

The Influence of Perceived Value on Purchase Decision Mediated by Brand Image in Garuda Indonesia Airline

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Abstract

Objective: This study aims to examine the influence of perceived value on consumer purchase decisions, with brand image acting as a mediating variable, in the context of Garuda Indonesia Airlines. The objective is to provide empirical evidence that contributes to both theoretical understanding and practical strategy development in the airline service sector.

Design/Methods/Approach: The study adopts a quantitative approach with an associative method. Data were collected through a survey involving 61 Garuda Indonesia passengers aged over 18 who had flown with the airline more than twice. The sampling technique used was non-probability sampling, specifically purposive sampling, which targets respondents based on specific criteria relevant to the study objectives. To analyze the data, the study employed Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4.0 software, allowing for simultaneous measurement and evaluation of the structural model.

Findings: The results show that perceived value has a positive and significant effect on both brand image and purchase decision. Additionally, brand image positively influences purchase decision and plays a mediating role in the relationship between perceived value and consumer decision-making. The analysis confirms that perceived value contributes not only directly to consumer behavior but also indirectly by shaping a strong brand image that reinforces purchasing intentions.

Originality/Value: This study offers a novel integrative model by simultaneously examining perceived value, brand image, and purchase decision within the airline industry, particularly for a national carrier. It fills a gap in existing literature by exploring the mediating effect of brand image in a service context where intangible value perceptions significantly influence consumer choices.

Practical/Policy implication: The findings suggest that airline companies should focus on enhancing perceived value through improved service quality, customer experience, and fair pricing. Simultaneously, reinforcing a strong and consistent brand image is essential to strengthen customer trust and loyalty, ultimately influencing purchase behavior and sustaining competitive advantage.

Keywords: Consumer Behavior, Garuda Indonesia, Perceived Value, Purchase Decision

JEL Classification: M42, M48 [author should add 1-3 JEL classification number, information guide for the Journal of Economics Literature (JEL) can be found at <https://www.aeaweb.org/jel/guide/jel.php>]

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Introduction

Indonesia is undergoing significant efforts to enhance development across multiple sectors, including the aviation industry. As the aviation sector evolves, the competitive landscape intensifies, demanding strategic adaptation. One of the most crucial approaches to maintaining competitiveness lies in a deep understanding of consumer behavior, which serves as the foundation for designing effective and targeted marketing strategies. In recent years, the Indonesian airline industry has experienced notable growth, driven by increasing mobility needs among the population.

Garuda Indonesia, the national flag carrier, plays a vital role in delivering high-standard air travel services. According to Garuda Indonesia's Annual Report (2024), the airline recorded a total of approximately 23,67 million passengers in 2023, marking an increase of about 18,53% compared to the previous year (Garuda Indonesia, 2024). Despite this encouraging post-pandemic recovery, Garuda Indonesia continues to face intense competition, especially from low-cost carriers (LCCs), which now dominate more than 62% of the domestic air travel market (Ministry of Transportation, 2024). This condition requires Garuda Indonesia to compete not only on pricing but also by enhancing perceived value and reinforcing its brand image in the minds of consumers.

Purchasing decisions in the airline industry are inherently complex, involving a combination of rational evaluations and emotional responses. Consumers do not solely base their decisions on ticket prices; rather, factors such as service quality, brand image, and perceived value are also critical in shaping preferences (Apriliyeendy & Fakhruddin, 2023). Understanding these factors is essential for airline companies aiming to cultivate loyalty, enhance customer satisfaction, and secure a long-term competitive advantage. Despite the critical importance of purchasing decisions, there remains a noticeable gap between consumer expectations and actual purchasing behavior in the marketplace. A significant number of consumers continue to choose alternative airlines, even though Garuda Indonesia holds a well established and reputable brand image. This phenomenon indicates that the understanding and application of the factors influencing consumer purchasing decisions may still be suboptimal (Shen & Yahya, 2021).

