STRUCTURAL ANALYSIS OF VLJ AIR TAXI CUSTOMER VALUE FACTORS

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ABSTRACT

The arrival of very light jets (VLJ) also sparked new business models including models for VLJ air taxi operators. Those operators rely on the expected low acquisition and operating costs of VLJ's to provide on-demand, point-to-point air transport services at a competitive price. However, at present, the success of those emerging air taxi services is still to be realized. One of the critical success factors of the emerging VLJ air taxi services will be their ability to generate superior customer value in comparison to other means of transport. The objective of this study is to gain insights into the structure of customer preferences of potential passengers of VLJ air taxi operators. The Kano model was used to analyze perceived customer value factors. The structural analysis showed the different ways each factor influences the preferences of the potential customers. Risk factors such as safety and reliability are taken for granted. Benefit factors such as sympathy and mileage program are not important factors for potential air taxi passengers. But time has a linear impact on customer value depending on the fulfillment based on the expectation. Price, flexibility, network, comfort and service positively influence customer preference.

Keywords: *Air taxi services, very light jets, customer value, customer preferences.*

INTRODUCTION

The arrival of very light jets also sparked new business models including models for very light jet air taxi operators. Those operators rely on the expected low acquisition and operating costs of very light jets to provide on-demand, point-to-point air transport services at a competitive price. However, at present, the success of those emerging air taxi services is still to be realized.

One of the critical success factors of the emerging very light jet air taxi services will be their ability to generate superior customer value in comparison to other means of transport. As very light jet air taxi services will have to compete with existing, more established means of transport, they will need to generate a higher value for the customer in order to attract passengers.

The objective of this study is to gain insights into the structure of customer value factors of potential passengers of very light jet air taxi operators. The following research question will be answered in order to structure these for very light jet air taxi operators: How do customer value factors influence the customer when considering an VLJ air taxi service?

THEORETICAL CONCEPT AND CUSTOMER VALUE FACTORS

Customer value as it is used in the underlying research dates back to the mid-eighties and can be seen as an advancement of the quality construct (Bieger, 2006). First described by Porter (1985) as the basis for competitive advantage[1], customer value evolved into an important construct in the consumer choice literature (Bieger & Belz, 2006). Customer value as defined by Matzler (2000, as cited in Bieger, 2006, p. 86) is the difference as perceived by the customer between the perceived benefits and the perceived costs relative to the competition. In his description of customer value, Bieger (2006) further includes the perceived risk as an independent factor influencing the customer value. Thus he describes customer value as a function of relative perceived benefits, relative perceived costs and perceived risk (Bieger 2006).

The concept of customer value was first introduced to the air transport theory by Bieger, Wittmer and Laesser (2007). Their interpretation of customer value as the value created by a company to the customer is consistent with the understanding in this thesis. They conclude that the focus in air transport and in air transport management shifted throughout history. Whereas safety was the primary concern in the earliest stages of air transport, the emergence of relatively reliable passenger planes let the available routes become a differentiating factor. Because markets were regulated at this time, airlines mainly competed on their on-board service and comfort. Following the deregulation of the United States and Europe and the emergence of the low cost carrier business model, airlines started to compete on price as well.

Based on this historical view, customer value is identified as the main driving force behind the growth in demand for air travel on a micro level. This concept is able to incorporate all the

[1] Customer value is termed „buyer value" by Porter (1985, p. 130pp)

factors which were important in the historical development of air travel and link them to the choice behavior discussion. Safety, (service) quality and price are all possible elements in the customer value framework and can be complemented with other risks, benefits and costs. Thus, customer value can be understood as an integrated conceptual framework to analyze air transport demand.

Because of the complexity and the range of possible determinants, there is no generic operationalisation of customer value. Generic operationalisations would either be too unspecific or too broad to be applied to real-world problems. To get useful results, it is therefore important to operationalize the customer value construct for many industries and types of customers.

Unfortunately, this has not yet been done for the very light jet air taxi industry and their main target customers, the business travelers. This is quite probably the result of the novelty of this type of service and its suppliers. Therefore, an operationalisation of the customer value will be developed for very light jet air taxi operators with regard to business travelers.

