination country)	22
	2	From airport to address (home and destination country)	26
	3	Full door-to-door service	61
For which kind of trips would you use this service?	1	Leisure	50
	2	Business	5
	3	Both	54

Descriptive Statistics

Dependent Variable: Based on the product description provided before, how likely are you to use this service?

Which option of the service would you most likely use?	For which kind of trips would you use this service?	Mean	Std. Deviation	N
From address to airport (home and destination country)	Leisure	5,25	,622	12
	Business	5,00	.	1
	Both	5,78	,441	9
	Total	5,45	,596	22
From airport to address (home and destination country)	Leisure	5,00	,707	13
	Business	2,00	,000	2
	Both	5,09	,831	11
	Total	4,81	1,096	26
Full door-to-door service	Leisure	5,44	,870	25
	Business	5,00	1,414	2
	Both	5,53	,861	34
	Total	5,48	,868	61
Total	Leisure	5,28	,784	50
	Business	3,80	1,789	5
	Both	5,48	,818	54
	Total	5,31	,920	109

Levene's Test of Equality of Error Variances[a,b]

		Levene Statistic	df1	df2	Sig.
Based on the product description provided before, how likely are you to use this service?	Based on Mean	2,179	7	100	,042
	Based on Median	1,162	7	100	,332
	Based on Median and with adjusted df	1,162	7	85,116	,333
	Based on trimmed mean	2,179	7	100	,042

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.
a. Dependent variable: Based on the product description provided before, how likely are you to use this service?
b. Design: Intercept + Q16 + Q17 + Q16 * Q17

Tests of Between-Subjects Effects

Dependent Variable: Based on the product description provided before, how likely are you to use this service?

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	28,049[a]	8	3,506	5,535	,000	,307
Intercept	799,346	1	799,346	1261,888	,000	,927
Q16	14,421	2	7,210	11,383	,000	,185
Q17	8,824	2	4,412	6,965	,001	,122
Q16 * Q17	8,211	4	2,053	3,241	,015	,115
Error	63,345	100	,633			
Total	3167,000	109				
Corrected Total	91,394	108				

a. R Squared = ,307 (Adjusted R Squared = ,251)

Which option of the service would you most likely use?

Multiple Comparisons

Dependent Variable: Based on the product description provided before, how likely are you to use this service?

(I) Which option of the service would you most likely use?		(J) Which option of the service would you most likely use?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
LSD	From address to airport (home and destination country)	From airport to address (home and destination country)	,65*	,231	,006	,19	1,10
		Full door-to-door service	-,02	,198	,916	-,41	,37
	From airport to address (home and destination country)	From address to airport (home and destination country)	-,65*	,231	,006	-1,10	-,19
		Full door-to-door service	-,67*	,186	,001	-1,04	-,30
	Full door-to-door service	From address to airport (home and destination country)	,02	,198	,916	-,37	,41
		From airport to address (home and destination country)	,67*	,186	,001	,30	1,04
Bonferroni	From address to airport (home and destination country)	From airport to address (home and destination country)	,65*	,231	,018	,09	1,21
		Full door-to-door service	-,02	,198	1,000	-,50	,46
	From airport to address (home and destination country)	From address to airport (home and destination country)	-,65*	,231	,018	-1,21	-,09
		Full door-to-door service	-,67*	,186	,002	-1,12	-,21
	Full door-to-door service	From address to airport (home and destination country)	,02	,198	1,000	-,46	,50
		From airport to address (home and destination country)	,67*	,186	,002	,21	1,12

Based on observed means. The error term is Mean Square (Error) = ,633.

*. The mean difference is significant at the ,05 level.

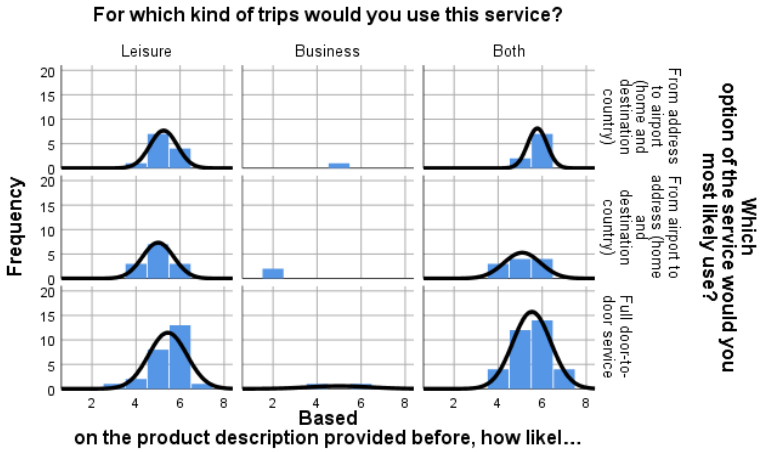
For which kind of trips would you use this service?

