THE REVITALIZATION OF BRAND IMAGE OF LOW COST AIRLINES IN INDONESIA

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Abstrak: Revitalisasi Citra Merek Penerbangan Murah di Indonesia. Studi ini meneliti faktor-faktor yang mempengaruhi revitalisasi citra penerbangan murah di Indonesia yang dipandang negatif oleh masyarakat Indonesia karena berbagai insiden dan kecelakaan yang terjadi pada penerbangan murah di Indonesia seperti Air Asia, Citilink, Lion Air dan Tigerair Mandala. Sementara persepsi tentang merek secara keseluruhan memainkan demikian banyaknya peranan penting dalam mempengaruhi persepsi pelanggan terhadap penerbangan murah di Indonesia. Studi ini menganalisa dan berargumentasi tentang revitalisasi merek yang meliputi peningkatan citra merek.Program jaminan, komunikasi iklan, perbaikan produk inovatif, penilaian pihak ketiga, aspek-aspek kehandalan, aspek-aspek nyata diduga memainkan peranan dalam merevitalisasi citra merek penerbangan murah di Indonesia yan diperburuk oleh persepsi negatif. Sampel yang terdiri dari 300 responden terbagi atas 45% pria dan 55% wanita. Penelitian ini menggunakan metode analisis faktor dan regresi berganda.Menurut hasil penelitian,revitalisasi citra merek penerbangan murah di Indonesia secara positif dipengaruhi oleh aspek program jaminan, komunikasi iklan, penilaian pihak ketiga dan kehandalan dimana komunikasi iklan merupakan variabel yang paling signifikan yang berpengaruh terhadap revitalisasi citra merek penerbangan murah di Indonesia.

Kata kunci : citra merek, revitalisasi, komunikasi iklan, perbaikan produk, inovatif.

Abstract: The Revitalization of Brand Image of Low Cost Airlines In Indonesia. This study explored factors which influencing the revitalization of brand image of low cost airlines in Indonesia that is perceived negatively by Indonesian people because of various incidents and accidents that often happen to low cost airline in Indonesia such as Air Asia, Citilink, Lion Air and Tiger Air Mandala. While overall brand perceptions play so many important roles in influencing consumer perceptions of low cost airline in Indonesia. This study analyzed and argued brand revitalization is comprised of improvement of brand image. Warranty program, advertising communications, innovative product improvements, third-party appraisals, reliability aspects, tangible aspects are hypothesis to play role in revitalizing of brand image of low cost airline in Indonesia which plagued by negative perceptions. The sample of 300 respondents is consists of 45% of male and 55% of female respondents. This study method used both factor analysis and multiple regressions. According to the results, the revitalization brand image of low cost airline in Indonesia is positively influenced by warranty program, advertising communication, third-party appraisals and reliability aspects, which advertising communication is the most significance variable influencing toward the revitalization of brand image of low cost airlines in Indonesia.

Keywords: brand image, revitalization, advertising communication, innovative product impro vements

Transportation has a significant role in lot of kinds of economic activity or transportations is the core of the economic (Nasution, 1999; Cobb, 2005). Great transportation system, communication and infor-mation technologies are needed by all countries in order to support the mobilization.

The transportation development has strong relationship toward economy development in each country, so that the transportation is the promising field now and in the future. Since the first commercial airlines began to design fare-paying passengers, Airlines managers and

directors have sought so many ways to lower the cost of air travel (Cobb, 2005; Tretheway 2002). In the early 50's and 60's, the concept of "low cost" was introduced by charter airlines, but unlike scheduled airlines, at this time the airline was responsibility to fill the number of seats (Doganis, 2005). The concept is still being used by Boeing 747 "Jumbo Jet" acquired by most of the world's leading airlines in the early70's-80's which identified a significant fall in the cost of air travel in real terms (Turnbull, 1999; Cobb, 2005).

The first breakthrough of the new concepts of low cost model in the airlines was in 1978, when Southwest Airlines – today is the fifth largest airlines in the USA by the numbers of passengers, introduced the concept of "Low Cost, no frills" low fares to stimulate air travel (Bailey 2002; Blaha 2003). The International Air Transport Association (IATA) stated that 17% of the world's air traffic now travels on a low cost airline (IATA, 2010). According to CAPA (2011), Indonesia has the 3rd least in terms of domestic LCC penetration in the world but if the data included Lion Air and Citilink Indonesia's domestic market LCC penetration would be close to 50%. Meanwhile in Europe, Ireland with the total value 79.3% is the highest rank in terms of domestic LCC penetration.

