

## PROPOSED SERVICE QUALITY IMPROVEMENT USING SERVQUAL METHOD AND IMPORTANCE PERFORMANCE ANALYSIS (IPA) OF SULTAN EXECUTIVE LOUNGE IN S.M BADARUDDIN II AIRPORT

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### Abstract

The national airline industry is growing, according to International Air Transport Association (2015) reported that Indonesia is one of the most rapid growth of airplane passenger in the world. As a consequence, most major airport suffers overcapacity. Saraswati and Hanaoka (2013) stated that government holds an important role in air transportation where state-owned companies, in this case Angkasa Pura II, undertake most of the airport service. This phenomenon decreases the overall experience of the passenger during their stay in airport. In response to the problem, PT Nirwana Persada Global Introduced Sultan Executive Airport Lounge, a private exclusive service was introduced for those who require extra service, comfort and privacy. Executive lounge provides guests with private comfortable seats to relax before the flight, working space and entertainment facilities, in exchange of a sum of money or sponsored by third-party companies such as bank credit cards and airlines. The act of sponsorship is done because according to Wansik (2013), the decision to establish a loyalty program was made according to a commonly held belief that it is six times more expensive to obtain a new customer that it is to keep a current one.

To maintain the partnership between sponsors and company, customer satisfaction is a must. The company had already done surveys in order to monitor the satisfaction. However, the survey conducted did not demonstrate the importance and performance indicators, thus it does not provide a comprehensive performance report of which attribute should be improved and where should the management expend their resources.

Using the Service Gap Analysis Five and Importance-Performance Analysis (IPA), the score of perceived performance of each attribute compared to customer expectation, and the score of customer importance related to perceived current performance. Thus, a study with 170 usable questionnaires found that from 20 attributes listed, no perceived performance means score below 3 in every attribute, meaning that the customers are positive the service is overall satisfactory. Furthermore, there were six elements that falls into the “concentrate here” diagram, which means the current perceived performance is relatively low while the importance is high compared to other attributes. This method can effectively improve the service quality while spending resources more accurately. Solutions that were created were meant to eliminate the dissatisfiers, thus, ultimately increase the customer enjoyment and satisfaction inside the facility.

**Keywords:** Airport Executive Lounge, Importance-performance Analysis, Service Quality Improvement, Service Gap Analysis

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### 1. Introduction

According to the Indonesian central bureau of statistic (2014), the airplane passenger in Indonesian airports reached 72.6 million in 2014, a 5.6 percent increase from the previous year. Despite the local economic growth, this industry kept increasing throughout the year.

International Air Transport Association (2015) reported that Indonesia is one of the most rapid growth of airplane passenger in the world. Ranked 4<sup>th</sup> in most populated country, Indonesia will experience leaps of growth, having 132 million new passengers for a total of 219 million in 2034. IATA studied that in terms of routes, Indonesia and East Timor will be the fastest growing route, at 13.9%, followed by India-Hong Kong (10.4%).

However, as the rate of airline demand increases, Indonesia suffers a bottleneck in its operation. Airport capacity and slot management are other issues which continue to be addressed. Airport capacity is a significant aspect that influences competition (Borenstein, 1992). Saraswati and Hanaoka (2013) found that approximately 61.5 % largest airport in Indonesia are over capacity. Since 2011, Angkasa Pura, a state-owned company that manages airports in Indonesia proposed Indonesia Slot Coordinator (IDSC), the single slot controller was meant to introduce effective slot management by making neutral and transparent slot arrangement, and reducing cost. Conversely, Directorate General of Civil Aviation (2015) described that IDSC will be dismissed and future flight permits will directly be assigned by Indonesia Airport Slot Management (IASM).

