

MASTER OF SCIENCE IN DIGITAL MARKETING AND E-COMMERCE

Andinet Abdulkadir

ID GSE/4348/16

The Role of Digital marketing to Enhance Customer Experience at Ethiopian Airlines

A RESEARCH THESIS SUBMITTED TO DEPARTMENT OF DIGITAL MARKETING MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF SCIENCE IN DIGITAL MARKETING WITH SPECIALIAZATION IN E-COMMERCE (Msc)

Advisor: Dr. Tewodros Mesfin (Ph.D.)

June 2026

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

APPROVAL SHEET

THE ROLE OF DIGITAL MARKETING TO ENHANCE CUSTOMER EXPERIENCE: A STUDY ON ETHIOPIAN AIRLINES

BY

ANDINET ABDULKADIR

APPROVED BY BOARD EXAMINERS

---	---
Advisor	**Signature & Date**
---	---
External Examiner	**Signature & Date**
---	---
Internal Examiner	**Signature & Date**

ACKNOWLEDGEMENT

First and foremost, I would like to express my sincere gratitude to the Almighty God for granting me the strength, wisdom, and perseverance to complete this research.

I appreciate my adviser Dr. Tewodros M. for his invaluable guidance, constructive feedback, and continuous support throughout this study.

My heartfelt gratitude also goes to my fathers Abdulkadir Argo and Mulugeta Haile and my mothers Elfinesh Woldeyes and Aster H/Georgis for their unwavering love, encouragement, and support. I also extend my appreciation to my siblings Mignot, Netsanet and Abduljabar for their motivation and support.

I am deeply grateful to my husband Kaleb Mulugeta and my children Elona, Elnathan and Yohanna for their patience understanding and sacrifices family time during this research.

The Student Researcher.

Table of Contents

ACKNOWLEDGEMENT 3
LIST OF TABLES 7
LIST OF FIGURES 7
DECLARATION 8
ABBREVIATIONS AND ACRONYMS 9
CHAPTER ONE 11
INTRODUCTION 11
1.1. Background of study 11
1.2. Background of the Organization 13
1.3. Statement of the problem 14
1.4. Research Questions 17
1.5. Research Objectives 17
1.6. Significancy of the study 17
1.7. Scope and delimitation of the study 18
1.8. Organization of the study 18
CHAPTER TWO 19
REVIEW OF LITRATURE 19
2.1 INTRODUCTION 19
2.2 Theoretical Literature Review 19
2.2.1 Digital Platforms Theory 19
2.2.2 Customer Experience Theory 20
2.2.3 Expectation confirmation Theory (ECT) 21
2.2.4 Dimensions of Digital Platforms 23
2.2.5 Expectation -Confirmation Theory 23
2.3 Empirical Literature Review 24
2.3.1 Studies on Digital platforms and Customer Experience 24
2.3.2 Studies in the Airline Industry 24
2.3.3 Studies in Local contexts 24
2.3.4 Summary of research Gap 24
2.4 Conceptual Framework and Hypotheses 25
CHAPTER THREE 26
RESEARCH DESIGN AND METHODOLGY 26

3.1 Introduction 26
3.2 Research Approach 26
3.3 Research Design 26
3.4 Target population 27
3.5 Method of Sampling 27
3.5.1 Sampling Technique 27
3.5.2 Sample Size 27
3.6 Method of Data collection 28
3.6.1 Data Sources 28
3.6.2 Data collection Instrument 29
3.7 Measurement of variables 29
3.8 Methods of Data processing and Analysis 29
3.9 Ethical Considerations 29
3.10 Times schedule of the study 30
3.11 Budget schedule of the study 30
CHAPTER FOUR 31
DATA PRESENTATION AND INTERPRETATION 31
4.1 Results 31
4.1.1. Response rate 31
4.1.2. Reliability Statistics 32
4.1.3. Demographic Characteristics of Respondents 32
4.2. Descriptive Analysis 34
4.2.1. Responsiveness 35
4.2.2. Communication Quality 36
4.2.3. Engagement 37
4.2.4. Ease of use 39
4.2.5. Customer experience (Dependent Variable) 40
4.3. Inferential Analysis 41
4.3.1. Correlation Analysis 41
4.3.2. Assumption Test for the Regression Model 44
4.3.3. Regression Results 47
4.4. Discussion of the Results 51
4.4.1. Ease of use and customer Experience 52

4.4.2. Engagement and customer Experience 52
4.4.3. Responsiveness and customer Experience 52
4.4.4. Communication and customer Experience 53
CHAPTER FIVE 55
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 55
5.1. Summary of the study 55
5.2. Conclusion 57
5.3. Recommendations 58
5.4. Suggestions for Future Research 60
Reference List 61
Appendix A: Questioners 62

LIST OF TABLES

Table 4. 1 Online survey Data 31
Table 4. 2 Reliability Statistics 32
Table 4. 3 Demographic profile of respondent 33
Table 4. 4 Descriptive statistics for Responsiveness 35
Table 4. 5 Descriptive statistics for Communication Quality 36
Table 4. 6 Descriptive statistics for Engagement 38
Table 4. 7 Descriptive statistics for Ease of use 39
Table 4. 8 Descriptive statistics for Customer Experience 40
Table 4. 9 Pearson Correlation Matrix 42
Table 4. 10 Collinearity Diagnosis 44
Table 4. 11 Model Summary 48
Table 4. 12 Anova Test 49
Table 4. 13 Estimated Regression Coefficients 50
Table 4. 14 Estimated Regression Coefficients 51

LIST OF FIGURES

Figure 2. 1 Digital customer journey map for an airline 21
Figure 2. 2 Expectation confirmation theory (ECT) model 22
Figure 2. 3 Conceptual Farmwork for the role of Digital marketing to enhance customer experience 25

Figure 3. 1 Number of Ethiopian airlines passenger utilizing digital platforms (March 2025 to March 2026) 28

Figure 4. 1: Scatterplot of Regression Standardized Residual vs. Standardized Predicted Value 45
Figure 4. 2 Histogram of Regression Standardized Residual 46
Figure 4. 3 Normal P-P Plot of Regression Standardized Residual 47
Figure 4. 4 Ethiopian airlines portal page digital platforms health check data 53

DECLARATION

I declare that the research entitled **"THE ROLE OF DIGITAL MARKETING ENHANCING CUSTOMER EXPERIENCE: THE CASE OF ETHIOPIAN AIRLINES"** is my original work, and this thesis has been submitted for final examination.

Andinet Abdulkadir **Signature:** _____ Date: _____

(The Researcher)

Dr. Tewodros Mesfin Signature: _____ Date: _____

(The Advisor)

ABBREVIATIONS AND ACRONYMS

AI: Artificial Intelligence

ANOVA: Analysis of Variance

A: Cronbach's Alpha

LCCs: Low-Cost Carriers

P-P: Probability-Probability (Plot)

SCCT: Situational Crisis Communication Theory

SET: Social Exchange Theory

SMM: Social Media Marketing

ET: Ethiopian airlines

SPSS: Statistical Package for Social Sciences

UGC: User Generated Content

UGT: Uses and Gratifications Theory

VIF: Variance Inflation Factor

CX-Customer Experience

ABSTRACT

The current digital environment has significantly transformed marketing practices ,making digital marketing a critical determinant of customer experience in the airlines industry .This study aimed to investigate the influence of digital marketing dimensions on customer experience in Ethiopian Airlines .The study was motivated by the findings of the Digital platforms health check conducted by Ethiopian airlines which identified areas requiring further investigation and improvement to enhance customer experience across the airlines digital channels .Specifically, the study examined the effect of responsiveness ,communication engagement and ease of use on customer experience .In line with this objective, an explanatory research design with a quantitative research approach was adopted.

Utilizing a quantitative research design, data was collected via an online survey from 350 Ethiopian Airlines customers who had experienced on digital platforms used for analysis, resulting in a response rate of 92.1%. The data were analysed using SPSS version 27.0 through descriptive statics, correlation analysis and multiple linear regression analysis.

The findings of the study revealed that all four examined dimensions responsiveness ,communication, engagement and ease of use have statistically significant relationships with customer experience .The regression analysis showed that ease of use was the strongest positive predictor of customer experience highlighting the importance of user friendly digital platforms, smooth navigation, convenient booking systems and easy online payment procedures. Indicating the importance of interactive communication and customer participation in digital platforms. Responsiveness showed a positive and significant effect on customer experience ,indicating the importance of interactive communication and customer participation in digital platforms .Responsiveness showed a positive and significant effect on customer experience, particularly in relation to booking confirmations and timely flight update .However ,communication showed a statistically significant negative effect on customer experience, suggesting possible inconsistence ,lack of clarity or inefficiencies in communication across digital platforms. The regression model demonstrated strong explanatory power with the independent variables collectively explain 80% of the variation in customer experience. The findings therefore confirm that digital marketing dimension play a significant role in shaping customer experience in Ethiopian Airlines.

The study conclude that Ethiopian Airlines can improve customer experience by strategically enhancing the usability, responsiveness, engagement, and communication quality of its digital plat forms.

***Keywords**: Digital Marketing, customer Experience, Responsiveness, communication, engagement, ease of use, airline industry, Ethiopian Airlines*

CHAPTER ONE

INTRODUCTION

1.1. Background of study

The aviation industry is among the fastest growing global service sectors driven by technological advancement and rising customer expectations. As competition increases both globally and regionally airlines increasingly adopt advanced digital platforms to improve operational efficiency, communication, and customer service delivery. The shift from traditional service processes to digitally integrated systems has fundamentally transformed how passengers interact with airlines. Today customers rely heavily on digital platforms to book flights, access information, manage reservations and communicate with service providers anytime and anywhere (Award & Mohamoud 2024).

In service intensive industries such as aviation delivering a seamless convenient and personalized digital experience is a critical determinant of customer satisfaction. Digital platforms have emerged as a strategic tool for enhancing customer experience (CX) across multiple digital touchpoints enabling airlines to improve ease of use, responsiveness, communication, and engagement. Recent technological development allows airlines to integrate various digital platform tools such as social media platforms mobile applications, personalized email campaign search engine marketing, and customer analytics into their engagement strategies. These tools facilitate more effective communication with passengers promote relevant services and strengthen relationships throughout the entire travel journey (Atyassine, Al-Ajiouni & Mohammed,2022).

Empirical studies indicate that digital interactions including mobile check-ins automated alerts personalized offers and self-service platforms significantly improve passengers' perceptions of service convenience responsiveness and overall quality (Kumar et al ,2024).Research in related service sectors such as hospitality retail and banking confirms that well implemented digital platforms enhance customer experience and loyalty(Syamsul Bachri etal,2022 & Ahmad et al 2022).