Multiple Comparisons

Dependent Variable: Based on the product description provided before, how likely are you to use this service?

(I) For which kind of trips would you use this service?		(J) For which kind of trips would you use this service?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
LSD	Leisure	Business	1,48*	,373	,000	,74	2,22
		Both	-,20	,156	,200	-,51	,11
	Business	Leisure	-1,48*	,373	,000	-2,22	-,74
		Both	-1,68*	,372	,000	-2,42	-,94
	Both	Leisure	,20	,156	,200	-,11	,51
		Business	1,68*	,372	,000	,94	2,42
Bonferroni	Leisure	Business	1,48*	,373	,000	,57	2,39
		Both	-,20	,156	,600	-,58	,18
	Business	Leisure	-1,48*	,373	,000	-2,39	-,57
		Both	-1,68*	,372	,000	-2,59	-,78
	Both	Leisure	,20	,156	,600	-,18	,58
		Business	1,68*	,372	,000	,78	2,59

Based on observed means. The error term is Mean Square (Error) = ,633.
*. The mean difference is significant at the ,05 level.



A first ANOVA was computed to identify the outliers. After running the test and checking the residuals (-2*SEE or 2*SEE), eight outliers were identified and therefore eliminated from the data. After this step, we can start to analyze the results. Checking now the assumptions, we can see that the dependent variable, which is the likelihood of using the service, is measured on a continuous scale (metric), while the independent variables, which are the kind of trip and option of the service, are measured on a categorical level (non-metric). The independence of observations is valid since there is no relationship between the observations because each case holds a separate respondent. The dependent variable is approximately normally distributed for each category, as we can see from the above chart, but there are some independent variable categories that only reached a few responses (lower than 10) and so the data is not very substantial, but in general, we can validate this assumption. The homogeneity of variances assumption is actually violated, since the Levene's test is lower than 0.05 (0.042), so caution when analyzing the results.

