

Internship Report
On
Turkish Airlines (THK) Dhaka

By

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ID: 20264084

An internship report submitted to the Brac Business School (BBS) in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Brac Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing a degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Nahid Mushtaq

ID: 20264084

Supervisor's Full Name & Signature:

Supervisor Full Name: Dr. Samina Haque

Lecturer

BRAC Business School

BRAC University

Letter of Transmittal

Dr. Samina Haque

Lecturer

BRAC Business School

BRAC University Dhaka-1212, Bangladesh

Subject: Submission of Internship Report on Turkish Airlines customer satisfaction in Turkish Airlines Bangladesh.

Dear Madam,

In accordance with the requirements of my academic program, I am glad to present the report from my three-month internship with Turkish Airlines Bangladesh and the sales and marketing division, which was centered on "Turkish Airlines customer satisfaction."

My internship gave me the chance to collaborate directly with the customer service, sales, and marketing teams, where I gained valuable insights into the airline industry's operations, particularly in the context of Turkish Airlines. The report covers my observations, experiences, and findings on Turkish Airlines' passengers' customer service and customer satisfaction levels.

I believe this report satisfies your expectations and provides you with a comprehensive understanding of my internship experience. I appreciate having the chance to work on developing my talents and gaining real-world experience through this internship.

Sincerely yours,

Nahid Mushtaq

ID: 20264084

BRAC Business School

BRAC University

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between [Name of Company] and the undersigned student at BRAC University

Acknowledgment

Firstly, I would want to express my gratitude to Allah Ta'ala for providing me with the opportunity to work as a management intern at Turkish Airlines as well as the guidance and support I needed to successfully finish my internship.

I also want to sincerely thank Dr. Samina Haque for all of her advice and assistance throughout my internship. Her insightful recommendations and perceptive remarks really improved the quality of this paper.

Additionally, I would like to express my gratitude to Mr. Emrah Karaca, Turkish Airlines' country manager, Mr. Ejaz Kadry, the company's sales and traffic personnel, and my colleagues in the marketing and sales departments for their assistance and cooperation throughout my internship. My understanding of the aviation sector has been shaped by their expertise, experience, and mentoring, which has helped me develop my professional abilities.

Finally, I want to express my gratitude to everyone who helped me along the way and for the chance to work for Turkish Airlines, a renowned and forward-thinking company.

Executive Summary

This internship report provides a comprehensive overview of my experience working as a management intern at Turkish Airlines, specifically in the sales and marketing department. The report is structured into three primary sections: an overview of the internship, an organizational part, and a research section.

During my internship, I gained valuable experience in various aspects of sales and marketing, including market research, product development, and customer segmentation. I also gained an understanding of the value of teamwork and efficient communication.

The organizational part of the report provides an overview of Turkish Airlines, including its history, structure, and operations, with a focus on the sales and marketing departments. The airline strongly emphasizes its determination to provide first-rate customer care and the significance that marketing plays in enhancing the customer experience.

The research section focuses on satisfaction at Turkish Airlines, with a questionnaire survey conducted to gather data on customer satisfaction levels. The survey's findings showed that, overall, the airline enjoys excellent levels of customer satisfaction, with areas for improvement identified about more responsive customer service channels and better communication during delays and cancellations.

Overall, this internship report provides valuable insights into the importance of sales and marketing in the airline industry and the role of effective communication and collaboration within a team. It also highlights the need for continued investment in staff training and development to maintain high levels of customer satisfaction.

Keywords: Turkish Airlines, Customer Service, Customer Satisfaction, Sales and Marketing,

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List of Acronyms

THY	Turkish Airlines
CSR	Corporate Social Responsibility
Q3	Third Quarter
Q4	Fourth Quarter
EBITDAR	Earnings before interest, taxes, depreciation, amortization, and restructuring/rent
IFRS	International Financial Reporting Standards
LCCs	low-cost carriers
PSS	passenger service system

1. Chapter 1

Overview of Internship

1.1. Student Information

Student Name: Nahid Mushtaq

Student ID: 20264084

Program: MBA

Major: OPN

1.2. Introduction

In the internship report, I aim to present a comprehensive overview of my internship experience as a Management Intern in the Sales and Marketing Department at Turkish Airlines. This chapter provides a detailed account of my tasks and responsibilities during the internship, along with the outcomes I achieved and the obstacles I faced.