The aviation industry presents unique challenges and opportunities for digital engagement. Passenger depends on digital systems for essential interactions such as ticket purchasing seat selection check in flight updates, baggage tracking, and compliant management. System usability issues slow responses times or lack of engagement can negatively impact customer perceptions and weaken loyalty (Almansour, Luo & Lin,2024)

Ethiopian airlines the largest carrier in Africa has invested significantly in modernizing its digital platforms including its mobile app website loyalty programme systems automated messaging and social media communication. These initiatives aim to improve accessibility convenience and engagement throughout the travel journey. However, despite these investments' passenger feedback on social media emails and online review platforms highlights persistent usability challenges communication delay and inconsistent service experience. This suggests that while digital tools are available their impact on customer experience is uneven and warrants further evaluation. Furthermore, the findings of the digital platform health check conducted by Ethiopian airlines identified several areas require improvement across the airline's digital ecosystem.

https://portal.ethiopianairlines.com/default/CS/DCEx/_layouts/15/start.aspx#/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2Fdefault%2FCS%2FDCEx%2FShared%20Documents%2F3%2EEnhancing%20Digital%20Services%2FWEB%2C%20MOB%20APP%20AND%20CHATBOT%20Health%20check&FolderCTID=0x0120000A805BD73735E94198E5A3F0D69193E7&View=%7BEF7BCC02%2DC3AE%2D4B6D%2DAD05%2D5B5595AEC6A3%7D

Although international research consistently demonstrates that effective digital engagement via platforms enhances customer satisfaction loyalty purchase intention and brand trust (Demirel,2022 & Alghaswyneh et al,2025). Studies in the Ethiopian airlines' context remain limited. Existing local research focuses on general services quality or customer satisfaction without examining how digital platforms specifically influence the passenger journey (Gada Tolla Melka,2024). This gap underscores the need for more empirical studies to explore the role of digital platforms in shaping customer experience within Ethiopian airlines.

Understanding the influence of digital platforms on customer experience is crucial for Ethiopian Airlines which operate in a competitive regional and global environment and serves

passengers with diverse digital literacy levees, Insights from such research can guide the airlines in designing customer-centered data driven digital engagement strategies that strengthen satisfaction, loyalty and long term competitive advantage .Therefore this study aims to examine how digital platforms contributes to enhancing customer experience and to provide practical recommendations for improving the airlines digital service delivery.

1.2. Background of the Organization

Ethiopian Airlines is a state-owned enterprise and the national flag carrier of Ethiopian. Established on December 21,1945 and commencing operation in April1946 the airline has grown to become one of Africa's largest and most successful aviation companies. Over the decades, the airline has established itself as the leader in all facets of the aviation business such as technology, leadership, network expansion and aviation mentoring. Ethiopia is now the leading aviation Group in Africa accessed on https:// corporate.ethiopianairlines.com /About Ethiopia @29-01-2026,10:2AM

It operates a global network of more than 160 domestic and international destinations across five continents with its main hub located at Bole International Airport in Addis Ababa. Ethiopian Airlines is also member of the star Alliance which enhances its global reach and strategic partnerships.

In recent years, Ethiopian airlines have placed strong emphasis on digital transformation as part of its growth and competitive strategy. The airlines have increasingly integrated digital platforms tools and platforms such as its official website, mobile application, social media channels, email marketing, and online customer support systems to engage customers before, during and after their travel journey. These platforms are used for digital ticket booking, mobile check-in, inflight update, promotions, customer communication, and feedback management.

The importance of digital platforms becomes particularly evident during the COVID-19 pandemic, when Ethiopian Airlines relied heavily on digital platforms to communicate operational updates, health and safety measures and travel policies while minimizing physical contact. Through social media, email campaigns and web-based communication, the airlines-maintained customer engagement and service continuity (Ethiopian Airlines ,2023)

Furthermore, Ethiopian Airlines has established dedicated customer support and experience units that manage digital customer interactions using customer relationship management (CRM) systems. These systems enable personalized communication, timely responses and data driven marketing decisions aimed at enhancing overall customer experience. The airlines also emphasize accessibility and usability of its digital platforms to ensure inclusive service delivery from diverse customer groups.

1.3. Statement of the problem

The increasing adoption of digital marketing in the airline industry has significantly transformed the way airlines communicate with customers, deliver services, and manage customer relationships. As digital technologies continue to expand, airlines increasingly rely on digital marketing platforms such as websites, mobile applications, social media, email communication, chat support systems and online service channels to enhance customer experience and strengthen customer engagement .In today's competitive aviation environment, customer experience is no longer influenced solely by the core transportation service but also by the quality of digital interactions customer encounter throughout their travel journey. Scholars such as Lemon and Homburg emphasize that digital interactions across multiple touchpoints play a critical role in shaping overall customer perceptions and experiences. Consequently, airlines are under growing pressure to provide responsive, personalized, engaging and use-friendly digital experiences that satisfy rapidly changing customer expectations.

Previous studies in this area have shown that digital marketing dimensions such as responsiveness, communication quality, engagement, and ease of use play a significant role in influencing customer experience and customer satisfaction. Responsiveness enable organization to provide timely support and rapid feedback to customer inquiries, thereby improving customer trust and perceived service quality. Effective communication through digital channels ensures that customer receive clear, accurate and consistent information which reduces uncertainty and improve satisfaction. Similarly, customer engagement through interactive digital content and communication helps organizations establish emotional

connections and long -term relationships with customers. Ease of use also enhance customer digital experiences by making digital platforms more accessible, convenient efficient to use. Studies conducted by Charly et al. (2020)), Xuande Gursoy (2021) and Dhani Sawara et al. (2023) confirm that effective digital marketing practices positively influence customer experience, satisfaction, trust and loyalty in service industries including aviation.

Globally, the adoption of digital marketing strategies in the airlines industry has increased due to advancement in technology, increased internet penetration, and changing customer behaviour. The COVID-19 pandemic further accelerated digital transformation within the aviation sector, compelling airlines to rely heavily on digital communication and online customer service platforms. In the Ethiopian context the influence of globalization and digital technology adoption has also contributed to the growing use of digital marketing practices among organizations. Ethiopian Airlines as the leading airlines in Africa has increasingly invested in digital platforms to facilitate customer interaction and improve service delivery. The airline currently utilizes multiple digital channels including online booking systems, mobile applications, social media platforms, customer support systems, and email communication services to engage with customer worldwide.

Despite the airlines growing digital presence and extensive customer base, concerns continue to emerge regarding the effectiveness of its digital marketing efforts in enhancing customer experience .Customer complaints ,online reviews and social media feedback indicated challenges related to delayed digital responsiveness, inconsistent communication ,limited customer engagement and usability issues associated with digital marketing initiatives and customers actual experience with those digital services. According to the expectation confirmation Theory, when customers' expectations regarding digital services are not adequately fulfilled, dissatisfaction and negative customer perceptions are likely to occur. Therefore, understanding how digital marketing dimensions influence customer experience has become increasingly important for airlines seeking to maintain customer satisfaction and competitive advantage.

While reviewing the existing literature across different industries it can be observed that most previous studies primarily focused on customer satisfaction, customer loyalty, or traditional service quality dimensions rather than examining customer experience from a digital marketing

perspective. Existing studies in the Ethiopian context, such as those conducted by Tesfaye and Mekonnen (2021), Abebe (2022) and Getachew and Alemu (2023) emphasized operation efficiency, traditional customer service quality and customer satisfaction within the aviation and hospitality sectors. Although these studies provide valuable insights, they give limited attention to digital marketing as a multidimensions influence customer experience in the airlines industry. Furthermore, many previous international studies were conducted before or during the initial stages of digital transformation and may not adequately reflect the evolving post -COVID digital environment, where customers increasingly depend on digital interaction for airlines services.

When considering the Ethiopian market context, research related to digital marketing has focused on sectors such as banking, real estate, telecommunications, and beverage industries with limited emphasis on the aviation sector. Additionally, the relationship between digital marketing dimensions and customer experience remains underexplored particularly with in Africa airlines where socio-economic conditions technological infrastructure and customer expectations may differ significantly from those of developed economies. Consequently, there is limited empirical evidence regarding how responsiveness, communication, engagement, and ease of use influence customer experience in the context of Ethiopian Airlines.

To conclude although digital marketing has gained global recognition as an effective strategic tool for enhancing customer experience, several research gaps remain unresolved. First most existing studies focus primarily on customer satisfaction and loyalty, while fewer studies specifically examine customer experience within digital airlines service. Second, current studies often emphasize engagement metrics and operational performance rather than customers actual perceptions and experiences regarding digital interactions. Third, there is limited research specifically focused on Ethiopian Airlines and broader Africa Aviation industry despite the growing adoption of digital platforms within the sectors. This creates an important contextual and methodological research gap that requires further investigation.

Therefore, this study aims to fill these gaps by examining the role of digital marketing in enhancing customer experience at Ethiopian Airlines .Specifically ,the study investigates how key digital marketing dimensions, namely responsiveness, communication, engagement and ease of use ,influence customer experience .The finding of this study are expected to contribute

to the growing body of knowledge related to digital customer experience in the aviation industry and provide practical insights for Ethiopian Airlines and other Africa airlines seeking to improve their digital marketing strategies and strengthen customer experience in the evolving digital environment .

1.4. Research Questions

Main Research Questions

- How do digital platforms influence customer experience at Ethiopian Airlines?

Specific Research Questions

- What is the impact of responsiveness on customer experience?
- To what extent does the quality of communications affect customer experience?
- How does customer engagement influence customers' experience?
- In what way does the ease-of-use shape customer experience?

1.5. Research Objectives

General objectives

To examine the role of digital platforms in enhancing customer experience at Ethiopian Airlines

Specific Objectives

- To analyse the influence of responsiveness on customer experience.
- To assess the effect of digital communication quality on customer experience.
- To examine the influence of customer engagement through on customer experience.
- To evaluate the impact of the ease of use of Ethiopian airlines on customer experience.

1.6. Significancy of the study

This study is significant both academically and practically. From an academic perspective it contributes to the limited body of literature on digital platforms and customer experience in the airlines industry particularly within the Ethiopian and Africa context. It extends existing

theories of customer experience by integrating digital platforms dimensions into empirical analysis.

From a managerial perspective the finding provides Ethiopian Airlines with actionable insight into which digital platform practices most strongly enhance customer experience. This enables management to allocate resources more effectively, improve digital platform engagement strategies and strengthen customer relationships. The study also supports the practical application of customer experience and digital platform strategies in real world airline operations.

1.7. Scope and delimitation of the study

Conceptually this study focuses on digital platforms dimensions including responsiveness, communication quality, engagement interactivity and usability and their influence on customer experience.

Geographically the study is not limited to customer residing in Ethiopia it includes both domestic and international customers who have interacted with Ethiopian airlines through digital platforms. The study is limited to customer perception of digital platforms and does not assess the technical performance of digital systems or face to face service interactions.

1.8. Organization of the study

This research is structured into five key chapters. Chapter One introduces the study by providing background information, the problem statement, research questions, objectives, significance, scope, and limitations of the study. It also defines key terms and outlines the organization of the paper. Chapter Two presents a comprehensive review of relevant literature, including theories, models, and past research related to social media marketing and brand image. Chapter Three details the research methodology, including the research design, data collection methods, sampling techniques, and data analysis procedures. Chapter Four presents the results and discussion, analyzing the findings based on collected data. Lastly, Chapter Five provides the conclusion, summary of key findings, and recommendations for Ethiopian Airlines and other relevant stakeholders in the aviation industry.

CHAPTER TWO

REVIEW OF LITRATURE

2.1 INTRODUCTION

This chapter presents a comprehensive review of theoretical, conceptual, and empirical literature related to the role of digital marketing in enhancing customer experience. The purpose of the literature review is to establish a strong theoretical foundation, examine prior empirical findings and identify existing research gaps relevant to the airline industry particularly Ethiopian Airlines. The chapter reviews key theories related to digital platforms and recent global and local studies on the subject. It concludes by presenting the conceptual framework and the hypothesized relationships that guide the current study.