The Indonesian domestic market growth is slower in 2013 despite the bankruptcy and suspension of operation of Indonesia's fourth largest airline, Batavia. But not for so long, the other LCC carriers, primary Mandala affiliated with Tiger Airways and Citilink, subsidized with Garuda Indonesia have been quickly filling the void spot which has caused by Batavia (CAPA, 2013). Other than that, according to Andrews and Kim (2007) incidents and accidents also causes serious problem especially to the image of company. For example on 10th January 2011, Hutapea (2011) reported Air Asia flight slide on the runway while landing. The incident happened around 10:15pm on the local time during a very heavy rain and because of this incident four passengers were rushed to Sarawak General Hospital. Pemberontak (2013) and Antoni (2013) stated there was an incident on 6 April 2013, Citilink Boeing 737-300 crushed three runway lamps when landed in Bandara International Minangkabau (BIM) and made all the passengers got panic. Sun (2013), reporting a

Lion Air Boeing 737 lies submerged in the water after missing the runway during the landing at Bali's International Airport near Denpasar on April 14th, 2013.

Accidents and incidents give bad impacts and bring huge negative effects towards brand image and it will take a long time to successfully regenerate it (Ewing et al., 2005). The situation will even get worse if the company fails to realize the truth of negative image issues in a wise manner (Lamons, 2004). The negative information can be easily spread by media, internet and word of mouth (Weinberger, 2006). Brands either live or die. Changing of customers' trusty toward the company could bring 'die' to them. But with well-understanding strategies, brands can be revitalized with new products and services or new "faces". Brand revitalization has to be differentiated from brand creation because brand revitalization focuses on changing of perceptions among consumers toward the company and involves on a changing position in the market meanwhile brand creation focused on creating brand image and selecting the market position which suitable for the new brand (Venktesh, 2005). Keller (2004) emphasizes, the company needs to know what factors will possibly revitalize of customers' perceptions in order to retain customers' trusty and market share. According to Andrew and Kim (2007), there are four factors which influencing of brand revitalization and they are warranty program, advertising communication, innovative product/ service improvement and positive 3rd party appraisals. Whereas David and Robin (2003) argue customers perceived has becoming an important role in historical of airlines since consumer is the key element of revitalizing a brand. And for that Parasuraman's SERVQUAL (as cited in Ayding and Yildrim, 2012) can be used to find out the service provided by the airlines.

The main objective of this research is to find out to what extent revitalization factors influence simultaneously toward to brand revitalization of low cost airlines in Indonesia passengers and to find out which is the most significance revitalization factors influence brand revitalization of low cost airlines on Indonesian working people perceived. This study use a wide range of conceptual contexts relevant to topic research as follow:

Brand

"A brand is a name, term, sign, symbol or design, or combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition" (Keller, 2008, p.7). Pearson (2005) explained when the process of distinguished of the uniqueness and benefit of products and services done by marketing of the company and at the same time company is adding the value to them it is called a brand.

Brand Image

The Company brand image is an important intangible foundation that is hard to be imitating by others and it can help an organization to best performance (Roberts and Dowling, 2002). Erfan and Ling (2013) stated brand image as same as brand association is a brand which could bring the consumer's mind. So, brand image itself is representing of consumer's feelings and thought about the brand (Roy and Banerjee, 2007). A common theory related to brand image is a health brand will give positive impacts on consumers' perceived such as to manage prices, loyal buyers and more positive verbal advertising (Orth and Green, 2009). According to Hsieh and Li (2008), strong brand image will create great brand messages in the market over the competition brand. Consequently, customers' perceived will be affected and established by brand image (Burmann et al. 2008). Research conducted by Clotty et. al (2008) has proven a great significant and positive relationship between brand image and customer loyalty.

Brand Association

Brand associations are another element of brand revitalization. It also plays an important role in consumers' perceived toward product and service (Van et al, 2003). According to Aaker (2002), brand association is an important degree to link anything between the brand and the mind of consumers. Brand association is a foundation of Brand image. Thus brand image is an important mediator parts to enhance and develop positive brand revitalization (Keller, 2003).