The competition of complementary services increases as the airline industry grows. More people from every economic segment are utilizing this mode of transportation. When travelling by the airplane, the process normally goes to rigorous processes such as check-in, baggage handling and security check. In addition, the most time consuming and dull is waiting to board inside the aircraft. In its operation, airport normally suffers from crowd-induced stresses such as sound, privacy and comfort. This phenomenon escalates to higher heights if the station experiences delay and on in its peak days such as holiday. Along with the growth of the Indonesian economy, air transportation has become a fast and cheap alternative choice for consumers. Saraswati and Hanaoka (2013) studied that most of the largest airports in Indonesia are over capacity. This means the airport waiting room are cramped with passengers during crowded schedule.

In response to the problem, airport managers decided to introduce an exclusive service for the distinguished that requires extra service, comfort and privacy such as businessmen and important person. The facility usually provides complimentary food and drinks, with comfortable seat to relax during the time before the flight, in exchange of a sum of money or given free as a promotion by third-party sponsors such as bank credit cards or other companies. In addition, a working space and accessibilities for example free internet connection, desktop and printer are given to cater immediate needs.

Government plays an important role in air transportation. Government agencies or state-owned companies undertake most of the job (Saraswati& Hanaoka, 2013). The state-owned company manages the airport operations along with its complimentary services such as baggage handling, cleaning services, trolleys, restaurant and executive lounges.

Executive lounge is a place that provides exclusive waiting room for the aircraft crew and passengers. Triyas stated that Executive Lounges are different from the public waiting rooms, especially made for higher economic segments, the service provides a wide range of drinks, food and other facilities such as toilets, place to work and internet connection (Personal interview, 2016). To gain entry, passenger uses their airline membership card, banking card, or pay the amenity with cash.

PT. Nirwana Persada is one of the biggest executive lounge service provider in Indonesia. The management had accumulated experience throughout the most crowded airport in the nation.

The business model consisted of two value receiver, those are passengers of airlines and sponsors. Sponsors are the main contributor of revenue stream, allowing the privileged members of their business to access the lounge without further charges. Bank card holders, exclusive frequent fliers of airlines and special customer of certain business are the example.

The company manages three different executive lounges in Indonesia, one in Palembang is Sultan Lounge, and the other are Garuda Executive lounge and Minangkabau Executive Lounge, both in Padang.

Triyas commented that there are several type of payment in executive lounges. Airplane passenger may pay to gain access, or use special privileges from sponsors such as banks, airplane and companies as a loyalty program. Loyalty program, particularly point reward programs have proven effective in attracting and building credit card customer loyalty (Geller, 1997; Liu & James, 2009).

## **2. Business Issue Exploration**

The travel and tourism industry has formed into one of the biggest organizations on the planet throughout the decade. Interests in tourism, expanding number of items and destinations accessible for sightseers, improvement of the attractions, growth of information technology and also increasing cost rivalry are the attributes of the today's tourism market. As a consequence of these patterns, the competition has turned out to be more worldwide, quicker and substantially more exceptional. Service providers are contested to innovate in order to cope with the increasing needs and wishes of clients.

Due to the high expectation of visitors, companies are challenged to best other rival services by continuously strive to satisfy customers and resolve problems experienced by consumers. However, the customer survey conducted by the company did not show the importance and performance indicators and ranks, thus does not provide clear directions of which elements should be improved and where should the management expend resources.

Therefore, a proper research regarding the customer's importance and performance of service quality is urgently needed to ensure the value of programs are well defined and effectively delivered. By identifying the needs, desires and expectations of customers, the company will be in a better position to develop strategies to cater their clients and achieve competitive advantages.

Using the servqual dimension as a foundation, 20 service attribute for airport executive lounge was formed. The questionnaire utilized in this study can be distinguished into three major sections. The first part consisted of a sequence of 20 questions whose aim was to measure customer's perceptions of actual executive lounge performance during their visit.

