

**วิเคราะห์กลยุทธ์ทางการตลาดของสายการบินสิงคโปร์แอร์ไลน์ในการสร้างความ
ได้เปรียบทางการแข่งขันในธุรกิจสายการบิน**

**An Analysis on Marketing Strategies on Singapore Airlines to Gain
An Competitive Advantage In The Airline Business**

ณัฐพงศ์ ประกอบการดี*
Nutthapong Prakobkandee*

*ภาควิชาการจัดการธุรกิจสายการบิน คณะมนุษยศาสตร์และจัดการการท่องเที่ยว มหาวิทยาลัยกรุงเทพ

*Department of Airline Business Management, Faculty of Humanities and Tourism Management, Bangkok University.

*E-mail : nutthapong.p@bu.ac.th

บทคัดย่อ

ตลอดช่วงระยะเวลา 13 ปีที่ผ่านมาอุตสาหกรรมการบินต้องเผชิญกับหน้ากับสถานการณ์ต่างๆ ที่ไม่คาดคิดซึ่งส่งผลกระทบต่อรายได้และการเจริญเติบโตของธุรกิจสายการบิน ทั้งจากปัญหาการก่อการร้ายในวันที่ 11 กันยายน ค.ศ. 2001 สถานการณ์โรคซาร์สระบาด ความผันผวนของราคาน้ำมัน และภาวะเศรษฐกิจโลกถดถอย นอกจากนั้นนโยบายเปิดน่านฟ้าเสรีจากทั้งในประเทศสหรัฐอเมริกาและประเทศในแถบยุโรปล้วนส่งผลให้ธุรกิจสายการบินมีการแข่งขันเพิ่มสูงขึ้นทั้งจากตลาดภายในประเทศและตลาดระหว่างประเทศ ดังนั้นจะเห็นว่าการที่สายการบินจะประสบความสำเร็จจากการดำเนินงานนั้นเป็นเรื่องที่ค่อนข้างยาก อย่างไรก็ตามสายการบินสิงคโปร์แอร์ไลน์ถือเป็นสายการบินที่ประสบความสำเร็จจากการแข่งขันในตลาดที่มีความผันผวน โดยตลอดระยะเวลากว่า 25 ปี สายการบินสิงคโปร์แอร์ไลน์ที่ได้ชื่อว่าเป็นสายการบินที่มีการให้บริการที่เป็นเลิศและสามารถควบคุมต้นทุนในการดำเนินงานอย่างมีประสิทธิภาพ ดังจะเห็นได้จากรางวัลต่างๆ ที่สายการบินนั้นได้รับจากนิตยสารบิสิเนส ทราเวลเลอร์ (เอเชีย-แปซิฟิก) ในปี ค.ศ. 2013 เช่น รางวัลสายการบินยอดเยี่ยมในภูมิภาคเอเชีย-แปซิฟิก รางวัลการให้บริการผู้โดยสารชั้นหนึ่งยอดเยี่ยม รางวัลการบริการให้บริการผู้โดยสารชั้นธุรกิจยอดเยี่ยม และรางวัลการบริการให้บริการผู้โดยสารชั้นประหยัดยอดเยี่ยม ดังนั้นบทความนี้จึงมีวัตถุประสงค์ที่จะวิเคราะห์กลยุทธ์ทางการตลาดของสายการบินสิงคโปร์แอร์ไลน์ว่าทางสายการบินมีกลยุทธ์ทางการตลาดอย่างไรถึงสามารถประสบความสำเร็จตลอดช่วงระยะเวลากว่า 25 ปีที่ผ่านมา โดยจะเน้นไปที่การวิเคราะห์ถึงกลยุทธ์การบริหารตราสินค้าของสิงคโปร์แอร์ไลน์

คำสำคัญ: กลยุทธ์ทางการตลาด สิงคโปร์แอร์ไลน์ การบริหารตราสินค้า ความได้เปรียบทางการแข่งขัน