Brand Attitudes

Keller (2003) indicates that brand associations include brand attitudes. Brand attitudes are defined as evaluations of consumers toward the brand based on consumer behavior (Wilkie, 2006). Brand attitudes related to beliefs of customers toward the functional, attributes, benefits and also great perceived quality of the products and services (Zeithmal, 2003; Rossiter and Percy, 2003). Manager should focus on designing, creating, and maintaining brand attitudes because it is as important as with brand associations (Faircloth et al., 2004)

Brand Revitalization

Brand revitalization means a major overhaul of a brand. The processes are starting with checking the position of the brand itself and continuing through creative regeneration of brand identity. There are a lot of factors needed to be concern by the company to survive in the market today example concern about changing of markets, economic, rules and regulations, lifestyles, , and technologies (Haig, 2003). Johnson and Peppas (2003) emphasizes, company needed to preserve, identify protect and prepare contingency plans for their brand image effectively toward the possibility of potential threats such bad issues, crisis, negative publicity etc. Keller et al. (2007) said if the threats had happened, the company needs to reposition their brand toward the marketing campaigns so that the company can avoid any damaged towards their brand images. Brand revitalization refers to the changing of negative appraisals to positive appraisal toward consumers' perception in all elements of the brands. Brand revitalization involves improvements in all elements of brand image, brand associations and brand attitudes (Andrews and Kim, 2007).

Warranty Program

Warranty program is a program which company made to compensate the customers if failure occurred in product and service in the form of insurance work as a risk-sharing mechanism between consumers and the sellers (Heal 1977; Chu and Chintagunta, 2011). Warranties may also affect a company to improve their product or service, at least to reduce the chances of possibility of failure may occur. This is because if a firm gives more attention to its quality improvement and it will reduce a firm's future warranty compensation and increase its profit (Priest 1981; Chu and Chintagunta, 2011).

Innovative Service Improvement

Gallouj and Savona (2009) stated innovation in services may impact to one or more terms of service itself which often manifested as a changing in the company's competences, the customers' competences, and the prerequisites of the offering. Service is a perspective which point at the value created by company and this is the key role in succeeding in service innovation (Edvardsson et al., 2005). Michael et al. (2008) emphasized the changing of the role of customer and processing of the value creation is the main point of innovative in service improvement. But sometimes the process of value creation is difficult to understand by customers, it is essential to collaborate with the communication process.

Advertising Communication

Gruner and Homburg (2003) concluded intensive communication with customer is needed by company to success the revitalization of brand images. Bonner (2010) said to understand of customers' need during the revitalization process, communication using advertising is one of key role to understand it.

Third Party Appraisal

Third party appraisals designed to give positive impact to the brand. It is used by customers to recapture some of the losses from diverse information (Huffman et al. 2004). People who are expert in this "third-party" could give positive impacts to brand association, attitudes and images by becoming a source of valid appraisals (Hovland et al., 1953; Andrews and Kim, 2007). But same with a coin, third party appraisals are not only can bring a good image to a company but also can harm a brand image depending on how the information is used.

Perceived Quality

Cromin and Taylor as cited in Achana and Subha (2012), consumers perceive is important that why perceived quality is needed to know about customers' satisfaction. Customer satisfaction has become an important thing in airline operations (Ranaweera and Prabhu, 2003). This becomes critically important because for successful and profit business, having satisfied consumers are basic foundations and philosophy in the business (Shin and Elliot, 2004). Ostrowski, et al., (2003)

stated the first requirements of airlines business today in competitive pressure market are to create, provide and maintain good quality. Achana and Subha (2012) believe that it is difficult to know either the airline service is good or not due to the heterogeneity of airlines and only customers can evaluate it. Parasuraman as cited in Aydin and Yildrim (2012), using five dimensional aspects of service quality is the best way to know about that. They are Tangible Aspects, Reliability Aspects, Responsiveness Aspects, Assurance Aspects and Empathy Aspects.