5.5 Differences Between Feelings and Importance of Attributes

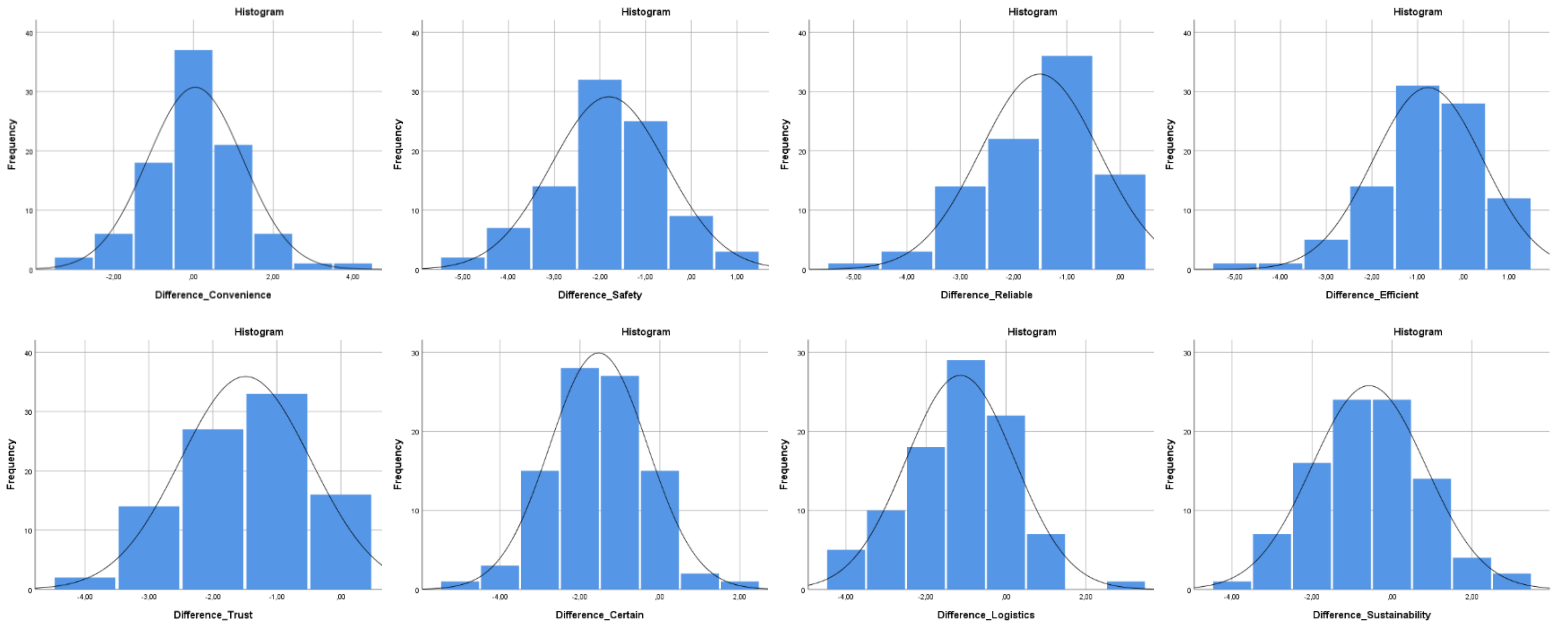
Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	How do you feel about this service: Inconvenient - Convenient	5,66	92	1,082	,113
	How important would you classify - Convenience	5,62	92	1,047	,109
Pair 2	How do you feel about this service: Unsafe - Safe	4,66	92	1,072	,112
	How important would you classify - Safety	6,47	92	,702	,073
Pair 3	How do you feel about this service: Unreliable - Reliable	4,71	92	1,064	,111
	How important would you classify - Reliability	6,22	92	,724	,075
Pair 4	How do you feel about this service: Inefficient - Efficient	5,27	92	1,090	,114
	How important would you classify - Efficiency	6,04	92	,710	,074
Pair 5	How do you feel about this service: Untrustworthy - Trustworthy	4,83	92	,979	,102
	How important would you classify - Trust	6,32	92	,710	,074
Pair 6	How do you feel about this service: Uncertain - Certain	4,54	92	1,083	,113
	How important would you classify - Certainty	6,08	92	,774	,081
Pair 7	How do you feel about this service: Complicated Logistics - Simple Logistics	4,70	92	1,220	,127
	How important would you classify - Logistics	5,84	92	,842	,088
Pair 8	How do you feel about this service: Unsustainable - Sustainable	4,78	92	1,239	,129
	How important would you classify - Sustainability	5,36	92	1,085	,113

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper			
Pair 1	How do you feel about this service: Inconvenient - Convenient - How important would you classify - Convenience	,043	1,194	,125	-,204	,291	,349	91	,728
Pair 2	How do you feel about this service: Unsafe - Safe – How important would you classify - Safety	-1,804	1,260	,131	-2,065	-1,543	-13,735	91	,000
Pair 3	How do you feel about this service: Unreliable - Reliable – How important would you classify - Reliability	-1,511	1,114	,116	-1,742	-1,280	-13,005	91	,000
Pair 4	How do you feel about this service: Inefficient - Efficient – How important would you classify - Efficiency	-,772	1,196	,125	-1,019	-,524	-6,188	91	,000
Pair 5	How do you feel about this service: Untrustworthy - Trustworthy - How important would you classify - Trust	-1,489	1,022	,107	-1,701	-1,278	-13,980	91	,000

Pair 6	How do you feel about this service: Uncertain - Certain - How important would you classify - Certainty	-1,533	1,227	,128	-1,787	-1,279	-11,985	91	,000
Pair 7	How do you feel about this service: Complicated Logistics - Simple Logistics – How important would you classify - Logistics	-1,141	1,355	,141	-1,422	-,861	-8,077	91	,000
Pair 8	How do you feel about this service: Unsustainable - Sustainable - How important would you classify - Sustainability	-,576	1,424	,148	-,871	-,281	-3,881	91	,000



After computing the differences between the feelings and the importance of each attribute when traveling, an explore test was run to check for outliers, which happen when we have values outside the box plot whiskers. After observing all the pairs, 25 outliers were identified, and therefore eliminated from the data. We validate the assumption of no significant outliers in the differences between groups and can now start to analyze the results. The sample data, which is composed of two related group variables, measuring the attribute feelings towards the service and the importance of each attribute when traveling, is measured on a continuous scale, so this assumption is valid. The assumption of independence of variables is also assumed because the participating survey respondents were independent of one another. Finally, we must look at the Histogram plots to check the distribution of all the pair differences. Real life data is almost never perfectly normal, so the normality assumption can be considered reasonably met if the shape looks approximately symmetric and bell-shaped. As we can see from the above plots, every curve seems to follow a normal distribution, so we can also validate this assumption.