The second part houses a series of 20 questions, with a purpose to measure the visitor's expectation of an airport executive lounge

The third part composed of a serial 20 questions, in which visitors were asked to indicate the perceived importance of the attributes when they visit an airport executive lounge. All the attributes were measured using a five-point likert type scale starting from 1, least important to 5, most important. On the other hand, the perception of actual performance and expectation of performance were using a five-point likert type scale ranging from 1, very unsatisfied to 5, very satisfied. The questionnaires were arranged in Indonesian language.

During the period of research, 170 usable questionnaires were collected, in which 30 were considered invalid due to missing and uncompleted specified values. Given the service of executive lounge can only be consumed directly, the study was also conducted inside the facility of the lounge in order to preserve the quality and accuracy.

The service gap model served as a model to analyze the difference between customers' perceived performance and expectation. In this section 20 attributes were elaborated to demonstrate each gap.

Table 1: Performance-Expectation Gap Analysis

SERVQUAL	No.	Attributes	Performance		Expectation		GAP
			Means	SD	Means	SD	
Reliability	1	Accuracy in announcing plane departure	3.98	.688	4.14	.705	-0.158823529411757
	2	Clarity in explaining airport executive lounge service	3.96	.678	4.14	.682	-0.176470588235294
	3	Availability of food and beverages	3.79	.690	4.19	.670	-0.400000000000002
	4	Availability of restroom, internet connection and seat	3.65	.809	4.14	.716	-0.488235294117645
Responsiveness	5	Ease in obtaining information related to departure schedule	3.95	.614	4.10	.694	-0.147058823529412
	6	Caring waiter/waitress	4.04	.589	4.22	.686	-0.182352941176477
	7	Fast and easy payment procedure	4.16	.677	4.21	.723	-0.047058823529413
Assurance	8	Cleanliness of amenities	4.00	.606	4.18	.711	-0.182352941176471
	9	Quality of furniture	3.87	.640	4.15	.694	-0.276470588235296
	10	Feeling of safety in premise	3.96	.665	4.16	.691	-0.200000000000001
	11	Punctuality in announcing plane departure	3.94	.703	4.11	.738	-0.164705882352943
Empathy	12	Simple lounge check-in procedure	4.16	.638	4.18	.700	-0.017647058823527
	13	Accuracy to demand and friendliness of receptionist	4.21	.652	4.19	.708	0.011764705882352
	14	Accuracy to demand and friendliness of waiter/waitresses	4.10	.612	4.21	.696	-0.105882352941181
Tangibles	15	entertainment facilities	3.55	.762	4.04	.712	-0.488235294117652
	16	Number of security cameras	3.27	1.048	4.01	.828	-0.741176470588236
	17	Quality of amenities	3.74	.667	4.14	.708	-0.405882352941177
	18	Cleanliness of furniture	3.84	.569	4.15	.671	-0.311764705882352
	19	Cleanliness of restroom	3.19	1.156	4.08	.829	-0.888235294117649
	20	Room comfortness based on temperature, sound and lighting conditions.	3.90	.622	4.16	.700	-0.258823529411766

The table demonstrate that over the attributes, all receive a positive satisfaction from the customers for its perceived performance. In addition, the data shows that the gap between perceived performance and expectation is present. Only attribute accuracy to demand and friendliness of receptionist have positive performance compared to customer expectation. The IPA method distinguishes satisfaction of clients into two factors, the importance of a product or service to client and the performance of a business in providing that service or product (Martilla & James, 1977). The two measures were analyzed to offer a holistic view of customer value with clear directives for the company and where to channel resources effectively.

