



United Airlines

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Executive Summary

Client

United Airlines has led the way through the friendly skies since 1931. United has the world's most comprehensive global route network, including world-class international gateways to Asia and Australia, Europe, Latin America, and the Middle East with non-stop or one-stop service from virtually anywhere in the United States. United values quality experiences and the environment with a modern fleet that is also the most fuel-efficient among U.S. network carriers. Customers get the most when they fly because of United's industry-leading loyalty program that provides more opportunities to earn and redeem miles worldwide.

Issue Statement

On April 9, 2017, after passengers were seated on the plane a United Airlines worker announced that they needed to remove four passengers to make room for four staff members who had to cover an understaffed flight elsewhere. Passengers were initially offered \$400 in vouchers for future travel, a hotel stay, and a seat on a plane leaving 21 hours later. With no volunteers, the offer was increased to \$800 in vouchers. Still nobody volunteered so a United Airlines manager informed the flight that four people would be chosen by computer. Three of the selected passengers agreed to leave. The fourth selected passenger, Dr. David Dao refused, claiming he needed to see patients at his clinic. After refusing to leave Dao was forcibly removed from the plane suffering injuries to his head and mouth. A security officer threw him against the armrest before dragging him down the aisle by the arms unconscious. During the altercation, a number of passengers distressed by the incident voluntarily left the aircraft. The remaining passengers then had to get off the plane while blood from the event was cleaned up. Some people on the flight managed to record the event. The resulting video was widely circulated on social media. This has led to a PR crisis for United Airlines.

Key Findings

Strengths

United Airlines biggest strength is that it has the most comprehensive global network with 338 airports across five different continents. They are also partnered with many big name organizations such as the USA Olympic team, American Red Cross, and the Golden State Warriors, just to name a few. United is also very well known for their loyalty program and the level of service they give to their flyers compared to other airlines.

Weaknesses

The main weaknesses of United Airlines are the overbooking of flights, computer problems, and overall tarnished reputation. United as well as other airlines are known for overbooking flights in case customers do not show or in other cases they need to give those seats to employees. Computer problems are also known in United where they delay the flight from being taken off or even boarded. Lastly, the negative publicity that United has received from Flight 3411 with David Dao, as well as other bad PR incidents.

Opportunities

United has the opportunity to learn from their bad PR mistakes and hope to increase their customer loyalty program for the next year. The U.S. and global airline industry is also always growing with new customers and more places to go. United can take advantage of these new customers by making them loyal early and they can also expand into new countries internationally where they do not have a presence yet.

Threats

The main threats to United would be their competition globally and in the U.S. Many well known airlines in the U.S. such as Delta, American, and Southwest have taken advantage of United's PR incidents by taking their customers. Internationally, Emirates and Qatar are also threats for gaining loyalty with customers in other countries where United is not yet located or maybe even already is.

Key Publics

United's most key publics would be their customers, employees, and investors. Customers are the main concern because this is where they make their revenue and they must rebuild their image to most of this public. Employees must be trained properly to handle situations like this as well as being on their toes to prevent any future PR incidents. Along with customers, investors must be taken care of and reassured that the company will bounce back from this incident to maintain their financial stability.

Primary Research Findings

This study aimed to analyze how the Express Flight 3411 affected customers attitudes, intent to fly, and supportive communication intent of United Airlines among a sample population. Qualtrics was used to create a survey in order to collect data about the Express Flight 3411 incident. The survey was sent out through the SONA system to students enrolled at James Madison University. The results show that out of the 546 participants, the majority of them were female (N=401, 73.4%) and the most common ethnicity was Caucasian (N=450, 82.4%).

The empirical findings of this study indicate a variety of significant discoveries in regards to the impact of United Airline's 2017 Express Flight 3411 incident. A few of the most significant findings include: (1) customers who value lower price will have greater intent to fly with United, (2) customers who value service quality will have lesser intent to fly with United, and (3) increased awareness of Express Flight 3411 led to more negative feelings about United Airlines. Based on all of these findings, the data infers the following statement:

Suggestions for a Campaign

Based on our research, United Airlines would benefit from improving their crisis response strategies, which would then improve the attitudes and perceptions of its customers. Therefore, the researchers' propose that United Airlines completes the following actions: (1) deliver their policy changes over multiple platforms to better get the word out about them, and (2) create a communications crisis plan. This will help United in the future against any potential backlash or crisis situation.

Introduction

Client & Issue

United Airlines is an icon in the sky that millions of U.S. citizens fly with yearly. They are widely known for treating their customers with the utmost respect, having positive customer relations, and provide the best care for their passengers high in the sky. United Airlines has been serving its citizens providing great customer care for over 90 years (Disparte, 2017). United Airlines contradicted their beliefs when they forcefully removed passenger Dr. Dao. This incident was caught on camera and posted on social media websites. The video caught the eye of the public and was reported on the news. Turning this event into a PR nightmare for the airline company. The organization downplayed the event, which led many customers to evoke negative responses towards United Airlines image. Our focus specifically is to repair the image of United Airlines from the backlash they received after the Dr. Dao incident.

Situation Analysis

On April 10th of 2017, a shocking video of an United Airlines passenger circulates the internet as he got beaten up and dragged off a Chicago-Louisville overbooked flight. After passengers board the plane, United announces they need to clear some seats because four members of another flight crew need to sit down. Dr. Dao, a 69-year old passenger, and his wife, initially volunteer to get off the plane. However, once the doctor found out that the next flight was not until Monday at 2:30pm, he decided to stay in the flight since he has to see medical patients back home. Once he refused to get off the flight, the police proceeded to drag him forcefully, causing him to hit his head and bleed from his mouth. Later on, The Washington Post stated that Dr. Dao suffered a concussion, a broken nose, and two missing teeth, among other injuries.

This situation poses serious consequences for United Airlines. As the video went viral, many people around the world were able to see how cruelly the police acted upon the passenger. This incident was a trending topic on Weibo, one of China's most popular social media websites, attracting more than 100 millions views. Many commenters called for a boycott of United, accusing the airline of discriminating against the passenger because he is Chinese. "It's straight up discrimination," one widely shared post said, while another commenter said he would never "fly with United again in my lifetime." The incident also disgusted United Airlines customers across the United States and many protested by cutting up their MileagePlus United credit cards. For example, Josh Peretto, a United Airlines customer, posted a picture of his broken United card followed by a tweet saying, "My new #united card. Not planning to fly them any more after this." Additionally, United took a hit on the stock market as shares slipped by 4%. Consequently, the company's market value plummeted by \$1 billion.

This situation calls for immediate action as United Airlines' overall reputation went downhill. Firstly, United denied accusations that the man was chosen to involuntarily de-board based on his ethnicity. Secondly, the airline stated that as the man refused to de-board, it was the US Department of Transportation protocol to call in law enforcement to forcibly remove the man from the plane after he refused to leave. However, The Chicago Department of Aviation said in a statement that the incident "was not in accordance with our standard operating procedure and the actions of the aviation security officer are obviously not condoned by the department." Afterwards, United Airlines' reputation declined once again when Oscar Munoz, United Airlines' CEO, applauded the staff for "following established procedures" and then called the customer's behavior "disruptive and belligerent". The CEO's response to the incident caused even more turmoil on social media, which then led him to apologize to the public as he "messed up on his initial response". Later on, The Washington Post stated that lawyers for David Dao reached a confidential settlement with United Airlines. This agreement came on the same day that United released the results of an internal investigation that found several mistakes were made before,

during and after David Dao was dragged off, including calling in law enforcement to resolve an incident that was neither a safety nor security issue.

Organization Analysis

Internal Factors Analysis

Structure:

United Airlines was founded in 1926, named one of the “Big Four” airlines that dominated commercial air travel for most of the 20th century and continues to stay a major U.S. airline. The airline was originally formed as a partnership between Boeing Airplane Company and Pratt & Whitney. Through the guidance of Bill Patterson, president of United for 30 years and helping United achieve being the most powerful domestic airline in the U.S. through the 1970s (The Editors of Encyclopædia Britannica, 2013). United Airlines previous mission statement ensured their customers that they would be providing a service that would make them the number one airline in the world. Their goal was to make every flight a positive friendly experience for their customers to fulfill their slogan of “Fly the Friendly Skies (United, 2017). In recent light of the PR crisis, United Airlines changed the message from their mission statement. Talking about diversity and how to leverage these differences to form a genuine community and expand business opportunities (United Airlines, 2017). United started a diversity and inclusion initiative to help developing new leaders, boost engagement, attract new talent, and to expand brand awareness. United Airlines CEO, Oscar Munoz believes United has four main values to uphold. The first is “we fly right” which means that they hold themselves to the highest standards in safety and reliability and earn trust by doing things the right way. The second is “we fly friendly” which simply is being warm and welcoming. The third is “we fly together” which is being united and respecting every voice, communicate openly and honestly. The last value is “we fly above and beyond” which is having the ambition to win, commitment to excellence, and drive to be the best (Munoz, 2017).

