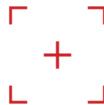# Social Data Analytics

An investigation of how
companies can leverage
on e–WoM.

Master Thesis. MsC Economics and Business Administration
International Business & International Marketing and Management

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Disclaimer

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Abstract

Technological advancements have changed the way in which consumers engage and share information. Today, consumers increasingly share information about products and services on social media. Thus, consumers are more empowered than ever before. Consumers of today require more from companies than in earlier days, and it is often said that business must leverage on big social data to gain insight into their consumers. Consequently, companies invest scarce resources to build social media strategies as a mean to connect with consumers and brand their offerings. Despite this, there is insufficient research on the contemporary phenomenon of consumer behavior on social media. In particular, the impact and antecedents of the electronic Word-of-Mouth generated y increasingly demanding consumers.

This thesis is carried out as a multiple case study to investigate the electronic Word-of-Mouth on Facebook and Twitter towards our two case companies: Norwegian Air Shuttle ASA and Scandinavian Airlines. Our research covers 199 Twitter posts and 443 Facebook posts. Data from 2009-2016 is provided. Our analysis covers the authors' descriptive data, sentiment, content analysis, personality traits and emotions. Statistically testing is provided to test whether our findings are statistically significant.

We have found that males are more active than females on both Twitter and Facebook. The majority of Twitter engagement towards the companies was neutral. The majority of the Facebook engagement was positive. Consumers generate positive electronic Word-of-Mouth when their expectations are exceeded or when an airline introduces a new service. Consumers engage in negative electronic Word-of-Mouth when their expectations are not met. We show that the most active Facebook consumers are classified with the personality trait "openness" and "neuroticism". Negative Tweets receives more Retweets than positive Tweets.

Finally, we arrive at a framework for how business leaders and decision-makers best can gain insight from Facebook and Twitter.

Keywords: Big Data, Social Media, Brand Communities, e-WOM, Consumer Behavior, Content Analysis, Sentiment, Personality, Chi-Square.

1. Introduction

"Big Data is Far Too Important to Business Processes to Take a Wait-and-see Approach"

- Frank Ohlhorst, 2013.

Technological advancements, globalization, ever-demanding consumers and an interconnected globe pressure organizations to adapt rapidly to new environments. The ways consumers engage, behave and share information have changed dramatically as a result, and consumers nowadays increasingly leverage on social media in the search for information about products and services, as well as to exchange information. This has led to an increase in the number of companies that are present on social media, in order for them to build brand loyalty and market their offerings. This trend offers both opportunities and challenges for business leaders. Companies now have less power over their brands, due to consumers being better informed about alternative products and services. However, companies can gain insight into their consumers and market environment by leveraging on social media as a source of information, which is the basis of this thesis.

This first chapter will provide an overview of the main themes and topics in this thesis. The chapter will further introduce the case companies, problem statement and research questions. We will further specify the originality of the thesis, the structure of the thesis and present delimitations.

Big Data – a Treasure Trove

Social media has fundamentally transformed the marketing landscape (Saboo, Kumar & Ramani 2015). With the rapid growth in social media engagement, social media platforms have become one of the sources to big data that can provide companies with useful insight - if analyzed and acted upon. Gartner (2013) propose the following definition of big data: "high volume, high velocity and/or high variety information assets that demand cost effective, innovative forms of information processing that enable enhanced insight, decision making and process automation". Volume refers to the amount of data. Velocity refers to the speed of data (e.g., real time, or near real time) and variety refers to the various types of data (Wigmore 2013). The three characteristics, volume,

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velocity and variety are often referred to as the 3 V's in the big data literature. Data from social media is a great example of data that are high in volume, high velocity and high in variety. Variety in data can come in the forms of pictures, texts or videos. The volume is represented in the growing amounts of terabytes that are produced on social media platforms. Data in motion, real time, or near real time (e.g., Tweets) are examples of the velocity in the data.

Social Media & Electronic Word-of-Mouth

Social media and electronic Word-of-Mouth (e-WoM) is the main theme in our thesis, which the following shall elaborate. Kaplan and Haenlein (2010) define social media as: *"A group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content"* (p.61). As

Picture 1 Rahma, S. 2015

such, social media refers to activities and behavior among a group of people who gathers online to share information, knowledge and opinions through digital communications.

The role of social media is threefold. First, it enables companies to approach consumers. As mentioned, an increasing number of organizations are present on social media platforms and companies utilize social media to reach out to the market. Secondly, it facilitates for interaction and information sharing between consumers. Information sharing between consumers may affect consumer's decision-making (Sema 2013). Thirdly, it enables consumers to approach and interact with companies. The eight-fold increase in complaints made on social media from January 2014 to May 2015 is an example of the latter (Causon 2015).

Opinions, feelings, and attitudes that are shared between individuals generate what we know as the traditional Word-of-Mouth (WoM). As social media facilitates such interaction, WoM now also takes place in the digital sphere and generates e-WoM. This shift provides opportunities for companies as they can now access information more easily than before. Before the introduction of

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social media, WoM could be expensive and challenging to access (Bravo-Marques, Mendoza & Poblete 2014). Nowadays, this information is accessible through the Internet, which makes it less costly and challenging to access. While the engagement in social media and e-WoM offers several opportunities for companies, it also come with threats. Due to the shift of power from businesses to consumers, companies now have less power over their brands. In fact, studies show that:

- 62% use social media sites for product news and information
- 56% of those aged between 18-34 go to social media for customer reviews
- 81% of Twitter users expect response the same day to complaints and questions posted on the newsfeed and 30% expects a response within 30 minutes
- 29% of Facebook users expects response within two hours when posting a question on a company's page

Source: Oracle 2012.

In 5 Insights for Executives, Ernst & Young LLP (2013) write the following: *"Real-time retailer information, geo-positioning data from consumer smartphones, vast amounts of social media data all have to be managed and analyzed to drive insights and value for the business".* Platforms that business leaders can utilize to obtain insights and value for their business are Facebook and Twitter. Facebook and Twitter are both examples of social media in which e-WoM increasingly takes place. With more than 1.4 billion active monthly users, Facebook is the most active social network and generates 250 million posts each hour (We Are Social Media 2015). Twitter, the second largest social network, generates 21 million Tweets hourly (*Ibid*). This is a rapid increase, considering that Jack Dorsey, the founder of Twitter gave birth to the first Tweet the 21st of March in 2006 (Sabin 2015).

The impact of WoM has been studied for several decades. Katz & Lazarsfeld (1955) was early to suggest that WoM is two times more effective than radio marketing, four times more effective than personal selling, and seven times more effective than printed ads. While this study was conducted some time ago, recent studies yield somewhat similar findings; Chevalier and Mayzlin (2006) and Liu (2006) found a positive relationship between customer reviews and sales. One explanation to

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this may be that WoM by consumers that are independent from the company are seen as more credible. In fact, research suggests that WoM has the potential to boosts sales in across several industries (Nikookar et al 2014). Further, others have suggested that some of the key advantages of utilizing social media is for companies to improve brand awareness, build brand recognition, loyalty, and boost competitive advantage (Pei Pei Tan 2014). At the same time, others have found that dissatisfaction is linked to negative WoM (Singh & Pandya 1991). Having stressed the importance of WoM for business, it is interesting to look at the influential factors accounting for WoM. In a study from 2014, Nikookar et al (2014) assessed some of the influential factors on WoM in service industries. They found that customer satisfaction, loyalty, quality of service and trust significantly impacts WoM.

Purpose & Originality

Brands and companies spend a lot of resources on social media to approach new and existing consumers. However, there is limited understanding about how consumers engage on social media, and the understanding of how social media engagement influences consumers' decision-making process is limited. This makes room for further research on the subject. By extracting and leveraging on information from social media, companies can gain real time insight into opinions, attitudes and satisfaction towards their brands. Thus, it allows for countless opportunities in the study of consumer behavior.

This thesis is written as a multiple case study in a highly competitive industry environment: the airline industry. To our knowledge, only single case studies within social media engagement have been carried out in this empirical context. In addition, by utilizing on big data from social media from two different sources, Facebook *and* Twitter, we contribute to the existing literature even further. Thus, the combination of a multiple case study combined with consumer behavior on two different social media platforms does not exist. Hence, we contribute to existing literature with a new empirical setting within the field of consumer behavior. To our knowledge, research within this empirical context does not exist.

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1. Introduction

Statement & Research Questions

We have chosen to carry out our research within the airline industry. The reason is twofold. First, the Airline industry is one of the most socially devoted industries (Bloem et al n.d.). Second, the industry is one of the few that has seen a constant drop in average prices paid by consumers ever since the 1950s (PwC 2015). With tense competition, airlines must focus on top line growth in order to drive profitability. One of the means to do so is by exceeding or at least meeting consumers' expectations to the service provided. Decentralization has opened up for new entrants, and much of the tense competition can be explained by the growth of low-cost carriers (LLCs), at the expense of full-service carriers (FSCs). Despite a competitive environment with external pressure due to volatile fuel prices, savvy consumers and slow economic growth, the industry is projected to grow towards 2030 (Federal Aviation Administration n.d). Despite a growing industry, we argue that one of the key building blocks to survive in the industry is to better understand the customers in order to provide tailored services and boost competitiveness. Our problem formulation goes as follows:

"How can Norwegian Air Shuttle ASA and Scandinavian Airlines leverage on Big Social Data to learn more about their consumers, boost (positive) e-WoM and ultimately gain competitive advantage?"

In order to answer the above, we need to gain a broader understanding of the antecedents of e-WoM. We further need to look at the content of e-WoM, as this can serve as an important pillar for the "learning organization" (Soderlund 1998). Further, we need to learn if consumers engage in e-WoM differently across social media platforms. Finally, we need to know if there are certain personal characteristics that are more likely to engage in e-WoM. Specifically, our research questions go as follows:

RQ1: What are some of the reasons consumers engage in e-WoM?

RQ2: Are there any differences between e-WoM engagements on Facebook and Twitter?

RQ3: Is there any relationship between personal characteristics and e-WoM engagement?

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Case Companies

This research is carried out as a multiple case study, where the companies we have chosen are two airlines headquartered in the Nordics: Norwegian Air Shuttle ASA (henceforth referred to as NAS) and Scandinavian Airlines (henceforth referred to as SAS). NAS and SAS are two out of the three Airline companies with headquarters in the Nordics (CAPA 2016). Further, they run two different business strategies, while NAS is a low cost carriers (LCC), SAS is a full service provider (FSP). Both SAS and NAS have delivered growth in the international market (outside Nordic). However, other comparable international players have outplayed SAS in terms of international seats. While NAS has delivered impressive growth in international seats (up 620%), the growth has slowed down recent years (CAPA 2016).

While both companies currently deliver growth, there are external forces threatening their ability to deliver long-term sustainable profits.

Norwegian Air Shuttle ASA

NAS is a Norwegian commercial low-cost airline company established in 1993 (Norwegian 2016). NAS employ approximately 5,500 people and is the third largest low-cost carrier in Europe (*ibid*). The company has 18 bases and has over 400 routes to 130 destinations across the globe (*ibid*). They have over 100 aircrafts and more than 250 on order *(ibid).*

The company Vision is: *"Affordable fares for all"* (Norwegian, 2016). To realize this: "*..we offer quality flights at low fare based on operational excellence and helpful, friendly service*" (*ibid).* Their operational priorities are: safety, service and simplicity. Norwegian Air Shuttle ASA has been awarded as the world's best low-cost long haul airline and the best low-cost airline in Europe past three

Source: (Flybiletter n.d)

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years (Norwegian 2016). One of the company's main aims is to continue their international expansion.

NAS is present on several social media platforms. The company has 724,449 followers on Facebook (Facebook 2016) and 54,300 followers on Twitter (Twitter 2016). According to the company's web sites, they want to use these platforms to publish news about their company, provide travel inspiration, offerings, receive feedback from passengers and answer questions customers might have (Norwegian 2016).

Scandinavian Airlines

SAS is the largest airline in the Nordics with headquarters in Stockholm, Sweden. The company was formed by Det Danske Luftfartselskab A/S (DDL), Det Norske Luftfartsselskap A/S (DNL) and Svensk Interkontinental Lufttrafik AB (SILA) in 1946. In 2015, the average number of employees was 11,288.

SAS has 119 destinations, 261 routes and 805 daily departures *(ibid)*. Their full service strategy focuses on offering flights with "everything" included in the price (SAS 2016). Thus, SAS is a full-service carrier. One of SAS' strategic imperatives is to win Scandinavia's frequent travelers *(ibid)*. The company

Source: (SASGroup 2016)

vision is: "make life easier for Scandinavia's frequent travelers" (SAS 2015). Their operational promises are: safety, punctuality and care. *(ibid)*.

SAS is present on several social media platforms and the company views their social media platforms as fan pages, where the followers can be updated on news about the company, good offers and historical throwbacks showed in short videos or graphics (Facebook 2016). SAS has 1,158,686 followers on Facebook *(ibid)* and 85,000 followers on Twitter (Twitter 2016).

1. Introduction

Motivation

The authors´ motivation for choice of topic is rooted in academic and personal interest. Much of our aspiration to provide a practical framework for how companies can leverage on big (social) data to better understand their market and tailor services accordingly. Our professional positions in a company where big data and analytics is some of the main focus areas have also influenced our choices. With both of our case companies being international and present in several world parts, our thesis meets the requirements of having an international focus.

Research Structure

The thesis includes six chapters where the first chapter has been announced for in the above. Chapter 2 covers theoretical background. Chapter 3 includes our methodological choices, and a detailed description of the research approach. In chapter 4, we will provide an overview of our findings, whereas in chapter 5 we will discuss our findings, before a conclusion and recommendation is provided in the last chapter.

Part 1 - Background and Research Overview	
Ch. 1 Introduction	Ch. 2 Theoretical Background

Part 2 - Methodical Choices
Ch. 3 Discussion of Methodical Approches

Part 4 - Discussion and Implications	
Ch. 5 The Final Discussion	Ch. 6 Conclusion
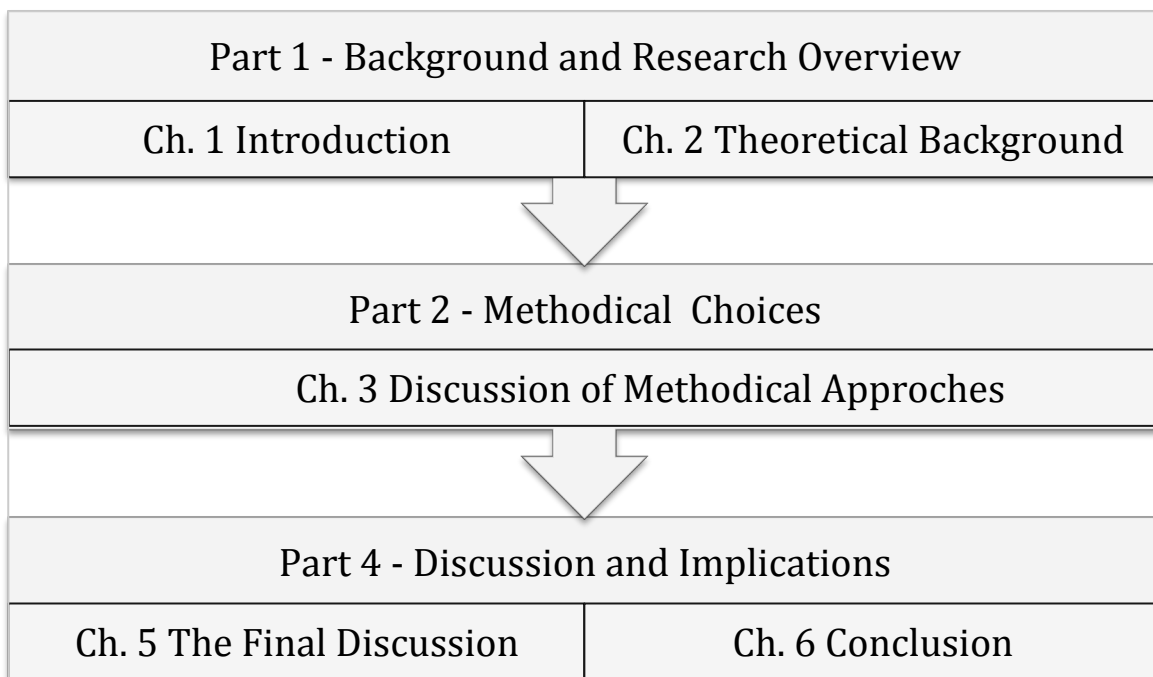
Figure 1. Structure of the thesis

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Delimitations

There are delimitations that are worth mentioning. Further, we have not gathered financial data or other company information that has enabled us to investigate the impact of e-WoM on top line growth. It is a complex task to draw lines between e-WoM and financial growth due to many other variables that might impact the financials, and this was out of the scope for our thesis. Further, we have not investigated how various marketing campaigns have impacted the likelihood to engage e-WoM. Relevant topics that are not addressed are how negative e-WoM affects consumers' buying behavior. Another topic not addressed is if there are differences between consumer behavior between LLCs and FSCs. Further, we have not researched how the companies engage with consumers on social media platforms. On a last note, we have not covered whether e-WoM behavior affects the author's own purchasing decisions, nor the potential influence the e-WoM have on others.

2. Theoretical Background

This chapter will cover the main theories used in this thesis. As we are working inductively, the purpose of the theories presented here, is to enrich our discussion (see chapter 3). First, an introduction to the concept of brand communities and social media brand communities are provided. Second, theories around attitude formation, decision-making and personality traits are provided.

Brand Communities

A brand community is defined as "*a specialized, non-geographically bound community, based on a structured set of social relationships among admirers of a brand*" (Muniz & O`Guinn 2001, p.412). McAlexander, Schouten & Koening (2002) states that the most important part of a community is the "*creation and negotiation of meaning*" (p. 38).

There are two types of brand communities: consumer-driven brand communities and brand-driven brand communities. Consumer-driven brand communities are established and driven by brand advocates or consumers, while brand-driven communities are driven by the company or brand

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itself. All brands can start an online brand community, however Sicilia and Palazon (2008) argue that such communities are most likely to form around brands with a strong image, has a rich and long history, and threatening competition. Additionally, social media has affected the need for companies to build a community towards their consumers and gain their engagement with the community and the brand (Habibi, Laroche & Richard 2014). Facebook and Twitter are examples of platforms that contains both consumer-driven brand communities and brand-driven brand communities. Both SAS and NAS have built up brand-driven brand communities on Facebook in order to provide a community they can engage and relate with their consumers. On these communities, consumers can actively engage with other consumers, with the companies, and learn from other consumers. There is plentiful evidence that such activity have influence on purchasing decisions (Saboo, Kumar & Ramani 2015).

According to Habibi, Laroche & Richard (2014), Facebook and Twitter have proven to be especially suitable for community building. As millions of consumers have already signed up for these social media platforms, social media based brand communities are ideal for companies. Also, the barriers for consumers to join an online social media community is low as all they need to do is to "like" the page, compared to an online community where the consumers need to sign up for the community with their e-mail address and create a username and a password. Habibi, Laroche & Richard (2014) state that the number of members on social media based brand communities is much higher than other virtual communities. The consumers' motives for joining a virtual brand community are divided into two main categories: rational and emotional (Krishnamurthy and Dou 2009). The rational motive can be defined as "*consumers behave rationally by carefully considering all alternatives and choosing those that give them greater utility*" (Schiffman, Kanuk & Wisenblit 2009).

Further, rational motive is about sharing knowledge with other community members and also advocate a particular opinion toward an issue or a brand through social media. Consumers, who join brand communities as a mean to fulfill their needs for identification, and augment their self-concept, is driven by the emotional motive (Habibi, Laroche & Richard 2014). For example, there might be individuals that join brand communities around exclusive brands, though the purchase intention is low or non-existing. Contrary, there might be individuals that choose not to join brand

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communities that are considered as low-status, through they might be loyal consumers to that brand. Finally, consumers who join a brand community have the objective of gaining value through information, and interaction with other community members. On the other hand, the company's aim is to engage with loyal customers, influence the members´ perception, share information and gain customer insight (Gummerus et al 2012).

Consumer Engagement on Social Media

Consumer brand engagement in social media is defined as "*the level of a customer´s motivational, brand-related and context dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity in brand interactions*" (Hollebeek 2011, p. 6). Brodie et al (2011) on the other hand describe consumer engagement as "*the cognitive and affective commitment to an active relationship with the brand as personified by the website or other computer-mediated entities designed to communicate brand value*" (p. 2). However, from an online marketing view, consumer engagement is intended to increase the attention or time a customer gives to a brand on social media or the web in general (Chaffey 2008).

Consumer engagement has been addressed in the marketing literature, and guidance for consumer engagement in virtual brand communities has been provided, where five central themes are identified (Brodie et al 2011). The `first` theme is a fundamental theme, where the focus is on the specific interactive experience between the consumer and the other actors in the brand network. Further, these interactive experiences will include consumer-to-consumer interactions in a brand-related community or chat rooms (Van Doorn et al 2010). The `second` theme highlights that consumer engagement represents a highly context-dependent and a motivational state, which is characterized by a specific level on a given point in time. According to Nolan, Brizland & Macaulay (2007), individual's´ motivation to engage in an online virtual community is when the perceived utility value and interest outweighs the level of perceived risk. The `third` theme covers that transient engagement often occurs within broader, dynamic and interactive engagement processes (Bowden 2009a). The `fourth` theme addresses the engagement as a multidimensional concept comprising cognitive, affective and behavioral dimensions. According to Patterson, Yu & Ruyter (2006), consumer engagement is defined in terms of the cognitive "absorption", emotional

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"dedication", behavioral "vigor" and "interaction" dimensions. Finally, the 𝖿𝗂𝖿𝗍𝗁 theme identifies that consumer engagement plays a central role in the process of relational exchange between the consumer and the brand, where other relational concepts such as participation and involvement act as engagement consequences in a dynamic engagement process, which occur within the brand community.

Researchers have studied the consequences of consumer engagement, which include the concepts of trust (Casalo, Flavian & Guinaliu 2008; Hollebeek 2011), satisfaction (Bowden 2009a), commitment, emotional connection or attachment (Chan & Li, 2010), and loyalty (Bowden 2009a, b). When looking at consumer engagement in an online brand community context, the most essential are concepts of loyalty (Andersen, 2005; Casalo et al, 2008; Schouten et al 2007), commitment (Chan & Li 2010) and empowerment (Cova & Pace 2006; Fuller et al 2009; Zimmerman & Warschausky 1998).

Consumer's participation in an online community, such as Facebook and Twitter, determines the community success in the long term. However, it is important to keep in mind that the negative engagement can have a bad influence on the brand community's success (Casaló, Flavián & Guinalíu 2008). Others further state that the community participation promotes a long-lasting relationship among all the members of the community, and thus greater participation in the community leads to higher levels of involvement. This will further strengthen the feelings that ties each member to the other members of the online community, which will lead to information sharing, improvement of communal values, and stronger group cohesion (Algesheimer, Dholakia & Herrmann 2005).

Consumer Behavior Theories

According to Moon (2004), the fundamental issues in consumer behavior are how consumers develop, adapt and use strategies in order to make a decision. Further, companies are continuously focusing on consumers´ attitudes towards their brand. Thus, there are complex relationships between consumers' attitudes and behavior, which can be used as both theoretical concepts and tools for companies to use in the market place. According to Jackson and Shaw (2009), consumer

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motivation is followed by an unfilled need, which the consumer intends to fulfill by selected goals and therefore acting a specific way. Further, these goals and the specific behavior is dependent on their personality, perceptions, previous experiences and attitudes (Schiffman, Kanuk & Wisenblit 2009, p. 107).

ABC Model of Attitude

According to Solomon & Rabold (2009), an attitude consists of three components: affect, behavior and cognition, and is often referred to as the ABC-model. *Affect* refers to the way a consumer feels about an attitude object. *Behavior* involves the person´s intentions to do something regards to an attitude object. Finally, *cognition* refers to the beliefs a consumer has about an attitude object (Solomon & Rabold, 2009). More specifically, Preston & Thorson (1984) defines the components as Cognitive (thinking), so that the consumer becomes product aware and gathers product knowledge, affective (feeling), so that the consumer likes the product brand and has a conviction in it, and finally conative (behavior), so that the consumer buys the product brand.

An attitude can serve more than one function, and in some cases a particular attitude can play the dominant role towards the consumer's feelings about a product or a brand. When identifying the dominant function, the benefits it is providing, companies or marketers can further emphasize these benefits in their communication towards the consumer, especially through social media (Solomon & Rabold 2009).

Multiattribute Attitude Model

As attitudes can be complex, and consumers do not always state the true attitude towards a brand, the use of the multi-attribute model has been popular among market researchers (Solomon & Rabold 2009). The multi-attribute model assumes that a consumer´s attitude or evaluation of an attitude object is dependent on the beliefs he or she has about several or many attributes of the object. Thus, the use of this model implies that an attitude towards a brand or a product can be predicted by identifying the specific beliefs and combining them to derive a measure of the consumer's overall attitude (Solomon & Rabold 2009). While many researchers have used this

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model, the multi-attribute model has also received criticism. Bird (1966) argue that knowledge of a person's attitude is not the best predictor of behavior, and is supported by Solomon & Rabold (2009), who argue that many studies have obtained a low correlation between a person's reported attitude towards something and his or hers actual behavior towards it.

Theory of Reasoned Action & Theory of Planned Behavior

The Theory of Reasoned Action (TRA) and Theory of Planned Behavior (TPB) are models that have been widely used in earlier research when predicting consumers´ online behaviors (Ajzen 1991). According to Fishbein and Ajzen (1975), the TRA model states that a person's behavior is predicted by intentions, and that these intentions are jointly determined by the individual´s attitude and subjective norms, which again affects his or her behavior. According to Ajzen (1991), the TPB model overcomes some limitations of the TRA model, which is when people deal with behaviors that they lack complete volitional control. The TPB model suggests that consumer intentions to perform a certain behavior stem from three key variables: attitude toward the behavior, subjective norms and perceived behavioral control. According to the TPB model, subjective norms refers to the expectations of others regarding the person's behavior, and perceived behavioral control reflects the fact that the individual has the resources to a person a certain behavior.