As a management intern in Sales and Marketing Department at Turkish Airlines, I had the unique opportunity to gain valuable insights into the airline industry and its various management functions. During my internship, I was responsible for a variety of tasks, including entering corporate agencies' data, ensuring its accuracy, and supporting my supervisor and colleagues.

Moreover, I was able to develop a deeper understanding of the sales and marketing management functions and operations within the company. This included managing cooperating agencies' records, conducting research on customer service and satisfaction, coordinating sales, and operations, and learning about the performance management approach.

Throughout my internship, I also had the chance to build my knowledge about the operation of management activities in the airline industry, such as international rules for flights and airlines, exit management, scheduling flight tickets, and customer treatment.

Working alongside other colleagues in Sales and Marketing Department, I was able to interact and collaborate with them to learn from their experiences and gain a better understanding of the company's operations. In addition, I was able to help the company by bringing up problems and engaging in creative brainstorming with the management and sales and marketing division team.

Overall, my internship at Turkish Airlines provided me with practical experience and insights into the sales and marketing management functions and operations within the airline industry. It was an outstanding opportunity for me to improve my skills and comprehend how the aviation industry operates.

1.3. Internship Information

1.3.1. Period, Company Name, Department/Division, Address

Period: 3 months

Company Name: Turkish Airlines Bangladesh

Department: Sales and Marketing Department

Address: 4th Floor, Uday Tower, 57 Gulshan Avenue, Gulshan-1, Dhaka 1212, Bangladesh

1.3.2. Internship Company Supervisor's Information

Supervisor Name: Mr. Emrah Karaca

Position: Country Manager

1.4. Job Scope – Job Description/Duties/Responsibilities

As a Management Intern in the Sales and Marketing Department of Turkish Airlines, my job scope encompassed a range of tasks and responsibilities. The primary objective of my internship was to gain hands-on experience in the management functions and operations of the airline industry.

One of my key responsibilities was to ensure the accuracy of data related to corporate agencies. I was tasked with Making a list and entering data into and verifying the accuracy of existing

records. In addition, I supported my supervisor and colleagues in various administrative tasks, including filing, record-keeping, and organizing files.

I was also allowed to gain a deeper understanding of the sales and marketing management functions and operations within the company. This included tasks such as managing the cooperating agencies' records, developing research on customer service and customer satisfaction, and learning about the performance management system.

Moreover, I was able to build knowledge about the operation of management activities in the airline industry, such as international rules for flights and airlines, exit management, scheduling flight tickets, and customer treatment. Through my interactions with other colleagues in Sales and Marketing Department, I learned from their experiences and built effective communication skills.

Overall, the range of my responsibilities as a Management Intern in Turkish Airlines' Sales and Marketing Department allowed me to obtain practical knowledge in a variety of management and marketing-related areas related to the airline sector.

1.5. Job Internship Outcomes

1.5.1. Contribution to the Company

Throughout my internship at Turkish Airlines, I made significant contributions to the Sales and Marketing Department of Turkish Airlines Dhaka by taking various initiatives that proved to be beneficial for the department. Firstly, I was tasked with creating a comprehensive list of all the agencies that had corporate partnerships with Turkish Airlines. This list included important information such as Agency Name, IATA Number, contact person, contact address, and office address. This database proved to be extremely helpful for the Sales and Marketing team to have easy access to the corporate agencies' information.

Secondly, I conducted research on customer service and customer satisfaction, which helps the department to better comprehend the requirements and expectations of the customers. This research helps the department to identify areas where improvements were needed, and they need to implement changes accordingly.

Lastly, I actively participated in team meetings and brainstorming sessions, where I provided valuable insights and suggestions to the team. My supervisor and colleagues appreciated my

contributions, and I was able to assist the organization by highlighting issues and working together with the Management and Sales Marketing divisions to develop effective solutions. Overall, I believe that my contributions during my internship helped the Sales and Marketing Department of Turkish Airlines Bangladesh to operate more efficiently and effectively.

1.5.2. Benefits to me

My internship at Turkish Airlines was a rewarding experience that gave me many advantages. Firstly, the internship provided me with hands-on experience in the airline industry, particularly in the field of Operations Management in Sales and Marketing. This experience helped me better comprehend the challenges of operating a massive aviation business, and to put the theoretical information I gained in my academic studies into practice.