United Airlines consists of a corporate hierarchy. Its company is the largest airline in the world, although being only ranked fourth in the United States, with the most destinations on the planet.. They are the dominant company across the world because they have the most extensive network to global destinations such as Asia, Europe, Australia, Latin America, and the Middle East. With such an array of destinations the company is broken into a multidivisional company. This means the company is headquartered in the Chicago, but has many officials that are heads to different regions that report in to the board of directors. This is know as tall hierarchy structure, as shown below (Hierarchy, 2017).



This structure is held together through the Board of Directors. They are responsible for deciding and reviewing the company's goals during different intervals of time, develop and evaluate the business plan as well as how well it is being implemented, and to analyze and monitor the relationship between the shareholders and stakeholders. With over 33,000 departures a day, a task force is needed to make use the company runs smoothly (Hierarchy, 2017).

Performance:

United Airlines provides 4,500 flights a day to 338 airports across five different continents. United has the most comprehensive route network in the world. United Airlines operates 475 regional aircraft (Company Overview, 2017). Through recent outbreaks of infrastructure within the company United Airlines (UAL) reported in its second-quarter profits was \$818 million. According to UAL's second quarter revenue was \$10 billion, which was a \$604 million increase or a 6.4 percent year-over-year. United Airlines cargo revenue was up 22.1 percent with revenue at \$254 million primarily caused by higher volumes across the system. Second-quarter costs was up in the second quarter at \$8.6 billion, which was up 3.2 percent year-over-year. United Airlines generated over \$1.6 billion in operating cash flow and ended the second quarters with \$6.6 billion in unrestrained liquidity (Second-quarter, 2017). Google Finance shows United Airlines having risen and fallen over the second-quarter. It currently has a stock price 59.68 USD, when it reached peak of 80.53 USD in July of 2017 (Google Finance, 2017). United Airlines' employee and customer relations are also essential when analyzing the company's performance. According to the Medill School of Journalism, United Airlines has worked hard to invest in its employees and customers in effort to improve operations. Even in light of recent PR problems that United has had and suffered from, United is committed to listening to employees' requests and customers' expectations (Rodgers, 2015).

Internal Impediments:

United Airlines internally did not handle the situation correctly. The biggest internal issue throughout this incident had been the involvement with the security officers. The officers that responded to the call on flight 3411 turned a non-threatening situation into a violent scene. In addition to not acting accordingly, the security guards also reportedly made misleading statements and removed material facts from the report (Salam, 2017)

Moreover, United is facing a bigger problem, overbooking flights. Many times United employees need seats to get to their next flight. This causes the issue of having to ask customers to give up their seat. The benefits for giving up one's seat are not worth waiting for another flight. This is the major internal problem within this company and the way United has handled overbooking has caused this PR nightmare for United Airlines (Mateo, 2017).

Ethical Base & Niche

United Airlines have built up and become a monopoly within the airline industry. The company strives on company's services to its customers. They are a leader in the airline industry because of the level of service that they provide. In order to do so they know they have to be capable of being proud of their product and have employees who strive to live by the standards set in their United Customer Commitment. In which they define what they need to do in order to achieve their goal of being a leader in the airline industry as well as figure out where they need to improve upon (United, 2017).

United's niche is to supply millions of individuals with the ability to travel all over the world while receiving top notch customer care. They believe in the product they are selling and want to make sure their passengers are taken care of and have the most positive flight experience (United, 2017).

Communications Audit

Currently, United Airlines is attempting to repair their image after receiving so much negative criticism regarding how they handled a passenger who was unwilling to give up his seat after he had been randomly selected to do so. This showed to be one of the most rapid deterioration of airline's image ever. Within days of the video being posted to social media, United's reputation crashed to a 10-year low (Chambers, 2017).

The main communication channel linked to this issue would be the social media sphere. United Airlines was mentioned over 2.9 million times on Facebook, Twitter, and Instagram following the incident with Dr. Dao. With the sentiment towards United being 91% positive on April 8th, compared to it dropping to 69 percent negative on April 10th (Marketing News Weekly, 2017). The majority of the criticism came from online websites, such as Twitter. On Twitter one of the hashtags used #NewUnitedAirlinesMotto had users making new marketing suggestions for the airline such as, "Board as a doctor, leave as a patient." One passenger even posted a video tagging United that expressed the incident from his seat. The video was viewed four million times, had 7,625 comments, 163,148 retweets, and 149,958 likes. In addition, the brand name was mentioned 762,000 times on Facebook, Instagram, and Twitter the day after it went public April 10th (Shields, 2017). Two days after the videos swept through the internet the airline company lost nearly one billion dollars in market value (Ohlheiser, 2017). United Airlines had their CEO respond on Twitter a day after the incident with a not a very apologetic response. The company released statements in form of news releases, interviews, and press conferences (Vilas-Boas, 2017).

External Factors Analysis

Supports

United supports range from the everyday American hopping on a business flight or getting ready to go on vacation. United has partnered with a wide array of sports teams and other beneficial organizations such as: The Golden state warriors, Olympic Team USA , American Red Cross, Fisher House Foundation, Make-A-Wish- America, UN Global Compact, USO (United Charitable Partnerships & United Scores, 2017)

Competition

United is one of the largest airlines in the world and with that comes competition (Hierarchy, 2017). Within the United States, United is ranked fourth, and is competing with American Airlines, Delta Airlines, Southwest Airlines, Spirit, Jetblue, and Alaska (Holmes, 2016). In addition to the United States, United faces competitors such as Emirates, Etihad, and Qatar, international airlines have a higher customer satisfaction rating (Zhang, 2015). The day after United Airlines fiasco, Royal Jordanian tweeted, "We would like to remind you that drags on our flight are strictly prohibited by passengers and crew." They used #united in their tweet directly responding to the crisis. Qatar Airways did something similar with tweeting a screenshot of their iPhone application with the description saying, "Doesn't support drag and drop. We take care of our customers as we unite them with their destination." With the tweet reading, "We're united in our goal to always accommodate our passengers, even with our app updates." The other notable airline to take advantage of the situation was Emirates Airline, who tweeted a video of them responding to the comments that United Airlines CEO had made about Middle Eastern airlines and how they weren't "real airlines." The video showed the company's awards and why they are not only a real airline, but the best airline. The major Middle Eastern airlines have a longstanding rivalry with U.S. airlines, being accused of having unfair advantage in international passengers (Domonoske, 2017). The reason why United is staying competitive with these companies is because of having the most comprehensive global network, a modern fleet, as well as many American based employees (Corporate Fact Sheet, 2016).

Opposition

United Airlines flight 3411 incident drew significant attention to activist groups, such as Flyers Rights and Action Network. Flyers Rights is an American non-for-profit organization that supports legislation protecting the rights of airline passengers. Paul Hudson, president of Flyers Rights, said for “the Department of Transportation to conclude that United Airlines’ conduct did not warrant an enforcement action is a dereliction of duty.” He said the Transportation Department should have held a public hearing after finding United violated government rules (Shepardson, 2017). On the other hand, Action Network, an open platform that empowers individuals and groups to organize for progressive causes, made an online petition which calls United Airlines to make right to Dr. Dao and to change its airline policies to ensure that this incident never happens again (Aravosis, 2017).

External Impediments

The internet and social media have been devastating to United. The video of Dr. David Dao being dragged off of the plane stormed the internet and went viral. As soon as Americans saw the video they took to social media sites to express their opinions about the situation. This in turn has cost the company millions if not billions of dollars and a loss of customer loyalty. United’s biggest mistake was underestimating the power of the internet and social media is spreading information, whether good or bad. United was not prepared for what the internet and social media did to their brand (Consultants, 2017).

Public Environment

Visibility

United is a very well known international company due to the fact that they have the largest amount of destinations to fly to through them. However, they have recently been the most talked about airline ever since the Dr. David Dao incident. Now international companies are mocking United through social media. These foreign companies have taken to twitter to change United's Slogans around and remind passengers that they won't harm their passengers. They have even gone to extents to include mockery in their descriptions to update applications on the iphone. Poking fun at United has given these companies positive visibility, but for United they are feeling the wrath (Euronews, 2017).

Reputation

Before the incident of forcibly removing Dr. Dao, United prided itself on having positive customer relations and striving to provide the best care to their passengers while being 30,000 feet above the ground. However, their reputation has been damaged after the beating and removing Dr. David Dao. The company was and still is under attack through social media by both the customers as well as other airline companies. Many meme's, “an amusing or interesting item (such as a captioned picture or video) or genre of items spread widely online especially through social media (Meme, 2017), has led to the company losing millions of dollars as well as becoming very unliked. United forgot that their passengers and customers are armed with their smartphones and for a company that stresses the importance of customer care, they have done a poor job of putting the customer first. In addition to, many foreign airlines, Emirates and Qatar, have taken to social media and have made fun of United for how they treat their customers. United underestimated the Internet and now are reaping the consequences by the public (Disparte, 2017). The general reputation after the April 9th passenger incident showed a 500 percent increase in negative perceptions of United Airlines according to research done by The Harris Poll. They also found that after surveying more than 2,000 consumers on April 17 and 18, showed that 19 percent of consumers think United has a “good” to “very good” reputation. This changed from 31 percent in late 2016 (Newsdesk, 2017).