2.2 Theoretical Literature Review

2.2.1 Digital Platforms Theory

Digital platforms theory explains how digital technologies create interactive environments where organizations and customers can connect, exchange information and create value through online platforms. Digital platforms enable firms to facilitate communication deliver services efficiency and build long term relationships with customers by integrating different digital channels such as website, mobile applications, and social media (Chaffey & Ellis-chadwick,2021).

Unlike traditional service delivery systems, digital platforms allow real time interaction, faster information exchange, and greater customer participation in service processes. These platforms also enable organizations to collect and analyze customer data which supports more responsive and personalized services.

In the airline industry digital platforms play a critical role across the entire customer journey including searching for flight information, booking tickets, receiving flight updates, accessing promotional offers, and engaging with the airline after travel. The effective use of digital platforms enhances service accessibility, convenience, transparency, and customer engagement which improves overall customer experience (Kannan & Li,2022).

2.2.2 Customer Experience Theory

Customer Experience Theory explains that customer experience is formed through cumulative interactions across multiple touchpoints rather than a single transaction (Homburg et al.2020). These interactions include functional, emotional, and digital encounters that jointly shape customer perception.

In airlines service customer experience is strongly influenced by digital touchpoints such as websites usability, mobile app performance, clarity of digital communication and responsiveness on social media platforms. Positive digital experience increases satisfaction and loyalty while negative digital encounter weakens trust and brand perception (Lemon ,2020).



Figure 2. 1 Digital customer journey map for an airline

2.2.3 Expectation confirmation Theory (ECT)

Expectation confirmation Theory explains how customers evaluate services by comparing their expectations with actual performance. If the services meet or exceed expectations, satisfaction occurs. If it falls short, dissatisfaction results.

In airlines digital platforms passengers expect fast reliable and user-friendly services. ECT helps evaluate key dimensions such as responsiveness, communication quality, engagement, and ease of use. It also identifies the "experience gap" between expected and actual service performance, helping airlines improve their digital services.

The integration of Expectation confirmation theory (ECT) and the SERVQUAL framework is established through their shared focus on the "gap" between consumer expectations and

perceived performance to determine satisfaction. While ECT explains the psychological process of post purchase evaluation, SERVQUAL provides the specific dimensions used to measure that quality.

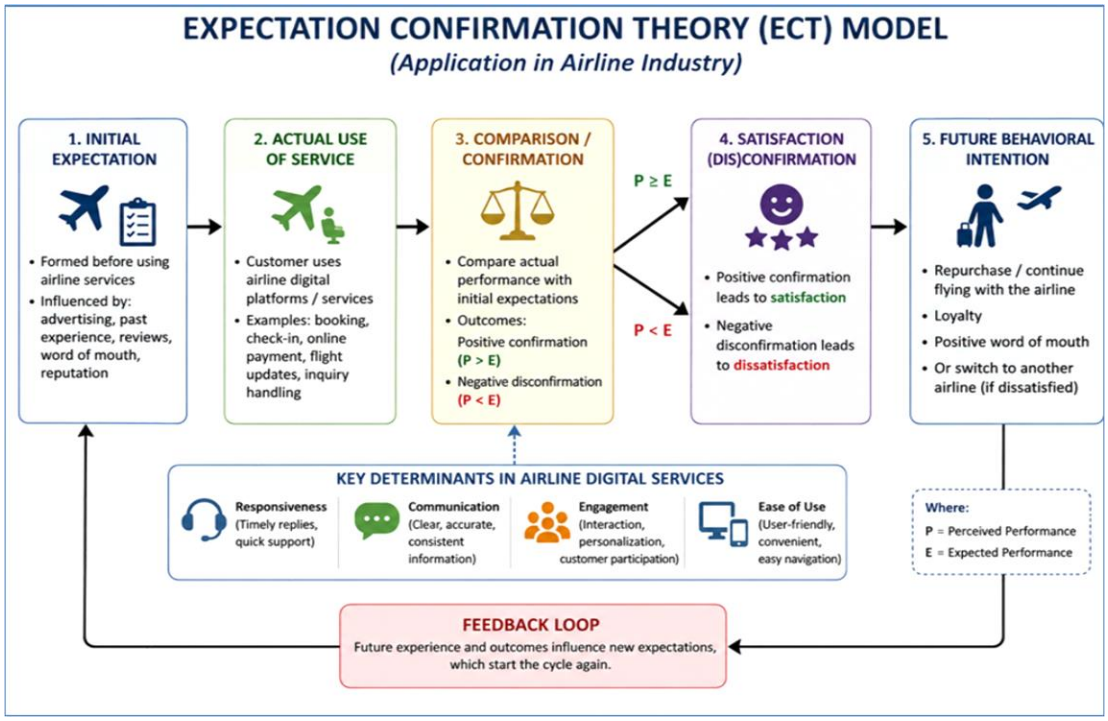


Figure 2. 2 Expectation confirmation theory (ECT) model

2.2.3.1. Conceptual Alignment (The "GAP" Model)

The primary point of integration is the expectation performance gap. Both theories posit that satisfaction is not based on performance alone but on how that performance compares to prior standards.

ECT Mechanism ECT describes a five-step cognitive process: initial expectation→actual use→assessment of performance against expectation→satisfaction (or dissatisfaction) →repurchase intention.

SERVQUAL application: SERVQUAL was explicitly influenced by ECT in its approach to assessing the discrepancy between what customer expects and what service provider delivers. It operationalizes the "assessment" phase of ECT by providing a structured way to measure this discrepancy.

2.2.3.2. Dimensional Integration

To integrate the frameworks, researchers use SERVQUAL's five dimensions as the specific criteria for the "Initial Expectation" and "Perceived Performance "stages of ECT.

2.2.4 Dimensions of Digital Platforms

Based on recent literature, the effectiveness of digital platforms can be examined through the following key dimensions.

- **Responsiveness**

  Responsiveness refers to the speed and effectiveness with which organizations respond to customer inquiries, feedback or complaints through digital platforms. Fast responses via digital platforms demonstrate attentiveness and enhance customer confidence (Dhaniswara et al.2023).

- **Digital Communication Quality**

  Communication quality involves clarity, accuracy, consistency and relevance of messages delivered through digital platform. Clear and transparent digital communication reduces uncertainty and improves customer understanding (Xu&Gursoy,2021)

- **Engagement**

  Engagement refers to the level of interaction and involvement between customers and the airlines digital platforms including social media, mobile applications, websites and email communications. High engagement strengthens relationships and positively influences customer experience.

- **Ease of Use**

  This dimension refers to how easily customers can access and navigate digital platforms. User's friendly interfaces improve convenience and reduce customer efforts and enhance overall satisfaction.

2.2.5 Expectation -Confirmation Theory

Expectation-confirmation Theory explains customer evaluation based on the comparison between expectations and actual performance of a service or platform (Bhattacherjee,2021). When the performance of digital platforms meets or exceeds customer satisfaction and favorable experiences. Conversely, unmet expectations lead to dissatisfaction.

In this study, the theory supports the assumption that effective digital platforms enhance customers experience by aligning digital service delivery with customer expectations.

2.3 Empirical Literature Review

2.3.1 Studies on Digital platforms and Customer Experience

Recent empirical studies confirm that digital platforms significantly influence customer experience. Charly et al. (2020) found that digital platform quality positivity affects customer satisfaction and loyalty through improved engagement. Similarly, Dhaneswar et al. (2023) reported that responsiveness and communication quality in digital platforms enhance customer experience and repurchase intention.

Borah et al. (2022) further emphasized that well managed digital platform interactions reduce customer frustration and strengthen long term relationships.

2.3.2 Studies in the Airline Industry

Airline -specific studies highlight the importance of digital platforms in shaping passenger experience. Xu and Gursoy (2021) found that clarity in digital communication and responsiveness on airline platforms significantly influence passenger satisfaction. Vo et al. (2025) also confirmed that digital engagement strategies improve perceived value and enhance customer experience in airline and travel services.

These studies suggest that airlines that effectively manage digital platform touchpoints are likely to achieve positive customer experience outcomes.

2.3.3 Studies in Local contexts

In Ethiopia empirical studies largely focus on service quality customer satisfaction and operational performance in the airline and hospitality sectors. Recent studies by Tesfaye and Mekonen (2021) and Abebe (2022) emphasize traditional service quality dimensions but give limited attention to digital platform practices. As a result, empirical evidence on the relationship between digital platforms and customer experience in Ethiopian Airlines remain scarce.

2.3.4 Summary of research Gap

Although global literature confirms the positive role of digital platform in enhancing customer experience several gaps remain.

1. Most studies are conducted in developed or Asian markets limiting contextual applicability to African airlines.
2. Existing research often treats digital platforms as a single contract rather than examining their specific dimensions such as responsiveness, communication quality, engagement and usability.

3. There is a lack of empirical studies focusing specifically on Ethiopian Airlines.

There, this study addresses these gaps by examining the role of specific digital platform dimensions in enhancing customer experience at Ethiopian Airlines.

2.4 Conceptual Framework and Hypotheses

Based on the reviewed literature digital platforms are treated as an independent variable while customer experience is the dependent variable. The study focuses on the key dimensions of digital platforms that influence customer experience in the airline industry

Independent Variable

- Responsiveness
- Communication quality
- Engagement
- Ease of Use

Dependent Variable

- Customer experience

Hypotheses

- H1: Responsiveness positively influences customer experience
- H2: Digital communication quality positively influences customer experience
- H3: Engagement through has a significant positive influence on customer experience
- H4: Ease of use positively influence customer experience

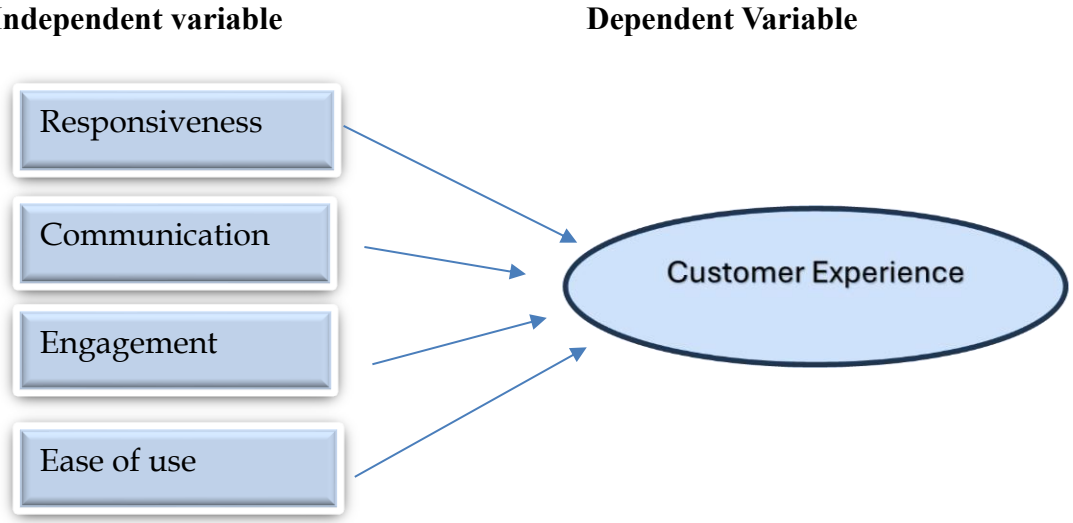


Figure 2. 3 Conceptual Farmwork for the role of Digital marketing to enhance customer experience

CHAPTER THREE

RESEARCH DESIGN AND METHODOLGY

3.1 Introduction

This chapter outlines the research design and methodology employed to investigate the role of digital marketing in enhancing customer experience at Ethiopian Airlines. According to Saunders, Lewis and Thornhill (2020) a well-defined methodology ensures the credibility, reliability and validity of research findings. Accordingly, this chapter describes the research approach research design target population, sampling techniques and ethical consideration. The methodological framework is developed to ensure alignment with the study's objectives, research questions and hypotheses.