Abstract

During the last few decades, the aviation industries have faced unexpected situations which have had negative effects on revenue and development of the airline businesses. To illustrate, the extreme shocks with the September 11 attacks, the SARS epidemic, spiralling fuel costs and the world's economic slowdown have had direct impacts on demand for air travelling. In addition, the open skies policies in US and EU have been increasing new competitors into the domestic and international markets. Thus, it seems difficult for the airlines to get through a long period of turmoil and high competition in the aviation industry. However, Singapore Airlines has been consistently positioned as a world-class service airline with high levels of innovations, excellent levels of service quality and cost effectiveness throughout its more than 25 year history. It has won the international awards such as Best Asia-Pacific Airline, Best First Class, Best Business Class and Best Economic Class from Business Traveller Awards (Asia-Pacific) in 2013. Therefore, the aim of this article is to examine the marketing strategy of Singapore Airlines how the company can be sustainable on the top of airlines in this turbulent business environment. Furthermore, this paper attempts to analyse the concepts of brand values and brand personality on Singapore Airlines how the airline can communicate them to customers. Finally, it will evaluate and discuss about how Singapore Airlines achieves in brand management.

Keywords: Marketing Strategies, Singapore Airlines, Brand Management, Competitive Advantage

1. Introduction

With regards to the definition of competitive advantage in airline industry, Holloway (2002) claims that it is the ability of Airline Company to earn a larger surplus between unit revenues and unit cost compared to the other airlines. However, it seems to appear that the competitive advantage in the aviation industry depends on city-pair, market which the airlines are operating. This is because the nature of airline business is a network service, so each airline company can potentially face a wide range of different competitors depending on their networks (Holloway, 2002). Thus, to be sustainable in competitive strategies, the airline companies need to choose a different set of activities from other airlines and deliver them as a way to create a unique brand value (Flouris and Oswald, 2006).

Looking at an overview of the air traffic growth in South East Asia, it can be argued that Singapore Airlines (SIA) is the most successful airline to gain the competitive advantage in the marketplace because the company is considered as one of the best airlines in the world by other airlines as well as air travelers (Chan, 2000a). Moreover, SIA is positioned as a world-class service airline with high levels of innovations, excellent levels of service and modern fleets (Chong, 2007). As a result, it has been consistently led the aviation

industry in profitability since the airline took to the skies over 25 years ago (Chan, 2000a).

2. History of Singapore Airlines

Singapore Airlines (SIA) was established on 1 May 1947 when a Malayan Airways Counsel started flying from Kallang airport at Singapore to Kuala Lumpur, Ipoh and Penang (Chan, 2000c). At the beginning, SIA operated as a part of Malayan Airways branding and then both Malaysian and Singapore governments decided to set up their own flag carrier on 26 January, 1971 (Tan, 2006). Since then, the airline has become one of the key players in the Asia-Pacific region (Kamath and Tornquist, 2004). Today, SIA is Asia's most admired company as the airline has been consistently voted by both other international airlines and travelers to win one of the best airlines in the world (Chan, 2000a). It is the winner of more airline industry awards than any other airlines (Chan, 2000a). As an example of this, Conde Nast Traveller magazine which is the worldwide travel magazine has chosen SIA as the best airline for the ninth time in ten years since 1997 (Chan, 2000a). Thus, it can be clearly seen that Singapore Airlines has demonstrated superior profitability for the past 25 years as the company leads the airline industry in terms of service, in-flight entertainment and aircraft maintenance (Tan, 2006).

2.1 Singapore Airlines Market position

Although Michael Porter's well known strategy framework suggests that cost leadership and differentiation are the key approaches to sustain a competitive advantage in the business, he argues that trying to do both approaches would lead the company inconsistency as a result in its difficulty to achieve (Shaw, 2007; Wirtz et al., 2008). This is because cost leadership is much easier to establish on the short-haul routes and regional markets than long-haul routes, so it seems to indicate that many airlines in particular flag carriers

do not seek out a cost leadership position but they attempt to find the differentiation position in order to provide a value-for-money solution to a wide range of passenger requirements (Shaw, 2007).

