

DOMESTIC MARKET

For Qantas Australia

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PHASE 1

OPPORTUNITY IDENTIFICATION

1.1 COMPANY OVERVIEW

Qantas is Australia's leading airline in the domestic sector possessing 58.1% (Jeswanth, 2024) of the market share, generating a profit of \$1.06 billion in 2023 (Barrett & Visontay, 2023). Qantas' current decline in market share is derived from diminished consumer trust, lack of perceived value and failure to identify current consumer trends in the market.

In the Roy Morgan Risk Monitor Survey (2024), Qantas was ranked the 2nd most distrusted company in Australia, a result of practices in misleading customers and numerous flight cancellations (Loussikian & De Krester, 2023). In part of misleading customers, the company is facing criticism regarding the reduction of power of the Qantas Frequent Flyer Points, with constant complaints concerning the high number of points needed to redeem flights (Ironside, 2024).

Such issues contribute to the market conditions Qantas is currently facing, where lack of customer satisfaction have compelled customers to choose competitors.

1.2 MISSION STATEMENT

Given such issues have majorly contributed to Qantas' decline in market share, the following mission statement has been developed:

To address Qantas' current business problems through leveraging emerging market trends and innovation, enhancing brand competitiveness, thereby improving its position in the market.

The statement positions Qantas to respond to the evolving preferences of their customers' behaviour, building a platform to better meet the dynamic changes in Australia's domestic airline market. Through emphasis on innovation and competitiveness, the statement aims to not only recover Qantas' lost market share but strengthen their brand identity and brand image as the leader in this industry.

1.3 AREA OF OPPORTUNITY

The identified area of opportunity is situated in addressing the emerging trend of customers' value in privacy and hygiene safety in the in-flight domestic travel experience. Since COVID-19, there has been a growing concern for cleanliness with an increased demand for products and services that prioritise well-being in such spaces of the economy airline market (Cusmano, 2021). Additionally, research has found that interpersonal distance is one of the most valued factors of a passengers flight experience (Wang et al., 2021), emphasising the need for innovative solutions such as increased privacy seating or safety products.

1.4 FACTORS OF DEMAND, SUBSTITUTE PRODUCTS, PRODUCT PORTFOLIO

Due to the pandemics travel restrictions, there has been a strong revival in domestic travel (Kritikos, 2023), with Generation X representing the largest demographic of domestic flyers (Roy Morgan Research, 2019). This generation, who earn a higher than average income are found to be more willing to spend on discretionary categories such as airlines (Adams et al., 2024). As Qantas primary target audience, these driving factors emphasise the importance of enhancing the in-flight experience to appeal to consumer preferences and strengthen loyalty.

Additionally, the wellness sector has been growing 5 to 10% annually (Adams et al., 2024), driving the importance of incorporating hygiene safety in customers in-flight experience. Such increase indicates the shift in expectations, where the wellness aspect of consumer experiences has become increasingly important.

Within this area, Qantas competes with peer companies such as Virgin Australia who recently introduced ribbed backing on their economy seat to increase passenger ergonomics (Clarkson, 2023) and Emirates offers seating which also incorporates an adjustable headrest and lumbar support (Gouvaliet et al., 2006). However, Qantas competition have failed to effectively target high user-friendliness and high health-consciousness simultaneously (Appendix 2). This competitive landscape presents an opportunity for Qantas to differentiate itself by appealing to consumers who are both health-conscious and comfort-oriented.

The new product opportunity aligns with Qantas' product portfolio of premium offerings to create a more compelling and value-added in-flight experience. As Qantas meets the evolving needs of its consumers, it enables Qantas to maintain its competitive edge and consumer loyalty which has lacked recently.

1.5 TARGET MARKET

Seen in Appendix 1, the development of our product innovation charter culminated the following statement: Qantas, the national airline of Australia, provides the service of transporting passengers internationally and domestically within Australia. Currently, the organisation is losing market share due to lack of trust of customers, diminished economic quality and increased customer disruptions during their experience with Qantas' services. The customers of Qantas are majoritively of the Generation X (44-59 years old) who are highly educated professionals, travelling for either work or leisure. The customers are primarily located in Australia, in large cities making a high income. Qantas aspires to increase market share to 60% by 2026 through revolutionising domestic travel flights, catering new products to the segment of customers travelling for leisure. This new product will improve Qantas' current product line, drawing in new customers, whilst improving brand quality and brand image. Qantas will leverage the current aviation condition within Australia, to increase market share as our main competitors have gone into involuntary administration or have downsized. Personalisation and customer data will be used in our approach, targeting unidentified customer needs.