3.2 Research Approach

This study adopts a quantitative research approach. Quantitative research is appropriate when the objectives are to examine relationship between variables using numerical data and statistical techniques (Creswell & Creswell ,2021). In the context of digital marketing and customer experience, prior studies by Lemon (2020) and Homburg et al. (2020) emphasize the importance of quantifying customer perceptions across digital touchpoints to evaluate their impact on experience outcomes.

By employing a quantitative approach, this study objectively measures customers perceptions of Ethiopians Airlines digital platforms practices and statistically tests their influence on customer experience.

3.3 Research Design

The study employs descriptive and explanatory research design.

- **Descriptive research design** is used to describe customers' perceptions of digital platform practices such as online communication quality, responsiveness, engagement and ease of use (Malhotra,2020).
- **Explanatory research design** is applied to examine the cause-and-effect relationship between digital platform dimensions and customer experience.

According to Hair et al. (2021) explanatory designs are particularly suitable for theory testing studies that rely on survey data and regression analysis. This combined design allows the study to both describe existing digital platform practices and explain their impact on customer experience.

3.4 Target population

The target population consists of Ethiopian Airlines customer both domestic and international who have interacted with the airline through digital platforms including the official website, mobile application, social media platforms, email marketing and online customer services,

Xu and Gursoy (2021) argue that customers who actively engage with digital platforms are best positioned to evaluate digital customer experiences.

Similarly, Ethiopian researchers Tesfay and Mekonnen (2021) highlight that airlines customers with direct service interaction provide more reliable data for service-related studies. Therefore, this population is considered appropriate for achieving the research objective.

3.5 Method of Sampling

3.5.1 Sampling Technique

The study uses a non-probability sampling technique, specifically purposive sampling. This technique is suitable when the researcher intends to select respondents based on specific characteristics relevant to the study (Etikan et al 2020). In this case, respondent is selected based on their experience with Ethiopian Airlines digital platforms.

Abebe (2022), in an Ethiopian airlines service study, support the use of purposive sampling when access to a full customer database is limited yes targeted insights are required.

3.5.2 Sample Size

The target population for this study consists of approximately 9,972,352 passengers, representing about 54% of the annual passengers of Ethiopian Airlines. Given the large size of the population, an appropriate statistical method is required to determine a representative sample.

The sample size is calculated using the widely accepted Cochran's Formula which is suitable for large populations.

The formula expressed as:

$n_0 = Z^2 \times p(1-p) / e^2$

Where:

n_0 = Initial sample

Z = Z-score corresponding to the desired confidence level

P = estimated proportion of the population assumed to be 0.5 for maximum variability

E = Margin of error

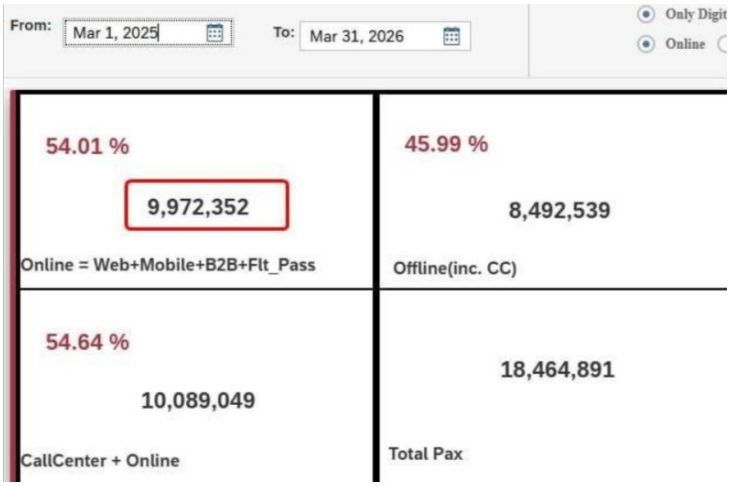


Figure 3. 1 Number of Ethiopian airlines passenger utilizing digital platforms (March 2025 to March 2026)

For this study a 95% confidence level(Z=1.96) and 5% margin of error (e=0.05) are assumed, with p=0.5 to ensure maximum sample size and variability. Substituting these values.

$n_0 = (1.96)^2 \times 0.5(1-0.5) / (0.05)^2$

$=384.16 \sim$ **385**

Since the population size (N=9,972,352) is very large, the finite population correction has a negligible effect, and the required sample size remains approximately 385 respondents.

3.6 Method of Data collection

3.6.1 Data Sources

The study uses primarily data collected directly from Ethiopian Airlines customers through an online survey. Secondary data including academic journals, airlines industry reports and previous research are used to support the literature review and theoretical framework.

3.6.2 Data collection Instrument

Primary data are collected using a structured questionnaire administered digitally(online), the use of an online questioner was appropriate due to its efficiency, wider reach and suitability for capturing responses from airline customers who frequently interact with e-service platforms. Online surveys are widely used in digital platforms research due to their efficiency and accessibility (Lemon & Verhoef,2021)

The questioner is divided into the following sections

- Demographic characteristics of respondents
- Digital platform dimensions (online communication, quality, responsiveness, engagement, interactivity and usability)
- Customer experience dimensions (cognitive, emotional and behavioral experience)

3.7 Measurement of variables

Digital platforms are measured as a multidimensional construct, consistent with studies by Chaffey and Ellias-Chadwick (2022) and Dwivedi et al. (2021). Customer experience is measured based on the experiential framework proposed by Lemon (2020) and adapted by Homburg et al. (2020).

Ethiopian researcher Getachew and Alemu (2023) emphasize that measuring customer experience across cognitive and emotional dimensions provides a comprehensive assessment of airline service performance.

3.8 Methods of Data processing and Analysis

Data collected from respondents are coded and analyzed using statistical package for social Sciences (SPSS). The analysis includes

- Descriptive statistics to summarize respondent demographics and key variables
- Reliability analysis (Cronbach's alpha) to assess internal consistency
- Correlation analysis to examine the strength and direction of relationships
- Multi regression analysis to test the effect of digital platform dimensions on customer experience

According to Hair et al. (2021) multiple regression analysis is appropriate for examining the individual and combined influence of independent variables on a dependent variable.

3.9 Ethical Considerations

Ethical principles are strictly adhered to through the study. Participation is voluntary and respondent anonymity and confidentiality are ensured. Informed consent is obtained prior to data collection. As emphasized by Creswell and Creswell (2021) ethical compliance enhances research credibility and participant trust.

3.10 Times schedule of the study

The study follows a structured timeline to ensure timely completion**.**

No.	Research Activity	Duration/weeks
1	Title selection and proposal finalization	4
2	Literature review	3
3	Research design and instrumental development	2
4	Questioner pre -testing and refinement	1
5	Data collection	2
6	Data coding and entry	1
7	Data analysis and interpretation	2
8	Finding and discussion	2
9	Conclusion and recommendations	1
10	Final writing and submission	1

3.11 Budget schedule of the study

NO	Expense Items	Estimated cost (ETB)
1	Internet access and online survey tools	5,000
2	Printing and binding	3,000
3	Contingency costs	2,000
	Total	15,000

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

This chapter presents the analysis and interpretation of data collected from 350 respondents regarding the role of digital marketing in enhancing customer experience in Ethiopian airlines. The data were gathered through structured questionnaires administrated to customers of Ethiopian airline who purchase ticket with digital plat forms. The chapter is organized into several key section. It begun with an overview of the demographic characteristics of the respondents, along with their general social media usage behaviour provide context for the analysis. This is followed by the reliability analysis of the measurement scales used in the study to ensure the consistency and validity of the data.

Subsequently, descriptive statistics are presented to summarize the main variables of the study, offering insights into the respondents' perceptions of digital marketing activities and customer experience. Finally, the chapter presents inferential statistical analysis, including correlation and regression analyses, to examine the relationship between variables. These analyses are used to address the research objectives and evaluate the hypotheses concerning the influence of digital marketing dimension on customer experience.

4.1 Results

4.1.1. Response rate

A total of 380 questioners were distributed, through an online link to customers of Ethiopian Airlines. Of these 350 were completed and used for analysis while thirty were discarded due to incomplete responses yielding a response rate of 92.1%.

Table 4. 1 **Online survey Data**

Description	Frequency	Percentage
Total questioners distribute (online link)	380	100%

Completed and usable responses	350	92.1%
Incomplete /Missing responses excluded.	30	7.8%

Source: Online survey data (2026)

4.1.2. Reliability Statistics

The reliability analysis result indicates that the measurement items used in the study are higher dependable. The Cronbach's Alpha value is 0.915 ,while the Cronbach's Alpha based on standardized items is 0.925 for the five items included in the scale .Since the Cronbach's Alpha values is greater than 0.70,the result confirms excellent internal consistency and reliability among the items used in the questioner .Therefore, the measurement scale is considered reliable and suitable for further statistical analysis.

Table 4. 2 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.925	5

Source: Online survey data (2026)

4.1.3. Demographic Characteristics of Respondents

This section presents the general demographic characteristics of the respondent which were collected in the first part of the questioner. It includes variables such as gender, age, educational level, primary purpose of travel, frequency of using the digital platforms of Ethiopian Airlines, and the usual method of booking flights. These characteristics help provide a better understanding of the respondent's background and their interaction with digital services.

Table 4. 3 Demographic profile of respondent

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	190	54.3
	Female	160	45.7%
	Total	350	100
Age	18-30	37	10.6%
	31-40	141	40.3%
	41-50	118	33.7%
	Above 50	54	15.4%
	Total	350	100
Education	Diploma	40	11.4%
	Bachelor's Degree	182	52.0%
	Master's Degree	107	30.6%
	Others	21	6.0%
	Total	350	100
Primary purpose of travel	Business	122	34.9%
	Personal/Leisure	162	46.3%
	Others	66	18.9%
	Total	377	100
Frequency of using Ethiopian Airlines digital plat forms	Rarely	47	13.4%
	Sometimes	133	38.0%
	Often	108	30.9%
	Always	62	17.7%
	Total	350	100
How do you usually book your flight?	Mobile app	84	24.0%
	Airlines website	104	29.7%
	Travel agency	162	46.3%
	Third party website	0	0.0%
	Total	350	100

Source: Own survey (2026)

The above table presents the descriptive statistics about the demographic data of the 350 respondent who have completed the survey. Among the respondent 54.3% were male and 45% were female, indicating a slightly higher proportion of male participants. In terms of age distribution most respondents 40.3% were between 31-40 years, followed by 33.7% aged 41-50,15.4% above 50 and 10.6% between 18-30 showing that most participants fall within the economically Active age group.