However, Singapore Airlines is successful to combine differentiation in term of market positioning and high quality of services, with a cost leadership strategy to deliver service excellence in a cost-effective way (Wirtz et al., 2008) (see exhibit 1). Thus, it seems to indicate that SIA is positioned itself on the premium service, quality and market segments of the international flights (Chan, 2000a).

Exhibit 1: Elements of differentiation and cost leadership strategies at Singapore Airlines

Differentiation	Cost leadership
✓ Positioning of service excellence & superior quality, brand equity	✓ Modern fleet
✓ Started up the Singapore Girl	✓ Low labour costs; continuous drive productivity, cost reduction programmes
✓ In-flight experience (Inflight -entertainment system, gourmet cuisine-operations strategy)	✓ Related diversification through efficient subsidiaries that contribute to bottom line
✓ Cultural values and Best-practices of constant innovation and learning	✓ Cultural values: cost consciousness, obsession with reducing wastage

Differentiation	Cost leadership
✓ Changi airport is one of the world's best airport regarding to airport infrastructure	✓ Innovations not only increase differentiation but also efficiency at the Changi airport
✓ Premium pricing in first class / business class, and higher load factor as differentiation indicators	

Source: Heracleous and Wirtz, 2009, p.5

2.2 Singapore Airlines Competitive advantage and strategies

With regards to the concept of competitive advantage and strategies in the airline business, it seems to appear that most flag carriers have been employed the business model by product / service differentiation (Chan, 2010). However, some argues that this traditional business model can only be achieved for the better-managed airlines (Shaw, 2007). This is because differentiation airlines seem to be struggled in recession market, while cost leader airlines show a little effect on their profitability (Shaw, 2007). Looking at competitive tactics of Singapore Airlines, it can be clearly seen that the airline responds to the competition by offering better service and cost effectiveness as it launches an image of service excellence, hubbing passengers and quality control for staff recruitments.

2.2.1 SIA's Products/Service differentiation strategy

As the key strategies of Singapore Airlines (SIA) to achieve sustainable competitive advantage, SIA attempts to understand deeply in passenger lifestyle and continue to improve products and services to respond what passenger needs (Heracleous and Wirtz, 2009). As a result, the airline has gained strong reputation for innovative ideas (Shaw, 2007). Although it could be argued that all of remarkable service innovations can be copied by other competitors, SIA proves that they are "First Mover Advantage" (Shaw, 2007). As an example of this, SIA is the first airline to start flying with airbus A380 which is the world's largest passenger aircraft and it has been consistently working on the new developments in such areas as cabin comfort, in-flight entertainment and in-flight service (Heracleous and Wirtz, 2009).

Moreover, SIA's products/service differentiation strategy focuses mainly not only on reducing cost, but also on innovation and service excellence (Chan, 2000c). Thus, it seems to appear that SIA is able to sustain a competitive advantage in the industry because they have succeed in developing an image of service excellence into customers' minds and they have made a clear strategic choice of being a leader and follower on airline marketing innovations at the same time (Chan, 2000a; Heracleous and Wirtz, 2009).

2.2.2 SIA's Strategic Competitive Advantage of Global Networks and Hubs

With the trend towards to globalisation and deregulation, the formation of airline alliances has become a necessary for the airlines to gain a competitive advantage and access the global market (Chan, 2000a). According to Chan (2000b), he claims that "Airline alliances are viewed by airlines as necessary and have become the fastest-growing area of competitive advantage since 1993" (Chan, 2000b, p.480). Looking at Singapore Airlines, it decided to join the Star alliance which is the largest airline alliance in order to gain benefits from economies of scale, economies of scope and greater size (Kamath and Tornquist, 2004). Furthermore, it could be said that SIA effectively uses benefits from

Star alliance's member and code-sharing partnerships with over 20 airlines around the world to increase revenue and expand their networks (Haddad et al., 2009). Therefore, it seems to indicate that SIA is successful to create a value network through the strategies of alliance and partnerships to put the airline in a competitive position in the premium airline industry (Haddad et al., 2009).