Secondly, working with a diverse and talented team allowed me to learn the importance of effective communication and collaboration in achieving shared goals. I also gained insights into the roles and responsibilities of professionals from different departments, which broadened my understanding of the aviation industry as a whole.

Thirdly, the internship exposed me to a range of management strategies and practices, as well as IATA policies and regulations, It will be important to my future management career. Additionally, I developed skills for utilizing a variety of tools and technologies for sales and marketing, which will help me in any industry.

Overall, the internship provided me with a valuable opportunity to learn, grow, and develop as a professional. I am glad for the experience and believe that the skills and information I gained while working at Turkish Airlines will be valuable to my future pursuits.

1.5.3. Problem/ Difficulties

Throughout my internship with Turkish Airlines, I encountered several challenges that affected my overall experience and performance. One of the most significant difficulties was the absence of a designated work platform for interns. As a result, I often felt uncertain about what tasks to undertake or where to begin. I had to approach my colleagues on numerous occasions, seeking guidance on new learning opportunities or job responsibilities.

Furthermore, my limited work experience and restricted access to confidential data were additional challenges. These limitations made it difficult for me to fully engage with certain aspects of my role and to make informed decisions.

Additionally, establishing productive communication with my colleagues posed another challenge. As I lacked a clear working plan, I would approach them without specific objectives, causing disruptions to their work. However, with time, my colleagues became more helpful and offered the necessary guidance to help me succeed in my role.

Overall, these challenges were a test of my resilience and ability to navigate obstacles in a professional setting. Despite the initial difficulties, my internship at Turkish Airlines provided an excellent opportunity to develop my skills and gain valuable experience.

1.5.4. Recommendation

1. Establish a structured work platform for interns that includes a clear set of tasks, objectives, and responsibilities. This will enable interns to understand their role within the organization and work efficiently towards their goals.
2. Assign a mentor or supervisor to the intern: Having a designated point of contact for interns to turn to for guidance and support would enable them to receive the necessary direction and assistance throughout the internship.
3. Provide access to relevant data and information for interns, while ensuring confidentiality is maintained where necessary. This will allow interns to gain a better understanding of the company's operations and make more informed decisions.
4. Provide feedback and evaluations: Offering regular feedback and evaluations to interns would enable them to understand their strengths and areas of improvement, providing them with an opportunity to develop and grow during their internship.
5. Develop a communication plan that clearly outlines how interns can engage with their colleagues and supervisors professionally. This will ensure that interns understand how to communicate effectively and minimize any disruptions to the work of others.

6. Provide interns with chances for training and growth to improve their abilities and understanding. This will enable interns to work harder and more productively toward the objectives of the firm.

2. Chapter 2

Organization Part

2.1.Introduction

The national airline of Turkey, Turkish Airlines, has its main office in Istanbul. It was established in 1933 as a modest airline with only five aircraft, but it has since grown to be one of the most successful airlines in worldwide aviation. Turkish Airlines now has a fleet of over 350 aircraft that can reach over 300 locations in North America, Europe, Africa, Asia, and South America.

Turkish Airlines has agreements with several other top airlines and is a part of the Star Alliance, the most powerful aviation alliance in the world. Its primary hub is Istanbul Airport, one of the most visited airports worldwide and a stopover for travelers between Europe, Asia, and the Middle East. The airline also has a base at Istanbul's Sabiha Gökçen International Airport, which lies on the city's Asian side.

The airline is renowned for its excellent quality of service and dedication to traveler comfort. Turkish Airlines has received several honors and recognition for its outstanding customer service and hospitality, including the "Best Airline in Europe" title from Skytrax, a reputable airline review website, for six years in a row from 2011 to 2016. The airline's in-flight entertainment program, which offers a large range of films, TV series, and music, has won multiple awards.

Turkish Airlines is dedicated to sustainability and has put numerous programs into place to lessen its impact on the environment. The airline started a program named "Zero Waste" in 2019 to minimize the trash produced by its operations. The airline has also introduced energy-saving measures in its operations and made investments in sustainable biofuels. Turkish Airlines runs a cargo subsidiary called Turkish Cargo in addition to offering passenger services. Turkish Cargo offers air cargo services to more than 300 locations across the world.