The hypotheses for this research
are as follow:

H1 : Warranty program has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H2 : Innovative service improvement has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H3 : Advertising Communication has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H4 : Third party appraisal has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H5 : Tangible Aspects has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H6 : Reliability Aspects has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H7 : Responsiveness Aspects has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H8 : Assurance Aspects has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

H9 : Empathy Aspects has influence on the Brand Revitalization of brand image of low cost airline in Indonesia

METHODS

The target population for this study was Indonesians in range of age minimum 21 years old who earned their own money under employment bond and who have been flying with International-chained or low cost airlines in Indonesia such as Air Asia, Tiger-Mandala

Air, Lion Air, and Citilink at least once during September 2013 until January 2014. The unit analysis was individual passengers. The survey was conducted in Soekarno-Hatta airport. Three hundred (300) respondents were taken as the sample size in this research as recommended by Zhao (2009) that an excellent research needs 1000 or more sample sizes, very good is 500, good is 300, fair is 200 and a poor research is 100 or less for its sample size. The questionnaire was distributed personally for each passengers and waited till all the questions were filled up. More female passengers (55%) were willing to fill up the questionnaires than male (45%). There were 48% or 144 respondents were in the range of 21-30 years old, 21% or 62 respondents were in the range of 30-40 years old, 22% or 66 respondents were in the range of 41-50 years old and last but not least around 9% or 28 respondents were in the range of more than 51 years old. As for education level dominated by high school graduates (43%), followed by diploma graduates (10%), and master degree or higher graduates (7%). Many of the passengers (29%) who were from low level income (less than two million rupiahs), followed by passengers with earning between two and three million rupiahs (13%), five and ten million rupiahs (25%) and even there are passengers with earning more than ten million rupiahs (12%). Most of the passengers (80%) had consumed the low cost airline more than one times compare to passengers who only consumed it once (20%). The passengers flew by Tiger-Mandala Air were the most (42%), followed by Air Asia (39%) and Citilink (9%). The questionnaire was pre-tested using a convenience sample of 25 passengers in Soekarno-Hatta airport. The passengers were asked to read and give comments on the questions whether they understood well or not. As the result, five questions had to be revised to get the same perception with the passengers. But before distributing the questionnaires permission was asked to the security. To avoid bias, surveys were conducted at various times of the day with maximum 5 passengers. Hence the pre-tested was done from Monday till Friday. The questionnaire consisted of 30 questions which constructed from Andrews and Kim (2007) and Aydin, Yildrim (2012). Overall, questionnaires were divided into two sections. Section A required respondents to fill out a likert-scale questionnaire from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)Section B required respondents to fill out their brief personal details. Since the questionnaires were constructed, factor analysis was used to check on divergent and convergent validity and reliability was tested using Cronbach Alpha for internal consistency. Table 1 indicates the result of factor analysis and Cronbach Alpha where all the variables have reliability higher than 0.6, hence all the variables are reliable (Malhotra, 2010). Regarding factor analysis, all the indicator have factor loadings greater than 0.4, as the cut off value with respondents greater than 200 suggested by Hair et al (2010), on its variables and the indicators have low factor loadings on others variables, hence there is no divergent problem detected. Empathy, Responsiveness, and Assurance variables are deleted since the factor loadings are less than 0.4

Table 1: Factor Analysis and Reliability Results

VARIABLES	FACTOR ANALYSIS	CRONBACH ALPHA
ADVERTISING COMMUNICATION		0.8
I am happy with the advertising of this low cost airline brand	.760	
I react favorably to the advertising of this low cost airline brand	.759	
I feel positive toward the advertising of this low cost airline brand	.714	
The advertising of this low cost airline brand does a good job	.705	
The advertising of this low cost airline brand is good	.555	
WARRANTY PROGRAM		0.792
This low cost airline brand offers a very convenient repair or replacement service	.865	
I would prefer the product/service of this low cost airline brand more than I would before	.768	
I believe this low cost airline brand offers a comprehensive warranty	.760	

INNOVATIVE SERVICE IMPROVEMENT		0.780
This low cost airline brand frequently introduces more innovations than its competitors	.840	
I find this low cost airline brand's innovations to be more delightful than its competitors	.803	
This low cost airline brand is known for being innovative	.653	
RELIABILITY ASPECT		0.733
The airline insists on error free records	.824	
The airline provides the service at the time of promised	.782	
THIRD PARTY APPRAISALS		0.685
The positive third-party appraisal made me want to try this low cost airline	.782	
I react favorably to the positive third-party appraisal of this low cost airline brand	.715	
There has been any type of positive third party appraisal of the brand that you aware of (Consumer magazines, news reports, etc.)	708	
TANGIBLE ASPECT		0.793
The airline has good physical facilities	.780	
The airline has modern looking equipment	.777	
Brand Image Revitalization (Y)		0.623
I would prefer the product/ service of this low cost airline brand more than I would before		
This low cost airline brand has a stronger brand image than it did before		
The image of this low cost airline brand is more consistent than it once was		