Based on the literature and four expert interviews, a broad array of possible factors for an operationalisation of customer value was produced. However, there seem to be certain factors that are deemed relevant by different authors and various studies. By grouping them together, twelve key factors could be identified which supposedly influence the customer value of very light jet air taxi operators. These key factors are described in table 1.

Table 1: Description of key factors in literature

Key factors	**Description**
Risk factors	
Safety	The airline's safety record or the perceived safety (not including security at airports.
Reliability	Reliability and punctuality of the flights.
Benefit factors	
Comfort	The travel comfort as improved by business lounges, comfortable seating, entertainment systems etc.
Flexibility	Temporary flexibility as provided by a large number of daily connections, flexible ticket emission or flexible seating options.
Mileage program	Frequent flyer programs and the resulting status of the passenger.
Network	The destinations offered as well as the possibility for a direct connection and easy airport access.
Service	Mainly in-flight service, but also ground/airport service.
Sympathy	The customer's attitude towards the airline's image or brand as a result of advertisements, past experiences etc.
Cost factors	
Price	The monetary costs of the trip like the ticket costs before or after discount or the total travel costs.
Time	Duration of the trip or the total travel time.

RESEARCH METHOD

In his multi-dimensional construct, Kano (1984) distinguishes between three types of product requirements which influence customer satisfaction and thus the perceived benefits and ultimately the perceived customer value in different ways when fulfilled. Must-be, attractive and one-dimensional requirements influence the customer satisfaction distinctly when the requirement is met or not met. Matzler et al. (1996) and Sauerwein (2000) further describe these categories as follows:

Must-be requirements are basic criteria of a product. If the offer lacks performance on these factors, the customer will be extremely dissatisfied. Its fulfillment is a prerequisite for the customer, which he takes for granted and, thus, does not demand explicitly. However, to raise the performance beyond a certain point of fulfillment will not lead to customer satisfaction but simply to a neutral feeling of non-dissatisfaction.

One-dimensional requirements are also called performance criteria since their impact on customer satisfaction is proportional to their performance. Therefore, the better the requirement is fulfilled, the higher the customer satisfaction. Due to their impact on customer satisfaction and dissatisfaction, one-dimensional requirements are usually explicitly demanded by the customer.

Attractive requirements are those product criteria which have the biggest impact on the customer satisfaction. They are usually neither explicitly expressed nor expected by the customer and therefore the customer does not feel dissatisfied if those requirements are not fulfilled. If, however, attractive requirements are fulfilled, they usually lead to more than proportional satisfaction.

Additionally to these three types of requirements identified by Kano (1984), there is a fourth type of requirement according to Sauerwein (2000). Should the fulfillment or non-fulfillment of a requirement, have absolutely no effect on the customer's satisfaction or dissatisfaction, it is labeled an *indifferent requirement*. Those criteria are sometimes mentioned by customers "for the record", but do not influence their buying decisions.

Originally, this classification of requirements was only applied to the benefits side of the customer value model (Matzler, Stahl & Hinterhuber, 2006). This might be an effect of the model's origination from the disconfirmation paradigm, which traditionally focused on quality rather than on price. Diller (2000, as cited in Matzler, Stahl & Hinterhuber, 2006) proposes to see costs as a multi-dimensional construct as well. This paper will therefore aim to classify the major key factors identified earlier of both benefits and costs and also include the two risk factors therein.

In order to classify the key factors into must-be, one-dimensional, attractive, and indifferent requirements, respondents were asked to answer a set of functional and dysfunctional questions. Accordingly, two questions are formulated for each key factor. First, the functional question asks the respondent how he or she would feel, if the requirement was fulfilled. Second, the dysfunctional question asks the respondent how he or she would feel if the requirement was not fulfilled. In both cases, the respondent could choose from five possible answers according to his satisfaction level: I like it, I expect it, I am neutral, I can tolerate it, or I dislike it.

Based on the answers given to the functional and dysfunctional questions, the factors were categorized using the evaluation table (table 1).

