

The quest for airline excellence-Air Algeria case**نحو تميز شركات الطيران، دراسة حالة: الخطوط الجوية الجزائرية****BEZZAOUCHA Chahinez Fadia**

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Received: 16/07/2023**Accepted:** 27/09/2023**Published:** 30/09/2023**Abstract:**

An airline is distinguished, mainly, from other companies by the management of its complex activity, which is passenger and cargo air transport. Thus, managing an airline has never been an easy task, involving trade-offs between resources (physical, financial, human) and passenger expectations, and juggling changes in the environment (as was the case during and after the coronas).

In this article, we look at the question of airline excellence, attempting to answer the following question: What levers should Air Algeria use to achieve excellence? To this end, a questionnaire was sent out to Air Algeria passengers who had taken at least one flight with the airline after the coronas period, and the results were processed using SPSS software, with the aim of detecting the company's shortcomings on the one hand, and offering suggestions on how to improve and achieve excellence on the other.

Key words: Airline, Air Transport, Excellence, Air Algeria.

JEL Classification Codes: M31.

ملخص:

ما يميز شركة الطيران عن المؤسسات الأخرى، بشكل أساسي، هو نشاطها المعقد و كفاءة إدارته، والذي يتمثل في النقل الجوي للركاب والبضائع. لذلك، فإن إدارة هذه الشركات لا تعد أبداً مهمة سهلة، حيث يجب التحكيم بين الموارد المتاحة (المادية منها و كذا المالية والبشرية) مع توقعات و رغبات الركاب، و كذا التصدي لتغيرات البيئة (مثلما جرى أثناء وبعد فترة تفشي فيروس كورونا). في مقالنا هذا، سنتطرق إلى مسألة التميز في شركات الخطوط الجوية، محاولين الإجابة على الإشكالية التالية: كيف للخطوط الجوية الجزائرية أن تحقق التميز؟ ولهذا الغرض، تم الاعتماد على استبيان خاص بركاب الخطوط الجوية الجزائرية، الذين استقلوا رحلة واحدة على الأقل على متن هذه الشركة بعد فترة كورونا، ثم قمنا بمعالجة النتائج باستخدام برنامج SPSS، بهدف الكشف عن أوجه القصور في الشركة من ناحية، وتقديم اقتراحات حول كيفية تحسين وتحقيق التميز من ناحية أخرى.

كلمات مفتاحية: شركات الطيران ، النقل الجوي، التميز ، الخطوط الجوية الجزائرية .

تصنيفات JEL : M31 .

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Introduction:

Excellence is a process of continuous improvement for a company to maximize customer value, strengthen competitiveness, collaborate better with its human resources and ensure overall growth. According to IBM, excellence can be described as: “is an approach to business management that emphasizes continuous improvement across all aspects of the business and within all business processes by creating a culture where management and employees are invested in business outcomes and empowered to implement change. When implemented well, every member of an organization sees the flow of value to the customer and, if problems arise, finds a solution before any disruptions occur” (IBM Cloud Education, 2022).

And since an airline is distinguished by the management of its complex business, a quest for excellence is sought at every stage of the value chain it offers customers, in order to ensure its longevity and stand out from the competition, while the system is expected to generate substantial revenues and profits, every year air transport officials announce drastic economic cuts and abysmal losses (Baroux, 2011), this explains the choice of the airline sector for our case study, but also because air transport is an important part of any developed economy (Moreau, 2018).

An airline has to continually make trade-offs between its resources (physical, financial, human) and the expectations of its customers, and juggle with changes in the environment, as was the case during and after the period of the coronas, when all airlines found themselves in enormous financial difficulty after a total halt to their activity for more than two years, followed by a slowdown in activity during the second half of the third year of the Covid. We therefore opted to study the quest for excellence.