Table 2: Importance-Performance Result

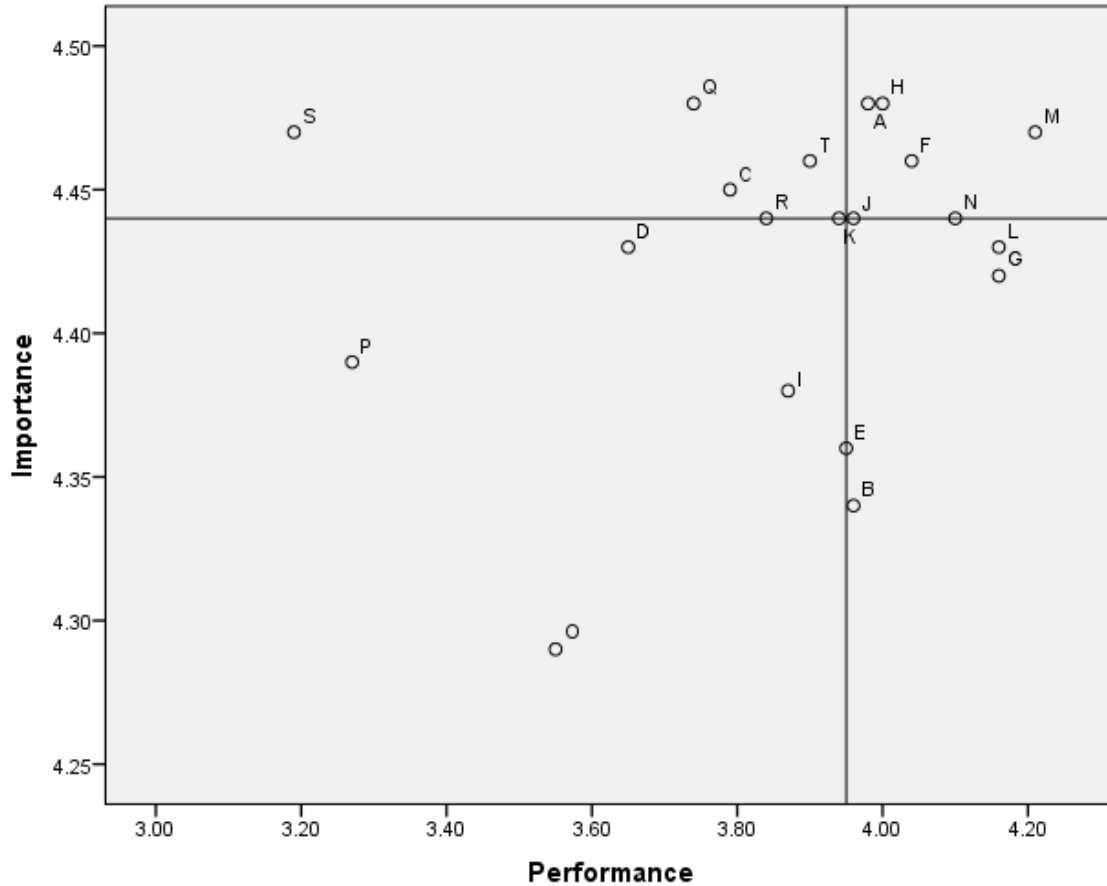
SERVQUAL	Label	Attributes	Performance		Importance	
			Means	SD	Means	SD
Reliability	A	Accuracy in announcing plane departure	3.98	.688	4.48	.715
	B	Clarity in explaining airport executive lounge service	3.96	.678	4.34	.799
	C	Availability of food and beverages	3.79	.690	4.45	.653
	D	Availability of restroom, internet connection and seat	3.65	.809	4.43	.669
Responsiveness	E	Ease in obtaining information related to departure schedule	3.95	.614	4.36	.727

