



NOVA IMS

2023-2024

AmericanAirlines



Passenger Name
Brand Management

BUSINESS CLASS
BOARDING TILL **20:00**



#12345

Flight



DECEMBER

2023



07D

Seat



10

Row

From
Lisbon

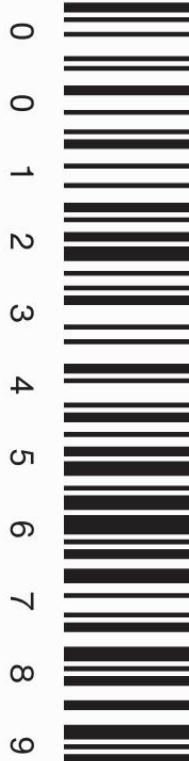
To
USA

Gate
17 F



0 0 1 2 3 4 5 6 7 8 9

AA.COM



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BOARDING PASS



Table Of Content



01 About American Airlines

Brand presentation and timeline

02 Story of American Airlines

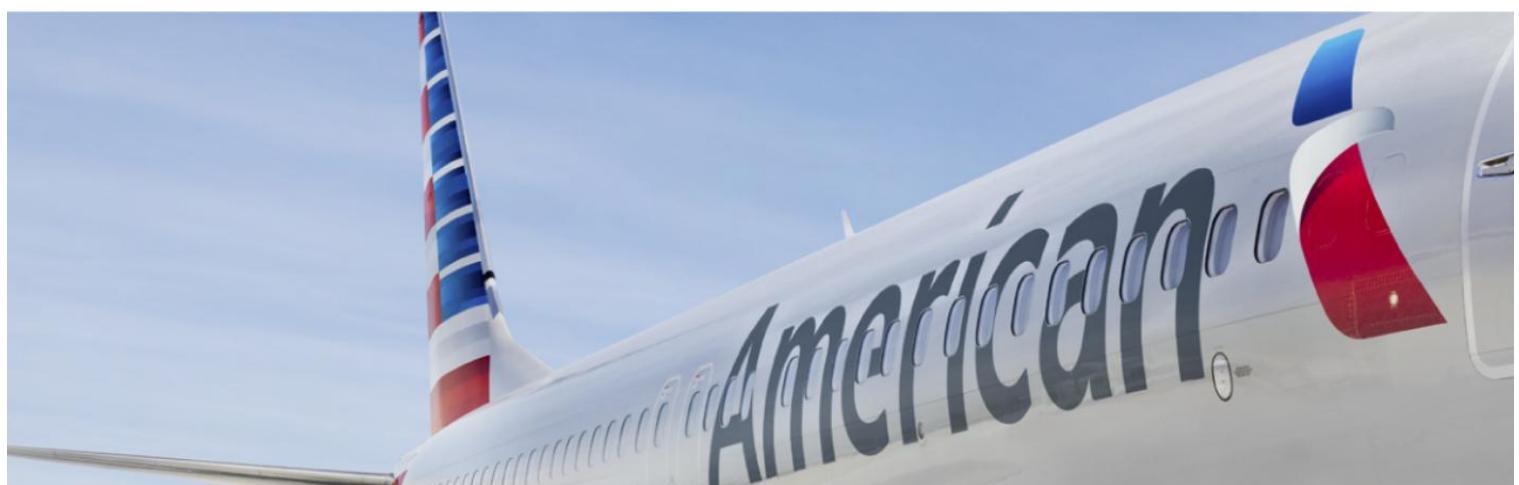
Promise, name, personality, positioning and personas of the brand

03 Brand Symbols

Typography, color, logo, imagery and other elements of the brand

04 Brand Image vs Brand Identity of American Airlines

Conclusions and discussion if there is an alignment between brand image and brand identity



01

Introduction

American Airlines: A Strategic Approach

American Airlines stands as a titan in aviation, with a strong reputation for connecting people around the globe. Its heritage is largely due to its commitment to getting things done and its goodwill. It is a subsidiary of AMR Corporation, a leading airline in the industry. Its success can be attributed to its comprehensive strategic planning. Partnerships with American Eagle and American Connection have made American Airlines the **largest airline in the world**, with more than 4,000 daily flights to 250 cities in more than 40 countries.

Purpose

As American Airlines (2023), mentions their purpose is “to care for people on life’s journey”.

Places of Destination

American Airlines flies to 10 major destinations: Asia, Africa, New Zealand/Australia, Europe, the Middle East, South America, North America, Central America, Russia, and the Caribbean.