Survey, 2014

RESULTS AND DISCUSSIONS

From nine hypotheses, only 6 hypotheses (hypothesis 1 until 6) were further tested using Multiple Regression (MR) through SPSS 19. As a standard, before conducting MR classical assumptions were tested to find out whether the data were eligible to be tested using parametric test (MR). Figure 1 shows the classical assumptions were met where the data were distributed normally and scattered along the diagonal line. Also there was no heterocedasticity problem found on Figure 2 since all the data were scattered vertically above and below zero (Hair et al, 2010). Also there was no multicollinearity problem found on Figure 3 since the VIF is below 10 (Levine et al, 2009).
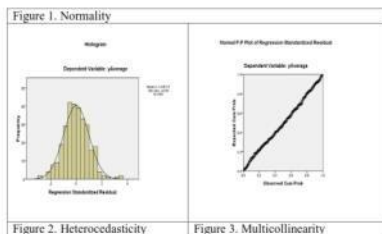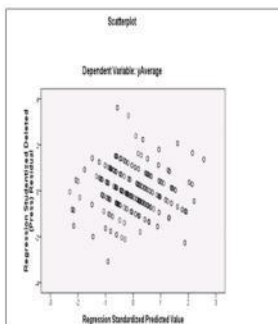

Figure 1. Normality

Scatterplot

Dependent Variable: yAverage

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
wAverage	.791	1.264
aAverage	.727	1.375
iAverage	.805	1.243
tAverage	.780	1.282
p21Average	.777	1.286
p45Average	.758	1.319

Table 2: F test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.030	6	5.672	22.966	.000a
Residual	72.357	293	.247		
Total	106.386	299			

a. Predictors: (Constant), p45Average, aAverage, iAverage, wAverage, tAverage, p21Average

b. Dependent Variable: yAverage

Table 2 shows that all independent variables have significant influence toward dependent variable (Brand Image of Revitalization) F (6, 293) = 22.966, p = 0.01 tested at a 5% level of significance, a one-tailed hypothesis.

Table 3: t test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.065	.236		4.514	.000
Warranty	.103	.047	.120	2.211	.028
Advertising	.317	.053	.337	5.967	.000
Innovative	.051	.060	.046	.855	.393
Third Party	.128	.055	.128	2.348	.020
Tangible	.028	.042	.037	.668	.504
Reliability	.112	.036	.174	3.146	.002

a. Dependent Variable: yAverage

Table 3 shows that Advertising Communications has significance influence toward Revitalization of Brand Image of Low cost Airline in Indonesia, t (293) = 5.967, p = 0.001. Warranty Program has significance influence toward Revitalization of Brand Image of Low cost Airline in Indonesia, t (293) = 2.211, p = 0.001. Innovative Product Improvements has no significance influence toward Revitalization of Brand Image of Low cost Airline in Indonesia, t (293) = .855, p = 0.393. Reliability Aspects has significance influence toward of Revitalization of Brand Image of Low cost Airline in Indonesia, t (293) = 3.146, p = 0.002. Third Party Appraisals has significance influence toward Revitalization of Brand Image of Low cost Airline in Indonesia,

t (293) = 2.348, p = 0.020. Tangible Aspects has no significance influence toward Revitalization of Brand Image of Low cost Airline in Indonesia t (293) = .668, p = 0.504.

CONCLUSIONS

It can be concluded that Indonesians prefer to consume Airline which has a good advertising which can give them more fancy, unique or special feeling than other airline. Whereas warranty programs of each low cost airline and offering a very convenient repair or replacement service will lead to the increasing of the revitalization of brand image of low cost airline in Indonesia. The results showed that Indonesian people will prefer to consume the service of airline which is the airline can offer the better of warranty programs. On reliability aspect, Indonesians give so much concern on airline which gives the best service such as error free records, on time and crews give best service to customer. These will lead to the increasing of the revitalization of brand image of low cost airline in Indonesia. On third party appraisals statements, it means more and more positive appraisal from third party will lead to the increasing of the revitalization of brand image of low cost airline in Indonesia. The results show that Indonesians prefer to consume the service of airline which that the airline has so many good appraisals on third party. On the other hand, Innovative Product Improvements show that the innovation of Airlines itself does not give significance affect toward the revitalization of brand image, thus Indonesians don't really concern if the airline innovate more than other airline. As well as the tangible aspect shows that Indonesians do not give so much concern if the airline has more modern looking equipment or has better physical facilities than other competitors.

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