Table 1: Evaluation table for structural analysis

		Dysfunctional				
		I like it	I expect it	I am neutral	I can tolerate it	I dislike it
Functional	I like it	Q	A	A	A	O
	I expect it	R_A	Q	I	I	M
	I am neutral	R_A	I	I	I	M
	I can tolerate it	R_A	I	I	Q	M
	I dislike it	R_O	R_M	R_M	R_M	Q

Requirement is: A: Attractive M: Must-be O: One-Dimensional Q: Questionable I: Indifferent R: Reverse (Lower letter corresponds to type of reverse)

Source: Berger et al. (1993)

Based on the classification of the factors, the customer satisfaction coefficients can be calculated. Berger et al. (1993) describe the calculation of two key indicators to average the responses while preserving the idea of the spread over attractive, one-dimensional and must-be features. These factors were named customer satisfaction coefficients[2] by Matzler et al. (1996). The first factor, the extent of satisfaction, is a positive number that signifies the relative value of meeting this customer requirement and thus its influence on customer satisfaction. The second factor, the extent of dissatisfaction, correspondingly is a negative number that shows the relative cost of not meeting this customer requirement and its influence on the customer dissatisfaction. Together, these customer coefficients state whether satisfaction can be increased by meeting a product requirement, or whether this only prevents the customer from feeling dissatisfied. Berger et al. (1993) propose the following calculations:
The extent of satisfaction is calculated as the sum of the attractive (A) and one-dimensional (O) answers divided by the total number of attractive (A), one-dimensional (O), must-be (M) and indifferent (I) responses thus ignoring reverse and questionable answers. It ranges from 0 to 1.

$$\text{Extent of satisfaction} = \frac{A+O}{A+O+M+I}$$

The extent of dissatisfaction is calculated similarly by adding the must-be (M) and one-dimensional (O) answers and dividing them by the same normalization factor. The ratio is multiplied by (-1) to make it negative. It ranges from 0 to -1.

$$\text{Extent of dissatisfaction} = -\frac{O+M}{A+O+M+I}$$

A two dimensional space can be defined using these two measures as its dimensions. In this space each of the corners symbolizes one of the four categories (attractive, must-be, one-dimensional and indifferent) (Berger et al., 1993). This graph will be used in the results

[2] Before, the extent of satisfaction and the extent of dissatisfaction were simply named „Better“ and “Worse” respectively by Berger et al. (1993).

(figure 1) and is especially useful if the categorization of the requirements by the majority of responses is unsatisfactory, because the answers are spread over multiple categories. In this case, the graphical representation can simplify the analysis of the answers provided by respondents.

DATA

By the end of the survey period on May 6, 2008, 101 respondents fully completed the web questionnaire. By analyzing the completion funnel[3], it is obvious that most people did not start the actual survey, but exited just after they chose their language or read the introductory note. This might be a result of the wide-spread advertising of the survey on the internet. The survey was mentioned on the website of aerosuisse.ch, in several travel-related forums on the business networking site xing.com, in about 100 emails to selected business travelers, and on other websites on the internet. This might have also attracted occasional clicks out of curiosity. This first curiosity did supposedly vanish after reading the introductory note and the purpose of the survey. It is thus assumed that most of the people who cancelled the survey prematurely were either not interested in this topic or did not belong to the group of business travelers.

The age profile and the gender split of the respondents are similar to those found in earlier studies on business travelers. Mason (2006, 2001) found that men are still predominant as business travelers and approximately a third of them are younger than 35 years, between 35 and 45 years old, or older than 45 years respectively. In this sample men also are clearly predominant with only 13% of the respondents being female. In the age profile, however, respondents seem to be slightly younger than described by Mason. In comparison to Mason (2006, 2001) the group of people older than 45 is slightly underrepresented and the group of people younger than 35 years is slightly overrepresented. This might be a result of the use of the internet as the medium for this survey.

Respondents were also asked about the type and country of their employer. Most respondents worked for either a local or international small or medium sized enterprise (SME) or for a foreign large-scale enterprise. Their workplace was mainly in Europe with Switzerland and Germany together accounting for more than half of the answers. Another significant part of the respondents stated to work in America with the United States of America and Canada collectively accounting for almost a quarter of the answers. Other countries each accounting for less than 5% of the answers were Austria, the United Kingdom, Sweden, Denmark, Spain, Australia, Finland, Lebanon, Luxembourg, Namibia, the Netherlands, Slovakia and Russia.