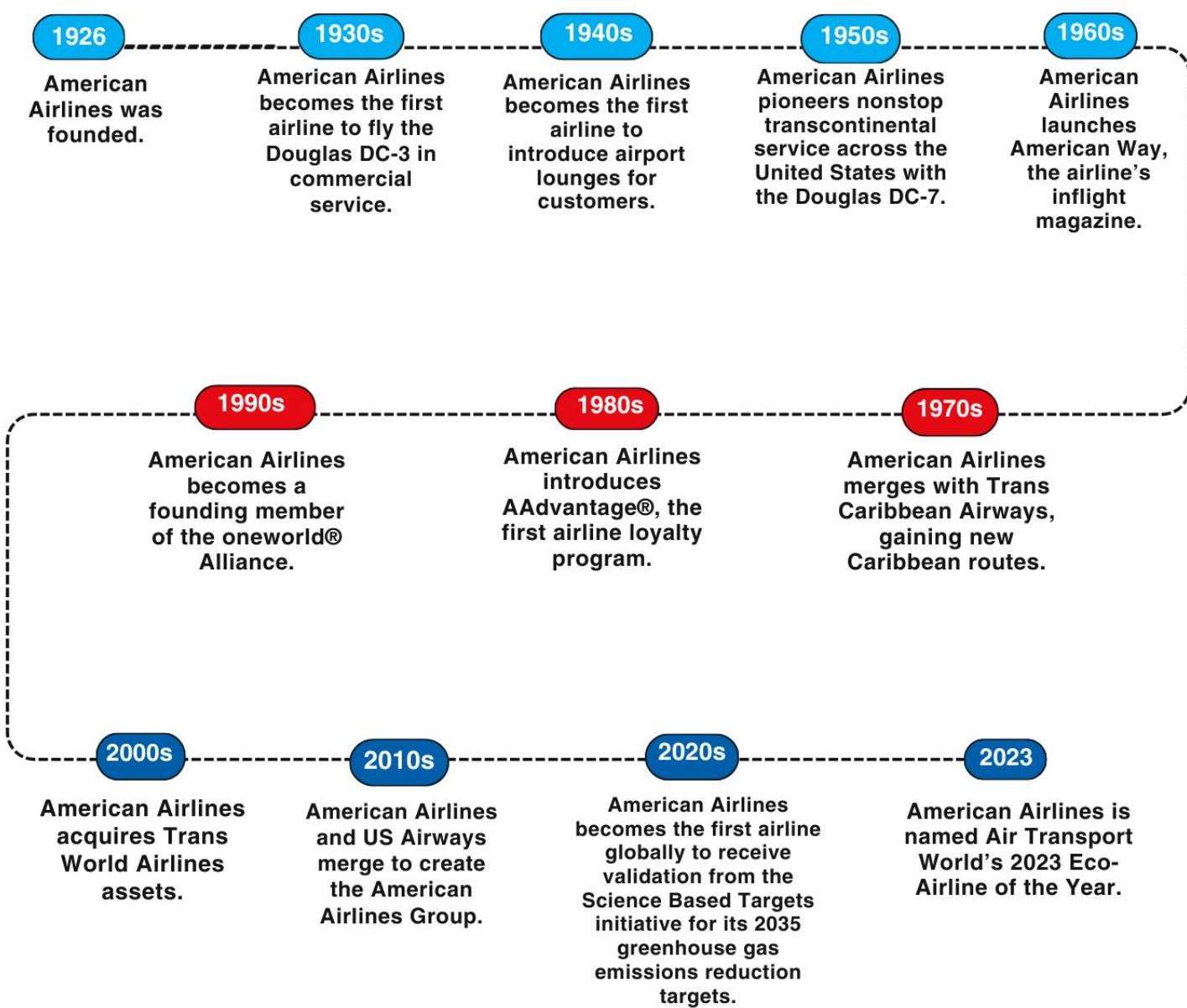
Challenges

Despite the company's many gains, there have been big issues with employee pension reform and other scandals due to international affairs and performance employee appraisal issues.



01

History of American Airlines



02



Story

2.1

The promise of American Airlines

For American Airlines, their brand promise has evolved, but it has always been focused on offering a **reliable, innovative, and customer-centric travel experience**. This promise is demonstrated by their significant investments in the onboard and airport experiences to ensure their services reflect modernity and progress. As a result, transformation has included upgrading their fleet, improving their lounges, and streamlining the customer service experience.

The rebranding effort that American Airlines undertook, as mentioned by FutureBrand (n.d), was aimed at creating a new brand universe that respects the company's heritage while also embracing the modern spirit of America. This indicates a clear intention to deliver on a brand promise that resonates with the spirit of innovation and the pursuit of excellence.

The American Airlines Brand Promise can be considered an embodiment of their commitment to providing a travel experience that is both enriching and efficient. The introduction of new technologies, such as updated check-in processes and real-time luggage tracking, exemplifies their dedication to innovation as part of their brand promise.



*WE ARE COMMITTED TO PROVIDING OUR
CUSTOMERS WITH A WORLD-CLASS TRAVEL
EXPERIENCE. (AA, 2023)*

”



2.2

Name

The Story behind the name

American Airlines original name was, "American Airways," but it was too general and insufficiently particular to the company's objective. For that reason according to Vanderbilt Magazine (2014) on 1930, the name "American Airways" was withdrawn. The board of directors voted to change the name to "American Airlines", because it better reflect its national character and aspirations. However, there was still lots of debate regarding the change. After much considerations, the management team of the corporation decided to change the name to "American Airlines", and according to Caanavan (n.d), finally on March 25, 1930, the board of directors officially adopted the name American Airlines, which conveyed the company's aspiration to be the premier air transportation provider for the United States. As well as, maintaining its status as the top airline in the US.

The name "American Airlines" has numerous significant connotations;

Identity in America: The airline's name is inextricably linked to the United States, inspiring feelings of national pride and heritage. It symbolizes the airline's role in linking people and locations around the country.

Global Name: Although the name was profoundly steeped in American identity, it also indicates the airline's global reach and international recognition.

Trust and Respect: For nearly 95 years, the word "American Airlines" has been a symbol of reliability and confidence among travelers. It indicates a lengthy history of experience, security, and dedication to customer service.