Regarding educational level more than half of the respondent 52% holds a Bachelor's degree ,while 30.6% have a Masters degree,11.4% possess a diploma and 6% fall under other categories, indicating that the sample is largely well educated .Concerning the primary purpose of travel ,46.3 % travel for personal or leisure purpose,34.9% for business and 18.9 % for other reasons, suggesting that leisure travel is the dominant motive among respondents.

With respect to the usage of digital platforms of Ethiopian airlines, most respondents 38% use them sometimes, followed by 30.9% who use them often,17.7% always and 13.4% rarely, indicating moderate engagement with digital services.

Finally, regarding flight booking methods 46.3% of respondents usually book through travel agencies, 29.7% use the airlines website and 24% use mobile applications, while none reported using third party website. This suggested that traditional booking channels remain dominant despite the availability of digital options.

4.2. Descriptive Analysis

Descriptive analysis is a fundamental statistical technique used to summarize and describe the main characteristics of a dataset. The objective of this study was to examine the role of digital marketing in enhancing customer experience in the case of Ethiopian airlines. Specifically, the analysis was conducted to assess how this of Various dimensions of digital marketing influence customer experience

One of the key advantage of descriptive statistics is its ability to condensed large volume of data in to meaningful and manageable summaries, thereby facilitating interpretation and understanding of research findings (Gelman 2016).In this study respondent were asked to

indicate their level of agreement with a serious of statements using a five point Likert cale ,where 1 represented " Strongly Disagree" and 5 represented "Strongly Agree".

The interpretation of the mean scores was based on the following scale adapted from Best (1977):a mean score ranging from 1.00 -1.08 indicated low agreement ,1.81-2.80 indicated low agreement,2.81-3.4 indicates moderate agreement3.41-4.20 indicate high agreements and 4.21-5.00 mean very good (highest) satisfaction, while the standard deviation reflects the dispersion or variability of responses around that mean. A lower standard deviation indicates greater consensus among respondents. The results of the analysis are presented as follows:

4.2.1. Responsiveness

This section presents the descriptive analysis of responsiveness of the digital platforms of Ethiopian Airlines. It focuses on how quickly and effectively the system responds to customer requests, feedback and provides timely updates during the service process.

Table 4. 4 Descriptive statistics for Responsiveness

Description	N	Minimum	Maximum	Mean	Std. Deviation
Ethiopian Airlines digital platforms respond quickly to my requests	350	1	5	3.86	.961
I receive prompt responses when I provide feedback on the digital platform.	350	1	5	3.61	1.026
I receive timely updates about flight changes or delays through digital channels.	350	1	5	3.89	1.083
The airline provides booking confirmation immediately after online booking.	350	1	5	4.17	1.019
Valid N (listwise)	350				

Source: Online survey data (2026)

The descriptive statistics for responsiveness indicate perceive Ethiopian Airlines digital platforms as moderately responsive. The highest mean score was recorded for immediate booking confirmation (M=4.17, SD=1.019) indicating that customers strongly agree that the system provides instant confirmation after booking

Similarly, timely updates regarding flight changes or delays (M=3.89, SD=1.083) and quick responses to customer requests (M=3.86, SD=0.961) were rated positively, suggesting a satisfactory level of responsiveness.

However, the lowest mean score was observed for receiving prompt responses to feedback (M=3.61, SD =1.026) indicating that customers are less satisfied with how feedback is managed.

Overall, the results suggest that while Ethiopian Airlines performs well in system-generated responsiveness (such as confirmation and updates), there is room for improvement in interactive responsiveness, particularly in responding to customer feedback.

4.2.2. Communication Quality

This section presents the descriptive analysis of communication quality of the digital platforms of Ethiopian Airlines focusing on the clarity, accuracy and timeliness of information provided to passengers.

Table 4. 5 Descriptive statistics for Communication Quality

Description	N	Minimum	Maximum	Mean	Std. Deviation
The airline provides clear and understandable information on its website/app.	350	1	5	3.93	.996
Notifications and updates are timely and useful	350	1	5	4.02	1.007

The airline provides accurate flight and pricing information online.	350	1	5	3.94	1.031
Communication across digital platforms is consistent.	350	1	5	3.65	.898
Ethiopian Airlines digital platforms provide accurate updates on price changes.	350	1	5	3.74	1.049
Valid N (listwise)	350				

Source: Online survey data (2026)

The descriptive statistics results indicate that communication through Ethiopian Airlines digital platforms is perceived as effective. The highest mean score was recorded for timely and useful notifications (M=4.02, SD =1.007), suggesting that customers are satisfied with the updated provided.

Similarly, respondents agreed that the airline provides clear and understandable information (M =3.93, SD = 0.996) and accurate flight and pricing information (M=3.94, SD = 1.031), indicating a positive perception of information quality.

However, communication consistency across digital platforms recorded the lowest mean score (M=3.65, SD =0.898), suggesting that customers experience inconsistencies between different channels such as the website and mobile application.

Overall, the findings indicate that while Ethiopian Airlines performs well in delivering accurate and timely information, improvements are needed to ensure consistency across all digital communication channels.

4.2.3. Engagement

This section analyzes the engagement level of the digital platforms of Ethiopian Airlines focusing on interaction, participation, feedback, and content.

Table 4. 6 Descriptive statistics for Engagement

Description	N	Minimum	Maximum	Mean	Std. Deviation
The digital platforms encourage interaction and participation.	350	1	5	3.59	.928
The digital platforms encourage passengers to provide feedback online	350	1	5	3.55	.919
The digital platforms share engaging and interesting digital content.	350	1	5	3.60	.879
The airline actively responds to user-generated content and comments on digital platforms	350	1	5	3.40	.973
Valid N (listwise)	350				

Source: Online survey data (2026)

The descriptive statistics result indicates that engagement through Ethiopian Airlines digital platforms is moderate. The highest mean score was recorded for sharing engaging and interesting content (M=3.60, SD = 0.879) suggesting that customers agree that the airline provides appealing digital content.

Similarly, the ability to encourage interaction and participation (M = 3.59, SD= 0.928) and to motivate passengers to provide feedback (M=3.55, SD = 0.919) were rated at moderate level.

How ever, the lowest mean score was observed for the airline's responsiveness to user generated content and comments (M= 3.40, SD =0.973), indicating that customers perceive limited interaction from the airline on digital platforms.

Overall, the findings suggest that while Ethiopian Airlines provides moderately engaging content, there is a need to enhance interactive engagement, particularly in responding to customer generated content.

4.2.4. Ease of use

This section analyses the ease of use of the digital platforms of Ethiopian airlines focusing on navigating, search, booking, payments, and system performance.

Table 4. 7 Descriptive statistics for Ease of use

Description	N	Minimum	Maximum	Mean	Std. Deviation
Ethiopian Airlines website/app is easy to navigate	350	1	5	3.88	.988
It is easy to search for flights online.	350	1	5	3.88	1.059
The online booking process is simple and convenient	350	1	5	3.81	1.025
Online payment procedures are easy to complete	350	1	5	3.96	1.108
The airlines website functions smoothly without technical issues	350	1	5	3.65	1.006
Valid N (listwise)	350				

Source: Online survey data (2026)

The descriptive statistics results indicate that the ease of use of Ethiopian Airlines digital platforms is perceived as moderate to high. The highest mean score was recorded for the ease of online payment procedures (M=3.96, SD=1.108), suggesting that customers find the payment process convenient.

Similarly, respondents agreed that the platform is easy to navigate (M =3.88, SD = 0.988) and that searching for flights online is straightforward (M =3.88, SD = 1.059). The online booking process was also rated positively (M =3.81, SD = 1.025).

However, the lowest mean score was observed for the smooth functioning of the website/app (M =3.65, SD = 1.006) indicating that some users experience technical issues while using the platform.

Overall, the findings suggest that while Ethiopian Airlines digital platforms are user-friendly, improvements are needed in system performance and reliability.

4.2.5. Customer experience (Dependent Variable)

This section analyzes the customer experience of the digital platforms of Ethiopian airlines.

Table 4. 8 Descriptive statistics for Customer Experience

Description	N	Minimum	Maximum	Mean	Std. Deviation
The airlines digital services meet my expectations.	350	1	5	3.74	.959
My online interactions positively influence my overall travel experience	350	1	5	3.75	.932
The airlines digital platforms make my travel process more convenient.	350	1	5	3.84	1.040
I feel valued when engaging with the airline digitally	350	1	5	3.61	.960
The digital platforms improve my overall perception of Ethiopian Airlines service quality.	350	1	5	3.77	.925
Overall, I am satisfied with my digital experience with Ethiopian Airlines.	350	1	5	3.82	.987
Valid N (listwise)	350				

Source: Online survey data (2026)

The descriptive statics results indicate that customer experience with Ethiopian airlines digital platforms is moderate to high. The highest mean score was recorded for the convenience provided by digital platforms (M= 3.84, SD = 1.040), suggesting that customers perceive digital services as facilitating their travel process.

Similarly, overall satisfaction with the digital experience (M =3.82, SD = 0.987) and the improvement of services quality perception (M= 3.77, SD =0.925) were rated positively.

Respondents also agreed that digital services meet their expectations (M= 3.74, SD =0.959 0 and that online interactions positively influence their travel experience (M = 3.75, SD = 0.932).

However, the lowest mean score was recorded for feeling valued during digital engagement (M= 3.61, SD = 0.960) indicating that customers perceive a lack of personalized or human centered interaction.

Overall, the findings suggest that Ethiopian Airlines digital platforms provide a satisfactory customer experience, particularly in terms of convenience but improvements are needed in enhancing personalized engagement to make customers feel more valued.

4.3. Inferential Analysis

To address the objectives of the study, the inferential statistics encompassed correlational tests, assumptions for the regression model test, and regression analysis of the collected data. The correlational test was meant to check the strength and direction of the relationship among the variables. Assumption tests for multiple linear regression models were for the fitness of collected data to the specified model. It included multivariate normality, multicollinearity, linearity, and homoscedasticity tests. Finally, multiple linear regression analysis was the final output of the data analysis which referred to the model summary, ANOVA test, and beta coefficient.

4.3.1. Correlation Analysis

Correlation analysis is used to examine the relationship between variables in terms of both strength and direction. The value of the correlation coefficient (r) ranges from -1 to +1 where

values closer to +1 indicate a strong positive relationship and values closer to -1 indicate a strong negative relationship.

The results presented in Table 4.8 show that the p-values are less than 0.01 (p=0.000), indicating that the relationships between the variables are statistically significant at the 1% significance level. This implies that there is a moderate to strong positive relationship between the dimensions of marketing and customer experience.

Furthermore, the findings reveal that all dimensions of the marketing variables are positively and significantly correlated with service quality. This suggests that improvements in marketing activities contribute to enhancing customer experience.

The functionality, accuracy and consistency of the Ethiopian airlines digital platforms show a stronger correlation with service quality compared to other dimensions. This indicates that a reliable and efficient digital platform plays a key role in improving customer experience.

