



A Study of Airline Marketing Communication*

Sol-Hee KIM¹, So-Yeon PARK², Hye-Jin KIM³,

¹ *First Author* Flight attendant/ KLM Royal Dutch Airlines, Amsterdam, Netherlands. E-mail: solheekim628@gmail.com

² *Corresponding Author* Professor/ Aviation Tourism Department, Hanseo University, Chungnam, Korea. E-mail: sypark@hanseo.ac.kr

³ *Co- Author* Flight Attendant/ Korean Airline, Seoul, Korea. E-mail: dhrtntn0510@naver.com

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Abstract

Purpose – The purpose of this study is to set up the elements of the airline marketing communication and find out the effect of each element on brand trust. It also aims to figure out how brand trust affects the customer's repurchase intention and WOM intention respectively, and whether repurchase intention has an influence on WOM intention. Eventually, this research intends to provide not only academic but practical application of the research by figuring out the marketing communication factors.

Research design, data, and methodology – The survey for this study has been conducted for about 2 months, targeting those who have flown with either domestic or foreign airlines. The number of 249 surveys were distributed and the total number of specimens is 244. Data analysis methods were verifiable factor, discriminant, nomological, and structural equation model analysis.

Result – Only advertisement, promotion and WOM have a positive effect on brand trust while publicity has no impact on brand trust. Brand trust was found to have a positive effect on repurchase intention. Also Brand trust also has a positive effect on WOM intention. Finally repurchase intention has a positive effect on WOM intention.

Conclusion – There are insufficient existing studies of airline marketing communication which has the direct influence on brand trust. Therefore, the study provided the theoretical foundation of airline marketing communication elements that directly effect on airline brand trust.

Keywords: Marketing Communication (Advertisement, Promotion, WOM, Publicity), Brand Trust, Repurchase Intention, WOM Intention.

JEL Classification Code: M10, M31.

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1. Introduction

The recent airline industry has changed dramatically due to the COVID-19 pandemic. According to the Ministry of Land, Infrastructure, and Transport, the number of airline customers in 2020 decreased by 68.1% compared to the previous year, which is the third-lowest record since 1997. In spite of the growing uncertainty in the current airline industry, Hi-Air, the small-scale airline, went into service in 2020 followed by low-cost airlines, Aero-K and Air Premia, in 2021. Thus, the market is expected to continue the competition as the number of airlines increases to 13 in total. To break through this unprecedented crisis and gain a competitive edge to increase the passenger demand, airlines need to come up with effective marketing communication plans along with recognizing the importance of setting a marketing strategy.

Airline marketing communication is necessary to raise airline brand awareness by establishing a point of contact with customers, and to keep a favorable relationship with customers. Customers tend to trust a brand that cultivates the relationship through marketing communication better (Ko, 2021), which leads to brand loyalty such as repurchase intention or positive WOM intention (Choi & Lee, 2019).

For this reason, airlines carry out marketing communication through various channels. For example, Jeju Air released an article about its MOU with Jeju United Club and its support to hyperlocal businesses and increased its awareness and likeability. It also promoted airline tickets and prizes for those who posted 'zero plastic' travel with the hashtag of Jeju Air. There have been promotions for 'Fam-Pet' which refers to those who consider their pets as family members. Air Busan ran a promotion to provide tickets under the name of customers' pets and Korean Air promoted 'SKY Pets' which gives customers a stamp on each travel with their pets and provides a discount upon its stamps

To cure the wanderlust and overcome the financial deterioration in the airline industry, 'No-Landing Flights' have been introduced. From December 2020 to April 2021, the number of customers who flew the no-landing flights increased steadily from 1,075 to 9,636 (Incheon Central Customs, 2020). Given the situation, it is plausible that the need for traveling would explode and, thus, the airlines need to come up with an effective marketing communication strategy. There have been studies regarding various aspects of airline customer satisfaction. On top of that, due to the introduction of low-cost carriers and their destination expansion, the studies about not only service quality, airline image, and customer satisfaction but also airline marketing communication using marketing communication tools like social network services have been conducted. It is hard, however, to create customer purchases with those aspects since the quality of airline services and marketing level become the same. Considering the situation, it is crucial for airlines to have distinctive marketing communication and to care about customer awareness of the airline brand more seriously. As the air traveling population is on the rise, both their online and offline word of mouth are getting active, and their influence on other customers is growing steadily. However, among the current studies in regard to airline marketing, the study on the airline WOM marketing communication is nonexistent.