Additionally, the airline participates in several CSR projects, including programs that promote environmental, health, and education goals.

2.2. Overview of Turkish Airlines

2.2.1. Offices of Turkish Airlines

The company's headquarters are located at the General Management Building of Turkish Airlines at Atatürk Airport in Yeşilköy, Bakırköy, and Istanbul. Istanbul Airport in Arnavutköy, Ankara Esenboğa Airport, and İzmir Adnan Menderes Airport serve as the airline's secondary bases.

The Turkish Airlines office in Dhaka, Bangladesh is situated in Gulshan 1. At Kurmitola's Dhaka Hazrat Shah Jala International Airport, there is another local office. Turkish Airline manages two sites in Bangladesh which also handles flight tickets.

The Dhaka and Airport office offers official assistance to travelers who are having issues with their tickets or other issues. The company's office is the most respectable and authorized sales office in Dhaka. The nation's recognized national carrier of Turkey is Turkish Airlines, which provides inexpensive air travel with select trips. Additionally, since April 1, 2008, it has become a part of the Star Alliance platform.

2.2.2. Logos of Turkish Airlines

Since its founding in 1933, Turkish Airlines has changed its logo multiple times. Over time, the logos have changed to reflect the airline's shifting brand identity and messaging.



2018 – Today

The bird likely influenced the Turkish Airlines logo, which is arguably the most recognizable representation of all things aviation-related. The bird in this illustration is entirely abstract and is only a curve (for the wing) above a diagonal bar (for the body). The upward movement of the body represents the future and upward motion. Turkish Airlines is written in simple sans with traditional proportions.







TURKISH AIRLINES

2.2.3. Corporates & Partners



Through its brands and subsidiaries, Turkish Airlines is improving aviation standards.

Passenger and cargo transport group

	<p>Turkish CARGO Headquarter: Turkey Partnership:</p>		<p>Sun Express Deutschland GMBH Headquarter: Germany Partnership structure: 50% Sun Express - 50% DLP Stiftung</p>
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	<p>Sun Express Aviation Inc.</p> <p>Headquarter: Antalya</p> <p>Partnership:50% Turkish Airlines - 40% Lufthansa AG - 10% Other</p>		<p>Air Albania SHPK</p> <p>Headquarter: Arnavutluk</p> <p>Partnership: 49% Turkish Airlines - 41% MDN Investment 10% Albcontrol</p>
	<p>Turkish Airlines International Investment and Transportation Inc.</p> <p>Headquarter: Istanbul</p> <p>Partnership: 100% Turkish Airlines</p>		<p>Web Word Express Ltd.</p> <p>Headquarter: Hong-Kong</p> <p>Partnership: 45% Turkish Airlines International Investment Transportation - 45% ZTO Express 10% PAL Air</p>

Maintenance and repair group

	<p>Turkish Airlines Technical Inc.</p> <p>Headquarter: Istanbul</p> <p>Partnership:100% Turkish Airlines</p>		<p>Pratt&Whitney Turkish Airlines Technical Aircraft Engine Maintenance Mrkz. Ltd. Co.</p> <p>Headquarter: Istanbul</p> <p>Partnership: 51% PW - 49% Turkish Airlines</p>
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	<p>Goodrich & Turkish Airlines Technical Service Center Ltd. Co.</p> <p>Headquarter: Istanbul</p> <p>Partnership: 60%</p> <p>Goodrich - 40% Turkish Airlines Technical Inc</p>
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In-flight production group

	<p>TCI Cabin Interior Systems San. and Tic. Inc.</p> <p>Headquarter: Istanbul</p> <p>Partnership:30%</p> <p>Turkish Airlines - 20%</p> <p>Turkish Airlines Technical Inc. - %50</p> <p>TUSAŞ</p>		<p>Aircraft Seat Production San. and Tic. Inc.</p> <p>Headquarter: Istanbul</p> <p>Partnership: 50%</p> <p>Turkish Airlines - 5%</p> <p>Turkish Airlines Technical Inc. - 50%</p> <p>Kibar Holding</p>
	<p>TSI Incorporation</p> <p>Headquarter: ABD</p>		<p>Cornea Aviation Systems San. ve Tic. Inc.</p> <p>Headquarter: Istanbul</p> <p>Partnership: 80%</p> <p>Turkish Airlines</p> <p>Technical Inc. - 20%</p> <p>Havelsan</p>