1.6 PRODUCT INNOVATION CHARTER (PIC)

Seen in Appendix 1, the development of our product innovation charter culminated the following statement:

Qantas, the national airline of Australia, provides the service of transporting passengers internationally and domestically within Australia. Currently, the organisation is losing market share due to lack of trust of customers, diminished economic quality and increased customer disruptions during their experience with Qantas' services. The customers of Qantas are majoritively of the Generation X (44-59 years old) who are highly educated professionals, travelling for either work or leisure. The customers are primarily located in Australia, in large cities making a high income.

Qantas aspires to increase market share to 60% by 2026 through revolutionising domestic travel flights, catering new products to the segment of customers travelling for leisure. This new product will improve Qantas' current product line, drawing in new customers, whilst improving brand quality and brand image.

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PHASE 2

CONCEPT GENERATION

2.1 CONCEPT 1

The first concept is a domestic loyalty program aimed to improve the flying experience of Qantas business flyers. To be eligible, passengers must complete 5 flights in 2 weeks. Upon joining, program members can book seats with additional power sockets for electronic devices and expanded tray table space, built only within the first 3 rows of the aircraft. With 39% of business men claiming to have larger workloads during flights (Crowley, 2024), this concept follows a work centric approach, providing a better workspace during flight for business travellers.

2.2 CONCEPT 2

Concept two, Well Flight Well Mind (WFWM) flights, captures the demand for more wellness-focused practices of air travellers. There would be an option to upgrade the standard flights to WFWM flights for certain domestic routes. The concept will include foldable footrests, dynamic cushioning, and transparent panels between seats. The transparent panel works as a partition between passengers to fulfil the need for interpersonal distance and privacy during flights, while also preventing aircraft respiratory diseases (Bricknell, 2020). The ergonomic cushioning and footrests, through the massage feature, can enhance comfort and wellness by promoting blood circulation and alleviate back pains and neck pains - Generation X's common issues (Heuser Chiropractic, 2024).

2.3 EVALUATION

The two concepts are mainly different in their focus and benefits. While the business loyalty program aims to improve the value of loyalty programs with a work-oriented focus, the WFWM flights meet the rising need for well-being in the aviation industry and address the wellness concerns of the target market. Such emphasis on privacy and hygiene caters to high-income and health-conscious consumers who are willing to pay more for a quality travel experience.

PHASE 3

CONCEPT EVALUATION

3.1 CONCEPT BOARDS

CONCEPT 1: BUSINESS LOYALTY PROGRAM - DOMESTIC

As a frequent flyer for business, I am constantly inconvenienced by my travels, where I am unable to efficiently carry on in my work day during my flight.

Introducing the improved **Qantas Business Loyalty Program!** The new aspect of our program provides in-flight noise canceling headphones, multiple plug-ins and portable chargers for each seat - giving you the ability to turn your flight into **your office**.

Joining the Business Loyalty Program, gives you the ability to access this new feature of the program.

Simply buy the business tickets for your domestic flight, and this package will be yours.

Condition to enter: complete 5 domestic flights with Qantas in 2 weeks



CONCEPT 2: WELL FLIGHT, WELL MIND



Usually your holiday starts at your destination. Now, with Qantas, your relaxation starts with your first step on the plane.

Introducing **Qantas Wellness Flights** – where comfort meets well-being. Experience ergonomic seating that supports your body, and a pull-out panel to provide privacy in economy class seating.

For **health-conscious** travelers, retirees, and “bleisure” explorers, Wellness Flights offer the **peace** and **comfort** you deserve. Travel in a way that nourishes both body and mind.

Book your next flight with Qantas and discover how Wellness Flights can transform your journey into something truly revitalizing.