As previous research, we find the following article: "Classification of service elements according to Llosa's Tetraclass model: applications in air transport service. Case : Air Algeria", published in the magazine "Les Cahiers de Mecas"(June 2016), co-written by "Djamila Kadri Chikh" and "Pr. Abderrezzak Benhabib", this article establishes an explicit link between the quality of the elements of service offered, the degree of satisfaction and the loyalty of customers based on the Tetraclasse De Llosa (1997) model (Chikh & Benhabib, 2016, p. 128).

Another article, co-written by the same authors as above, with the addition of two other authors: "Nawel Bouhadjer" and "Boubekeur Benguerfi", appeared in the magazine "Les Cahiers de Mecas"(December 2016), entitled as follows: «Classification of service dimensions using the importance/satisfaction matrix. Case: Air Algeria", this article looks at the degree of satisfaction of Air Algeria customers, by categorizing service elements in the form of a matrix, made up of four boxes: services to be improved, services to be enhanced, services to be monitored and services to be maintained (Chikh, Bouhadjer, Benguerfi, & Benhabib, 2016, p. 288).

A third article published in "Cahiers Economiques", entitled: "Testing and empirical validation of the quality/satisfaction/loyalty relationship. The case of Air Algeria customers "

(March 2017), this article shows the direct positive influence of service quality on satisfaction and an indirect influence on loyalty (Chikh & Bouhadjer, 2017, p. 361).

What differentiates previous research from our study is the relationship between an airline's excellence and customers' opinions of their experiences with that airline.

Through this introduction, we pose the following problematic: "On what levers should Air Algeria focus to achieve excellence?"

From this problem, the following subsidiary questions emerge:

- What are the important and/or decisive characteristics that influence passenger choice?
- What dysfunctions does Air Algeria suffer from?
- What recommendations would we make to the national airline?

To answer the problematic and the subsidiary questions, we propose two hypotheses:

H1: To achieve excellence, Air Algeria must offer a better passenger experience, from the moment the passenger enquires on the spot or online about ticket availability and price, right up to the moment he or she arrives at the destination country.

H2: To achieve excellence, Air Algeria must offer attractive fares, notably by lowering its prices and running regular promotions.

The goal of our research is to detect the deficiencies that the company suffers from on the one hand and to propose suggestions to improve and achieve excellence on the other hand.

Our article is divided into three parts:

In the first part, we'll look at the airline market and its evolutions in terms of management and technology, to highlight the need to be aware of these innovations and adopt them if an airline is to achieve excellence.

In the second part, we'll look at the specific characteristics of an airline, in particular its marketing mix and production capacity management, with the aim of understanding the different decision-making factors facing an airline.

In the final section, we will use an empirical study of Air Algeria passengers to gather their opinions on their experiences on board the airline, and then process their responses with SPSS software to determine the airline's weak points, and suggest improvements that will lead to excellence.

1- The airline market:

The airline market is different from any other market, characterized by the speed of its evolution and development. It even inspires other sectors, such as the catering and hotel industries, with its relevant managerial practices. Indeed, from its inception to the present day, it continues to surprise us with its changes and technical and technological innovations, exposing airlines to an environment of extreme change and unavoidable challenges. In this

first section, we'll take a brief look at the evolution of air transport, as well as the organizational and technological innovations that have marked the airline industry.

1-1 The evolution of air transport:

Air transport is a very recent sector, since aviation was the last mode of transport to appear after land and sea. It was the French Clément Ader (Bernard MARCK, 2023) who first took off an aeroplane in 1890, and soon afterwards the first flights took place at the beginning of the 20th century, with the appearance of the first airlines in 1919.

It wasn't until the end of the First World War, however, that commercial aviation began to make huge strides, most notably in 1930 with the introduction of the first flight attendants on commercial airlines.