Support services group

	<p>Turkish Airlines Opet Aviation Fuels Inc. Headquarter: Istanbul Partnership: 50% Turkish Airlines - 50% Opet</p>		<p>Kuzey Tankercilik Inc. Headquarter: Istanbul Partnership: 100% THY Opet</p>
	<p>Güney Tankercilik Inc. Headquarter: Istanbul Partnership: 100% THY Opet</p>		<p>Turkish Airlines Do&Co Catering Services Inc. Headquarter: Istanbul Partnership: 50% Turkish Airlines - 50% Do&Co</p>
	<p>TGS Ground Handling Inc. Headquarter: Istanbul Partnership: 50% Turkish Airlines - 50% Havaş</p>		<p>Turkish Airlines Flight Training and Airport Operation Inc. Headquarter: Aydın Partnership: 100% Turkish Airlines</p>
	<p>TFS Fuel Services Inc. Headquarter: Istanbul Partnership: 25% Turkish Airlines - 25% Taya Port Management Inc. - 25% Zirve Holding Inc. - 25% Demirören Fuel Industry and Trade Inc.</p>		

Information Technologies Group

	<p>THY Teknoloji ve Bilişim A.Ş. Headquarter: Istanbul Partnership: 100% Turkish Airline</p>
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Other Group

	<p>Tax Refund Brokerage Inc. Headquarter: Istanbul Partnership: 45% Maslak Automotive Industry and Trade. - 30% Turkish Airlines - Inc. - 25% VK Holding A.Ş.</p>		<p>THY Airport Real Estate Investment and Management Inc. Headquarter: Istanbul Partnership: 100% Turkish Airlines</p>
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2.3. Company Analysis

2.3.1. Mission Statement

The mission of Turkish Airlines is “to become the leading air carrier in Europe. It looks forward to increasing global coverage while retaining its identity as the flag carrier in the civil air transportation industry in Turkey” (BusinessEssay, 2022). While strictly adhering to flight safety regulations, the airline maintains dependability and service quality. They provide outstanding customer service and product lines to keep their place among the best airlines in the globe.

2.3.2. Vision Statement

Turkish Airlines says, "Our vision is to be the most preferred leading European air carrier with a global network of coverage thanks to our exceptional customer experience, superior quality, and service standards, and our commitment to innovation and sustainability. We aim to maintain our position as the pride of Turkey and the symbol of Turkish hospitality, whilst

continuing to provide safe, reliable, and comfortable air travel to our passengers" (BusinessEssay., 2022).

Turkish Airlines plans to have consistent expansion with the fewest incidents and accidents. It seeks to keep its sales and distribution expenses lower than what is often the case in the sector. Additionally, the business is committed to increasing the understanding and expertise of its employees so that it may fully benefit from their contributions.

2.3.3. Core Values

The airline's dedication to quality, safety, customer satisfaction, and social responsibility is reflected in these core values and instructs its staff on how to conduct everyday business and engage with customers and stakeholders.

- 1. Safety:** Turkish Airlines prioritizes safety above everything else in all of its activities, including ground operations, flight operations, and maintenance.
- 2. Service excellence:** Whether on the ground or in the air, the airline is committed to offering its clients the best possible service.
- 3. Customer satisfaction:** Turkish Airlines makes an effort to go beyond what is expected of them by giving passengers a relaxing, hassle-free, and enjoyable trip.
- 4. Teamwork:** To guarantee that its staff members collaborate successfully and efficiently, the airline actively encourages a culture of respect, cooperation, and teamwork.
- 5. Innovation:** Turkish Airlines is dedicated to using innovation and technology to continually improve its processes, offerings, and services.
- 6. Corporate social responsibility:** The airline is dedicated to becoming a good corporate citizen and acknowledges its responsibility to the community, through assisting several social and environmental projects.

2.3.4. Code of Ethics & Professional Conduct

Turkish Airlines upholds a Code of Ethics and Professional Conduct that outlines the standards for moral conduct and professionalism inside the company. The Code of Ethics and Professional Conduct, which is meant to act as a behavioral manual for all workers, reflects Turkish Airlines' dedication to professionalism, ethics, and corporate responsibility. According to the airline, all employees are required to abide by these rules in their regular jobs and interpersonal interactions.