Moreover, the results indicate that there is a positive and moderate relationship between all dimensions and service quality. The strongest correlation is observed between the fulfillment dimension and service quality (r=0.915) suggesting that fulfilment has the most significant association with enhancing customer experience among the variables considered.

Table 4. 9 Pearson Correlation Matrix

Correlations						
		Responsiveness	Communication	Engagement	Ease of use	Customer Experience
Responsiveness	Pearson Correlation	1	.786**	.638**	.679**	.659**
Communication	Pearson Correlation	.786**	1	.684**	.691**	.638**

Engagement	Pearson Correlation	.638**	.684**	1	.703**	.767**
Ease of use	Pearson Correlation	.679**	.691**	.703**	1	.863**
Customer Experience	Pearson Correlation	.659**	.638**	.767**	.863**	1
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Online survey data (2026)

The interpretation of your correlation matrix focuses on the strength, direction, and statistical significance of the relationships between customer experience and the four operational variables: Responsiveness, communication quality, Engagement, and ease of use.

General Overview of the Findings

All correlations in the table are positive meaning that as one variable increases, the other tends to increase as well. The values range from r= .131 (very weak) to r= .753 (Very strong). Most relationships are statistically significant at the 0.01 level (indicated by **), meaning there is less than a 1% probability that these results occurred by chance.

Primary Driver of customer Experience

Based on the correlations with the customer Experience column, we can identify which factors have the most impact.

Responsiveness ($r=.648 ^ {} $): This is the strongest driver of customer experience. There is a strong positive relationship, suggesting that the faster and more attentive the response, the higher the overall customer satisfaction rating.

Engagement ($r=.627 ^ {} $): This also shows a strong positive relationship. Higher levels of customer engagement are intricately linked to superior experience.

Communication Quality ($r=.295 ^ {} $): This represents a weak to moderate positive relationship. While better communication leads to better experience it is less influential than speed (responsiveness) or engagement in this specific dataset.

Ease of Use (r=.131 *): This is the weakest driver. It has a very weak positive relationship, significantly at the 0.05 level. The suggests that while "ease of use "is a factor, it is not the primary reason customers in this sample reported a positive experience.

4.3.2. Assumption Test for the Regression Model

Before interpreting the regression model, it is essential to assess key assumptions to ensure the validity and reliability of the findings. These assumptions include multicollinearity, linearity, and the normality of residuals.

4.3.2.1. Multicollinearity

Multicollinearity refers to a high correlation among the independent variables in a regression model, which can inflate the standard errors of the coefficients and make them unstable. To assess multicollinearity, Tolerance and Variance Inflation Factor (VIF) values were examined.

Table 4. 10 Collinearity Diagnosis

Model		Collinearity Statistics	
		Tolerance	VIF
1	Responsiveness	.343	2.911
	Communication	.313	3.196
	Engagement	.426	2.349
	Ease of use	.399	2.506
a. dependent variable: customer experience			

Source own survey Data (2026)

The collinearity statics were assessed to determine whether multicollinearity exists among the independent variables. The tolerance values for Responsiveness (0.343), Communication (0.313), Engagement (0.426), and Ease pf Use (0.399) are all above the minimum acceptable threshold of 0.10. This indicates that each variables have sufficient unique variance and is not excessively correlated with other predictors.

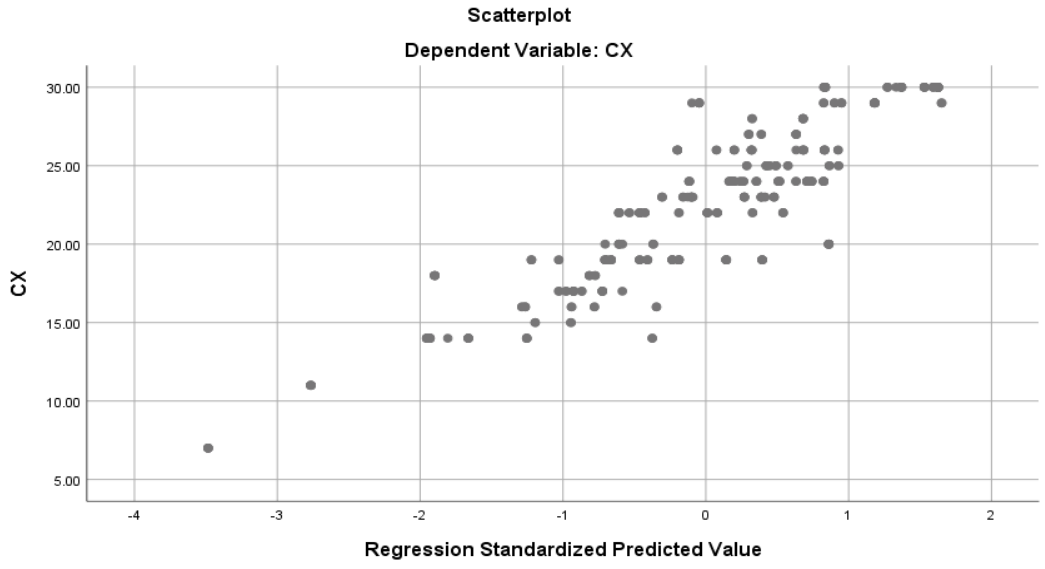
In addition, the variance inflation factor (VIF) Values range from 2.349 to 3.196, which are well below the commonly accepted cut-off value of 5. This further confirms that multicollinearity is not a concern ion the model.

Therefore, it can be concluded that the independent variables are not highly correlated with each other and the regression coefficients can be interpreted reliably without bias caused by multicollinearity.

4.3.2.2. linearity test / Homoscedasticity Test

The assumption of linearity posits that there is a linear relationship between the independent variables and the dependent variable. This was assessed by examining the scatterplot of the standardized residuals against the standardized predicted values.

Figure 4. 1: Scatterplot of Regression Standardized Residual vs. Standardized Predicted Value



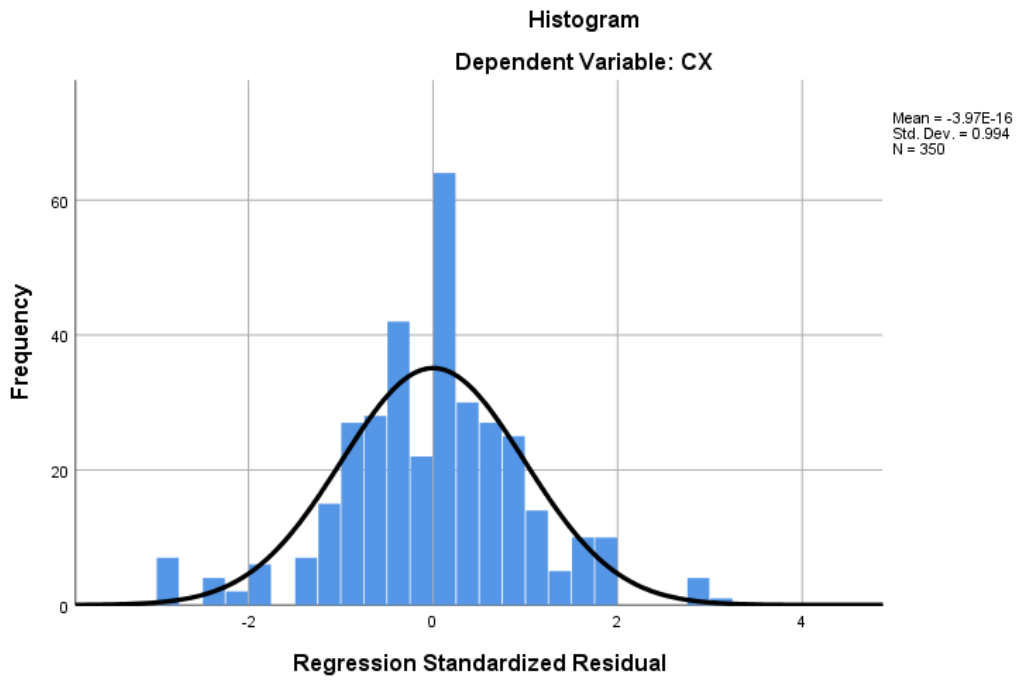
Source: Own survey data (2026)

The above scatterplot Figure shows that the residuals are randomly scattered around the horizontal line at zero, with no discernible pattern or curve. This random distribution of data points suggests that the assumption of linearity has been met. There is no evidence of a curvilinear relationship or any systematic bias in the residuals across the range of predicted values, indicating that a linear model is appropriate for this data.

4.3.2.3. Normality of Residuals

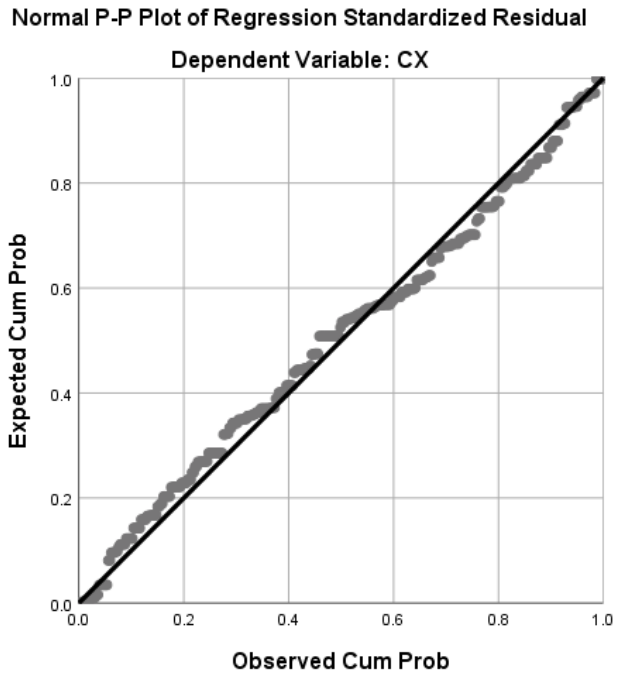
The assumption of normality of residuals requires that the errors (residuals) of the regression model be normally distributed. This was assessed through a histogram of the standardized residuals and a Normal P-P Plot of Regression Standardized Residual

Figure 4. 2 Histogram of Regression Standardized Residual



Source: Own survey data (2026)

Figure 4. 3 Normal P-P Plot of Regression Standardized Residual



Source: Own survey data (2025)

The histogram of standardized residuals (Figure 4.7) shows a distribution that is bell-shaped and cantered around zero, which is indicative of normality. While there might be some slight deviations from a perfect normal curve, the overall shape suggests that the residuals are normally distributed. Further confirmation comes from the Normal P-P Plot of Regression Standardized Residual (Figure 4.8). We can observe that cumulative probabilities follow the diagonal line, particularly in the middle range. The overall pattern indicates that the assumption of normality of residuals is met, it supports the validity of the regression analysis.

4.3.3. Regression Results

A multiple linear regression analysis was conducted to examine the predictive effect of digital marketing dimensions, namely responsiveness, communication, engagement, and ease of use on customer experience. The analysis was undertaken to identify which specific aspects of

digital marketing significantly influence customer experience, as well as to assess the extent to which these variables collectively explain variation in customer experience.