The majority of business travelers chose airline flights as their preferred mode of transport, but more than a third also stated to usually travel either by car or by train. As a result, more than a third of all respondents flew only once a year or less on business purpose. It is assumed that those people use other means of transport for their business trips. Most of the

[3] Please note that it was possible to skip certain questions. The numbers shown in the completion funnel mirror the valid answers for the question with the minimum valid answers for each part. Since partial answers were also evaluated, the number of valid answers for most questions within each part is slightly higher than shown in the funnel.

airline travelers chose economy class over premium classes. There might be limit to the research results, as most travellers are not frequent flyers and fly mostly no premium class. They might be less likely be using air taxi service. As the vast majority of respondents were reimbursed for the travel expense by their employers, the choice to fly economy class might be an effect of company policies preventing the use of premium classes. About two thirds of the respondents stated to live closer to a hub than to a secondary airport.

RESULTS

The Kano analysis of customer value factors for very light jet air taxi operators displayed by the frequency of the classification after the answers have been evaluated using table 1 as well as the category mentioned most frequently for each factor and the customer satisfaction coefficients are presented.

Table 2: Structural classification of key factors

Key factor	Percent of valid answers						Resulting class	Extent of satisfaction	Extent of dissatisfaction
	A	M	O	I	R	Q			
Reliability	6	**54**	39	1	0	0	Must-be	0.452	-0.933
Safety	1	**66**	25	9	0	0	Must-be	0.255	-0.902
Time	28	17	**46**	8	0	1	One-dimensional	0.747	-0.641
Network	**59**	17	11	14	0	0	Attractive	0.699	-0.272
Price	**38**	18	28	15	0	1	Attractive	0.660	-0.466
Flexibility	**52**	4	3	36	1	5	Attractive	0.582	-0.071
Comfort	**56**	7	16	21	0	0	Attractive	0.718	-0.223
Service	**44**	4	5	43	1	3	Attractive	0.510	-0.090
Sympathy	22	17	27	**35**	0	0	Indifferent	0.485	-0.436
Mileage program	39	4	5	**50**	2	1	Indifferent	0.446	-0.089

A = Attractive, M = Must-be, O = One-dimensional, I = Indifferent, R = Reversal, Q =Questionable

Both of the perceived risk factors, *safety* and *reliability*, could be classified as must-be requirements in the analysis. More than half of all respondents take a certain performance on both of these factors for granted and would feel very dissatisfied if the operator fails to fulfil either of them. One could argue that *safety* and *reliability* are in fact risk factors and fundamentally influence the choice behavior itself. Therefore, customers put special emphasis on these factors and feel very uncomfortable if one of them negatively differs from a certain standard.

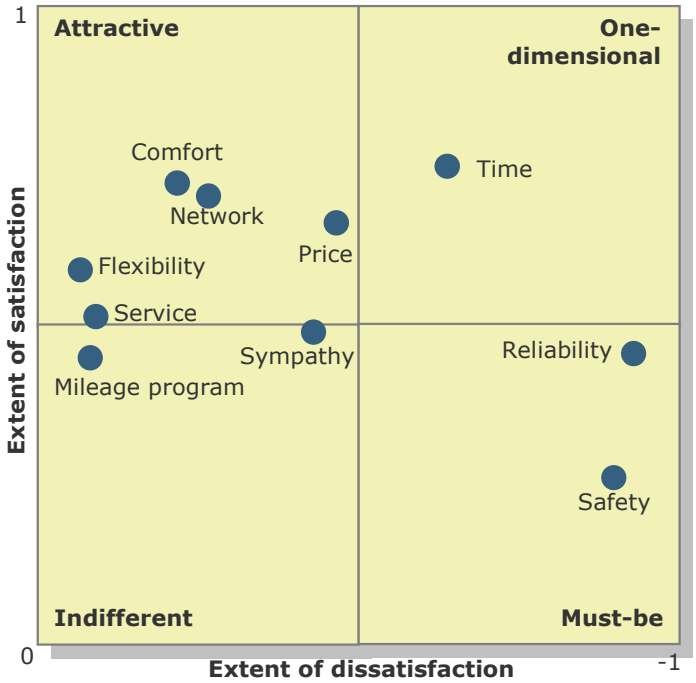
With regard to those factors which were assumed to be benefits in the conceptual part, most were classified as attractive requirements. *Network, flexibility, comfort* and *service* accordingly are attractive requirements whose fulfillment is not expected by the business traveler, but which greatly increase customer satisfaction when met. In the case of *comfort* and *service*, this could mean that business travelers have a “no-frills” expectation on air taxis