5.5 Crosstabs Between Characteristics and Demographics

For which kind of trips would you use this service? * What is your age? Crosstabulation

			What is your age?						
			Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	Total
For which kind of trips would you use this service?	Leisure	Count	0	20	7	3	18	7	55
		% within kind of trips	0,0%	36,4%	12,7%	5,5%	32,7%	12,7%	100,0%
	Business	Count	1	2	1	0	1	0	5
		% within kind of trips	20,0%	40,0%	20,0%	0,0%	20,0%	0,0%	100,0%
	Both	Count	0	33	4	3	13	4	57
		% within kind of trips	0,0%	57,9%	7,0%	5,3%	22,8%	7,0%	100,0%
Total		Count	1	55	12	6	32	11	117
		% within kind of trips	0,9%	47,0%	10,3%	5,1%	27,4%	9,4%	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29,430[a]	10	,001
Likelihood Ratio	13,996	10	,173
Linear-by-Linear Association	4,066	1	,044
N of Valid Cases	117		

a. 10 cells (55,6%) have expected count less than 5. The minimum expected count is ,04.

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,502			,001
	Cramer's V	,355			,001
	Contingency Coefficient	,448			,001
Ordinal by Ordinal	Kendall's tau-b	-,179	,081	-2,207	,027
	Kendall's tau-c	-,163	,074	-2,207	,027
N of Valid Cases		117			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

For which kind of trips would you use this service? * What is your highest completed level of education? Crosstabulation

			What is your highest completed level of education?						
			Less than high school	High school	Bachelor/Undergraduate	Post-graduation	Master/MBA	Doctorate/PhD	Total
For which kind of trips would you use	Leisure	Count	0	6	28	4	17	0	55
		% within kind of trips	0,0%	10,9%	50,9%	7,3%	30,9%	0,0%	100,0%
	Business	Count	1	0	0	0	4	0	5
		% within kind of trips	20,0%	0,0%	0,0%	0,0%	80,0%	0,0%	100,0%
	Both	Count	1	6	32	3	13	2	57

this service?	% within kind of trips	1,8%	10,5%	56,1%	5,3%	22,8%	3,5%	100,0%
Total	Count	2	12	60	7	34	2	117
	% within kind of trips	1,7%	10,3%	51,3%	6,0%	29,1%	1,7%	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21,997[a]	10	,015
Likelihood Ratio	18,976	10	,041
Linear-by-Linear Association	,267	1	,605
N of Valid Cases	117		

a. 12 cells (66,7%) have expected count less than 5. The minimum expected count is ,09.

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,434			,015
	Cramer's V	,307			,015
	Contingency Coefficient	,398			,015
Ordinal by Ordinal	Kendall's tau-b	-,045	,082	-,549	,583
	Kendall's tau-c	-,040	,072	-,549	,583
N of Valid Cases		117			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

$Where would you prefer to book this service? * What is your age? Crosstabulation

		What is your age?													
		Under 18		18 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65 - 74		75 or older	
	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %
Preferred Booking	Desktop	0,0%	39	70,9%	8	66,7%	4	66,7%	18	56,3%	9	81,8%	0	0,0%	0	0,0%
	Mobile app	100,0%	45	81,8%	11	91,7%	6	100,0%	20	62,5%	7	63,6%	0	0,0%	0	0,0%
	Direct call	100,0%	5	9,1%	0	0,0%	0	0,0%	13	40,6%	0	0,0%	0	0,0%	0	0,0%
	Travel agency	0,0%	2	3,6%	0	0,0%	0	0,0%	1	3,1%	0	0,0%	0	0,0%	0	0,0%
	Other	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%

Pearson Chi-Square Tests

		What is your age?
Preferred Booking	Chi-square	42,219
	df	20
	Sig.	,003[*,b,c]

Results are based on nonempty rows and columns in each innermost sub table.
*. The Chi-square statistic is significant at the ,05 level.
b. More than 20% of cells in this sub table have expected cell counts less than 5. Chi-square results may be invalid.
c. The minimum expected cell count in this sub table is less than one. Chi-square results may be invalid.