There is a study that elaborated on SNS marketing communication among the studies regarding Airline marketing communication (Bae & Cho, 2021), yet it is difficult to see how it affects Brand trust or how beneficial it is in a practical way to the ultimate repurchase intention and WOM intention. Brand trust is considered as an antecedent variable to raise both repurchase and word of mouth(WOM) intention to run the airline industry successfully through the current fierce competition. As the air traveling customers surged and there has been active word of mouth through online and offline, airline customers' word of mouth generates another powerful influence on other customers. Thus, this study aims to figure out the relationship between brand trust and purchase intention focusing on the effect of airline WOM characteristics.

The purposes of this study are a) to investigate the relationship between marketing communication and brand trust, b) to set up the elements of airline marketing communication to raise brand trust effectively, and c) aims to figure out how brand trust affects the customer repurchase intention and WOM intention and what the relation between both repurchase and WOM intentions is like. It would be helpful for airlines to form a business strategy by examining the specific elements that directly affect brand trust.

2. Literature Review

2.1. Marketing Communication

A company determines whether its marketing is successful or not by carrying out variable communication activities to convey and explain the product information to customers before they use it (Lee, 2019). In their study, Kang and

Lee (2017) set the elements of marketing communication as advertisement, promotion, physical environment, publicity, relation, and WOM. The cultural marketing research conducted by Yang and Shim (2020) determined WOM and exposure to publicity as the elements of marketing communication, considering its target was foreign travelers in Jeonju.

Based on the preceding marketing communication research, the marketing communication in this study is defined as airlines' deliberate marketing activity which provides products or information either directly or indirectly to communicate well with their target customers. With the reference to previous studies, this study classifies the components of marketing communication as Advertisement/Promotion, WOM including both online and offline WOM, and publicity (Kang & Lee, 2017).

2.1.1. Advertisement

Due to the development of the Internet and SNS, a range of advertisements has become broad and its channels are growing beyond its traditional mass media. According to the research conducted by the Korean Communications Commission in 2020, the smartphone ownership rate has been over 90%, especially over 98% in the age of teenagers to fifties. Respondents who answered smartphone is necessary for daily life was 67.2%, showing smartphone is inseparable from our everyday lives (Korean Communications Commission, 2020).

Airlines run promotions like 'Morning Calm' and 'Star Alliances'. Also, they offer the airport shuttle bus for free or open events to provide their products (Pi & Huang, 2011). It is another type of promotion that provides customized discounted fare on their websites along with discount offers on rental cars, duty-free coupons, and giving extra mileage for using linked credit cards or stores.

Choi (2019) states promotion strategies like both limited and unlimited offers, and discount offers have positive effects on customer satisfaction, and unlimited offers, 'buy one get one free' offers, and discount offers affect customer return. Kim and Choi (2020) who studied the point of sales promotion mention the point to provide sales promotion interacts with tourism events and the compatibility of the sponsored brands.

2.1.2. Word of Mouth (WOM)

Word of Mouth (WOM) has been extended to Electronic WOM (eWOM) with the supply of various devices which can access the Internet at any time and in any place. EWOM is either positive or negative statements made by previous, current, or potential customers about the products or services through the Internet. It has an effect on product purchase intention by lowering the uncertainty and riskiness occurred when purchasing a product or a service (Danniswara, Sandhyaduhita, & Munajat, 2017).

According to the research that analyzed the effect of WOM communication on customer purchase activity, the higher customer's WOM communication, the more they purchase products (Kim, 2017). examined, Among sub-factors of Airline eWOM quality, reliability, empathy, and availability influence brand attitudes while accuracy and recentness show no significance (Jeon & Lee, 2017).

2.1.3. Publicity

Potential customers find the information offered by the press objective, absorb it without any doubt, and use it to make a purchase decision. Publicity raises company awareness and reliability in the service industry which features intangibility and enables customers to have a favorable brand attitude toward a company (Zehir, Sahin, Kitapci, & Ozsahin, 2011). In terms of a company, publicity has a cost-cutting effect which is able to deliver the information about a product or a service without paying any cost, while it may tarnish the company's image as it communicates negative information and some risks the company has without any censorship (Wu & Zang, 2013).

