

THE ALIGNMENT BETWEEN CORPORATE  
CULTURE AND BRANDING IN  
THE AIRLINE INDUSTRY

by

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### Abstract

This paper explores the connect (or disconnect) between internal corporate culture and external branding in the airline industry. Five top carriers in the US airline industry are analyzed: Alaska Airlines, American Airlines, Delta Air Lines, Southwest Airlines, and Spirit Airlines. Secondary research provided insight into culture and branding, their alignment, and the airline industry. Primary research included surveying customers and to determine customer perception of certain airline cultural values based on customer knowledge and interaction with the company. It is determined that four of the five airlines studied are aligning culture and brand (all except for Spirit Airlines). In general, there are differences between perceptions of males and females and customers and non-customers, while there is not a significant difference in perceptions between frequent and non-frequent flyers.

## The Alignment between Corporate Culture and Branding in the Airline Industry

### 1. Introduction

The domestic airline industry in the United States has total revenue of approximately \$185 billion and airlines are currently fighting for market share (Hoover's Inc., n.d.). In order to stand out and grow revenues and profits, airlines must differentiate themselves based on a variety of factors including corporate culture and external brand. Not only are these two elements an important factor of success in the airline industry, but the alignment of the two can create greater benefits. This thesis further explores the alignment between corporate culture and branding within the airline industry in the United States and how this alignment can have a positive impact. Five top carriers in the US airline industry will be analyzed: Alaska Airlines, American Airlines, Delta Air Lines, Southwest Airlines, and Spirit Airlines. Each airline's culture and branding will be explored through secondary research and primary research.

First, through secondary research, the concepts of branding and culture were examined as well as how they are connected. This includes research on the airline industry and past events that have highlighted the importance of culture and branding within it. Each airline's cultural values are also explored and compared to other airlines through the Organizational Culture Profile (OCP). A customer survey was executed through Qualtrics and focused on measuring customer perception of certain corporate cultural values based on customer knowledge of the brand.

In order to gain results from primary research, data analysis was conducted. For customer interviews, quantitative responses were analyzed through statistical analysis (Z-tests). Based on this data analysis, one can determine how well an airline's brand communication to customers

lines up with its internal culture and whether variable such as customer status, flight frequency, gender have an effect on these perceptions.

## **2. Literature Review**

### *2.1 Corporate Culture*

According to *The Corporate Culture Survival Guide*, culture is defined as “a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2017).” There are three levels of culture: artifacts, exposed values, and underlying assumptions. Artifacts are the visible elements of culture seen in an organization and includes what one sees, hears, and feels as they interact with an organization. This aspect of culture is clear and has an immediate emotional impact on individuals. The second level of culture is exposed values which includes the justifications and values espoused by an organization to support their actions and choices. It answers the question of why the organization does what they do and includes goals and strategies. The final level of culture is underlying assumptions which are based in the history of the organization and defines the essence of the culture. As defined by Schein (2017), these are the “unconscious, taken for granted beliefs, perceptions, thoughts, and feelings” created by an organization.

In order to provide a way to categorize and measure culture, the Organizational Culture Profile (OCP) was developed (O’Reilly, Chatman, & Caldwell, 1991). It is the most widely used measure of culture in academic research and has been validated by various studies that have applied the concept to a variety of industries, especially when used to evaluate current

organization culture (Heritage et al, 2014). The OCP defines seven factors of culture: innovation, stability, respect for people, outcome oriented, attention to detail, team oriented, and aggressiveness (O'Reilly, Chatman, & Caldwell, 1991). The OCP is applied to the airlines being investigated in this study in Table 4: Airlines and the OCP. The table below describes each of the factors.

**Table 1: OCP**

<b>Factors</b>	<b>Description</b>
<b>Innovation</b>	Embracing opportunities Experimentation Risk taking
<b>Stability</b>	Rule orientation Predictability Security
<b>Respect for People</b>	Respect the individual Fairness and tolerance
<b>Outcome Oriented</b>	Achievement oriented Action Oriented Results oriented High expectations
<b>Attention to Detail</b>	Precise Analytical
<b>Team Orientation</b>	Collaboration People orientation
<b>Aggressiveness</b>	Aggressive Competitive

## *2.2 Marketing and Branding*

Branding falls under the concept of marketing which is defined as “the management process responsible for identifying, anticipating, and satisfying customer requirements profitably (Shaw 2011).” Within marketing, a brand is defined as “the link mirroring the set of functional and emotional values created by the company and the way these are perceived by consumers (Chernatony & Riley, 1999).” There are common principles of branding used for both goods and services. However, due to the nature of the products, there are differences on the operational level since in a service, a larger emphasis is placed on the overall experience (Berry, 2000). In services, the organization is the primary brand being expressed. Customer service is key in building a well-respected service brand. Currently, there is a shift in marketing emphasis in general from product branding to organization branding (Hatch & Schultz, 2003). Since goods and services are becoming more homogenized, organizations are seeing corporate branding as the best way to stand out among the competition. Based on the corporate branding model, values and emotions become key elements in the brand communicated to customers.

### *2.3 Aligning Brand & Culture*

A whitepaper developed by branding agency Liquid Agency explores the value of developing a brand driven culture (2007). Here, the old brand model that focuses on solely creating an external brand image for customer persuasion is disregarded. Through brand culture model, an organization’s core values are converted into an external brand image. Liquid Agency asserts that modern consumption is meaning-based and no longer based only on functional satisfaction. The brand culture model helps brands connect to the why behind their organization, so they can avoid being simply a sign or logo. When brands have genuine meaning to customers and connect with their values, they can more easily become a part of customer’s lives and identity.

Denise Lee Yohn, an expert on positioning brands and building great organizations, is an advocate for the strategic alignment between brand and corporate culture in the business world. In an article published in the *Harvard Business Review* (2017), Yohn focuses on how a distinct corporate culture allows businesses to produce desirable results. She views the skillful alignment of culture and brand within an organization as a competitive advantage and driver of growth. If culture and brand are misaligned, organizations may end up with happy employees, but the wrong results, resulting in wasted money. Yohn says one key way to tell if an organization's culture and brand are connected is by comparing its employee and customer experiences. Both parties should take away a similar brand perception of the organization based on their experience.

According to *Harvard Business Review*, corporate culture is also a component of successful branding (Hatch & Schultz, 2014). Hatch and Schultz, branding experts, assert that branding is about the alignment of strategic vision, stakeholder images, and organizational culture. The strategic vision provides the central idea behind the company and includes leadership's goals for the company. Stakeholder images includes how external stakeholder view the organization such as the public, media, shareholders, and customers. Finally, organizational culture is about the internal values, beliefs, and history of the organization. One important aspect of culture is what employees perceive and feel about their employing organization. Struggling brands usually find difficulties connecting these three elements and making them consistent. Therefore, one of the keys to successful branding is engaging all internal and external stakeholders in a consistent, similar manner. This includes focusing on building a culture of exceptional customer service prominent across the whole organization that is evident to external stakeholders (Chernatony & Riley, 1999).