Hierarchy of Effects Model

Robert J Lavidge and Gary A Steiner developed the Hierarchy of Effects Model in 1961 (Yun Yoo, Kim & Stout 2004). The Marketing Communication model suggests that there are six steps a consumer goes through, from viewing a product advertisement to product purchase. These six steps are awareness, knowledge (cognitive/thinking phase), liking, preference, conviction (affective/feeling phase) and purchase (conative/behavioral phase). Hence, the

Source: (Mecca Marketing Inveterate 2011)

Hierarchy of effects model has a causal relationship with the ABC model (Preston & Thorson 1984).

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Among scholars, there is a fundamental agreement regarding the importance of each of the three phases (cognitive, affective and conative) in the hierarchy of effects model (Barry & Howard 1990). However, there have been different views on the order of these three stages. Krugman (1965) suggest a cognition-conation-affect sequence when the consumer is in a low involvement situation. Further, Zajonc and Markus (1982) proposed an affect-conation-cognition sequence due to a preference of a product does not require a cognitive (thinking) base, rather more an affectively (feeling) base. On the other hand, Ray et al (1973) proposed another alternative of sequence, conation-affect-cognition, due to consumers´ purchasing behavior comes first, while attitudes are then formed to reinforce their choice of purchase, which will further support the purchasing decision. The model is known as a "hierarchy" because the number of consumers moving from one stage to the next reduces, as you move through the model. There may be a lot of consumers that see the product advert but not everyone will make a purchase. It takes a lot of work to take a consumer from awareness to the final stage of purchase, so businesses need to ensure that they try their utmost to get customers from conviction to complete the final stage of purchase.

The Consumer Decision Journey

Social media has disrupted the traditional decision-making models (Bulmer & DiMauro 2010). Due to changes in the consumer decision-making and influences from social media, Court et al. 2009 has introduced a more nuanced view of the traditional decision-making process. According to McKinsey (2009), designing a great customer-engagement strategy and experience depends on understanding exactly how people interact with a company throughout the decision journey.

Based on a study conducted by McKinsey in 2009 of nearly 20,000 consumers across five industries, Court et al. 2009 developed a new model called the "consumer decision journey". The traditional model, The Funnel Metaphor, assumes that consumers started with a large number of potential brands in mind and systematically narrowed their choices down to one brand they decided to buy. In contrast to the funnel metaphor, the new model revealed as less systematically. Based on this, they introduce a new and more nuanced decision-making model, as today´s consumers tend to take

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a much more iterative and less reductive journey. The framework consists of four stages: consider, evaluate, moment of purchase and post-purchase experience:

1. **Consider:** The consumer decision journey starts with the consumer´s top-of-mind consideration set: products assembled from exposure to ads, an encounter at a friend's house, or other stimuli. Research suggests that this set is considerably smaller than commonly believed due to consumers being assaulted by media and awash with choices (Edelman 2010).
2. **Evaluate:** The initial consideration will now increase, as the consumers seek information online, from friends, retailers, the brand and competitors. Typically they will discard some brands, and add new ones to the set as they learn more and their selection criteria shift.
3. **Moment of purchase:** Ultimately, the consumer selects a brand at the moment of purchase.
4. **Post-purchase experience:** After a purchase is completed, the consumer builds expectations based on past experiences to inform the next decision journey.

When making purchasing decisions, consumers today tend to narrow their choices more unsystematically by adding and subtracting brands. Instead of systematically narrowing their choices, the consumers add and subtract brands from a group under consideration during an extended evaluation phase. When the purchase is completed, the consumers often enter into an open-ended relationship with the brands, sharing their experience in online channels (Edelman 2010).

Edelman (2010) argues that the post purchase experience is becoming increasingly important as consumers continuously share their experiences through online channels and WoM have significant effects on others consumers evaluation phase. This study proposes that marketers should allocate their media-spend in accordance to the consumer decision journey, where the focus should be on the evaluation and post-purchase stage in the journey. These are the stages where consumers are most influenced (Edelman, 2010). According to Edelman (2010), marketers also need to focus on owned media, which is the channels a company controls, such as their webpage, and also earned media, which is customer created channels such as brand communities.

2. Theoretical Background

Five-Factor Model of Personality Traits

Personality traits are by many seen as being one of the fundamental theories, which explains the characteristics that affects user´s behavior. Goldberg (1993) summarizes the Five Factor Model of Personality Traits as openness, conscientiousness, extraversion, agreeableness, and neuroticism.

Source: (Visual DNA 2016)

All of these, individually or collectively expand the behavioral intentions of social media users. The Five-Factor Model or the Big Five framework suggests that the majority of individual differences in personality can be classified into these five broad domains (Gosling, Rentfrow & Swann 2003). Goldberg (1993) defines each personality traits: Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of expert. Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses. Extraversion is characterized by breadth of activities (as opposed to depth), urgency from external activity/situations, and energy creation from external means. This personality trait is by others also characterized sociability, energy and talkativeness. Correa, Hinsley and De Zuniga (2010) propose that these personalities use social media to communicate with others. Agreeableness trait reflects individual differences in general concern for social harmony. Neuroticism is the tendency to experience negative emotions, such as anger, anxiety or depression.

In the recent years, personality traits have been used in understanding why people behave as they do on the Internet and on social media. Former research suggests that extraversion is dominating in Facebook users compared to those who are not on Facebook (Ryan & Xenos 2011), and there has been suggested a correlation between extraversion and social engagement on the Internet (Amichai-Hamburger & Ben-Artzi 2003).

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Summary

As social media such as Facebook and Twitter provide the opportunity for brands to interact with consumers in a totally new way, Winer (2009) state that this new media provide more than just a new communication tool. The new media has further shifted marketers towards a strategy of creating experiences (Winer, 2009) and also interacting with the consumers while shifting control of the marketing communication over to the consumer (Acquisti & Spiekermann 2011; Deighton & Kornfeld, 2009; Schlosser, Shavitt & Kanfer 1999; Winer 2009). Winer (2009) argues that the new media has two characteristics; they are interactive and digital. Both of these characteristics are central due to the consumers' ability to interact with the brand or company, and the consumers ability to interact with each other. In order to reach out to consumers through social media, marketers typically have to interrupt the consumers, however Deighton and Kornfeld (2009) state that the digital paradigm forces the social media marketers to view the relationship more as a friend who the consumers invite into their lives.

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The aim of this chapter is to provide an overview over the framework that guides our research project. To guide our research, we have applied "the research onion" as proposed by Saunders, Lewis and Thornhill (2008). By applying the research onion, we ensure that our thesis follow a well-known structure. The structure is a six-stepped model that simplifies the process of dividing a research question/problem into an actionable plan. The structure of this chapter goes as follows. Firstly, we will account for our philosophical considerations, paradigm and research approach. Secondly, we will delve into the research design, strategy and time horizon. Finally, we will detail the process of our data collection, data processing and the data analysis in order to ensure that we answer our research questions. Considering the ethical aspects related to social media and privacy, the chapter will include a section with some ethical considerations throughout the research process.

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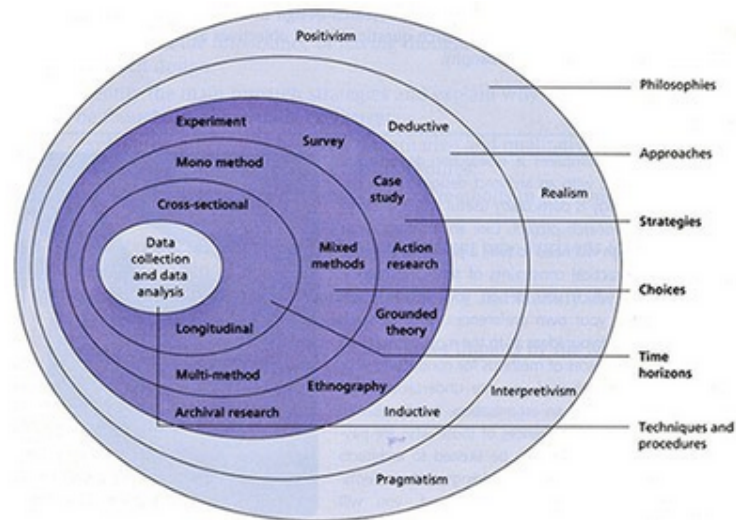
Source: (Saunders, Lewis & Thornhill 2008)

Research Philosophy & Approach

The research philosophy is an important part of the methodology because it relates to how the researcher understands and view the world (Saunders, Lewis & Thornhill 2009). The way the researcher understands and view the world steers the development and nature of knowledge, which in turn impact the research. For instance, individual values and motivations may impact what information the researcher finds useful and important (*ibid*). Being aware of our own philosophical choices would arguably better allow us to reflect over alternative choices, or potentially defend our choices compared to other options.

According to Malhotra, Birks & Wills (2012), researchers tend to use two main paradigms in their research: *positivism* and *interpretivism*. In order to be certain that the techniques we are applying in this thesis are consistent, we will present a short discussion of the different research philosophies. Researchers that belong to the positivistic paradigm believe that the reality is "out there" and that the social and natural worlds "*conform to certain fixed and unalterable laws in an endless chain of causation*" (Malhotra, Birks & Wills 2012, p. 191). As a positivist you tend to establish causal laws and rely on "facts", which will further enable the explanation of the problem statement. However, researchers that belong to the interpretivism paradigm respects the differences between the objects of natural science – people and institutions – and requires these researchers to grasp the subjective meaning of social action (Becker, Bryman & Ferguson 2012).

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Interpretivism further advocates that it is necessary for the researcher to understand differences between humans in our role as social actors, and further highlights the differences between conducting research among humans rather than objectives such as tangible objects (Saunders, Lewis & Thornhill 2009). The two paradigms explained are opposite of each other when asking the ontology question; *what is reality?* In order to answer this, one is depending on which paradigm one belongs to, a realist or a constructivist. Thus, the paradigm chosen will also influence which research and analysis methods the thesis will be based upon.

We believe that knowledge can only be produced based on direct observation. We are more concerned with "what is" rather than "what it *might be".* This is consistent throughout our data analysis, discussion, and conclusion. Personal opinions have been set aside, and findings are discussed with former research and theories. Thus, our research owes some to positivism. However, in research about consumer relationship marketing, consumer decision-making and customer satisfaction, which is some of our main themes, the realism is more suitable (Riege 2003). Based on this, we argue that our research contains parts of both and that the choice of research approach is not that rigid. This is important to bear in mind, as it affects the way we draw conclusions, lines and what we do to ensure credibility in our research. Thus, this research has adopted a third and commonly used management research philosophy: pragmatism. When using a pragmatic research view, research questions are not explicitly *positivist* or *interpretivist*, a variation in the epistemology and ontology is possible. According to Saunders, Lewis and Tornhill (2009), when using a pragmatic view in research, the ontological question "*what is reality"* can be viewed in multiple ways. As case studies rely on analytical generalization (Riege 2003), this research is closer to the constructivist than the realist perspective of ontology. For the pragmatist research philosophy, a mix of qualitative and quantitative method is commonly used (Saunders, Lewis & Thornhill 2009). Thus, the pragmatic view is emphasized in this research.

Research Approach
The two commonly used research approaches are deduction and induction (Saunders, Lewis & Thornhill 2009), with the main difference being whether the research aim is to test theory

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(deduction) or to build theory (induction). Another approach is the abductive reasoning, which is a fruitful choice if the aim is to discover new things (Dubois & Gadde, 2002).

Deductive reasoning often starts by looking at theory before formulating hypotheses derived from that theory, thereby testing theory. It is a reasoning approach where you move from theory to data and try to explain causal relationships between those. Deduction is the dominant approach in natural science, where laws are presented on the basis of explanation, anticipating phenomenon and then predict their occurrence before controlling the results (Saunders, Lewis & Thornhill, 2009,p. 124). Thus, in deductive reasoning, the research aims to explain causality between variables, and conclusions are based upon facts and laws.

On the other hand is induction, which is more concerned with building theory rather than testing theory. With inductive reasoning, the researcher is more concerned with gaining a deeper understanding of phenomena attached to different actions. As such, inductive reasoning moves from data to theory, in contrast to deduction. Consequently, inductive approach is a more flexible research approach and not as rigid as the deductive. Another difference is that since inductive research is not as concerned with generalization as deductive research, the sample size is not as important and it opens for the use of qualitative data. In choosing reasoning approach, one important determinant may be the extent of existing research. If there is a wealth of theory and research on a topic, it might be easier to define a theoretical framework and work deductively. However, if there is less literature on the topic, it may be appropriate to choose the inductive approach.

For this study, we arguably use a combination of the inductive and deductive approach. Though big data and social media analytics is not brand new, there is not enough research on the subject to test existing theory, thereby supporting our inductive approach (Saunders, Lewis & Thornhill 2009). However, we use existing theory to serve the analysis and discussion, which lend some from the deductive reasoning. Thus, we use a combined method with an emphasis on inductive reasoning. Using a combination of inductive and deductive reasoning is known as abduction (Dubois & Gadde, 2002).

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Research Design

The research design constitute research strategy, research choices and time horizons and is the third, fourth and fifth layer of the research onion (Saunders, Lewis & Thornhill 2009).

Before choosing the research strategy, some attention should be directed towards the way the research questions are phrased. The way the research questions are phrased set the direction for the research design, as this decides whether the results needed to answer the questions are exploratory, explanatory, or a combination. In exploratory studies, the researchers seeks to shed new insight onto a phenomenon, find out "what is happening" or assess some phenomenon in new lights (Robson 2002). This can be useful if you wish to clarify your understanding of a problem. Exploratory research can often be the initial type of research in other types of research, such as a preliminary literature review, expert interviews, or focus group interviews (Saunders, Lewis & Thornhill 2009). Descriptive research aims at portray an accurate profile of people, events or certain situations (Robson 2002). In a research project, descriptive research is often a way to the goal and not the goal itself, as it does not necessarily require critical thinking and explanations. However, it is argued that there is a clear place for descriptive research in business and management research (Saunders, Lewis & Thornhill 2009). A critical point in such research is that the researchers should be able to synthesize and evaluate the data the researchers describe. In explanatory research, the aim is to test theories or hypothesis (Saunders, Lewis & Thornhill). Here, the research is much about testing for relationships between variables.

In this research we started of with an initial review of the existing literature to gain more insight into the era of big data and social media analytics. After that, we investigated what industries that was particularly vulnerable as well as to which industries was most socially devoted. This was all done in the initial phase and is presented in chapter 1. This part owes more to the exploratory design. On the other hand, as we will demonstrate later in the thesis our research goes a step further and aims at describing and establishing relationship between variables.

Our problem statement is descriptive of nature. However, we are also interested in looking at relationship between different variables. In explanatory studies, the researchers can tests variables

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statistically, or collect quantitative data to explain relationship (Saunders, Saunders & Thornhill, 2009). However, there are ways to quantify qualitative data, and this has been taken into consideration in our data collection and analysis. Thus, our research contains elements that belongs to both explanatory and exploratory, and falls in the descripto-explanatory study approach (Saunders, Lewis & Thornhill 2009).

Research Strategy

There are several research strategies one can employ, no matter whether the research are descriptive, explanatory or exploratory. However, some of the research strategies fall more naturally under either deductive or inductive research approach. Some of the commonly used strategies are experiment, survey, archival analysis, history and case study. The choice of research strategy is a natural result of the research questions, the objective of the research, degree of knowledge to the topic and the available time for conducting the research. Case studies are particular useful when the research investigates the phenomenon within its context to better understand the world, which is why we have carried out our research as a case study (Rowley 2002).

Case Study

Case study can be defined as *"a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence"* (Robson 2002, p 78). A case strategy is further argued to be of particular interest when the research aims to give the researcher a rich understanding of the context of the research (Morris and Wood, as cited in Saunders, Lewis & Tornhill 2009, p. 146). Case study is the most frequent research strategy in explanatory and exploratory studies (p. 146). According to Yin, 2003 (as cited in Saunders, Lewis & Tornhill 2009 p. 146) there are four different strategies the researcher(s) may choose from based on two dimensions:

- ▪ Single case or multiple case
- ▪ Holistic case or embedded case

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Single case study is often the preferred method when the research is critical or typical for the single case (Saunders, Lewis & Thornill 2009). Many students use single case study when doing research for the company they work for, as it often provide easy access to information. As single case studies are unique or typical for the case in which are being researched, generalization of findings is hard to justify and likely not to be the aim of the research. Further, multiple case studies are typical when there is a need or aim to generalize findings, for broader understanding and/or to test if the results from one case apply to another. The second dimension, holistic and embedded case, refers to the unit in which are analyzed. For example, if the study were concerned with the whole business or organization, it would be a holistic case study. If other particular units or parts of the organization are being studied, the study is an embedded case study.

Since single case studies are typical for extreme or unique cases (Saunders, Lewis & Thornhill 2009), we have chosen to carry our thesis out as a multiple case study. By doing so, we are better able to establish differences, similarities, and gain a broader understanding of the phenomenon.

Time Horizon

Time horizon refers to the degree to which the study is a snapshot of reality or whether it should represent events over a longer period of time. The first is called cross-sectional studies, whilst the latter is termed longitudinal studies. For instance, the result of a specific marketing campaign on sales would typically be cross-sectional. As such, one of the strengths of cross-sectional studies is its suitability to measure relationships, just as in the example with the marketing campaign and the impact on sales. In contrast, one of the strengths in longitudinal studies is the ability to measure development or change over time.

In this study, our primary data was collected at given point in time. However, both our sources (Facebook and Twitter) contain data from several years. The great advantage of this is that our data provide us the ability to both observe changes and development over time. Further, by fetching

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data from years back in time, we got a *richer* data set. We found it necessary to fetch as much data as possible to strengthen the validity in relation to our research problem and sub-questions.

Data Collection

This chapter contains an overview over the data collection techniques, data processing and data analysis. This is the sixth and final layer of the research onion. The purpose of this section is to give an overview over various data sources, as well as to illustrate the data generating methods applied in this thesis. We have employed both secondary and primary data in our thesis, which will be elaborated upon in the subsequent. In addition, we will describe our methods for processing our data from raw data to meaningful data.

Secondary Data

Secondary data is the kind of data that are collected for other purposes than the study at hand. It follows that since secondary data are used to answer other research problems that ours, the use of secondary data should be done with caution. Nonetheless, since secondary data exists, it can be time saving and less costly than collecting primary data. In our research, we have made use of secondary data to enrich our primary data. We have chose to only collect secondary data from well-known sources. For example, we have used data from Euromonitor International, which is an independent provider of market research (Euromonitor 2016). As students at Copenhagen Business School, we have access to Euromonitor databases. By using statistical data from Euromonitor, we have collected and presented information in this thesis that would otherwise not been possible, considering the time constraints when writing a master thesis.

Primary Data

Primary data refers to the collection of new data, undertaken by the researchers for the particular topic at hand. Different methods can be applied to generate primary data, such as observations, interviews and questionnaires/surveys. In the data generating part of a research, the researchers may choose quantitative data, qualitative data or a combination of the two. Quantitative data is collected when the researchers seek to quantify the data statistically, such as establishing

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relationship between variables. Quantitative data therefore often requires large data sets/observations to be statistically verified or tested. This method is often preferred when there is a need to generalize findings. Qualitative research however, is often based on smaller, unstructured data to provide understanding and insight. An easy way to distinguish between quantitative and qualitative methods is that the first is often concerned with numerical data whilst the latter focuses on non-numeric data.

An advantage of case studies is that we can apply a wide range of data collection techniques (Yin 2003). Yin (2003) points at three sources of evidence that are commonly used in case studies: documentation, archival records, interviews, direct observations, participant observation and physical artifacts, each with its strengths and weaknesses.

In order to answer whether consumer engages differently on Facebook and Twitter - data from both Facebook and Twitter were needed. In addition, the collection of data from two different sources will contribute to our other three research questions, thus contribute to our overall problem statement. The collection of data from the Internet to analyze human behavior falls under the category of *observation*. One advantage by applying this method, compared to focus groups, interviews or surveys is that it reduces the possible observer bias. Further, we get an accurate picture of "what is", instead of asking subjects, who might would have give us totally different answers due to for instance participation bias.

Facebook and Twitter are on the top five list of the most used Social Media platforms. Since much of the former research has collected data from *either* Facebook *or* Twitter, we decided to collect data from both platforms. Further, data from these sources will give us both quantitative and qualitative information. Some other benefits by fetching data from Social Media platforms were that it was time saving compared to if we for instance conducted interviews, focus group and/or surveys. In addition, these methods provide some challenges when measuring and interpreting the results, in particular related to opinions and attitudes, as this can be difficult to measure otherwise. Importantly, data from social data was a necessity in order for us to answer our problem statement and research questions.

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An important element of our data collection is to determine the population and/or sample for the study. The population for our study was not given much consideration due to the nature of our data collection techniques. Our data collection methods automatically determined the population and extracted the information we needed. If we had conducted interviews or surveys, the sample and population should have been given greater attention.

From Twitter, we fetched data that contained certain key words, related to our case companies. From Facebook we collected data from SAS' and NAS' respective pages. There are some definitions we need to clarify, and this should also be kept in mind when reading our results. We use the word "Tweet" when an actor publishes a status on Twitter. Anything that an author *creates*, or *produces* on Twitter, is hereby referred to as a "Tweet". A Retweet is used when other authors "share" another authors' Tweet. Similarly, on Facebook we divide between "share", "post" and "comments". We will go through the data collection process in the subsequent.

Twitter

Twitter allows consumers to share their opinions, thoughts, and whatever they want to share, with a maximum limit of 140 characters. Although limitations in characters, Twitter allow you to share photos, share other people's Tweets (Retweets), comment, like, and send short messages to others. In the last quarter of 2015, there were a total of 305 million monthly active users on Twitter (Statista 2015). Twitter is further seen as an efficient platform to target marketing and gather marketing intelligence (Wood & Burkhalter 2014).

To collect our social data from Twitter we developed an application in Bluemix, which is an open source cloud based developer platform by IBM. Just like SODATO, our application could fetch Twitter data based on our criteria. We built the application in such way that it would fetch Tweets and Retweets that contained the following keywords (i.e., hashtags):

- #SAS #Scandinavianairlines
- #NAS #Norwegianairlines

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For this data collection we collected data from 1st April 2016 till 3rd February 2016. The exact date range varied between NAS and SAS. The sample is random (1% random sample of Tweets), which is satisfactory for our research. Our data is a random sample with the criteria we have chosen, thus not a random sample of the whole Twitter community, but a random sample of consumers who engage in e-WoM and uses these hashtags.

Facebook

Facebook is the number one Social Media platform measured in the number of unique monthly visitors (Euromonitor, 2013). To collect Facebook data, we used the Social Media Analytics Tool (SODATO) as developed by Abid Hussain and Ravi Vatrapu. This tool was developed in response to the lack of an IT artifact able to fetch, design and evaluate data derived from social media (Mukkamala, Hussain & Vatrapu 2014), and is built to fetch Big Social data from Social Media platforms, perform analytics, as well as to visualize findings. Wall data was fetched from the following sites:

- https://www.facebook.com/flynorwegian
- https://www.facebook.com/SAS

We collected data from the following years: 2009, 2010, 2011, 2012, 2013, 2014 and 2015.

Data Processing

To ensure validity in our thesis, the process of cleansing the data were given particular attention. As stated throughout the thesis, the key with content analytics is to turn our data into valuable assets. The coding of the content in our raw data is therefore key for us in order to extract valuable information out of the data we have collected. As we shall see further below, some of the data we collected (particularly from Twitter) was irrelevant for our study. The process of cleaning our data from our initial to our ultimately data is described in the two sections below.

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Twitter

After fetching the data from Twitter, there was some work to be done before we could use the data. We received our raw data in excel sheets, one file for each hashtag, thus four in total (recall that we fetched data containing the hashtag "SAS", "Scandinavianairlines", "NAS" and "Norwegianairlines". The app was not case sensitive.

We retrieved 18 variables from Twitter:

MSGID	MSGTYPE	MSGPOSTEDTIME	MSGBODY	MSGHASHTAGS
	SMAAUTHORCOUNTRY	SMAAUTHORSTATE	SMAAUTHORCITY	
SMAAUTHORGENDER	SMASENTIMENT	USERID	USERDISPLAYNAME	USERPREFERREDUSERNAME
USERLANGUANGE	USERFOLLOWERSCOUNT	USERFRIENDSCOUNT	USERLISTEDCOUNT	USERSTATUSCOUNT

An advantage of using our own built data-gathering tool is that it had already recognized the languages and sentiments, so that we did not had to go through the same coding process as with the Facebook data. Thus, it was easier to remove the data, which were not relevant. However, to strengthen the reliability/validity of the study, we decided to go through the data manually to ensure the data was as correct as possible.

In our Twitter data, there were a lot of corporate accounts behind the posts. An example in our data is VisitNorway and STHLM Fashion Sweden. These were tagged with "unknown" gender, however we have excluded any corporate posts in our final data sets, as this is a study of consumer-generated e-WoM. Further, we quickly discovered in our Twitter data set that we had gathered data, which were not about our case, company NAS, and obviously was not related to this particular study as illustrated below:

MSGBODY	SMASENTIM
Listen and Download #Nas & #Sade #OneLoveDeluxe #Mashup Album by Djaytiger	NEUTRAL

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We were quick to learn that NAS is an acronym or name of an assembly popular hip-hop musician in the US. Most of the data in the NAS file were related to NAS as in the musician and not to NAS as an acronym for Norwegian Air Shuttle. The original data file contained 56,665 rows, meaning that we could not go over this one by one. Therefore, we searched the document in the traditional cmd+F way and typed in "Norwegian". That way, we were able to extract the Tweets relevant for this research.

In our SAS data file, we discovered that a lot of the Tweets were related to SAS Institute the American software company SAS Institute and not Scandinavian Airlines. The SAS sheet contained a total of 49,166 Tweets, where most of them were not relevant to our study. Therefore, in order to extract the Tweets relevant to this study, we searched the document and filtered on "Scandinavian" (short for Scandinavian airlines) and "flysas" to include only the one obvious related to our analysis. The remaining files (Norwegianairlines and Scandinavianairlines) was clearly related to the subject of this study, thus no filtering needed on these files. For all four datasets, we removed those who did not have any text in MSGBODY (which is the text of the Tweet). There was some that only contained hashtags, with no actual text related to the hashtags. This can happen when users post a photo and only include hashtags, without any text. We also excluded Tweets in other languages than in English or one of the Scandinavian languages. After removing all other languages than English and one of the Scandinavian languages, we were left with 199 rows.