	F	Caring waiter/waitress	4.04	.589	4.46	.636
	G	Fast and easy payment procedure	4.16	.677	4.42	.677
Assurance	H	Cleanliness of food and beverages	4.00	.606	4.48	.618
	I	Quality of furniture	3.87	.640	4.38	.679
	J	Feeling of safety in premise	3.96	.665	4.44	.633
	K	Punctuality in announcing plane departure	3.94	.703	4.44	.688
Empathy	L	Simple lounge check-in procedure	4.16	.638	4.43	.651
	M	Accuracy to demand and friendliness of receptionist	4.21	.652	4.47	.636
	N	Accuracy to demand and friendliness of waiter/waitresses	4.10	.612	4.44	.625
Tangibles	O	Entertainment facilities	3.55	.762	4.29	.751
	P	Number of security cameras	3.27	1.048	4.39	.723
	Q	Quality of food and beverages	3.74	.667	4.48	.636
	R	Cleanliness of furniture	3.84	.569	4.44	.670
	S	Cleanliness of restroom	3.19	1.156	4.47	.690
	T	Room comfort based on temperature, sound and lighting conditions.	3.90	.622	4.46	.635

The attributes were distinguished into 5 service dimensions of reliability, responsiveness, assurance, empathy and tangibles in order to provide a basis for the study. In addition, the attributes were labeled using alphabet from A to T to provide clear vision inside the IPA diagram. The table demonstrates the means and standard deviation of each attribute's performance and importance.

In order to provide a clear and accurate analysis, 4 quadrants were generated from the medians of importance in the Y-axis and performance in the X-axis. Then, each attribute were plotted into the diagram with regard to the means of importance and performance per attribute using SPSS.

Illustration 1: Importance and Performance Diagram Plot



Based on the IPA illustration above, six attributes fall into the Concentrate Here quadrant, whereas five attributes fall into the Keep up the Work quadrant. In addition, Possible Overkill houses four of the attributes, while low priority quadrant carries the rest. As described in the theoretical framework, the qualities that falls into the Concentrate Here quadrant for Sultan Executive Lounge are attribute cleanliness of restroom, quality of food and beverages, availability of food and beverages, cleanliness of furniture, room comfort based on temperature, sound and lighting conditions and the last punctuality in announcing plane departure.

Tabel 3: Attributes in the Concentrate Here Quadrant

Attributes in the "Concentrate Here" Quadrant					
Label	Attribute	Performance		Importance	
		Means	SD	Means	SD
S	Cleanliness of restroom	3.19	1.156	4.47	.690
Q	Quality of food and beverages	3.74	.667	4.48	.636
C	Availability of food and beverages	3.79	.690	4.45	.653
R	Cleanliness of furniture	3.84	.569	4.44	.670
T	Room comfort based on temperature, sound and lighting conditions.	3.90	.622	4.46	.635



K	Punctuality in announcing plane departure	3.94	.703	4.44	.688
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The outcome of the study will be utilized as a basis for the attributes that will be improved. By determining the importance and performance of each attribute, a proposal of quality of service improvement will enable the company to allocate resources in a more efficient way, compared to blindly solving every problem in sight.

### **3. Business Solution**

To assist the proposal of solution, the attributes will be analyzed according to the current situation of the Sultan Executive Lounge.

#### **3.1 Cleanliness of Restroom**

Although restroom scored the lowest performance mean compared to other attributes, having score more than 3 means, it already has achieved satisfied skew for the customers. This however, have a high importance to them. It is reported that the nearest male toilet to the lounge composed of 4 urinals and 3 cubicles. There were forms that documents the items that are used and present inside the area, also with its toilet cleaner person in charge. It is reported that when it is in the idle period without no incoming flight, the toilet is clean. In contrast, when there are incoming flights, especially in high season, the restroom became too crowded which the consequences are smelly restroom, long waiting time, and untidy place, with wet floors. Most of the lounge's guests visit the toilet when they are near to their flight schedule, hence most of them will experience the discomfort.

However, a method documentation was not present for tracking the situation of the toilet, especially its cleanliness. In addition, the toilet is not under the service of Sultan Executive lounge, it is under Angkasa Pura II care as the airport management.

#### **3.2 Quality of Food and Beverages**

According to management, The Sultan Executive lounge is styled in an "all-you-can-eat" buffet manner. This also burdens the management to establish a composition of food to ensure that the cost is reasonable. In addition, a chef is employed to cook that the food, aided with a few assistants if the visitor number is high. A quality chef ex-hotel was to ensure that he/she can do the job well that can satisfy the needs.