Ideally, consumer purchasing decisions should be driven by a high perceived value and a strong, positive brand image, fostering confidence and satisfaction. Such informed decisions contribute to customer loyalty and long-term sales growth, thereby reinforcing the competitive position of Garuda Indonesia. In making a decision to purchase a product or service, consumers weigh a variety of considerations, one of which is perceived value. Perceived value as the consumer's overall assessment of the utility of a product or service based on what is received versus what is given (Zeithaml, 1988). This perception reflects a subjective evaluation of the trade-off between the benefits obtained and the sacrifices made. It encompasses functional, emotional, and social aspects that consumers experience when using a specific product or service (Mohamad Rizaldi et al., 2025).

Within the airline industry, perceived value has emerged as a key determinant in shaping purchasing decisions. Nevertheless, there exists a gap between consumers' perceived value of Garuda Indonesia and the expectations they hold. Some consumers perceive the ticket prices as disproportionate to the benefits received, particularly when compared to competing airlines offering more competitive fares with acceptable levels of service (Lopentus & Erdiansyah, 2020). Perceived value has a positive and significant influence on airline ticket sales for Garuda Indonesia. This value is not merely determined by price, but also by factors such as service quality, comfort, cleanliness, overall travel experience, after-sales support, and more all of which are encapsulated in the broader concept of brand image (Balkhis et al., 2024). Brand image plays a crucial role in influencing consumer purchasing decisions. As a mediating variable, brand image acts as a bridge between perceived value and purchase decision, strengthening the relationship between the two. Rather than a direct influence alone, perceived value often impacts purchasing decisions through the mechanism of brand image (Oktafiani, 2025).

However, the effectiveness of Garuda Indonesia's brand image as a mediator has not yet been fully optimized. Despite the airline's relatively strong brand image, many consumers still express doubts regarding the consistency of its service quality, which weakens the mediating role of brand image in reinforcing purchasing behavior (Hidayat & Pudjoprastyono, 2023). A positive and consistent brand image can effectively bridge the gap between perceived value and purchasing decisions. Strengthening brand

image should be an ongoing effort, supported by effective communication strategies and consistent customer experience improvements (Monfort et al., 2025).

This study focuses on Garuda Indonesia, the national airline that plays a central role in Indonesia's domestic aviation industry. The research aims to examine the influence of perceived value on ticket purchase decisions, with brand image as the mediating variable between the two (Monfort et al., 2025; Wahyuni & Praninta, 2021). For Garuda Indonesia, factors such as service quality, punctuality, and a series of prestigious awards have become key components in shaping its brand image. Notable recognitions include the "World's Best Cabin Crew" by Skytrax (2014–2018) and its inclusion in the Top 10 World's Best Airlines by the TripAdvisor Travelers' Choice Awards. A research gap is identified in the lack of integrative studies that simultaneously examine perceived value, brand image, and purchase decisions within Indonesia's aviation industry. Existing literature often focuses on direct relationships without fully exploring the mediating role of brand image in a comprehensive manner. Therefore, this study aims to systematically investigate the influence of perceived value on consumer purchasing decisions, mediated by brand image, in the context of Garuda Indonesia. The findings are expected to contribute both theoretically and practically to enhancing the company's competitive strength amid the increasingly dynamic airline industry (Hidayat & Pudjoprastyono, 2023).

Literature Review and Hypotheses Development

Perceived Value

Perceived value is a central concept in consumer behavior studies and is defined as the customer's overall assessment of the utility of a product or service based on perceptions of what is received and what is given (Zeithaml, 1988). In service industries such as aviation, perceived value is multidimensional, encompassing not only the functional aspects such as price and quality but also emotional and social values, including brand prestige and customer experience. Perceived value reflects a trade-off between benefits and sacrifices, where customers evaluate the worth of a service in relation to the cost they incur. In the context of air travel, this may include ticket price, safety, punctuality, comfort, convenience, and customer service. When consumers perceive high value, they are more inclined to make repeat purchases and maintain loyalty (Balkhis et al., 2024). Several studies have confirmed that perceived value is a significant antecedent of brand preference and purchase intention in the airline industry (Monfort et al., 2025).