National Emblem: The word "American Airlines" has become synonymous with flying in the USA.

In nature, the name "American Airlines" embodies the spirit of American travel, combining national pride, global reach, reliability, innovation, and a sense of belonging.

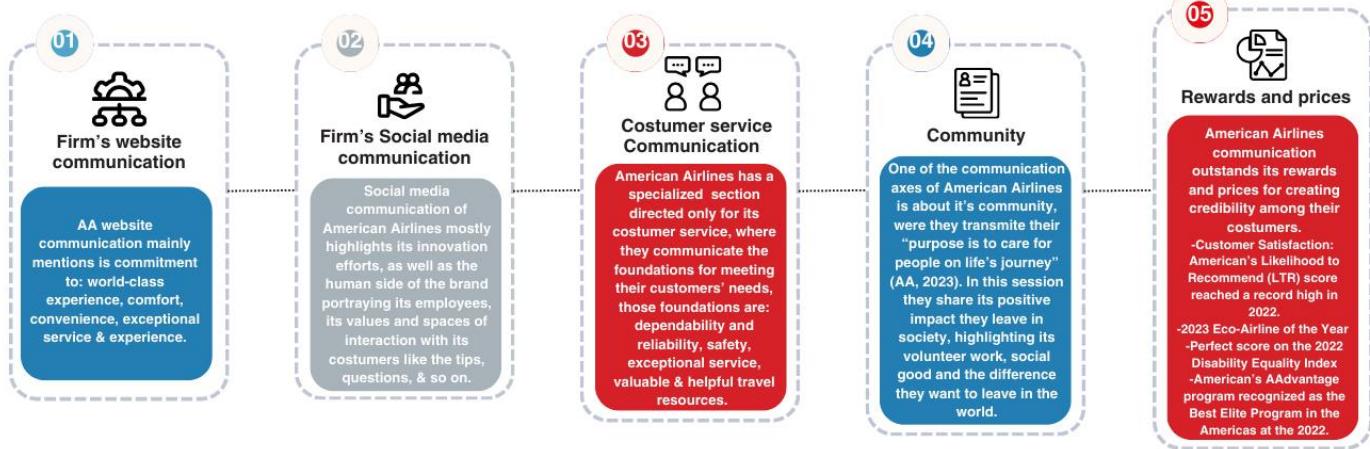


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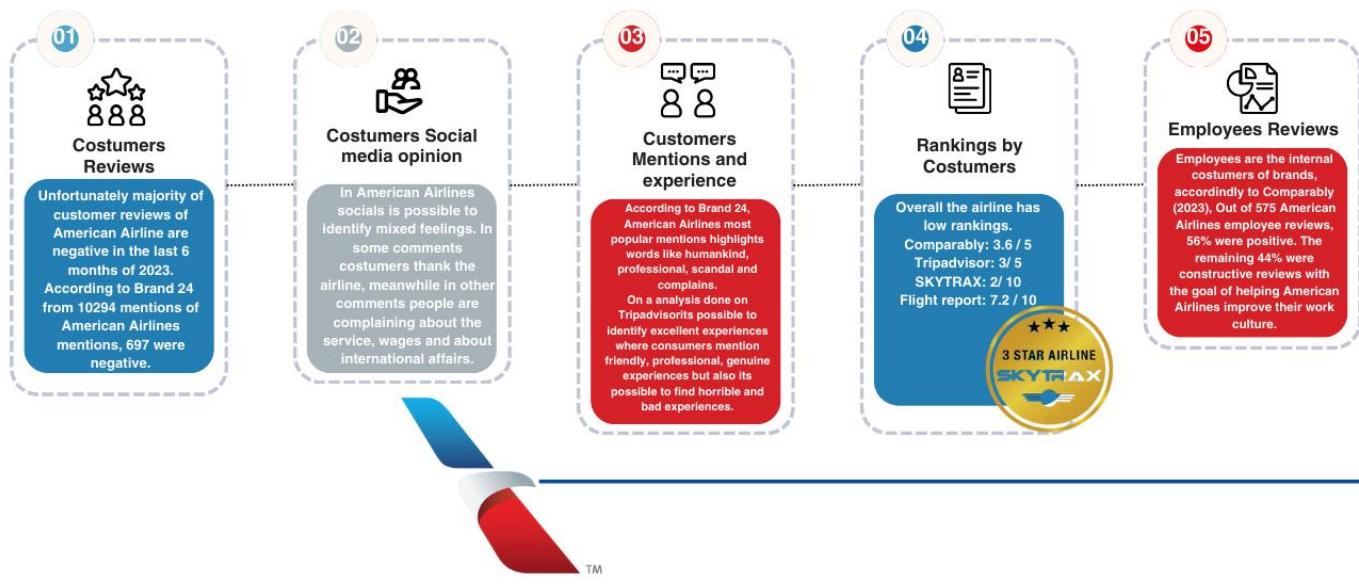
Personality

Brand personality plays a significant role and it is crucial for developing brand awareness, brand recognition, loyalty, differentiation, advocacy, and even love. Brand personality according to Aaker, J. (1997) is “the set of human characteristics associated to a brand”. American Airlines (AA), like many other brands, projects its personality and traits through its communication, marketing, and overall customer brand experience. The personality of the brand can be understood also as an expression of the relationship between the consumer and the brand”. (Provalis Research, 2022). For that reason, to define AA personality is important to identify the firm's communication and what customers think of this airline. Moreover, to measure American Airlines' personality the Aakar's scale will be used, as it identifies 5 personality dimensions.