Facebook

After the data was fetched from SODATO, we had to sort the data based on its relevance to our thesis. The wall fetch requests provided us with two excel files, one for NAS and one from SAS (raw data). Each of these files contained 19 variables:

ActionType PostDbId DbId Fbid CreatedDate UpdatedDate PostType ActorId ActorName Link Caption Description CaptionNamePost StatusType Story Picture PropertyName PropertyText ShareCount TextValue

As the raw data showed all activity done, coding and data cleaning was necessary in order to weed out data relevant for this thesis when it comes to "*ActionType*" (post, comment, like) and language.

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Among the different actions we had *"comments", "posts", "postlike", "commentreply" and "commentreplylike".* We decided to exclude "*postlike*" and "*commentreplylike*" as they do not include text. After excluding irrelevant variables, we coded posts based on their language.

Second, we coded the data based on the language of the post. Our raw data contained several languages; therefore the next step was to code the different languages. As we only have sufficient knowledge in English and the three Scandinavian languages we removed all posts in other languages than just described. This process was also necessary in order to use the Computational Social Science Laboratory's Multi-Dimensional Training Set Too (Henceforth CSSL MDT). When classifying our data based on languages we applied the following rules:

0 =   Norwegian

1=   Swedish

3=   English

2=   Danish

Other languages, such as German, Italian and Spanish were observed in the NAS data set, however we have excluded these. The majority of the SAS file contained texts in Norwegian, Danish, Swedish and English with few exceptions.

When the coding was completed, we trained our data in CSSL MDT classification tool. We used three theoretical models from the CSSL MDT classification tool: Ekman's Basic Emotions, Personality Traits (Big Five) and Brand Sentiment. Two other theoretical models are provided in the tool: Consumer Decision Making Stage model and Social Engagement model. We found it difficult to classify texts into either of these as we only had one text to base our judgments upon, i.e., it is difficult to classify which level of the social engagement model an author is based on only one text.

Each of the texts was classified, except from some texts that did not fit naturally into the models. In order to avoid bias in the classification process, the researchers of this thesis trained the whole data set individually. When this process was completed, we reviewed our results and compared them. There were some texts we had classified different. These texts were discussed, and those we did

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not reached an agreement one was removed so it would not influence our results. An example of a text we removed:

> Please I want to know how much it cost from Africa to sweden please and I hope I get the cheapest price. From lagos to goteborg

Lastly, we have removed posts by the company itself, as the purpose of this particular research is on the consumers and not the companies.

To ensure validity and eliminate possible researcher bias, both of the authors of this paper did the CSSL classification separately. After we had trained the data separately we compared our classifications. The texts that we had classified differently were subject for discussion. The texts that we did not agree upon were excluded from the analysis. After the data cleaning was done, we were left with 279 rows for the NAS data file and 164 for the SAS data file.

Data Analysis

Since the interpretation and analysis of our results is a major part of our thesis, we will provide an additional overview over the methods and models applied in analyzing our data. We have used the Social Data Model as developed by Mukkamala, Hussain & Vatrapu (2014) as guidance for analyzing our data. This model shows two aspects of social data: social graph and social texts. These are further divided into subsets.
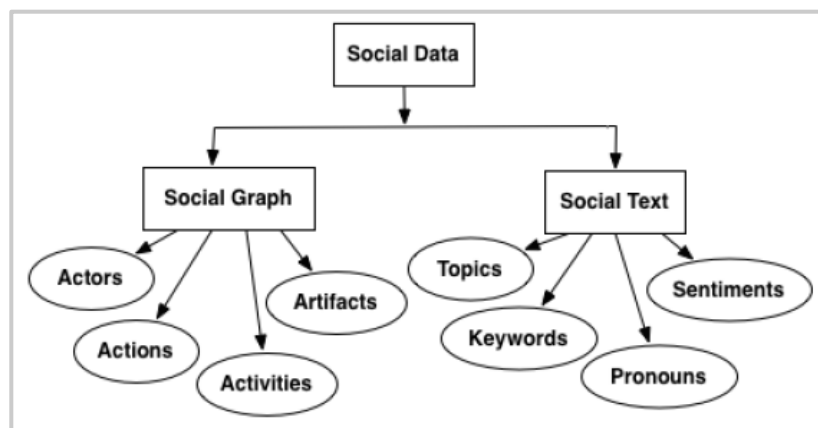
Source: Social Data Model (Mukkamala, Hussain & Vatrapu 2014)

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Social Data Model

As we can see from the model, social graph draws upon the actors, actions, activities and artifacts. Actors refers to characteristics of the author behind the social media engagement, which here can be referred to as the actions undertaken by the author, such as a Tweet or a Facebook post. The "activity" could be promotion, campaign, complain, etc. Social graph thus attempts to identify the actors, actions, and the activities, and the artifacts they interact and create. Thus, Social Graph analytics identifies the structure of relationships, or networks, emerged by social media use, undertaken actions and activities. A simple example can be used to illustrate how Social Graph can be used. Imagine an author (actor) on Twitter send a Tweet (action), using his or hers tablet (artifact) to complain (activity) the service the author experienced at a recent restaurant visit. Imagine that this Tweet is further shared, liked or Retweeted by thousands of people across the globe. Now, imagine again that this restaurant is a global public listed chain, which as a result of this Tweet experienced a decrease in stock value due to this one Tweet. This example illustrate that social graph can be very useful for companies to identify potential "influencers" or social media "leaders".

On the other side of the model we have Social Text. Social text analytics is more concerned with the *content* of the text rather than the *construct*. Social text analytics focuses on topics, keywords, pronouns used and the sentiment of the text. Thus, social texts is concerned with *what* (topics) the actors are trying to communicate, and *how* they do so, in terms of topics, keywords and pronouns. Lastly, social text includes sentiments, which can be described as an attitude, feeling, emotion or thought about something. Sentiment in social media is thus sentiment as expressed by words. As mentioned previously in the theory chapter, sentiment analysis can be a useful tool to understand consumer's motivation for engaging in social media. Sentiment analysis can be a key mean to monitor loyalty and brand image (Mukkamala, Hussain & Vatrapu 2014), which we illustrated in our fictive example with the global restaurant chain. Sentiment analysis allows us to classify text into positive, negative and neutral, based on the content of the text. In the example with the restaurant chain, the sentiment would very likely ended up in the negative category. On a last note, sentiment analysis is an analytical technique that involves natural language processing and text analysis (Subramaniyaswamy et al 2015).

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Both social text and social graph will be analyzed in our paper, with a main focus on actors, actions, topics and sentiments. These variables were needed in order to determine whether there was a relationship between personal characteristics and e-WoM engagement, which is our third research question.

Content Analysis

Content analysis is valuable in research where the researchers aim to examine communication systematically (Abbott & McKinney 2013, p 316). One of the aims with content analytics is to find patterns in the materials. Content analysis is a method to classify texts or messages based on the descriptive information (i.e., content) (Jegadeesh 2013).

In order to answer our first research question, content analysis were performed. Our content analysis goes a step further than looking at the sentiment. Here, we did a manual text-mining job in order to determine the reasons why consumers engage in negative, neutral and positive e-WoM. By going a step further than sentiment analysis, we were able to determine what part of business that attracted e-WoM.

Visualization & Statistics

This section will describe the tools and methods applied to analyze and visualize our data. Three main tools have been used: Watson Analytics, SODATO and SPSS Statistics. These will be elaborated in the subsequent.

We have been using IBM Watson Analytics (henceforth referred to as WA) for data discovery and visualization. IBM WA is a cloud-hosted service that enables users to discover patterns in data and visualize these data into dashboards (IBM 2016). When visualizing our data in WA we got descriptive data such and frequencies. This in turn led to the generation of relationships and sub-conclusions. Though statistics is not typical for case studies, we wanted to extend our findings and assumptions obtained from WA to see if they were significant. Since big social data often is unstructured and difficult to analyze using traditional statistical tools, we kept this in mind when

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preparing our data. Doing so, we were able to run some statistical tests in IBM SPSS Statistics (herein forward referred to as SPSS). We used SODATO mainly to visualize the descriptive obtained from our Facebook data. From SPSS we used Frequencies, Cross-tabulations, Chi-Square tests, Custom Tables and Tree Classification. When running our tests (t-Tests) we chose 0.05. This is a commonly used significance level (Malhotra, Birks & Wills 2010, p. 490). Level of significance is a term used to describe the probability that something is a result of coincidence. A result is statistically significant if it is unlikely that the outcome has occurred due to coincidence.

Data Credibility

The credibility of research findings has to do with whether the research produces credible findings. In order to reduce the chances of getting the answers wrong, sufficient emphasize should be given two parts of the research design: validity and reliability (Saunders, Lewis & Thornhill 2009).

Validity in research refers to the accuracy of a measure, or to the degree to which a finding represents a concept (Zikmund et al 2009). In other words, whether we are accurately measuring what we believe we are measuring (*ibid, p. 309*). Reliability has something to do with the *consistency* of the research *(ibid, p. 305).* For example, if different attempts at measuring the same yield the same results, then there is a higher chance that the research is reliable than if the attempts yielded different results. There are four commonly used tests to evaluate the credibility of the research (Riege 2003):

1. Construct validity
2. Internal validity
3. External validity
4. Reliability

In case studies, the researchers usually have a close relationship with the case in study or the people that are being examined (Riege 2003). In this thesis, we have conducted case study on two companies that none of us have a close relationship to, thus we are independent of the case. Furthermore, we have not been in contact with any of the authors of our data. Since we are two students carrying out the thesis, we have done great effort to refrain from any subjective opinions

3. Methodology

or judgments, which we strongly believe have reduced the threats to **construct validity** of the thesis, compared to if one was to conduct the research alone.

Internal validity in quantitative studies refers to the establishment of cause-effects (Riege 2003). In qualitative studies, such as case studies, internal validity emphasizes to establish relationships, or phenomenon in the most credible way. In order to ensure internal validity in our research, we have not only highlighted the major findings such as similarities and differences, but we have tried to identified what factors that cause these similarities and differences. Additionally, our research is not too concerned with case specific attributes. We rather focus on the patterns observed among the total e-WoM engagement around our case companies.

The external validity is about the degree to which our study can be generalized. As this is a case study, the aim is not to generalize to a broader set of industries, other companies or to other populations. Case studies have been criticized due to discussions around appropriateness in scientific methods (Dubois and Gadde 2002). For instance, Yin (1994) argues that case studies provide little ground for generalizations. However, we argue that our research produces higher degree of external validity than a single case study would have produced, as we have two different cases. We have done so to strengthen the external validity.

The reliability has to do with whether or whether not we measure what we say we are to measure. If other does the same research researchers and the findings are the same, we can say our research is reliable. On the contrary, if others had found different answers than us, there would have been threats to the reliability of our research. We strongly believe, that if others was to measure the same as we have done, used the same data sources, and the same period of time, the findings would have been similar to ours. However, as this is a real life case study of individuals in real life settings, our study is observing a reality in constant change. E-WoM engagement is a product of many variables that are in constant change. If the same study is done in two or three years and studied the period, for instance from 2015-2017, there is a great chance that the observations and results would vary somehow from ours. Yet, we do not know, as the human behavior is in constant change.

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Potential Sources of Error

Our Facebook data may suffer from the fact that the companies can choose to delete posts on their walls. For example, if a very angry consumer posts something on SAS or NAS' Facebook wall, the companies can easily delete these posts.

Though Twitter data is public, the data provided by Twitter is limited due a combination of data volume, privacy expectations and Twitter's own interests (Kelley, Sleeper & Cranshaw n.d). The rate limitations in fetching Twitter data set some limits to how much data we can fetch from Twitter, thus impact our sample size. Further, data from Twitter users with protected accounts (i.e., not public) is not possible to fetch, thereby not included.

Research Ethics

About all types of research is underpinned by ethical considerations, with business research being no exception (Zikmund et al 2009). As a general rule, the research design should not subject those you are investigating, e.g., the population, to any harm, embarrassment or other disadvantage (Saunders, Lewis & Thornhill 2009).

One ethical dilemma that arose was after the data collection. The dilemma was a consequence of the fact that we collected data and content from social media without having been in touch with the authors. Thus, we have collected data from individuals, and analyzed them without their permission to do so. This is of course not unlawful, and it is widely known that content that are published on social media is public. However, to govern their privacy we decided to remove all names and usernames of all authors when we presented the results. The names was not needed for us to conduct the analyses nor to reach our conclusions. Research on Twitter and Facebook have increased in popularity within the field of Social Sciences. However, research on social media and big data pose ethical considerations and challenges.

The Twitter Terms of Service, which is a legal document on how to access Twitter data and use the data, there are some restrictions we need to take into considerations. Additionally, this document is

3. Methodology

under constant change. Furthermore, if an author delete a Tweet or Retweet, and this is deleted *after* our data collection, this content needs to be deleted and cleared is it has become evident during our study. Since we have not looked up the authors, we do not know whether some of the texts have been deleted. Therefore, we have decided to keep our data to our self and not to include these as attachment in this thesis.

4. Results

The following chapter will present our results as obtained throughout our data analysis. The results presented here is the main basis for answering our problem statement and associated sub-questions:

"How can Norwegian Air Shuttle ASA and Scandinavian Airlines leverage on Big Social Data to learn more about their consumers, boost (positive) e-WoM and ultimately gain competitive advantage?"

RQ1: What are some of the reasons consumers engage in e-WoM?

RQ2: Are there any differences between e-WoM engagements on Facebook and Twitter?

RQ3: Is there any relationship between personal characteristics and e-WoM engagement?

The chapter is divided into four main parts and it is structured as follows: the first section will provide findings obtained from our secondary data. The purpose of the secondary data is to provide additional insight into our research. The second part provides an overview of the Twitter results and the third part will contain the Facebook results The chapter ends with empirical testing of some of our preliminary conclusions to see whether our findings is statistically significant. We end the chapter with a short summary.

It is important to stress that our Twitter and Facebook data contains different variables, thus will provide us slightly different findings and areas in e-WoM engagement.
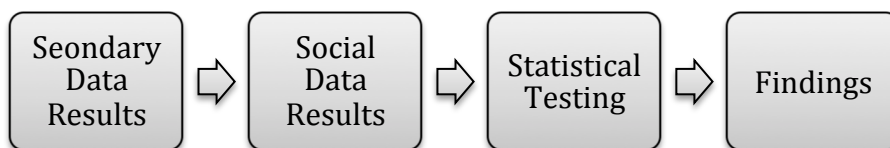
Figure 2. Structure of Results chapter

4. Results

Secondary Data: e-WoM Engagement

According to Statista (2016) there has been an increase in social media participation among individuals in the European Union (EU). Norway, Denmark and Sweden are among the top five countries in EU when it comes to social media penetration. In Western Europe, the numbers of Facebook users increased from 149.8 million in 2014 to 161.9 million in 2016. By 2018 the number is projected to be 170.9 million users.

An Analyst Pulse survey by Euromonitor International from 2013 provides insight into how social media plays a role in consumers' decision making in trip planning (Euromonitor International 2013). The study was performed on 228 researchers in more than 80 countries. The found that consumers frequently turned to social media for information when planning their trip, including where to travel, how to get there and where to stay. After a trip, they often turn to social media to share information about their experiences. Though travel specific sites dominate (e.g., Trip Advisor), there is a tendency that consumers have expanded their search for information to also include social media sites, such as Twitter and Facebook.

Source: Euromonitor International Analyst Survey – Analyst Pulse; October 2013
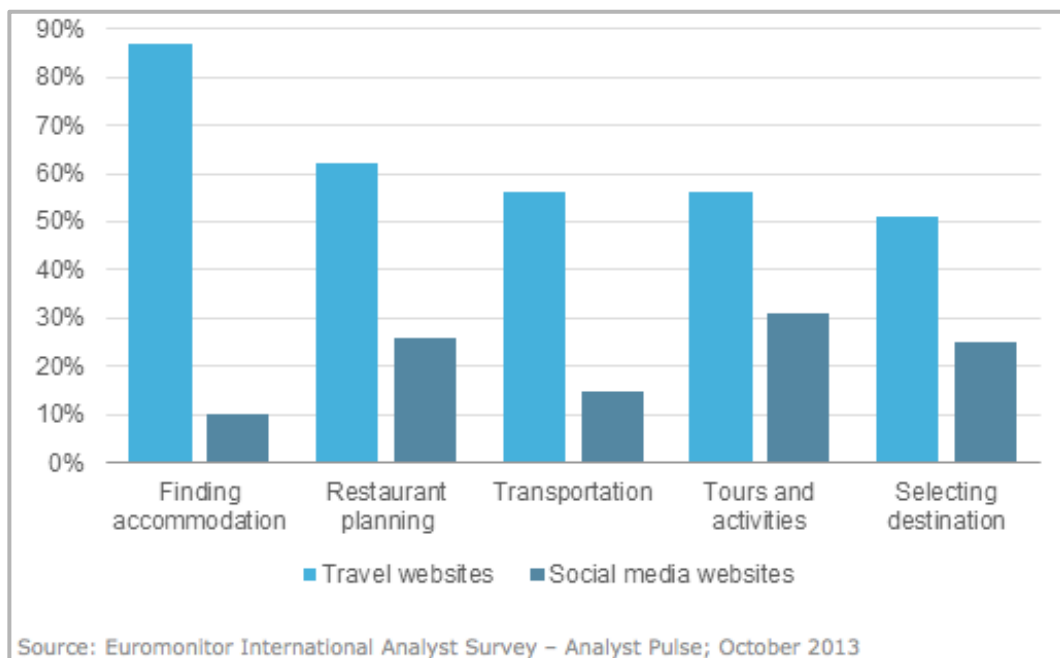
4. Results

Though travel-specific sites dominate in search for information, many consumers share their experience on social media. Status updates, reviews, like of new pages, and check in's are often done in the moment, i.e., while travelling. While these activities happen more often *during* compared to *after* the travel, posting photos is one of the activities that the consumers engage in both during and after travel. Females are more likely to post photos compared to males. In particular, travellers in the Asia-Pacific have higher likelihood of sharing their travel experiences than the other continents. This is important to bear in mind as this is far from SAS and NAS' origin, though they do business there.

A study by Euromonitor International from 2012 provides some insight into consumers' engagement on social media. In this study, surveyed their network of in-country analysts and in-house researchers to examine their social media usage and habits. They found that the vast majority used social media to interact with friends. However, they also found that there was some who used social media to learn more about products or services. Another finding was, that online communication was growing, though offline communication was still most important when consumers' engaged with companies. This study found that among the respondents, most people were likely to speak out about extremely bad or good experience to their inner circle rather than on the Internet. It was also found that those who follow a brand or a company on social media are more positive towards that company and more likely to buy again

Typical interactions with companies and brands on social media
% selecting each option

- Find out more about a certain product or service
- (When buying products) Read reviews or ask friends for advice
- Follow companies or brands that I like
- Get discounts or deals from brands/companies that I follow
- Share discounts/deals with friends
- Write reviews of products or services

Euromonitor International Survey – Analyst Pulse; December 2011

4. Results

The study discovered that WoM was still found to dominate over e-WoM when it comes to the way consumers complain or praise a company or product. In fact, it was found that 69% of the respondents would spread the word if they have had an extremely positive experience with a company or product, while 62% would do the same if the experience were bad. Among those who did react online, satisfied customers were more likely to engage in e-WoM than dissatisfied customers. The dissatisfied customers were more inclined to contact the company directly through email (19%) or telephone (24%). They were least likely to post on Facebook.

The impact of following companies or a brand on social media has an impact on consumers. It was found that after the respondents followed their respective companies online, they had become more positive towards these companies or brands. They were also found to be more likely to talk positively about the selected company or brand to their friends and families. Furthermore, they were more likely to buy from that company.
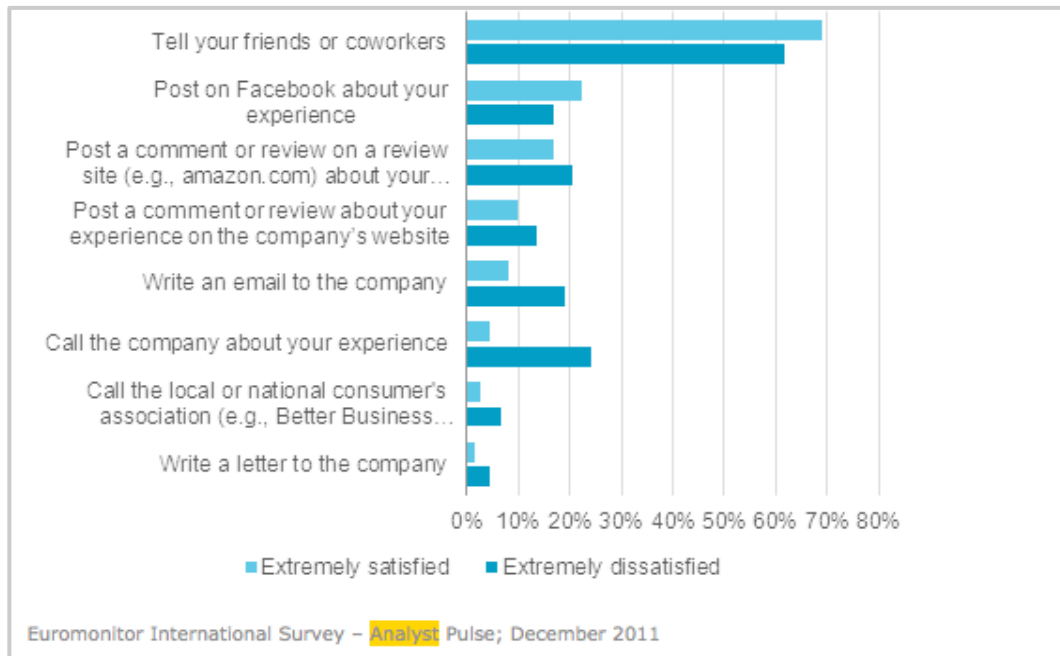
4. Results

Demographics of e-WoM

This section is based on the findings from Euromonitor International's Hyper connectivity survey of 8000 online consumers in 16 markets. The survey examined the segments most willing to engage with brands and retailers on social media.

The survey found that there were some demographics that were more open to engage and interact with companies and brands on social media (Euromonitor International Inc., 2015). They found that particularly those who are Internet connected in emerging markets, and that in other markets the most active actors were aged below 30. However, the majorities of those in the two segments were found to be passive with regards to interactions and limited their engagements to like or following. Further, it was found that the ones who are heavy shoppers are the most likely to share, Retweet or promote a company otherwise. This was found to be regardless of the social media platform.

Primary Data: Twitter

This section will provide insight into social graph and social text, and possible associations between variables. In total, we have 199 rows in our Twitter data set, which we will go through in the subsequent.

Consumer Engagement

We see that from the table provided below that the majority of our data is related to SAS (64.8%) and the minority to NAS (35.2%). What this table tells us that SAS has more engaged customers than what NAS has.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Norwegian	70	35.2	35.2	35.2
	SAS	129	64.8	64.8	100.0
	Total	199	100.0	100.0	

Figure 3. Company frequency

4. Results

From the screen dumps below we further see that SAS has more followers than what NAS has. Though NAS has more Tweets, this number includes NAS' own engagement and not the consumers' engagement alone.
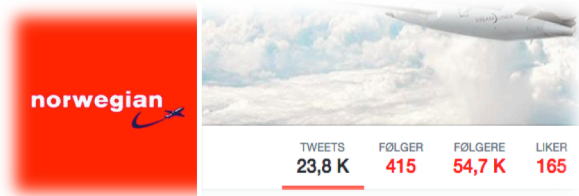
Source: Twitter, Fly_Norwegian (2016)   Source: Twitter, SAS (2016)

Next we look at the change in engagement over the period of time. It is clear from this that 2014 was a higher year of activity than 2015 and 2016. Recall that our 2016 data is not complete, and that the cleaned data set only has data until 2nd February 2016. That means that we have 12 rows in the period of 1.1.2016-02.02.2016. At the same time, our 2014 data started 01.04.2014-31.04.2014, only three quarters. Isolated, it looks like 2014 was the prime year in terms of Twitter activity for NAS and SAS as a whole. This is an interesting finding as it indicate that consumer engagement on Twitter seem to have declined over the period.
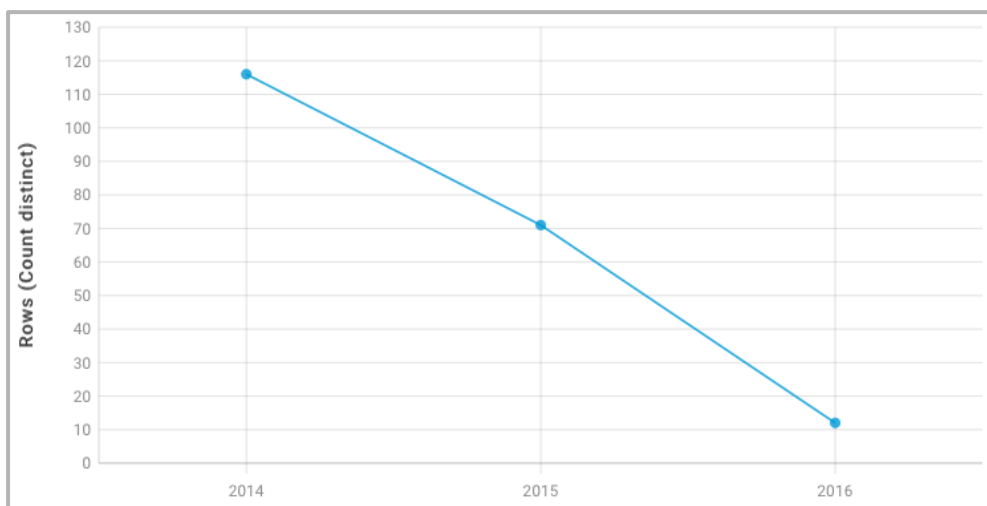
Figure 4. Count over year

44

4. Results

Social Graph

To further understand the producers of e-WoM, social graph is used to gain knowledge about various aspects of the actors of the e-WoM. Looking further into the data, we see that male represents 38% of our total data while we have 21% female. What this tells us is that we have more active male than females on Twitter. What it also tells us is that a lot of the authors have been marked as "unknown". When an author is tagged as unknown it means that the account owner does not show their gender on their profile.
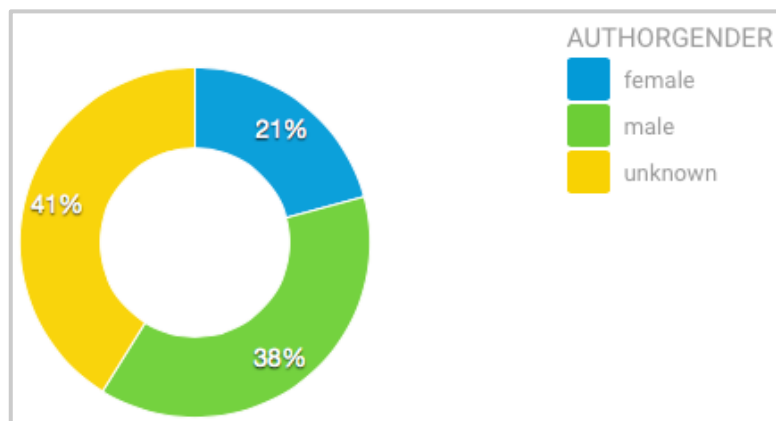
Figure 5. Distribution of gender

By looking isolated at each year, we can see the change in gender and Twitter activity:

	Male	Female	Unknown
2014	45%	18%	37%
2015	31%	25%	44%
2016	17%	17%	67%

As we can see from this, it looks like male activity has decreased over the period while female has remained about the same. The number of unknown however has increased from 38% in 2014 till 67% in 2016. Recall that we removed any corporate posts during our data processing, so the high share of "unknown" is therefore not a result of corporate posts.