There is hardly another activity like air transport whose development has been marked by so many revolutions; technical first of all, with the advent of jets in the 60s, followed by wide-bodied aircraft in the 70s (Blanchet J. , 1989), and even today aircraft are larger and more comfortably, even luxuriously, fitted out inside, with each new generation of aircraft bringing a 15 to 25% reduction in cost (same as above). But it has also been marked by organizational and technological innovations, helping to place the transport sector at the forefront of all service sectors in terms of innovation and progress.

Supply was the predominant factor in the evolution of the air transport market, reserved for the wealthy business elite (middle managers, technicians) and above all to low-cost mass tourism as early as the 60s (same as above), with the emergence of charter flights (Merlin, Juillet 2000, p. 21) and low-cost airlines. But it was precisely after deregulation and the opening up of the skies in 1978 that demand grew considerably, mainly in America.

The first and most important development in air transport was deregulation. From the outset, the airline industry had been governed by a set of national and international rules on entry and exit, pricing and operations (Varlet, 1997, p. 205), until 1978, when liberalization took place first in the United States, then in Europe in 1987 ; and little by little in the rest of the world, air barriers came down, the skies became accessible to any carrier from any state, fares fell, and airlines unwittingly enter into a competition where their performance must be improved in order to compete (same as above).

The term "deregulation" evokes the transition from a regulated system to one that is no longer regulated. Of course, there are still regulations concerning flight authorization and safety, so deregulation has only affected the commercial and marketing aspects of airlines.

In 2020, air transport experienced its biggest shock since the Second World War, with a contraction in air activity of over 95% during the months of confinement and an average 60% drop in the number of passengers carried in 2020, compared with 4.5 billion in 2019 (Chiambaretto & Combe, 2023). This crisis is jeopardizing the world's airlines and has weakened their financial health.

In Algeria, the state still refuses to open up its skies to other airlines wishing to operate within the country, so Air Algeria has a monopoly on domestic routes. On the international network, only foreign airlines with bilateral agreements with Algeria operate. The state's continued refusal to open up the skies will probably not last long, leading Air Algeria into an unknown future.

Deregulation has prompted airlines to innovate their management practices and improve their business. These main innovations fall into two categories: organizational innovations and technological innovations, which we discuss below.

1-2 Organizational innovations :

The field of aeronautics always raises a host of fascinating subjects and fascinating questions (Rabacher, 2021), particularly when it comes to flight organization.

So, to organize their traffic, in time, space and according to the appropriate resources (material and human), airlines have demonstrated their creativity by inventing two main methods: hubs and spokes and strategic alliances.

1-2-1 Hubs and spokes:

The hubs and spokes method first appeared in the 1970s, as soon as deregulation took hold of the world's skies. Known first in the USA (where deregulation was born), then in Europe and the rest of the world, this method aims to achieve economies of scale for airlines (lower long-term average production costs linked to increased production capacity)(same as above). This is achieved by reducing the number of direct connections (since each city offers direct connections) by creating one (or more) hub airport at the center of the route. Among other things, instead of each city having direct connections, it would be more beneficial for the airline to concentrate them all on a single hub, then disperse them according to destination. Especially since the opening up of the skies has brought in many competitors, and increased the number of take-offs and landings at airports, making aircraft movements unbearable to manage.

Hubbing will therefore reduce the number of airport movements, lower costs and increase load factors, as well as enabling the airline to expand its network and offer new destinations thanks to the economies of scale achieved. This intelligent, flexible network management has also helped airlines to beat their competitors, particularly low-cost carriers, by raising barriers to entry in the cities where they are based and which are linked by a hub. Hubbing is also called a hub or star network, as it becomes the center of a star of airline links (spokes), or a plate where links from a specific geographical area are concentrated, and then this same plate turns to disperse these same lines to another geographical area. Airlines didn't stop at the invention of hubbing, but wanted to increase their market share more and more, and eventually came up with the idea of strategic alliances. Instead of being rivals between airlines, wasting time and money, becoming friends would be more beneficial to all, sharing market share according to geographical zones, while helping each other to keep out other competitors.