1. **Compliance with laws and regulations:** All employees are expected to conduct themselves morally and with the highest standards of decency and to follow all applicable rules and laws.
2. **Integrity and honesty:** Employees are required to conduct themselves honestly and with integrity, and to refrain from any actions that may be seen as having a conflict of interest.
3. **Respect for others:** Turkish Airlines promotes the value of upholding a healthy and courteous work atmosphere and treating everyone with respect, regardless of their status or background.
4. **Professionalism:** Employees are required to operate with a high degree of professionalism in all interactions with clients, coworkers, and stakeholders and to exhibit a dedication to excellence and quality.
5. **Confidentiality:** The airline places a strong emphasis on the need to protect the privacy of sensitive data and prevent its unauthorized exposure.
6. **Sustainability:** Turkish Airlines promotes sustainability projects and encourages workers to act responsibly toward the environment and society. Turkish Airlines also understands its obligation to the environment.

2.3.5. Organizational Structure of Turkish Airlines

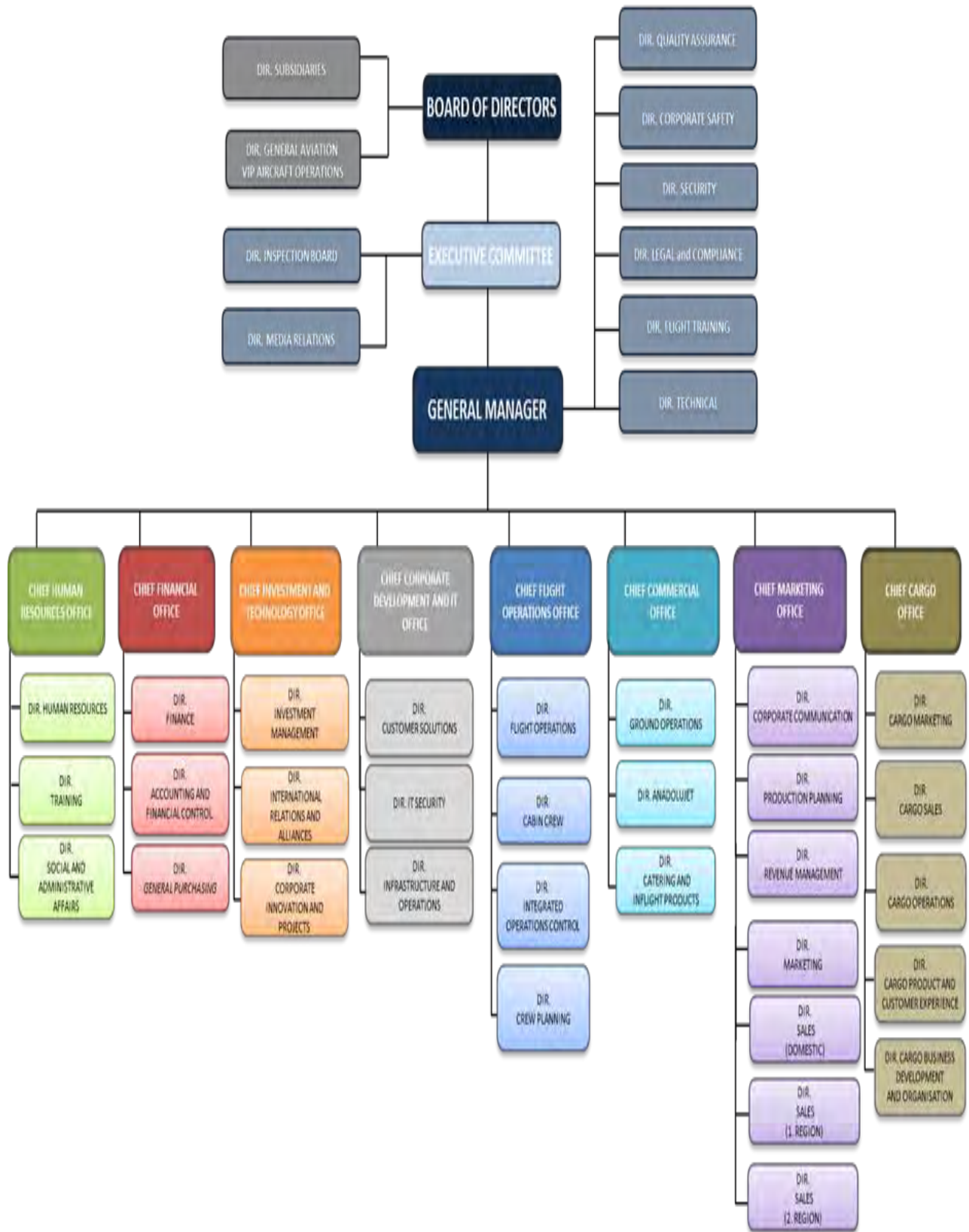


Figure 1: Organizational Structure of Turkish Airlines.

2.3.6. Management Team of Turkish Airlines



Activate Windows
Go to Settings to

Figure 2: Management Team of Turkish Airlines.

2.3.7. SWOT Analysis

2.3.7.1. Strengths

Strategic Location: In terms of air travel, Turkey is geographically in an ideal location on the globe. Istanbul is a bridge that connects East and West. It has become an important center for the movement of international passengers on routes between Europe and Far East Asia, Europe and Africa, Europe and the Middle East, and America and the Middle East. This has shortened the flight duration and made it possible to use a variety of fleets with different capacities.

Flight Network: Turkish Airlines is successfully implementing its expansion strategy to increase the number of new destinations while progressively expanding its network. This airline is the biggest in the entire world and ranks second among those that have the most destinations.

Customer Loyalty: Turkish Airlines boasts a high level of customer loyalty because of its effectiveness in meeting customers' expectations in the desired manner. As a result of its innovative approach and commitment to its customers, the Company is the most favored airline.

Supply Chain: A strong supply chain that gives it access to the right resources supports Turkish Airlines, thereby enabling it to provide the right product to consumers.

Brand Name: The well-known brand name Turkish Airlines can both attract and keep consumers. The brand's reach has expanded thanks to its creative and effective social media campaigns, as well as its clever sponsorship and advertising initiatives. "Globally yours," the slogan of Turkish Airlines, promotes hospitality across the world.