and, thus, see both of these factors as nice-to-have but not necessary for their satisfaction. More astonishingly, also *network* and *flexibility* seem to be attractive requirements. Thus business travelers would not mind if they had to change their plane once or more from origin to destination or if they had to board the aircraft at a certain time with no flexibility. Again, the reason for this might be that business travelers compare air taxi with traditional airlines, where this is common practice, and thus have low expectations on these requirements. Lastly, the factors *sympathy* and *mileage program* seem to have little effect on the customer satisfaction.

Finally, the assumed cost factors, *price* and *time*, showed different influences on the customer satisfaction. Whereas *time* was identified to be a one-dimensional requirement in the analysis, *price* seems to be an attractive requirement in the eyes of the customer. This result indicates that the satisfaction and the customer value of business travelers is influenced differently by the two cost factors considered. Whereas the satisfaction seems to be a linear function of *time*, the *price* seems to have a non-linear effect. Classifying *price* as an attractive requirement means that business travelers feel very satisfied if the price is relatively low, yet, do not feel dissatisfied if the price is relatively high. Possible reasons for this effect might include that business travelers already expect a rather high price of air taxi services and, therefore, are not dissatisfied by it to a certain maximum.

Further consideration should be given to the spread of the answers over the categories. The answers for many key factors were spread over multiple categories but still in the analysis the factors were only assigned to the category mentioned most frequently. As mentioned earlier, Berger et al. (1993) propose the use of a two dimensional representation of the classification in this case. Figure 1 shows the spread of the answers over the four main categories, attractive, must-be, one-dimensional and indifferent based on the customer satisfaction coefficients. The number of questionable answers and reversals were considerably low for all key factors. Therefore those numbers will not be discussed here.

Figure 1: Two dimensional representation of classification of key factors



Source: Basic framework adapted from Berger et al. (1993)

As evident from the distribution of the answers over the categories and illustrated in figure 1, all key factors had answers in more than just one category. Whereas the classification into one category seems justifiable in the case of attributes clearly belonging into one of the four quadrants, such as *safety, comfort, network* or *time*, it seems questionable especially for those attributes that are near to one of the other quadrants, such as *price, sympathy, service, mileage program* and *reliability*.
Price and *sympathy* were the factors most evenly spread over all categories. This might be an effect of the unfamiliarity of the respondents with very light jet air taxi services because of their novelty. The presence of multiple types of business travelers might be another possible explanation for this distribution. In this paper, business travelers were seen as one homogenous group. The spread over multiple categories could indicate that there are in fact multiple sub-segments in this group.
The factors *service* and *mileage program* both had numerous answers in the categories attractive and indifferent. This implies that they would be attractive requirements but have a very limited impact on the satisfaction even when fulfilled. This seems to be consistent with the low relative importance of these factors identified earlier.
Reliability, finally, was classified as a must-be requirement, but it seems that many respondents also see this as a one-dimensional requirement. This might indicate that a certain level of *reliability* is in fact expected by the business travelers, but that, on the other hand, a very high level of *reliability* can also increase customer satisfaction. The customer satisfaction coefficient “extent of satisfaction” of 0.452 would support this explanation.

SUMMARY AND CONCLUSIONS

The structural analysis showed the different ways each factor influences the value to the customer when considering an air taxi service. Those factors which were assumed risk factors, namely safety and reliability, were identified as factors which are a prerequisite for the customers going for an air taxi flight. The considered benefit factors and the cost factor "price" were mostly categorized as attractive requirements, which have the biggest impact on customers when they choose to buy an air taxi flight. if these factors are not fulfilled, the customers do not feel dissatisfied though, but the factors do have an impact on the buying behavior. Sympathy and mileage program do not have any impact to the customers satisfaction with al VLJ air taxi offer. The immaterial cost factor time was identified to be a critical factor for air taxis, as it influences the value of an air taxi flight to the customer positively or negatively depending on the time savings compared to alternatives.
Although the research deals with a future transport option in its price level which might change travel behaviour as a whole, there are some practical implications to draw. Very Light Jet Air taxi operators need to ensure safety and reliability in the first place. These two factors are taken for granted and VLJ operators still need to prove that VLJ's fulfil the expectation of travellers. In second place passengers count on a reduction of travel time, which rectifies the additional price paid for the direct air taxi service compared to a traditional airline service. Travel time is dependent on slots at airports, airspace, weather, etc. It has to be proved that