Media Environment

United Airlines was mentioned over 2.9 million times on social media in the aftermath of having its passenger forcibly removed from an United flight. With 1.5 million of them being in the first day alone. Brandwatch recorded that two days before the incident occurred, the company sat at 90% positivity on social media with it dropping to little over 30% positivity when the incident occurred. United Airlines' social sentiment dropped nearly 160% in almost two days (Marketing News Staff, 2017). The first complaints of what was going on aboard the United flight started around 7:30 p.m. on Sunday with videos began to be posted of the situation. United's Twitter starts replying to the first couple of complaints. Many different news organizations began asking for permission to use the video from Twitter for the news (Ohlheiser, 2017). This particular incident received more backlash than similar incidents was because of the visual evidence that was posted to social media that allowed the media to have such an impact on the event and caused United to suffer the full consequences because of it (Joyce, 2017).

Analyzing the Publics

“United Airlines and United Express operate approximately 4,500 flights a day to 338 airports across five continents. In 2016, United and United Express operated more than 1.6 million flights carrying more than 143 million customers (United Airlines Company Overview).” Clearly there are many people that fly with United. Customers are the most obvious public impacted by the events of the United Express Flight 3411 incident. Other publics that will be affected include potential customers, employees, shareholders, government regulatory agencies, and competitors.

Customers

Flyers are more or less evenly divided in terms of age and sex with people over the age of 55 making the smallest portion of flyers at 30% (Heimlich, 2016). The majority of flyers in 2015 were white (67%), followed by Hispanic (17%), black (8%), Asian (6%) (Heimlich, 2016). Of the people that flew in 2015 about most were either urban or semi-urban with only 8% of flyers being categorized as rural (Heimlich, 2016). This indicated metropolitan areas are of particular interest to United Airlines. About 70% of 2015 flyers booked basic economy flights, indicating that many customers are looking to fly with value in mind. Most tickets were sold online, but travel agencies come in second, accounting for 33% of ticket sales (Heimlich, 2016). Consumer Reports National Research Center's 2015 airline rating survey uses the following as markers for satisfaction; leg room, seat width and comfort, room for carry on bags, cabin & restroom cleanliness, check-in ease, service from airline staff, food/refreshments, in-flight entertainment, and no hidden fees (Consumer Report, 2015). This indicates these are key areas of interest for this public. The United Express Flight 3411 incident raises many concerns for this public.

Producers

United Airlines serves more than 339 airports around the world and has over 86,000 employees (United Airlines Company Overview). United Airlines also partners with Cape Air, CA Commutair, Expressjet, GoJet Airlines, Mesa Airlines, Republic Airlines, Skywest Airlines, and Trans States Airlines to support their route network (United Airlines Company Overview). Decreased revenue due to the United Express Flight 3411 incident may affect this public negatively if the company does not recover from the negative press.

Enablers

United Airlines is a subsidiary of United Continental Holdings Inc. This company owns nine other airlines giving United opportunities to work cooperatively with sister organizations to provide benefits. As mentioned, a large percentage of customers find United through various travel agencies. This means

these agencies are key enablers of United. The management and leadership of United Continental Holdings and United Airlines both have regulator functions as well. Perhaps most importantly, United Airlines is responsible to their shareholders.

Limiters

United Airlines competitors include some of the largest airlines; Delta, American Airlines, Southwest Airlines. According to the Bureau of Transportation Statistics, last year American Airlines had 18.6% market share, with Southwest at 18.4%, Delta at 16.8% (Bureau of Transportation). United had 14.8% market share (Bureau of Transportation). Smaller airlines such as, JetBlue, Alaska, Spirit and SkyWest are also factors.

Opinion Leaders

United has a media presence on most social networking sites. United has over a million people following their Facebook account, 84-thousand followers on Twitter, and 465-thousand on Instagram. Facebook, being their strongest platform, is good way to reach a wide audience of Internet users. “Facebook captures 14.6% of Internet users’ time compared to a combined 2% for all other social networking sites,” (5 Social Media Tips, 2012). Oscar Munoz, CEO of United, is a key figure during the crisis situation and had made several statements. David Dao himself is a key opinion leader in this situation. His endorsement of new policies would benefit United’s image.

Summary of Findings

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Most comprehensive global network • Partnerships with Olympic Team USA, American Red Cross, the Golden State Warriors, etc. • Many followers on social media accounts • Industry leading loyalty program • Level of service to customers 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Computer problems that cause flight delays • Overbooking of flights • Many bad PR incidents • Lack of protocol • Lack of service to customers
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase customer loyalty programs for the next year • Increase revenue by recovering from Flight 3411 • U.S. and global airline industries are constantly growing • Expand to new countries internationally 	<p>Threats</p> <ul style="list-style-type: none"> • Negative publicity, such as social media usage by customers to express their dissatisfaction with United • Damaged reputation • Many international and domestic competitors

Key Target Publics

Key Target Public #1

College students who fly at least twice a year and do not have preexisting preferences of an airline carrier.

Analysis of Key Characteristics

Issue

The Express Flight 3411 ultimately affected United Airlines stocks, customer base, and overall reputation. By using this key public we can see if the incident has affected the college population's intent of flying United Airlines.

Organization

By connecting with this key public at a younger age, United may be better able to keep them as customers for a longer period of time if executed correctly. These customers do not necessarily have preexisting preferences of an airline carrier so may be easier to persuade on which one is the better option. Generally United provides cheaper flights with a higher level of service than other airline carriers.

Communication

Generally, college students rely on social media channels to help make their decisions, as well as word of mouth from other students. College students may use more travel sites like Travelocity, Kayak, or Orbitz to find the best possible deal.

Demographics/Psychographics

College students usually range in the ages of 18-24, both male and female. Being college students they will have a higher education level and will be more persuaded by facts than emotions. If the college students are paying for the flight they will be in the lower economic bracket, whereas if their parents are paying it may range from lower economic to high economic status.

Benefit Statement

United Airlines can provide information by appealing to the factors that motivate this key public and their intent to fly. By appealing to these criteria, United can better reach the lower economic status of college students.

Conclusion

On April 9th of 2017, United Airlines found themselves in a PR disaster with the incident of flight 3411 and Dr. Dao. United Airlines' reputation suffered as customers described them being racist and abusive. Many customers proposed to boycott the airline as they cut their MileagePlus United credit cards and tweeted about no longer being willing to fly with them. Additionally, United Airlines took a hit in the stock market as their shares slipped by 4% and their company's market value plummeted by \$1 billion. United Airlines is one of the worst airline PR cases ever seen and immediate action must be taken to restore their reputation.

Using primary research we will see if this situation has affected the JMU student body on whether they would still fly with United. The JMU student body would go under the umbrella of key target public #1 of young customers looking for cheap flights.

Part II. Primary Research

Introduction

Based on the included survey, this research sought to gather the following information, (1) how aware students are of the Express Flight 3411 incident and policy changes, (2) which communication channels students used to gain information about the incident, (3) how the incident affected students intent to fly and feelings toward United, and (4) what motivational factors aid in students choosing which airline to fly. The survey was conducted using the SONA and email system that distributed questionnaires to 546 students at James Madison University. The purpose of the survey was to examine United Airline's relationship with students after the Express Flight 3411 incident. The survey findings will provide United Airline's with insights on how their customers feel about the airline in regards to the incident and whether or not the policy changes were effective. These insights can then be used to aid United Airline's in developing new policy changes based on the formal research findings. United will also know what communication channels will best be used for college students when conveying any other messages in the future.

Research Questions

Public's Awareness of Express Flight 3411

United Airlines was mentioned over 2.9 million times on social media in the aftermath of having its passenger forcibly removed from an United flight. With 1.5 million of them being in the first day alone. Brandwatch recorded that two days before the incident occurred, the company sat at 90% positivity on social media with it dropping to little over 30% positivity when the incident occurred. United Airlines' social sentiment dropped nearly 160% in almost two days (Marketing News Staff, 2017). Due to the vast majority of college students having access to social media sites, the question to follow was derived. This question can benefit United Airlines by knowing how aware college students are and seeing if this awareness has affected their intent to fly.

RQ1: What is the current level of awareness among college students about the United Airlines Express Flight 3411 incident?

Communication Channels used by Public

Based on the research from our background analysis, there is one main communication channel used by the public to express opinions about Flight 3411. The main communication channel linked to this issue, would be the social media sphere. The majority of the criticism came from online websites, such as Twitter. On Twitter one of the hashtags used #NewUnitedAirlinesMotto had users making new marketing suggestions for the airline such as, "Board as a doctor, leave as a patient." United Airlines had their CEO respond on Twitter a day after the incident with a not a very apologetic response. The company released statements in form of news releases, interviews, and press conferences (Vilas-Boas, 2017). This leads to our second research question that can help United Airlines understand what communication channels are best to reach college students.

RQ2: Through which communication channels did college students hear about the United Airlines Express Flight 3411 incident?