Firms Communication



Customers Reviews & Califications

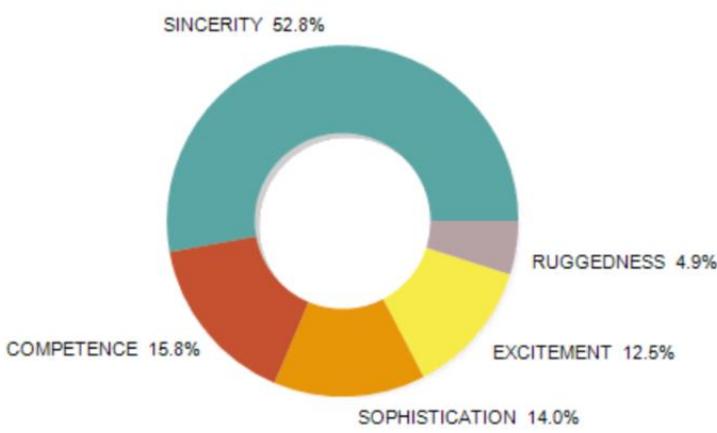


After reviewing American Airlines' positive and negative customer reviews and by using WordStat the 5 dimensions of personality were analysed based on their frequency and classified, determining which one is the most relevant dimension that shapes American Airline's personality.

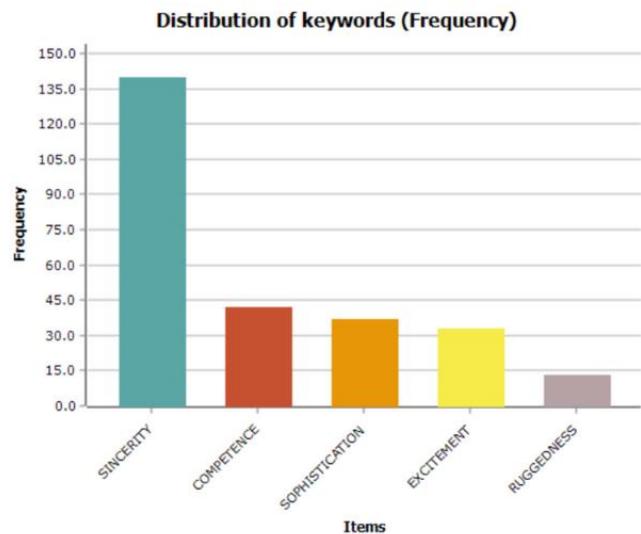
Table 1: American Airlines Personality

Personality Dimension	Frequency
Sincerity	140
Competence	42
Sophistication	37
Excitement	33
Ruggedness	13

American Airlines Brand Personality Dimensions



American Airlines Brand Personality Dimensions



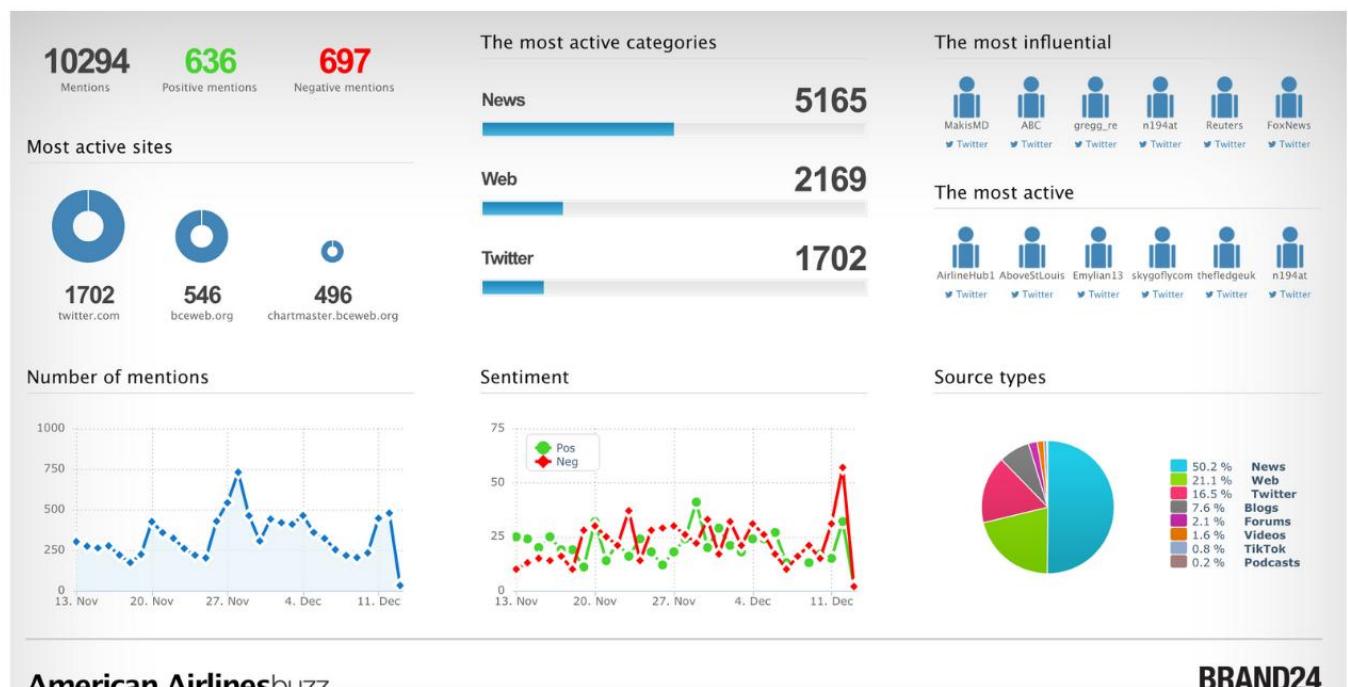
The analysis done of the Customer Reviews in Wordstat, and reviewing the Keywords in context and other analysis made separately and by reading multiple platforms, results show that Sincerity is the dimension that has major significance over American Airlines, followed by competence, followed by sophistication and excitement. The ruggedness dimension is the one that shows less significance over American American brand personality.