1-2-2 Strategic alliances:

"Alliances are not a new phenomenon, and although the term was not used in the past, bilateral cooperation between airlines has always existed. In the 1980s, access to reservations was seen as a strategic factor in the airline industry, and airlines began to group together on this basis" (Tinard, Juillet-Août 2001, p. 45). Indeed, after hubbing, airlines allied themselves, but for real, outside bilateral agreements, and officially by sharing costs, profits and codeshares, or even a new name and logo.

Strategic alliances between airlines have many advantages: firstly, each airline will achieve economies of scale by sharing expenses with the other (airport facilities and services, ground handling, fleet upkeep and maintenance, flight crews), scheduling flights to serve a larger

customer base to a destination-rich network, while raising barriers to entry for new competitors. Secondly, strategic alliances also enable joint marketing activities (same as above, P. 69): setting common fares, selling seats on each other's flights, using each other's branding codes, not to mention reciprocal frequent flyer programs.

Organizational innovations have been accompanied by technological innovations, which we will develop below.

1-3 Technological innovations:

The multiple flows of information thus generated (through hubs and alliances) on rotations, aircraft capacities and the diversification of service offerings have made the airlines' core business more complex. They have therefore thought about innovating ways of processing and managing this flow of information efficiently, and with a return on investment. This is how airlines came up with two major innovations: yield management and computerized reservation systems.

1-3-1 Yield management:

Yield management is a highly complex computerized management method, which consists of optimizing resources (fleet, cabin crew), adjusting ticket prices according to class and booking duration (e.g. long-term bookings, or bookings made the day before), with the aim of achieving the highest possible load factor. In fact, instead of letting a plane take off with empty seats, it's better to fill them even with lower prices than the set fare, and the difference will be made up with the fare paid and offered to passengers who have booked long before the flight - this is what we call a differentiated pricing policy (Kotler, Dubois, Keller, & Manceau, 2003, p. 480).

The practice of yield management, or the definition of a different price range, is based on knowledge of different customer segments, in order to measure their purchasing and travel behavior (same as above).

Yield management would not have been developed and practiced by airlines without the contribution of reservation systems.

1-3-2 GDS : Global Distribution System :

The GDS is a computerized reservation system designed to facilitate passenger bookings and organize flight schedules and frequencies for airlines. It contains data on the availability, schedules and prices of air services, with or without means of making reservations or issuing tickets, and consists of a database (supplied by the airlines), data management, a data processing system and access to a global telecommunications connection (Sagliotto, Septembre 2004, p. 79).

However, the GDS has been much criticized, despite the considerable advantages it offers, namely the fact that it offers the traffic information of the most dominant airlines on the market and hides the offers of the other carriers. This has created a feeling of injustice between the different airlines, as the passenger will consequently choose the airline whose information was put forward by the GDS, which has set back deregulation and skewed the transparency of airline competition.

Having outlined the information that characterizes the airline industry, let's move on to the specifics of individual airlines.

2- Airline specificities:

What differentiates an airline from other service companies is its marketing mix and its management of production capacity.

2-1 The airline marketing mix:

An airline is a service business, so its marketing mix is usually made up of seven ingredients: product (which is the service), price, place, promotion, physical environment, process and contact personnel. But because its business is so complex and interrelated, its marketing mix is better structured and approached in layers (Adrangi, Chow, & Raffiee, August 1999, p. 777) than as separate elements.

The layer model consists of: resources, services, network, sales and distribution (same as above).