Motivational Factors

This indicated metropolitan areas are of particular interest to United Airlines. About 70% of 2015 flyers booked basic economy flights, indicating that many customers are looking to fly with value in mind. Most tickets were sold online, but travel agencies come in second, accounting for 33% of ticket sales (Heimlich, 2016). Consumer Reports National Research Center's 2015 airline rating survey uses the following as markers for satisfaction; leg room, seat width and comfort, room for carry on bags, cabin & restroom cleanliness, check-in ease, service from airline staff, food/refreshments, in-flight entertainment, and no hidden fees (Consumer Report, 2015). The research statistics measure how precisely customers evaluate an airline based on satisfaction factors. Analyzing the statistics raised the following research question which can help United Airlines understand what factors motivate consumers to fly certain airlines.

RQ3: How do customers/prospective customers evaluate United Airlines based on these factors?

Future Action

Corrective action is an image restoration strategy in which the organization promises to correct the problem (Bennoit, 1997). In RQ4, our goal is to determine what corrective actions respondent perceived might improve United's image. The organization's reputation [image] is widely recognized as a valued resource (Winkleman, 1999). Further understanding of actions to improve the organization's image can form the basis for future research into responses to crisis should the organization encounter a similar incidents in the future.

RQ4: What corporate actions could be taken to improve United Airlines image?

Research Hypothesis

Effects of Awareness on feelings of consumer responses (lauri)

Publicity is generally acknowledged to be more credible and more influential than company-controlled communications (Bond & Kirshenbaum, 1998). Negative publicity, in particular, has the potential to damage corporate image. Whatever the specifics of the event may be, Ulmer and Sellnow (2000) have conceptualized the corporate crisis as raising three important issues. First, the crisis is a threat to the firm's social legitimacy. The corporation will lose social legitimacy if it is seen as being irresponsible, dishonest, breaking the law, or acting in a manner that exhibits little concern for the community. Second, Ulmer and Sellnow state that the crisis will result in evidence being scrutinized to determine what happened. For example, questions of evidence are often so complex that typical consumers are dependent on the media to interpret the findings of the investigation for them so that their meaning may be comprehended. In this case, United Airlines Express Flight 3411 incident gained

significant social media attention as passengers in the flight recorded videos of police officers dragging violently Dr. Dao from the flight. Afterwards, these videos were shared on social media, increasing awareness of the incident. Third, Ulmer and Sellnow argue that there is a question of who to blame. The public needs to identify cause and assign blame is said to be in direct proportion to the severity of the event and the firm's apparent responsibility for the event (Benoit, 1995). Customers all around the world, including celebrities, expressed negative feelings towards the United Airlines Express Flight 3411 incident. For example, American actress and singer Zendaya, tweeted, "I am appalled and absolutely disgusted...this is unacceptable". Overall, each of these three issues suggest that awareness of an incident will negatively impact an organization. This leads us to our first hypothesis:

H1: Increased awareness of the United Airlines Express Flight 3411 incident will lead to more negative feelings about United Airlines.

Effects of Awareness of public reaction to incident

The transfer of issues from the media agenda to the public agenda is a robust media effect in the domains of corporate communication (Kleinnijenhuis et al., 2013). "The mass media force attention to certain issues. They build up public images... They are constantly presenting objects suggesting what individuals in the mass should think about, know about, have feelings about," (Lang, 1966). It is undesirable for an organization to be portrayed negatively in the media as will shape opinions in the minds of potential consumers.

H2: Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to more negative attitudes about United Airlines.

Effects of Motivational Factors

"Service Quality had a positive impact on Behavioral Intentions, while Behavioral Intentions positively influenced Buying Behavior" (Buaphiban, 2015). Passengers are not merely driven by price as concluded by many economic studies (Buaphiban, 2015). "A number of aspects of service quality influence airline choice. These include on-time performance (departure and arrival), ground services (check-in, baggage handling, and boarding/disembarking), and in-flight services (such as food and drink service, comfort, and personnel behavior) (Buaphiban, 2015). Service comprehensiveness is a major factor in airline passenger choice (Jou et al., 2008). If United has a lesser perception of service quality, then consumers who value service quality may not fly with United.

H3: Customers who value service quality over other factors will demonstrate lesser intent to fly.

Methods

Sampling Method

The participants for this study will be recruited through the SCOM undergraduate research SONA system and will be at least 18 years of age. The method of sampling chosen for this study was

convenience sampling. Convenience sampling was used because of the advantage of how easily accessible the SONA system was for our professor and how it allowed us to access participation from our target population: JMU students. Some of the limitations from using convenience sampling, is the sample collected is only representative of the JMU student population. Qualtrics was used as a secure online survey system that electronically administers surveys to the participants, while collecting and organizing the data of the target population. Finally, SPSS was used to analyze the data.

Data Collection and Procedure

An online survey created using Qualtrics was used to collect the data. This survey was distributed to the James Madison University students asking for their participation utilizing both bulk email services and SONA systems. This method returned 546 student responses. The survey was estimated to take between 15 to 20 minutes to complete.

Participants' incident awareness, preferred channels of communication, and motivational factors that affect airline choice were measured in the survey along with the appropriateness of the organization's response strategies, attitudes toward the organization, intent to communicate supportively about the organization, and intent to fly with the organization in the future. Demographic information was also collected.

Surveys were filtered from the data set that were grossly incomplete. Data was preserved from incomplete surveys whenever possible by replacing absent responses with mean values for the variable.

Measurements

Awareness of Incident

The awareness of incident variable was measured using a 5 point Likert scale anchored where 1 is "strongly disagree" and 5 is "strongly agree" to the statement of "I am well aware of the United Airlines Express Flight 3411 incident." The initial Cronbach Alpha score was .933 and all of the responses were used.

Awareness of Public's Reaction to the Incident

The awareness of the public's reaction to the incident was measured using a 6 question item, using a 5 point Likert scale where 1 is "strongly disagree" and 5 is "strongly agree." Those items include statements like, "I heard that people were protesting against United Airlines in Chicago," "I have seen various memes across the internet criticizing United Airlines," and "I have seen famous people like Jimmy Kimmel or John Oliver criticizing United Airlines." The initial Cronbach Alpha score was .780 and all of the responses were used.

Awareness of Policy Changes

The awareness of policy changes variable was measured using a 7 questions item, using a 5 point Likert scale where 1 is "strongly disagree" and 5 is "strongly agree." Those items include statements like, "I have heard that United Airlines have changed their policies," "I have heard that United Airlines is now limiting the use of law enforcement to safety and security issues only," and "I have heard that United Airlines has increased customer compensation incentives up to \$10,000." The initial Cronbach Alpha score was .899 and all of the responses were used.

Communication Channels used

The communication channels were measured to determine what channels were used by the respondents to gain information about the Express Flight 3411 incident as well as future updates from United Airlines. This was measured by using two questions with ten items each. The first question asked about the communication channels used to gain awareness of the incident. The initial Cronbach Alpha score was .727 and all of the responses were used.

The second asked about which communication channels they would prefer to use to receive future updates regarding United Airlines. Each question had a 5 point Likert scale where 1 is “not at all frequently” and 5 is “very frequently” regarding their usage of each channel. The items include social media, word of mouth, tv news, and United Airlines website, to name a few.

Motivational Factors

The motivational factors of flying were measured to determine what factors influence purchasing decisions of flights the most. This was measured using a 7 question item, using a 5 point Likert scale where 1 is “strongly disagree” and 5 is “strongly agree.” Those items include price, service quality, airline reputation, and airline safety, to name a few.

Appropriate Actions of United Airlines

The appropriate actions of United Airlines were measured using an 8 question item, using a 5 point Likert scale where 1 is “strongly disagree” and 5 is “strongly agree.” Those items include statements like, “the Express Flight 3411 was well-handled by United Airlines,” “United Airlines should reduce their amount of overbooking,” and “United Airlines could have reacted better to Flight 3411 incident.”

Feelings toward United Airlines

The feelings toward United Airlines were measured using one question, with 4 different 5 point semantic differential scales. The scales were anchored where: 1 was unfavorable and 5 was favorable, 1 was unpleasant and 5 was pleasant, 1 was bad and 5 was good, 1 was negative and 5 was positive, respectively. The initial Cronbach Alpha score was .950 and all of the responses were used.

Supportive Communication Intent

The supportive communication intent was measured using a 4 question item, using a 5 point Likert scale where 1 is “strongly disagree” and 5 is “strongly agree.” Those items include statements like, “I would recommend United Airlines to my friends,” “I have good things to say about United Airlines,” “I would tell my family to use United Airlines,” and “I would support United Airlines on social media.” The initial Cronbach Alpha score was .902, but we removed item 4 to get a revised Cronbach Alpha score of .930.

Intent to Fly

Intent to fly was measured using a 4 question item, using a 5 point Likert scale where 1 is “strongly disagree” and 5 is “strongly agree.” Those items include statements like, “I plan to fly United Airlines in the future,” “I will use United Airlines when flying,” “I am willing to fly United Airlines in the future,”

and “I would not fly United Airlines.” The initial Cronbach Alpha score was .347, but we removed item 4 to get a revised Cronbach Alpha score of .910.