### *2.4 Brand and Culture in the Airline Industry*

The airline industry in the United States includes organizations that provide scheduled domestic and non-domestic passenger and mail/freight transportation with a total revenue of approximately \$185 billion (Hoover's Inc., n.d.). Key characteristics of this industry are that its demand is driven by business and leisure travel, effective operations are key in order to produce a profit, and success is highly impacted by the health of the economy. Currently, one of the largest trends in the airline industry is consolidation and marketing alliances between commercial airlines. These actions have resulted in reduced competition, a concern of the US Department of Justice. The biggest opportunities for the airline industry include growth into emerging markets (ex: Asia, Middle East, Africa, and Latin America), increasing ancillary fees (ex: baggage fees, food and beverage sales, and upgraded seating), frequent flier programs, and finding fuel-efficiencies.

Culture is something that is of the utmost importance in the airline industry. One area in which culture has proven to be critical is in the consolidation of the airline industry through acquisitions. In *The Business Journals*, an industry leading business news source, the Alaska/Virgin merger is discussed from a strategic and cultural perspective (Beck, 2016). He asserts that the biggest and most important challenge organizations will face as they merge is forging a new culture, a burden that falls on the organization's leadership. This involves defining new values and behaviors the organization wants to be known for and then having leadership live out these values and behaviors.

Branding is an interesting tool when considering success in the airline industry. Brand consultant Bruce Philp states that no other business "strips branding to its essence like the airline business" (2011). The airline industry is so constrained by large costs that the smallest costs or

revenues can mean the difference between a profit and loss. Therefore, some airlines place much of their efforts on cost control and revenue generation, placing less emphasis on brand differentiation. According to *Airline Marketing and Management*, airlines need to accept the principles of marketing, including branding, as a framework for all they do (Shaw, 2011). These marketing principles should be applied rigorously throughout the organization for success. Airlines that place an emphasis on differentiating their brand usually do so through their people since in any service industry, customer-employee interaction is high (Philp, 2011). Low-cost carriers are often the ones that pull off differentiating themselves through their employees.

The importance of culture in airlines and how it can affect an airline's brand can also be demonstrated through the mishaps experienced by airlines when their culture isn't as it should be. Marketing strategist and consultant Sonia Thompson (2017) uses United Airlines as an example of how if organizations don't proactively work on their corporate culture, it can morph into something that harms the business. A video was posted online of a United passenger being unwillingly dragged off a plane. The situation was that the customer had been randomly selected to be bumped from a flight to make room for crew members, something the customer did not want to do. This incident negatively impacted United's brand image in the eye of the public. Thompson explains how this incident doesn't reflect United's stated mission or values and underscores how important it is to develop a culture that is not only words on a paper, but also present in the organization.

American Airlines has also been facing corporate culture problems that have negatively affected its brand image (Gharib, 2018). Susie Gharib, an award-winning business news journalist and Senior Special Correspondent for Fortune, discusses how American Airlines has been facing issues concerning trust and leadership within the organization. Recently, there have

been many clashes between American Airlines employees and customers, including accusations of racial discrimination, which have not reflected well on the airline. Doug Parker, CEO of American, acknowledges that these issues stem from a corporate culture that is still in a transformation process.

In a journal article from *Canadian Business*, the importance of considering employees and culture in the branding process is shown (Philp, 2011). Philp discusses a flash mob video that was released by Air Canada during the holiday season which showed employees and customers spontaneously dancing and singing at the airport. The ad sparked confusion and dissonance since customers didn't see Air Canada as a brand with the personality or employees that the video showed. The perky and happy employees in the video didn't connect with the tired, angry employees customers saw when flying. Philp asserts that the airlines customers love gain admiration and loyalty through the hearts of their employees. Therefore, airline branding is an inside job as the brand of an airline is based on its people and culture. It is clear there is a connection between the corporate culture of an airline and their brand. If a culture right, negative perception of an organization will emerge, ultimately leading to detrimental bottom line effects.

British Airways struggled with their connection between branding and culture when rebranding (Hatch & Schultz, 2003). The airline noticed that the world was heading towards greater globalization and decided to tweak their vision by placing greater emphasis on being “the **world's** favourite airline.” In order to do this, they moved away from the tradition British imagery that had always accompanied their brand and towards a more diverse image. For example, works of art from artists of various nations and nationalities were featured on airplanes' tail wings. British Airways also switched to using a more diverse voice when addressing customers unlike the nationalistic British voice used before. Cost cutting was also increased to be

more globally competitive. While the external brand of the airline had changed, the new voice and imagery didn't match the experience customers had on the plane. They found the service received from flight attendants to be distinctly British. This caused customers and other external stakeholders to see British Airways as very aloof and imperial, a perception that didn't match up with the new brand the airline was trying to fit. Overall, the image of British Airways and its revenue were negatively impacted by this brand and culture mismatch.

### *2.5 Airline Culture Analysis*

The airlines whose culture and branding will be explored are Alaska Airlines, American Airlines, Delta Air Lines, Southwest Airlines, and Spirit Airlines. These airlines were chosen because of their prominence in the US domestic market and the distinctness of their brand and service. American is the largest of these airlines, followed by Delta, Southwest, Alaska, and Spirit. The table below provides key information on the size of each airline based on sales and employees.

**Table 2: Airline Profiles**

<b>Airlines (2017)</b>	<b>Sales (Hoover's Inc., n.d.)</b>	<b>Employees (Hoover's Inc., n.d.)</b>
<b>Alaska</b>	\$7.9B	19k
<b>American</b>	\$42B	122k
<b>Delta</b>	\$41B	87k
<b>Southwest</b>	\$21B	56k
<b>Spirit</b>	\$2.6B	10k

It is important to consider the culture of each of the airlines. Online research was conducted on each airline's website to find the values that drive the internal corporate culture of the airline. Some airlines had plentiful, easily accessible information about their culture, while others required a deeper search or didn't provide as much elaboration. Some values were shared among airlines, while others clearly defined the airline's priorities and culture.

**Table 3: Airline Cultural Values**

<b>Airline</b>	<b>Cultural Values</b>
<b>Alaska</b>	Safety Do the right thing Kind-hearted Deliver performance Be remarkable
<b>American</b>	Respect for the product Respect for customers Respect between employees Respect for the past Respect for the future
<b>Delta</b>	Honesty Integrity Respect Perseverance Servant leadership
<b>Southwest</b>	Warrior spirit Servant’s heart Fun LUV-ing attitude Work safely Wow customers Keep costs low
<b>Spirit</b>	Affordable Customized Safe Caring Relaxed Fun

Alaska Airlines has five core values (Alaska Airlines, n.d.). The first is safety as they hold safety above everything else. The second is to do the right thing by being ethical, open, and trustworthy. The third is to be kind-hearted and care for customers. The fourth is to deliver performance and be a leader in the industry. The fifth and final value is to be remarkable by creating lasting impressions for guests in a genuine and creative way. For each value, Alaska provides a description under about what it means to them. In addition, Alaska places their values

at the bottom of every page within their careers site, highlighting how important these values are to the organization.