Table 4. 11 Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894a	.800	.798	2.29799	2.028
a. Predictors: (Constant), Responsiveness, Communication, Engagement and Ease of Use					
b. Dependent Variable: Customer Experience					

Source: Online survey data (2026)

The model summery results indicate that the correlation coefficient ® is 0.894, suggesting an extraordinarily strong positive relationship between the digital marketing dimensions (responsiveness, communication, engagement, and ease of use) and customer experience.

The coefficient of determination (R^2) is 0.800 which implies that approximately 80.0% of the variation in customer experience is explained by the combined effect of the independent variables included in the model. The adjusted R^2 value of 0.798 further confirms that the model has strong explanatory power while accounting for the number of predictors used.

The standard error of the estimate is 2.29799, indicating the, indicating the average deviation of observed values from the predicated values. Although slightly higher than minimal levels, it is acceptable given the high explanatory of the model.

Additionally, the Durbin-Watson statistics is 2.028, which is remarkably close to the ideal value of 2. This indicates that there is no significant autocorrelation in the residual, confirming that the independence of errors assumption is satisfied.

Overall, the result demonstrates that the model has strong explanatory power and is highly suitable for analysing the impact of digital marketing dimensions on customer experience in

Ethiopian airlines. The findings confirm that a substantial proportion of customer experience is influenced by responsiveness, communication, engagement, and ease of use.

Table 4. 12 Anova Test

Anova						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7283.358	4	1820.839	344.807	.000b
	Residual	1821.856	345	5.281		
	Total	9105.214	349			
a. Dependent Variable: Customer Experience						
a. Predictors: (Constant), Responsiveness, Communication, Engagement and Ease of Use						

Source: Online survey data (2026)

The ANOVA results were examined to determine the over all significance of the regression model in predicting customer experience from digital marketing dimensions (responsiveness, communication, engagement and ease of use).The findings indicate that the model is statistically significant as evidenced by F-value of 344.807 with a significance level of p=0.000) P<0.001).

This indicates that the combined effect of the independent variables (responsiveness, communication, engagement, and ease of use) significantly predicts customer experience. Therefore, the model is good fit for data.

This result demonstrates that the set of independent variables, when considered to gather, significantly predicts customer experience. In other words, the regression model provides a better fit to the data compared to a model with no predictors.

The sum of squares for regression (7283.358) is higher than the residual sum of squares (1821.856) which suggests that a substantial proportion of the variation in customer experience is explained by the model.

The mean square regression (1820.839) compared to the mean square residual (5.281) further confirms the strength of the model, resulting in a high F-statistic value.

Overall, the ANOVA results confirm that the regression model is statistically significant and reliable. This means that at least one of the independent variables has a significant effect on customer experience and the model is suitable for further interpretation of regression coefficients.

Table 4. 13 Estimated Regression Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.919	.672		1.368	.172
	Responsiveness	.155	.063	.101	2.464	.014
	Communication	-.136	.056	-.105	-2.445	.015
	Engagement	.570	.065	.326	8.841	.000
	Ease of use	.717	.043	.637	16.720	.000
a. Dependent Variable: Customer Experience						

Source: Online survey data (2026)

Based on the regression result, ease of use has the strongest positive and significant effect on customer experience (β =0.637, P < 0.001), indicating that simpler and more user-friendly digital platforms enhance customer satisfaction. Engagement also shows a strong positive (β =0.326, P < 0.001) suggesting that interactive digital service significantly improves customer experience.

Responsiveness has a weak but significant positive effect (β =0.101, P < 0.014) while communication shows a significant negative effect (β =0.105, P < 0.015) indicating inefficiencies or in consistencies in communication strategies.

Furthermore, the collinearity statistics confirm that there is no multicollinearity problem among the independent variables as all VIF values are below 5 and tolerance values are above 0.10. Therefore, the regression model is statistically dependable for interpretation.

Table 4. 14 Estimated Regression Coefficients

Hypothesis	Result
H1 - Responsiveness has a significant positive impact on customer experience.	Supported
H2 - Communication has a significant positive impact on customer experience.	Not Supported (negative significant effect)
H3 - Engagement has a significant positive impact on customer experience.	Supported
H4 - Ease of Use has a significant positive impact on customer experience.	Supported

Source: Online survey data (2026)

4.4. Discussion of the Results

This section discusses the key findings of the study in relation to the research objectives, statistical results and relevant literature on digital marketing and customer experience, focusing on Ethiopian Airlines.

Overview of the findings

The study examined the effects of four digital platform dimensions responsiveness, communication, engagement, and ease of use on customer experience. The regression and correlation results revealed that all variables have a statistically significant relationship with customer experience, although the strength and direction of their effects differ.

4.4.1. Ease of use and customer Experience

Ease of use was found to be the strongest predictor of customer experience ($\beta = 0.637$, $r = 0.863$, $p < 0.001$). This indicates that the simplicity, navigation, and functionality of Ethiopian Airlines digital platforms significantly enhance customer satisfaction.

This finding aligns with prior studies in digital service quality which emphasize that user-friendly systems reduce effort and improve customer satisfaction. Customers are more likely to have a positive experience when booking, searching, and paying for services are easy and smooth.

4.4.2. Engagement and customer Experience

Engagement showed a strong positive effect on customer experience ($\beta=0.326$, $r = 0.767$ $p < 0.001$). However descriptive results indicated only a moderate level of engagement, especially in area such as responding to user comments and feedback.

This suggests that engagement is incredibly important for improving customer experience. Ethiopian Airlines current digital interaction strategies are not fully optimized. The findings support digital marketing theories that emphasize two-way communication and customer participation as key drivers of satisfaction.

4.4.3. Responsiveness and customer Experience

Responsiveness had a positive but weak effect on customer experience ($\beta= 0.101$, $r= 0.659$, $p < 0.05$). Descriptive analysis showed that customers are moderately satisfied with system responsiveness, especially in automated functions such as booking confirmation and flight updates,

However, lower satisfaction in feedback response handling indicates that human response mechanisms are less efficient. This suggests that while technical responsiveness is strong, interactive responsiveness still requires improvement.

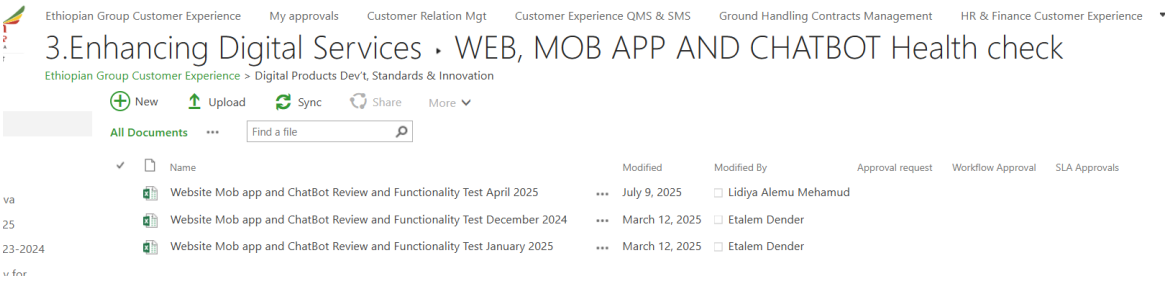
4.4.4. Communication and customer Experience

Communication showed significant but negative effects on customer experience (β= -0.105, r=0.638, p < 0.05)

Descriptive statistics revealed moderate performance in communication but inconsistencies across platforms and weaker coordination may explain the negative relationship. This suggests that although information is available, issues such as inconsistency, clarity or overload may reduce customer satisfaction.

This finding is further supported by evidence from the Digital platform's health check conducted by Ethiopian Airlines, which identified a pricing information gap across certain digital customer touchpoints. Such inconsistency in providing clear and timely information may negatively affect customer experience by creating confusion, reducing trust and limiting effective communication across digital channels.

Figure 4. 4 Ethiopian airlines portal page digital platforms health check data



MONTTHLY WEBSITE AND MOB APP REVIEW AND UPDATE FOLLOW-UP ASSIGN

Task Owner	Main Page	List of options	Responsible section (For changes update)	Page Link
	Information	**Baggage Information**		https://www.ethiopianairlines.com/aa/information/baggage-information
		Carry-on Baggage	Pricing	https://www.ethiopianairlines.com/information/baggage-information/carry-on-baggage
		Delayed, Missed or Damaged Baggage	Pricing	https://www.ethiopianairlines.com/information/baggage-information/delayed-lost-or-damaged-baggage
		Restricted Items		
		Free Baggage Allowance		
		Passengers to/from America and Canada		
		Interline and Partners Baggage Policy		
		Special Baggage		

Source: Ethiopian airlines portal page (2026)

This finding contrasts with many digital marketing studies that report positive effects of communication on customer experience, indicating that communication quality rather than quantity is critical.

Overall, the findings show that:

- Ease of use is the most critical factor influencing customer experience.
- Engagement is the second most important driver, though currently at a moderate level.
- Responsiveness contributes positively, especially in automated systems.
- Communication requires significant improvement as it negatively affects customer experience.

The result confirms that digital platform quality plays a vital role in shaping customer experience in the airlines industry.

Summary of Discussion

The study demonstrates that Ethiopian Airlines digital marketing platforms significantly influence customer experience, with usability and engagement being the strongest contributors.

How ever improvements are needed in communication consistency and interactive responsiveness to fully enhance customer satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the major findings, conclusions, and recommendations of the study. The chapter is organized into four sections. The first section presents the summary of findings obtained from the analysis and interpretation presented in chapter Four. The second section provides the conclusions drawn from the findings in relation to the objectives of the study. The third section presents recommendations based on the empirical results of the study while the last section suggests directions for future research.

5.1. Summary of the study

This section provides a summary of the major findings of the study regarding the role of digital marketing in enhancing customer experience in Ethiopian Airlines.

The study began by examining the demographic characteristics of the respondents and their level of interaction with Ethiopian Airlines digital platforms. The findings revealed that most respondents were within the economically active age group, highly educated and moderately engaged with the airline's digital platforms.

The reliability analysis confirmed the internal consistence and reliability of the research instrument. The result demonstrated that the measurement scales used in the study were dependable and suitable for the relationship between digital marketing dimensions and customer experience.

The descriptive analysis revealed that respondent perceived Ethiopian Airlines digital platforms positively. The findings indicated that customers appreciated the airlines quick booking confirmation system, timely updates regarding flight changes and the convenience of online payment procedures. Customers also agreed that the platforms were easy to navigate and useful for searching and booking flight online.

However, the findings also highlighted several areas enquiring improvements. customers expressed moderate dissatisfaction regarding the handling of customer feedback, consistency of communication across digital platforms and responsiveness to user generated content.

Respondents also indicated that they did not always feel valued during digital interactions, suggesting a lack of personalized engagement and customer centered communication.

The inferential analysis further demonstrated that all digital marketing dimensions included in the study were significantly related to customer experience .The correlation analysis revealed positive and statistically significant relationships between responsiveness, communication, engagement, ease of use and customer experience .Among the variable, ease of use showed the strongest positive relationship with customers experience ,followed by engagement and responsiveness.

The multiple linear regression analysis demonstrated that the model had strong explanatory power. The findings showed that responsiveness, communication, engagement, and ease of use collectively explained 80% of the variation in customer experience. The regression model was statistically significant, confirming that digital marketing dimensions play a key role in shaping customer experience in Ethiopian Airlines.