When it comes to social media *actions* we have data regarding Tweets and Retweet. The share of Tweets and Retweets can be obtained in the chart below. We see that the majority of activity falls under Tweets rather than Retweets.

4. Results
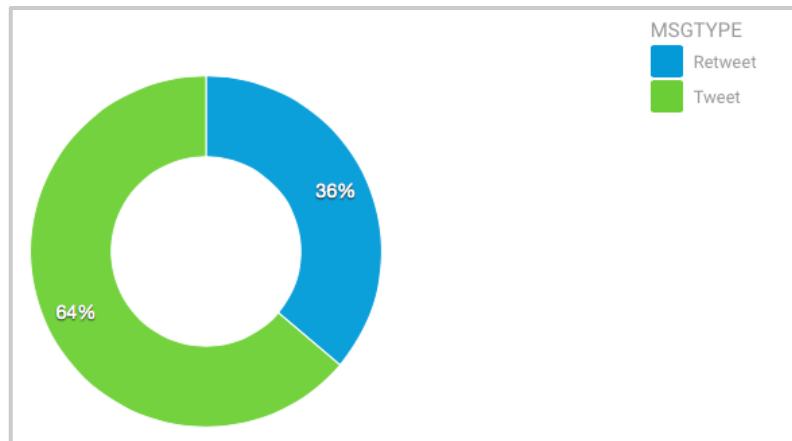
Figure 6. Breakdown by action type

Looking further into this, we see that males´ Tweet activities are higher compared to females. This is no surprise, as we know by now that we have a majority of males in our data. We find that both females and males have higher degree of Tweets than Retweets, but out of the two types we have a higher share of Retweet (out of total activity) among females than of males, which leads us to suspect that females are more likely to Retweet than what males are.
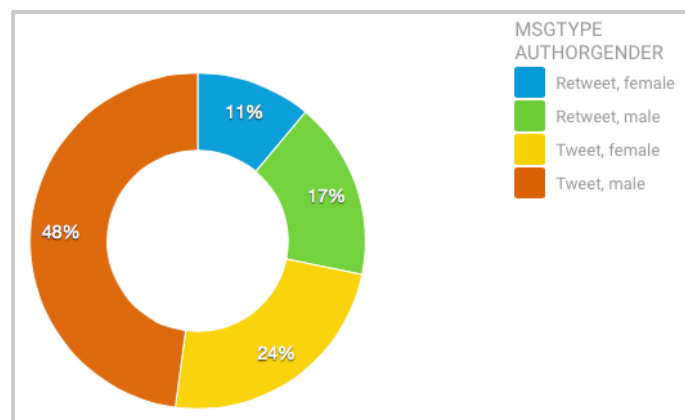
Figure 7. Gender and action type

Below is provided a table that show how the three levels of brand sentiments are distributed. It is interesting to see the differences on each sentiment to see whether the majority of consumer engagement is positive, negative or neutral.

4. Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NEGATIVE	76	38.2	38.2	38.2
	NEUTRAL	83	41.7	41.7	79.9
	POSITIVE	40	20.1	20.1	100.0
	Total	199	100.0	100.0	

Figure 8. Brand sentiment frequency table

From the table provided we see that we have a majority of neutral sentiment in our Twitter data, followed closely by negative. We wanted to look further into this. In the table below we see that 2014 was the year with extensive negative attention. We further see that the e-WoM has become more neutral over the period.

	NEGATIVE	NEUTRAL	POSITIVE
2014	62	29	25
2015	10	47	14
2016	4	7	1

Figure 9. Brand sentiment over year

When we filter on year and choose only 2014, we get 53% negative, 25% neutral and 22% positive. For 2015 we find a change: 66% neutral, 20% positive and only 14% negative. However we do not see a trend as in 2016, the share of the different sentiments has changed again: 58% neutral, 33% negative and 8% positive.

4. Results
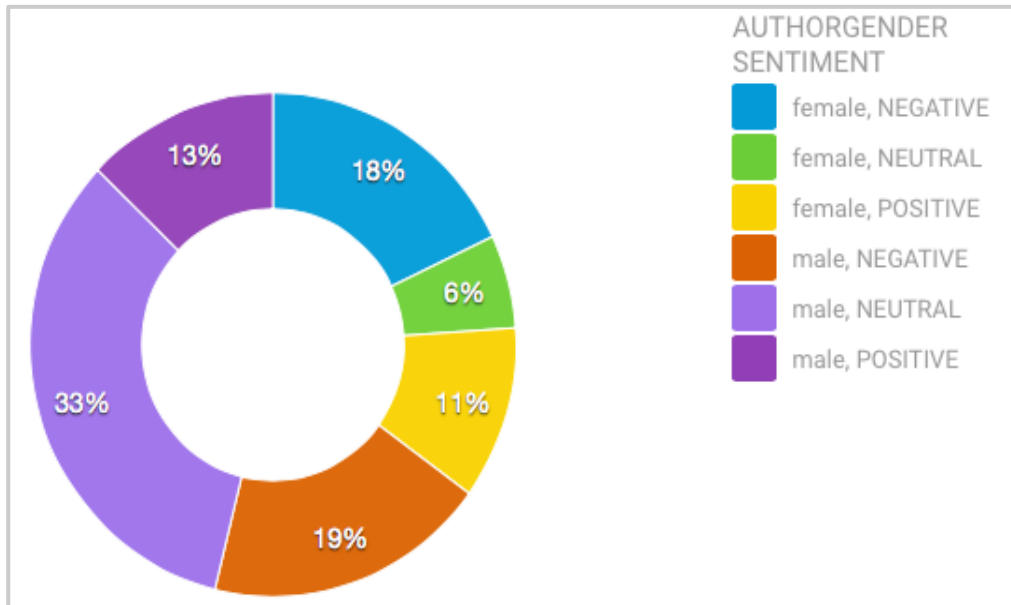
Figure 10. Sentiment by gender

Social Text

Next, we have looked into the types of activity in relation to sentiment. For this, we have used a visualization called word cloud. The word cloud positions strongest relationship largest and the weaker relationship the smaller size. From this we see that we have a higher degree of negative Retweets compared to positive Retweets. In fact, the share of positive Retweets is so small that it is difficult to read it in the world cloud. We also see that we have a large portion of neutral Tweets: This leads us to believe that negative loaded content spread more than positive ones, and we should dig deeper into this. By using pie chart we get the amount as percentage. In the chart we see the distribution for the three sentiments and the activity. From the chart below we see that the majority of activity was neutral Tweets (37%) followed by negative Retweets (30%). The share of positive Retweets was 1%.

Figure 11 Sentiment and activity: wordcloud

4. Results

Next, we look at the distribution of sentiment in relation to gender. Some interesting observations from this pie chart: first, while the highest share of male is "neutral", the highest share of female is "negative". Second, female "neutral" and "positive" seems to be equally distributed, while there is a higher difference between "neutral" and "positive" males (29% and 13%). Thus, the distribution of sentiments in our data differs between genders:
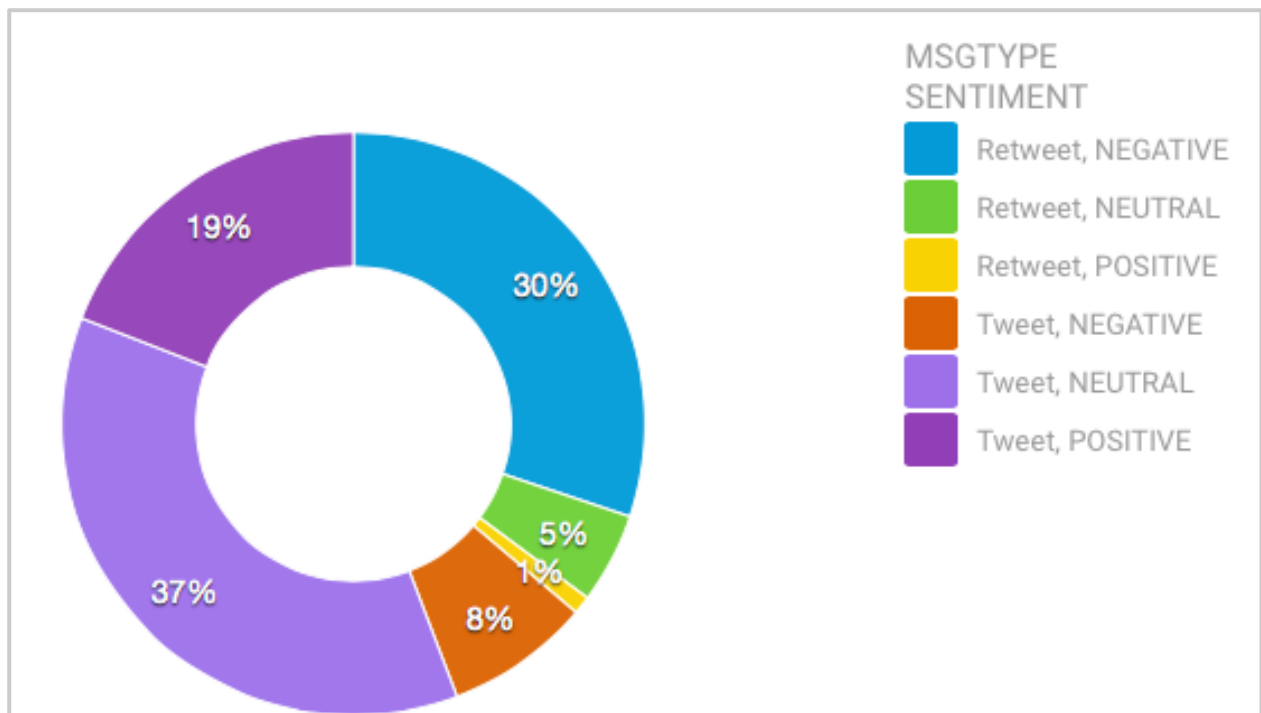
Figure 12 Brand Sentiment and Gender

Case-Comparison

Knowing that we have some variances in our data we wanted to look whether there are differences between the companies. In our NAS dataset we have a slight majority of males, though the gender distribution is almost equal. In our SAS dataset the picture is different with a vast majority of males (74%). Unknown is not shown in these donut charts, but the amount was 31% in the NAS file and 47% in the SAS file.

4. Results
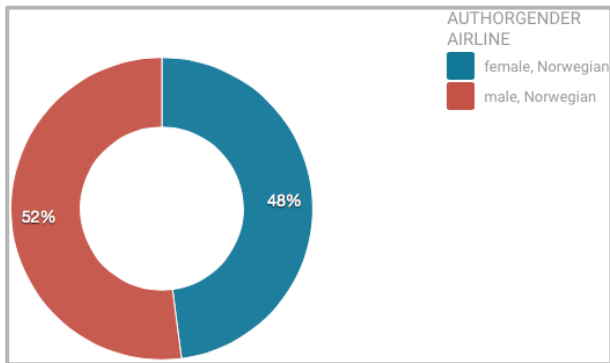
Figure 13 NAS engagement by gender
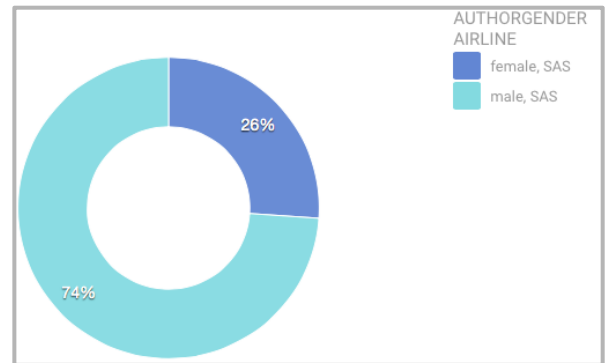
Figure24 SAS engagement by gender

By looking at the differences in activity we see clear differences between the two companies. SAS got a lot more Retweets than NAS did:
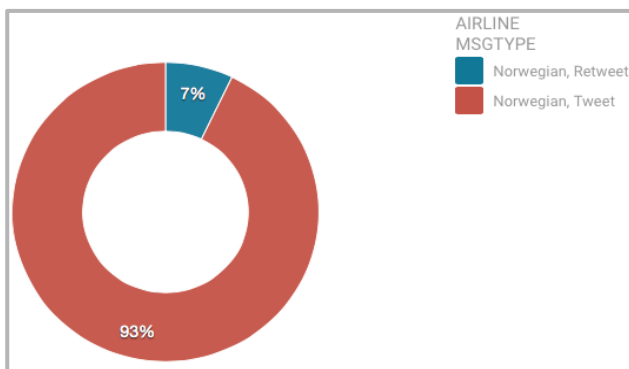
Figure 15. Action type NAS
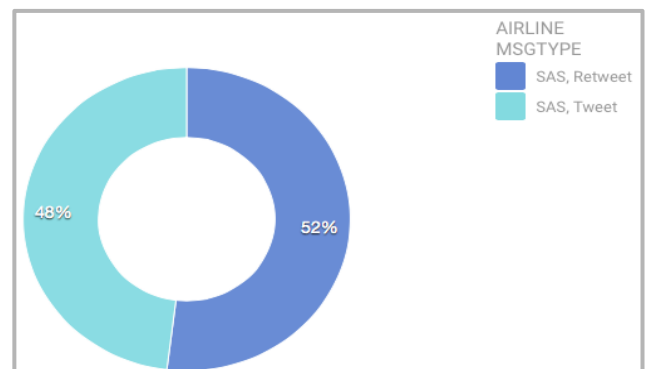
Figure 16. Action type SAS

4. Results

When we split sentiment on the companies, we see that our SAS data is largely dominated by negative sentiment, followed by neutral. For our NAS data file we have another picture where the majority of activity is labeled neutral, followed closely by positive.
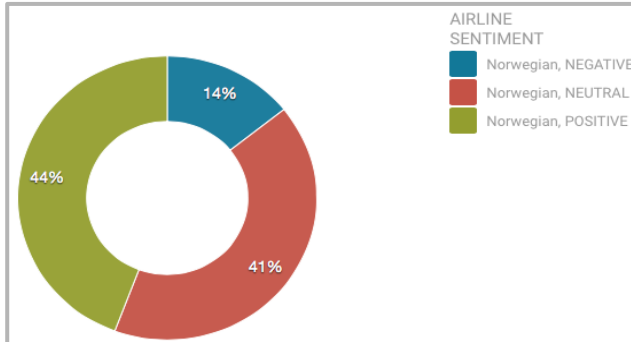
Figure 17 Brand Sentiment - NAS
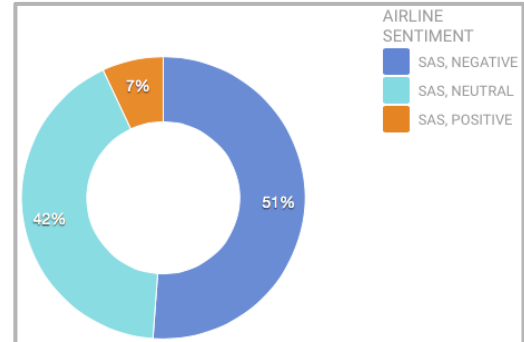
Figure 18 Brand sentiment - SAS

Content Analysis

This difference made us curious to look further into the data to see if we could find a reason to the huge difference. Among our 199 records, 72 of them were Retweets. Out of the 72 Retweets, 58 of them was Retweeting the same Tweet:

RT @username: Extremly chocked by the rude and unaccapteble ""service"" I just got from #scandinavianairlines #sas #airlines #thenewryanair? @SAS

This Tweet explains the difference in our datasets when we compare the two companies. The original author is based in Stockholm, Sweden. What is interesting about this is not the Tweet itself, but more the spread of the Tweet. Recall that we do not have every Tweet in our dataset due to the restrictions in API calls. Still, we got 58 Retweets of this text in 62 hours and 54 minutes:

First Retweet: 2014-08-05 13:00:23.0
Last Retweet: 2014-08-08 03:54:32.0

In addition to the amount of Retweets, another observation is the spread of e-WoM. 35 out of the 58 Retweets contained geographic location. On 2014-08-05 13:01:41.0 it was Retweeted from Miami, 2014-08-05 13:02:07.0 from Sao Paolo, Brazil. Less than one day later it was Retweeted from East Java in Indonesia. By using Pinmaps by GoogleMaps, we pinned the location of the 35

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Retweets. In the map below, we have marked all the locations where it is said where the authors live according to their Twitter account. Here, we see how the Tweet was Retweeted from different parts of the globe: from Toronto, Canada, to Indonesia, to South America, Europe and both the East and West Coast of the United States:

Source Authors' own creation using PinMaps by Google

Out of all the positive content, almost 80% had to do with NAS. We know that SAS was hit hard by the one text already presented, however it raise the interest to dig deeper into the texts to see if there is any specific processes that caused these differences, or to see if we can find other explanation towards the variation between the two companies. This is done in the subsequent

Norwegian Air Shuttle ASA

Out of all the positive labeled text, 47% of them contained the word "WiFi". All of these were hashtagged with NAS. Digging further into this, all of the males that posted something positive about NAS were towards the WiFi service except from two records. Out of the positive NAS activity, 35% were females, 32% unknown and 32% males. 64% of the total positive activity towards NAS

4. Results

was about their WiFi service on board. The others were about impressing ads, NAS' routes and the nice cabin crew.

Some examples are provided below.

> *"Impressed with wifi on-board #norwegianairlines"*

> *"Still can't believe I am Tweeting from seat 26b en route for Stockholm and haven't had to pay for the privilege #norwegianairlines you rock"*

> *w00t!! I just had my first FaceTime audio call from the airplane;" helloooo 2014!! :) Thx #Norwegianairlines for the free wifi service! :)"*

> *"These things are Badazzzz! #Dreamliner #787 #norwegianairlines What a nice ride.._ÙÔÎ http://t.co/m8vTbBdj8o".*

> *"RT @username: FreeWiFi #Norwegianairlines I am impressed..I wish all airlines provide this facility"*

Scandinavian Airlines

Out of all positive activity 22.5% was about SAS. None of these records was Retweeted. It was difficult to find any trend in these posts. However, they received credit from their consumers regarding their lounge service, food service (gluten free was mentioned), their impressive business class, and excellent customer care. Some examples are provided.

> *Brand new sas business class is really impressive. Space and classy. #sas #scandanavianairlines http://t.co/ayyOhnvA2U*

4. Results

> *Always great service with @flysas - enjoying some bubbles on my way home from Paris #flysas #scandinavianairlines*

> *Positively impressed by #Scandinavianairlines customer care. They have been really helpful and caring - beyond expectations.*

Neutral Texts

This section will contain the results from both NAS and SAS. A total of 29 records were labeled as neutral in the NAS file. 4 of these were female, 13 male and 12 unknown. The majority of these texts were people who shared their travel. Thus, no particular trends in the neutral texts. Two out of the 29 was Retweeted, which sums up to 6.9% Retweets. For example:

> *Hello, Sweden!!! #flying #norwegianairlines #winter #snow #sweden*

> *Currently flying to Oslo with (….) #norwegianairlines*

> *Empty flight back to London with lots of legroom.Time to catch up on work! Few weeks to go til NextDayBetter LDN #NorwegianAirlines #ndbLDN*

Negative Texts

We have already shown the one Retweet that causes the high share of negative sentiments with regards to SAS. In addition to the one that was Retweeted several times, there was some other negative posts related to SAS. The others were related to bad service, lost luggage, cancelled flight, and bomb threat. Some examples:

> *@flysas my luggage missing last night, almost 24 hrs later not yet traced! This is 4th luggage delay out of last 6 #sas travels since June*

4. Results

> *#SAS #ScandanivianAirlines #flysas wow. The wait time went from really bad to really really horrible.*
>
> *#someonepickupthephone*

> *200 people waiting for rebooking a cancelled flight to New York. Unacceptable #sas. You only help*
>
> *business class.*

For NAS, there were 10 records labeled as negative, all except from two from females. Most of the negative texts were related to delayed flights. In addition, there was a couple complaining about waiting time to get response from the customer service. What is common for the negative posts is that very few of them had a photo.

Primary Data: Facebook

As described in the methodology chapter, we used SODATO to request wall data from Facebook. This section is based on wall fetch requests we obtained from the social media tool. Further, the section is built up by using the social data model. We will also discuss the findings based on the "Six Basic Emotions" and "The Big Five".

Due to language requirement of English and Scandinavian language, we cleaned away other non-relevant languages. The final result of relevant number of posts divided on each airline is provided in table below.

	Danish	English	Norwegian	Swedish
Norwegian		251	25	3
SAS	65	45	27	27

Figure 19 Language distribution of Facebook data

4. Results

Social Graph

In order to understand the producers of e-WoM on Facebook, social graph is used to gain knowledge about various aspects of the actors of the e-WoM. The figure below shows the division of gender posting on SAS and NAS Facebook page. In our population, there is a majority of male actors. An interesting finding is that the differentiation of gender posted on the SAS Facebook page is less compared to the NAS Facebook page. There were 79 female actors who had been engaged on the SAS Facebook page, compared to 85 male actors. Compared to gender differentiation on engagement on NAS Facebook page, the distribution is 92 females and 187 males.
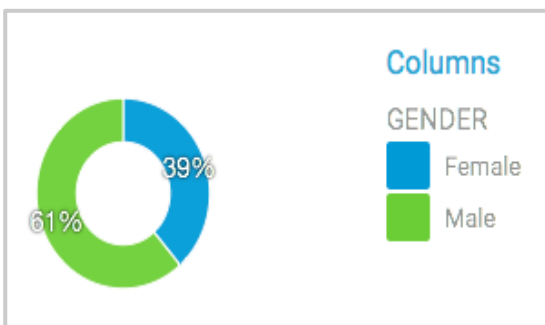
Figure 20 Distribution of gender by percentage - Facebook

Figure 21 Distribution of gender by count - Facebook

Case-Comparison

Below is an overview of the distribution of Facebook data divided on airline companies. Our analysis show that 63% of the actions was towards NAS, while 37% of the actions was towards SAS
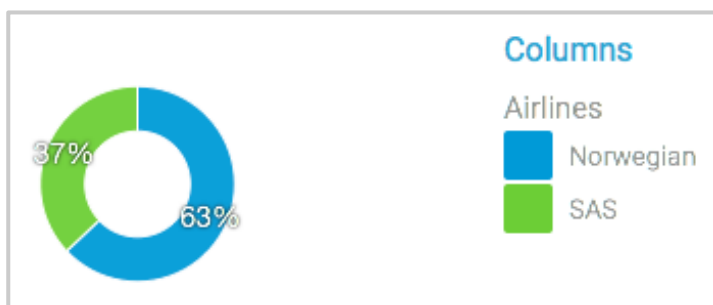
Figure 22 Facebook Engagement divided on companies

Thus, there are some differences in consumer engagement between the two companies. NAS, which has the highest engagement, have 736,591 followers on Facebook. While SAS, with the least number of engagements have 1,160,836 followers on Facebook, which is much higher than what NAS have.
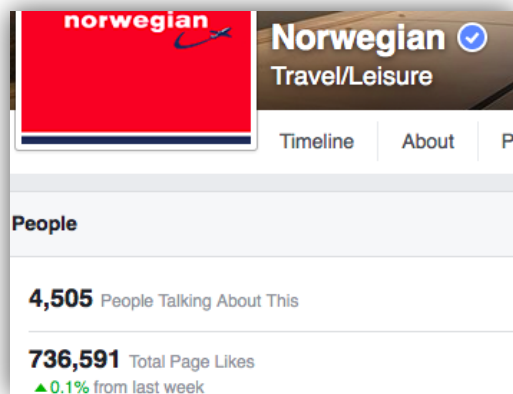
Source (Facebook 2016)

Source (Facebook 2016)

Social Text

Brand sentiment analysis is widely applied to review social media interactions when it comes to customer service and marketing. The analysis is used to point out consumers´ brand sentiment toward NAS and SAS, whether the attitude is positive, negative or neutral. Sentiment analysis is also known as opinion mining, and it refers to the use of natural language, processing, text analysis and computational linguistics in order to identify and extract subjective information in source materials.

Figure 21 shows that there is a majority of positive e-WoM engagement (60%) towards the airline companies. Further, 26% negative and 14% neutral brand sentiment. Below is an overview of total results from brand sentiment analysis:
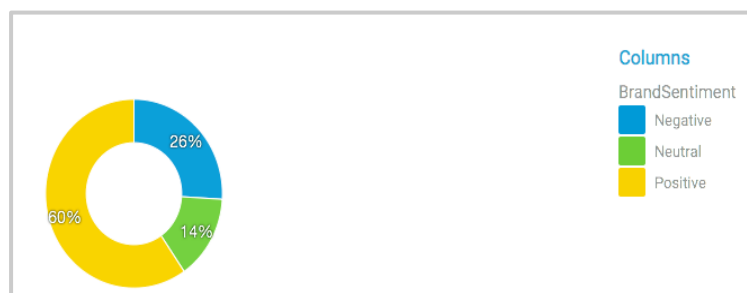
Figure 23 Brand Sentiment

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The figure below shows the breakdown between action types (earlier called message type) and brand sentiment. The results show that first of all, the majority of action type is written as comments. Further, the majority of the comments are carried out as positive. This is also the case for commentreply and post actions.