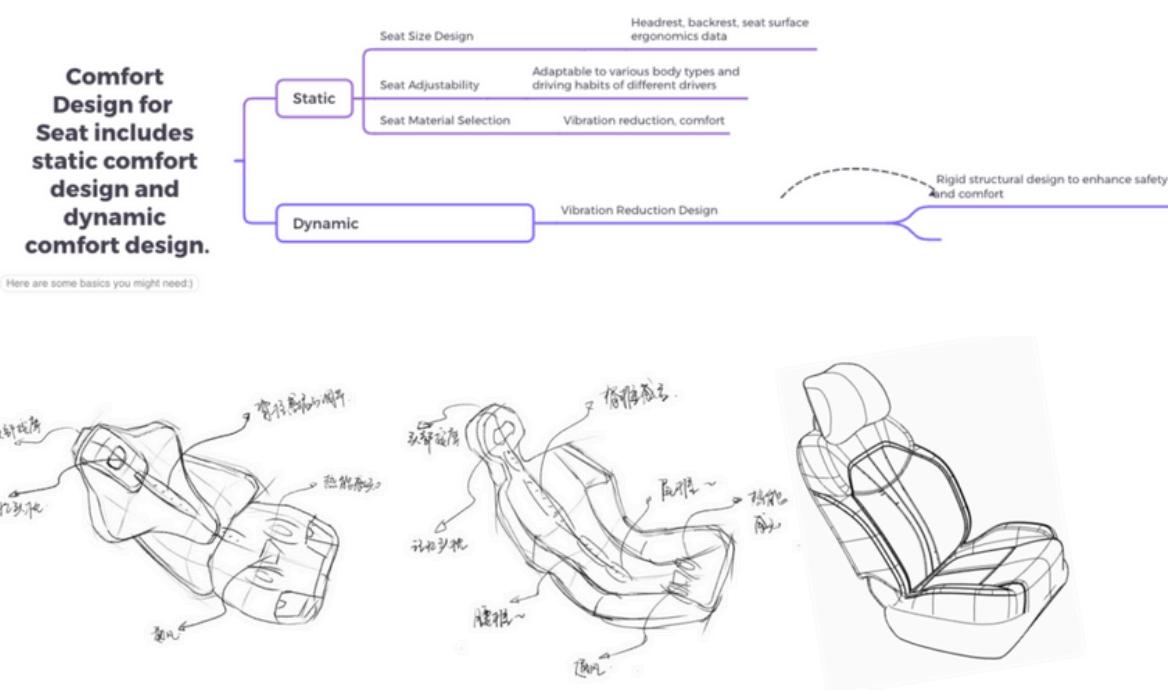
Conditions: Book the ‘wellness’ plane tickets



3.2 FULL-SCREEN ANALYSIS

(a) Function, style, design

In the process of refining our ideas, we have considered the lack of unified standard for ergonomics (Karwowski, 2006). In developing the cockpit design, we aim to standardise equipment size, materials, environmental and design elements, thus integrating ergonomics in design solutions (Helander et al., 1995). Design sketch for ergonomics chairs are conducted based on this idea (Appendix 10).



(b) Concept evaluation

We conducted a concepts scoring matrix on 6 criteria for evaluation (Appendix 9). For functions styles and design iteration, to ensure that our proposed concepts effectively meet market needs and consumer expectations, we will adopt A/B testing methodology. This process will involve an in-depth quantitative assessment of the target group through data collection methods such as questionnaires.

The surveys are released by our group members which separate the questions into the 10 quotations that are used to ask the customers in terms of questioning about the segmentation, 20 people to investigate perceptions about each concept with functionality to decide which one is better match the markets (Appendix 7).

Results data (Appendices 6 & 8) reveal that as enhanced comfort and wellness are the key criteria for concept evaluation, concept 2 appears more attractive and feasible for development.

PHASE 4

PRODUCT DEVELOPMENT

4.1 FINAL CONCEPT

Based on the previous phases of the product development process, it has been decided to proceed with Concept 2: Well Flight, Well Mind. The product's attributes will be outlined in the Crawford Framework (2015). The product consists of unique features: ergonomic seating, transparent sliding panel With the new seating system, passengers can leverage the massage functions and create a comprehensive wellness-focused environment, therefore addressing key comfort and in-flight health needs (benefits). The concept is chosen based on the following criterias:

(a) Primary Research Results

Based on the third stage of concept evaluation, primary research from the questionnaires shows a gap between the two concepts, Concept 1 scoring 4.2 and 4.5 by Concept 2. This suggests a stronger interest in wellness features, partially indicating high acceptability that Concept 2 aligns better with emerging trends of wellness needs while travelling.

(b) Main Drivers of Product Development

Meet consumer changing needs: Concept 2 is designed to meet the in-flight wellness needs of leisure and bleisure travellers in correspondence to the emerging trends identified in Phase 1. By addressing the emerging trend, Qantas can differentiate its brand in the competitive domestic market, capturing market share through prioritising passenger's evolving needs.

Create differentiation: Currently, there are no Australian domestic airlines which offer such a product. As Qantas focuses on the ergonomic seating system with more emphasis on body comfort and journey experience, they differentiate from competitors .