Since Sincerity is the dimension that in majority builds American Airlines personality it can be said that customers see the brand as trustful, helpful, friendly and down to earth. Moreover, AA is considered as a sincere brand because of its communication openness. They have extremely attention to communicate its ethical efforts, their commitment to the community, customer service, crew and environment. Its recent tagline "Going for Great", represents a feature of brand transparency staying the fact that they are not great but they are working on it, which is a great strategy for overcoming and addressing negative reviews and sentiments.

Using Brand 24 an analysis of the mentions of American Airlines was performed not only to understand the sentiments of the customers of the brand, but also for assessing the online presence of American Airlines owning a score of 65/100.

American Airlines Sentiment Customer Analysis



American Airlines Sentiment Employee Analysis



Source: Comparably (2022)

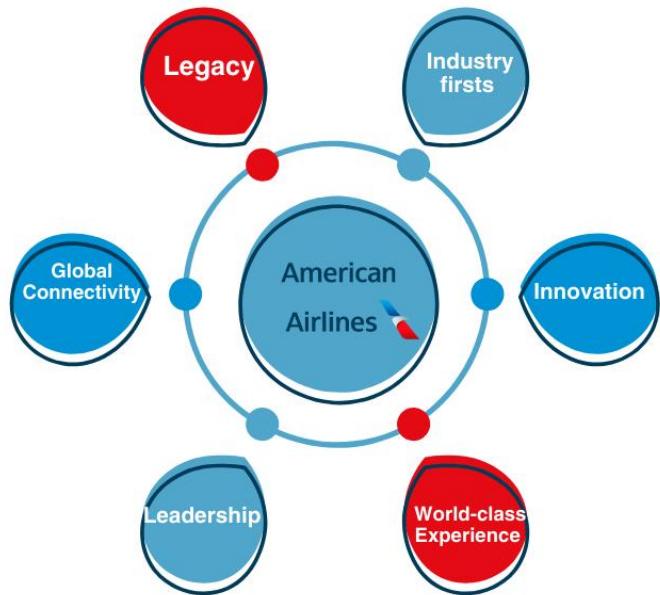
External customer sentiment regarding American Airlines as an overall is **negative**, meanwhile the internal customer (employee) sentiment overall is **positive**.



2.4 Positioning statement

Brand positioning, according to Janiszewska & Insch (2012) is the way a company wants customers to "perceive, think, and feel about its brand versus its competitors" (p.10). For American Airlines having a strong positioning is a critical element for their strategy and operation, as well as for creating differentiation and value.

American Airlines' positioning is created based on 6 key factors:



Legacy airline:

Customers associate the brand with legacy, and the brand positions itself specifically as 'The American legacy airline.' This is because it has more than 95 years in the market and is the largest passenger airline of the United States and world.

Industry firsts: the brand positions itself as the "the first", as they were the first in numerous milestones. According to American Airlines (2023), they were the first to hire a black commercial pilot, the first to hire a commercial woman pilot, the first to launch a loyalty program, the first to create airline lounges, the first US airline to include family seating, and is the first airline globally to have initiative for reducing its gas emissions.

Word-Class experience: American Airlines cares about offering a world-class experience to its customers. The largest US airline highlights its commitment to its customer experience both on the ground and in the air, taking care of the in-flight services, onboard amenities, and customer support.

Leadership: American has been recognized as a leader in the industry through various awards and honors. Plus one of its core attributes is leadership and they lead guided by the philosophy that every member is a leader, indeed in their cadet academy they train the leaders of tomorrow.



Innovation: American Airlines has made multiple efforts to innovate in almost every aspect of the company, not only by implementing eco-friendly initiatives (2023 Eco-Airline of the Year) but also by partnering with Microsoft & IBM to obtain cutting-edge technologies for enhancing the customer and crew experience. Moreover, the Airline according to Olavsrud, T. (2022) has undergone a digital transformation process by “turning to the cloud, leveraging AI, machine learning, and real-time analytics to minimize disruptions, streamline operations, and improve the travel experience”.

Global connectivity: American Airlines' positioning highlights its global reach to more than 300 destinations in the United States and internationally. This airline emphasizes that can efficiently connect passengers to various destinations worldwide with convenience and comfort.

Positioning is not only how the Airline is perceived or how it positions itself, but also for arriving at the proper position requires as cited by Janiszewska & Insch (2012) from Kapferer (1992) identifying points of difference and the points of parity associated with its competitors. American Airlines will be compared with Southwest Airlines, Delta Airlines, Spirit Airlines and United Airlines.