5.6 Drivers and Barriers

Based on the product description provided above, how would you rate this service overall?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bad	6	5,1	5,1	5,1
	Average	11	9,4	9,4	14,5
	Good	49	41,9	41,9	56,4
	Very Good	36	30,8	30,8	87,2
	Excellent	15	12,8	12,8	100,0
	Total	117	100,0	100,0	

Descriptive Statistics

	Mean	Std. Deviation	N
Based on the product description provided above, how would you rate this service overall?	5,42	,892	110
For the following attributes, please indicate how you feel about this service: - Inconvenient - Convenient	5,62	1,292	110
For the following attributes, please indicate how you feel about this service: - Unsafe - Safe	4,72	1,300	110
For the following attributes, please indicate how you feel about this service: - Unreliable - Reliable	4,76	1,299	110
For the following attributes, please indicate how you feel about this service: - Inefficient - Efficient	5,22	1,309	110
For the following attributes, please indicate how you feel about this service: - Untrustworthy - Trustworthy	4,80	1,233	110
For the following attributes, please indicate how you feel about this service: - Uncertain - Certain	4,55	1,290	110
For the following attributes, please indicate how you feel about this service: - Complicated Logistics - Simple Logistics	4,65	1,474	110
For the following attributes, please indicate how you feel about this service: - Unsustainable - Sustainable	4,75	1,397	110

Correlations

		For the following attributes, please indicate how you feel about this service:								
		How would you rate this service overall?	Inconvenient - Convenient	Unsafe - Safe	Unreliable - Reliable	Inefficient - Efficient	Untrustworthy - Trustworthy	Uncertain - Certain	Complicated Logistics - Simple Logistics	Unsustainable - Sustainable
Pearson Correlation	How would you rate this service overall?	1,000	,593	,498	,529	,628	,444	,518	,474	,358
	Inconvenient - Convenient	,593	1,000	,481	,503	,652	,533	,451	,383	,428
	Unsafe - Safe	,498	,481	1,000	,927	,651	,795	,815	,614	,500
	Unreliable - Reliable	,529	,503	,927	1,000	,651	,824	,790	,652	,487
	Inefficient - Efficient	,628	,652	,651	,651	1,000	,698	,679	,567	,557
	Untrustworthy - Trustworthy	,444	,533	,795	,824	,698	1,000	,762	,537	,524
	Uncertain - Certain	,518	,451	,815	,790	,679	,762	1,000	,612	,414
	Complicated Logistics - Simple Logistics	,474	,383	,614	,652	,567	,537	,612	1,000	,474
	Unsustainable - Sustainable	,358	,428	,500	,487	,557	,524	,414	,474	1,000

Sig. (1-tailed)	How would you rate this service overall?	.	,000	,000	,000	,000	,000	,000	,000	,000
	Inconvenient - Convenient	,000	.	,000	,000	,000	,000	,000	,000	,000
	Unsafe - Safe	,000	,000	.	,000	,000	,000	,000	,000	,000
	Unreliable - Reliable	,000	,000	,000	.	,000	,000	,000	,000	,000
	Inefficient - Efficient	,000	,000	,000	,000	.	,000	,000	,000	,000
	Untrustworthy - Trustworthy	,000	,000	,000	,000	,000	.	,000	,000	,000
	Uncertain - Certain	,000	,000	,000	,000	,000	,000	.	,000	,000
	Complicated Logistics - Simple Logistics	,000	,000	,000	,000	,000	,000	,000	.	,000
	Unsustainable - Sustainable	,000	,000	,000	,000	,000	,000	,000	,000	.
N	How would you rate this service overall?	110	110	110	110	110	110	110	110	110
	Inconvenient - Convenient	110	110	110	110	110	110	110	110	110
	Unsafe - Safe	110	110	110	110	110	110	110	110	110
	Unreliable - Reliable	110	110	110	110	110	110	110	110	110
	Inefficient - Efficient	110	110	110	110	110	110	110	110	110
	Untrustworthy - Trustworthy	110	110	110	110	110	110	110	110	110
	Uncertain - Certain	110	110	110	110	110	110	110	110	110
	Complicated Logistics - Simple Logistics	110	110	110	110	110	110	110	110	110
	Unsustainable - Sustainable	110	110	110	110	110	110	110	110	110