Strong Management: Turkish Airlines is devoted to continuously upgrading its services to make flying for customers convenient and easy. To provide customers with long-lasting satisfaction, the airline works hard to integrate its operational and business systems. ("Strong wings, big goals") describes how THY's subsidiaries are managed expertly and efficiently, which adds to the company's successful presentation.

Modern fleet: Turkish Airlines operates a contemporary fleet of more than 350 aircraft, including modern models that provide both comfort and fuel economy.

Skilled Workforce: The airline's workforce is highly qualified and trained, which contributes to offering customers a high standard of service.

2.3.7.2. Weaknesses

Dependence on Istanbul: Turkish Airlines is based in Istanbul, which is a vital location for the company, however, the airline highly depends on the airport for its operations, which can cause delays and logistical challenges.

High operational costs: Turkish Airlines has significant operating costs because of things like fuel prices, maintenance expenditures, and personal costs.

2.3.7.3. Opportunities

Expansion into new markets: Turkish Airlines has the opportunity to grow its route network and enter new markets like Australia and South America.

Partnerships and alliances: The airline can form a partnership and develop alliances with other airlines, which could assist to widen its network and strengthen its position in the market.

Increase cargo operations: The airline can increase its cargo operations, which might contribute to generating other sources of income.

Investment in technology: Turkish Airlines may invest in modern technologies like blockchain and intelligent machines to increase its operational productivity and promote customer satisfaction.

Development of new services: To draw in and keep consumers, the airline can provide new services like loyalty plans and in-flight entertainment.

2.3.7.4. Threats

Intense competition: Turkish Airlines' market share and profitability may be hampered by the intense competition it encounters from other significant airlines.

Geopolitical events: Turkey is situated in a politically sensitive area, which may result in outside variables that influence the airline's operations, such as trade issues, conflicts, and terrorism.

Economic conditions: Turkish Airlines is vulnerable to changes in the world economy, which could have an effect on the tourist sector and lower demand for air travel.

Technological disruption: The airline sector may be disrupted, and demand for air travel may decline, due to new technology like high-speed rail and self-driving automobiles.