In addition, strategic hubs will play a key role in competitive advantage of national carriers (Chan, 2000a). According to Chan (2000b), he claims that the airlines in possession of strong hub capabilities will not only reinforce a competitive advantage but also become more and more attractive partners. Looking at Changi Airport, it represents to Singapore Airlines' home and it operates as a major hub of South East Asia (Chan, 2000b; Kamath and Tornquist, 2004). This is because the geographic location of Singapore is attractive for many travellers from South Asia and South East Asia to use the island-city as a gateway to North East Asia, North America or Europe (Chan, 2000a). Moreover, Changi Airport attempts to maintain a home base advantage over the other airports in South East Asia. To illustrates, Changi Airport had already announced to build a new terminal 3 before Hong Kong's Chep Lap Kok Airport was completed (Chan, 2000b). Thus, it seems to indicate that the strategic home

base advantage will boost the competitive advantage of Singapore Airlines (Chan, 2000b).

2.2.3 Training and Recruitment- a key to competitive advantage

It can be clearly seen that Singapore Airlines has strong reputation as the service leader in the aviation industry, so to support service excellence strategy; the airline adopts a quality control system and process for staff recruitment as well as training and service policy (Wirtz et al., 2008; Chan, 2000c) (see exhibit 2). This is because SIA considered all employees as the “brand ambassadors” who can reflect a high standard of service that its passenger expected (Ramaswamy and Modi, 2001). As an example of this, SIA has launched the “Singapore Girl” over 25 years and it

has become the airline industry’s icon of premium service since its first introduction to the world, so the image of Singapore Girl would reflect a rigorous selection process and extensive training (Chan, 2000a; Ramaswamy and Modi, 2001). The training and development program of new stewardesses take four months which is the longest training course compared to other airlines (Heracleous et al., 2004). This training does not only focus on functional skills but also focus on intercultural communication and negotiation skills to deal with demanding passengers (Chong, 2007). Thus, it could say that the effective human resource (HR) management is the key factor for delivering service excellence and productivity which can be important sources of competitive advantage of Singapore Airlines (Wirtz et al., 2008).