Brand Image

Brand image refers to consumers' perceptions and beliefs about a brand, formed through their interactions, experiences, and exposure to brand communications (Keller, 1993). It reflects the symbolic and emotional meanings that consumers attach to a brand and plays a vital role in shaping customer attitudes and behaviors. In the airline industry, brand image includes perceptions of safety, service excellence, punctuality, and reputation, all of which contribute to consumer confidence and trust (Mohamad Rizaldi et al., 2025). A strong brand image serves as a critical differentiator in a highly competitive market and is especially important in service contexts where the product is intangible and cannot be evaluated prior to consumption. Furthermore, brand image is known to mediate the relationship between perceived value and consumer behavioral outcomes. A positive brand image can enhance the perceived value and subsequently influence purchase decisions. Thus, maintaining a consistent and favorable brand image is key to securing consumer loyalty in the aviation sector (Nuvriasari, 2024).

Purchase Decision

Purchase decision is the final step in the consumer decision-making process, where consumers evaluate available alternatives and choose the product or service that best meets their needs (Kotler et al., 2016). This process involves both rational considerations such as price and service quality and emotional drivers such as brand attachment and trust. In the airline context, purchasing decisions are influenced not only by tangible factors like ticket prices and flight schedules but also by intangible factors such as perceived value and brand image. Research has shown that perceived value and brand image significantly affect consumers' willingness to purchase airline tickets and recommend the service to others (Nuvriasari, 2024). When consumers perceive that the benefits they receive such as comfort, reliability, and status exceed the costs they pay, and when they associate these benefits with a trusted and reputable brand, they are more likely to make a favorable purchase decision (Hidayat & Pudjoprastyono, 2023).

Perceived Value and Purchase Decision

Perceived value is considered a fundamental determinant of consumer behavior. It reflects the consumer's evaluation of the benefits received in relation to the costs incurred (Zeithaml, 1988). In the context of airline services, when consumers perceive that the value provided by the airline such as comfort, safety, punctuality, and customer service is greater than the cost of the ticket, they are more likely to proceed with a purchase (Nuvriasari, 2024). Empirical evidence from the airline industry consistently supports the positive effect of perceived value on purchase intentions and decisions. Thus, perceived value is expected to have a significant and direct impact on consumers' decision to purchase airline tickets.

H1: Perceived value has a positive and significant effect on purchase decision.

Perceived Value and Brand Image

Perceived value does not only influence purchase behavior directly; it also contributes to the formation of brand image (Kumari et al., 2024). Consumers who perceive high value from a product or service tend to develop a more favorable image of the brand providing it. In airline services, value perception driven by quality service, reasonable price, and overall experience can enhance the airline's image in the minds of consumers. When the perceived value is high, consumers are more likely to associate the brand with positive attributes, thus strengthening its image and increasing trust and loyalty (Nuvriasari, 2024).

H2: Perceived value has a positive and significant effect on brand image.

Brand Image and Purchase Decision

Brand image plays a crucial role in shaping consumer behavior, especially in service industries where the product cannot be physically evaluated before consumption. A strong and positive brand image can reduce perceived risk, enhance customer confidence, and ultimately influence the purchase decision (Kotler et al., 2016). In the airline industry, brand image includes associations such as safety, professionalism, service quality, and prestige. These associations build emotional connections that influence consumers' willingness to choose a particular airline (Rihayana et al., 2022).

H3: Brand image has a positive and significant effect on purchase decision.

The Mediating Role of Brand Image

Several studies have suggested that brand image acts as a mediating variable between perceived value and purchase decision (Putri et al., 2024). This implies that perceived value can indirectly influence consumer behavior by enhancing the brand image, which in turn increases the likelihood of purchase. In the context of Garuda Indonesia, a strong perceived value reflected through premium service, reputation, and overall travel experience can reinforce the brand image, which then encourages consumers to proceed with purchasing decisions despite higher ticket prices compared to competitors (Nuvriasari, 2024).

H4: Brand image mediates the relationship between perceived value and purchase decision.