VLJ's can in all conditions hold their promises. If the promises cannot be held at first, it will be very difficult to get the VLJ's air taxi business to be successful.

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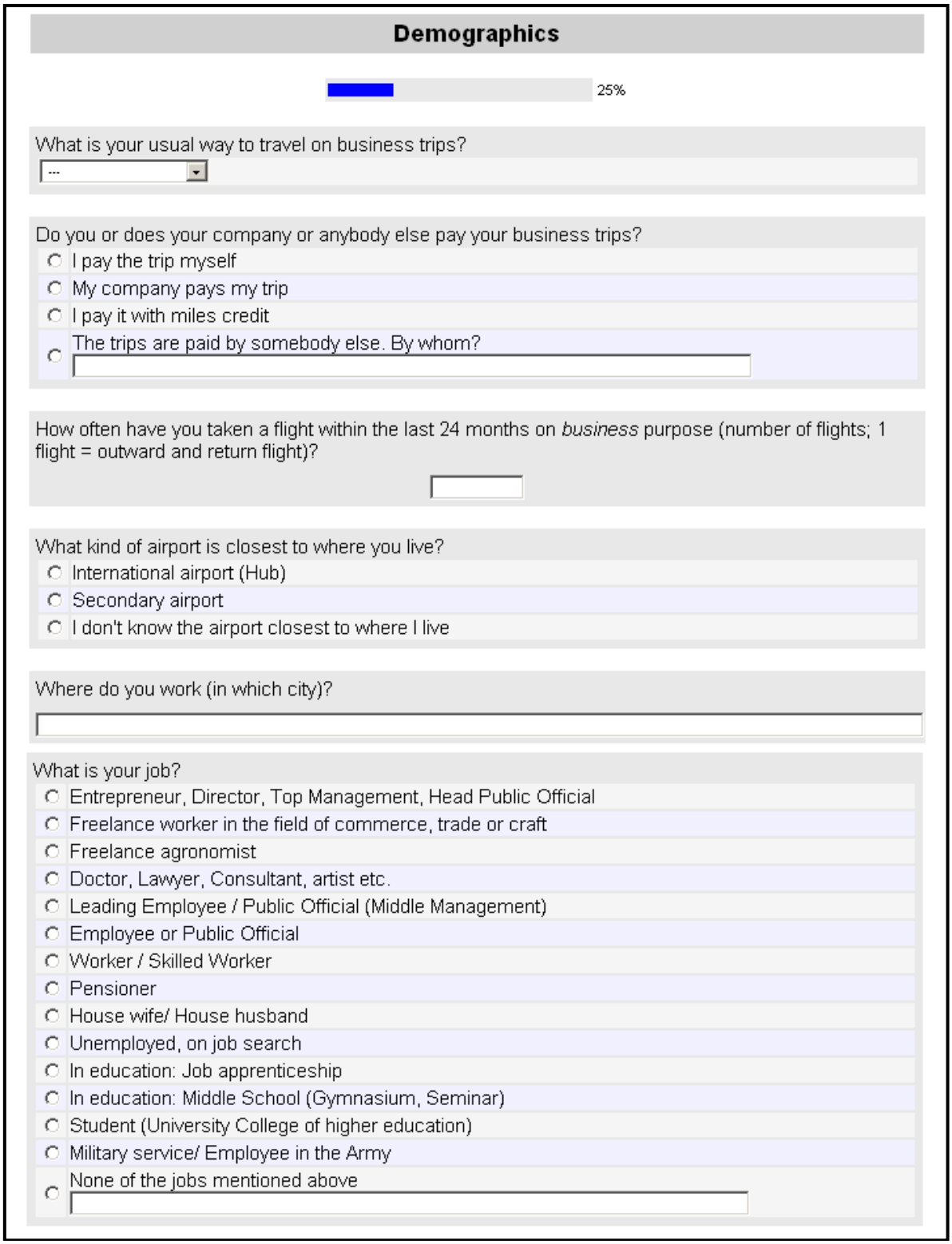
APPENDIX: QUESTIONNAIRE

Demographic information



Demographics

25%

What is your usual way to travel on business trips?