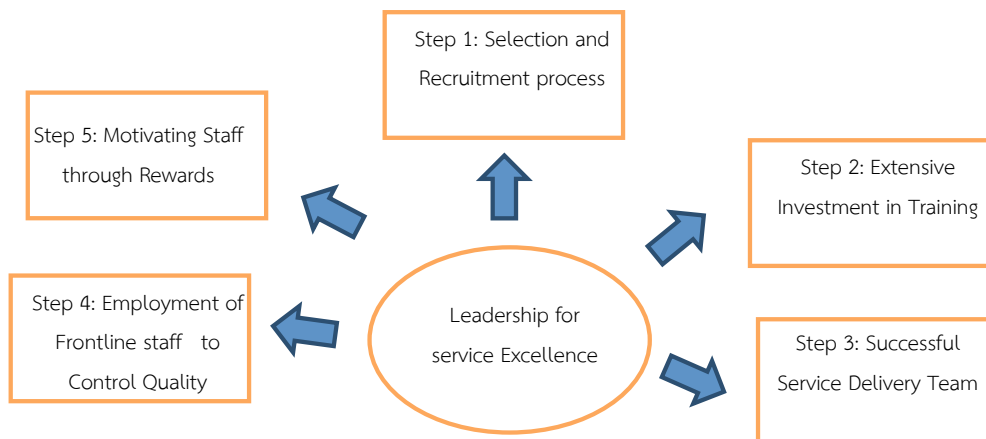


Exhibit 2: The five elements of SIA’s HR management

Source: Wirtz, Heracleous and Pangarker, 2008, p.8

3. Building the brand strategies

Recently, the airline brand has been placing an importance on executive's agenda as it seems to be a great influence on passengers' perception (Roll, 2006). To illustrate this point, SIA is positioned itself as a premium airline with service excellence and the airline has been successful in building its brand base on excellent service throughout the iconic Singapore Girl (Roll, 2006). When passengers fly with Singapore Airlines, they will expect to get better services than other airlines (Heracleous and Wirtz, 2009). Therefore, it seems to suggest that building a strong brand can be suitable strategies for the future growth of the airlines.

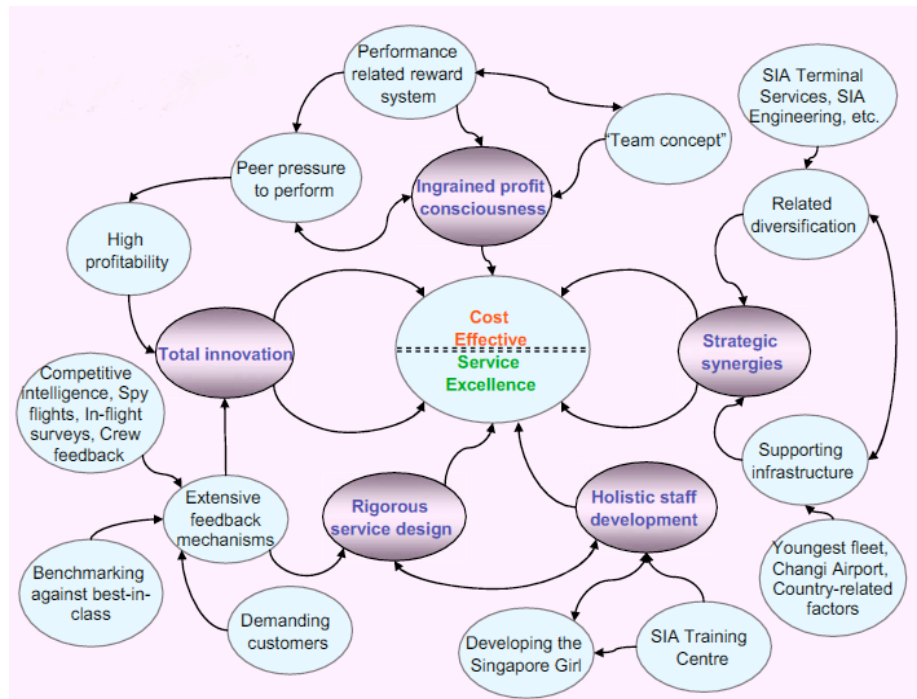
3.1 SIA's Brand Philosophy

According to Roll (2006), he states that branding will become a strong source of competitive advantage and a key part of business strategy to demonstrate product or service to the potential consumer. Looking at the branding of Singapore Airlines, it is fully based on quality products and excellent customer service with luxury, comfort and extraordinary service, so it has introduced "Singapore girl you're a great way to fly" as the brand strategies to reflect service excellence for the last 32 years (Crawford, 2009; Chan, 2010). The Singapore Girl idea has proved to be a strong brand strategy and

it has become ever more popular because the icon of Singapore Girl became the first commercial statue to display at Madame Tussaud's Museum in London (Chan, 2000c). In addition, The company keeps continually developing service innovation and technology as an important part of the brand (Roll, 2006). To illustrate this point, SIA was the first airline to offer hot meals, free alcoholic and non-alcoholic beverage, the most comfortable seats and personal entertainment system on board in all cabins (Chong, 2007; Roll, 2006).