On its website, American Airlines describes its culture (American Airlines, n.d.). The description centers around the idea of building a culture centered around respect. This respect reaches to all corners of the business as it involves respect for the product, customers, each other, the organization's past, and the organization's future. Through instilling this sense of respect in the culture, American is working towards restoring American Airlines back to the greatest airline in the world. American also emphasizes diversity and the community in its culture. While American does describe their culture, the organization doesn't explicitly state any values. The culture is also only described in two small paragraphs, but the culture page does include other artifacts such as articles about American's people, diversity, and community involvement.

To provide insight on its culture, Delta Air Lines has created what it calls the "Rules of the Road," a document it gives to employees outlining Delta's core values and the basic rules and expectations all employees should follow when on the job (Delta Air Lines, n.d.). Based on this document, Delta's core values are honesty, integrity, respect, perseverance, and servant leadership. The main rules include applying Delta's basic business principles, knowing the business and improving it constantly, demonstrating Delta's core values, driving for results, and building great teams. The fact that Delta has created a document this extensive solely focusing on communicating its culture, and that it has made this document available to the public, shows its commitment to building a strong culture.

According to their website, Southwest Airlines focuses on connecting people to what's important in their lives, providing excellent customer service, and becoming the world's best airline (Southwest Airlines, n.d.). Southwest separates their values into two categories: live the

Southwest way and work the Southwest way. Under live the Southwest way, values of warrior spirit, servant's heart, and fun-LUVing attitude are emphasized. Under work the Southwest way, values of work safely, wow our customers, and keep costs low are emphasized. Beneath each of these values, more information is given on what this means exactly to Southwest. Not only does the culture page include these values, but it also includes their purpose, mission, vision, commitment to employees, information about Southwest citizenship, and videos highlighting the Southwest culture in action. Southwest has put a large amount of effort into building this page on their website.

Spirit Airlines has three main elements of its culture that it mentions on its careers site (Spirit Airlines, n.d.). The first element is offering ultra-low fares with a range of optional services, giving customers the freedom to customize their trip. The second is providing low fares that give customers an affordable and attainable option for air travel. The final element is caring for customers by providing safe and reliable travel in a relaxed, friendly, and fun environment. While Spirit does describe their culture, it only does so on the page where job postings are listed, and the description is simply a small paragraph at the top of the page.

Overall, based on the sheer amount of detail provided on their website, Delta, Southwest, and Alaska place more emphasis on culture than other airlines. It is also interesting to note the commonalities between the stated cultures. Southwest, Alaska, and Spirit all explicitly have safety as something important to their culture. Southwest and Spirit both emphasize low fares while Delta and American both emphasize respect. All the airlines examined, except for Delta, explicitly mention customers in their core values that make up its culture, emphasizing how internal corporate culture influences the customer experience. These customer experiences later become a part of the brand image that the customer builds in their mind for each airline.

The Organizational Culture Profile (OCP) can be applied to each airline (O'Reilly, Chatman, & Caldwell, 1991). The espoused values of each airline's culture can be categorized according to the OCP, showing specific components of culture that are important to the airline. The table below summarizes each airline's cultural values in relation to the OCP.

**Table 4: Airlines and the OCP**

*For information on how this table was made, please refer to the appendix.*

<b>Factors</b>	<b>Alaska</b>	<b>American</b>	<b>Delta</b>	<b>Southwest</b>	<b>Spirit</b>
<b>Innovation</b>	X		X		
<b>Stability</b>					
<b>Respect for People</b>	X	X	X	X	X
<b>Outcome Oriented</b>	X	X	X	X	
<b>Attention to Detail</b>					
<b>Team Orientation</b>			X		
<b>Aggressiveness</b>					

It is interesting to note that based on each airline's stated values, they all place an emphasis on respect for people, especially when considering their customers. It is also important to recognize that this is based off the stated public values of each airline and that this may not necessarily be representative of the actual culture experienced at the organization.

### **3. Research Methodology**

#### *3.1 Subject Population*

The subject population for this study is airline customers of the five airlines (Alaska, American, Delta, Southwest, and Spirit) being examined. In total, there were 150 respondents, 30 from each airline. Respondents were 18 or older. Those who participated were presented with a digital copy of a consent form as the first question in the survey. It stated that participants could withdraw from the interview at any time as well as the risks and benefits of the study. In order to continue in the study, participants had to select “Yes, I consent.”

#### *3.2 Study Procedures*

A 2-4 minute survey was distributed through Qualtrics. Using panels, groups of recruited survey respondents that agree to participate in surveys, Qualtrics targeted customers of the five airlines in this study. Participants were considered customers of an airline if they had flown the airline in the last year. The survey gathered customer’s consent, demographic and usage rate information, and the extent of their agreement or disagreement that each airlines’ values described the airline. To see the survey questions asked, please refer to the appendix.

#### *3.3 Data Analyses*

Quantitative responses from the customer survey are analyzed through statistical analysis using Z-tests at an alpha level of .05. Below are the research objectives that guided data analysis.

Objective 1: Determine whether all airline customers see airlines cultural values in airlines brands. (1 tail Z-test)

Objective 2: Determine whether customers see their airline’s cultural values in its brand. (1 tail Z-test)

Objective 3: Determine whether there is a difference in agreement on cultural values between customers and non-customers fliers. (2 tail Z-test)

Objective 4: Determine whether there is a difference in agreement on cultural values between frequent and non-frequent fliers. (2 tail Z-test)

Objective 5: Determine whether there is a difference in agreement on cultural values between males and females. (2 tail Z-test)

#### **4. Results**

The sections below detail the results observed after data analysis. For more detailed information on data analysis, please refer to the appendix.

##### *4.1 Alaska Airlines*

Overall, customers agree that all of Alaska's five core values of safety, do the right things, kind hearted, deliver performance, and be remarkable describe the airline. Non-Alaska customers also agree that these five values describe Alaska. There were two difference between Alaska and non-Alaska customers in that Alaska customers agree more strongly with the values of do the right thing and deliver performance than non-customers. There is no difference in the perception of Alaska's values between frequent and non-frequent flyers and male and female flyers. Alaska customers agree with all of American's values and Delta's values, two of Southwest's values (fun loving-attitude and wow customers), and none of Spirit's values.

##### *4.2 American Airlines*

American customers agree with four of five of its stated cultural values: respect for the product, customers, employees, and the future. There is no significant difference in the perception of Alaska's values between customers and noncustomers, frequent and non-frequent

flyers, and males and females. American customers agree with one of Alaska's values (do the right thing), two of Delta's values (respect and perseverance), one of Southwest's values (fun-loving attitude), and one of Spirit's values (affordable).