ActionType * Brand Sentiment Crosstabulation

Count

		Brand Sentiment			Total
		Negative	Neutral	Positive	
ActionType	COMMENT	87	49	217	353
	COMMENTREPLY	16	6	21	43
	POST	12	9	26	47
Total		115	64	264	443

Figure 24 Brand Sentiment by action type – crosstab

When we look at breakdown by brand sentiment and gender, and one can see that the females are more positive than males. However, it is important to note that we have a larger number of males in our population. An interesting finding is that the number of neutral Facebook posts is approximately the same. This indicates that females in general are more neutral compared to males. Also, males tend to be more negative compared to females.

	Negative	Neutral	Positive
Female	21%	17 %	62 %
Male	29 %	13 %	58 %

Figure 25 Gender and Brand Sentiment in %

Sentiment: Case Comparison

The figure below shows the breakdown between brand sentiment and Airline Company. One can see in the results that there is approximately the same amount of positive brand sentiment on both SAS and NAS. Further, there are a significantly larger number of negative brand sentiments towards NAS compared to SAS.
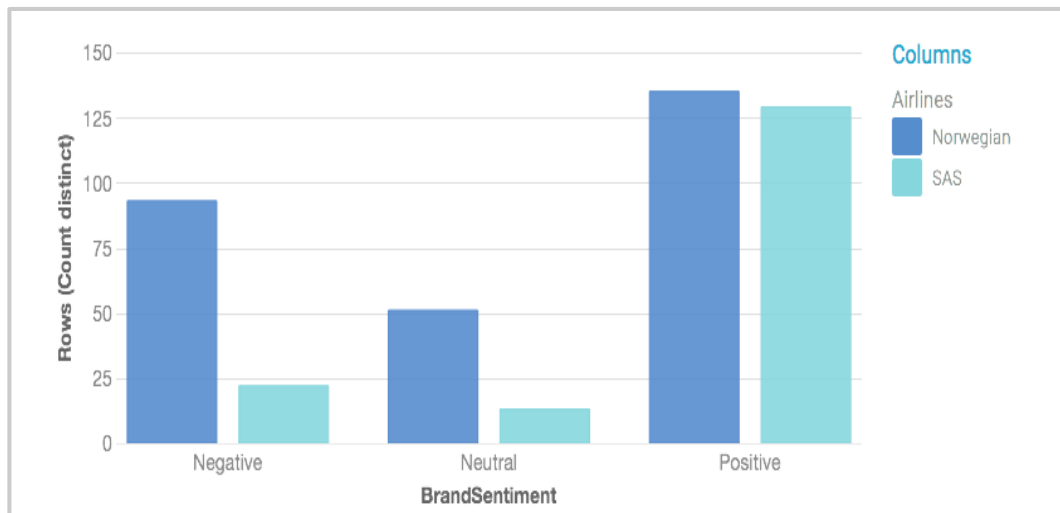
Figure 26 Brand sentiment by company - Facebook

Content Analysis

The positive posts are typically posted during holiday season, and when the airline companies have shared positive information about their companies or offering. One example is when SAS posted their annual results, the feedback from their customers were positive with congratulating remarks. Further, there was positive response from the followers of NAS during Christmas season. Some examples:

> *Til lykke til alle i SAS som har arbejdet så hårdt for at nå så langt vi håber i bliver ved i skandinavisk regi – at gøre os stolte. Gogogo*

> *From Alicante base we'd like to wish you a very merry Christmas and a happy new year 2016!! Happy flights and lots of love :**

Negative

It is important that the airlines companies are aware of negative posts from consumers as this might hurt the branding of the companies. Our results show a total percentage of negative posts of 26%. Some of the events that cause consumers to post negatively posts are typically when flights have been delayed, bad experience of customer service or other events that have not caused a positive customer experience or brand awareness.

An example of negative sentiment we want to pull out:

> *Norwegian airlines are terrible they delayed my flight two days. This company is a joke and should be shut down. Save your money and take a real airline. Not to mention the airline was incredibly rude to me. And they charge for everything on the flights providing no water or snacks. I was told I had to walk to the back of the plane to pick up my water. Please take my word for it all three times I flyed with them were complete disasters.*

Below is another example of a negative Facebook posts when he experienced bad customer service from SAS:

> *Just had to pay 509 dollars to switch my wifes middle name to first name to match the passport in our booking. Last time I ever fly with SAS. Worst customer service ever.*

Results from CSSL MDT

As explained in our methodology chapter, we used the CSSL MDT to analyze the data through the Big Five Personality Traits and Ekman's Six Basic Emotions. These are carefully chosen to find personal characteristics among the consumers who engage on SAS´ and NAS´ Facebook platform. The consecutive sections will present the results from the text training and subsequent analysis.

Personality Traits

Personality trait is a common used model in order to understand how consumers behave as they do on the Internet and in social media. It is essential for companies to know what kind of personality their consumers have in order to do the right digital marketing for the chosen target group on social media platforms. In psychology, the Big Five personality traits are five broad dimensions of personalities that are used when describing human personality. The five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism (Goldberg, 1993). Based on Facebook posts, the majority (42%) of the airline consumers have the personality trait of openness. Goldberg (1993) defines openness as having a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of expert.
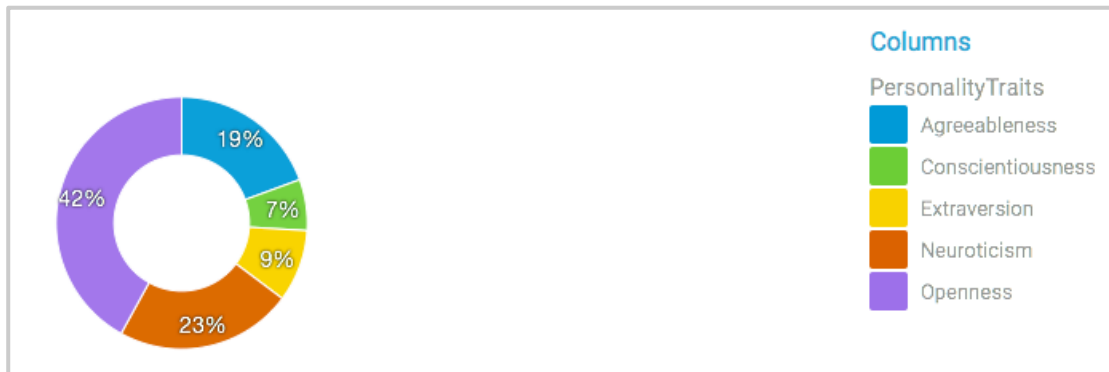
Figure 27 Facebook Personality traits

Below is an example of a post we classified the author as having "openness" as the dominant personality trait:

> *Kæmpe tillykke med det flotte resultat. Og må I få en Dejlig jul.*

The second highest personality type among the actors is neuroticism, which has a percentage of 23%. The personality type is defined as having the tendency to experience negative emotions, such as anger, anxiety or depression (Goldberg, 1993). Below is an example of a post we classified the author as having "neuroticism" as the dominant personality trait:

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Further, conscientiousness is the least personality type among the SAS and NAS Facebook followers, with a percentage of 7%. Conscientiousness is defined as having a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations (Goldberg, 1993). This personality trait is related to the way which people control, regulate, and direct their impulses. Below is an example of "conscientiousness":

Hej vi ska till Geneve i sommar och vi vill ha med två cyklar. Jag brukar aldrig få svar på förfrågan när jag skriver in sånt på webben finns det ett bättre sätt?

Emotions & Brand Sentiment

Basic emotions regulate us in response to environmental challenges and opportunities. However, it is important to state that there is no definitive list of basic emotion, we have chosen to follow Ekman´s framework, which contain following emotions: fear, anger, sadness, disgust, surprise, and joy. As it is important for the airlines companies to have a strong brand position among their consumers, it is essential for them to know the emotions and how they feel in order to have satisfied customers. The figure below shows the breakdown between personality traits and brand sentiment. As we can see, the positive posts are classified with "openness", whereas the negative posts has been classified as "neuroticism".

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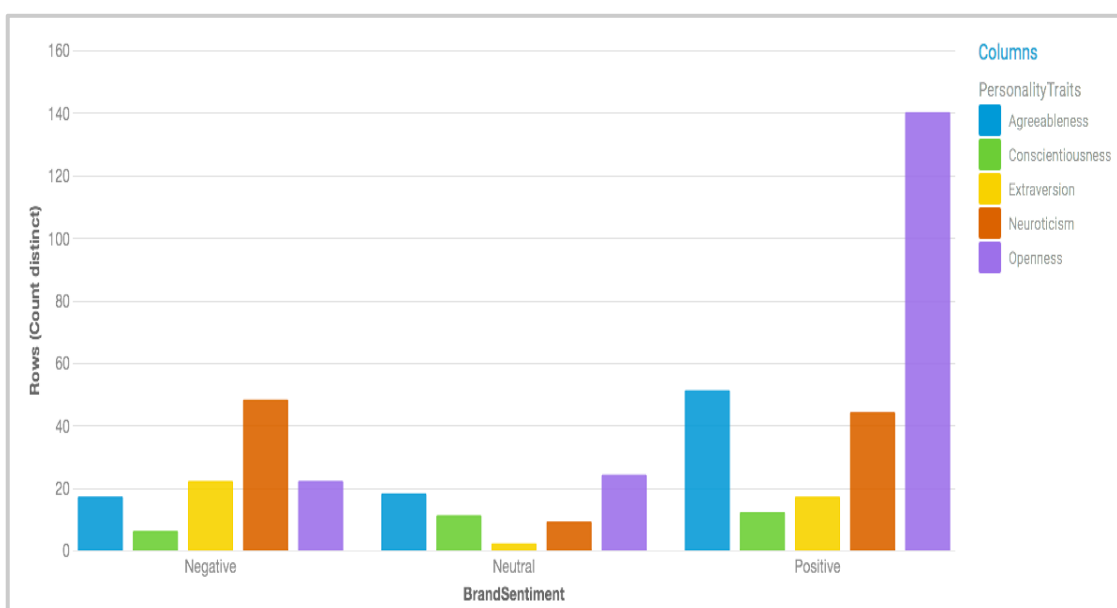
Figure 28 Personality traits and brand sentiment

In our results, *joy* is the most common emotion and accounts for 58% of the data. *The emotion of joy is to indicate that have done or witnessed something that is enhancing to well being, and further to encourage us to do that in the future.* The reason for a high number of the emotion joy can have a relationship with the high number of positive posts in our results.
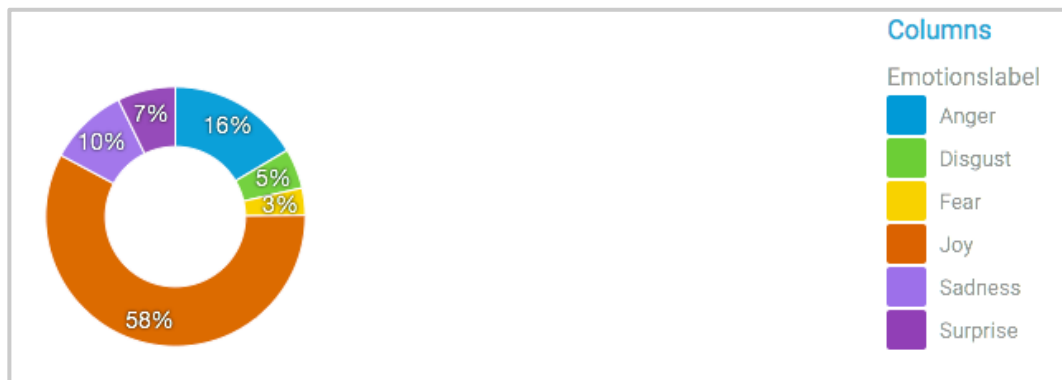
Figure 29 Overview of emotions

Below are some examples of posts, which is classified with *joy* as being the dominant emotion. These posts have the thing in common that they react in a joyful way as a result of SAS posting positive news on their Facebook wall:

> *Vi er i dag glade for å fortelle at SAS leverer på sitt løfte om et positivt årsresultat. Dette har vi kunnet gjøre takket være dedikerte medarbeidere som hver dag står på for våre kunder :) http://news.cision.com/sas/r/sas-group-year-end-report-november-2012---october-2013 c9514739*

> *Juhuuuuu Tillykke:)*

> *Tillykke til personalet --- I har altid ydet jeres bedste ----aldrig være skuffet -- altid et smil selv i de dage det har været surt ----*

The emotion *anger* was also relatively high compared to others, more precisely 16%. Anger is defined, as *the function to motivate us to defend or protect ourselves, loved ones, or anything that we consider valuable.* Similar to text classified as *negative* brand sentiment, texts classified as *anger* have most often occurred when the consumer is dissatisfied with customer service, has experienced delays and so on. Below are two examples posts that have been labelled as the emotion *anger.* The reason for this label is because the consumers are complaining about bad customer service and delayed flights.

> *Hei Jeg har prøvd å sende en mail til SAS med min misnøye ifht.at jeg og min kone har blitt plassert på hver vår rad i hver vår endepå ferieturen vår til Berlin til tross for at vi faktisk betalte for seter ved siden av hverandre.i August. Men man kan visst ikke klage før reisen er over og det hjelper oss nevneverdig lite.. I tillegg til at det er endret fly og vi da har blitt plassert fra hverandre-så har vi ikke fått en mail eller sms om det..Selv om det ble ymtet innpå om dette på chat at det hadde jeg fått så har jeg ikke det..Jeg har reist med flere forskjellige flyselskap og forventer iallefall beskjed og en mulighet til å endre setereservasjon online..Det går heller ikke.. Dårligere service enn ryanair faktisk..*

> *Bad Airline! Flight Berlin to Barcelona over 4hours to Late. Airport is horrible! Bad Personal! ONCE AND NEVER NORWEGIAN!*

Emotions: Case Comparison

The figure below presents the breakdown between emotions and airline companies. For both airline companies, the majority of the actors hold the emotion joy. Also, the emotion found to have the lowest "score" is the emotion fear. However, it is important to have in mind that we have a higher amount of data from NAS compared to SAS.
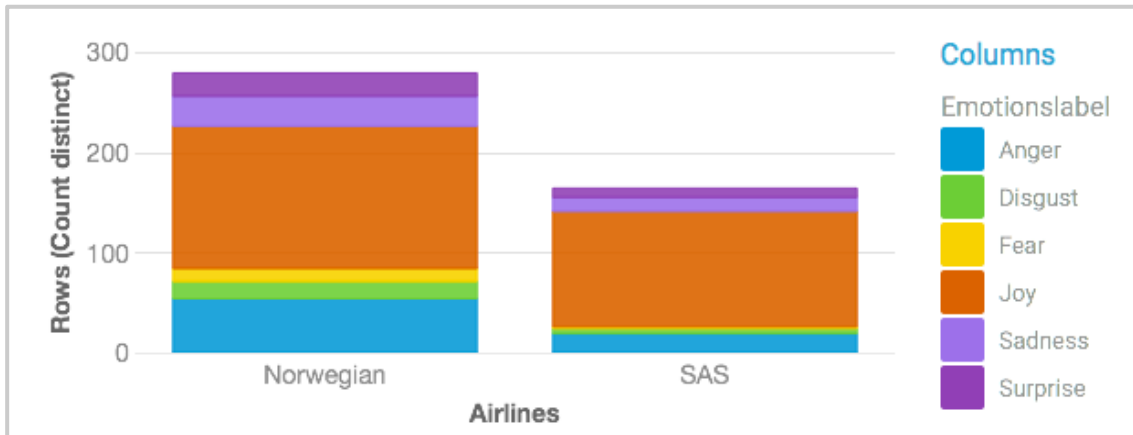
Figure 30 Emotions and Case Companies

Emotions and Gender

The figure below shows the breakdown between emotions and gender. The results show that the most common emotion for females is joy. When having in mind that there are a larger number of male actors, it is interesting to see that the females have a higher number of the emotion sadness compared to the male actors.
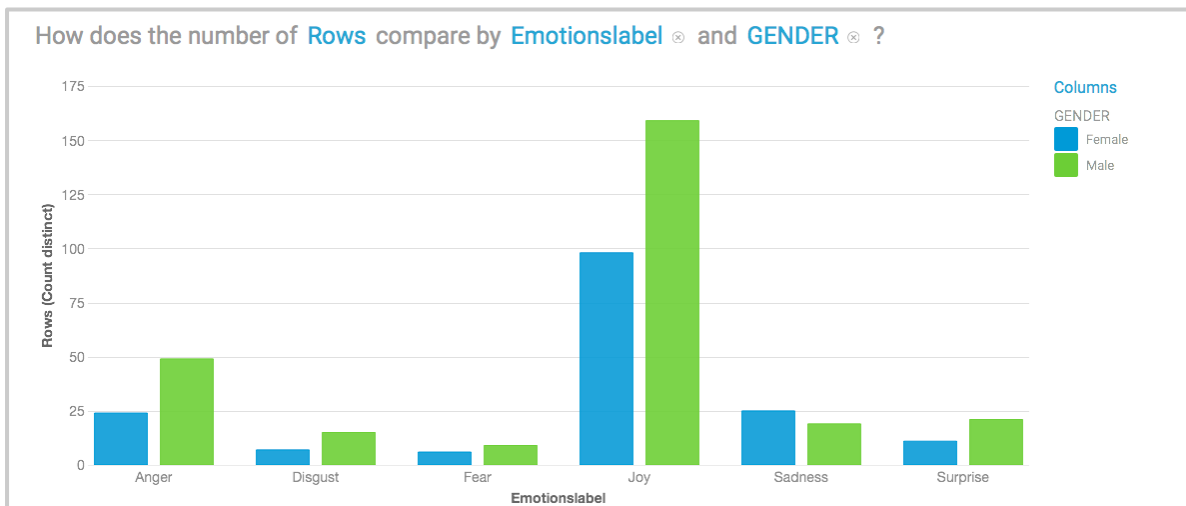
Figure 31 Emotions and Gender

Quantitative Analysis

Twitter

Now, we have seen that negative e-WoM are Retweeted more often than positive e-WoM. A common mistake in conducting research on Twitter data is to assume that the authors of the content are "active" users. Our data contains information about USERSTATUSESCOUNT (the amount of Tweets), USERFOLLOWERSCOUNT (how many followers an account have) and USERFRIENDSCOUNT (how many the account *follows*). This analysis tells us the mean, standard error of mean (SE), median, standard deviation (SD), minimum, maximum and the percentiles.

We see that the average follower count is 930, the user friend mean is 636 and the average number of status is approximately 25,745. However, we can see that the SE is approximately 253, 54 and 5,419 respectively. The SE says something about the model's accuracy to estimate population mean. Here, we see that we have high SE of mean. In order for such information to be representative, the SE should be low. This can be explained by small sample size. If we had a larger sample size, the SE would probably have been lower as the model would have had more information, thus made the model more accurate. The SD tells us about the spread in our sample. This is a measure of how much our data/values differ from the mean. The higher this is, the more variation in the data. For our data, the SD is 3,566, 767 and 76,447 respectively, which tell us that there are variations in our data. The lower these numbers are, the closer the data are to average. What we can interpret from this is that there are large variations in our sample, meaning that there are some extreme cases with an extreme number (compared to average) of user followers, user friends and user statuses. Due to the variety in the three variables, we are careful to assume that all of our authors are "active". Often, Twitter usage ebb over time.

		USERFOLLOW ERSCOUNT	USERFRIENDS COUNT	USERSTATUS ESCOUNT;;
N	Valid	199	199	199
	Missing	0	0	0
Mean		930.40	636.05	25744.94
Std. Error of Mean		252.760	54.360	5419.170
Median		166.00	313.00	1817.00
Std. Deviation		3565.613	766.839	76446.796
Minimum		0	0	1
Maximum		34854	2816	553719
Percentiles	25	26.00	35.00	109.00
	50	166.00	313.00	1817.00
	75	669.00	1002.00	8676.00

Figure 32 Twitter data overview

In order for us to test whether some of our findings obtained from our descriptive results are statistically significant, we have performed Chi-Square tests in SPSS. We chose a significant level of 0.05, which means that if we find something to be significant (t-value less than 0.05), it is minimum 95% chance that it is true. The relationships in our Twitter data that was statistically significant was:

- Gender and sentiment
- Airline and sentiment

AUTHORGENDER * SENTIMENT Crosstabulation

Count

| | | SENTIMENT | | | |
		NEGATIVE	NEUTRAL	POSITIVE	Total
AUTHORGENDER	female	22	6	13	41
	male	22	39	15	76
	unknown	34	36	12	82
Total		78	81	40	199

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.459[a]	4	.002
Likelihood Ratio	19.236	4	.001
N of Valid Cases	199		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.24.

Figure 33 Twitter - Brand Sentiment and Gender

AIRLINE * SENTIMENT Crosstabulation

Count

| | | SENTIMENT | | | |
		NEGATIVE	NEUTRAL	POSITIVE	Total
AIRLINE	Norwegian	10	29	31	70
	SAS	68	52	9	129
Total		78	81	40	199

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	48.533[a]	2	.000
Likelihood Ratio	50.051	2	.000
N of Valid Cases	199		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 14.07.

Figure 34 Twitter – Brand Sentiment and Case Companies

Our Facebook analysis tell us that that the relationship between airline and brand sentiment is the only relationship that proved to be statistically significant. Action type and brand sentiment was not significant. Gender and brand sentiment was not significant.

ActionType * Brand Sentiment Crosstabulation

Count

		Brand Sentiment			
		Negative	Neutral	Positive	Total
ActionType	COMMENT	87	49	217	353
	COMMENTREPLY	16	6	21	43
	POST	12	9	26	47
Total		115	64	264	443

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.327[a]	4	.364
Likelihood Ratio	4.071	4	.396
N of Valid Cases	443		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.21.

Figure 35 Facebook – Brand Sentiment and Action Type

GENDER * Brand Sentiment Crosstabulation

Count

		Brand Sentiment			
		Negative	Neutral	Positive	Total
GENDER	Male	78	35	159	272
	Female	37	29	105	171
Total		115	64	264	443

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.374[a]	2	.185
Likelihood Ratio	3.400	2	.183
N of Valid Cases	443		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 24.70.

Figure 36 Facebook – Brand Sentiment and Gender

Airlines * Brand Sentiment Crosstabulation

Count

		Brand Sentiment			
		Negative	Neutral	Positive	Total
Airlines	Norwegian	93	51	135	279
	SAS	22	13	129	164
Total		115	64	264	443

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.331[a]	2	.000
Likelihood Ratio	41.218	2	.000
N of Valid Cases	443		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 23.69.

Figure 37 – Facebook – Brand Sentiment and Case Companies

Summary

Our Twitter data tell us that SAS have higher e-WoM engagement on Twitter than what NAS have. We have a high share of "unknown" genders in our data, which cannot be ascribed to either female or male. However, we see that out of male and female, male are much more active in e-WoM on Twitter. Out of the two action types, Retweets and Tweets, the majority of engagement is done by Tweets.

The majority of e-WoM obtained from Twitter had neutral sentiment, but negative sentiment was close behind. 2014 was the year with most negative content. Thus, it may imply that there is a relationship between the level of engagement and negative e-WoM. In 2015 and 2016, most of the engagement was neutral. Out of Tweets, the majority is neutral. Of all the Retweets, the majority was negative. This leads us to believe that negative content has the potential to reach more consumers than positive content. For example, when someone retweets something, it becomes visible on the account owner's Twitter profile. It also becomes visible on search engines, such as Google. Further, our assumption that sentiment varies with gender is confirmed: females are more negative in e-WoM engagement on Twitter compared to males.

In our case comparison from our Twitter data, it was evident that NAS have about the same degree of activity by male and female. Males dominated the SAS engagement. Further, SAS-related content was retweeted in a higher extent than NAS related Tweets. Consumer engagement surrounding SAS was dominated by negative content.

From the content analysis, it was obvious that positive e-WoM was a result of the introduction of a new service, or services that exceeded consumer's expectations. Negative content was a result of bad service. No particular trend could be obtained from the neutral texts, as this was most individuals who shared information about their travel. In the Facebook data, there was much higher degree of consumer engagement on NAS' Facebook wall compared to SAS' Facebook wall. Opposite to what we found in our Twitter data. Here, there was a much higher degree of male activity compared to female activity as founded in our Twitter data. The differences between genders were higher in our NAS' data. The SAS data had almost an equal distribution between males and females.

Positive content dominates in the Facebook data, followed by negative. The same was found in our Twitter data, however the difference was higher on Facebook. It was found a higher degree of positive content towards NAS than SAS. This is similar to our Twitter data. Most of the individuals can be ascribed as "open", when applying the Big Five model. Further, "Joy" accounted for the majority the content, when applying the Six Basic Emotions.

Our quantitative analysis shows that there are high variations in the authors' followerscount, userfriendscount and userstatuscount. This analysis implies that there might be Twitter profiles that have extreme values. Further research should check whether there is a relationship between the extreme cases and whether or whether a negative Tweet from these are Retweeted more often than the average Twitter account. This could be useful to identify "influencers" or "leaders" on social media.

In our Twitter data, the quantitative analysis confirms that the relationship between Airline and sentiment is significant. This analysis further confirms that there is a significant difference between gender and sentiment.

5. Discussion

This chapter aims to provide a discussion based on the analysis and findings of the research, and provide answers to the three research questions. The discussion will also examine the theoretical implications of the findings. Finally, the practical implications the study has for businesses and managers today will be presented. In order to answer our problem statement, we need to answer our research questions.

RQ1: *What are some of the reasons consumers engage in e-WoM?*

Many companies invest in branding their company on social media. Therefore, it is critical to know whether consumers behave and engage different across the different social media platforms, their reasons for their engagement, and when or where companies should allocate their social media-spend. These issues are particularly important in order to maximize ROI on marketing.

When mining into the texts retrieved from Facebook and Twitter we have been looking at their sentiment towards the companies. We argue that this has an affect on attitude formation.

Whether consumers engage in negative, positive or neutral e-WoM about a brand, it has the potential to impact the attitude formation toward the brand. As stated in our theory chapter, an attitude can play a dominant role towards the consumer´s feeling about a product or a brand (Solomon & Rabold 2009). This is especially important when looking at the spread of e-WoM on social media, where marketers can emphasize on these benefits. However, companies must also pay attention to the spread of negative e-WoM as this can have an impact of driving consumers towards the conative (behavioral) phase of attitude formation.