On the technology side, SIA is able to purchase aircrafts and equipments without the need for leasing because SIA has a good organisational activity system to support cost-effectiveness and service excellence (Crawford, 2009; Heracleous and Wirtz, 2009) (see exhibit 3). By having a solid capital, the airline now enables to have the latest aircrafts and replace them every 5 years (Crawford, 2009). As taking advantage of new technology, it is an important marketing tool which SIA uses to increase its brand equity (Chan, 2010). For instance, SIA was the first airline to fly the Boeing 747, Boeing 777 and it was also one of the first to fly the Airbus A380 in 2007 (Chan, 2010). Moreover, each aircraft has sub-brand such as the B747 Megatop and the B777 jubilee in order to make differentiate itself from competitors (Roll, 2006). Thus, it seems to indicate that using

placing it in a sustainable competitive advantage (Kalligiannis, 2009).



Source: Heracleous et al., 2009 cited in Heracleous and Wirtz, 2009, p.4

3.2 Singapore Girl- brand personality

With regards to the definition of brand personality, Roll (2006, p.102) states that “the set of human characteristics associated with a brand”. In other words, the brand personality helps the customers to connect their own beliefs and attitudes with the brand (Holloway, 2002). Looking at Singapore Airlines, it has developed a brand personality through the Singapore Girl and it has become a trademark of all advertising and products since its first introduction to the industry (Chan, 2010). The slogan “A stand of service then even other airlines talk about” and “SIA: you are a great way to fly” were used regularly in its marketing to represent the reputation of Singapore Girl (Chan, 2000c, p.460). Although many airlines have their own slogans and advertisement to reflect their brand personalities, no one has been able to capture the image of SIA that it had with Singapore Girl and other slogans (Chan, 2000a). As a result of this, Singapore Girl is consistently remaining a positive market icon in the world and the selected group still represents Asian value and hospitality which can be described as caring, warm, gentle, elegant and sincere (Roll, 2006).

In addition, Singapore Girl’s uniform became a very specific and visual part of the entire brand experience because the iconic Malay sarong kebaya which was designed by Pierre Balmain in

1972 became one of the most recognized signatures of SIA branding (Roll, 2006; Chan, 2010). As discussed earlier, the key success of Singapore Girl is an extensive training program for cabin and flight crews to ensure that every staff has consistently delivered SIA’s brand experience (Roll, 2006). Therefore, it seems to appear that Singapore girl has proved to be a powerful brand personality since its first introduction to the airline business and it also represents that Singapore Airlines has high quality products/services differentiation from other competitors. This is the key strategy of SIA to sustain a competitive advantage.

3.3 Brand Identity and Brand Values

According to Roll (2006, p.96), the brand Identity means “the company’s strategic intention for the brand, its uniqueness, meaning and value and how the brand aims to be positioned in the marketplace”. It seems to indicate that the brand identity provides customers with a clear picture of the brand in customer’s minds (Roll, 2006). When we look at the brand values, it seems to argue that the brand value is created by brand image because the brand values of the company can be identified by how well the company expresses and delivers on the promise from brand image (Roll, 2006). Looking at Singapore Airlines, it has

successful in generating brand identity and brand values though products/service differentiation strategy to deliver excellence service as a brand promise of “A great way to fly” (Chong, 2007; Chan, 2010) Thus, building a strong brand identity of SIA is one of the key successful marketing strategies to build a competitive advantage.

3.4 Brand communication

Singapore Airlines’ branding strategy is well-presented and clearly communicated to customers through television commercials, Singapore Airlines official website, print media and sponsorships (Chan, 2010; Kalligiannis, 2009). Furthermore, SIA brand is widely recognised by most people across the world because SIA has good brand awareness (Chan, 2010). SIA has generated brand awareness through new products and service innovations since 1972 (Chan, 2010). As an example of this, it was the first airline to introduce the in-flight telephone service with KrisFone in 1990 and it was also the first to provide in-flight email service and text message flight alerts (Chan, 2010). Recently, SIA has introduced “the suites or a class beyond first” on A380 which have set a new standard of in-flight luxury, space and comfort (Heracleous and Wirtz, 2009). As a result of these innovations, SIA has increased the perceived value of SIA’s brand (Chan, 2010). In addition,

Singapore Airlines attempts to represent all communication messages through the iconic Singapore Girl (Roll, 2006). For instance, it adopts the slogan “Singapore girl you’re a great way to fly” in all its promotions to convey the quality of SIA’s brand (Crawford, 2009; Chan, 2010). Therefore, it seems to appear that Singapore Girl is the heart of Singapore Airlines’ brand strategy to represent service excellence to customers around the world (Roll, 2006).