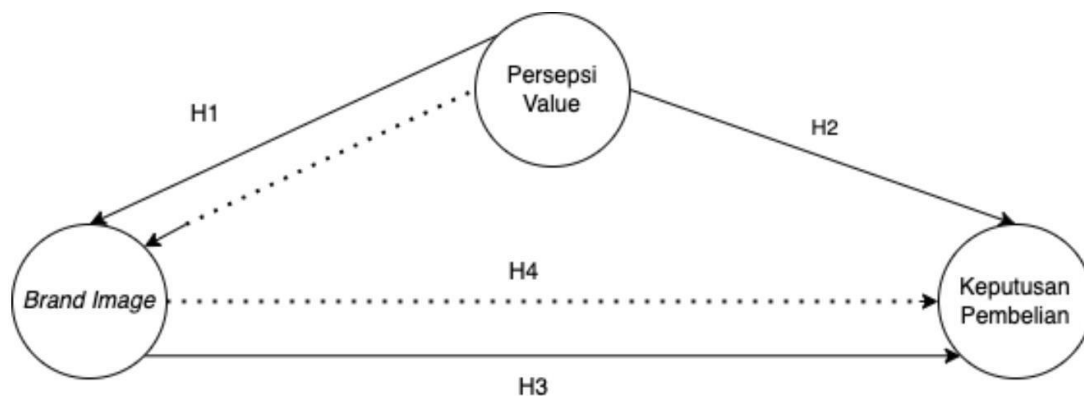


Figure 1. Research Model Method

Table 1. Previous Research

Author & Year	Title of the Study	Main Findings
Hapsari et al. (2017)	The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty	Perceived value and brand image mediate the relationship between service quality and loyalty
Javed Ali (2021)	Service Quality and Its Impact on Customer Satisfaction and Loyalty in Airline Industry: Partial Least Square (PLS)-Structural Equation Modelling (SEM) Approach	Service quality significantly increases satisfaction, which in turn affects loyalty. The model was tested using PLS-SEM
Ade Ray Hidayat (2023)	The Effect of Promotion, Brand Image, and Service Quality on Purchasing Decisions for Garuda Indonesia Airline Tickets	Brand image has a significant effect on purchasing decisions, but was not tested as a mediator
Kamelia Balkhis (2024)	The Effect of Perceived Value and Service Quality on Interest in Buying Airplane Tickets on PT Garuda Indonesia	Perceived value directly increases the intention to purchase Garuda Indonesia tickets
Oktafiani (2025)	The Effect of Service Quality, Price Fairness, and Perceived Value at Customer Loyalty with Customer Satisfaction, Image and Trust as Intervening Variables at Super Air Jet Airlines	Brand image and trust are mediating variables between service perception and customer loyalty

Source: Author's Compilation (2025)

Method

This study employs a quantitative method with an associative approach to examine the relationship between multiple variables through statistical analysis (Hair et al., 2022). The population in this research comprises Garuda Indonesia passengers aged over 18 who have flown with the airline more than twice. The sampling technique used is non-probability sampling, specifically purposive sampling, with selection based on predefined behavioral criteria relevant to the study objectives. A total of 61 respondents were included as the final sample. While this number may appear relatively small for structural equation modeling (SEM), the use of Partial Least Squares (PLS) is particularly suitable for exploratory models and smaller sample sizes. PLS-SEM has been widely adopted in social science research due to its ability to provide robust results with samples as low as 30 to 100, particularly when the model is moderately complex and indicators exhibit high reliability (Hair et al., 2022). Moreover, with outer loading values consistently above 0.70 and AVE values exceeding 0.5, the study meets the minimum statistical power and convergent validity required for meaningful structural interpretation. The analysis was conducted using SmartPLS 4.0 software, allowing for simultaneous evaluation of both the measurement and structural models.

Result and Discussion

The following table presents the demographic characteristics of the respondents involved in this study, specifically focusing on gender and age distribution. Understanding these characteristics is essential to contextualize the research findings and assess the representativeness of the sample used. The detailed demographic data of the respondents are presented below.

Table 2. Characteristic of Respondent

Characteristics	Category	Percentage (%)
Gender	Male	67,2
	Female	32,8
	Total	100
Age	< 20 years	9,8
	20-30 years	60,7
	31-40 years	24,6
	> 41 years	4,9
	Total	100

Source: Data processed Smart-PLS 4.0, 2025

Based on the demographic data, the majority of respondents in this study were male, accounting for 67.2%, while female respondents made up 32.8%, indicating a predominance of male users in the sample. In terms of age, most respondents were within the 20–30 years age range (60.7%), followed by those aged 31–40 years (24.6%), under 20 years (9.8%), and over 41 years (4.9%). These findings suggest that the sample is largely composed of young and productive age groups who are actively using airline services, making them a relevant representation of Garuda Indonesia's primary market segment.