Along with the development of the Internet, publicity through new media such as the Internet becomes more significant than the one through the traditional media. The regular newspaper subscription rate in 2020 declines to 10.2% which is 77.6% lower than that in 1993, yet the rate of people who receive information through mobile or computer increases up to 89.1% (Korea Press Foundation, 2020).

2.2. Brand Trust

According to the 2020 Edelman Trust Barometer Special Report, 53% of respondents reply whether to trust the company or the brand is the second most important factor when purchasing a new product, which is second only to price. Also, 70% responds brand trust is more important today than in the past, and 81% of them state personal vulnerability around health, privacy, and financial stability as the reason why trusting a brand has become more important. 74% see a brand impact on society as the reason for the importance of brand trust, and 46% trust most of

the brands they buy or use, which is a dozen rise compared to the previous year. All of these prove brand trust plays a more important role in the relationship between customers and the company.

In the prior research, professionalism and honesty of trust factors have a positive influence on financial royalty activity, and only honesty influences social royalty (Kim & Yang, 2020). Lee and Lee (2020) claim employees' recognition of corporate social responsibility activity has not only a direct impact on organizational citizenship behavior but also has an indirect impact through brand trust in terms of the relationship between corporate social responsibility and organizational citizenship behavior perceived by hotel employees.

When customers recognize airline brands positively and satisfy with them, they are more likely to pay attention to the airline and to show favorable attitudes toward the company, which highlights the airlines building trust by managing every service factor (Lee, Kim, & Kim, 2019).

In this study, referring to and modifying former studies, brand trust is defined as the feeling of trust which comes from the conviction that an airline brand is sincere and is capable to meet customer expectations.

2.3. Repurchase Intention

According to the survey targeting domestic marketers, 52% of respondents point out customer retention is the most important to overcome the decrease in sales due to the COVID-19 pandemic. Also, 62% of respondents consider reaching out to the existing customer and purchase conversion as the most important values (Criteo Korea, 2021). Forbes states when the repurchase customer rate increases by 5%, the expected profit increases from 25% to 95%. This shows the higher the customer repurchase rate is, the more the company grows, and the less marketing cost is needed, which all lead to customer intention to willingly use the company's premium product (Dixon, Bridson, Evans, & Morrison, 2005). Shin and Lee (2019) emphasize reinforcing the trust between customers and travel agencies and then ultimately coming up with strategies to cause customer repurchase as the brand trust that a customer believes in a brand and intends to count on the brand affects the revisit intention.

This study defines the repurchase intention as the customer's intention to use the airline henceforth considering their current situation.

2.4. Word of Mouth (WOM) Intention

Consumers are not the ones who merely consume services, but the ones who produce and distribute the information through daily communication or their SNS. As consumers' spontaneous WOM takes effect, it becomes a huge impact on product or service sales (An, 2012). Consumers earn the information via WOM in decision making and use that information in the actual purchase. Information acceptance owing to spontaneous WOM is more reliable than any other persuasive communication, it also has a direct influence on customer attitude or decision making with little cost (Heo & Na, 2017).

Among the flight attendant's customer orientation traits, professionalism and sociability affect the traveler's WOM intention, which means a customer thinks a flight attendant is professional or good at empathizing with the traveler, they are very likely to recommend the airline to people around them (Park & Kim, 2017). Van Tonder et al. (2018) conducted the research regarding the perceived value, relationship quality, and positive WOM intention in terms of bank marketing. The research shows that competence trust influences continuous commitment, which contributes significantly to positive WOM, while perceived usefulness only has an impact on continuous commitment.

In reference to the precedent studies, this study defines WOM intention as the intention to deliver customers' direct and indirect experience about the airlines or their services to others.

3. Methodology

3.1. Research Model & Hypotheses

The survey for this study has been conducted for about 2 months, from the 10th of September to the 20th of November, 2021, targeting those who have flown with either domestic or foreign airlines. The number of 249 surveys were distributed and the total number of specimens is 244.

The survey subdivided airline marketing communication into three parts, advertisement/promotion, WOM, and publicity. The questions for airline marketing communication are 12, for brand trust are 4, for repurchase intention are 3, and for WOM intention are 3. Based on the relationship between variables, the model of this study is described in <Figure1>.