Results

Based on the conducted research, the survey was distributed online to 546 students at James Madison University. The survey’s demographic findings reported that out of the 546 participants who had taken the online survey, a majority of them were 18.8 years old ($SD=1.69$). There were more female participants ($N=401$, 73.4%) than male ($N=145$, 26.6%). In terms of ethnicity and race, most participants were Caucasian ($N=450$, 82.4%). Hispanic or Latino participants followed with ($N=32$, 5.9%), Asian/Pacific Islander ($N=26$, 4.8%), and Black or African American ($N=22$, 4.0%).

Tests of Research Questions and Hypothesis

RQ1.A) What is the current level of awareness among college students about the United Airlines Express Flight 3411 incident?

A descriptive analysis was conducted to find what the average awareness level was among college students. The survey found that out of a 5 point scale the mean was 4.1178 ($SD=1.10$). This concludes that college students are very aware of the Express Flight 3411 incident.

RQ1.B) What is the current level of awareness among college students about the reactions of the public towards the United Express Flight 3411 incident?

A descriptive analysis was conducted to find what the average awareness level of the public reactions was among college students. The survey found that out of a 5 point scale the mean was 3.38 ($SD=.90$). This concludes that college students were slightly aware of the public’s reaction to the Express Flight 3411 incident.

RQ1.C) What is the current level of awareness among college students about the policy changes issued by United Airlines in response to the Express Flight 3411 incident?

A descriptive analysis was conducted to find what the average awareness level of United’s policy changes were among college students. The survey found that out of a 5 point scale the mean was 2.66 ($SD=.97$). This concludes that college students were not very aware of the policy changes that United has implemented after the Express Flight 3411 incident.

RQ2.A) Through which communication channels did college students hear about the United Airlines Express Flight 3411 incident?

A descriptive analysis was conducted to find out which communication channel college students used the most to gain information about the Express Flight 3411 incident. The survey found that out of a 5 point scale college students are more likely to use word of mouth to gain information about the United incident with a mean score of 3.59 ($SD=1.28$). After word of mouth was online news sites with a mean score of 3.23 ($SD=1.36$), TV news 3.14 ($SD=1.45$), Twitter 3.10 ($SD=1.72$), Facebook 2.98 ($SD=1.55$),

YouTube 2.49 (SD=1.54), Instagram 2.47 (SD=1.55), radio news 1.9 (SD=1.21), printed press 1.83 (SD=1.17), and lastly United Airlines Website with a mean of 1.25 (SD=.66). This concludes that college students gathered more information about the Express Flight 3411 incident from word of mouth rather than any traditional news media.

RQ3.A) How do customers/prospective customers evaluate United Airlines based on these factors?

A descriptive analysis was conducted to find out which factors motivate college students to select one airline over another. The survey found out that out of a 5 point scale college students are more likely to be motivated to choose an airline with better airline safety than any other factor with a mean score of 4.46 (SD=.89). After safety was price with a mean score of 4.25 (SD=.84), convenience 4.14 (SD=.89), airline reputation 4.01 (SD=1.04), route availability 3.98 (SD=.98), service quality 3.91 (SD=.95), and quality of frequent flyer program last with a mean of 2.86 (SD=1.28). This concludes that college students are more motivated to choose an airline based on their safety rather than the level of service quality.

RQ4.A) What corporate actions do you feel could be taken to improve United Airlines image?

A descriptive analysis was conducted to find out what actions college students think would improve United Airlines image. The survey found that out of a 5 point scale college students feel that United should reduce their amount of overbooking with a mean score of 4.39 (SD=.84). After overbooking was the action that United Airlines should accept responsibility for issues sooner 4.31 (SD=.91), United Airlines should have made other arrangements for their flight staff 4.06 (SD=1.01), United Airlines could have reacted better to Flight 3411 incident 4.04 (SD=.92), United Airlines should increase customer compensation incentives for voluntary denied boarding 3.82 (SD=.98), United Airlines should limit the use of law enforcement to safety and security issues only 3.70 (SD=1.15), United Airlines reacted to Flight 3411 incident responsibly 2.55 (SD=1.14), and lastly that the Flight 3411 incident was well-handled by United Airlines 2.12 (SD=1.02). This concludes that college students believe that action should be taken to improve United Airlines image, especially to reduce the amount of overbooking. Also concludes that they believe any action should be taken and that the incident was not handled well.

H1.A) Increased awareness of the United Airlines Express Flight 3411 incident will lead to more negative feelings about United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *awareness of incident* and *feelings*. A negative relationship was found and it was statistically significant ($B=-.113$, $P<.01$). Thus, H1.A was supported.

H1.B) Increased awareness of the United Airlines Express Flight 3411 incident will lead to decreased supportive communication regarding United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *awareness of incident* and *supportive communication intent*. A negative relationship was found, however it was not statistically significant ($B=-.075$, n.s.). Thus, H1.B was not supported.

H1.C) Increased awareness of the Flight 3411 incident will lead to decreased intent to fly with United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *awareness of the incident* and *intent to fly*. A positive relationship was found and it was not statistically significant ($B=.001$, n.s.). Thus, H1.C was not supported.

H2.A) Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to more negative attitudes about United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *awareness of public reactions* and *attitudes*. A negative relationship was found and it was not statistically significant ($B=-.062$, n.s.). Thus, H2.A was not supported.

H2.B) Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to decreased supportive communication regarding United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *awareness of public reactions* and *supportive communication intent*. A negative relationship was found and it was not statistically significant ($B=-.020$, n.s.). Thus, H2.B was not supported.

H2.C) Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to decreased intent to fly with United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *awareness of public reactions* and *intent to fly*. A negative relationship was found and it was not statistically significant ($B=-.046$, n.s.). Thus, H2.C was not supported.

H3.A) Customers who value lower price over other factors will demonstrate greater intent to fly with United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *price* and *intent to fly*. A positive relationship was found and it was statistically significant ($B=.092$, $P<.05$). Thus, H3.A was supported.

H3.B) Customers who value service quality over other factors will demonstrate lesser intent to fly with United Airlines.

A regression test was performed upon the collected data in order to test the relationship between the variables *service quality* and *intent to fly*. A negative relationship was found and it was statistically significant ($B=-.113$, $P>.01$). Thus H3.B was supported.

Conclusion

Summary

In conclusion, the study was based on United Airlines Express Flight 3411 incident that occurred on April 9, 2017. United Airlines received major backlash after forcibly removing David Dao a customer on the plane. This impacted the stock of United as well as the perceptions and attitudes of their consumers. The purpose of this study was to evaluate the effects of Express Flight 3411 on college students. Overall, this study was used to determine whether United should have changed more policies or used different forms of communication when reaching the college student audience. These findings will be used to develop future implications for United, such as suggested policy changes and how to communicate effectively.

The results from our research shows that 546 students participated in the survey. Of these 546 respondents, the majority were female (N=401, 73.4%) and the most common race was caucasian (N=450, 82.4%). A variety of relationships between variables were tested in six research questions and eight hypotheses. These research questions included: (RQ1.A) what is the current level of awareness among college students about the United Airlines Express Flight 3411 incident, (RQ1.B) what is the current level of awareness among college students about the reactions of the public towards the United Express Flight 3411 incident, (RQ1.C) what is the current level of awareness among college students about the policy changes issued by United Airlines in response to the Express Flight 3411 incident, (RQ2.A) through which communication channels did college students hear about the United Airlines Express Flight 3411 incident, (RQ3.A) how do customers/prospective customers evaluate United Airlines based on these factors, and (RQ4.A) what corporate actions do you feel could be taken to improve United Airlines image? The eight hypotheses included: (H1.A) increased awareness of the United Airlines Express Flight 3411 incident will lead to more negative feelings about United Airlines, (H1.B) increased awareness of the United Airlines Express Flight 3411 incident will lead to decreased supportive communication regarding United Airlines, (H1.C) increased awareness of the Flight 3411 incident will lead to decreased intent to fly with United Airlines, (H2.A) increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to more negative attitudes about United Airlines, (H2.B) increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to decreased supportive communication regarding United Airlines, (H2.C) increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to decreased intent to fly with United Airlines, (H3.A) customers who value lower price over other factors will demonstrate greater intent to fly with United Airlines, and (H3.B) customers who value service quality over other factors will demonstrate lesser intent to fly with United Airlines.

Out of these conducted experiments, the following statements were reported in regards to the college student population: (1) word of mouth was the most effective communication channel, (2) airline safety is the biggest motivational factor when purchasing a flight, (3) United should reduce their amount of overbooking before any other policy changes, and (4) consumers who value price will be more likely to fly with United.

Although these finding are limited to the college student population, the findings could be used to better enhance United Airlines image among this population. Additionally, these findings can be used to find what is the most effective communication channel to engage with college students as well as what factors motivate their airline ticket purchase.

Implications

Theoretical Implications

The findings of this study indicate significant discoveries in regards to the impact of United Airlines Express Flight 3411 incident. A few of the most significant findings include: (1) college students heard about the incident the most through word of mouth, (2) airline safety is the biggest motivational factor when purchasing a flight, (3) United should reduce their amount of overbooking before any other policies changes, and (4) consumers who value price will be more likely to fly with United.