4. Singapore Airlines’ brand management- a key to creating brand equity

Brand management is considered as a very important concept of branding strategy to gain competitive advantage (Kalligiannis, 2009). In other words, brand management plays an important role to drive the company success in the business. When we look at the definition of brand management, it has been defined in several ways. However, it can be clearly state that brand managers have been a responsibility for developing and implementing the marketing plan to create and maintain brand equity (Kalligiannis, 2009; Roll, 2006). Looking at Singapore Airlines, it has maintained its position on service excellence with cost effectiveness because it has a strong brand management team to deliver the brand equity as a way to sustain a competitive advantage (Heracleous et al., 2004).

4.1 Using the brand equity to drive revenues

Singapore Airlines (SIA) has consistently been one of the strongest brands in South East Asia and it has one of the most respected travel brands around the world (Kalligiannis, 2009; Roll, 2006). This is because SIA focuses on Products/Service differentiation strategy as a key to create brand equity to generate more revenue and sustain a competitive advantage. To illustrate this point, SIA is increasing brand awareness and increasing brand value through new product and service innovations, new technology (the youngest fleets) and Singapore Girl as a symbol of quality customer service (Kalligiannis, 2009; Chan, 2010). In addition, building a brand loyalty is a key success to create SIA's brand equity (Chan, 2010). SIA has the Krisflyer program which rewards passenger to fly with Singapore Airlines and Star Alliance partners (Chan, 2010). For instance, Krisflyer members will get benefits from priority check-in, extra check-in baggage allowance, and free ticket to access the SIA's first class lounges and Star alliance lounges (Chan, 2010). Thus, it seems to indicate that SIA has consistently been one of the most profitable airline in the world because the success of Singapore Airlines' brand strategy to deliver the brand equity to customer as a result in increasing revenue.

4.2 Developing cost advantages and service excellence

Singapore Airlines (SIA) does not only focus on an excellent customer service to deliver the SIA's brand to customers but also realizes on the need for profit and cost-effectiveness (Heracleous et al., 2004). According to Roll (2006, p.136), "Singapore Airlines has carefully built a financial and fixed cost infrastructure which allows it to continue investing to support the brand while challenging the competition on costs". As mentioned before, the solid financial management allows the company to purchase the large number of the new aircrafts and equipment with cash (Roll, 2006). As a result, SIA will get discounts from aircraft manufacture (Roll, 2006). In addition, it can be clearly seen that SIA is able to reduce operating costs because a new aircraft is more efficient with regards to fuel-efficiency and minimize maintenance costs (Crawford, 2009). Thus, it seems SIA also builds up the brand equity through developing cost advantages and new products/service innovation by using a new aircraft to deliver "a great way to fly" as a brand promise to customer.

5. Conclusion

During the last three decades, Singapore Airlines (SIA) has been become

the industry leader with regards to products and service innovations, quality of service and profitability. SIA has proved that a strong brand management and products/service differentiation strategy will be a key competitive advantage of the company to be sustainable on the top of airlines business (Chan, 2000c). In addition, the strategy of global networking will become more and more important for the airlines to sustain a competitive advantage, so it seems to appear that SIA has taken advantages from joining in Star alliance (Chan, 2000a). When we look at brand communication, we could say that SIA is

successful to deliver brand equity effectively to customers though using Singapore Girl as a symbol of service excellence (Roll, 2006). Moreover, the iconic of Singapore girl has become a visual part of the brand experience (Crawford, 2009). To illustrate this point, the iconic of Singapore girl come to mind first when mentioning about one of the strongest airline brands in Asia. Therefore, it seems to indicate that SIA is an interesting business case from Asia that can maintain the top rank in airline industry due to successful marketing and brand strategy.