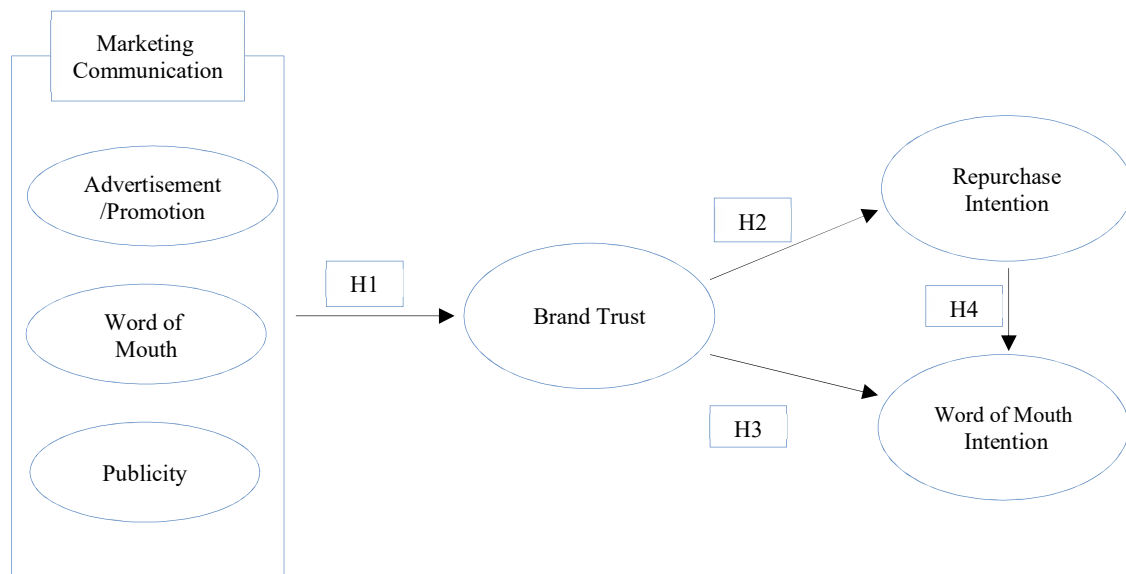


Figure 1: Research Model

Choi (2020) carried out the research based on the fact that advertisement in marketing communication is a crucial tool to communicate with consumers and revealed advertisement attitude is the direct antecedent variable for trust and has an impact on brand trust.

The research of Ko (2021) is about the relationship between how brand evidence and marketing communication of the catering industry affect brand attitude and brand trust and it divides the sub-elements of marketing communication into advertisement and promotion. The research revealed both advertisement and promotion influence to brand trust and brand trust has a positive impact on purchase intention.

Hypothesis 1: Airline marketing communication will have a positive effect on brand trust.

Hypothesis 1-1: Airline advertisement and promotion will have a positive effect on brand trust.

Hypothesis 1-2: Airline word of mouth will have a positive effect on brand trust.

Hypothesis 1-3: Airline publicity will have a positive effect on brand trust.

According to the research on how home meal replacement affects the brand image, repurchase intention and WOM effect, Whang et al. (2019) found out product trust has a positive impact on repurchase intention, and the result of how brand trust influences repurchase intention depends on the moderating effect of manufacturer brand and distributor brand. Shin (2020) sub-categorized the brand trust of the cosmetic brand into cognitive trust and emotional trust and studied how each trust affects repurchase intention. It is found that cognitive trust has a positive effect on repurchase intention, while emotional trust doesn't. Wijaya and Astuti (2018) studied the relationship among service quality of online shopping, customer satisfaction, brand trust, brand image, and repurchase intention and suggested as the quality of the Internet service improves, customer satisfaction increases accordingly, which leads to brand trust.

Hypothesis 2: Brand trust will have a positive effect on repurchase intention.

Jeong (2017) revealed the significant relationship between product trust and WOM intention. He emphasized the company should not delete the negative WOM content nor exaggerate the positive content. Jeong (2021) perceived usefulness and expectation confirmation of home furnishing influence brand trust positively, which affects WOM intention. Kim and Park (2017) proved airline trust has a significant influence on WOM intention.

Hypothesis 3: Brand trust will have a positive effect on WOM intention.

According to Prior study, functionality and advertisement among product selection attributes influence repurchase intention, and the repurchase intention of the customers buying golf equipment influences future WOM intention (Kim, 2020). Choi and Lee (2019) showed trust in bakery café brands affects both repurchase intention and WOM intention. It also suggested that revisiting customers with high loyalty affects the delivery of their purchase experience through their personal SNS. Choi (2016) also proved repurchase intention influences WOM intention.