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,712[a]	,507	,468	,651	2,116

a. Predictors: (Constant), For the following attributes, please indicate how you feel about this service: - Unsustainable - Sustainable, For the following attributes, please indicate how you feel about this service: - Uncertain - Certain, For the following attributes, please indicate how you feel about this service: - Inconvenient - Convenient, For the following attributes, please indicate how you feel about this service: - Complicated Logistics - Simple Logistics, For the following attributes, please indicate how you feel about this service: - Untrustworthy - Trustworthy, For the following attributes, please indicate how you feel about this service: - Inefficient - Efficient, For the following attributes, please indicate how you feel about this service: - Unsafe - Safe, For the following attributes, please indicate how you feel about this service: - Unreliable - Reliable
b. Dependent Variable: Based on the product description provided above, how would you rate this service overall?

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44,007	8	5,501	12,994	,000[b]
	Residual	42,757	101	,423		
	Total	86,764	109			

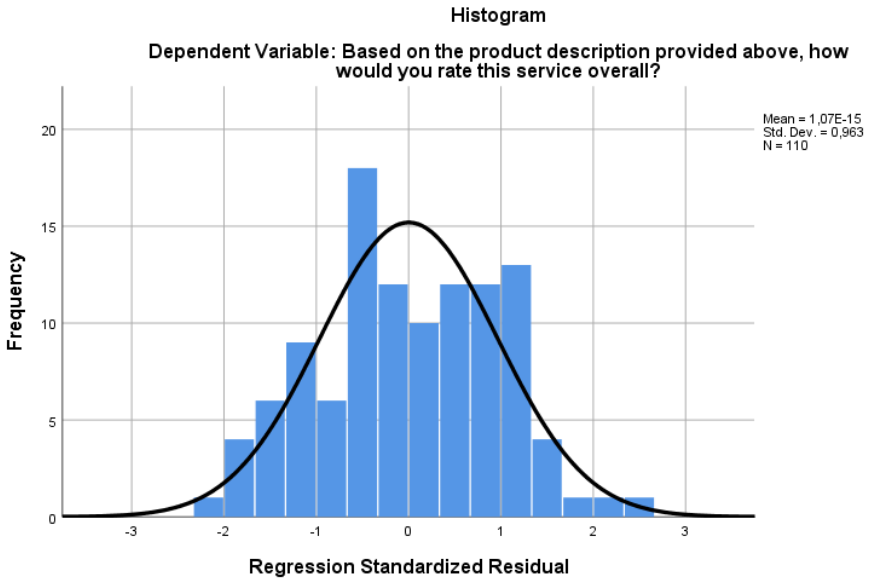
a. Dependent Variable: Based on the product description provided above, how would you rate this service overall?
b. Predictors: (Constant), For the following attributes, please indicate how you feel about this service: - Unsustainable - Sustainable, For the following attributes, please indicate how you feel about this service: - Uncertain - Certain, For the following attributes, please indicate how you feel about this service: - Inconvenient - Convenient, For the following attributes, please indicate how you feel about this service: - Complicated Logistics - Simple Logistics, For the following attributes, please indicate how you feel about this service: - Untrustworthy - Trustworthy, For the following attributes, please indicate how you feel about this service: - Inefficient - Efficient, For the following attributes, please indicate how you feel about this service: - Unsafe - Safe, For the following attributes, please indicate how you feel about this service: - Unreliable - Reliable

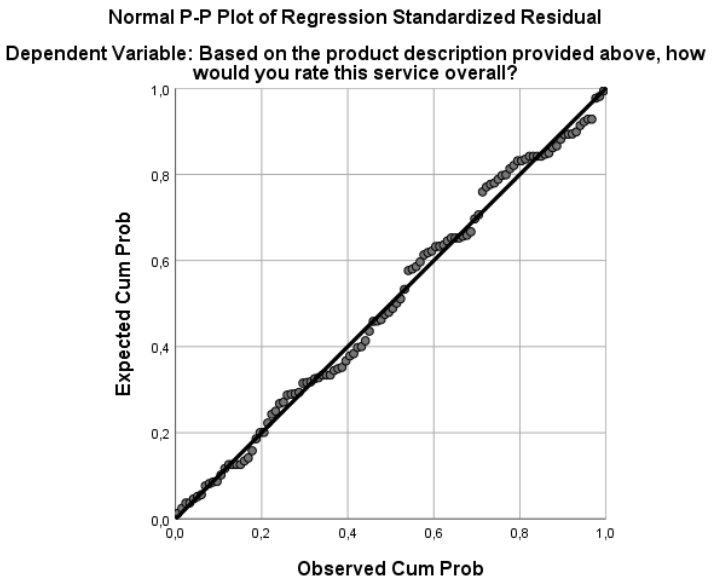
Coefficients[a]