Table 3. Outer Loading

Variable / Indicator	Outer Loading	Conclusion
Perceived Value		
- Delivers good service performance	0,779	Valid
- Offers consistent quality	0,862	Valid
- Creates a pleasant flying experience	0,848	Valid
- Makes customers feel more relaxed	0,828	Valid
- Enhances the user's social status	0,755	Valid
- Associated with a prestigious	0,773	Valid
- Worth the price paid	0,728	Valid
- Offers value for money	0,752	Valid
Brand Image		
- Clearly reflects what the brand represents	0,751	Valid
- Often comes to mind when thinking about air travel	0,729	Valid
- Strongly associated with quality service	0,798	Valid
- Offers valuable benefits	0,707	Valid
- Creates a positive overall impression	0,731	Valid
- Provides services that match expectations	0,756	Valid
- Feels different from other airlines	0,853	Valid
- Offers unique features not found in competitors	0,782	Valid
- Easily recognized among competing brands	0,734	Valid
- Has characteristics that set it apart	0,815	Valid
Purchase Decision		
- A need for a specific airline service is recognized	0,830	Valid
- Choosing an airline that matches preferences	0,853	Valid
- Customer reviews or testimonials are considered before purchasing a ticket	0,815	Valid
- Multiple airlines are compared before making a selection	0,881	Valid
- A final decision is made to purchase a ticket from a particular airline	0,811	Valid
- This airline is prioritized when booking flights	0,838	Valid
- Satisfied with the purchase decision that has been made	0,773	Valid
- Making the final decision to purchase a ticket from a specific airline	0,793	Valid

Source: Data processed Smart-PLS 4.0, 2025

All indicators of the variables brand image, perceived value, and purchase decision show outer loading values above 0.70, indicating that each item is valid and effectively represents its respective construct. The brand image indicators range from 0.707 to 0.853, reflecting strong associations, favorability, and uniqueness of Garuda Indonesia's brand in the minds of consumers. Indicators for perceived value range from 0.728 to 0.862, confirming that functional, emotional, social, and monetary value dimensions significantly contribute to how customers perceive the airline's overall value. The purchase decision indicators range from 0.773 to 0.881, demonstrating that key stages of the decision-making process problem recognition, information search, and final purchase decision are well captured. Therefore, all indicators meet the criteria for convergent validity and are suitable for use in the subsequent structural model analysis.

Table 4. Construct Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Brand Image	0,923	0,928	0,934	0,588
Purchase Decision	0,933	0,935	0,944	0,680
Perceived Value	0,915	0,921	0,931	0,627

Source: Data processed Smart-PLS 4.0, 2025

Based on the results presented, all constructs Brand Image, Purchase Decision, and Perceived Value demonstrate strong reliability and validity. The Cronbach's Alpha values for all variables exceed 0.90, indicating excellent internal consistency. Similarly, the Composite Reliability (rho_c) values for all constructs are above 0.93, confirming that each variable is measured consistently across its indicators. The Average Variance Extracted (AVE) values are above the threshold of 0.50 for all variables, with Brand Image at 0.588, Purchase Decision at 0.680, and Perceived Value at 0.627, indicating adequate convergent validity. These results confirm that the measurement model is both reliable and valid, making it suitable for further structural model evaluation.