Hypothesis 4: As repurchase intention increases, WOM intention increases accordingly.

4. Results

4.1 Empirical Analysis Results

This study used SPSS statistics 22.0 and AMOS statistics 18.0 to derive the average of collected specimens. The frequency analysis is conducted to find out demographic characteristics, and the confirmatory factor analysis is carried out to verify the validity and reliability of the measurement tool. The reliability analysis, correlation analysis, and hypothesis validation have also been executed.

The frequency analysis of respondents' demographic characteristics is shown in <Table 1>.

Table 1: Demographic analysis(n=244)

Variable		Frequency	Percentage	Variable		Frequency	Percentage
Major airline	Korean Air	116	47.5	Occupation	student	14	5.7
	Asiana	60	24.6		businessman	19	7.8
	LCC	43	17.5		specialized	60	24.6
Gender	foreign airline	25	10.2		office job	87	35.7
	male	128	52.5		sales/service	21	8.6
	female	116	47.5		etc	43	17.6
Age	20~30	35	14.3	Academic Background	high school diploma	53	21.7
	31~40	99	40.6		college graduate	146	59.8
	Upper 40	110	45.1		graduate degree or higher	45	18.4
Income	201-300 million won	97	39.8	Average Airline Usage Time	1-3 times	186	76.7
	301-400 million won	58	23.8		4-6 times	39	16.0
	401-500 million won	39	16.0		7-9 times	11	4.5
	over 500 million won	50	20.5		over10 times	7	2.9

This study conducted the validity test using confirmatory factor analysis (CFA). The measurement of AVE and CCR is shown in <Figure 2>.

$$AVE = \frac{\sum_{i=1}^p \lambda_{yi}^2}{\sum_{i=1}^p \lambda_{yi}^2 + \sum_{i=1}^p Var(\epsilon_i)}$$

$$CCR = \frac{\left(\sum_{i=1}^p \lambda_{yi}\right)^2}{\left(\sum_{i=1}^p \lambda_{yi}\right)^2 + \sum_{i=1}^p Var(\epsilon_i)}$$

Figure 2: The measurement of AVE and CCR

The result of confirmatory factor analysis on the research model to evaluate the validity and reliability of the measurement tool is described in <Table 2>. The factor loading on metrics loaded on each factor seems significant. In this study, both average variance extraction value (AVE) and concept reliability (CCR) are all above the criteria (AVE>0.5, CCR>0.7), which ensures the constructive validity of the measurement tools of this study.

Table 2: Verifiable Factor Analysis

Factor	Measurement	Standardization Factor Loading Value	S.E.	C.R. ^a	p	AVE ^b (CCR _c)	Cronbach's α
Advertisement/ Promotion	Advertisement/ Promotion 1	.708	-	-	-	.574 (.843)	.833
	Advertisement/ Promotion 2	.700	.096	10.045	***		
	Advertisement/ Promotion3	.832	.085	11.735	***		
	Advertisement/ Promotion 4	.782	.080	11.136	***		
WOM	WOM 1	.789	-	-	-	.645 (.879)	.877
	WOM 2	.832	.072	13.744	***		
	WOM3	.763	.066	12.429	***		
	WOM4	.827	.071	13.651	***		
Publicity	Publicity 1	.801	-	-	-	.654 (.883)	.799
	Publicity 2	.818	.110	9.456	***		
	Publicity 3	.791	.127	9.178	***		
	Publicity 4	.824	.123	9.524	***		
Brand Trust	Brand Trust 1	.840	-	-	-	.620 (.866)	.794
	Brand Trust 2	.772	.086	10.929	***		
	Brand Trust 3	.820	.067	11.904	***		
	Brand Trust 4	.710	.077	9.720	***		
Repurchase Intention	Repurchase Intention 1	.756	-	-	-	.631 (.837)	.761
	Repurchase Intention 2	.830	.145	8.467	***		
	Repurchase Intention 3	.796	.165	8.342	***		
WOM Intention	WOM Intention 1	.795	-	-	-	.585 (.808)	.808
	WOM Intention 2	.800	.083	13.049	***		
	WOM Intention 3	.694	.080	11.064	***		
$\chi^2=362.112(df=194, p=.000)$, $\chi^2/df=1.867$, RMR=.038, GFI=.875, AGFI=.837, NFI=.876, TLI=.925, CFI=.937, RMSEA=.060							