When the SAS and NAS consumers are following or liking the brand on Facebook and/or Twitter, they are in a cognitive (thinking) phase. According to the Hierarchy of Effects Model, they are aware of the brand and search for information regarding the brand and their services. When the consumers *engage* on social media platforms they are showing their opinion towards the brand, thus they are in the affective (feeling) phase. When engaging in positive e-WoM the consumers are

5. Discussion

in a liking or preference phase according to the Hierarchy of Effects Model (Yun Yoo, Kim & Stout, 2004). Lastly, the goal for the companies is to drive the consumers towards the conative (behavioral) phase. This is when the consumers are convinced and decide to purchase the services from the brand they are following (Yun Yoo, Kim & Stout, 2004).

One of the reasons consumers engaged in e-WoM was related to launch of new services, or when consumers' try a certain service for the first time. For example, when consumers experienced the free in-flight Wi-Fi to NAS, or tried the Dreamliner for the first time, they engaged in positive e-WoM. An individual who tried a new business lounge from SAS, engaged in positive e-WoM.

The similarities with regards to content was that positive e-WoM was found to be the consequence of "good service" and the introduction of new services. This may imply that when consumers' expectations are exceeded, it has the potential to result in positive e-WoM. Having in mind the high consumer engagement around NAS' free Wi-Fi onboard, SAS do also offer Wi-Fi, however only free for business travelers or travelers who have reached a certain level on their loyalty program. Non-loyal consumers, who have experienced NAS´ free WiFi, can have expectations to experience the same when travelling with SAS. This could be the start of potential negative e-WoM.

When looking at negative content, the majority was a consequence of bad customer service, delays, cancellations of flights, long queues and loss of luggage. We also discovered instant spread of negative Tweets (i.e., Retweets). This can have a negative impact of those consumers who are in the affective (feeling) phase of attitude formation. Yet, our data tell us that there was a higher degree of negative e-WoM compared to the positive e-WoM. This is in contrast to the "Polyanna" Principle, which states that pleasantness dominates in communication (Holmes & Lett 1977), because positive events produce stronger response than negative events (Soderlund 1998).

The majority of the Twitter content had neutral sentiment. It was not surprising to find a majority of neutral content, considering that Twitter is a micro-blog service and often used by consumers to let their friends and family know what they are doing or thinking, to crowdsource, share information and/or forwarding news (Wood & Burkhalter 2014).

5. Discussion

Our findings show that there were more negative compared to positive text content. We would expect this to be opposite, for the reason that individuals prefer to appear as rational human beings, rather than negative (Soderlund 1998). Since negative content was dominant in Retweets and not in Tweets, it may imply that individuals are more confident when engaging in negative e-WoM because they only need to Retweet instead of Tweet. This way, they can spread information without being perceived as negative individuals, as the original author is the producer of the negative e-WoM. This is both similar and contrary to the Polyanna principle (Soderlund 1998). This can be explained by the fact that when an individual Retweet something, they only share information, regardless of the content being positive or negative. Thus, it may indicate that people tend to be more willing to spread negative e-WoM compared to positive e-WoM.

Based on our findings, the main reasons why consumers engage in e-WoM towards SAS and NAS is due to previous experiences, and Retweet general information in order to gain personal identification.

RQ2: *Are there any differences between e-WoM engagements on Facebook and Twitter?*

By looking closer at the text, we found that the consumers Tweeted while they were travelling with SAS or NAS. In our Facebook data however, the majority of people was positive, and this holds true for both males and females. One reason for this can be that people tend to be more interested in being perceived as positive individuals, rather than negative. This finding is of course relevant, as positive WoM have the potential to reduce marketing expenses and in fact may increase revenue if the positive WoM generates new clients.

As stated in our theory chapter, Facebook and Twitter have proven to be especially suitable for community building (Habibi, Laroche & Richard 2014). However, the main differences between e-WoM engagement on Facebook and Twitter are found by looking at the different sentiments and texts. Our findings show that consumers use the platforms differently when they engage and approach the companies. By studying e-WoM from Twitter, they approach the companies in real

5. Discussion

time, while they are travelling with SAS or NAS. This is found especially when the consumers are complaining or praising the airline services. In other words, the consumers are using Twitter as a micro-blog in order to entertain others, identify themselves with a brand or gain status (Habibi, Laroche & Richard, 2014). Based on findings, the authors argue that consumers are using Twitter based on an Emotional motive to engage in social media (Krishnamurthy & Dou, 2009). When looking at text generated from Facebook, we can see that the consumers either approach the companies before or after they have taken use of the service. They tend to engage on Facebook more as a customer service platform, where they seek information either in the evaluation stage or post-purchase stage of the decision journey. The authors argue that consumers use Facebook as a rational motive to engage in social media (Krishnamurthy & Dou, 2009). This is due to their information seeking and knowledge sharing which is evident in our findings. According to Edelman (2010), the focus of allocating their media-spend should be on the evaluation and post-purchase stage. This means that companies need to pay extra attention to consumers on Facebook, when they approach them regarding informational questions, both to ensure that those in evaluation stage will choose their service, and also support consumers in post-purchase stage, not only so they choose their service again in the future, but also to ensure positive e-WoM. Hence, the content is pretty much the same, but the time they engage in e-WoM is different.

RQ3: *Is there any relationship between personal characteristics and e-WoM engagement?*

In order to find the different factors that characterize consumers´ engagement on social media, we have looked at their personality traits, emotions and the level of brand sentiment towards the case companies.

It is evident that the most common personality trait among the actors is *openness*. According McCrae & Costa (1992), individuals who are determined as having high levels of *openness,* seek innovation and new things, such as being interactive on social media. It is also shown that these individuals correlate with the use of instant messaging on Facebook (Correa, Hinsley & Zuniga, 2010). With their willingness to seek new information, those with high level of *openness* also score high on appreciation to adventures and imagination. As stated in our findings, actors with this

5. Discussion

personality trait accounted for 42% of the actors in our study. The reason for the personality trait *openness* being that high compared to others might be because these actors are most likely more present on social media platforms, as well as more willing to share their thoughts on social media as they are curios and more willing to share their ideas. Amichai-Hamburger & Vinitzky (2010) found that individuals with this personality trait tend to take use of a wider variety of Facebook features compared to other individuals with other personality traits. Findings show that actors who have a high level of *openness* also scored highest on positive brand sentiment and felt the emotion joy. These findings are in line with findings that show *openness* is information seekers (McElroy et al, 20017) and high usage of social media (Correa, Hinsley & Zuniga, 2010).

We found that the personality trait *neuroticism* accounted for 23% of all our actors, which is the second highest personality trait in our findings. Costa & McCrae (1992) defined *neuroticism* as a measure of affect and emotional control, and might be somewhat sensitive and nervous, and also tend to worry more than others. Tuten and Bosnjak (2001) found that those individuals high in *neuroticism* were likely to avoid using the Internet. However, it is now considered that those high in *neuroticism* use the Internet frequently, mostly to avoid loneliness (Amichai-Hamburger & Ben Artzi, 2003). The reason for this personality trait to be relatively high compared to the others might be that individuals with this personality trait have a need to share their feelings, and show off as attention seekings. This is because they are more likely to experience negative emotions, and thus have a need to share them with others on social media. As stated, individuals with this personality tend to worry about different events; this is in line with our findings when looking at personality traits and emotions. Our findings show that the individuals who belonged to the personality trait neuroticism, also scored high on the emotion anger. In addition, these individuals also score highest on negative brand sentiment. We found that negative brand sentiment often stems from a negative experience related to the airline companies, such as lost luggage, cancelled flights or bad customer service. As Jackson and Sawn (2009) specified that consumer's motivation for engage on social media is to fulfill an unfilled need and thus behave in a negative way on social media. The individuals with the personality trait high in neuroticism who had an undesirable experience with one of the airline companies had a need to engage on social media in order to spread negative brand sentiment.

5. Discussion

Finally, the least common personality trait among the actors is conscientiousness, which accounted for 7% of total findings. As stated in the theory chapter, Goldberg (1993) define individuals with high level of conscientiousness as tend to show self-discipline, act dutifully and aim to exceed expectations. This definition is also in line with Costa and McCrae (1992) definition that refer individuals with high level of conscientiousness as having good work ethic, orderliness and thoroughness.

The reason for this personality trait being low might be that these people tend to not spending a lot of time on social media platforms due to their work ethic as they aim to exceed expectations, and thus aim to use their spare time offline. As showed in our findings, there were less Facebook engagement towards SAS compared to NAS. Because of this, we argue that SAS´consumers have a higher in *conscientiousness* compared to NAS consumers because there is less SAS engagement. It is further found that individuals high in *conscientiousness* had more friends compared to those individuals low in conscientiousness (Amichai-Hamburger & Ben Artzi, 2003). Based on this, we argue that these individuals might have a higher engage in WOM. Another reason why individuals with high level of conscientiousness engage less in e-WoM, might be that these individuals control emotions better than others. If experienced a strongly positive or negative event with regards to the airline companies, they resist sharing that on social media platforms. This is confirmed in our findings, where a very limited number of actors' is classified as being *consciousness*.

After summing up our findings when it comes to what kind of personality traits actors in our study belongs to, we can now see a relationship between personal characteristics and e-WoM engagement. By relying on earlier studies on individuals' personality traits and the use of social media, and combining this with our findings in our study, we find that individuals characterized with the personality trait as *openness* are more likely to generate positive e-WoM engagement. Further, individuals characterized with the personality trait as *neuroticism* are more likely to generate negative e-WoM engagement.

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This paper confirms that social media provides an opportunity to extract useful information. More concrete, we confirm that Facebook and Twitter are two platforms in which business can leverage on data from to gain consumer insight. The results of this thesis stress the quote we introduced in the very beginning of this thesis:

"Big Data is Far Too Important to Business Processes to Take a Wait-and-see Approach"
- Frank Ohlhorst, 2013.

Practical Implications

The importance of leveraging on social media as a source of information has been stressed throughout this thesis. Feedback from consumers, information sharing between consumers and reviews from consumers provide business with important information that organizations can use to build better services, better meet consumers' expectations, thus generate more revenue. Although the importance has been stressed throughout the research, practical guidelines are limited or confusing, at best. We have arrived at a preliminary model, based on the findings in this thesis.

First, businesses need to define their social media strategy on all platforms. We suggest that they utilize different strategies on different platforms. Based on our findings, consumers use Twitter and Facebook to engage different towards our case companies. Also, businesses need to define their consumers on following or liking their social media platforms through analysis on how they engage by for example measure their sentiment, personality traits and emotions towards their brand. By doing so, businesses can define what stage in the attitude formation in which the consumers are. Secondly, businesses need to plan how they want to leverage on big social data. By doing this, social media marketing budget needs to be allocated in the right places. Based on our findings, marketers need to spend money in which where the consumers are in the affective phase of attitude formation, and especially when they have been exposed to negative e-WoM. Lastly, businesses need to engage back to consumers on social media. This is to drive consumers towards the conative phase of attitude formation, this is when the consumers decide to purchase from their brand.

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Step 1: Define	• Define social media strategy on all platforms • Define your target group on social media • Define how you can engage all target groups • Define what phase in attitude formation consumers are in
Step 2: Plan	• Plan how you want your goals are by leverage on big social data • Plan how to reach consumers in different stages in attitude formation • Plan where social media budget should be allocated towards different target groups
Step 3: Engage	• Engage back with consumers on social media platforms, in order to drive them to purchase phase

Recommendations

After giving practical implications of how companies in general can leverage on big social data. We also wish to give recommendations specifically aimed to our case companies SAS and NAS.

Based on our findings, NAS and SAS can generate more e-WoM if they offer discount, or another benefit, to travellers who "like" their Facebook pages or rate their services. Based on our findings that males are more engaged, this is particularly important towards females in the Asia-Pacific. The companies could make a photo challenge and reward the best photo. This can build brand awareness in a region with relatively high competition, and perhaps particular important considering that both NAS and SAS fly to Asia and have bases there.

We found that males tend to be more negative than females. From a marketing point of view, this may indicate that male have higher expectations when they travel, and as a consequence it can promote negative WoM, if those expectations are not met. According to Casaló, Flavián & Guinalíu (2008), negative engagement can have a bad influence over time. Therefore, it is important that SAS and NAS have this in mind.

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We found that consumers generate positive e-WoM while or after experienced new service or offerings. By thinking innovative, and create new offerings within their services, NAS and SAS could generate more positive e-WoM.

In our discussion we examined most common personality traits that engage on NAS and SAS social media platforms. We found that consumers high in openness and neuroticism had the highest percentage. Therefore, SAS and NAS need to target their social media market towards these groups. Also, approach other personality traits, which had low engagement on their social media platforms.

Also, the high share of unknown in gender from our Twitter data is an interesting observation. This can pose a challenge for SAS and NAS when conducting social media analytics on their consumers, as they do not know whether it is a female or male behind a particular post. Of course, one can go on Twitter and to a manual search on the username, and then judge by the profile picture. However, this is a time consuming job. Based on our findings, we argue that Twitter data is not particularly suitable for segmentation based on gender, which in fact is a key in demographic segmentation. Lastly, it is important to have in mind that social media is not the only important marketing tool companies should have in place. We also suggest that companies provide a seamless Omni-channel experience through corporate websites, mobile application and social media, to mention a few.

Theoretical Implication

We have in our thesis used existing theory as well as contributed to new insight, which we will present in the subsequent.

Antecedents of WoM vs. e-WoM

Our research contributes to the existing research on WoM. Nikookar et al (2014) found that satisfaction and quality of service significantly impacts traditional WoM. Our findings suggest that this is true, also for e-WoM. We have found that consumers engage in positive e-WoM on social media due to a feeling of extremely good service. On the other side, consumers engage in negative

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e-WoM when they experience extremely bad service, or that consumer expectations are not met. This suggests that the antecedents of WoM and e-WoM do not differ. This is critical to be aware of, considering that positive WoM have the potential to reduce marketing expenditures and increase revenue (Reichheld and Sasser 1990).

Positive e-WoM dominates only on the surface

Our findings lend some support to Holmes and Lett (1977), who state that pleasantness dominates in communication. However, we challenge this theory. Our Twitter data suggest that this is true *only* in Tweets and not in Retweets. This finding raises an important question: are humans more likely to engage in negative e-WoM, when they did not experience the bad service themselves? Additionally, we found that on Facebook, female tends to be more positive than males. On Twitter, women were more inclined to share negative (i.e., Retweet) e-WoM than what males were.

Big Data Challenges & Considerations

Throughout this process we have learned that there are some challenges in utilizing on big social data as a source of information. Firstly, it is easier said than done. In order to use big social data as a base for decision-making, it is crucial that the data is *good enough.* Quality in, quality out (QIQO) is as relevant in big data analytics as in every other analysis. It requires time, resources, data processing, and access to data, not to mention the ethical considerations. Therefore, the decision to invest in such should be a weighting of the resources available and the benefits of investing. Second, there are a lot of corporate Twitter accounts that produces information about the companies. Companies should take a standpoint to whether this is to be interpreted or not, when conducting social media analytics. Thirdly, international businesses must take into account the different languages. We excluded all texts we did not understand. We do not recommend other companies to do so as this can provide valuable information, as consumer expectations can vary dependent upon culture, world parts, and other. Some of these challenges will naturally be a part of the limitations of this study, which takes us to the next section.

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Limitations & Further Research

The chosen topic for this thesis is within a contemporary field of research. Thus, future studies may benefit if we highlights some of the imitations in our study.

Manual Coding

First, we trained the Facebook data manually when we assigned personality traits, emotions and sentiment to each text. Though we trained the texts individually, the two authors of this paper have the same background within marketing and business studies. Thus, the classification process may suffer from that the researchers being biased. One way to limit this possible bias is to have another researcher look over the texts and classifications. Also, we only had one text per author in which we feel that might not be enough ground to decide the personality of an author. Several texts from the same author could increase the validity of our classification of personality traits.

Sample Size

We excluded a lot of our data in the data processing, which reduced our sample size. For both the Twitter data and the Facebook data, posts and texts with other languages than English or one of the Nordic languages was excluded. Better language skills of the researchers can increase the sample size. We do not recommend using translation services online in sentiment, personality and emotion analysis, as this can increase bias due to the weaknesses of such services in translating the exact meaning behind a text. We believe the best way to include more languages is if the researcher have sufficient language skills to do the classifications. The Facebook data was further reduced by difficulties in the classification process when we used the CSSL MDT. Any text that we did not manage to classify was excluded. This can be avoided in the future if the developers introduce the option "does not apply" for each of the models to be classified.

Our Twitter data was extensively reduced in the data processing due that a lot of the data we fetched was irrelevant. This was a result of the hashtags we chose to fetch as we got a lot of data about the American technology company SAS, and not the SAS we was looking for. NAS was an acronym for an American hip-hop artist. Future studies should also include #flysas and #flynorwegian, as they are both commonly used.

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Access to Data

Twitter has API limits of around 1% of the total data, in which is stated to be "statistically random sample" (Twitter 2015). However, we have some concerns that our data is not fully random, due to the high amounts of data from 2014 compared to 2015. Due to this difference we concluded that there was a decline in e-WoM engagement. Further research may exclude extreme values to get a more accurate picture of active users, thus increase the external validity. There are ways to get around the Twitter limitations, though we are not aware of how this process will work. Additionally, we found high variety in userfollowerscount, userfriendscount and userstatuscount. It might be that there is huge variation in the population, due to inactive accounts. A larger sample size can confirm or reject this.

Another limitation is that we do not have any other Facebook data than what exists on SAS and NAS' Facebook pages. That means that there probably are a lot more data out there. People often post photos and statuses on their own walls and not on the corporate Facebook page. Though we found males to be more active than females, we learned from our secondary data that females are more likely to engage in posting pictures compared to what males are. Analyzing these could also be interesting.

Further research

In addition to consider the limitations presented above, some ideas for future research is presented. Future studies could include posts and Tweets from the brand or company itself, in addition to the consumer-generated content. This way, one can extend the study of consumer behavior and engagement on online brand communities. Another potential for extending this research is to investigate the characteristics of the authors in which posts and Tweets are often shared or Retweeted. This can contribute to the identification social media "influencers" and "leaders".

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Concluding Remarks

Throughout this thesis we have analyzed social media texts retrieved from SAS and NAS social media platforms, Facebook and Twitter. We found that our results have external validity, which means that our findings can be generalized to SAS and NAS, however not to all other companies present on social media platforms. Notwithstanding, the utilization of big social data is key for all companies who aim to gain a competitive advantage in their field of operations. By leveraging on big social data, companies can gain useful insight, which can support decision-making and process automation in a cost effective way (Gartner 2013). Having this in mind, we have made recommendations for how companies present on social media on how they can utilize on their big social data. On a final note – companies should carefully consider the benefits against the costs before investing heavily in social media analytics, due to the amount of resources. Traditional marketing may have lost is value due to the introduction of social media, but the degree may vary between companies, across industries, or across geographies.

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8. Appendices

Appendix 1: Facebook text

Text

Oh thougt you are in One World thanks for the fast answer best!

Hi I am planning take a fly from Rovani to Stockholm and I have miles from my plan miles and more from Lufthansa. I know both companies are part of the One World Group and would like to know if i can use them before they expire. Thanks!

From Alicante base we'd like to wish you a very merry Christmas and a happy new year 2016!! Happy flights and lots of love :*

Lookin good lads???????

For the Norwegian Team??

Merry Christmas from Suvarnabhumi international air port Bangkok

Merry Xmas from Budapest!

God jul! ????

Merry X'mas to all of you from Palma de Mallorca. .... and Thank you ??

Vi ønsker ni en god Jul og ett god nytt år från Holland Delft.

Merry Christmas from MALTA ??

Merry Christmas- God Jul??from Greece

God Jul!

Buon Natale! I traveled very well with you...

Merry christmas /??god jul. Ser dere igjen i januar??

Merry Christmas ?? God jul ??

Merry Christmas from Gdansk :)

Merry Christmas..!

merry christmas!!!!!!!!!!!! <3 <3 <3 <3 <3

Worst customer service ever they lose your luggage make you wait for 6 months to sort out your claim then they send me an email saying the luggage got to Alicante airport at schedule time I tell them I landed in Malaga not Alicante and then they said ups sorry yeah.... I meant Malaga no Alicante I ask for a proof and it has been 3 months with no answer after 1000 emails

Thanks! God jul! ;)

Merry Christmas

Merry Christmas to all of you??????????????

My favorite airline

Merry Christmas dear Bj?rn Kjos and your company sir. Thanks for everything this year and we expect nothing less from you and your company next year. Keep up the good work. GOD bless you all. Cheers !

Tusen takk !! God Jul !!

Merry Xmas to u too and keep on flying to Malta. ?????????

Merry Christmas/God Jul :-)

Always a Grinch.

Nice crew

Hello passengers of Norwegian. I've recently booked (trough budgetair.com) twotickets from Lisbon (Portugal) to Los Angeles in September 2016 at an amazing price of around 650? for the two passenger and at lowfare ticket. But once I received the flight number I added it to the norwegian website and there on the ticket I read I have a meal included in the ticket and I

can take up to 4 lugagge. But they on the website say the lowfare gives none of that. I started a live chat with a person from Norwegian and they say that my ticket included meal for each person and each person could take two 20kd checked in luggage plu one hand luggage + personal luggage and I could even phone them to book the seats also free of charge ALL included on the already payed 650?. I have the full conversation with her printed and the ticket print is on the pic bellow but I am finding hard to believe it. There are two options. Or I have found an amazing Deal for my Journeys or they are trying to take more money from me. So what you think you that have already travel with them?

Merry Christmas.

still no help from the norwegian for the passengers of the cancelled flight on teneriffe all the telephone numbers doesn't work no one takes care for the pax in the hotel the handlig agent of norwegian in teneriffa doesn't exist

THEY KIDNAP CHILDREN ! SHAME ON YOU NORWAY . Norway Return the children to Bodnariu Family

Merry Christmas from Germany :-)

MERRY CHRISTMAS ??? from M?laga

?????? I'll join you guys in Feb!! ?? PR-UK

They do not even bother to answer all the egative comments. Amazing social media management

Don't forget to wish a merry Christmas to Mohammad Tariq Mahmood and his family. It's the least you can do after keeping the ?9 000 they paid you for unused tickets.

why you give me the wrong numer this is really amazing how you treat your passangers! the number you gave me doesn't answer!

God jul til dere også sees snart . Hadde vært fint med vinter rute mellom Norge og Kreta står på ønskelisten????????

From UK to Barcelona !!!

Hei Karina! Takk for svar. Kan jeg la pedalene være på og pakke rundt hele sykkelen og vri styret? Det ser ikke ut til å være mulig å skru av pedalene uten å ødelegge dem. Jeg tror sykkelen blir ca 40 cm tykk hvis jeg pakker den m pedaler på.

Hei og hjelp! Nå skal jeg reise fra LPA til Barcelona med en mellomstor sykkel. Ser den for meg som en lubben liten sak pakket i bobleplast.... men leser om hard emballasje - er det en spesiell empalasjekasse for sykkel jeg kan leie for frakten eller må jeg bare finne ut av pakkingen på egen hånd?

Maybe once Xmas is over you can ask Santa to operate your compensation department to actually issue some money rather than string people along for 6 months...disgraceful lack of service.

Congratulations with another fine aircraft. :D <3.

Norwegian seem to like getting poor publicity. Expect them to hit the sad depths of the 2014 situation again soon. http://www.newsinenglish.no/.../lawsuits-loom-for-.../

Worst customer service ever they lose your luggage make you wait for 6 months to sort out your claim then they send me an email saying the luggage got to Alicante airport at schedule time I tell them I landed in Malaga not Alicante and then they said ups sorry yeah.... I meant Malaga no Alicante I ask for a proof and it has been 3 months with no answer after 1000 emails

still no help from the norwegian for the passengers of the cancelled flight on teneriffe all the telephone numbers doesn't work no one takes care for the pax in the hotel the handlig agent of norwegian in teneriffa doesn't exist

Harrasement and Humiliation at its Best - My boyfriend and I are were traveling Norwegian from Bangkok to Copenhagen today. What happened to us should not happen to another

human being. I had a small accident 9 days back and have a knee injury (No Fracture or cut). I went to the best hospital in bangkok and met with a orthopeadic doctor and have a fit to fly ceritifcate. Thw polit does not allow us to board the plane (stating his assessment is I am not fit to fly). He assures us ground staff will give us new tickets as we already paid for these tickets for todays flight and book us hotel. After we deboard the aircraft ground staff tell us there is NO Norwegian office or agent in Bangkok and they cannot do anything for us and put us on the street and want the wheel chair back (I am on a wheel chair as doctor suggested I walk as little as possible to rest my leg). Then we call Norwegian head office thinking they will rebook us and give us hotel. We call when it is 8 am in europe they tell us they cannot do anything. I am in pain shocked harrased and stuck in Bangkok. We have not even been given the money we were promised will be returned to us as we were not allowed to board- this was promised by the french pilot who was flying on the norwegian from bangkok to copenhagen today. I pray to god that someone will help me now to get a hotel and new ticket may be god will as norwegian definitely WONT AND REFUSES TO. In human treatement.
What a good thing... Norwegian made me fly again after many years with a severe fright of flying. I trust Norwegian   I like their fantastic service and the very nice and competent crew. I never fly with other airline companies than Norwegian. I don't have faith in them. Thank you Norwegian and keep up the good   and spirit.
why you give me the wrong numer this is really amazing how you treat your passangers! the number you gave me doesn't answer!
Registration?
It should take 10 minutes to look at the flight times and circumstances then agree an entire flight needed compensation. Then a computer prints 200 cheques in another 10 minutes. Not 6 months of deliberate delay to hope some people will give up waiting. WE ARE NOT GOING TO LET YOU GET AWAY WITH THIS SCAM!!!
Maybe once Xmas is over you can ask Santa to operate your compensation department to actually issue some money rather than string people along for 6 months...disgraceful lack of service.
The link doesn't shows what I want. I get money back if the flight goes late. And I wrote an email
Hello my name is Alice and I traveled with my dog from Berlin to Barcelona on 9 of the December. My MOST HORRIBLE flight with Norwegian. The take off should be at 19.50. But it was at 0.45 10 of December. We got no information. My dog gots crazy. She got so many pills was so stressful for me and for her. I had to let her at 22.15 at the special baggage. I went throw the securrity pass control. Inside I heard from the cafe man and passengers that every one gots Groupons for drinks and food. I went out of the securrity pass control and went to a other airline office. They called Norwegian office that here is a passenger who has no groupon. Norwegian DON'T care! I was so down from all went the securrity pass control again. I bought me drinks and get the sandwich from the cafe man for free. Other passengers couldnt believe what happened. After all that I get my dog back really insane. She was so stressed up full of shit and the box was disturb! I cant believe whats happen! I booked my next flight minutes ago with you (but on the 8. January without dog I can't canceled) cuz we all love to fly with you and believe in you that you will answer of my email and I get my money for all that without more stress. And would be nice to know why Norwegian didn't care about me on the airport. Hopeful Alice
Thank you. I have send them an email. Waiting for their response.
I did take a look but unfortunately did not find any contact. Can you please give me the contact of the person involved in media relations
same here more than 8 months waiting for an answer a lot of money spent on phone calls for

nothing and 1000 emails wasting time and money from people

Norwegian satser på USA. HURRA! https://www.facebook.com/Mitt-USA-631294183653977/?ref=hl

Why don't you put on your cover page how you treat your customers like dirt and don't give a damn about providing service.