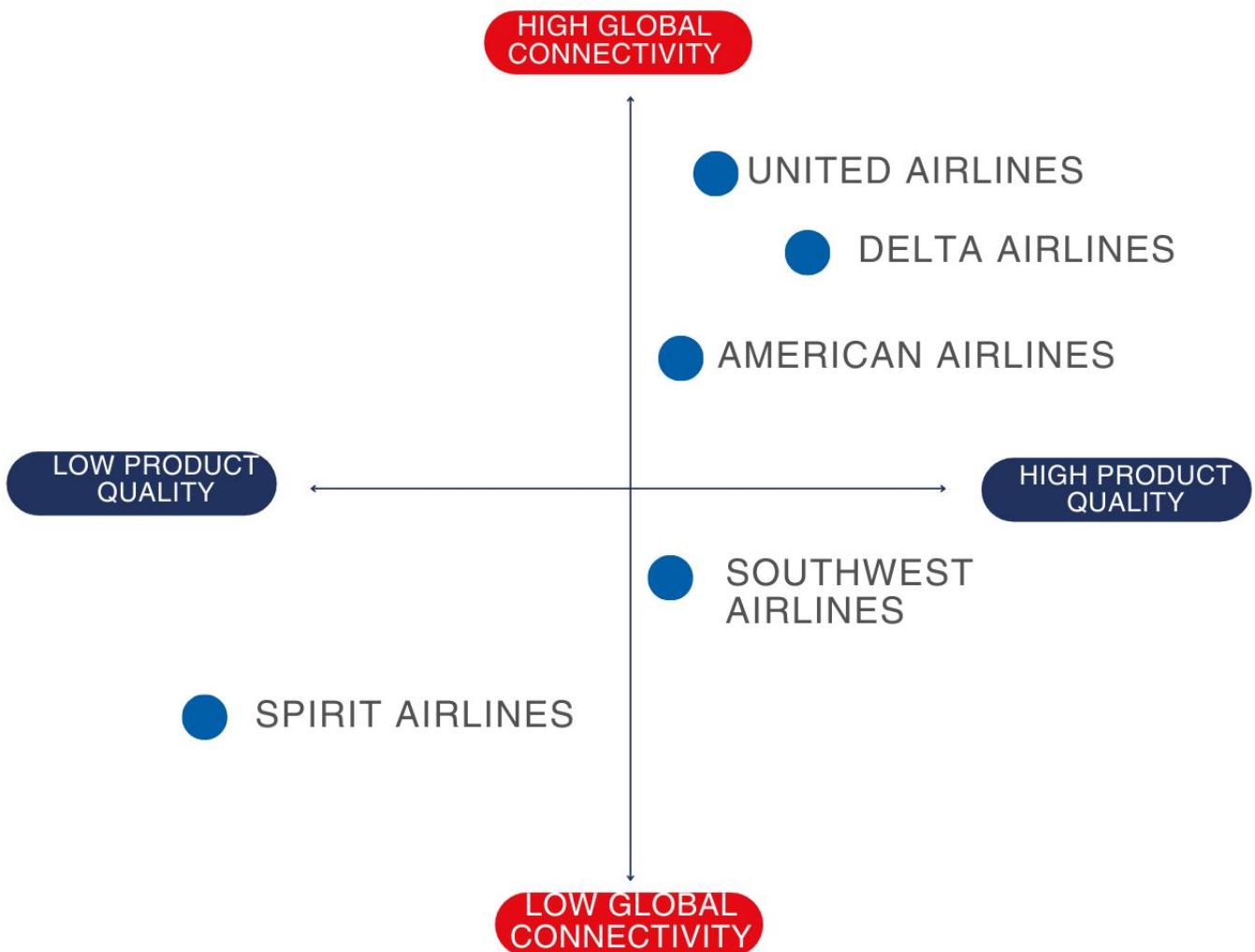
Table 2: Points of Parity and Points of Difference American Airlines

Brand Feature	American Airlines	Southwest Airlines	Delta Airlines	United Airlines	Spirit Airlines
Global Connectivity	365 destinations in the 5 continents (Point of difference)	107 destinations (Mostly domestic flights)	323 destinations	330 destinations only 120 destinations internationally	75 destinations (only 28 international destinations)
Prices (Convenience)	Medium-high prices 3.5 / 5 of pricing score - good considering the fleet and in-flight services- Good price-quality relationship	Low-medium cost 4.1/ 5 of price score	Low-medium prices 4/ 5 pricing score	3.2/ 5 Pricing score	Ultra-low cost airline in the USA 1.9 / 5 pricing score
Customer Service	3.6 / 5	4.2 / 5	4.1 / 5	3.2 / 5	1.6 / 5
Product Quality	3.5 / 5 of quality score	4.1 / 5 of quality score	4.2 / 5 quality score	3.3 / 4.5 quality score	1.7/ 5 quality score
Legacy and history	1925	1967	1926 Similar to AA	1926 (The same as Delta)	1992
Size	American Airlines fleet is the largest in the world, comprising 959 mainline aircraft. (Point of difference)	803 Boeing 737 aircraft in its fleet	955 Airbus and Boeing aircraft (similar to AA)	935 mainline aircraft	200 active narrowbody aircraft

After analysing the points of parity and points of difference of American Airlines and its competitors, is relevant to highlight that the main point of difference is the global connectivity of the airline, which is not only a key differentiator factor but also generates competitive advantage. However AA, should be aware of Southwest Airlines and Delta Airlines, since these two airlines are ranking superior than it in some other factors.