Do you or does your company or anybody else pay your business trips?

- I pay the trip myself
- My company pays my trip
- I pay it with miles credit
- The trips are paid by somebody else. By whom?

How often have you taken a flight within the last 24 months on *business* purpose (number of flights; 1 flight = outward and return flight)?

What kind of airport is closest to where you live?

- International airport (Hub)
- Secondary airport
- I don't know the airport closest to where I live

Where do you work (in which city)?

What is your job?

- Entrepreneur, Director, Top Management, Head Public Official
- Freelance worker in the field of commerce, trade or craft
- Freelance agronomist
- Doctor, Lawyer, Consultant, artist etc.
- Leading Employee / Public Official (Middle Management)
- Employee or Public Official
- Worker / Skilled Worker
- Pensioner
- House wife/ House husband
- Unemployed, on job search
- In education: Job apprenticeship
- In education: Middle School (Gymnasium, Seminar)
- Student (University College of higher education)
- Military service/ Employee in the Army
- None of the jobs mentioned above

Please indicate the type of your employing company.

- ○ Local small and medium sized enterprise
- ○ International small and medium sized enterprise
- ○ Major Swiss enterprise
- ○ Major foreign enterprise

What is your sex?

- ○ Male
- ○ Female

In which year were you born?

[ ]

Simple-stated preferences

Stated Preferences

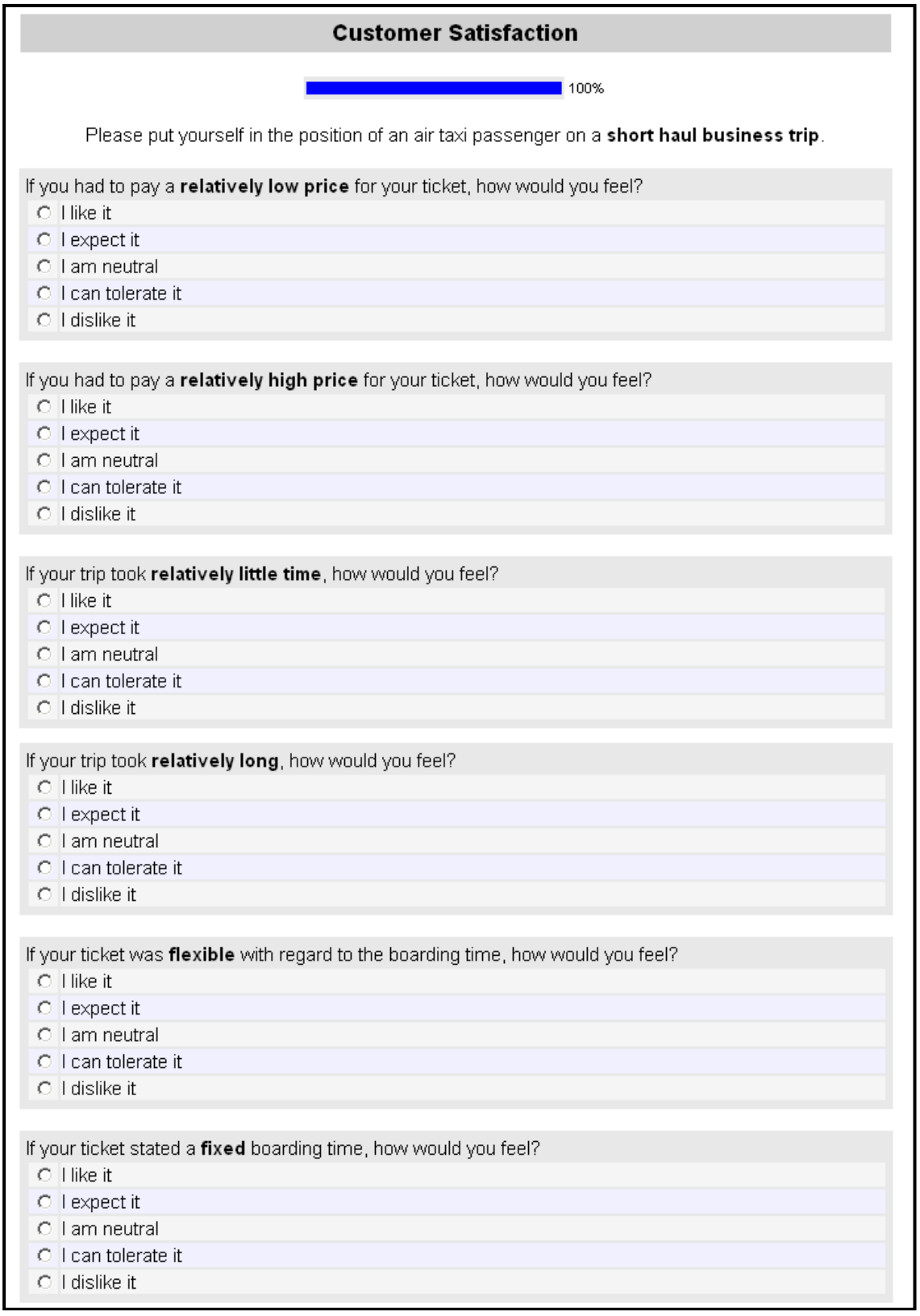
50%

How important are the following criteria for you?

Put yourself in the position of an air taxi passenger on a **short haul business trip**. Please evaluate the mentioned criteria according to their importance within your buying decision.

	extremely impotant	very important	important	less important	unimportant
Convenience (e.g. booking and check-in)	○	○	○	○	○
Total Travel Time	○	○	○	○	○
Miles program and Status	○	○	○	○	○
Comfort on board	○	○	○	○	○
Reliability	○	○	○	○	○
Safety	○	○	○	○	○
Network (Proximity of airport and direct connection)	○	○	○	○	○
Price	○	○	○	○	○
Sympathy for an airline	○	○	○	○	○
Good connection to oversea flights	○	○	○	○	○
Flexibility	○	○	○	○	○
Service	○	○	○	○	○
Productive environment on board	○	○	○	○	○
Company guidelines	○	○	○	○	○

Structural analysis



Customer Satisfaction

100%

Please put yourself in the position of an air taxi passenger on a **short haul business trip**.

If you had to pay a **relatively low price** for your ticket, how would you feel?