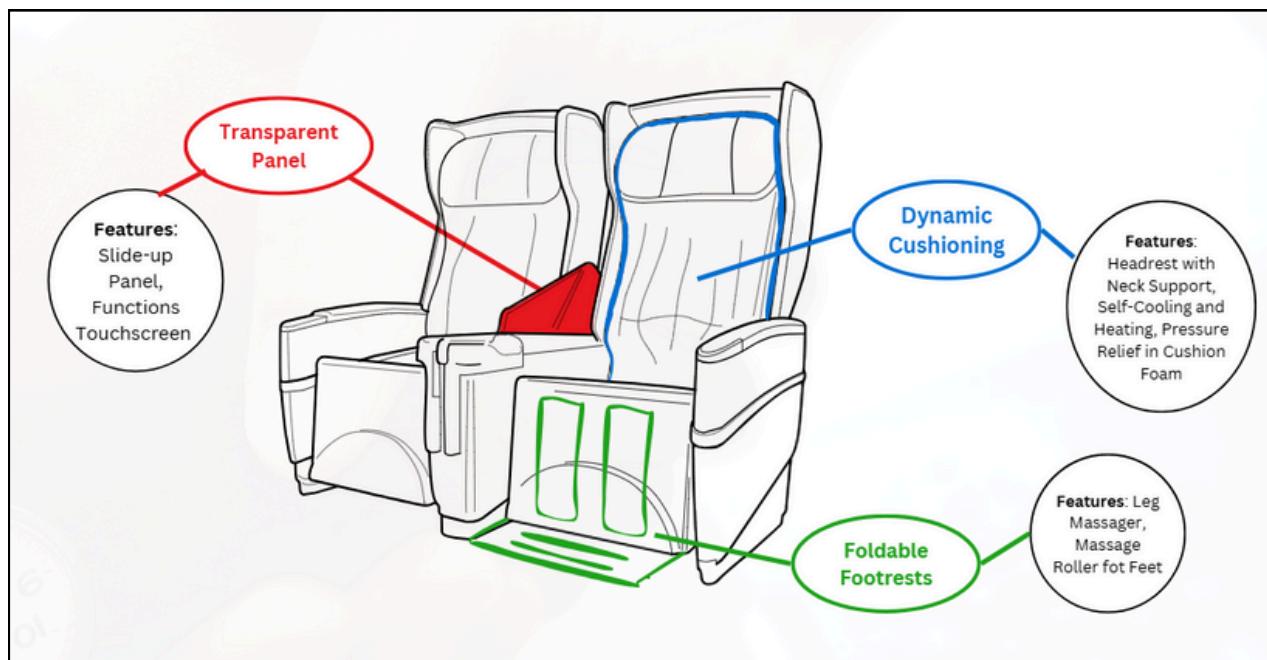
Weak growth in existing market: Given that Qantas is currently losing market share, the company must introduce an innovative product which captures consumers attention and maintain the position as leader in the domestic market.

(c) Consideration of Target Market

With consideration of Generation X, Qantas' primary target market for this opportunity area, Concept 2 demonstrates a stronger alignment with the demographic. According to Adams et al. (2024), there is a growing demand for wellness among this generation as consumers show willingness to pay more for products that address their well-being. Thus, the emphasis on wellness is crucial to build loyalty for Qantas.

Common health challenges during flights include the risk of blood clots in the legs caused by prolonged immobility and muscle tension, resulting in backaches and excessive fatigue (Qantas, 2024). Concept 2 aims to address these issues through its unique features, forms, and benefits. In particular, research from Hillegass et al. (2016) demonstrates physical therapy's significant role in mitigating Venous Thromboembolism (VTE), the formation of blood clots. Additionally, massage therapy, a highlighted feature of Concept 2, not only reduces back pain but also improves muscle function, which provides a non-pharmacological solution to manage in-flight discomfort and align with the priorities of Qantas's target market (Elder et al., 2017).

4.2 PRODUCT DESIGN



Following Crawford (2015), the ‘ergonomic seating’ design includes several innovative features aimed at enhancing passenger in-flight comfort with focus on “Difference” and “Meet Consumer Needs” contributions of design. This design process is conducted to satisfy the initial Product Innovation Chart, which links directly with Qantas problems, opportunities and goals.

Firstly, the transparent sliding panel between seats offers a customizable barrier that can help prevent the spread of respiratory infections, therefore creating a comfortable zone for each individual. Moreover, Dynamic Cushioning - including a headrest for neck support, pressure-relief features and self-cooling and heating functions, significantly contributes to the greater experience and adaptability for passengers. For a more advanced and unique seating design, foldable footrests equipped with leg massagers and massage rollers can support circulation and reduce the risk of blood clots, addressing potential blood-flow concerns, one of the common problems mentioned by Qantas (2024).

The design of the concept satisfies all principles of universal design (Crawford, 2015) with emphasis on wellness and uniqueness. This enhances the product’s adaptability to passenger needs, providing an intuitive and flexible system that is easy to use and well-suited to the target market. Considering that older adults may face challenges with new technology, the design prioritises simplicity, reducing the need for complex instructions, with the minimization for the consequences of inappropriate use. This design approach ensures the benefits of product’s features for passengers of all ages, including target market, aligning well with user preferences and further development in meeting consumer needs.

4.3 SHORTFALLS AND SOLUTIONS

(a) Shortfalls

According to the International Air Transport Association (IATA, 2023), the initial installation cost associated with upgrading aircraft seating can be costly, especially when considering the numerous seats involved in the big project. The increasing focus on wellness amongst Generation X may lead to greater willingness to invest in the concept. However, offering specialised products tailored for unique needs can narrow down the market if Qantas seeks to expand, limiting access to a larger audience.