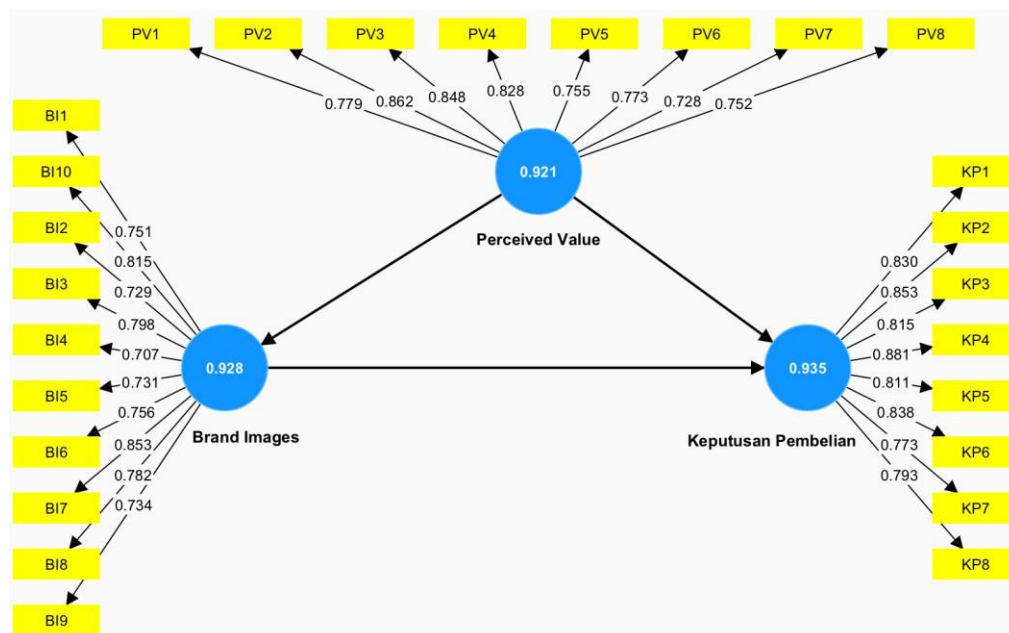


Figure 2. Model Hypothesis Testing Results

Table 5. Hypothesis

Hypothesis	T statistics ($ O/STDEV $)	P values	Conclusion
Brand Image -> Purchase Decision	2,104	0,035	Accepted
Perceived Value -> Brand Image	30,901	0,000	Accepted
Perceived Value -> Purchase Decision	4,554	0,000	Accepted

Source: Data processed Smart-PLS 4.0, 2025

Based on the hypothesis testing results, all proposed hypotheses are accepted as they meet the significance criteria ($p\text{-value} < 0.05$). The path from Brand Image to Purchase Decision shows a T-statistic of 2.104 and a p-value of 0.035, indicating a significant and positive influence. The relationship between Perceived Value and Brand Image has the highest T-statistic of 30.901 with a p-value of 0.000, confirming a very strong and significant effect. Lastly, the influence of Perceived Value on Purchase Decision is also significant, with a T-statistic of 4.554 and a p-value of 0.000. These findings demonstrate that Perceived Value not only directly influences purchasing decisions but also does so indirectly through Brand Image as a mediating variable.

Table 6. Specific Indirect Effects

Hypothesis	T statistics ($ O/STDEV $)	P values	Conclusion
Perceived Value -> Brand Image -> Purchase Decision	2,079	0,038	Accepted

Source: Data processed Smart-PLS 4.0, 2025

The mediation analysis indicates that Brand Image significantly mediates the relationship between Perceived Value and Purchase Decision, as shown by a T-statistic of 2.079 and a p-value of 0.038. Since the p-value is less than 0.05, the hypothesis is accepted, confirming that Perceived Value indirectly influences Purchase Decision through Brand Image. This result highlights the important role of Brand Image in strengthening the effect of Perceived Value on consumers' purchasing behavior.

Table 7. R-square

Variable	R-square
Brand Image	0,747
Purchase Decision	0,744

Source: Data processed Smart-PLS 4.0, 2025

The R-square value for Brand Image is 0.747, which means that 74.7% of the variance in Brand Image can be explained by Perceived Value. Similarly, the R-square value for Purchase Decision is 0.744, indicating that 74.4% of the variance in Purchase Decision is jointly explained by both Perceived Value and Brand Image. These values suggest a high level of explanatory power, meaning the model has strong predictive accuracy and the independent variables substantially influence the dependent variables within this research framework.

The Influence of Perceived Value on Purchase Decision

The results of this study indicate that Perceived Value has a positive and significant effect on consumer purchase decisions. This finding is consistent with recent studies which emphasize that perceived value is a critical factor in motivating consumers to make purchasing decisions (Van Hoang & Tung, 2024). Perceived value reflects the consumer's evaluation of the benefits received from a product or service in relation to the costs incurred, encompassing functional, emotional, and social aspects. Consumers who perceive higher value tend to have stronger purchase decisions, particularly in service industries such as the airline sector. This is because the value perceived by consumers is not solely based on price, but also on service quality, comfort, and brand reputation, which collectively shape the consumer's decision-making process. In addition, that an increase in perceived value directly contributes to higher purchase intention and decision-making, especially among market segments that are highly sensitive to service quality and customer experience (Nuvriasari, 2024).