- **Resources:** this layer covers all the resources required for operations, including aircraft, flight crews (technical and commercial), ground staff, time slots, ground handling facilities, etc., as well as their quality (pilot training, aircraft servicing and maintenance). This layer is used to guarantee the quality of these resources (pilot training, aircraft servicing and maintenance), as well as the evolution of technical equipment on board and on the ground.
- **The network:** decisions concerning flight schedules (routes, timetables, aircraft types, classes, prices) are grouped together under the term "network management" (same as above). In the past, air transport was organized by "lines", also known as the "point-to frequency" (shuttles), but with the advent of hubs and spokes, airlines are achieving economies of scale and have been able to open new routes to different destinations around the world.
- **Services:** this layer includes the various services associated with transport: reservations, class differentiation (first, business, economy), on-board sales, ground services, customer loyalty, associations with partners outside air transport (car rental, hotels, telephone operators), etc.
- **Sales and distribution:** this layer includes the channels used to sell air services, as well as customer relations and complaints handling. Tickets are also sold by travel agencies, who themselves use the GDS to which they are connected. In recent years, sales have increasingly been made via the Internet.

2-2 Managing production capacity :

In the production management of an airline, we find the various decision-making elements that concern the fleet: its definition, the routes and frequencies on which it operates, its allocation to commercial operations, logistics, flight schedules, maintenance visits, crew management and fuel supply (Charfeddine, 2004, p. 14).

➤ Defining the fleet:

The number of aircraft at an airline's disposal makes up its fleet, the means of air transport in which it will carry its passengers. The different composition of this fleet is at the heart of the main medium/long-term decisions that the company must judiciously define, while taking into consideration two essential elements: optimization of the aircraft age pyramid (an old aircraft is more costly to operate and maintain), and homogeneity (a homogeneous fleet is easier to operate and saves on pilot training (Felfli, 2004, p. 36)). The airline will then be faced with a dilemma: should it buy new aircraft(s)? Which are very expensive, or keep its old aircraft

(which are also expensive to maintain and operate)? And all this with the aim of enriching its fleet composition to carry more passengers and better meet their expectations by operating new routes.

After the oil crisis of 1974, airlines began investing in wide-body jets. Thanks to economies of scale, the cost per seat-kilometre offered fell sharply for these large-capacity aircraft (Pavaux, 1984, p. 321).

As a result, the trend towards wide-body aircraft took off, to meet growing passenger demand on the one hand, and to operate to increasingly distant destinations on the other. However, the world's aircraft manufacturers:

Boeing and Airbus do not produce in the same way, the former focusing on the construction of medium-sized aircraft so that airlines can increase their flight frequency, while the latter is focusing primarily on wide-body aircraft, notably its success story: the A380.

➤ **Network structure (lines and frequencies) :**

This decision-making problem concerns the definition of the routes to be set up in order to better match the airline's offer with passenger demand. This takes into account the composition of the fleet and its potential evolution, as well as the competitive environment, particularly with deregulation on an international scale.

Where routes are characterized by low load factors, the airline simply has to reduce its flight frequency and concentrate it over time - one flight a week, for example - but this could cause problems for passengers, who will be forced to wait a week for their return. So it's not easy for an airline to juggle public expectations and flight frequency to avoid low or, in some cases, very low load factors.

Another problem in the network structure is that short-haul routes may also be subject to low load factors, as passengers have the option of taking other, cheaper and more convenient means of transport. The airline must therefore improve its punctuality, since it has the advantage of transporting passengers more quickly than other modes of transport. But also, by grouping them geographically: "hubs" before redistributing them locally: "spokes".

➤ **Flight schedule programming :**

This means defining the flight times scheduled by the airline on its network. Timetables are designed to cover the times requested by passengers as closely as possible, thus contributing to passenger satisfaction and increasing the airline's revenue for the same amount of service offered.

➤ **Crew management :**

The flight crew consists of two types of crew: technical flight crew (PNT) and commercial flight crew (PNC). The airline must then allocate the crews in a rational manner taking into account: their qualifications, their locations and their availability of work.

➤ **Logistics:**

Logistics is a function which is also part of the smooth running of an airline's production activity. It is made up of activities which complement the production of services, and is carried out at airport level.