REFERENCES

- Chan, D. (2000a). Beyond Singapore Girl Brand and product/service differentiation strategies in the new millennium, *The Journal Management Development*, 19(6), pp. 515-542.
- Chan, D. (2000b). *Air wars in Asia: competitive and collaborative strategies and tactics in action*. Retrieved October 10, 2013, from <http://www.apmforum.com/strategy/airwars.pdf>.
- Chan, D. (2000c). *The story of Singapore Airlines and the Singapore Girl*. Retrieved October 12, 2013, from http://web.biz.uwa.edu.au/units/mktg8550/readings/SlAnSIAGirl_story.pdf.
- Chan, E. (2010). *Brand Equity – The Success of Singapore Airlines*. Retrieved October 14, 2013, from <http://blogs.ubc.ca/eugenesanahan/2010/11/08/brand-equity-the-success-of-singapore-airlines/>
- Chong, M. (2007). *The Role of Internal Communication and Training in Infusing Corporate Values and Delivering Brand Promise: Singapore Airlines' Experience*. Retrieved October 14, 2013, from <http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550051a.html>
- Crawford, L. (2009). *Singapore Airlines Case Study*. Retrieved October 14, 2013, from <http://iblob.com.au/singapore-airlines-case-study/>
- Flouris, T. and Oswald, S. (2006). *Designing and Executing Strategy in Aviation Management*. Aldershot: Ashgate Publishing Limited.
- Haddad, M., Wu, S., Tang, W. and Maulgue, T. (2009). *Service-Dominant Logic – A case Of Singapore Airlines*. Retrieved October 15, 2013, from <http://talisalouise.files.wordpress.com/2010/06/service-science-and-singapore-airline.pdf>.
- Heracleous, L. and Wirtz, J. (2009). Strategy and organization at Singapore Airlines: Achieving sustainable advantage through dual strategy, *Journal of Air Transport Management*. pp. 1-6
- Heracleous, L., Wirtz, J. and Johnston, R. (2004). Cost-effective service excellence: lessons from Singapore Airlines, *Business Strategy Review*, 15(1), p.33-38.
- Holloway, S. (2002). *Airlines: Managing to Make Money*. Aldershot: Ashgate Publishing Limited.

- Kalligiannis, K. (2009). *An investigation of potential brand inconsistencies within airline strategic alliance*. PhD thesis School of Engineering Department of Air Transport, Cranfield University.
- Kamath, A. and Tornquist, J. (2004). *Strategic Issues in the Airline Industry and the Role of Singapore International Airlines*. Retrieved October 16, 2013, from http://www.delhibusinessreview.org/v_5n1/v5n1a.pdf.
- Ramaswamy, K. and Modi, M. (2001). *Singapore International Airlines: Strategy with a Smile*. Retrieved October 16, 2013, from [http://homepage.ntlworld.com/duc_huynh/PDF Files/SIA_StrategyWithASmile.pdf](http://homepage.ntlworld.com/duc_huynh/PDF%20Files/SIA_StrategyWithASmile.pdf).
- Roll, M. (2006). *Asian Brand Strategy: How Asia Builds Strong Brands*. New York: Palgrave Macmillan.
- Shaw, S. (2007). *Airline Marketing and Management*, 6th edn. Aldershot: Ashgate Publishing Limited.
- Tan, E. (2006) *Singapore Airlines: A Study in Exemplary Crisis Communication*. MA thesis. Wichita State University.
- Wirtz, J., Heracleous, L. and Pangarker, N. (2008). Managing human resources for service excellence and cost effectiveness at Singapore Airlines, *Managing Service Quality*, 18(1), pp. 4-19.