A manual report of food using photo was the procedure to do visual checking by the management in Jakarta. This method is not adequate regarding the food and drinks should not only visually good, but also taste well. However, it is enough to establish a sense of monitoring to the cook and assistants.

There were no documentation and presentation especially to the visitor of which specific brand that were used for serving the food and how the ingredients that were considered in order to serve healthy food.

#### **3.3 Availability of Food and Beverages**

Due to its buffet-style servings, people can take any amount of food and drinks they want during the stay inside the facility. This fact however, strain the supply of food and beverage especially in peak times, and can diminish the food faster than the supply. Furthermore, the specific needs of how much a person can eat and drink varies and differs per person. Additionally, flight delays contribute to more person in need of replenishments.

The method of ensuring availability of food and beverages is by visual, if the buffet table is empty, then the waiter and waitresses refill supplied by the cook. A procedure of how much the food and beverages should be prepared according to the number of customer was not present.

### **3.4 Cleanliness of Furniture**

Serving more than a hundred customers a day, the visitor is privileged to relax in one of the chair with the enjoyment of food and beverage served by the lounge. However, the lounge is crowded with the leftovers such as used plates, glass, foods, and sachets in the table and floor. In addition, the customer expected that the furniture where they will be seated is clean and free of leftovers. Currently, the method to address this problem is by the waiter/waitresses to clean up by visual. There was also no place that can be easily accessed by the customers to put their leftover and used plates/glass near them. An area where guests can bring their leftovers should be available.

### **3.5 Room Comfort Based on Temperature, Sound and Lighting Conditions**

In the facility, the lighting conditions were installed with an interior designer to ensure the ambience is comfortable with a very minimum standard deviation in day to day basis. Sound and temperature are highly correlated to the number of passenger, if the number of guests increased, the temperature and sound will also increase. The noise and temperature is tolerable due to its open design concept, but without specific area separation. However, the Sultan lounge is using the central air conditioner from the airport, especially on unpredicted event such as the air conditioner cannot be optimally used, the temperature inside rises, but it is very uncommon.

### **3.6 Punctuality in Announcing Plane Departure**

The current condition in announcing plane departure was done by the announcer, given the plane departure screen then, broadly announce using a microphone and sound system to the whole visitor with the instructed interval before departure. However, in some circumstances where the noise level is high, the information can be hard to hear.

In addition, there should be a protocol that serves for the visitor that want to be notified personally about the flight schedule.

## **4. Implementation Plan**

### **4.1 Cleanliness of Restroom**

From the observation during normal conditions, the toilet is clean and the cleaners do their job as instructed and inspected with care. However, the problem arises because the sudden spike of users, especially when it is time just before boarding to the flight, as consequence, smell and wet floors problem were present. Three suggestion were made to solve the problem, those are:

- Redirection of customer flow when the restroom visitor is particularly high
- Additional protocol when the restroom visitor is especially high
- Regular interval inspection by Sultan Lounge employee

### **4.2 Quality of Food and Beverages**

The Sultan Executive lounge is styled in an “all-you-can-eat” manner. This also burdens the management to establish a composition of food to ensure that the cost is reasonable. In order to increase the perceived performance, a couple of suggestion were proposed such as:

- Establish a new way to communicate and present the food with its benefits and ingredients. A well-designed material and well-communicated benefits can increase the guest’s appreciation to the food.
- Additional equipment of coffee maker using raw beans instead of only providing instant coffee, Upgrade of juice equipment to press instead of pour jug and an additional ice



dispenser can help differentiating the image quality of an executive lounge.