Finally, a Brand Positioning Map for American Airlines was made comparing two important criteria: product quality vs the global connectivity with its direct competition. This map determines that American Airlines still leaders in the global connectivity and its currently behind Southwest and Delta Airlines.

Brand Positioning Map



2.5

Brand Personas

Miguel, 35 years, Senior Consultant

Single, no children

As a consultant, his job includes flying regularly to meet with customers and define project strategies in person. Miguel treasures flexibility the most because there are often work cancelations/emergencies. Pedro values an uncomplicated and practical system with refundable tickets and changeable dates.



**Pedro, 61 years, Retired
Married, Three children**

Pedro has been retired for the past 6 months. Together with his wife, he has been exploring different locations around the world and plans to continue for the foreseeable future. Comfort is high on his list of priorities and he is always looking for the best first-class tickets. Pedro has no money reservations, but he expects to receive the proper luxury, safety, and convenience in each flight.

Maria, 42 years, Customer Service Manager

Single, One child

Maria is a travel enthusiast who books getaways from work whenever she can. Due to her many travels, she expects to have a proper loyalty program with upgrades, discounts, miles, and other personalized benefits. Overwhelmed with work, she likes to choose airline suggestions for accommodation, car rental, and experiences.



03



Symbols

3.1

Typography

For the name “American Airlines” the FutureBrand designers opted for a sans-serif wordmark written in dark blue, and an emblem, placed on its right. This actual typography is quite similar to the Helvetica font, which was in use between 1967 and 2013.

The decision to use a sans-serif typeface for American Airlines' branding, specifically the custom typeface "American Sans," involved a combination of design considerations and communication goals. Sans-serif typefaces are known for their clean, modern, and straightforward appearance, and they are often chosen for brands that want to convey a sense of simplicity, clarity, and contemporary style. (A. Mosi, 2021)

By choosing a sans-serif typeface, American Airlines aimed to present a contemporary image while avoiding trends that might quickly become outdated. In addition, the use of a custom sans-serif typeface like "American Sans" allows American Airlines to have a consistent and distinctive visual identity across all communication channels.

Typography

AmericanSans.
Modern.
Clean.

Source: (American Airlines, 2015)



3.2

Color Palette

The color palette used by brands is a crucial aspect of their visual identity and plays a significant role in conveying the brand's personality, values, and message. American Airlines advertising relies on a selected brand palette in order to maintain a readily identifiable identity. The color palette, red, blue, and white are the signature of the brand and it is associated directly with the American flag. The white head of an eagle hints at the national symbol. The red color reflects energy and passion and the blue stands for excellence, a sense of duty, and trustworthiness. (American Airlines, 2015)



French Blue
RGB: 0120 210
CMYK: 100 43 018

Charcoal
RGB: 54 73 90
CMYK: 0 40 19 0 65

Venetian Red
RGB: 195 0 25
CMYK: 0 100 87 24

Cadet Gray
RGB: 157 166 171
CMYK: 8 3 0 33



3.3

Logo + symbols + characters



Source: (1000 Logos, 2023)

American Airlines is an airline with one of the strongest visual identities of all time. The original logo for American Airlines was created by Goodrich Murphy and comprised a white eagle, with its wings spread upwards. The redesign of 1945 kept the eagle as the main symbol of the air carrier but changed the style and the color palette of the visual identity. In 1962 the logo was reimaged, bringing back the colors and concept of the brand's first logo. In 1967, Massimo Vignelli was commissioned to create a new symbol that gives the brand a new look and yet still keeps it close to its origin.

Finally in 2013, the new logo that the brand received attempted to give the brand a new look that would liven it up and give it something fresh. Something different. Something that traditional airlines wouldn't have and that would be known for the rest of history and easily identified by the public. The symbol is called "The Flight Symbol" and completed its goal with a beautiful and strong logo that stands out amongst the crowd of logos in the world. (Hatchwise, 2021)



3.4

Imaginary

Brand Imagery involves conveying the fundamental message of a brand through visual elements, evoking specific emotions and feelings. This aims to effectively communicate with the target audience, establishing a strong emotional connection. When discussing brand imagery, we are delving into the realm of imagination, exploring what perceptions consumers hold about the brand and how it manifests in their thoughts and emotions.

American Airlines' brand imagery is meticulously crafted to inspire a spirit of adventure, excitement, and boundless opportunities. The American Airlines logo features an image of a wide-winged eagle designed in metallic colors, this design combines with the colors of the American flag, reflecting the company's strong, free and reliable image. Company motto : "The World's Greatest Flyers Fly American."



What comes into your mind when you think of American airlines?

Reliability, Comfort, Innovation

”



What does American Airlines feel like ?

Excitement, Adventure and Discovery.

”

What colors come to mind ?
Silver, Red, White and Blue.



Which associations American Airlines brings into your mind ?

Travel, Discovery and New experiences.

”

What does a consumer feel when you think about the American Airlines ?

Freedom, Opportunity and New beginnings.