With additional features, the seat weight could increase leading to increased fuel consumption, greatly impacting the aeroplane’s operation process. Research from Airbus (2024) found that each kilogram of weight directly impacts fuel efficiency, which can be considered important as the aeroplane industry now increasingly focuses on sustainability.

(b) Solutions

To address potential challenges that Qantas might encounter when adopting the product, implementing lightweight and sustainable materials in new seating production not only supports sustainability goals but also mitigates the cost associated with potential increases in fuel consumption due to additional weight.

To enhance Qantas's domestic market share and address consumers' willingness to pay, a sustainability-focused marketing strategy can be introduced, concentrating on sustainability as a unique selling point and encouraging initial trial and adoption among passengers, from both target and non-target markets by employing personalised promotions.

PHASE 5

LAUNCH

5.1 STRATEGIC LAUNCH PLAN

(a) Strategic Givens

As outlined by the PIC, this launch aims to increase Qantas' market share, profitability, and customer trust by 2026. The first given to the product launch is increasing Qantas's market share to 60% and further expanding the market share gap to 30% compared to its competitors. For profitability, the given is gaining a profit margin of 10%. The last strategic given will combat the decreased customer trust by increasing the current customer satisfaction index of 84% (Appendix 3) (Roy Morgan Research, 2020) to 90%.

(c) Strategic Platform Decisions

For Type of Demand Sought, the proposed new product concept follows a product improvement strategy, we aim to trigger a replacement demand by migrating domestic leisure flyers to choose the WFWM flights (Crawford, 2015)

Additionally, we would apply the In to stay if goals are met strategy for Permanence and Cautious entry strategy for Aggressiveness as we are uncertain about the product's market performance. With this strategy, if competitive capability is inadequate, we can easily escape the market to mitigate financial loss (Crawford, 2015).

As Qantas is suffering from a negative image of poor services with high prices (Frost, 2023), the new product requires a major change to the existing image strategy for the Image dimension. The new image will emphasise quality amenities through a wellness lens, enhancing the perceived value of the flights and to justify the pricing.

(c) Strategic Action Decisions

The benefit segmentation strategy will be implemented with health-consciousness and user-friendliness as key benefits sought (Appendix 2). Regarding competitors, although peer companies excel in one area, they often fall short in the other, indicating a market gap for WFWM flights to meet both needs. Our segmentation therefore includes health-conscious leisure travellers with a wellness-oriented lifestyle.

Our target market comprises Qantas customers aged 44-59 who value wellness and relaxation during their travel experiences. This is because Qantas customers tend to travel for leisure, and Generation X passengers are more willing to invest in high-quality flights, with an average spending of \$914 for travelling (Statista, 2024a; Blueprint, 2024).

Following the attribute positioning approach, the WFWM flights will be positioned under the tagline “Luxury Meets Wellness”, emphasising the integration of user-friendly and health-focused features. The tagline captures the focus of the product, Wellness, whilst emphasising the luxurious in-flight experience, enhanced by comfort and ergonomic support for passengers. With the product, Qantas flyers are less exhausted with less health concerns when flying.

(d) Tactical Launch Decisions

Tactical launch decisions will focus on raising awareness and fostering positive attitudes towards Qantas through promoting a comfortable and health-focused flying experience.

Firstly, as 48% of Generation X discover new products primarily on YouTube (Needles, 2023), 15-30 second advertisements will play on YouTube, directing viewers to the Qantas website for more information. YouTube's various targeting options can allow customisation to ensure ads reach the broader target market (Joplin, n.d.).

Simultaneously, considering 57.8% of Generation X watch TV, advertisements on television channels such as ABC will also be implemented, showcasing the WFWM aircrafts and key features, raising awareness of the product.

Finally, frequent flyers and subscribed users will receive promotion emails regarding the new program and discounts. As 59% of Generation X value emails as a marketing channel (Data Axe, 2017), this approach will ensure the demographic feels appreciated, thus developing positive emotions that cultivate customer loyalty and repeat purchases (MarketingPlatform, 2023).

5.2 VALUE PROPOSITION

In the short term, the main vision of this launch is raising awareness of Qantas and its future plans among its target market and attracting potential customers with wellness-focused lifestyles. Simultaneously, we plan to address the growing consumer trend toward well-being practices in aviation and to restore customer trust in Qantas.

The long-term vision seeks to strengthen consumer loyalty and competitiveness by increasing market share, widening the gap with competitors, and generating profits. Its unique wellness-oriented approach, supported by a strategically realistic launch plan, underscores its viability and profitability for potential investors.

5.3 SALES AND PROFIT FORECAST

The A-T-A-R forecasting model will be adopted to conduct sales and profit forecast for 2026 - a year after the product launch.

Due to the rising demand for domestic travel, we expect a 1% annual increase from the current number of domestic aviation passengers of 5.32 millions (BITRE, 2024). Therefore, the expected buying unit is 5373200 passengers.