Lovely photo! :-D

Santa Claus flight with Norwegian Dreamliner ??

Santa Claus flight with Norwegian Dreamliner ??

Maybe once Xmas is over you can ask Santa to operate your compensation department to actually issue some money rather than string people along for 6 months...disgraceful lack of service.

Great Airline. Has a connection flight through gatwick to Madeira Island. Wonderful place to visit and relax anytime of the year.   http://www.tripadvisor.co.uk/VacationRentalReview-g189167-d8689396-Madeira_Funchal_Centre_Flat-Funchal_Madeira_Madeira_Islands.html

Norwegian airlines are terrible they delayed my flight two days. This company is a joke and should be shut down. Save your money and take a real airline. Not to mention the airline was incredibly rude to me. And they charge for everything on the flights providing no water or snacks. I was told I had to walk to the back of the plane to pick up my water. Please take my word for it all three times I flyed with them were complete disasters.

Worst customer service ever they lose your luggage make you wait for 6 months to sort out your claim then they send me an email saying the luggage got to Alicante airport at schedule time I tell them I landed in Malaga not Alicante and then they said ups sorry yeah.... I meant Malaga no Alicante I ask for a proof and it has been 3 months with no answer after 1000 emails

Beautiful cover! :)

still no help from the norwegian for the passengers of the cancelled flight on teneriffe all the telephone numbers doesn't work no one takes care for the pax in the hotel the handlig agent of norwegian in teneriffa doesn't exist

Norwegian the best Airline :-)!! Greets from Germany..we were in Gran canaria in Juli with Norwegian..we want to book net year from Hamburg. .

Great Airline. Has a connection flight through gatwick to Madeira Island. Wonderful place to visit and relax anytime of the year.   http://www.tripadvisor.co.uk/VacationRentalReview-g189167-d8689396-Madeira_Funchal_Centre_Flat-Funchal_Madeira_Madeira_Islands.html

More than 1 flights haha

Sure I was! :) Flew on Norwegian Air International WAW-LPA-WAW back in November.

Bad Airline! Flight Berlin to Barcelona over 4hours to Late. Airport is horrible! Bad Personal! ONCE AND NEVER NORWEGIAN!

Unfortunately no. But I am looking forward to become a passenger soon.

Worst airline in the skies. Avoid like the plague. Even if the flights were free it would not be worth taking this airline .

So i cant use it AS my normal baggege just because it is bigger? Because in the net it says normal baggege needs to be smaller than 3m in total and in total it is way smaller its a wave surfing board not for windsurfing and it is super light so i ll be under the 20 kg

hey nice airplane sadly i reached no Agent on the hotline...   i wanna travel from Munich to Malaga beginning of Januar and want to ask if i need to book a surfboard as a extra baggage or if i can use it as my normal travel baggage?   cheers and thx for ur super fast reply

Yes. Stockholm-Las Palmas.

The worst airline! They cancelled my fly. I'm still waiting for my compensation they broke my holidays. We don't receive any information. I never will fly with again with Norwegian . It's

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worse than Ryanair and his WiFi didn't work correctly. Their customer service is a joke

Nei men reiser med dere ganske mye mellom OSL og BKK. Bare gode opplevelser. Ingen problem.

Yes :)

Son flew cologne Alc comfortable and he liked the free wifi!

Yes.?? 2 times..

Oslo -københavn -chania??

Worst customer service ever they lose your luggage make you wait for 6 months to sort out your claim then they send me an email saying the luggage got to Alicante airport at schedule time I tell them I landed in Malaga not Alicante and then they said ups sorry yeah.... I meant Malaga no Alicante I ask for a proof and it has been 3 months with no answer after 1000 emails

Norwegian.com Customer Service .... what a joke that is! I have now sent 4 emails to various addresses within Norwegian.com and no one has had the decency to reply to any one of them. I cannot believe that after 4 weeks they still have not got to my email. If this is the case then Norwegian.com have a serious customer relations issue.   Someone please have the common decency to respond to my communications.

No but i flew with you Manchester to helsinki in February and it was the most comfortable flight ive experienced in 25 years of travel. You need a LCA-MAN route all the other airlines charge a small fortune.

Yes..a few times :) ALC-HEL. HEL-HH ALC-DUS-ALC HH-ALC

Some of the guests from villas2rentMallorca.com did :-)

Will be on 21st of December AGP - CPH

Ok good to know

All you have to do now is turn a profit ??

Norwegian airlines are terrible they delayed my flight two days. This company is a joke and should be shut down. Save your money and take a real airline.   Not to mention the airline was incredibly rude to me. And they charge for everything on the flights providing no water or snacks. I was told I had to walk to the back of the plane to pick up my water. Please take my word for it all three times I flyed with them were complete disasters.

Yes. I flyed on 18th November to Gdansk from Tromso. I was on deck 737-800 Gustav Vigeland and 737-800 Povel Ramel :D

still no help from the norwegian for the passengers of the cancelled flight on teneriffe all the telephone numbers doesn't work no one takes care for the pax in the hotel the handlig agent of norwegian in teneriffa doesn't exist

I flyed 17.11 to London from Larnaca and very liked...:)

Yes 2 november from Oslo to Antalya!

Yes!

Ja:)

Customers give you 5 out of 10 on that website but the Editor gives 9 out of 10...something smells like Surstromming !!!!!!!!!!!

Norwegian fly directly just to Scandinavia (Norway Sweden Denmark) and to the UK. :)

Gratulerer!!! ????

Best low costs airlines without a doubt!

thanks im looking for a cheap flight from bangkok going to istanbul

We Heart Norwegian!

THE WORSTS LOW COAST AIRLINE 2015!

Worst customer service ever they lose your luggage make you wait for 6 months to sort out your claim then they send me an email saying the luggage got to Alicante airport at schedule

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time I tell them I landed in Malaga not Alicante and then they said ups sorry yeah.... I meant Malaga no Alicante I ask for a proof and it has been 3 months with no answer after 1000 emails

World's best airline? What a joke.Thank you very much for losing my luggage today. I have arrived in London for hospital treatment tomorrow and you have managed to place the maximum amount of of inconvenience and stress on me. For the record I was on Helsinki-Gatwick D85818 seat 3D. You lost my black four-wheeler suitcase with a Tumi tag and red ribbon identifier. Adding insult to injury you were more than happy to slug me in Helsinki for extra weight then promptly lost my suitcase. Adding further insult was that your handling agent at Gatwick was not able to provide any reference or advice because their 'system was down.' And naturally there was no Norwegian representative on hand at Gatwick on arrival with a baggage manifest. In fact there was no Norwegian representative at all just a handful of outsourced sworths with zero interest in assisting your passengers. These people are your shop window. They do not reflect well on your airline. It begs the question of what sort of an amateur operation you operate. The moment your system is tested with a wrinkle it is found sadly wanting. People need to know about this before they travel with you. And what is the use of '24/7' telephone customer service that doesn't answer? Here's what I suggest. You find my luggage immediately and deliver it to me in London at your expense. And then I suggest you make your systems better and contract to competent agencies. It is 2015 and it is simply not good enough to not be able to trace one's tagged luggage or be able to access someone who can. Thanks again for making my operation start so smoothly.

Norwegian airlines are terrible they delayed my flight two days. This company is a joke and should be shut down. Save your money and take a real airline. Not to mention the airline was incredibly rude to me. And they charge for everything on the flights providing no water or snacks. I was told I had to walk to the back of the plane to pick up my water. Please take my word for it all three times I flyed with them were complete disasters.

Norwegian.com Customer Service .... what a joke that is! I have now sent 4 emails to various addresses within Norwegian.com and no one has had the decency to reply to any one of them. I cannot believe that after 4 weeks they still have not got to my email. If this is the case then Norwegian.com have a serious customer relations issue.   Someone please have the common decency to respond to my communications.

still no help from the norwegian for the passengers of the cancelled flight on teneriffe all the telephone numbers doesn't work no one takes care for the pax in the hotel the handlig agent of norwegian in teneriffa doesn't exist

Dear Norwegian the award might be impressive but your customer care is not. Would you mind looking into my incident: 151010-000290 from October 10? Something appalling happend to me during a flight with your airline and I expect an answer. Regards Dorota

Congratulations on this Award! :-D

Congratulations..... For losing bags !!!

still waiting!!!

Mal ?? and have some fish for Your pleasure)))!   Norwegian is one of the best airlines! Congratulations   Norwegian !???????????????

do you have flights from Bangkok -- Istanbul?

You should treat better your customer stop making more deals 6 months after lossing all my luggage l 1000 emails and 100 calls amazing customer service

Thank you very much for losing my luggage today. I have arrived in London for hospital treatment tomorrow and you have managed to place the maximum amount of of inconvenience and stress on me. For the record I was on Helsinki-Gatwick D85818 seat 3D. You lost my black four-wheeler suitcase with a Tumi tag and red ribbon identifier. Adding

8. Appendices

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100% off and I would still not fly with your shockingly incompetent organisation.

Why Norwegian omits under 26 ticket fares option from there website?

Dont do it. Norwegian can be awful!

I would llike to book my twelve year old on a plane from london to los angeles to see her father...is there no escort service on this flight.... woudl she be alone after she has checked in through customs etc....

still no help from the norwegian for the passengers of the cancelled flight on teneriffe all the telephone numbers doesn't work no one takes care for the pax in the hotel the handlig agent of norwegian in teneriffa doesn't exist

It is a pity that you don?t fly from/to K?lnBonn anymore. It is so difficult for us in this region to get to norway now. When will you change this?

Great Airline. Has a connection flight through gatwick to Madeira Island. Wonderful place to visit and relax anytime of the year.   http://www.tripadvisor.co.uk/VacationRentalReview-g189167-d8689396-Madeira_Funchal_Centre_Flat-Funchal_Madeira_Madeira_Islands.html

I sent 100 emails to ur claims departmen with no answer and 100 emails waiting 30 minutes for somebody to pick up the phone and the answer was you have to wait longer.....spechless

Worst airline ever

Norwegian airlines are terrible they delayed my flight two days. This company is a joke and should be shut down. Save your money and take a real airline. Not to mention the airline was incredibly rude to me. And they charge for everything on the flights providing no water or snacks. I was told I had to walk to the back of the plane to pick up my water. Please take my word for it all three times I flyed with them were complete disasters.

See you on board ;)

Gratulerer!

Bobm threat

Non-existent service. Failure to compensate under EU rules. If I posted a bomb threat I would probably be arrested quickly enough. Just wanting money that you owe me is apparently not important enough.

How is it possible?

Worst customer service ever they lose your luggage make you wait for 6 months to sort out your claim then they send me an email saying the luggage got to Alicante airport at schedule time I tell them I landed in Malaga not Alicante and then they said ups sorry yeah.... I meant Malaga no Alicante I ask for a proof and it has been 3 months with no answer after 1000 emails

Bomb threat

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You are a super airline. Way to go!!!
that's exactly why I used it as the only way to get any attention. it should not have to come to this. you should be better at running a complaints department.
Norwegian.com Customer Service .... what a joke that is! I have now sent 4 emails to various addresses within Norwegian.com and no one has had the decency to reply to any one of them. I cannot believe that after 4 weeks they still have not got to my email. If this is the case then Norwegian.com have a serious customer relations issue.   Someone please have the common decency to respond to my communications.
Ur service is the worst ever you have made the record of becoming worst than ryanair
Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer
Best airline ever!!!
Harrasement and Humiliation at its Best - My boyfriend and I are were traveling Norwegian from Bangkok to Copenhagen today. What happened to us should not happen to another human being. I had a small accident 9 days back and have a knee injury (No Fracture or cut). I went to the best hospital in bangkok and met with a orthopeadic doctor and have a fit to fly ceritifcate. Thw polit does not allow us to board the plane (stating his assessment is I am not fit to fly). He assures us ground staff will give us new tickets as we already paid for these tickets for todays flight and book us hotel. After we deboard the aircraft ground staff tell us there is NO Norwegian office or agent in Bangkok and they cannot do anything for us and put us on the street and want the wheel chair back (I am on a wheel chair as doctor suggested I walk as little as possible to rest my leg). Then we call Norwegian head office thinking they will rebook us and give us hotel. We call when it is 8 am in europe they tell us they cannot do anything. I am in pain shocked harrased and stuck in Bangkok. We have not even been given the money we were promised will be returned to us as we were not allowed to board- this was promised by the french pilot who was flying on the norwegian from bangkok to copenhagen today. I pray to god that someone will help me now to get a hotel and new ticket may be god will as norwegian definitely WONT AND REFUSES TO. In human treatement.
I think you should refund the money of the muslim family banned from entering U.S.
never use again.
Not good enough would be an ideal tag-line for the rubbish airline.
Not good enough
Another week gone. No progress. Your Chief Executive should resign at his incompetence in running an organisation. This is just NOT GOOD ENOUGH.
Disappointed at the lack of service from Norwegian when a flight is delayed and $800 euros are owed to customers. Failing to deal swiftly with these situations ensures the customers never return.
I just got off the phone with your Customer Service agents. I am extremely frustrated with this service because apparently the only way I can get a solution is writing through here. I have a flight scheduled from Oslo to Paris on december 1st I have been calling multiple times and the only answers that I get is that if I cancel I won't get a refund for my unused ticket and if I changed destination I would be charged a change fee plus the ticket difference. I find this completely ridiculous since Paris was a victim of terrorist attacks last friday. I have been trying to communicate with customer service agents to try to figure out the best possible option because I was very eager to fly with Norwegian but let me mention you that it has not been a pleasant experience at all. I was hung up over the phone by a very rude man called Michael.... then I was hung up by an agent the minute that I asked their name. Antonio was the only one

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to help me and his best advice was to write through here. I don't mind paying the difference of the cost for another destination but I do mind paying a change fee since everything that's happening in Paris are out of anybody's hands. Lives are in danger and more than a hundred people were murdered by suicide bombers and terrorist last Friday. Up until now I have NOTHING positive to say about this airline it lacks empathy and professionalism.
Super NORWEGIAN!!!!!!!!!.....

Good luck bud these guys are terrible at customer service.

I did send a claim by a registered mail but never get any answer.

Takk!

Disappointed at the lack of service from Norwegian when a flight is delayed and $800 euros are owed to customers. Failing to deal swiftly with these situations ensures the customers never return.

...fan tastic ;-)

Super. I did call the luggage dept. They did receive my registred mail the 28th off september but could not treat the case. They are over booked actually. I suppose that too many luggages where losts during the summer !!!!

But is it as good as a TIE fighter?

Hello The May 31th I took the DY 0381 from Tromso to Oslo. This flight who should take off at 14:35 was delayed to 16:30. I was booked the same day on the DY 1498 from Olso to Paris. At the boarding desk in Tromso one told me that there was no problem for the connecting flight : the same plane was doing the DY 0381 and the DY 1498 flights. For security reasons I was not authorised to stay on board at Oslo and I have to take the bus to the airport and walk through the domestic and international halls. When I arrived at the boarding gate the flight was closed. So I have to stay the night in Oslo to take on the next morning a flight to Bergen DY604 then a flight to Paris DY1476. But my bag DY 571150 was missing at Oslo Airport. I ask for this luggage at the luggage desk and at the Norwegian desk. Nobody was able to confirm whether the luggage was already send to Paris or staying somewhere in Oslo. Since that date I wait for my luggage. A black travel bag has been delivered at my adress in Paris ; it was not my luggage. The luggage seams definetly lost. I still wait for some explanations for the poor performance of Norwegian. Vincent

Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer

Tried and trip video reported Thomson but have not had the pleasure of trying your service yet! ;-D

Norwegian airlines are terrible they delayed my flight two days. This company is a joke and should be shut down. Save your money and take a real airline. Not to mention the airline was incredibly rude to me. And they charge for everything on the flights providing no water or snacks. I was told I had to walk to the back of the plane to pick up my water. Please take my word for it all three times I flyed with them were complete disasters.

I look forward to trying it today .. and again in Februrary .. Thank you!

thanks very complete information

Please I wanted to ask if there is any bus or train going straight from Berlin to Hamburg Airport (HAM) Thank you

Supert tusen takk ?

See you on board next month ;)

Juan Sebasti?n Elcano born in Getaria (Gipuzkoa) first Basque sailor who went around the world. Fifth centenary 2019- 2022 .

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Columbus Heroe ? ..was a genocide.Unfortunate choice.

I have always believed (from a maritime point of view) it is seen as   luck to rename a vessel. beautiful

Love this!!

Colombus was from G?nova Republic and widely hated in the Americas for being the head of the natives genocide. Very   choice it would be better to see the face of Rub?n Dar?o. Next time ask to latin americans this is a huge mistake.

Disappointed at the lack of service from Norwegian when a flight is delayed and $800 euros are owed to customers. Failing to deal swiftly with these situations ensures the customers never return.

COLUMBUS WAS ITALIAN ignorant.

Colombus! I hope that's the one that will pick me up on Feb

I'm going in Juan Sebasti?n Elcano's haha

Christopher Columbus but it isn't important what face is on the plane - mas important is the technology :P

another possibility would be Perez Gald?s for the new routes in Spain

Bra skrivet Ann!!!! Det är så galet svårt att få kontakt och information och det känns som att man som kund får skylla sig själv ... Inte ok och en tråkig attityd av ett servicebolag :-(

Jag lägger ner här. Ni har tydligen som princip att inte läsa och förstå. Dvs ni får väl åka med stolar som ni kunde sålt

Hi Norwegian! I'd like to know how can I get legal bill for the flights I made with your company?

Thank you!

Dancing with the moonlight

Great photo!

Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer

wow!!!

hehe :) <3

Fab photo

aaah I got it now. Thanks.

then a 20 kilos suitcase and the cabin luggage is included so what I have to pay is 18 euros plus for the FIRST EXTRA plus 24 for the SECOND EXTRA suitcase travelling with a total of 4 packages of no more than 64 kilos all of them? Thanks for the answer.

With the suitcase (1) rate C of domestic flights with a cost of 18 euros   are you referring to the case of 20 kilos included in the low + or what you call (1) is the first EXTRA case to add to the one of 20 kilos and to the cabin baggage included both in the price of the flight ?

At least have entertainment system in your long haul flight from Oslo To Dubai! Had a very experience flying for the very first time from Dubai to Oslo!

Greetings to the best airline in Europe (y) :-)

Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer

Looks like these two are getting ready to sit for two days while the plane is delayed and all customers are blown off

<3 <3 LOVE NORWEGIAN <3 <3

8. Appendices

How cool guys ! Safety flight ???

Hope u will start flights Cph to Malta all year around . Miss your flights January to March. You are a super airline.

Vilket gäng! Härligt att se er. Önskar er en säker punktlig och trevlig arbetsdag!

Good Luck !

Så flott.. kjempebra... jeg drømmer å fly selg til Copenhagen av Oslo en gang til... :-)

Jeg ønsker deg en tur

We NEED more Malta-Copenhagen flights!

Have a Safe Flight! We always love views from the cockpit!

Have a safe flight! :)

beste flyselskap synes jeg.....

Have a nice flight (^~^)

Have a nice day!! ??

Lovely photo :-D

..Please take me on board!I miss CPH!

Hopefully you had a good flight this morning.

Great airline!

Disappointed at the lack of service from Norwegian when a flight is delayed and $800 euros are owed to customers. Failing to deal swiftly with these situations ensures the customers never return.

Good morning from Tenerife!

Hopefully soon! :-D

No!! Never!!!

Send me a ticket - and I will fly with you!!!!

always a pleasure to fly with you Norwegian. next time should be right after Christmas and New Year. Cheers !

Congratulations :D

Hopefully in next July ;) <3

When you open more destination from barcelona

See u in May

Når du redusere prisene! Spøk. Alt var OK!

Athens - Oslo and Oslo to NYC !

Maybe when you return to Cologne next Summer Season ;)

I am also trying to book for September. Hope the online calendar opens up soon.

Hopefully soon...I miss my family in Oslo & further north in Brekstad! ? ? ?

Tomorrow Prague-Copenhagen ?

We often fly with Norwegian Air: always good

Hopefully soon for LA ^^ My flight with you OSL-JFK-OSL in august was perfect!

Disappointed at the lack of service from Norwegian when a flight is delayed and $800 euros are owed to customers. Failing to deal swiftly with these situations ensures the customers never return.

See you at the end of November.

Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer

RESPECT .... Give help there they need help...

Disappointed at the lack of service from Norwegian when a flight is delayed and $800 euros

are owed to customers. Failing to deal swiftly with these situations ensures the customers never return.

RESPECT .... Give help there they need help that's the way to do it....

Beste flyselskap som fl?y.

Almost an hour waiting for checked luggage in Madrid 5127.

just dont use valet parking!

That's the way to do it ... give help there they need help .... Respect Norwegian

Fantastic   Bj?rn. GOD bless you !

Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer

Spread the love Norwegian. GOD bless !

Tosen take norge

Super...

Worst airline ever they lost my luggage after 6 months of spending money on phonecalla and 10000 emails they answer me saying my luggage got on time to Alicante airport when my flight was to London. I sent them then 10 more emails aking for an explanation still do not know anything. You definetely lost a customer

Well done well done

I get sick and tired of unicef. There are people in (Western) Europe who can not but food nor can go on holidays. Elderly people who have to live in their shit and piss for days but immigrants get everything. Where is unicef for (e.g.) Dutch elderly people? No where. So... please stop with unicef or I stop with Norwegian. Btw... I LOVE NORWEGIAN!

Nice cockpit photo! :-D

Good   Norwegian

Handsome flight crew. Bravo Norwegian!!

safe travels!

best team Norwegian

Well done Norwegian!

We've been waiting in the aircraft since 9:00 (4.5 hours) no solutions given.

Well its vey disappointing how we were treated. It wasn't only the fog the plane was about to take off when there was a mechanical problem. We couldn't leave the aircraft and hat to sit for 5 hours. My respect for this company has drastically changed.

Sensacional!!! Amazing

GOD bless !

Tar det lang tid med og få tilbakemelding på en klage til dere

Dear NORWEGIAN Airlines ! It is 15:37 local time in San Juan Puerto Rico and I stood out in my balcony to watch your 787 arrive in its final approach to SJU. WELCOME to Puerto Rico !!

I already claimed my cashpoints but nothing happened. Could you look at my reservation? I can write by private facebook message or to the email address you give me

I made a travel with you 2 weeks ago I logged in your website and I added my Reward number to my book. The Cash Points didn't appear and days after coming back of the travel they didn't appear either. I required them some days ago but in my profile always says I've got 0 Cashpoints. I have to do several travels during 3 years and I chosed your company thinking cashpoints would be a very good advantage for me but.... What's happening? There is not a contact email for this question and I'd like to find a solution to this.

Eleanor Cannon and Colleen Finney book some flights!

Dani Clement sooo you're coming to visit then?! ?? I think jacks done that flight before- they

only have a couple a week but so worth the price!!

Nazila Faraed you have to go to Europe with me

Tommy Matson.   London next year??

Emily Merriman lets doooo it (cc Isabella S? Freire coming for you)

Dominique O'Neal....time to come home..look at this great deal

Monica Anna for 362 this might be worth it hehe

Robin Streeter ... Let's do this! I'll meet you in New York stay a couple days and we can head to London for the weekend! It'll have to be after the New Year but lesssgoooo!! ????

Mutale Kanyanta -cheap flight to Ldn!

Brandon Chase let's go visit carver again!

Mikey Catania Justin Popiel did you make the call???

GO Emily and Patrick while you're young. . I'll babysit.

Just don't pay the $60 extra fee. We found out it was per leg of the trip. That added an extra $240 each for the 2 of us for a seat reservation luggage check and a hot and tasty meal (horrible meal).

I dag skulle eg reisa ned til Sandefjord/Torp fra Værnes. Men dessverre var været surt og det blåste friskt så flyet måtte snu og fylla på bensin i Kristiansund etter mye surring i luftå. Må sei at personalet på jobb denne dagen både på flyplass og nabohotell har vært eksemplariske! OK det gikk vel lang tid før det kom informasjon til oss som ikkje visste hva som skjedde men når det først kom informasjon så var det full pott! Vi fikk sjekke inn på hotell hvor vi fikk mat (som kokkene raska opp i full fart) som smakte helt fabelaktig. Må og ta hatten av til hu eina damå i resepsjonen som tok imot 30-50 stk på strak arm (eg var ein av dei siste) og som hadde eit vennligt smil på lager til de siste som skulle sjekka inn også! Så nå sidde eg her på hotellrommet mette og god akkurat fått vralta meg i badekaret og har ein kopp varm kakao. Er jo nesten glad det blei innstilt etter denne servicen! Bra jobba SAS! Hilsen nøgd kunde.

Man skulle jo tro at SAS følger EC Regulation 261/2004 men det gør de ikke. Fly forsinket ved afgang fra Vilnius til aalborg hvilket betød at ankomst til tilstødende fly missede. Fik tibudt tur til karup.skulle til aalborg eller et tog. Problemet er bare at vi selv skulle betale. Altså ikke nogen ombooking eller hjælp som der foreskrives. Ej heller kompansion som også skal gives hvis mere enf 4 timers forsinkelse. Kun meget dårlig SAS service ja service i karthoum i sudan er faktisk meget bedre. Kan nu bare anlægge sag også hvad det vil bringe.

Det arbejder vi på men desværre så er der kun plads til 1 fly nummer men rejsen består af 2 så der vil sikkert opstå problemer da der vil mangle 1 fly nummer men vi sender nu alligevel.

SAS sätter sina principer framför kundernas upplevelse! Jag hoppas att företagen börjar välja bort sas inte bara på långflyg utan även inrikes. Förvånansvärt dålig service på Kiruna flygplats. #SAS säger att om jag efter försening inte hinner med flyget i Stockholm så får jag vänta till 1/1 på att flyga. De vägrar boka om till Norwegian utan det ska vara hotellnätter och marktransport som enda alternativ.   24 stycken på väg till Göteborg som mig och troligtvis merparten stafettläkare eller liknande yrken där vi ska hem från jobbet för att fira nyår och åker upp igen 3/1.Ett enda eluttag att ladda mobilen i fullsatt väntsal.