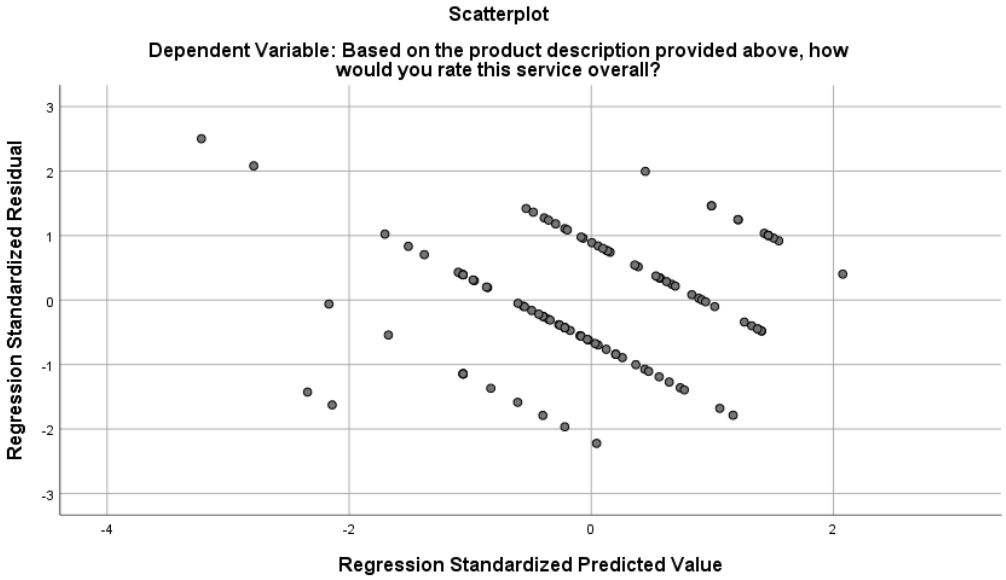
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,609	,312		8,352	,000		
	For the following attributes, please indicate how you feel about this service: - Inconvenient - Convenient	,225	,065	,326	3,472	,001	,552	1,812
	For the following attributes, please indicate how you feel about this service: - Unsafe - Safe	-,089	,139	-,129	-,638	,525	,119	8,411
	For the following attributes, please indicate how you feel about this service: - Unreliable - Reliable	,232	,145	,337	1,599	,113	,110	9,129
	For the following attributes, please indicate how you feel about this service: - Inefficient - Efficient	,236	,083	,346	2,843	,005	,330	3,031
	For the following attributes, please indicate how you feel about this service: - Untrustworthy - Trustworthy	-,223	,102	-,308	-2,197	,030	,248	4,032
	For the following attributes, please indicate how you feel about this service: - Uncertain - Certain	,114	,094	,165	1,214	,227	,264	3,794
	For the following attributes, please indicate how you feel about this service: - Complicated Logistics - Simple Logistics	,053	,060	,087	,875	,384	,496	2,017
	For the following attributes, please indicate how you feel about this service: - Unsustainable - Sustainable	-,014	,057	-,022	-,241	,810	,602	1,662

a. Dependent Variable: Based on the product description provided above, how would you rate this service overall?

Charts







A first regression was computed to identify the outliers. After running the test, seven outliers were identified and therefore eliminated from the data. After this step, we can start to analyze the results. Checking now the assumptions, we can see from the Histogram that the curve follows a normal distribution, and the dots in the Normal P-P Plot roughly follow the normal line, so the normally assumption is valid. After summing all the error terms in Excel, the value is 0, so the mean of error term being zero assumption is valid. To check the constant variance of the error term, we have to look at the Scatterplot, and we can see that as we move along the X-axis, the dots seem to follow a descending pattern, so the constant variance assumption is violated, so caution when analyzing the results. By looking at the Durbin-Watson test, we can see that the value is very close to 2 (2.116), so the independence assumption of error terms is valid. For the last assumption, all the observed values are from fixed variables chosen prior to observing the dependent variable, so the non-stochastic X assumption is valid.

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