According to the findings, the data indicated that respondents were aware of the Express Flight 3411 incident, semi aware of the public's reactions, and not very aware of the policy changes implemented by United. This may be because their primary way of hearing about the incident was through word of mouth, so not all information was portrayed to them.

Another discovery was that customers who value price over other factors would demonstrate greater intent to fly with United. This was an interesting discovery because that means the incident did not have an affect on whether they would still fly with United if the price is lower than other carriers. This may also just be the result of the respondents being from the college population in a lower income bracket.

Lastly, a significant finding was found about consumers who value service quality over other factors would have a lesser intent to fly with United after the incident. This is interesting because before the incident United prided itself on having the best service quality out of the airline industry. They have now changed their mission from representing the best service to boosting the diversity of the airline.

Practical Implications

The findings from this study suggest that the following actions could be taken by United Airlines:

- Our findings indicate that word of mouth and online news sites were the most heavily used communication channels to find information about the United Airlines Express Flight 3411 incident. Thus, United Airlines can should utilize these two channels the most when trying to communicate with their customers. United also would want to reach out to TV news and Twitter as these were also high on the list of communication channels among college students. This would show that United Airlines is using multiple channels and willing to have open and honest communication with their customers.
- United should have broadcasted their policy changes better since most college students were unaware of these changes. By doing this they would have received less backlash and customers would have appreciated their open and honest communication.
- College students value airline safety the most, but prefer United because of the price. United can use this to their advantage by keeping the cost down for this target public as well as keeping airline safety a top priority.

Limitations and Future Study

This study consisted of several limitations. First, the researchers were limited to only one demographic, students at James Madison University. These students may not have taken the correct amount of time that was needed to fully complete the survey. Another limitation is that the researchers only got to collect and analyze data from a survey sent out through the SONA system, with no additional focus groups or questionnaires; this also was the researchers' first time creating and conducting a survey.

The researchers suggest for future studies that the survey would include a population sample that is more diverse in terms of demographics. Overall, the client, United Airlines, will be able to utilize these findings for better crisis management in the future. The research finds that more policy changes should have been implemented.

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Part III: Appendix

A. Final Questionnaire

Questionnaire

Q1. Awareness of Express Flight 3411 Incident

Please state how strongly you agree or disagree with the following statements.

Strongly Disagree ---Disagree ----- Neutral -----Agree ----- Strongly Agree
1 2 3 4 5

1. I am well aware of the United Airlines Express Flight 3411 incident.
2. I have heard about the removal of David Doa from United Airlines Express Flight 3411.
3. United Airline’s deboarding of passenger David Doa is something with which I am familiar.

Q2. Awareness of the Public’s Reaction to the Incident

Please state how strongly you agree or disagree with the following statements.

Strongly Disagree ---Disagree ----- Neutral -----Agree ----- Strongly Agree
1 2 3 4 5

1. People have reacted strongly to the removal of David Doa from United Airlines Express Flight 3411.
2. I heard that people were protesting against United Airlines in Chicago following the Express Flight 3411 incident.
3. I have seen people using #NewUnitedAirlinesMotto to criticize United Airlines following the Express Flight 3411 incident.
4. I have seen famous people like Jimmy Kimmel or John Oliver criticizing United Airlines following the Express Flight 3411 incident.
5. I have seen various memes across the Internet criticizing United Airlines following the Express Flight 3411 incident.
6. I heard about many United Airlines customers shredding their United Airlines Reward cards following the Express Flight 3411 incident.

Q3. Awareness of United Airlines Policy Changes

Please state how strongly you agree or disagree with the following statements.

Strongly Disagree ---Disagree ----- Neutral -----Agree ----- Strongly Agree
1 2 3 4 5

1. I have heard that United Airlines have changed their policies following the United Airlines Express Flight 3411 incident.
2. I have heard that United Airlines is now limiting the use of law enforcement to safety and security issues only.
3. I have heard that United Airlines is no longer requiring customers seated on the plane to give up their seat involuntarily unless safety or security is at risk.
4. I have heard that United Airlines has increased customer compensation incentives for voluntary denied boarding up to \$10,000.
5. I have heard that United Airlines has reduced their amount of overbooking.
6. I have heard that United Airlines is now Empowering employees to resolve customer service issues in the moment.

Q11. Demographics

1. Ethnicity

- a. White
- b. Hispanic or Latino
- c. Black or African American
- d. Native American or American Indian
- e. Asian/Pacific Islander
- f. Other
- g. Prefer not to answer

2. Gender:

- a. Male
- b. Female

3. Age: _____

B. IRB Application & Informed Consent

James Madison University
Human Research Review Request

FOR IRB USE ONLY:			
Exempt:	<input type="checkbox"/>	Protocol Number:	1 st Review: _____ Reviewer: _____
Expedited:	<input type="checkbox"/>	IRB:	2 nd Review: _____ Reviewer: _____
Full Board:	<input type="checkbox"/>	Received: _____	3 rd Review: _____

Project Title:	<u>College Students Perception of United Airlines and Assault of a Customer</u>
Project Dates: (Not to exceed 1 year minus 1 day)	From: <u>10/25/17</u> To: <u>10/24/18</u> MM/DD/YY MM/DD/YY

Responsible Researcher(s):	<u>Andrew Mueller, Jared van de Crommert, Laura Arroyo, Matt Jones, Katie Crowther</u>
E-mail Address:	<u>muelleag@dukes.jmu.edu, linzvajm@dukes.jmu.edu, arroyolm@dukes.jmu.edu, crowthkl@dukes.jmu.edu, jones7mc@dukes.jmu.edu</u>
Telephone:	
Department:	<u>Scom</u>
Address (MSC):	<u>2106</u>
Please Select:	<input type="checkbox"/> Faculty <input checked="" type="checkbox"/> Undergraduate Student <input type="checkbox"/> Administrator/Staff Member <input type="checkbox"/> Graduate Student

(if Applicable):	
Research Advisor:	<u>Dr. Yeonsoo Kim</u>
E-mail Address:	<u>Kim28yx@jmu.edu</u>
Telephone:	<u>568-2396</u>
Department:	<u>SCOM</u>
Address (MSC):	<u>2106</u>

Minimum # of Participants:	<u>100</u>
Maximum # of Participants:	<u>300</u>

Funding:	External Funding: Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> If yes, Sponsor: _____
	Internal Funding: Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> If yes, Sponsor: _____
	Independently: Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> _____
Incentives:	Will monetary incentives be offered? Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> If yes: How much per recipient? _____ In what form? _____
Must follow JMU Financial Policy:	http://www.jmu.edu/financemanual/procedures/4205.shtml#.394IRBApprovedResearchSubjects

Institutional Biosafety Committee Review/Approval:	Use of recombinant DNA and synthetic nucleic acid molecule research: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," approval received: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Pending IBC Protocol Number(s): Biosafety Level(s):
Will research be conducted outside of the United States?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," please complete and submit the International Research Form along with this review application: http://www.jmu.edu/researchintegrity/irb/forms/irbinternationalresearch.docx .
Certain vulnerable populations are afforded additional protections under the federal regulations. Do human participants who are involved in the proposed study include any of the following special populations?	<input type="checkbox"/> Minors <input type="checkbox"/> Pregnant women (<i>Do not check unless you are specifically recruiting</i>) <input type="checkbox"/> Prisoners <input type="checkbox"/> Fetuses <input checked="" type="checkbox"/> My research does not involve any of these populations
Some populations may be vulnerable to coercion or undue influence. Does your research involve any of the following populations?	<input type="checkbox"/> Elderly <input type="checkbox"/> Diminished capacity/Impaired decision-making ability <input type="checkbox"/> Economically disadvantaged <input type="checkbox"/> Other protected or potentially vulnerable population (<i>e.g. homeless, HIV-positive participants, terminally or seriously ill, etc.</i>) <input checked="" type="checkbox"/> My research does not involve any of these populations

Investigator: Please respond to the questions below. The IRB will utilize your responses to evaluate your protocol submission.

1. **YES** **NO** Does the James Madison University Institutional Review Board define the project as **research**?

The James Madison University IRB defines "research" as a "systematic investigation designed to develop or contribute to generalizable knowledge." All research involving human participants conducted by James Madison University faculty and staff and students is subject to IRB review.

2. **YES** **NO** Are the human participants in your study **living** individuals?

"Individuals whose physiologic or behavioral characteristics and responses are the object of study in a research project. Under the federal regulations, human subjects are defined as: living individual(s) about whom an investigator conducting research obtains:

(1) data through intervention or interaction with the individual; or (2) identifiable private information."

3. **YES** **NO** Will you obtain data through **intervention** or **interaction** with these individuals?

"Intervention" includes both physical procedures by which data are gathered (e.g., measurement of heart rate or venipuncture) and manipulations of the participant or the participant's environment that are performed for research purposes. "Interaction" includes communication or interpersonal contact between the investigator and participant (e.g., surveying or interviewing).