The Influence of Perceived Value on Brand Image

The findings of this study indicate that Perceived Value has a positive and significant influence on Brand Image. This result is consistent with previous research stating that perceived value is a key factor in shaping a strong and positive brand image. Perceived value which includes consumers' evaluation of the benefits and quality of a product or service relative to the cost incurred plays a significant role in forming consumers' perception of the brand. According to Khoi & Cuong (2019), consumers who perceive high value tend to hold a more favorable view of the brand image, ultimately enhancing loyalty and preference toward the product or service. This is particularly relevant in service industries such as airlines, where customer experience and perceived value are essential in shaping brand perception. Furthermore, Zidan et al., (2024) emphasize that an increase in perceived value significantly strengthens brand image, as consumers feel the brand is capable of fulfilling their needs and expectations effectively both in terms of service quality and competitive pricing.

The Influence of Brand Image on Purchase Decision

Based on the data analysis, the variable Brand Image has a positive and significant influence on consumer purchase decisions. This finding is consistent with existing theories and prior research which state that brand image is a consumer perception construct that plays a vital role in shaping purchasing behavior. Brand image functions as a signal of quality and trust, encouraging consumers to choose and purchase certain products or services. Research by Hidayat & Pudjoprastyono (2023) shows that a strong brand image can significantly increase purchase intention and actual purchase decisions, especially in service-based industries where brand reputation is crucial. This is further supported by Rihayana et al., (2022), who emphasize that managing brand image through effective marketing strategies and improved service quality can enhance consumer trust, thereby positively influencing purchase decisions.

The Influence of Perceived Value on Purchase Decision Mediated by Brand Image

Based on the research findings, Perceived Value has a positive and significant influence on Purchase Decision, both directly and indirectly through the mediation of Brand Image. This indicates that the perceived value consumers experience from a product or service can shape a strong brand image, thereby reinforcing their purchasing decisions. This finding aligns with consumer value theory, which states that perceived value is a consumer's evaluation of the benefits received relative to the costs incurred, contributing to the formation of brand perception. As a mediating variable, Brand Image serves as a crucial mechanism in the relationship between perceived value and purchase decision (Faiza, 2023). A positive brand image enhances consumer trust and loyalty, ultimately encouraging purchase behavior. This is particularly relevant in service industries such as airlines, where brand image plays a critical role in shaping consumer trust due to the intangible nature of the service being consumed. Moreover, the findings reinforce the idea that improving perceived value not only has a direct impact on purchase decisions but also strengthens brand image, which in turn mediates and amplifies those decisions (Samudra & Juanda, 2024). Therefore, marketing strategies that focus on enhancing perceived value and strengthening brand image will create a synergistic effect in increasing purchase decisions an essential factor in maintaining Garuda Indonesia's competitive advantage.

Conclusion And Future Direction

Based on the analysis and discussion, it can be concluded that Perceived Value has a positive and significant effect on Purchase Decision in the context of Garuda Indonesia. Furthermore, Brand Image acts as a mediating variable, strengthening the relationship between Perceived Value and Purchase Decision. These findings indicate that the value perceived by consumers not only has a direct impact on their purchasing decisions but also influences them indirectly through the development of a positive brand image. Therefore, Perceived Value and Brand Image are crucial variables that simultaneously contribute to enhancing consumer purchase decisions in the airline service industry.

Implication

In addition to reinforcing perceived value and brand image, Garuda Indonesia should implement specific and measurable strategies to improve customer engagement and decision-making outcomes. First,

the airline could invest in digitizing service experiences, such as enhancing mobile booking apps, offering real-time flight updates, and integrating seamless digital check-in processes to improve functional value. Second, a comprehensive loyalty program redesign can be implemented, focusing not just on frequent flyer miles, but also on personalized rewards, exclusive partner benefits, and gamified engagement. Third, customer journey mapping and redesigning in-flight experiences such as curated local content, customizable meals, or emotional storytelling in cabin media can significantly boost emotional and social value perceptions. These initiatives, if consistently executed, can transform brand image from being merely historical and reputational to one that is experientially engaging and future-oriented.

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