Looking onto the individual contribution of each variable

Ease of use emerged as the strongest positive predictor of customer experience (Beta = 0.637, $p < 0.001$). This finding indicates that simple navigation, convenient booking systems, easy online payments, and overall user-friendly digital platforms significantly improve customer satisfaction and travel experience.

Engagement was found to have the second strongest positive effect on customer experience (Beta = 0.326, $p < 0.001$). This demonstrates that interactive communication, customer participation and engaging digital content positively influence how customers perceive the airlines digital services.

Responsiveness also showed a positive and statistically significant effect on customer experience (Beta = 0.101, $p < 0.05$). Customers appreciated immediate booing confirmations and timely flight updates. How ever, weaker performance e in handling customer feedback and inquiries reduced the overall impact of responsiveness.

Communication, however, showed a statistically significant negative effect on customer experience (Beta = 0.105, $p < 0.05$). This unexpected finding suggests that inconsistences in

communication, unclear information or excessive communication across different digital platforms may negatively influence customer perceptions and satisfaction.

The regression assumption tests further confirmed the validity of the model. The results showed no serious multicollinearity problems among independent variables, while the assumptions of linearity and normality of residuals were also satisfied. This confirmed that the regression model was statistically dependable for interpretation.

Overall, the empirical findings of the study indicate that digital marketing dimensions significantly influence customer experience in Ethiopia Airlines. Ease of use and engagement were identified as the most critical drivers of customer experience while communication requires considerable improvement to avoid negatively affecting customer satisfaction.

5.2. Conclusion

The main objective of this study was to examine the role of digital marketing in enhancing customer experience in Ethiopian Airlines. Based on the findings of the study, several important conclusions can be drawn.

The study confirms that digital marketing activities have a significant influence on customer experience within the airlines industry. Specifically, the findings demonstrate that responsiveness, engagement, and ease of use positively contribute to improve customer experience while communication showed a negative but satatististically significant effect.

The study concludes that ease of use is the most influential factors affecting customer experience in Ethiopian airlines digital platforms. Customer highly value digital systems that are simple, convenient, fast, and user-friendly. Smooth navigation, efficient booking procedures, and easy online payment systems significantly improve customer satisfaction and overall travel experience.

The study also concludes that engagement plays a key role in shaping positive customer experience. Customers prefer digital platforms that encourage participation, interaction, and communication. Although Ethiopian Airlines provides moderately engaging content, the airlines still need to improve customer interaction and responsiveness to customer generated content to strengthen customer relationships.

In addition. responsiveness was found to positively influence customer experience. Automated services such as instant booking confirmation and timely flight updates contribute positively to customer satisfaction. However, the study conclude that Ethiopian Airlines should improve is responsiveness to customer feedback and inquires to provide a more customer -centred digital experience.

One of the most important conclusions of the study relates to communication. Although communication is expected to improve customer experience, the findings revealed a negative meaningful relationship between communication and customer experience. The suggests that communication quality, consistency and clarity are more important than communication quantity. In. consistent or excessive information across digital platforms may confuse customer and negatively affect satisfaction.

The study therefore conclude that Ethiopian Airlines digital marketing strategy significantly influences customer experiences and customer perception. Improving digital platforms quality, usability, engagement, and communication consistency is essential for enhancing customer satisfaction and miniating competitiveness in the modern airlines industry.

Overall, the findings confirm that effective digital marketing is no longer optional in the airline sector but a critical strategic tool for improving customer experience and strengthening long-term customer relationship.

5.3. Recommendations

Base on the findings and conclusions of the study the following recommendations are forwarded to Ethiopian airlines.

First Ethiopian Airlines should place strong emphasis on improving the ease of use of its digital platforms since ease of use was identified as the strongest predicate of customer experience. The airlines should continuously upgrade its website and mobile application to ensure simple navigation, user-friendly interfaces, faster loading systems and smooth booking and payment processes. Improving system reliability and minimizing technical issues will significantly enhance customer satisfaction and encourage greater adoption of digital services.

Second, Ethiopian Airlines should strengthen customer engagement across its digital platforms. The airlines should actively encourage customer interaction, participation and

feedback through social media platforms, mobile applications, and website. More importantly, the airline should respond promptly and professionally to customer comments, reviews, and complaints. Personalized digital communications interactive campaigns and customer centred online engagement strategies can significantly improve customer relationships and customer experience.

Third, Ethiopian airlines should improve the responsiveness of its digital customer service systems. Although customers appreciated automated responses such as booking confirmation and flight updates, the airlines need to enhance human interaction and customer support responsiveness. The airlines should invest in efficient digital customer service systems such as live chat support, AI-powered chatbots and resolute customer support teams capable of providing timely assistance and feedback handling.

Fourth, Ethiopian Airlines should carefully review and improve its communication strategies across all digital platforms. Since communication showed a negative effect on customer experience the airline should focus on ensuring communication consistency, clarity, and accuracy. Information shared through the websites, mobile application and social media platforms should be synchronized and easy to understand. The airline should also avoid excessive or repetitive communication that may create customer confusion or dissatisfaction.

In addition, Ethiopian Airlines should continuously monitor customer expectations and digital experience trends. The digital environment changes rapidly and customer preferences continue to involve. Therefore, regular customer feedback collection, digital performance evaluation and continuous technological innovation are necessary to maintain high-quality customer experience.

Finally Ethiopian Airlines should view digital marketing not only as a communication tool but also as a strategic customer experience management system. Strong digital platforms, personalized customer interaction, and reliable digital services can significantly strengthen customer loyalty, satisfaction, and the airlines competitive position within the global aviation industry.

5.4. Suggestions for Future Research

The study focused on examining the role of digital marketing dimensions in enhancing customer experience in Ethiopian Airlines. However, several areas remain open for further investigation.

First, future researchers may conduct comparative studies involving different airlines operating with in Ethiopian or internationally to identify differences in digital marketing effectiveness and customer experience strategies.

Second, future studies may include additional variables such as customer trust, customer loyalty, perceived value, digital service quality, and customer satisfactions to obtain a broader understanding of customer experience in the airline industry.

Third, future researchers may apply qualitative research approaches such as interview and focus group discussions to gain deeper insights into customer perceptions, attitudes, and experiences regarding airlines digital platforms.

Forth, future studies may specifically examine the role of social media marketing activities in enhancing customer experience and customer loyalty within the aviation industry.

Finally, future researchers may expand the scop of the study to other service industries such as banking, hospitality and telecommunications examine whether the findings of this study are applicable across different service sectors.

Reference List

1. Azzahra, R. & Susilo, H. (2025) The Role of customer Experience in digital marketing A Literature Review on the Impact of online interaction on customer Loyalty.
2. Senyo, P.K. Liu, k & Effah, J. (20230 Fluidity and customer experience in digital platform ecosystems. International journal of Information Management.
3. Kurhasku-Hoti, E& Rrustemi, V. (2025). The Role and impact of Digital platforms on Customer Engagement and Loyalty in the service sector.
4. **Nuseir, M.T. EI Refae, G.A., Aljumah, A., et al. (2023)-**Digital Marketing strategies and the Impact on customer Experience: A Systematic Review.
5. Rismanto, M. (2025)-The Influence of Digital customer Experience on customer satisfaction in Ecommerce in Indonesia
6. Adhikari, S.N & Molla, N (2024)-The role of digital marketing in enhancing market reach and customer engagement
7. AL-Weshah, G.A, Kakeesh, D.F. & AL-Ma'aitah, N.A.-Digital Marketing strategies and international patients' satisfaction
8. Acee-Eke, B.C -Relationship between digital marking strategies and customer engagement of Airlines operators
9. Journal Informatics education and Research (2024)-Digital marketing strategies to Improve customer Experience and engagement
10. International Journal of research in Marketing management and sales (2025)-Digital customer Experience and Brand engagement
11. Business studies journal (2021)-Impact of Digital Marketing on customer Experience
12. Jabbari, O& Lamari, S. (2024)-Customer Experience in the Digital Transformation Era
13. Ethiopian airlines Organizational Manual

Appendix A: Questioners

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

This questionnaire is designated to collect data for an MBA thesis examining the effect of digital platforms on customer experience at Ethiopian Airlines. Your responses are strictly confidential and will only be used for academic purposes**.**

Section A: Demographic Information

1. Gender

□ Male □ Female

2. Age
   □ 18 -30 □ 31-40 □ 41-50 □ Above 50

3. Educational Level
   □ Diploma □ Bachelor's □ Master's degree □ Others

4. What is the primary purpose of your travel
   □Business □ Persona/Leisure □Other

5. Frequency of using Ethiopian airlines digital platform
   □ Rarely □ Sometimes □ often □ Always

6. How do you usually book your flight?
   □ Airlines website □ Mobile app □ Travel agency □ Third party website

Section B: Digital platform Dimensions (Independent variables)

Scale:

1=Strongly Disagree |2=Disagree |3=Neutral |4=Agree | 5=Strongly Agree

I. Responsiveness

1. Ethiopian airlines digital plat forms respond quickly to my requests

   □ 1 □2 □3 □4 □5

2. I received prompt responses when I provided feedback on the digital platform.

   □ 1 □2 □3 □4 □5

3. I received timely update about flight changes or delays via digital channels

   □ 1 □2 □3 □4 □5

4. The airline provides queue confirmation immediately after online booking

   □ 1 □2 □3 □4 □5

II-Communication Quality

5. The airline provides clear and understandable information on its website/app

   □ 1 □2 □3 □4 □5

6. Notification and updates are timely and useful

   □ 1 □2 □3 □4 □5

7. The airline provides accurate flight and pricing information online

   □ 1 □2 □3 □4 □5

8. Communication across digital platforms is consistent

   □ 1 □2 □3 □4 □5

9. The Ethiopian airlines digital platforms provide accurate flight information updates on price change

□ 1 □2 □3 □4 □5

IV-Engagement

10. The digital platform encourages interaction and participation

□ 1 □2 □3 □4 □5

11. The digital plat forms encourage passengers to provide feedback online

□ 1 □2 □3 □4 □5

12. The digital platforms share engaging and interesting digital content

□ 1 □2 □3 □4 □5

13. The airlines digital platforms actively respond to user -generated content and comment

□ 1 □2 □3 □4 □5

V-Ease of use

14. Ethiopian airlines website/app is easy to navigate

□ 1 □2 □3 □4 □5

15. It is easy to search for flights online

□ 1 □2 □3 □4 □5

16. The online booking process is simple and convenient

□ 1 □2 □3 □4 □5

17. Online payment procedures are easy to complete

□ 1 □2 □3 □4 □5

18. The airline's mobile app/Website functions smoothly without technical issues

□ 1 □2 □3 □4 □5

Section C-Customer Experience (Dependent Variable)

19. The airline's digital service meets my expectations

□ 1 □2 □3 □4 □5

20. My online interaction positively influences me over all travel experiences.

□ 1 □2 □3 □4 □5

21. The airlines digital platforms make my travel process more convenient

□ 1 □2 □3 □4 □5

22. I feel valued when engaging with airline digitally

□ 1 □2 □3 □4 □5

23. The digital platform improves my overall perception of Ethiopian Airlines service quality

□ 1 □2 □3 □4 □5

24. Overall, I am satisfied with my digital experience with Ethiopian airline

□ 1 □2 □3 □4 □5