#### *4.3 Delta Air Lines*

Delta customers and non-customers agree that all five of its stated cultural values (honesty, integrity, respect, perseverance, and servant leadership) describe the airline. There is no difference in the perception of Delta's values between customers and noncustomers and frequent and non-frequent flyers. However, we were able to determine that there is a difference in perception of Delta's values between male and female customers on four of the five values: honesty, integrity, respect, and servant leadership. Females agree more strongly with these values than males do. Delta customers agree with none of Alaska's values, one of American's values (respect between employees), three of Southwest's values (fun-loving attitude, work safely, and wow customers), and none of Spirit's values.

#### *4.4 Southwest Airlines*

Southwest customers agree that five of its six stated values describe the airline (servant's heart, fun loving attitude, work safely, wow customers, and keep costs low). Non-customers agree that all six values described the company (the values above and warrior spirit). Southwest customers agree more with the values of fun-loving attitude and work safely than non-customers. The other values had no difference. There was no difference between frequent and non-frequent flyer perceptions. For males and females, there was no difference on agreement of the values except for one (warrior spirit). Females agree more strongly with this value than males. Southwest customers agree with two of Alaska's values (kind hearted and be remarkable), four

of American's values (all but respect between employees), four of Delta's values (all but integrity), and one of Spirit's values (affordable).

#### *4.5 Spirit Airlines*

Spirit customers only agree with two of its six stated values: affordable and safe. Non-customers only agree with one of Spirit's values: affordable. There is a difference between customer and non-customer agreement with the value of affordable as customers agree more strongly with this value than non-customers. There is a difference in perception between frequent and non-frequent flyers for the value of customized as non-frequent flyers agree more strongly with the value. There is no difference in agreement on Spirit's values between male and female flyers. Spirit customers agree with one of Alaska's values (kind hearted), four of American's values (all but respect for the past), all of Delta's values, and three of Southwest's values (work safely, wow customers, and keep costs low).

### **5. Conclusion**

Based on the results described above, we were able to draw four key conclusions. The first is that customers are more likely to agree with the values of their airline than other airlines. While customers agree with all of almost all of their airline's values (Spirit is the only exception here), they tended to agree with less values for other airlines, maybe not even agreeing with a single value for other airlines. In addition, customers of smaller airlines like Southwest, Spirit, and Alaska, are more likely to agree with a higher number of other airline's values.

American and Delta communicate their values well to customers and non-customers. Both of these airlines had no significant difference in the agreement on their values between customers and non-customers. This is a sign of aligning culture and brand because non-

customers will experience the brand of a company through things such as word of mouth and advertising while customers experience both the brand and the culture through direct interactions with the company and its employees. When these two parties are experiencing the same things, alignment is most likely occurring.

On the other hand, Spirit has not successfully communicated all of its cultural values to customers and non-customers. The whole sample of airline customers agreed with only two of Spirit's six values, yet the whole sample agreed with all of the values of all the other airlines. This is even present for Spirit's own customers as they also only agreed with two of its values. Clearly, what Spirit says it values in its culture and what customers are seeing is different.

When considering differences, males and females differ in their agreement with values. Alaska, American, and Spirit had no differences between perceptions of males and females, but Southwest and Delta did. For Southwest, males and females had a difference in agreement on the value of warrior spirit. For Delta, males and females had a difference in agreement on four of its five values of honesty, respect, integrity, and servant leadership. While we can only speculate the reasons for this difference, it may be because customers of different genders are receiving different experiences or interpreting the same experiences differently. It is interesting to note that females agree more strongly with these values than males for both airlines. Also, in general, there were not significant differences in agreement on the values between frequent and non-frequent flyers.

Overall, this research shows that four out of the five airlines researched are currently aligning their culture and brand. These airlines include Alaska, American, Delta, and Southwest. On the other hand, Spirit has not communicated the values it says its culture values to customers through its brand. I believe this is a topic that should be explored further by looking not only at what each

company says its culture is, but also seeing if the companies stated cultural values are present and followed in the company. Also, it would be interesting to investigate more specifically how the alignment of these two things can be an asset to airlines, especially when considering the bottom line.

## Appendix

**Table 4: Airlines and the OCP**

At Alaska, three main elements of the OCP show up in their values. Respect for people come from being kind hearted and caring for customers. Outcome oriented comes from delivering performance and be a leader in the industry. Innovation comes from being remarkable and creating lasting impressions in a genuine and creative way. At American, two main elements of the OCP show up in their values. Respect for people comes from respecting customers and each other. Outcome oriented comes from restoring American back to greatest airline in the world. At Delta, four main elements of the OCP show up in their values. Respect for people comes from their focus on servant leadership. Outcome oriented comes from driving for results. Innovation comes from constantly improving the business. Team oriented comes from building great teams. At Southwest, two main elements of the OCP show up in their values. Respect for people is highly emphasized throughout their values through excellent customer service, connecting people to what's important in their lives, and demonstrating a servant's heart. Outcome oriented comes from becoming world's best airline and the airline's warrior spirit. At Spirit, one main element of the OCP shows up in their values. This is respect for people through caring for customers and giving customers the freedom to customize Spirit's affordable and attainable options for air travel.

**Survey Questions**

1. Title of Research: Alignment between company culture and branding in the airline industry

Study Investigators: Bill Moncrief

Co-Investigators: Elizabeth Hilgemann

You are invited to participate in a research study. In order to participate, you must be a customer of one of the following airlines in the US (Alaska, American, Delta, Southwest, Spirit). Taking part in this research project is voluntary.

Things you should know:

This is a research study involving human subjects that has been approved by TCU Institutional Review Board. The purpose of the study is to gain insight into culture and branding in the airline industry. If you choose to participate, you will be asked to participate in a short survey. This will take approximately 2-4 min. Risks or discomforts from this research include discussing a topic you may be uncomfortable with. The study will contribute to the greater body of knowledge regarding branding and culture in the airline industry. Taking part in this research project is voluntary. You don't have to participate and you can stop at any time.

Please take time to read this entire form and ask questions before deciding whether to take part in this research project.

What is the purpose of the research?

To analyze how aligning company culture and branding within the airline industry can be associated with greater brand strength and consistency.

How many people will participate in this study?

If you decide to be in this study, you will be one of approximately 150 individuals that will participate in the customer interview stage of the study.

What is my involvement for participating in this study?

Completing a 2-4 minute survey discussing your perceptions of your airline's brand.

How long am I expected to be in this study for and how much of my time is required?

2-4 minutes during a 1 time survey.

What are the risks of participating in this study and how will they be minimized?

The risks involve discussing a topic you may feel uncomfortable about. Another minor risk is the documents being taken off a computer. Care will be taken to monitor respondents for signs of discomfort and documents will be kept safe on a password protected computer.

What are the benefits for participating in this study?

The benefits include contributing to the greater body of knowledge regarding culture and branding in the airline industry.

Will I be compensated for participating in this study?