#### **4.3 Availability of Food and Beverages**

The Sultan Executive lounge food and beverage is served in a buffet manner, a situation where the consumption rate of each customer is suddenly high could happen during peak time, resulting in empty buffet tables. To ensure that the buffet table is always replenished in an accepted rate, the plans are:

- Establish a standardized food and beverages buffet replenishment based on flight schedule especially during peak times.
- Emergency food with fast processing time should be ready in case of sudden spike in number, and high consumption rate of visitors.

#### **4.4 Cleanliness of Furniture**

Guest's table and their seats were expected to be clean and ready to use when they enter the executive lounge. In order to promote the customer satisfaction of furniture cleanliness, the employee had done a good job in cleaning, however, the timing should be cleaned as soon as possible to ensure that new guests can immediately seated without frustration, which resulted in the ideation for two proposal, such as:

- Establish a socialization by the management to the waiter/waitresses to actively stand-by within the guests' area to retrieve used plates and leftovers, instead of waiting until the guests to leave.
- Provide and promote space for the customers to put their leftovers, customer can bring their used eateries to the place when they are finished eating or wanted to take more in the buffet table. By doing so, not only customer can independently take care of the table, the waiter can collect the used items in bulk, ultimately speeding the interval. However, the customer is not obliged to do this, it is still the waiter's job to retrieve actively on the guest's table.

#### **4.5 Room Comfort Based on Temperature, Sound and Lighting Conditions**

Based on the previous observation, sound and lighting conditions do not suffer from peak conditions due to its architecture design. Yet, this can be improved by simply categorizing the visitor based on their preference of quiet or in discussion area. By doing so, people can still enjoy their private space further to the source of noise.

However, during very rare times, the problem arises when unexpected events happen to the central air conditioner. Using additional air conditional may not help significantly as a consequence of the open-air design.

#### **4.6 Punctuality in Announcing Plane Departure**

It is very important to be on time when announcing the plane schedule. In most cases, passengers were already in possession of their tickets, but still in need of reconfirmation regarding the schedule. Thus, in order to ensure the visitors notified, an additional screen inside the lounge is recommended to communicate the information while still being inside the location. In addition, it is reported that there were no protocol that serves for the visitor that want to be notified personally about the flight schedule. This is an opportunity for the lounge to be able to serve the customers in a customized care. The receptionist or waiter is prompted to ask whether the passenger wanted to be notified personally, and if they do so, an artifact should be lent to them to distinguish which person wants to be notified personally with their flight information schedule.

### 5. Implementation Plan

To ensure that the execution of the proposed solution maximize the allocation of company's resources, without spreading it thin, an implementation plan was prepared. Including the party that will be responsible for each idea, presented in the table below.

Tabel 4: Implementation Plan

Implementation Plan								
Improvements		Time Frame						Person/Department in Charge
		2016			2017			
		Oct	Nov	Dec	Jan	Feb	Mar	
Cleanliness of Restroom	Redirection of Customer flow							COO
	Additional protocol when restroom is crowded							COO
	Regular interval inspection by in-house employees							COO
Quality of Food and Beverages	Establish a new way to communicate and present the food and beverages							COO
	Additional bean coffee maker, juice and ice dispenser							Procurement
Availability of Food and Beverages	Establish a standardized food and beverages buffet replenishment based on flight schedule							COO
	Establish emergency food and beverages for sudden spike in consumption rate							Procurement
Cleanliness of Furniture	Socialization to the waiter and waitresses to actively retrieve leftovers in guest's table in a good manner							HR and Site Manager
	Provide and promote an area for customer to put leftovers							COO and Site Manager
Room Comfort Based on Temperature, Sound and Lighting Conditions	Socialization to front liners to be able to assist guest to their preferred seat based on noise/preference							HR and Site Manager
	Categorization of area the visitor based on their preference; quiet or in discussion area							COO and Site Manager

Punctuality in Announcing Plane Departure	Provide additional screen inside the lounge with flight schedule info					COO and Procurement
	Socialization of procedure and skills to front liners to be able to assist personal flight schedule notification					HR and Site Manager



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