***: p<.001, a. Critical Ratio, b. Average Variance Extracted, c. Construct Composite Reliability, d. Cronbach's alpha

The result of discriminant validity and the validity of law is shown in <Table 3>. The validity of law is established

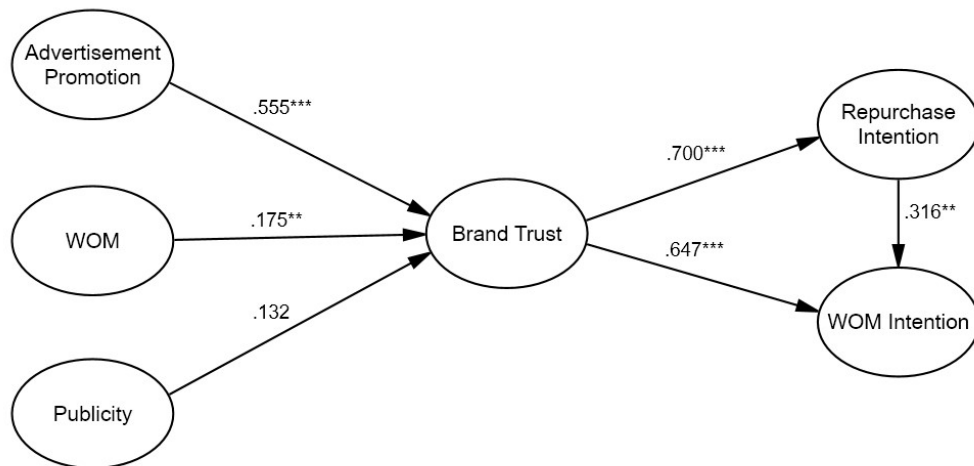
as the direction of the correlation coefficient between each construct corresponds to the direction of the hypothesis.

Table3: Discriminant validity and nomological validity

	Advertisement	WOM	Publicity	Brand Trust	Repurchase Intention	WOM Intention
Advertisement	.574 ^a	.484 ^b	.393 ^b	.406 ^b	.272 ^b	.425 ^b
WOM	.696	.645 ^a	.214 ^b	.231 ^b	.110 ^b	.295 ^b
Publicity	.627	.463	.654 ^a	.187 ^b	.228 ^b	.175 ^b
Brand Trust	.637	.481	.433	.620 ^a	.373 ^b	.434 ^b
Repurchase Intention	.522	.332	.477	.611	.585 ^a	.475 ^b
WOM Intention	.652	.543	.418	.659	.689	.631 ^a

a. AVE, b. Square of bivariate correlation coefficients (r^2)

Figure 2 presents a summary of the path analysis results of this study.



***: $p < .001$, **: $p < .01$, *: $p < .05$

Figure 3: Research Model

The results of analyzing the structural equation model for the hypothesis verification are shown in <Table 4>.

Table4: Structural Equation Model Analysis Results

Path		Standardization Coefficient	S.E.	C.R. ^a	p	SMC ^b	
H1-1	Advertisement/Promotion	→ Brand Trust	.555	.064	7.062	***	.357
H1-2	WOM		.175	.050	2.704	.007	
H1-2	Publicity		.132	.072	1.949	.051	
H2	Brand Trust	→ Repurchase Intention	.700	.089	6.681	***	.490

H3	Brand Trust	→	WOM Intention	.647	.097	6.406	***	.804
H4	Repurchase Intention	→	WOM Intention	.316	.109	3.253	.001	.804
$\chi^2=569.223(df=203, p=.000)$, Normed- $\chi^2=2.804$, RMR=.064, GFI=.874, AGFI=.831, NFI=.854, TLI=.904, CFI=.923, RMSEA=.056								

***: $p < .001$, a. C.R.(Critical Ratio), b. SMC(Squared Multiple Correlation)

As a result of verifying hypothesis 1, it is judged that the advertisement, promotion, WOM, and publicity, the sub-elements of airline marketing communication, are showing a statistically significant effect on brand trust of 35.7%.