➤ **Scheduling maintenance visits:**

To ensure safe operations, an aircraft must be constantly checked, adjusted and maintained. Each aircraft, therefore, must adhere to a maintenance plan based on the number of flight

hours and cycles performed (landing/takeoff), a costly but essential procedure for passenger safety.

The theoretical underpinnings developed above show that the airline business is truly complex and requires good resource management. Innovations such as hubs and spokes and GDS make a real contribution to the smooth running of an airline's business, while strategic alliances and yield management (pricing policy) (same as above) are marketing strategies that can be highly profitable, enabling the airline to win more market share.

3- Case study: Air Algeria

As a case study, we're interested in the national airline Air Algeria, so we'll start with its presentation, before moving on to the survey methodology and processing the results.

3-1 Presentation of the airline: Air Algeria

Air Algeria is a joint stock company (SPA), with capital of 43 billion dinars, or around 410 million euros, its mission is to transport passengers and freight by air, its fleet consists of 56 aircraft (AIR ALGERIA website, 2022), its human resources exceed 9327 employees, its head office is based in Algiers and its current CEO is called "Yacine Benslimane".

Air Algeria has a fleet of 56 aircraft, with 44 international routes in: Europe, Middle East, Maghreb, Africa and America (see figure 1), and 33 domestic (AIR ALGERIA Website, 2022).

Fig (1) : Air Algeria's destinations.



Source: Designed by the author

Air Algeria's official website states that the company has 56 aircraft in operation, including one freighter, with an average fleet age of 11 years. These include 8 Airbus A330-202s, 5

Boeing 737-600s, 2 Boeing 737-700s, 25 Boeing 737-800s, 15 ATR 72-212s and a Hercules L 100 30 (AIR ALGERIA Website, 2022).

3-2 Empirique passenger survey methodology and results processing:

We will rely on the deductive method as a research methodology, in order to find answers to the hypotheses formulated, a quantitative survey of passengers will allow us to confirm or invalidate the hypotheses later.

Thus, we conducted our empirical study through a questionnaire administered online, where we specified the following condition: «Respondents must have made at least one flight on board Air Algeria and this after the period of Coronas», in order to have relevant and updated results on the current state of the national company.

Our sample, made up of 75% women and 25% men, answered questions based on the value chain (of Porter), but especially concerning the air service, since the passenger buys his ticket until his arrival in the country of destination, among others, on the following criteria: fares, punctuality, quality/ price ratio, flight frequencies, destinations, services of ground staff (agencies and airports), services of staff on board, meals and snacks served on board and comfort seats. The degree of satisfaction chosen to assess these criteria is measured on a five-point scale (very satisfied, satisfied, moderately satisfied, low satisfied, dissatisfied). Other semi-open-ended questions have been added concerning: what is the main criterion for choosing an airline, and how can Air Algeria achieve excellence and outperform its international competitors?

In addition to questions on : gender, age, profession, purpose of trip and type of class (economy, business).

After collecting the data, we processed them with SPSS software and obtained the following results:

Table (1) : KMO index and Bartlett test

KMO index and Bartlett test		
Precision measurement of Kaiser-Meyer-Olkin sampling.		,540
Bartlett's sphericity test	Approximate Khi-deux	116,632
	ddl	66
	Bartlett's significance	,000

Source : Survey results

The KMO index of 0.540 can be described as a satisfactory result. It indicates that the correlations between the items (criteria) are of good quality. Secondly, the result of Bartlett's sphericity test is significant, with zero significance and a p-value of less than 5%. We can therefore reject the null hypothesis that our data come from a population for which the matrix is an identity matrix. The correlations are not all equal to zero. We can therefore continue the analysis.

We now begin the production of the PCA (Principal Component Analysis), which is a factorial analysis to test our hypotheses. Since the questions are presented in the form of items, a first step is to ensure that these items are minimally correlated with each other. To do this, we look at the correlation matrix before building the VARIMAX rotation. This is

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because it is often advisable to draw up two rotation matrices, one raw before any rotation and one after rotation, most often the so-called Varimax matrix.