Yes.

What is an alternate procedure(s) that I can choose instead of participating in this study?

There are no known alternatives available to you other than not taking part in this study.

How will my confidentiality be protected?

We plan to publish the results of this study. Efforts will be made to limit the use and disclosure of your personal information, including research study records, to people who have a need to review this information. Your responses will be kept on a password protected computer. Your name will also not be associated with the study as we are using a code identifier instead. We cannot promise complete secrecy. Your records may be reviewed by authorized University or other individuals who will be bound by the same provisions of confidentiality.

What will happen to the information collected about me after the study is over?

We will not keep your research data to use for future research or other purpose. Your name and other information that can directly identify you will be deleted from the research data collected as part of the project. We will not share your research data with other investigators.

Is my participation voluntary?

It is totally up to you to decide to be in this research study. Participating in this study is voluntary. Even if you decide to be part of the study now, you may change your mind and stop at any time. You do not have to answer any questions you do not want to answer. If you decide to

withdraw before this study is completed, ask the interviewer and all your information and responses up to that point will be deleted.

Who should I contact if I have questions regarding the study?

Bill Moncrief: b.moncrief@tcu.edu

Elizabeth Hilgemann: e.hilgemann@tcu.edu

Who should I contact if I have concerns regarding my rights as a study participant?

Dr. Michael Faggella-Luby, Chair, TCU Institutional Review Board, (817) 257-4355, m.faggella-luby@tcu.edu; or Ms. Lorrie Branson, JD, TCU Research Integrity Officer, (817) 257-4266, l.branson@tcu.edu.

By responding below, you are agreeing to be in this study. Make sure you understand what the study is about before you respond. You will be given a copy of this document for your records. A copy also will be kept with the study records. If you have any questions about the study after you sign this document, you can contact the study team using the information provided above.

I understand what the study is about and my questions so far have been answered. I agree to take part in this study.

Do you consent to the research as described above?

- Yes, I consent.
- No, I do not consent.

2. Which of the following airlines have you most recently flown?

- Alaska Airlines
- American Airlines
- Delta Air Lines
- Southwest Airlines
- Spirit Airlines

3. Rate how much you agree that the following describe Alaska Airlines with 1 being Strongly Agree and 7 being Strongly Disagree.

- Safety
- Do the right thing
- Kind-hearted
- Deliver performance
- Be remarkable

4. Rate how much you agree that the following describe American Airlines with 1 being Strongly Agree and 7 being Strongly Disagree.

- Respect for the product
- Respect for customers
- Respect between employees
- Respect for the past
- Respect for the future

5. Rate how much you agree that the following describe Delta Air Lines with 1 being Strongly Agree and 7 being Strongly Disagree.

- Honesty
- Integrity
- Respect
- Perseverance
- Servant leadership

6. Rate how much you agree that the following describe Southwest Airlines with 1 being Strongly Agree and 7 being Strongly Disagree.

- Warrior spirit
- Servant's heart
- Fun LUV-ing attitude
- Work safely
- Wow customers
- Keep costs low

6. Rate how much you agree that the following describe Spirit Airlines with 1 being Strongly Agree and 7 being Strongly Disagree.

- Affordable
- Customized
- Safe
- Caring
- Relaxed
- Fun

7. I identify my gender as

- Male
- Female
- Other
- Prefer not to respond

8. What is your age?

- 18 or younger
- 19-30
- 31-40
- 41-50
- 51-60
- 61 or older

9. Roughly how many roundtrip flights do you take per year? (Please enter a number in numerical form)

**Results**

*Airline Customers*

Do airline customers agree that the following values describe Alaska?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.709415955	1.578660832	1.492246928	1.612160167	1.473236253
$\bar{x}$	3.473333333	3.466666667	3.393333333	3.46	3.526666667
N	150	150	150	150	150
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-3.773407502	-4.137666885	-4.979148387	-4.102335762	-3.93496
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do airline customers agree that the following values describe American?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.474253309	1.58613963	1.523404289	1.461343809	1.450526403
$\bar{x}$	3.12	3.26	3.393333333	3.406666667	3.3
N	150	150	150	150	150
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-7.310653334	-5.713943386	-4.87731257	-4.972696724	-5.910415751
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do airline customers agree that the following values describe Delta?

	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$				
H <sub>A</sub>	$\mu < 4$				
ST. DEV	1.629990187	1.60597319	1.649635578	1.6320202	1.566369147
$\bar{x}$	3.246666667	3.226666667	3.153333333	3.26	3.386666667
N	150	150	150	150	150
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-5.660409148	-5.897583095	-6.285937766	-5.553308745	-4.795656605
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do airline customers agree that the following values describe Southwest?

	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.50055918	1.534990836	1.576973569	1.601174066	1.55760385	1.558422308
$\bar{x}$	3.7	3.553333333	3.42	3.2	3.493333333	3.086666667
N	150	150	150	150	150	150
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-2.448576946	-3.563882573	-4.504527148	-6.119234117	-3.983923136	-7.177774024
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject	Reject

Do airline customers agree that the following values describe Spirit?

	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.592333422	1.54114342	1.6177981	1.588282034	1.62007816	1.746700309
$\bar{x}$	3.273333333	4.026666667	3.653333333	3.913333333	3.886666667	4.126666667
N	150	150	150	150	150	150
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-5.589164059	0.211919688	-2.624420328	-0.668297904	-0.856776063	0.888156655
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Reject	Fail to Reject	Fail to Reject	Fail to Reject

Alaska

Do Alaska customers agree that the following values describe Alaska?

	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	2.008316044	1.7878903	1.920548293	1.931291034	1.662638811
$\bar{x}$	2.966666667	2.9	3.033333333	2.833333333	3.166666667
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-2.818181818	-3.369864545	-2.756843662	-3.308717533	-2.745247263
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do non-Alaska customers agree that the following values describe Alaska?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.610887328	1.496751852	1.359580591	1.490492747	1.415302523
$\bar{x}$	3.6	3.608333333	3.483333333	3.616666667	3.616666667
N	120	120	120	120	120
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-2.720103625	-2.866536201	-4.162901264	-2.817327548	-2.967002605
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do Alaska customers agree that the following values describe American?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.633345062	1.655363974	1.730058799	1.562491379	1.723735585
$\bar{x}$	2.766666667	3.133333333	3.2	3.2	3.166666667
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-4.135834511	-2.86760429	-2.532734993	-2.804354967	-2.64794362
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do Alaska customers agree that the following values describe Delta?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$				
H <sub>A</sub>	$\mu < 4$				
ST. DEV	1.446358885	1.341212353	1.524135331	1.56689898	1.27936766
$\bar{x}$	3.333333333	3.166666667	3.433333333	3.4	3.466666667
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-2.524604201	-3.403155837	-2.036407855	-2.097349853	-2.283305312
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do Alaska customers agree that the following values describe Southwest?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.502870816	1.544735219	1.588753578	1.79910578	1.47819399	1.552158305
$\bar{x}$	3.6	3.6	3.266666667	3.433333333	3.066666667	3.5
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.45780343	-1.418294995	-2.528165566	-1.725168799	-3.458326335	-1.764390127
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Fail to Reject	Reject	Fail to Reject