By verifying hypothesis 1, it is declared that advertisement and promotion of airline marketing communication have a significantly positive influence on brand trust. Thus, hypothesis 1-1 is supported by the data. In addition, it has been shown that WOM of airline marketing have a positive effect on brand trust. Therefore, hypothesis 1-2 is also selected, while publicity of airline marketing communication doesn't show a significant effect on brand trust, which concludes hypothesis 1-3 is denied.

By verifying hypothesis 2, it is supported as brand trust shows a positive influence on repurchase intention.

By verifying hypothesis 3, it is supported as brand trust shows a positive influence on WOM intention.

By verifying hypothesis 4, it is supported as repurchase intention shows a positive influence on WOM intention.

5. Conclusions and Implications

This study aims to provide both theoretical and practical implications for managing airline marketing WOM information with the results of this study. Considering the fierce competition in the market, airlines need to come up with far more effective and efficient marketing communication strategies which enable them to build a firm relationship with customers and generate benefits, and, as a result, a build trust between customers and airline brands.

This study proves airline marketing communication has a positive impact on brand trust, which shares the same conclusion with the precedent studies in regard to other fields conducted by the prior study (Kang, 2010; Jeong, 2016; Ko, 2021). As with the results of the prior studies, airline brand trust also affects repurchase intention and WOM intention in a positive way (Kim et al, 2018; Park, 2020; Cho, 2021). Based on related prior research, this study reveals the way of airline marketing communication affects brand trust and the relationship between repurchase intention and WOM intention, which has never been addressed in the airline area. If airlines focus on the elements of marketing communication that can elevate brand trust, it will lead to the improvement of repurchase intention and positive WOM intention, thus, it is ultimately expected to benefit airlines' revenue.

The results of the empirical analysis of the hypotheses are as follow:

First, the analytical result of the relationship between airline marketing communication elements and brand trust shows that only advertisement, promotion and WOM have a positive effect on brand trust while publicity has no impact on brand trust. Second, the analytical result of the relationship between brand trust and repurchase intention shows that brand trust have a positive effect on repurchase intention. Third, the analytical result of the relationship between brand trust and WOM intention shows that brand trust also has a positive effect on WOM intention. Fourth, the analytical result of the relationship between repurchase intention and WOM intention shows that repurchase intention has a positive effect on WOM intention.

Three important theoretical implications can be derived from the research findings.

There has been little published research on airline marketing communication factors. Even in those researches, it is hard to examine the relationship between those factors and brand trust. This study offers the theoretical foundation that which particular marketing communication factor has an impact on brand trust. Moreover, this study suggests WOM in the airline marketing communication as the concept that consolidates e-WOM and WOM, which allows for further extensive research. Finally, according to the research findings, publicity doesn't have an influence on brand trust, which is likely because the recent press release about the airlines is relatively negative such as job insecurity in the airline industry and the airline financial deterioration due to the COVID-19.

There are specific practical implications for this study.

Firstly, it is found that marketing communication has an impact on brand trust. Especially, advertisement and promotion affect more compared to WOM, which results from the fact that more and more people are using different channels such as SNS and YouTube. Therefore, the company needs to come up with advertisement strategies that can

communicate its strengths through various SNS channels and reconsider the way to improve brand trust by exposing its own brand continuously through proactive promotion programs such as events or mileage programs.

Secondly, it seems brand trust has a direct influence on customer repurchase intention and an airline's positive WOM. Furthermore, brand trust needs a considerable amount of time to be formed and, as the higher brand trust is, the higher intention for customers to deliver a positive message, the company is situated to keep on working to study how to elevate brand trust.

Thirdly, the result of this study shows that as the customer repurchase intention gets higher, the customer WOM intention becomes higher accordingly. This suggests the existing loyal customer can deliver a positive message to the potential customers on behalf of the company, which eventually leads to attracting new customers. Hence, when budgeting for marketing communication, the company needs to contrive how to increase the purchase rate of existing customers as well as how to attract new customers.

This study has a few limitations needed to be redeemed for further constructive studies. Firstly, it is hard for the low-cost carriers, small-scale airlines, or foreign airlines to generalize and apply the result of this study since the majority of the respondents (72%) have replied based on their experience with domestic full-service carriers like Korean Air and Asiana Airlines. Therefore, further study needs to subdivide airlines considering their features. Secondly, the answers were upon relatively old flying experience or limited to the experience of flying domestic flights, as it was not easy to fly normally due to the COVID-19 pandemic. As a result of this, the period of study should be considered to get reliable results when the airline industry gets normalized.

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