- I like it
- I expect it
- I am neutral
- I can tolerate it
- I dislike it

If you had to pay a **relatively high price** for your ticket, how would you feel?
- I like it
- I expect it
- I am neutral
- I can tolerate it
- I dislike it

If your trip took **relatively little time**, how would you feel?
- I like it
- I expect it
- I am neutral
- I can tolerate it
- I dislike it

If your trip took **relatively long**, how would you feel?
- I like it
- I expect it
- I am neutral
- I can tolerate it
- I dislike it

If your ticket was **flexible** with regard to the boarding time, how would you feel?
- I like it
- I expect it
- I am neutral
- I can tolerate it
- I dislike it

If your ticket stated a **fixed** boarding time, how would you feel?
- I like it
- I expect it
- I am neutral
- I can tolerate it
- I dislike it

If you would fly to your destination **directly and without changing planes**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you had to **change you plane at least once** on your trip, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you would receive a **premium service** on board, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you would receive an **economy service** on board, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If your plane had a **relatively high standard (e.g. work on the fly, leg room)**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If your plane had a **relatively low standard (no work on the fly, purism)**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you got the **feeling of safety** on your flight, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you got **no feeling of safety** on your flight, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you would fly with a **sympathetic airline**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you would fly with an **unsympathetic air taxi operator**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If your air taxi operator was **very reliable**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If your air taxi operator was **unreliable**, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you could **collect bonus miles** on you business trip, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it

If you could **not collect bonus miles** on your business trip, how would you feel?
- ○ I like it
- ○ I expect it
- ○ I am neutral
- ○ I can tolerate it
- ○ I dislike it