Do Alaska customers agree that the following values describe Spirit?						
	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$					
H <sub>A</sub>	$\mu < 4$					
ST. DEV	1.525642883	1.681542806	1.529780993	1.775956922	1.673320053	1.725068714
$\bar{x}$	3.5	4	3.933333333	4.133333333	4.4	4.7
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.795054936	0	-0.238693234	0.411213096	1.309307341	2.222553728
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject					

Is there a difference in perceptions of Alaska between Alaska and non-Alaska customers?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu_C = \mu_N$	$\mu_C = \mu_N$	$\mu_C = \mu_N$	$\mu_C = \mu_N$	$\mu_C = \mu_N$
H <sub>A</sub>	$\mu_C \neq \mu_N$	$\mu_C \neq \mu_N$	$\mu_C \neq \mu_N$	$\mu_C \neq \mu_N$	$\mu_C \neq \mu_N$
Customers					
ST. DEV	2.008316044	1.7878903	1.920548293	1.931291034	1.662638811
$\bar{x}$	2.966666667	2.9	3.033333333	2.833333333	3.166666667
N	30	30	30	30	30
Non-Customers					
ST. DEV	1.610887328	1.496751852	1.359580591	1.490492747	1.415302523
$\bar{x}$	3.6	3.608333333	3.483333333	3.616666667	3.616666667
N	120	120	120	120	120
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-1.60314901	-2.001703622	-1.20980848	-2.072610882	-1.364025101
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Reject	Fail to Reject	Reject	Fail to Reject

Is there a difference in perceptions of Alaska between frequent and non-frequent flyers?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$
H <sub>A</sub>	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$
Frequent Flyers					
ST. DEV	1.98888757	1.659781879	1.570449635	1.747211558	1.543115574
$\bar{x}$	3.54166667	3.395833333	3.291666667	3.604166667	3.458333333
N	48	48	48	48	48
Non-Frequent Flyers					
ST. DEV	1.56636992	1.554281364	1.464976256	1.556468207	1.451404824
$\bar{x}$	3.44444444	3.494949495	3.434343434	3.383838384	3.555555556
N	99	99	99	99	99
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	0.29694953	-0.346561759	-0.52785411	0.742433116	-0.365159207
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of Alaska between female and male flyers?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$
H <sub>A</sub>	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$
Female					
ST. DEV	1.53157018	1.475480156	1.410506927	1.534116123	1.315172338
$\bar{x}$	3.29126214	3.310679612	3.242718447	3.310679612	3.32038835
N	103	103	103	103	103
Male					
ST. DEV	1.99389989	1.780601762	1.645154636	1.784019129	1.681769885
$\bar{x}$	3.54166667	3.395833333	3.291666667	3.604166667	3.458333333
N	48	48	48	48	48
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-0.7705681	-0.288384584	-0.17790305	-0.98290765	-0.50131345
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

American

Do American customers agree that the following values describe American?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.449930636	1.803253764	1.641768041	1.634751906	1.748891274
$\bar{x}$	2.966666667	3.3	3.166666667	3.5	3.1
N	31	31	31	31	31
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-3.968021893	-2.161334767	-2.826101813	-1.702938637	-2.865236965
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Fail to Reject	Reject

Do non-American customers agree that the following values describe American?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.483782546	1.535298947	1.494246669	1.421227623	1.369843271
$\bar{x}$	3.158333333	3.25	3.45	3.383333333	3.35
N	120	120	120	120	120
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-6.213846098	-5.35129551	-4.032097414	-4.753105533	-5.197961983
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do American customers agree that the following values describe Alaska?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.833594548	1.631584802	1.54659433	1.760355241	1.695497757
$\bar{x}$	3.5	3.4	3.566666667	3.733333333	3.766666667
N	31	31	31	31	31
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-1.518264867	-2.047493096	-1.560006941	-0.843430422	-0.766232225
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Reject	Fail to Reject	Fail to Reject	Fail to Reject

Do American customers agree that the following values describe Delta?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.740656502	1.774985834	1.731718965	1.784028761	1.703613469
$\bar{x}$	3.733333333	3.433333333	3.366666667	3.3	3.833333333
N	31	31	31	31	31
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-0.852975393	-1.777516423	-2.036271955	-2.184625685	-0.54470145
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Reject	Fail to Reject

Do American customers agree that the following values describe Southwest?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.561387535	1.676065453	1.716719673	1.814691006	1.731718965	1.529780993
$\bar{x}$	4.1	3.633333333	3.266666667	3.466666667	3.533333333	3.633333333
N	31	31	31	31	31	31
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	0.356590804	-1.218039305	-2.378389007	-1.636352589	-1.500410914	-1.334513639
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Fail to Reject	Fail to Reject	Fail to Reject

Do American customers agree that the following values describe Spirit?						
	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.647010528	1.633345062	1.591644852	1.620628514	1.650148025	1.855715
$\bar{x}$	3.333333333	4.233333333	3.866666667	4.166666667	4.033333333	4.066666667
N	31	31	31	31	31	31
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-2.253684992	0.795389197	-0.466415973	0.572593114	0.112469998	0.200022251
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of American between American and non-American customers?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$
H <sub>A</sub>	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$
Customers					
ST. DEV	1.449930636	1.803253764	1.641768041	1.634751906	1.748891274
$\bar{x}$	2.966666667	3.3	3.166666667	3.5	3.1
N	31	31	31	31	31
Non-Customers					
ST. DEV	1.483782546	1.535298947	1.494246669	1.421227623	1.369843271
$\bar{x}$	3.158333333	3.25	3.45	3.383333333	3.35
N	124	124	124	124	124
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-0.655214115	0.142045716	-0.874574345	0.364411994	-0.741092935
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of American between frequent and non-frequent flyers?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$
H <sub>A</sub>	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$
Frequent Flyers					
ST. DEV	1.847823139	1.747211558	1.877451117	1.737034034	1.620868999
$\bar{x}$	3.104166667	3.270833333	3.416666667	3.5625	3.270833333
N	48	48	48	48	48
Non-Frequent Flyers					
ST. DEV	1.28579445	1.525567168	1.346334266	1.315746725	1.373618382
$\bar{x}$	3.141414141	3.282828283	3.393939394	3.323232323	3.303030303
N	99	99	99	99	99
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-0.125679769	-0.040641572	0.075034452	0.844110759	-0.118524677
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of American between female and male flyers?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$
H <sub>A</sub>	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$
Female					
ST. DEV	1.421865635	1.606668002	1.508337133	1.432137726	1.471410393
$\bar{x}$	3.087378641	3.213592233	3.310679612	3.427184466	3.281553398
N	103	103	103	103	103
Male					
ST. DEV	1.623130153	1.548764377	1.603912713	1.516976652	1.548764377
$\bar{x}$	3.279069767	3.488372093	3.627906977	3.279069767	3.325581395
N	48	48	48	48	48
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-0.702232845	-1.003124988	-1.153114515	0.568601139	-0.165243203
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

*Delta*

Do Delta customers agree that the following values describe Delta?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$				
H <sub>A</sub>	$\mu < 4$				
ST. DEV	1.911850521	1.837039097	1.887953341	1.86590707	1.828572711
$\bar{x}$	3	2.933333333	2.766666667	2.966666667	3.033333333
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-2.864881703	-3.180320961	-3.578078298	-3.033269904	-2.895510447
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do non-Delta customers agree that the following values describe Delta?

