

Case Name

Show You the World, Take You Home- China Airline

Theory

Moment Of Truth

Key words

Sleep time, First class, Unique flight experience

Background

China Airlines (China Airlines), founded in 1959, is a well-established airline in Taiwan, China. According to the ranking by the global airline service rating organization (Skytrax) in 2018, Singapore Airlines ranked the 1st, Qatar Airlines ranked 2nd and ANA Japan ranked at the 3rd place, but China Airlines was listed at the 35th. According to the analysis by the International Air Transport Association, many airlines carry only 10% of their total passenger traffic in the “two classes”, but the revenue accounts for about 30% of the total revenue. Airlines will make their revenue if the occupancy of First Class and Business Class are fully booked. Like most other airlines, it costs China Airlines dearly to upgrade their aircrafts when facing the same issue. However, with similar cabin layouts on the same modeled aircrafts, guests hardly feel significantly different in cabin space. They also hope to improve food and beverage quality to attract more passengers. However, it is hard to enhance satisfaction by stimulating taste buds as they are not sharp enough at high altitudes.

Carlson, the former president of Scandinavian Airlines, raised the concept of “Moment of Truth”. He believes that averagely each customer interacts with five staff members and each time they receive service for only 15 seconds. It only brings value to the service when guests could remember you at some “moment of truth”. For airline services, the “moment of truth” is sleeping. Transcontinental business travel typically takes 15 hours. If the airline creates a comfortable environment where passengers can sleep soundly during this critical time, they will choose this airline again.

Marketing strategy

A ceremonial sleeping experience is the key to the product design. The “Infinite Honorable Luxury Business Class” on the aircraft 777-300R of China Air is introduced. The seat, can be flattened as a bed, is 78 inches (198cm) in length and reclines 180 degrees. When passengers aboard the aircraft, flight attendants will recline the back of seat according to the guests' preference and make their “beds” with top-quality silk sheets and pure white goose-down duvet imported from Northern Europe. In the 1st class cabin the tablecloth with an ancient Chinese landscape pattern covers the tables and a Song Dynasty Ruyao Aoi-Kou ceramic plate is part of the chinaware. It seems like a landscape painting to guests when they are served their meals. Guests would take photos and share this unique experience on social media. Thus, it achieves the purpose of brand promotion.

Outcomes

1. Since October 2014, the cabin designs of the new aircraft 777-300ER in China Airlines won the award of “the Best Business/First Class” by Onboard Hospitality Awards magazine. The Design Air, an international aviation review website, ranked China Airlines the second place of the world's best airlines, and the Best Business Class

and Economy Class.

2.It cost China Airlines RMB 10 million for the brand upgrading project. However, according to the company's financial report, the company turned its net profit into profit with a 5% revenue increase from 2013 to 2015.

Implications & Challenges

Usually, frequent flyers apply first class as redemptions or free upgrades. The first-class promotion was primarily used for marketing purposes. However, with changing travel policies in corporate and government, the first-class passengers are declining. United Airlines has eliminated first class on its long-haul routes. As an airline, is it possible to abandon the market of first-class cabins to meet the market needs? Why?

Reference list:

READY FOR NEW ENCOUNTERS (2014), Retrieved 18 March 2023 from https://www.china-airlines.com/cn/zh/fly/on-board/fleet/cabin_introduction/premium-business-class.html.

案例名称

从心出发,美好旅程-中华航空公司

理论依据

关键时刻理论

关键词

睡眠时间;头等舱;独特的飞行体验

背景资料

1. 中华航空股份有限公司（China Airlines，简称华航）创建于1959年，是中国台湾一家老牌的航空公司。从全球航空公司服务评价（Skytrax）2018年度的排名来看，第一名是新加坡航空，卡塔尔航空是第二名，全日空航空第三，华航是第35名，而它的两舱（头等舱、商务舱）乘客的上座率并不高。根据国际航空运输协会的统计，全球很多航空公司“两舱”的客运量仅占总客运量的10%，但收益却可以占到总收入的约30%。只要头等舱、商务舱坐满，航空公司的收益就会有提升。华航在面对这个问题时，与大多数航空公司一样，花费高昂的费用提升飞机机型，但是在客舱布局相似的情况下，同样的机型在空间上的差异并不显著。又希望提升餐饮质量来吸引更多的头等舱旅客，但人处高空之上，味觉是不够敏锐的，很难通过味蕾的刺激来提升他们的满意度。

2. 关键时刻（Moment Of Truth）是北欧航空前任总裁卡尔森提出的。他认为，平均每位顾客接受服务的过程中，会与五位工作人员接触，平均每次15秒。让消费者在某些关键时刻记住你，对于服务来说才有意义。对于航空服务来说，这个关键时刻就是睡眠。跨洲际的商务旅行通常要花费15个小时的时间。如果在这个关键时刻里航空公司能够营造让乘客安然入眠、美梦香甜的舒适环境，旅客下次预定机票的时候还会选择他们。

营销策略

仪式感是华航睡眠体验产品设计的核心。华航的777-300ER机型推出了无限尊荣的豪华商务舱，斜插式配置全长78寸（198公分）、180度全平躺的宽敞睡床。当乘客登机后，空姐会依据客人喜好调整倾躺度，铺上由北欧进口的顶级丝质床单和纯白鹅绒的被子。头等舱的桌布印有中国古代青绿山水的图案，小桌子上摆放宋代的汝窑葵口盘。在上餐时的视觉呈现就好像是山水画。享受到这一系列的服务之后，乘客会拍照并在社交媒体上分享这次独特体验。由此就达到了品牌传播的目的。

成果

1. 自2014年10月起，华航的777-300ER新机客舱设计获Onboard Hospitality Awards杂志评选的“最佳商务/头等客舱”者奖，以及国际专业航空评鉴网站The Design Air评鉴的全球最佳航空第二名，最佳商务舱及最佳经济舱。

2. 华航此次的品牌升级项目，大概花费了1000万人民币，但是，根据华航的财报，2013—2015年公司净利润扭亏为盈，收益增长了5%。

反思与挑战

传统意义上认为，头等舱通常用于常旅客兑换或者免费升舱。对于头等舱的推广主要用于市场营销，它为航空公司的品牌树立了高端元素。但随着企业和政府差旅政策的变化，头等舱旅客的数量正在减少。美联航取消了其长途航线上的头等舱。作为航空公司，面对市场的变化，放弃头等舱这个市场是否可能？为什么？