3.4 Jingle



American Airlines has revealed a fresh jingle signaling a commitment to an outstanding travel experience. Titled "Here to Inspire Travel, Connect You to the World, and Care for You on Life's Journey. You are Why We Fly," the catchy tune replaces a decades-old melody. The upbeat tempo and optimistic lyrics convey the excitement of flying, emphasizing the airline's dedication to global connections and passenger well-being. This update aligns with American Airlines' modernization efforts and caters to the evolving expectations of today's travelers who seek enriching experiences beyond mere transportation. The new jingle reflects the airline's pledge to provide memorable journeys that inspire and connect with passengers.

3.5 Packaging



Over the years, American Airlines has strategically employed packaging and promotional products to boost its brand and engage customers effectively. One initiative involves the introduction of exclusive amenity kits for premium cabin passengers, these kits include scented lip balms and lotions presented in specially crafted Shinola bags. This aligns with Keller's (1993) concept of brand equity, emphasizing the role of distinctive packaging in shaping brand image and fostering customer loyalty. Additionally, partnerships with ESM Branding for event giveaways, such as branded charging cables in custom packagings, highlight American Airlines' strategic use of packaging for marketing and brand reinforcement. The airline's online store further extends its brand presence, allowing customers to purchase branded merchandise, a move in line with Aaker's (1991) brand identity framework, strengthening brand associations and identity across various contexts.



4.

Conclusions: Brand image vs Brand identity of AA

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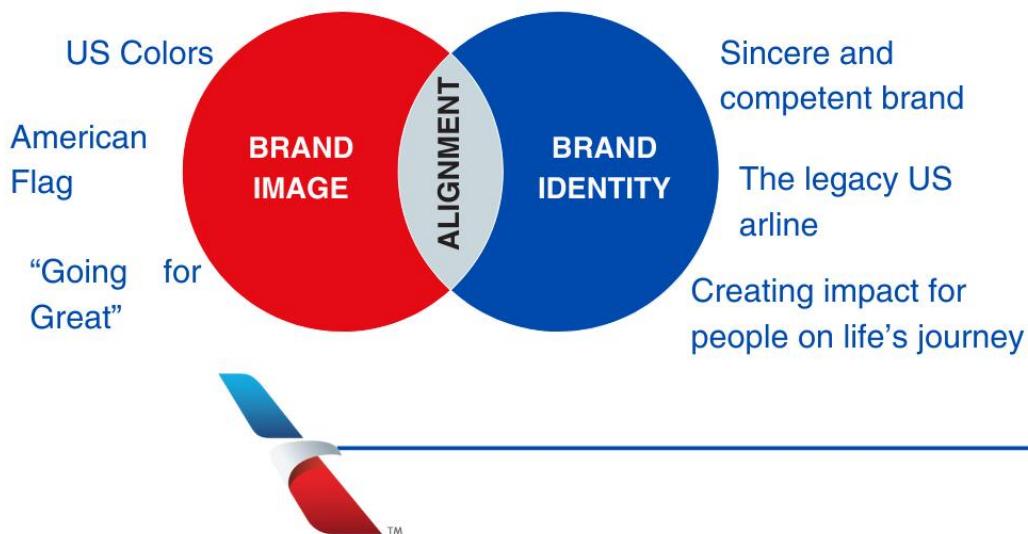
*“A set of ideas and features that a **company** wants people to connect in their minds with its products or brand” - Brand Identity (Cambridge Dictionary)*

American Airlines is dedicated to providing **safe, dependable, and friendly** air transportation to customers. They are committed to having proper customer service, where the client expects to receive information regarding delays and unforeseen difficulties, but also about special loyalty offers and promotions. This commitment extends to the onboarding procedures and in-flight cabin crew practices, where customers receive sympathetic, supportive, and professional treatment. Overall, AA's biggest concerns are the comfort, safety, and satisfaction of their customers trying to reflect these values by its logo, colors, communication and elements.

*“A set of features and ideas that **customers** connect in their minds with a particular product or brand” - Brand Image (Cambridge Dictionary)*

”

On one side, customers are pleased with what American Airlines represents, specially for the US, it's legacy, reputation, personality, competence and what the brand stands for. They value their **friendly** Cabin Staff Service and the 'Seats' **comfort**, the food and Beverages, the American Airlines content to make any journey more **enjoyable** and, therefore, the In-Flight Entertainment. Additionally, the option to purchase Wi-Fi packages during the flight provides the passenger with a **better experience**. However, most customers do not believe that the money compensates for its value and the airline, preferring other options over it.





As a result of its strong brand identity and sincere personality, American Airlines is one of the world's most recognized and respected airlines, meaning that it is a powerful brand and has a solid brand equity. Moreover, as seen before it has an alignment between its image and its brand identity.

American Airlines' brand identity is consistent across all its touchpoints, from its logo and tagline to its marketing campaigns and customer service. This consistency helps to reinforce the brand in the minds of consumers. American Airlines' authentic brand identity reflects the company's values and mission. This authenticity helps to build trust and loyalty with customers. American Airlines' brand identity is dynamic and evolving, as the company continues to innovate and grow. This dynamism helps to keep the brand fresh and relevant.

Overall, American Airlines' brand identity is a key asset that helps the company differentiate itself from its competitors and build a strong connection with its customers. However, due to recent external events and challenges, plus the growing competition American Airlines need to be aware of negative reviews and try to reinforce its image by addressing negative experiences and sentiments of their consumers to keep this existing alignment.



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