As a current domestic flight ticket costs 537-760\$ (Appendix 4), we will place our WFWM flights with a 10% increase from the average price (578\$), at 636\$ per ticket (Heffernan, 2024). This pricing is viable as it is within the price range our target market are willing to pay (914\$) (Blueprint, 2024). We also expect the annual cost for advertising at 366\$ for a passenger (TheWorldCounts, 2024).

The tactical launch decisions promote 48-59% of awareness. Averaging these numbers, we project 55% awareness in our target market of Generation X health-conscious leisure travellers.

We anticipate a 22% trial rate of customers aware of the WFWM flights, as 22% of Qantas customers are innovators or early adopters of new products (Statista, 2024a).

For Availability, WFWM Flights will be offered on 20% of Qantas domestic flights, focusing on major routes between Melbourne, Sydney, and Brisbane (Statista, 2024b).

Given that Generation X often demonstrates higher loyalty than other generations and 43.9% of leisure travellers repeat purchases for their preferred airlines, we project a 43.9% repeat rate (Bedgood, 2024; Fernandes, 2023). As an average leisure traveller fly 2.3 times annually, the number of additional units bought by the repeater a year is 1 (Banister, 2018).

By applying the A-T-A-R formula, we expect the sales forecast at 187115 passengers and profit forecast at 50483692.33\$ (Appendix 5).

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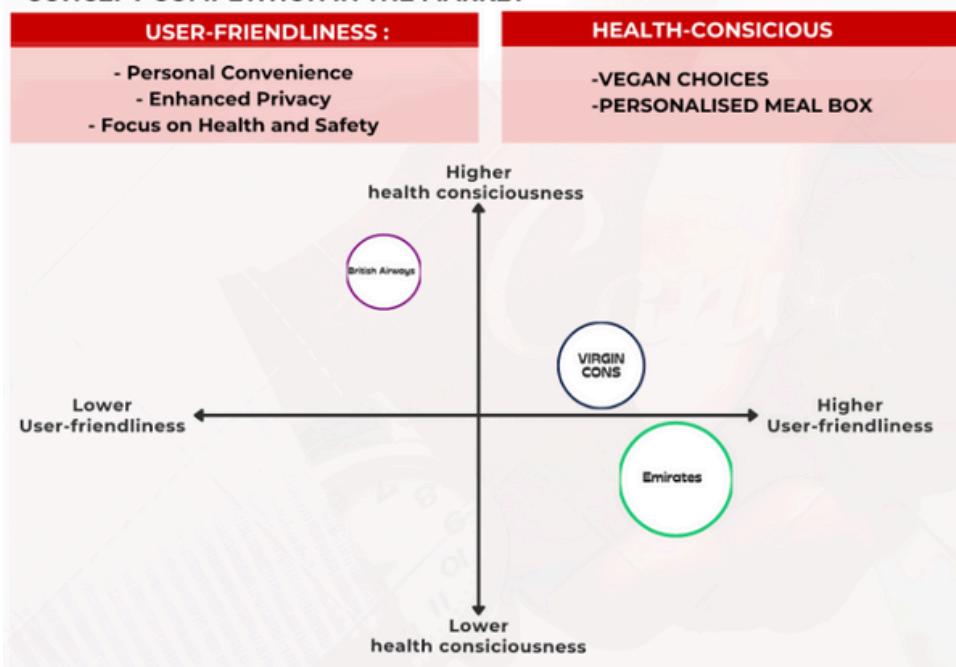
APPENDIX