Table (2) : Component matrix

Component matrix		
	Component	
	1	2
On-board staff services	,820	,220
Seating comfort	,775	-,364
Meals and snacks served on board	,730	-,088
Ticket price	,715	-,070
Profession	-,336	,066
age	-,291	,179
When you choose an airline, your first choice criterion is	,220	-,171
Do you consult the Air Algeria website before purchasing your ticket, to know the price and availability of flights?	,325	,653
type of class	-,355	,551
Man / Woman	-,302	-,455
The frequency of flights (the number of flights per day/week) as well as the destinations	,138	,353

Extraction method: Analysis in main components.^a

a. 2 components extracted.

Source : Survey results

The higher the weight in the component matrix, the more representative the variable is of the factor. The first five variables are strongly correlated with the first component, namely (in-flight staff services, in-flight meals and snacks, ticket price, and profession). While the variables (consultation of the Air Algeria website before purchase and reservation, type of economy or business class, and frequency of flights/destinations) are strongly correlated with the second component.

Table (3) : Component matrix after rotation

Component matrix after rotation		
Component matrix after rotation	Component	
	1	2
Seating comfort	,855	-,051
Meals and snacks served on board	,711	,189
Ticket price	,690	,200
On-board staff services	,680	,508
Type of classe	- ,534	,381
Profession	- ,337	-,063
Age	- ,337	,058
When you choose an airline, your first choice criterion is	,268	-,078
Do you consult the Air Algeria website before purchasing your ticket, to know the price and availability of flights?	,060	,726
Man / Woman	- ,112	-,535

The frequency of flights (the number of flights per day/week) as well as the destinations	-	,379
	,002	

Extraction method: Principal component analysis. Rotation method: Varimax with Kaiser normalization. ^a
a. The rotation has converged in 3 iterations.

Source : Survey results

After rotation, seat comfort, meals and snacks served on board, ticket price, in-flight staff services, ticket price and class type are most correlated with the first component. While the two variables: consultation of the Air Algeria website before booking and purchases are more correlated with the second component.

A factorial analysis of the responses to our questionnaire, or more precisely a PCA analysis, revealed the following points:

If Air Algeria is to achieve excellence, it needs to improve the following services: seat comfort, meals and snacks served on board, and on-board staff services. This leads us to validate hypothesis number 1.

Air Algeria must also lower its prices, according to the ACP. Ticket price is a decisive criterion in the choice of an airline, as is customer satisfaction, which is why we also validate hypothesis number 2. By running regular promotions (for a long time, sales promotion has been a poor relation of marketing (Aboura, Taamaa, & Chahidi, March 2018), even though it is very important for the customer and the company). Air Algeria will be able to win more market share on various international channels.

Conclusion :

The survey conducted among passengers most of whom are Algerians share the same results: Air Algeria is an expensive company, sometimes punctual, its quality/ price ratio is average, its staff on board is less competent, warm and efficient, Meals and snacks on board remain to be desired and entertainment on board is almost absent.

To achieve excellence and surpass its competitors, Air Algeria must first of all change its brand image by anchoring a favorable moral imprint (Chibout, 2007) in the minds of Algerian citizens. To do this, it must improve its services, particularly seat comfort, by acquiring a new fleet with more comfortable seats, by improving the meals and snacks served on board, which are not rich and diversified enough according to our sample, and by training more on-board staff to be friendlier and more attentive to passengers.

Air Algeria also needs to lower its prices and run more and more promotions, using yield management in order to be more attractive and attract new customers as well as win their loyalty.

The limitation of our research relates to the survey procedure we chose: the use of a questionnaire. Despite the usual precautions (anonymity, for example), we found it difficult to find passengers who were willing to cooperate and answer us with pleasure, which is why our sample did not exceed a hundred.

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