	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$				
H <sub>A</sub>	$\mu < 4$				
ST. DEV	1.554585699	1.54267039	1.578479217	1.56824225	1.489247173
$\bar{x}$	3.308333333	3.3	3.25	3.333333333	3.475
N	120	120	120	120	120
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-4.873857207	-4.970676726	-5.20490753	-4.656785286	-3.861740991
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do Delta customers agree that the following values describe Alaska?

	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.582955188	1.529780993	1.502488357	1.456258787	1.382983615
$\bar{x}$	3.666666667	3.733333333	3.466666667	3.5	3.533333333
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-1.15337558	-0.954772934	-1.944232685	-1.880581125	-1.848205991
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Do Delta customers agree that the following values describe American?

	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.538770968	1.868061876	1.452702594	1.354430788	1.165105688
$\bar{x}$	3.5	3.533333333	3.333333333	3.6	3.6
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-1.779740354	-1.368283693	-2.513579676	-1.617572673	-1.880421881
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Fail to Reject	Fail to Reject

Do Delta customers agree that the following values describe Southwest?

	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.356550731	1.473521078	1.552158305	1.224275531	1.224275531	1.425949976
$\bar{x}$	3.766666667	3.633333333	3.266666667	3.466666667	3.533333333	3.633333333
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-0.942109478	-1.36293676	-2.587772186	-2.386053548	-2.087796854	-1.408405679
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Reject	Reject	Fail to Reject

Do Delta customers agree that the following values describe Spirit?						
	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$					
H <sub>A</sub>	$\mu < 4$					
ST. DEV	1.547708725	1.366680684	1.6543221	1.552158305	1.547708725	1.680175141
$\bar{x}$	3.533333333	4.166666667	3.766666667	3.933333333	3.466666667	3.933333333
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.651498476	0.667947488	-0.772533536	-0.235252017	-1.88742683	-0.217327565
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject					

Is there a difference in perceptions of Delta between Delta and non-Delta customers?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu_C = \mu_N$				
H <sub>A</sub>	$\mu_C \neq \mu_N$				
Customers					
ST. DEV	1.911850521	1.837039097	1.887953341	1.86590707	1.828572711
$\bar{x}$	3	2.933333333	2.766666667	2.966666667	3.033333333
N	30	30	30	30	30
Non-Customers					
ST. DEV	1.554585699	1.54267039	1.578479217	1.56824225	1.489247173
$\bar{x}$	3.308333333	3.3	3.25	3.333333333	3.475
N	120	120	120	120	120
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-0.818293507	-1.007986744	-1.293725233	-0.992265648	-1.22525476
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject				

Is there a difference in perceptions of Delta between frequent and non-frequent flyers?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu_F = \mu_N$				
H <sub>A</sub>	$\mu_F \neq \mu_N$				
Frequent Flyers					
ST. DEV	1.70301672	1.7154647	1.59328711	1.804250301	1.633942932
$\bar{x}$	3.3125	3.3125	3.1875	3.25	3.395833333
N	48	48	48	48	48
Non-Frequent Flyers					
ST. DEV	1.61515958	1.57129738	1.70058256	1.565185026	1.551294337
$\bar{x}$	3.23232323	3.2020202	3.16161616	3.282828283	3.404040404
N	99	99	99	99	99
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	0.27217983	0.37619122	0.09033595	-0.107901031	-0.029029366
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject				

Is there a difference in perceptions of Delta between female and male flyers?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu_F = \mu_M$				
H <sub>A</sub>	$\mu_F \neq \mu_M$				
Female					
ST. DEV	1.488390251	1.501125918	1.562396008	1.579904259	1.423605085
$\bar{x}$	2.980582524	3.038834951	2.990291262	3.116504854	3.203883495
N	103	103	103	103	103
Male					
ST. DEV	1.817839493	1.803773576	1.840542556	1.757754533	1.7668662
$\bar{x}$	3.930232558	3.720930233	3.604651163	3.651162791	3.790697674
N	48	48	48	48	48
Test					
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-3.15932068	-2.277947895	-2.000898959	-1.796190826	-2.016149999
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Fail to Reject	Reject

Southwest

Do Southwest customers agree that the following values describe Southwest?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.379655129	1.487495774	1.234094205	1.432384075	1.680175141	1.544735219
$\bar{x}$	3.6	3.166666667	2.833333333	2.5	3.066666667	2.6
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.587998467	-3.068482429	-5.177964924	-5.735778906	-3.042585905	-4.964032483
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Reject	Reject	Reject	Reject	Reject

Do non-Southwest customers agree that the following values describe Southwest?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.533724527	1.537486763	1.623013761	1.598647012	1.51407958	1.544281037
$\bar{x}$	3.725	3.65	3.566666667	3.375	3.6	3.208333333
N	120	120	120	120	120	120
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.964155892	-2.493717666	-2.924761912	-4.28270401	-2.894022558	-5.61573549
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject	Reject

Do Southwest customers agree that the following values describe Alaska?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.379655129	1.217213702	1.105888107	1.32569652	1.101722789
$\bar{x}$	3.6	3.633333333	3.533333333	3.633333333	3.6
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-1.587998467	-1.649928884	-2.311299475	-1.514913868	-1.988603896
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Fail to Reject	Reject

Do Southwest customers agree that the following values describe American?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.220514307	1.184187	1.376736104	1.194335289	1.245220749
$\bar{x}$	3.4	3.333333333	3.633333333	3.433333333	3.366666667
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-2.692582404	-3.083536399	-1.458751637	-2.598735203	-2.785778774
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Fail to Reject	Reject	Reject

Do Southwest customers agree that the following values describe Delta?

	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.516575089	1.525266135	1.638614497	1.436790805	1.37464729
$\bar{x}$	3.1	3.533333333	3.266666667	3.266666667	3.2
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-3.250418033	-1.675798435	-2.451236758	-2.795558042	-3.187567088
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Reject	Reject	Reject

Do Southwest customers agree that the following values describe Spirit?