4. YES NO Will you obtain **identifiable private information** about these individuals?

"Private information" includes information about behavior that occurs in a context in which an individual can reasonably expect that no observation or recording is taking place, or information provided for specific purposes which the individual can reasonably expect will not be made public (e.g., a medical record or student record). "Identifiable" means that the identity of the participant may be ascertained by the investigator or associated with the information (e.g., by name, code number, pattern of answers, etc.).

5. YES NO Does the study present **more than minimal risk** to the participants?

"Minimal risk" means that the risks of harm or discomfort anticipated in the proposed research are not greater, considering probability and magnitude, than those ordinarily encountered in daily life or during performance of routine physical or psychological examinations or tests. Note that the concept of risk goes beyond physical risk and includes psychological, emotional, or behavioral risk as well as risks to employability, economic well being, social standing, and risks of civil and criminal liability.

CERTIFICATIONS:

For James Madison University to obtain a Federal Wide Assurance (FWA) with the Office of Human Research Protection (OHRP), U.S. Department of Health & Human Services, **all** research staff working with human participants must sign this form and receive training in ethical guidelines and regulations. "Research staff" is defined as persons who have direct and substantive involvement in proposing, performing, reviewing, or reporting research and includes students fulfilling these roles as well as their faculty advisors. The Office of Research Integrity maintains a roster of all researchers who have completed training within the past three years.

Test module at ORI website <http://www.jmu.edu/researchintegrity/irb/irbtraining.shtml>

Name of Researcher(s) and Research Advisor	Training Completion Date
Yeonsoo Kim	10/11/2017
Andrew Mueller	09/18/2017
Jared van de Crommert	09/18/2017
Laura Arroyo	09/17/2017
Matt Jones	09/18/2017
Katie Crowther	09/15/2017

For additional training interests, or to access a Spanish version, visit the National Institutes of Health Protecting Human Research Participants (PHRP) Course at: <http://phrp.nihtraining.com/users/login.php>.

By signing below, the Responsible Researcher(s), and the Faculty Advisor (if applicable), certifies that he/she is familiar with the ethical guidelines and regulations regarding the protection of human research participants from research risks. In addition, he/she agrees to abide by all sponsor and university policies and procedures in conducting the research. He/she further certifies that he/she has completed training regarding human participant research ethics within the last three years.

Andrew Mueller 10/10/17
Principal Investigator Signature Date

Jared van de Crommert 10/10/17
Principal Investigator Signature Date

Laura Arroyo 10/10/17
Principal Investigator Signature Date

Matt Jones 10/10/17
Principal Investigator Signature Date

Katie Crowther 10/10/17
Principal Investigator Signature Date

Yeonsoo Kim 10/10/17
Faculty Advisor Signature Date

Submit an electronic version (in a Word document) of your **ENTIRE** protocol to researchintegrity@jmu.edu.

Provide a **SIGNED** hard copy of the Research Review Request Form to:

Office of Research Integrity, MSC 5738, 601 University Boulevard, Blue Ridge Hall, Third Floor, Room # 342

Purpose and Objectives

Please provide a lay summary of the study. Include the purpose, research questions, and hypotheses to be evaluated. (Limit to one page)

On April 9, 2017, after passengers were seated on the plane a United Airlines worker announced that they needed to remove four passengers to make room for four staff members who had to cover an understaffed flight elsewhere. Passengers were initially offered \$400 in vouchers for future travel, a hotel stay, and a seat on a plane leaving 21 hours later. With no volunteers, the offer was increased to \$800 in vouchers. Still nobody volunteered so a United Airlines manager informed the flight that four people would be chosen by computer. Three of the selected passengers agreed to leave. The fourth selected passenger, Dr. David Dao refused, claiming he needed to see patients at his clinic. After refusing to leave, Dao was forcibly removed from the plane suffering injuries to his head and mouth. During the altercation, a number of passengers distressed by the incident voluntarily left the aircraft. Therefore, the purpose of this study is to see if the David Dao's incident has affected the JMU student body on whether they would still fly with United.

Research Questions include:

1. What is the current level of awareness among college students about the United Airlines Express Flight 3411 incident?
2. Through which communication channels did college students hear about the United Airlines Express Flight 3411 incident?
3. How do customers/prospective customers evaluate United Airlines based on these factors?

Hypothesis included

1. Increased awareness of the United Airlines Express Flight 3411 incident will lead to more negative feelings about United Airlines
2. Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to more negative attitude about United Airlines.
3. Customers who value service quality over other factors will demonstrate lesser intent to fly

Procedures/Research Design/Methodology/Timeframe

Describe your participants. From where and how will potential participants be identified (e.g. class list, JMU bulk email request, etc.)?

Our participants will be all JMU undergraduate students. They will be pulled from the SCOM research pool through the SONA system and they will be identified through a JMU bulk email request. All participants will be at least 18 years of age

How will subjects be recruited once they are identified (e.g., mail, phone, classroom presentation)? Include copies of recruitment letters, flyers, or advertisements.

The data will be collected using Qualtrics, a secure, online survey system that electronically administers surveys to participants. The researcher will let the SONA system advisor know when the study is approved so he/she can post the study link on the SONA system. Once students are interested in the study and click the invitation link, the students will be asked to read the posted cover letter. When they agree to participate in the survey, they will click to continue to fill out the questionnaire.

Describe the design and methodology, including all statistics, IN DETAIL. What exactly will be done to the subjects? If applicable, please describe what will happen if a subject declines to be audio or video-taped.

When participants agree to participate in the online experiment, they will click to continue. Participants will be asked to answer questions about awareness of crisis, awareness of crisis response, communication channels used, evaluation of crisis response, trust, attitudes and intent to purchase, plus demographic information. It will take about 15 minutes to complete the survey. Data will be analyzed with SPSS. ANOVA and Regression tests will be performed.

Emphasize possible risks and protection of subjects.

The investigator does not perceive more than minimal risks for subjects' involvement in this study (that is, no risks beyond the risks associated with everyday life).

What are the potential benefits to participation and the research as a whole?

No direct benefits are anticipated.

Where will research be conducted? (Be specific; if research is being conducted off of JMU's campus a site letter of permission will be needed)

This research will be conducted online via the Qualtrics system.

Will deception be used? If yes, provide the rationale for the deception. Also, please provide an explanation of how you plan to debrief the subjects regarding the deception at the end of the study.

No deception will not be used

What is the time frame of the study? (List the dates you plan on collecting data. This cannot be more than a year, and you cannot start conducting research until you get IRB approval)

The data analysis should not take more than a year, pending IRB approval, and most likely a lot less. This study should cease recruiting no later than October 2018.

Data Analysis

How will data be analyzed?

The data collected will be analyzed through SPSS running various statistical tests

How will you capture or create data? Physical (ex: paper or tape recording)? Electronic (ex: computer, mobile device, digital recording)?

The data will be captured through the online survey website, Qualtrics.

Do you anticipate transferring your data from a physical/analog format to a digital format? If so, how? (e.g. paper that is scanned, data inputted into the computer from paper, digital photos of physical/analog data, digitizing audio or video recording?)

No

How and where will data be secured/stored? (e.g. a single computer or laptop; across multiple computers; or computing devices of JMU faculty, staff or students; across multiple computers both at JMU and outside of JMU?) If subjects are being audio and/or video-taped, file encryption is highly recommended. If signed consent forms will be obtained, please describe how these forms will be stored separately and securely from study data.

Data will be stored on a password-protected computer in a password-protected file. Qualtrics requires a password to access the survey and data as well.

Who will have access to data? (e.g. just me; me and other JMU researchers (faculty, staff, or students); or me and other non-JMU researchers?)

Only the researchers and the faculty adviser, Dr. Yeonsoo Kim, will have access to the data.

If others will have access to data, how will data be securely shared?

No one else will have access to the data.

Will you keep data after the project ends? (i.e. yes, all data; yes, but only de-identified data; or no)

If data is being destroyed, when will it be destroyed, and how? Who will destroy the data?

No, the data will be destroyed at the end of the semester (December 15, 2017) by file deletion by the researchers.

Reporting Procedures

Who is the audience to be reached in the report of the study?

Main audience will be James Madison University students reached by email.

How will you present the results of the research? (If submitting as exempt, research cannot be published or publicly presented outside of the classroom. Also, the researcher cannot collect any identifiable information from the subjects to qualify as exempt.)

The results of the research will be presented through a research paper and a presentation to our research advisor and the rest of the SCOM 388 class. We do not intend to publish these findings outside of the classroom.

How will feedback be provided to subjects?

If subjects are interested in the results of the study they participated in, they are welcomed to email the researcher and the researcher will be able to send a copy of the paper to those who are interested.

Experience of the Researcher (and advisor, *if student*):

Please provide a paragraph describing the prior relevant experience of the researcher, advisor (if applicable), and/or consultants. If you are a student researcher, please state if this is your first study. Also, please confirm that your research advisor will be guiding you through this study.