Qantas: Product Innovation Charter

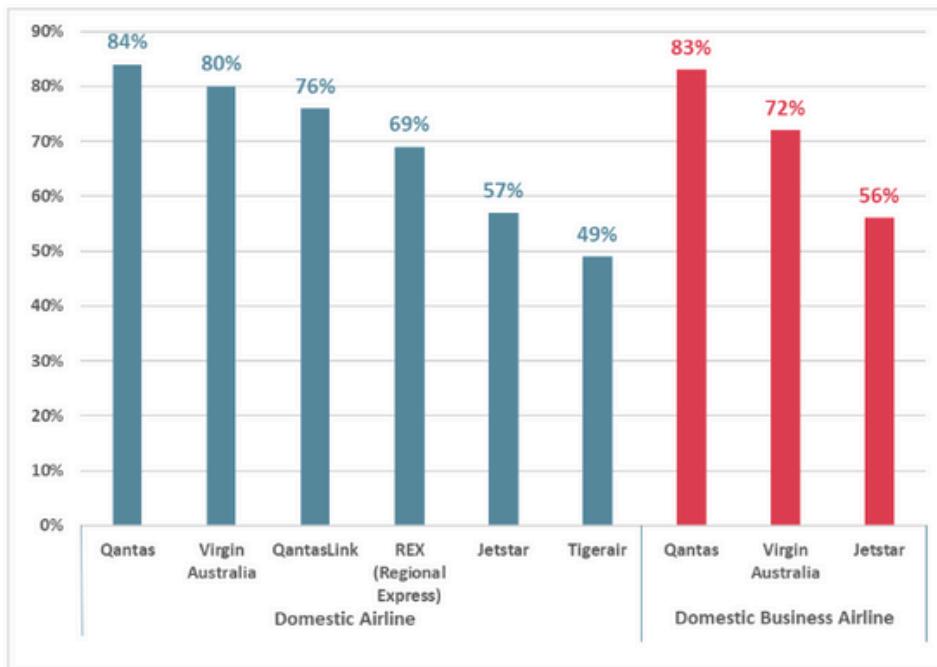
Background	Who are we, and what do we do? <ul style="list-style-type: none"> - Airline service providing travel domestically and internationally - Leader in the market
Focus	Who are our customers? <ul style="list-style-type: none"> - Recreational, leisure and business travellers What are their demographics? <ul style="list-style-type: none"> - Most likely to be aged 50 to 65 years old - Highly educated - Higher than average income - Located in Australia - Higher discretionary income What are their behavioural traits? <ul style="list-style-type: none"> - Enjoy travelling - Willing to spend more for a value-added experience
	What technology/core competency do we leverage? <ul style="list-style-type: none"> - Artificial intelligence - Qantas is a larger company than competitors, hence, the company has access to more resources and capital
	What is our marketing plan? <ul style="list-style-type: none"> - Emphasise Qantas' premium offerings through emphasis on enhance consumer comfort and hygienic practices - Advertising and marketing campaigns will target Gen X as they are the market to most respond to the value-added in-flight experience
Goals and Objectives	What do we want to accomplish? <ul style="list-style-type: none"> - Improve customer satisfaction and regain lost market share - Increase customer loyalty and reinforce positive brand image - Address emerging trends in the industry
	What are our growth expectations? <ul style="list-style-type: none"> - Aspire to increase market share - Gaining profit margin of 10% in first year - Increase market share to 60% by 2026
	Any other important factors to consider? <ul style="list-style-type: none"> - Increase in Australian domestic competition - Increase in recreational travel and business travel decreases due to the increase in technology
Guidelines	How should we time our entry into the market? <ul style="list-style-type: none"> - ASAP
	How much risk are we willing to take? <ul style="list-style-type: none"> - Moderate risk to ensure maintenance of brand image and to align with financial sustainability

Appendix 1: Product Innovation Charter

■ CONCEPT COMPETITION IN THE MARKET



Appendix 2: Competitor Product Analysis



Appendix 3: Customer satisfaction among airlines in 2019

Average booking price of return flights booked on Webjet

At the end of the July:

- Melbourne to Sydney \$385
- Sydney to Brisbane \$420
- Brisbane to Melbourne \$490

At the end of the October:

- Melbourne to Sydney \$537
- Sydney to Brisbane \$437
- Brisbane to Melbourne \$760

Appendix 4: Customer satisfaction among airlines in 2019

	Buying unit	Awareness	Trial	Availability	Repeat	Additional unit	Price	Cost	
Expected	5373200	55	22	20	43.9	1	636	366	
Sales forecast	=	$\text{Buying unit} \times \text{Awareness\%} \times \text{Trial\%} \times \text{Availability\%} \times [1 + (\text{Repeat\%} \times \text{Number of additional unit})]$							
	=	187115							
Profit forecast	=	$\text{Sales forecast} * (\text{Price} - \text{Cost})$							
	=	50483692.33							