Singapore Airlines bokar inte heller passagerare på bolag dom inte har avtal med. Jag har blivit ombokad från SAS till andra bolag då det varit bolag som SAS haft avtal med.

Lågpris som i sas? Hade kunnat åka Malmö aviation med på sträckan tex. Poängen är att resenärer inte kommer fram för en principsak. Singapore Airlines skulle aldrig göra så här tex. Ett av mina favoritbolag eftersom jag reser hela tiden antingen i b eller för dykning.

It takes two to tango. Vad jag förstått har Norwegian inte avtal med några andra bolag vilket bla lett till att kunder blivit strandsatta i USA i flera dagar då man varit tvungen att inställa flyg pga att deras Dreamliners har krånglat. Detta är vanligt bland alla sk lågprisbolag.

Sitter på Dublin flygplats och vänta på flyg SK536 som skulle har åkt 12.15 och bli mer o mer

frustrerad med att vi får ingen som helst information om vad som händer inte ens att flyget fick landa i Belfast!!Det står fortfarande avgång 14.00 på tavlan som det gjort i 2 timmar Nu!!!! Riktigt dåligt av SAS tycker jag!!

Vill tacka för mycket trevligt bemötande och god service i dag när jag själv hade strulat till det när jag beställde biljett. Ger er 5 ?? av 5 möjliga.

Hei. Vi kjøpe 3 ekstra bagasje på forhånd når vi reiste fra Birmingham til Oslo for noen dager siden. Når vi var på flyplassen i Birmingham fikk vi beskjed om at vi ikke hadde kjøpt ekstra bagasje og måtte derfor betale for å ta med de ekstra bagasjene ombord. Men problemet er at vi hadde betalt for de ekstra bagasjene noe vi har kvitering og kontoutskrift på hvem kontakter vi for å få pengene våre refundert?

Hello I reserved a ticket from your website to fly from Hong Kong to Tromso via Stockholm and Oslo. Your booking system only showed one combination of flights and I had no other options so I reserved just as your booking system suggested. But now I noticed that I only have 40mins stopover at Stockholm where I have to go through the immigration and only 1 hr stopover at Oslo where I have to pick up my checked baggage clear the customs and go through the security check again. Do you think I really have enough time and will not miss the connecting flights? If unfortunately I really miss the connecting flights will you arrange the next available flight for me without any additional cost?

Streckkoden innehåller data om din flight i princip samma som finns skrivet i klartext på boardingkortet. Det viktiga är kombinationen PNR/Efternamn som gör att man kan se/ändra information om din flight. Har du en hjälpligt färsk bokning kan du kolla din info på checkmytrip.com. Finns en hel del på nätet att läsa om vad det finns för info i streckkoden http://krebsonsecurity.com/2015/10/whats-in-a-boarding-pass-barcode-a-lot/
Stämmer dessa utsagor?

Hello. Are there any restrictions for pregnant women on your long haul flights from Shanghai to destinations in Europe? I know about the 4 week restriction before birth but I wonder if it apply to long haul flights? Like if it's stricter on those kind of flights? Beside do we need a medical statement from a doctor if we board a plane before the 36th week of pregnancy?

Tack SAS för att vi snart fått vänta 1 (!) vecka på vårt bagage.

Har meldt meg på Bonus Challenge   Og satser på at jeg kommer til å ta 3 t/r-reiser. Men hva er 1 t/r-reise? Er det feks en flyvning fra Trondheim til oslo? Eller er det en tur retur Trondheim -Oslo? Altså 2 flyvninger?

Hei Jeg har prøvd å sende en mail til SAS med min misnøye ifht.at jeg og min kone har blitt plassert på hver vår rad i hver vår endepå ferieturen vår til Berlin til tross for at vi faktisk betalte for seter ved siden av hverandre.i August. Men man kan visst ikke klage før reisen er over og det hjelper oss nevneverdig lite.. I tillegg til at det er endret fly og vi da har blitt plassert fra hverandre-så har vi ikke fått en mail eller sms om det..Selv om det ble ymtet innpå om dette på chat at det hadde jeg fått så har jeg ikke det..Jeg har reist med flere forskjellige flyselskap og forventer iallefall beskjed og en mulighet til å endre setereservasjon online..Det går heller ikke.. Dårligere service enn ryanair faktisk..

Takk for rask og god hjelp ?godt nytt år ?Vibeke

Just had to pay 509 dollars to switch my wifes middle name to first name to match the passport in our booking. Last time I ever fly with SAS. Worst customer service ever.

Really SAS you rather have me sit here at the airport UNTIL 8:50pm tonight than put me on standby for the two earlier flights? This is my first and LAST time travelling with you. Customer service is terrible.

I wonder where are the prices starting from 399SEK to fly between Stockholm and Tallinn?? According to the campaign till 22/12? I just recently saw cheap prices but now it's still 22/12 and the prices are gone they are about 1200SEK in February! I have been waiting for my

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salary to buy the ticket today but the campaign was not fair... I feel disappointed in my favourite airline

standard rip-off proceedure.. There was one flight available for that price one way for 10 minutes.. dont forget to add on your 50 euro per bag charge now on top of the 1200 one way! You should check finnair instead

happy new year

Tusen takk for super-god service både i luften og på bakken. Spesiell takk i dag til (norsktalende) Svend fra Sverige som jeg snakket med da jeg ringte 05400. Han gjorde virkelig alt for å hjelpe og han reddet dagen :-)

Hvorfor kommer ikke opptjente ekstrapoeng men kun grunnpoeng opp på eurobonus aktivitetsoversikt? Reduserer mulighten for å kontrollere at alle opptjente poeng registreres. Tidligere bar det en fullstendig liste over opptjente poeng.

Har ni några planer på att köpa in typ A380 eller 747-8? Vore spännande och se det:)

SAS med A380 eller B747-8 ville vært kult! :) Jeg har dessverre mine tvil på at vi får se SAS med disse to men A330 Enchanced og den nye A350 er fine de også. :) men helt enig med deg Elias SAS med A380 eller B747-8 hadde spennende.

Thanks!

Happy new year SAS!

Jeg kunne ønske meg en e.post adr. til SAS jeg har leta på alle sider men finner det ikke Det er for lang ventetid på telefon.

i had one of the worst customer service experiences with sas today. our flight was unavoidably delayed....no one's fault and no real problem. however when we did land 4 hours late no one at sas had done anything to arrange hotels transfers connections etc. i now have to spend 2days in a poor hotel compliments of sas -i waited over an hour for this to happen- and am booked to return home in 2DAYS time.....i was politely told i could book with another airline at my own expense and they 'might' pay me back in a couple of months. after my christmas holiday i don't have the funds to do this so here i sit. happy new year sas......your customer care has turned my trip of a lifetime into a disappointing end.

Hej vi ska till Geneve i sommar och vi vill ha med två cyklar. Jag brukar aldrig få svar på förfrågan när jag skriver in sånt på webben finns det ett bättre sätt?

Jag har inga problem med att fylla i anmodan jag har problem med att få svar...

Om er kundtjänst kan se att bokningen är ok så innebär det tyvärr inte att jag också kan se det. Men om ni inte har några andra förslag på hur man ska bära sig åt så får jag väl försöka igen på samma sätt som vanligt.

Fantastiskt fina priser mellan Oslo och New York. Undrar bara om mat ingår på dessa resor?

do you still fly to bangkok or was service to bangkok cancelled??

Thanks for reply! Didn't think so.

Hello sas! I have a question I can't seem to find the answer to; when you have booked a flight using your eurobonus points do you get euro bonus points on that flight?

Learn to trust your own intuition young one and thou may become wise and enlightened in the ways of the Eurobonus points. Now go with the force and use them well.

Jo det kom en trevlig flygvärdinna med god juice om än på frukostbrickan. :D Gott nytt år! Njuter av semestern och ser fram emot att flyga med er hem den 4:e. :)

Hi I'm flying tomorrow and I can't check in online   are there any SAS desks at Dublin airport ? Booked the flight with the third party website but I have the reference number and the 117 something one too . Will they sort me out at the airport ? Thank you xxz

Jag tyckte brå bra servis lungt atmosfär

Sjå på Lars Monsen han klarer seg i mange uker med samme antrekket! Husk: Ut på tur aldri sur Have fun over there and all the best to you my friend! Happy New Year! Det ordner seg

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alltid for snille gutter :)

Stakkars deg?? Hvis du har europeiske reiseforsikring så har du vel en sum du kan handle for? Har opplevd det der selv på en sydentur. Og vi fikk i hvertfall en sum slik at vi kunne kjøpe det nødvendigste mens vi venta på bagasjen. Ikke no gøy det der??

Jeg har flyd fra Oslo København til San Fransisco fredag 27 des. Min bagasje kom ikke med og ingen kan gi meg noe svar. Det er utrolig vanskelig og få noe hjelp i fra dere. Man blir bare henvist videre eller ingen svar og få. Jeg får svar på at jeg kan kjøpe toalett saker men det er ikke sikkert det vil bli refundert. Kan noen være så snill å ta kontakt med meg så jeg hver hva jeg kan forholde meg til? Dette er svært frustrerende.

Så jeg kan kjøpe ting/klær jeg normalt ikke ville brukt? Spiller vel ingen rolle hva tingene koster så lenge jeg holder meg innenfor en gitt sum?

Jeg har et tlf nr men det er bare en US svar tjeneste som ikke ringer tilbake. Proporsjoner med lengde på forsinkelsen? Hvem definerer det? Hvorfor har dere ikke noen det går å ringe til? Det må vel være noen som kan si om bagen fortsatt er i Norge eller om den er kommet noe videre? Jeg har laget en god beskrivelse med bilder av min bag hvor kan jeg sende dette?

I got really mad at SAS today!!! I am traveling tomorrow with my 6-month old daughter and my husband. We were flying in to Poland separately so we have 2 reservations. However we are coming back together so obviously wanted to sit together. We tried to check in online and he managed to do that but my check in was unsuccessful. When I called customer services they told me that I cannot check in online until I get to the airport because I am traveling with an infant. She also told me that she cannot change anything for me at this point and cannot confirm my new sit. So the result is that as of now we will sit separately which will make things very difficult with a small baby. And tomorrow when we get to the airport all the people will probably have already checked in online so I won't be able to get the seat next to my husband. how ridiculous is that???

Thank you for getting back to me. I hope that is the case and will let you know what happebed

Nå har det skjedd igjen...vi fikk ikke våre forhåndsreserverte seter da vi sjekket inn på SK 0361 fra Trondheim til Oslo! Vi skal også videre til Kirkenes med SK4478 og der fikk vi heller ikke de setene vi hadde reservert på rad 11!!!!!!! Dette skjer så og si hver gang vi er ute og reiser og vi synes det er dårlig gjort! Det er en grunn for at vi reserverer seter litt fremme i flyet og hvis SAS utvider SAS Plus så bør de i hvert fall flytte oss til den nærmeste raden etter! Jeg er spent på å se om Plus er utvidet med rad 11 til Kirkenes! Mvh Rolf Børresen og Ann Sundal

Vi synes ikke dette er god nok unnskyldning. Hva er vitsen med fordelen man har med å velge sete når dere så og si hver eneste gang vi reiser endrer dette! Dette er ganske frustrerende og en dårlig start på en reise man har gledet seg til! Noen vil nok kalle dette for bagateller og det hadde nok vi også gjort hvis det hadde vært en engagshendelse!

Vi sjekket inn over en time før avgang så vi hadde god margin på 30 min.

Vi sjekket ikke inn online men ventet til vi kom til flyplassen nettopp fordi vi allerede hadde valgt seter! Vi har fått rad 3 nå med en person mellom oss som vi håper ikke har noe i mot å sitte på vindusplassen!

Unnskyld at jeg spør... Hva er vitsen med forhåndsreservering da????vi har da virkelig gjort dette før og det har vært ok! Dette virker litt for tilfeldig og hver gang har unnskyldningen vært at Plus er utvidet! I høst hadde vi sjekket inn i Alicante men likevel var setene våre tatt og Plus var ikke utvidet! Det samme var unnskyldningen da vi kom på Værnes i dag! Plus var ikke utvidet!!!!!synes dette er for dårlig og hele fordelen med forhåndsreservering er jo bare tull!!

Please I want to know how much it cost from Africa to sweden please and I hope I get the cheapest price. From lagos to goteborg

Har handlat handbagaeväska i Bangkok och fått uppgift om mått 50x40x25 cm. Kan jag flyga

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SAS med den? Vill gärna veta snabbt - åker snart hem!!

Hello   my father mother and my brother are now in Amsterdam. they ought to have been left over an hour ago from AMS to COP BOOKING REF 3FWBXP but the flight was canceled and they said to them at the airport our they would be sent to frankfurt and sit one hour . but now they said to them that they have three hours to sit down but my father mother and my brother had booked a flight from Copenhagen and which is today at 18:00   and will miss them. What can you do for us ??? That is what i've post this morning. And still at this moment my father/mother and my brother are in Frankfurt! They had to in Copenhagen at 12 a clock there!!! And SAS will not give a money back and also not a another flight (only morning) !!! Is this the service of SAS!!!!!!!!!!

after a cancelled flight out of Minneapolis two delayed flights leading to a missed connection in Copenhagen SAS still got me to Trondheim albeit minus my luggage. However they were nothing but helpful and courteous the entire journey there. I will definitely fly with them on my way home this summer.

Inchech två timmar innan avgång är inte alltid ok!!!!

SaS my love and all my life

Hi How is it that when you check in with the SAS app for iPhone the trip does not register EB points? I mean I'm I have to be logged in to my EB account and still the points dont even show up. What's even worse is that I can't seem to find a way to adhd my EB-number even manualy... In my supicous nature I almost belivw that you are doing this so you don't have to give out the points easily....

Ljög

Tack för att ni ordnade upp kaoset med alla väntande resenärer på Kastrup i morse! Skönt med ett flygbolag som agerar.

SAS - Stopp ulovlig tvangutsending av norske barn til ukjent land !!

What has been the big problem with the Eurobonus booking engine?   Great that it's up and running again - I managed to burn some points yesterday on a booking for a UM solo trip for my 7yr old son to go see his grandparents abroad :-)

Ditto...looks cosy

Hello   my father mother and my brother are now in Amsterdam. they ought to have been left over an hour ago from AMS to COP BOOKING REF 3FWBXP but the flight was canceled and they said to them at the airport our they would be sent to frankfurt and sit one hour . but now they said to them that they have three hours to sit down but my father mother and my brother had booked a flight from Copenhagen and which is today at 18:00   and will miss them. What can you do for us ??? That is what i've post this morning. And still at this moment my father/mother and my brother are in Frankfurt! They had to in Copenhagen at 12 a clock there!!! And SAS will not give a money back and also not a another flight (only morning) !!! Is this the service of SAS!!!!!!!!!!

Tyvärr är ni alldeles för dyra.

SAS you are smart

Hello u SAS-people in Norway. Please give my sister Kjersti Buaas what she wants for christmas: to catch the flight home to Trondheim the 24th of december
https://www.facebook.com/kbuaas/posts/10151802954896080

vilken lycka

Well done!

congratulations!

Achieved in part by canceling flights and putting your customers through hell. Hope you're proud.

altid blid på b Lars Nessl

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Heja SAS!

Det var väntat ..Sverige behöver SAS- ett flygbolag!! God jul från en gammal SAS kollega.

OMG! I just gave up on buying a SAS tckt because the web page crashed on me. Norwegian's did not and that is all it takes to loose one revenue passenger and his money. But SAS gave me 26/40th of my aviation career - so I hope you can fix it in time for Christmas! Marry Christmas to you all!

Great!

And what about the customer traveling with you a thank to all of us

jag åkte en gång till Aqaba med sas den va bästa flyg och trevliga personal jag ska åka en gång till i januari. Godjul o gott nytt år.

Well done great news!

finger crossed for the future....the best airline w/w!God jul!

Blir inte förvånad när dem har en kundservice som avbokar kunders biljetter så dem får köpa nya biljetter vid ett senare tillfälle när dem kostar 3 gånger så mycket. Men God Jul.

They worked hard very hard! Well done guys!

My future colleagues :)

it was nice

Don't forget all those SAS sold off.

We will be flying SAS for the first time in May. I'm from Australia and will be holidaying in Stockholm. We wanted to make a side trip to London so have booked with SAS. It's very exciting but a little nervous for the whole trip as it is our first time going Overseas. I'll be travelling with my partner and 3 children.

Bra!!!!För att hjälps till så lyfter jag och Fam med SAS idag från Bologna??????????

Customer Service should be number one with Airlines. We prefer to fly SAS on trips to Norway from the US each winter. We booked our seats in October from your site but were ticketed with your Partner - United Airlines to fly from Cincinnati Ohio to Newark to catch the SAS flight. On Saturday December 14 our flight was cancelled from Cincinnati to Newark due to weather coming in the evening of December 14 and your partner (United) rebooked us on a different flight (with US Airlines) to Charlotte NC which would then fly to Newark and allow us to catch the originally planned SAS flight to Norway on Dec 14. When we tried to board that flight we were told that United have not booked the tickets for us correctly and we were not allowed to get on the flight. We were sent back to the United counter and after about 2 hours we were told we would have to wait another day to leave and would not be able to fly SAS - we had to fly United. They also told us that because we had purchased SAS Plus seats we could not be upgraded to Business class seats and that was all SAS had left on their flight the on the next day. We would no longer have a direct flight from Newark to Oslo - we had to fly to Washington Dulles then Amsterdam and then Oslo and we didn't have the nice SAS Plus seats we paid for. I called the SAS number and was told you had seats on the SAS flight the next day but United would not book us on those because we had only purchased SAS Plus. We had intended to upgrade at the airport anyway and I explained that to both SAS when I called AND the United representative - neither would help us get on the SAS flight the following day (leaving on Sunday arriving on Monday). We had already purchased extra miles to use to upgrade but we were told we couldn't use them to upgrade. Again - I can't believe that customers are treated this way. We are very dissatisfied with the way the SAS partner United Airlines handled our flight arrangements and with the lack of assistance from the SAS representative on the phone who said it's policy that we have to work with the carrier we were flying with first. If we wanted to fly United - we would have booked a United flight. We think the airlines should have worked together AS PARTNERS to help us arrive on the day planned and when we had to arrive the next day they should have worked as PARTNERS to

allow us to the SAS flight and put us in business class so we could have. We had done nothing wrong - UNITED representatives are the one who made the mistake in booking causing us to miss our SAS flight on Saturday the 14th of December.

Hipp hipp hurra????????????

Det gør bare glæden ved at starte som pilot hos SAS den 6 jan endnu større! :-)

Skøn nyhed her i juletiden ??

Så skal i jo ikke sælge fra

Tillykke og glædelig jul

Tillyke og forsætte at tjene flere pengene så i kan stå stærke mød dumping priser frå andre selskaber

Dejligt at det er lykkedes...

Les tilbakemeldingene en gang til....

Tillykke. De gange vi har fløjet med SAS har vi altid fået en udsøgt behandling??

Tillykke SAS

Godt gået SAS Hvad med et billede af de dygtige mekanikkere der holder flyene i luften!

Så dejligt håber det bliver starten på fremgang og vækst!

Hurra.... I er på rette kurs igen... Glædelig jul til jer allesammen

Juhuuuuu Tillykke:)

Godt gået!

Godt gået!

Tillykke til personalet --- I har altid ydet jeres bedste ----aldrig være skuffet -- altid et smil selv i de dage det har været surt ----

Tillykke til alle i SAS som har arbejdet så hårdt for at nå så langt vi håber i bliver ved i skandinavisk regi - at gøre os stolte. gogogo

Det bliver man kun glad af at høre længe liv SAS :)!

Tillykke med det gode resultat

keep going you're doing a great .

keep going you're doing a great .

Mener også at det skyldes at I har egenhandling..... SGH.......

STORT TILLYKKE

Tillykke med det. Godt gået!!

Tillykke dejlige SAS. Sådan går det når en dedikeret ledelse og engagerede medarbejdere ser virkeligheden i øjnen og handler på den.

SÅDAN !! Kæft jeg savner være en del af det.

Tilykke med det

Når forandringens vinde blæser så vælger nogle at bygge læsejl og andre bygger vindmøller SAS har bygget vindmøller og vist sig omstillingsparat det lønner sig nu.....tillykke med det flotte resultat ??????

Tillykke til SAS!

Godt gået - og godt fløjet.

Godt gået - bliv ved med det.

Tillykke SAS - vi passer godt på Jer !

Stort tillykke SAS. :)

Godt arbejde tak! Det er en fornøjelse at rejse med jer. Hvergang! Keep up the good work!

Tillykke med det gode resultat og tak til min datter Maria Hoolahan som arbejder hos SAS

En riktig GLADMELDING! Gledelig Jul & Happy Landings til SAS! Alt det beste for et trygt & godt 2014! <3

Stærkt gået! Det glæder også os andre der har glæden af jer hver dag....

8. Appendices

Juhuuuuu... Tillykke til jer glædelig jul og et godt 2014 til jer

Hello   my father mother and my brother are now in Amsterdam. they ought to have been left over an hour ago from AMS to COP BOOKING REF 3FWBXP but the flight was canceled and they said to them at the airport our they would be sent to frankfurt and sit one hour . but now they said to them that they have three hours to sit down but my father mother and my brother had booked a flight from Copenhagen and which is today at 18:00   and will miss them. What can you do for us ??? That is what i've post this morning. And still at this moment my father/mother and my brother are in Frankfurt! They had to in Copenhagen at 12 a clock there!!! And SAS will not give a money back and also not a another flight (only morning) !!! Is this the service of SAS!!!!!!!!!!

????????well done. Stort tillykke til SAS og alle de som har bidraget til det flotte resultat. Selv måtte jeg vige pladsen som jeg elskede så højt men så er det rart at se at det nyttede????

Godt gået <3

Jeg klapper af SAS personale! I er alt for seje :)

Tænk at SAS igen har overskud. Især når man tænker på at det har været medarbejderne der har betalt prisen. Men alt dette fortrænges selvfølgelig når der er overskud og aktionærerne igen kan se frem til udbetalinger ved kasse 1. Jeg synes ikke specielt godt om SAS deres medarbejderpolitikker eller deres venner i magtens hovedsæde...

Fly-indkøb nåede ikke at tage det positive resultat

jeg kan ikke være mere enig end med mange andre SAS er og bliver the beste fly selskab i verden crew er altid på pletten med hjælp fra lidt af hvert til kompliseret spørgsmål om flyvning via capt så Tillykke sas håber i ALLE i sas får en dejlig og flyvende jul og et full thrust 2014

Ja så kan man da også håbe at SAS også beholder deres medarbejdere i flyrengøringen da deres   er i fare for at gå til sodexo som de bestemt ikke har lyst til. Men tillykke med overskuddet

Tillykke og godt arbejde

Tak til JER for et godt og oplevelsesrigt år med SAS.... Uanset om i sidder bag styrepinden serverer kaffe klargør flyene ligger min kuffert i bagagerummet rengør flyverne og mange andre vigtige funktioner. Ja så har I her ydet en fantastisk indsats god service og ikke mindst god oplevelse for alle os passager. Denne indsats er umuligt at sætte en værdi på men I gør det godt og har gjort det ekstra godt i året der er gået. I giver overskud og overskud er vigtigt på både kort og lang sidst. I fortjener al den ros i overhovedet kan få. GLÆDELIG JUL til alle medarbejderne i SAS..... og endnu engang tillykke med det flotte resultat....

Desværre fremstod ledelsen lige så useriøs som sædvanlig: Den vil fortsat reducere omkostningerne og tilbyde bedre produkter. SAS ldier nok stadig under skiftende ledelser har opdraget de nordiske flypassagerer til lave priser på høj service. En konsekvens kan blive at flyene fyldes med passagerer uden omkostningerne bliver betalt.

Stadig stolt af at være i verdens bedste luftfartselskab!

Godt gået hold nu fast og fortsæt med at effektivisere de interne processer. Vi vil ikke undvære jer ?

En rigtig god nyhed. STORT tillykke Scandinavian :)

Super flot gået ;-)

Tillykke med det. Fortsæt i samme stil

Meget positivt for os der elsker at flyve! God stil og glædelig jul;-)

kan jeg få nr til sas eller :)

Tillykke med det - medarbejderne har virkelig gjort deres. Til jer i ledelsen: Husk lige at anerkende jeres medarbejderes indsats for er vist trukket hårde veksler på dem alle....

Thumbs up herfra.

8. Appendices

Tillykke :)

Tilykke med det det bedste flyselskab i verden er SAS.

Viktig å skryte for vi kunder er ikke fornøyd med møkkaserviocen dere leverer!!!!

Fantastisk! Tillykke!

Dejligt at høre! Tillykke!!

Det er dejligt at SAS igen er i fremgang bliv ved med det og søg mod nye feriemål som f.eks Manila eller Cebu på filipinerne for dertil er der endnu ingen der flyver direkte fra Scandinavien. Søg samarbejde med Philippines Airlines. Der er smukke og dejlige rejsemål overalt dernede. Hotel faciliteterne er fremragende. Tillykke med det fine regnskab og glædelig jul og godt nytår til alle ansatte. Vi ses i 2014.

Kæmpe tillykke med det flotte resultat. Og må I få en Dejlig jul.

Det er dejligt for jer håber at i værdetsetter jeres medarbejder! Jeg rejser desværre aldrig med S.A.S . Da i tit er for dyre. Men flot klaret at i har drejet skruen ??

Way to go SAS!!!

Fantastiskt det er derfor jeg alltid flyr SAS Som Camilla sier bl annet Gledelig jul og RIKTIG GODT NYTTÅR til både Camilla (hun var jo SAS stewardesse) og slike som henne får oss til å fly SAS og Til alle i SAS

SUPER TILLYKKE

Tillykke. Husk nu også at sige det til jeres søde og rare personale. Jeg har rejst med jer 1-2 gange om måneden de sidste 2 år og jeres personale gør altid alt hvad de kan for at det bliver en god tur. :-)

Tillykkemed det:-) med den gode service vi altid har fået vil vi gerne kunne bruge jer i fremtiden :-)

Stor tillykke SAS.... Glædelig jul & godt nytår til hele koncernen.....:)

Godt gået;-)