	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.652584183	1.531282987	1.501340397	1.288766674	1.20153159	1.484014437
$\bar{x}$	3.4	4	3.566666667	3.833333333	3.733333333	4.066666667
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.988603896	0	-1.580896924	-0.708329093	-1.215609726	0.24605446
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of Southwest between Southwest and non-Southwest customers?

	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$	$\mu_c = \mu_n$
H <sub>A</sub>	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$	$\mu_c \neq \mu_n$
Customers						
ST. DEV	1.379655129	1.487495774	1.234094205	1.43238407	1.680175141	1.544735219
$\bar{x}$	3.6	3.166666667	2.833333333	2.5	3.066666667	2.6
N	30	30	30	30	30	30
Non-Customers						
ST. DEV	1.533724527	1.537486763	1.623013761	1.59864701	1.51407958	1.544281037
$\bar{x}$	3.725	3.65	3.566666667	3.375	3.6	3.208333333
N	120	120	120	120	120	120
Test						
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-0.433748442	-1.581060795	-2.719451183	-2.9217342	-1.585145982	-1.929384222
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of Southwest between frequent and non-frequent flyers?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$	$\mu_F = \mu_N$
H <sub>A</sub>	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$	$\mu_F \neq \mu_N$
Frequent Flyers						
ST. DEV	1.645836139	1.649736708	1.749873349	1.879221017	1.597870924	1.765383249
$\bar{x}$	3.8125	3.708333333	3.541666667	3.145833333	3.5	3.104166667
N	48	48	48	48	48	48
Non-Frequent Flyers						
ST. DEV	1.422570368	1.486973603	1.506188704	1.465749981	1.547302665	1.475492084
$\bar{x}$	3.656565657	3.474747475	3.343434343	3.212121212	3.464646465	3.080808081
N	99	99	99	99	99	99
Test						
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	0.562407519	0.830877693	0.673201034	-0.214757286	0.127096369	0.079229739
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Is there a difference in perceptions of Southwest between female and male flyers?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$	$\mu_F = \mu_M$
H <sub>A</sub>	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$	$\mu_F \neq \mu_M$
Female						
ST. DEV	1.334855404	1.480889109	1.460828072	1.58056683	1.508904971	1.480760554
$\bar{x}$	3.495145631	3.524271845	3.300970874	3.14563107	3.378640777	2.941747573
N	103	103	103	103	103	103
Male						
ST. DEV	1.731091488	1.693581133	1.827560629	1.68637298	1.663230123	1.660231208
$\bar{x}$	4.162790698	3.581395349	3.604651163	3.3255814	3.744186047	3.348837209
N	48	48	48	48	48	48
Test						
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-2.364472324	-0.200654443	-1.010576332	-0.6227392	-1.294529229	-1.4510053
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

*Spirit*

Do Spirit customers agree that the following values describe Spirit?						
	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.499425177	1.529780993	1.775956922	1.676408312	1.900997923	1.942861972
$\bar{x}$	2.6	3.733333333	3.133333333	3.5	3.8	3.866666667
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-5.11403698	-0.954772934	-2.672885121	-1.63361919	-0.576247402	-0.375887095
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Reject	Fail to Reject	Fail to Reject	Fail to Reject

Do non-Spirit customers agree that the following values describe Spirit?						
	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.576059512	1.541580549	1.556678933	1.555598906	1.550255242	1.696738509
$\bar{x}$	3.441666667	4.1	3.783333333	4.016666667	3.908333333	4.191666667
N	120	120	120	120	120	120
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-3.880713373	0.710598688	-1.524697461	0.117365849	-0.647737221	1.237434717
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject

Do Spirit customers agree that the following values describe Alaska?					
	Safety	Do the right thing	Kind hearted	Deliver performance	Be remarkable
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.691425298	1.625939163	1.29942516	1.452702594	1.47819399
$\bar{x}$	3.633333333	3.666666667	3.366666667	3.6	3.566666667
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-1.18735131	-1.122884484	-2.66957239	-1.508147806	-1.605651513
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Reject	Fail to Reject	Fail to Reject

Do Spirit customers agree that the following values describe American?					
	Respect for the product	Respect for customers	Respect between employees	Respect for the past	Respect for the future
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.502488357	1.337350271	1.425949976	1.592005892	1.24152298
$\bar{x}$	3.133333333	2.933333333	3.366666667	3.5	3.1
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-3.159378113	-4.368619107	-2.432700719	-1.720227797	-3.970529017
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Fail to Reject	Reject

Do Spirit customers agree that the following values describe Delta?					
	Honesty	Integrity	Respect	Perseverance	Servant Leadership
H <sub>0</sub>	$\mu \geq 4$				
H <sub>A</sub>	$\mu < 4$				
ST. DEV	1.484014437	1.529780993	1.436790805	1.542128697	1.56689898
$\bar{x}$	3.066666667	3.066666667	2.933333333	3.366666667	3.4
N	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z
TEST STAT	-3.444762446	-3.341705269	-4.066266243	-2.249429335	-2.097349853
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Reject	Reject	Reject	Reject	Reject

Do Spirit customers agree that the following values describe Southwest?						
	Warrior spirit	Servant's heart	Fun LUV-ing attitude	Work safely	Wow customers	Keep costs low
H <sub>0</sub>	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$	$\mu \geq 4$
H <sub>A</sub>	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$	$\mu < 4$
ST. DEV	1.696514344	1.502870816	1.655363974	1.552158305	1.56689898	1.659524929
$\bar{x}$	3.533333333	3.5	3.533333333	3.266666667	3.4	3.066666667
N	30	30	30	30	30	30
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-1.506641315	-1.822254287	-1.544094618	-2.587772186	-2.097349853	-3.080446166
CRIT VALUE	-1.96	-1.96	-1.96	-1.96	-1.96	-1.96
REJECT H <sub>0</sub> ?	Fail to Reject	Fail to Reject	Fail to Reject	Reject	Reject	Reject

Is there a difference in perceptions of Spirit between Spirit and non-Spirit customers?						
	Affordable	Customized	Safe	Caring	Relaxed	Fun
H <sub>0</sub>	$\mu_C = \mu_N$					
H <sub>A</sub>	$\mu_C \neq \mu_N$					
Customers						
ST. DEV	1.499425177	1.803253764	1.641768041	1.634751906	1.748891274	1.748891274
$\bar{x}$	2.6	3.733333333	3.133333333	3.5	3.8	3.866666667
N	30	30	30	30	30	30
Non-Customers						
ST. DEV	1.576059512	1.541580549	1.556678933	1.555598906	1.550255242	1.696738509
$\bar{x}$	3.441666667	4.1	3.783333333	4.016666667	3.908333333	4.191666667
N	120	120	120	120	120	120
Test						
T or Z TEST?	Z	Z	Z	Z	Z	Z
TEST STAT	-2.721543571	-1.024085816	-1.959463165	-1.563173875	-0.310181013	-0.91578354
CRIT VALUE	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96	-1.96, 1.96
REJECT H <sub>0</sub> ?	Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject	Fail to Reject



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