Our advisor, Dr. Kim, has actively produced scholarly works (IRB-approved research projects) since 2007. Her scholarly works have been published in top communications journals, including the Journal of Public Relations Research, Public Relations Reviews, Journal of Business Ethics and Journalism Studies. She has also presented 28 conference papers over the past few years. Of these, six earned best paper awards, including best paper awards from the International Communication Association and the Association for Education in Journalism and Mass Communication. Her research interests include corporate social responsibility, reputation management, strategic communications from a public relations perspective, and health promotion campaigns. As student researchers, this is our first human research study. Dr. Kim will be guiding us throughout the course of the study.

Consent to Participate in Research

Identification of Investigators & Purpose of Study

You are being asked to participate in a research study conducted by Andrew Mueller, Jared van de Crommert, Laura Arroyo, Matt Jones, and Katie Crowther from James Madison University. The purpose of this study is to examine students' perception of United Airlines. This study will contribute to the researcher's completion of his/her classroom project.

Research Procedures

Should you decide to participate in this research study, you will be asked to review this consent form once all your questions have been answered to your satisfaction. This study consists of a survey that will be administered to individual participants via an online survey site, Qualtrics. You will be asked to provide answers to a series of questions related to your perception of United Airlines.

Time Required

Participation in this study will require 15 minutes of your time

Risks

The investigator does not perceive more than minimal risks from your involvement in this study (that is, no risks beyond the risks associated with everyday life).

Benefits

There are no direct benefits expected for the participant. Potential benefits from this study include bringing awareness to how crisis management can affect the perception of an organization's publics.

Confidentiality

The results of this research will be presented in the classroom. The researcher retains the right to use and publish non-identifiable data. While individual responses are anonymously obtained and recorded online through Qualtrics, data is kept in the strictest confidence. No identifiable information will be collected from the participant and no identifiable responses will be presented in the final form of this study. All data will be stored in a secure location accessible only to the researcher. Upon completion of the study, all records will be destroyed. Final aggregate results will be made available to participants upon request.

Participation & Withdrawal

Your participation is entirely voluntary. You are free to choose not to participate. Should you choose to participate, you can withdraw at any time without consequences of any kind.

Questions about the Study

If you have questions or concerns during the time of your participation in this study, or after its completion or you would like to receive a copy of the final aggregate results of this study, please contact:

Adviser: Yeonsoo Kim, Ph.D.
School of Communication Studies
James Madison University
Kim28yx@jmu.edu
(540) 568-6228

Researcher: Jared van de Crommert
School of Communication Studies
James Madison University
linzvajm@dukes.jmu.edu

Questions about Your Rights as a Research Subject

Dr. David Cockley
Chair, Institutional Review Board
James Madison University
(540) 568-2834
cocklede@jmu.edu

Giving of Consent

I have read this consent form and I understand what is being requested of me as a participant in this study. I freely consent to participate. I certify that I am at least 18 years of age. By clicking "I agree", I consent to participate in this study.

I agree

I disagree

This study has been approved by the IRB, protocol # _____

Qualrics Link

http://jmu.co1.qualtrics.com/jfe/form/SV_ePVIQeOA2y1Tds1

C. Data Analysis Outputs

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	145	26.6	26.6	26.6
	Female	401	73.4	73.4	100.0
	Total	546	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	545	18.00	35.00	18.8018	1.68830
Valid N (listwise)	545				

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	450	82.4	82.4	82.4
	Hispanic or Latino	32	5.9	5.9	88.3
	Black or African American	22	4.0	4.0	92.3
	Asain/ Pacific Islander	26	4.8	4.8	97.1
	Other	16	2.9	2.9	100.0
	Total	546	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IncidentAwareness	546	1.00	5.00	4.1178	1.09570
ReactionAwareness	546	1.00	5.00	3.3840	.89589
PolicyAwareness	546	1.00	5.00	2.6648	.97383
CommunicationIntent	546	1.00	5.00	2.7021	1.01907
IntentToFly	546	1.00	5.00	3.0311	1.07271
Action	546	1.00	5.00	3.7773	.56651
Attitudes	546	1.00	5.00	2.7830	1.04347
Valid N (listwise)	546				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MotivationalFactor1	546	1.00	5.00	4.2509	.84008

MotivationalFactor2	546	1.00	5.00	3.9121	.94992
MotivationalFactor3	546	1.00	5.00	4.0055	1.04309
MotivationalFactor4	546	1.00	5.00	4.4634	.88801
MotivationalFactor5	546	1.00	5.00	3.9835	.98321
MotivationalFactor6	546	1.00	5.00	4.1392	.89178
MotivationalFactor7	546	1.00	5.00	2.8608	1.28465
Valid N (listwise)	546				

H1.A Increased Awareness of the United Airlines Express Flight 3411 incident will lead to more negative feelings about United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.226	.173		18.665	.000
	IncidentAwareness	-.108	.041	-.113	-2.654	.008

a. Dependent Variable: Attitudes

H1.B Increased awareness of the United Airlines Express Flight 3411 incident will lead to decreased supportive communication regarding United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.988	.169		17.634	.000
	IncidentAwareness	-.069	.040	-.075	-1.744	.082

a. Dependent Variable: CommunicationIntent

H1.C Increased Awareness of the Flight 3411 incident will lead to decreased intent to fly with United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.029	.179		16.936	.000
	IncidentAwareness	.001	.042	.001	.012	.990

a. Dependent Variable: IntentToFly

H2.A Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to more negative attitudes about United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.029	.174		17.360	.000
	ReactionAwareness	-.073	.050	-.062	-1.456	.146

a. Dependent Variable: Attitudes

H2.B Increased awareness of publics reactions to the United Airlines Express Flight 3411 incident will lead to decreased supportive communication regarding United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.778	.171		16.274	.000
	ReactionAwareness	-.022	.049	-.020	-.457	.648

a. Dependent Variable: CommunicationIntent

H2.C Increased awareness of public reactions to the United Airlines Express Flight 3411 incident will lead to decreased intent to fly with United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.217	.180		17.919	.000
	ReactionAwareness	-.055	.051	-.046	-1.069	.286

a. Dependent Variable: IntentToFly

H3.A Customers who value lower price over other factors will demonstrate greater intent to fly with United Airlines

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.529	.236		10.708	.000
	SMEAN(MotivationalFactor1)	.118	.055	.092	2.165	.031

a. Dependent Variable: IntentToFly

H3.B Customers who value service quality over other factors will demonstrate lesser intent to fly with United Airlines.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.531	.194		18.234	.000
	SMEAN(MotivationalFactor2)	-.128	.048	-.113	-2.656	.008

a. Dependent Variable: IntentToFly

RQ1.A What is the current level of awareness among college students about the United Airlines Express Flight 3411 incident?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IncidentAwareness	546	1.00	5.00	4.1178	1.09570
Valid N (listwise)	546				

RQ1.B What is the current level of awareness among college students about the reactions of the public towards the United Airlines Express Flight 3411 incident?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ReactionAwareness	546	1.00	5.00	3.3840	.89589
Valid N (listwise)	546				

RQ1.C What is the current level of awareness among college students about the policy changes issued by United Airlines in response to the Express Flight 3411 incident?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PolicyAwareness	546	1.00	5.00	2.6648	.97383
Valid N (listwise)	546				

RQ2.A Through which communication channels did college students hear about the United Airlines Express Flight 3411 incident?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CommChannelPast1	546	1.00	5.00	3.0971	1.71547
CommChannelPast2	546	1.00	5.00	2.9817	1.54553
CommChannelPast3	546	1.00	5.00	2.4744	1.55046
CommChannelPast4	546	1.00	5.00	2.4908	1.53638
CommChannelPast5	546	1.00	5.00	3.2363	1.35898
CommChannelPast6	546	1.00	5.00	3.1392	1.45099
CommChannelPast7	546	1.00	5.00	1.8260	1.17190
CommChannelPast8	546	1.00	5.00	1.9084	1.21264
CommChannelPast9	546	1.00	5.00	3.5879	1.27954
CommChannelPast10	546	1.00	5.00	1.2527	.66239
Valid N (listwise)	546				

RQ3.A What key factors motivate people to select a particular airline over another?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MotivationalFactor1	546	1.00	5.00	4.2509	.84008
MotivationalFactor2	546	1.00	5.00	3.9121	.94992
MotivationalFactor3	546	1.00	5.00	4.0055	1.04309
MotivationalFactor4	546	1.00	5.00	4.4634	.88801
MotivationalFactor5	546	1.00	5.00	3.9835	.98321
MotivationalFactor6	546	1.00	5.00	4.1392	.89178
MotivationalFactor7	546	1.00	5.00	2.8608	1.28465
Valid N (listwise)	546				

RQ4.A What corporate actions do you feel could be taken to improve United Airlines image?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Action1	546	1.00	5.00	2.1245	1.01866
Action2	546	1.00	5.00	2.5513	1.14063

Action3	546	1.00	5.00	4.0403	.91783
Action4	546	1.00	5.00	3.8150	.98084
Action5	546	1.00	5.00	4.3938	.83758
Action6	546	1.00	5.00	3.7033	1.15253
Action7	546	1.00	5.00	4.0586	1.00652
Action8	546	1.00	5.00	4.3059	.90859
Valid N (listwise)	546				