Appendix 5: Sales and profit forecast

Concept 1: Business Loyalty Program A/B Testing of Window Panel Design Objective: Assess the impact of different window panel designs on business passenger privacy and productivity during flights. Group A: Provide standard, fixed window panels between seats. Group B: Provide adjustable window panels with options for varying levels of privacy, allowing passengers to modify the panel's height and transparency. Indicators: Passenger focus and concentration levels, satisfaction score, and perceived privacy and productivity during the flight. Test Methodology: Assign two groups of passengers to use the different window panel designs during the flight. At the end of the test, have them complete a questionnaire to rate their experience, specifically evaluating work productivity, comfort, and privacy. 2.A/B test of electric support facilities Objective: to compare the effects of different electrical support facilities on passengers' ease of work and satisfaction. Test Group: Group A: Provide only one power socket and standard USB port. Group B: Multiple power outlets (e.g. USB-C, wireless charging, etc.) and multi-function charging ports are provided. Indicators: Passenger satisfaction ratings of electrical support facilities, convenience ratings, and feedback on device charging. Testing method: Count the number of charging devices passengers have in-flight during the test period, and collect passenger feedback after the flight to understand whether charging needs are met.	Concept 2: Well Flight, Well Mind 1.A/B testing of privacy barrier design Objective : to test the effect of different privacy barriers on passengers' sense of privacy and overall satisfaction. Test Group : Group A: provide standard pull-out transparent barriers. Group B : Provide barriers with adjustable transparency or blackout screens. Indicators: passenger satisfaction with privacy barriers, privacy protection perception ratings, and overall flight experience ratings. Testing method : Passengers are given the freedom to adjust the level of privacy of the barrier during the flight and are surveyed for feedback on their sense of privacy and comfort at the end of the flight. 2. A/B testing of health related facilities Objective : to assess the effectiveness of different health-related facilities in enhancing passenger experience. Test Group: Group A: provide air purifiers and basic seat comfort settings. Group B: Provision of air purifiers, advanced ergonomic seats, massage function and ambient light adjustment. Indicators : Passenger comfort scores, health perception scores, and overall satisfaction with the experience. Testing method: After the flight, passengers are asked to evaluate the actual effects of the seat comfort and health features, and passenger feedback and suggestions are recorded.
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Appendix 6: Function designs - styles matrix

Questionnaire for concept one

1. How interested are you in joining the Qantas Business Loyalty Program, which offers in-flight noise-cancelling headphones, multiple plug-ins, and portable chargers?

Check one

Respondent in sample(%)

- I would definitely buy
- I would probably buy
- I might or might not buy
- I would probably not buy
- I would definitely not buy

2. How valuable do you find the following features of the upgraded Qantas business programme?

In-flight noise-cancelling headphones

Respondent in sample(%)

- 1
- 2
- 3
- 4
- 5

Multiple plug -ins

Respondent in sample(%)

- 1
- 2
- 3
- 4
- 5

Portable chargers

Respondent in sample(%)

- 1
 - 2
 - 3
 - 4
 - 5
3. How often do you fly for business?

Respondent in sample(%)

- Weekly
- Monthly
- Several times a year
- Once year or less

4. How important are you working in the flight?

Respondent in sample(%)

- Extremely important
- Very important
- somehow important
- Not very important
- Not important at all

Questionnaire for the concept 2:

1. How interested are you in the idea of Qantas Wellness Flights, designed for comfort and well-being? (Rate on a scale of 1-5)

- 1 (Not interested)
- 2
- 3
- 4
- 5 (Very interested)

2. How valuable do you find the following features of Wellness Flights? (Rate from 1 to 5, where 1 is 'Not valuable' and 5 is 'Extremely valuable')

- Ergonomic seating
- Healthy meals
- Quiet cabin for relaxation

3. How important is well-being (comfort, relaxation, health) during your flights?

- Extremely important
- Very important
- Somewhat important
- Not important

4. How well do you think Wellness Flights would fit your travel needs (as a health-conscious traveler, retiree, or "bleisure" traveler)? (Rate on a scale of 1-5)

- 1 (Not at all)
- 2
- 3
- 4
- 5 (Perfect fit)

5. How likely are you to recommend Qantas Wellness Flights to others?

- Very likely
- Likely
- Somewhat likely
- Unlikely
- Very unlikely

6. What would you improve of this new product concept

Appendix 7: Survey questions for concept testing

A	B	C	D	E	F
Participant	Concept 1 Satisfaction Rating (1-5)	Concept 1 Noise Control Rating (1-5)	Concept 2 Satisfaction Rating (1-5)	Concept 2 Health & Comfort Rating (1-5)	Preferred Concept
1	1	4	5	3	4 Concept 1
2	2	3	4	5	5 Concept 2
3	3	4	4	4	4 Concept 1
4	4	2	3	4	5 Concept 2
5	5	4	5	3	3 Concept 1
6	6	3	3	5	5 Concept 2
7	7	4	4	5	4 Concept 2
8	8	3	4	4	5 Concept 2
9	9	3	3	5	4 Concept 2
10	10	4	5	4	3 Concept 1
11	11	3	3	5	5 Concept 2
12	12	4	4	4	4 Concept 1
13	13	2	2	5	5 Concept 2
14	14	3	4	5	5 Concept 2
15	15	4	4	5	4 Concept 2
16	16	3	3	5	5 Concept 2
17	17	4	5	4	4 Concept 1
18	18	3	4	5	5 Concept 2
19	19	2	3	4	5 Concept 2
20	20	3	3	5	5 Concept 2

Appendix 8: A/B test results

Criteria	Concept 2: integration between the wellness flight and glass screens	Concept 3: wellness flights
Consumer interest	5	3
Perceived value	4	4
Trial rate	4	3
Repeat purchase rate	4	2
Fit with target market	5	4
Sales forecast impact	5	3
Overall average score	4.5	3.2

Appendix 9: Concepts scoring matrix