Environmental concerns: Airlines contribute significantly to greenhouse gas emissions, thus there is growing demand from customers, governments, and Organizations to reduce the industry's environmental effect. This can result in more stringent rules and costlier operations for the airline.

2.4. Management Practices

2.4.1. Leadership Style:

The business has a potent leadership group that is dedicated to achieving its goals. The company's CEO and other senior executives are qualified experts with a thorough knowledge of the aviation sector and company performance. A major airline around the world is Turkish Airlines, and its management style may be characterized as a blend of authoritarian and democratic leadership. On the one hand, Turkish Airlines' senior management and CEO are recognized for their strong, imposing leadership. They are committed to attaining the airline's aims and objectives, and they anticipate that staff members will do the same. The way choices are made at the highest levels of the business when a small group of executives makes the majority of the important choices without much involvement from other employees is an instance of this. Turkish Airlines, on the other hand, places high importance on staff

involvement and engagement. The business has put in place a variety of programs that are intended to offer workers a voice and promote departmental teamwork. For instance, the airline has a program called "Ask the CEO" that enables staff members to ask the CEO questions and make suggestions, and the CEO will answer right away.

Generally, it can be said that Turkish Airlines' leadership style strikes a balance between top-down command and worker empowerment. With this strategy, the airline has been able to keep a laser-like focus on attaining its objectives while simultaneously promoting a culture of innovation and cooperation.

2.4.2. Employee Training and Development:

Turkish Airlines prioritizes the growth and development of its employees. The business makes significant investments in its workers, providing them with continual training opportunities to assist them to gain new knowledge and boost their productivity.

2.4.3. Customer Service:

Turkish Airlines has a track record for offering top-notch customer support. The business prioritizes its consumers and makes sure they have a positive experience from booking to landing. The airline has won several honors for its dedication to providing excellent customer service, including Skytrax's 2019 Best Airline in Europe title.

2.4.4. Quality Management:

Turkish Airlines places a lot of emphasis on quality control. The business has a quality management system in place to make sure all facets of its operations are of the best quality. This covers everything, including customer service and flying operations.

2.4.5. Innovation:

Turkish Airlines is recognized for its cutting-edge method of conducting business. To improve the client experience, the firm has launched a variety of new goods and services, including its mobile app and in-flight entertainment system.

2.4.6. Sustainability:

Turkish Airlines is dedicated to using ethical business methods. The business has adopted a variety of steps to lessen its carbon footprint, including recycling programs and the use of more fuel-efficient airplanes.

In general, Turkish Airlines has a solid management team that is committed to offering customers a high-quality level of service while guaranteeing the sustainability and efficiency of its operations.

2.5. Marketing Practices

2.5.1. Sponsorships:

Turkish Airlines is well known for sponsoring famous and influential sporting occasions including the UEFA Champions League, the Turkish Airlines Open Golf Tournament, and the Turkish Airlines Euro League. Through these sponsorships, the airline may advertise its brand to sports lovers across the world and reach a larger audience. By positioning itself competitively in the market and achieving its corporate aims and objectives, Turkish Airlines is helped by its marketing strategy.

2.5.2. Social media:

Turkish Airlines has a significant online presence on sites like Facebook, Twitter, and Instagram. The airline frequently posts interesting material, such as pictures and videos of its flights, destinations, and events.

2.5.3. Advertising:

Turkish Airlines promotes its brand using a variety of media, including print and web advertisements, television commercials, and print ads. The excellent standard of service, the variety of destinations, and the airline's dedication to customer pleasure are frequently highlighted in its advertising campaigns.

2.5.4. Brand ambassadors:

Famous football players, actors, and other celebrities have been chosen by Turkish Airlines as brand ambassadors to further the company's image. These brand ambassadors contribute to greater brand recognition and appeal to a larger audience.

2.5.5. Loyalty program:

Turkish Airlines offers regular travelers “Miles& Smiles”, a loyalty program that rewards them with a range of benefits including free flights, room upgrades, and discounts. The loyalty program promotes client retention and repeats business.

2.5.6. Customer service:

Turkish Airlines is committed to offering its customers a first-rate experience and places a high priority on customer service. The airline's customer support staff is accessible 24/7 to help customers with any problems or inquiries they may have.

2.6. Financial Performance and Accounting Practices

The financial statements and disclosures provided by Turkish Airlines, a publicly listed corporation, are in conformance with International Financial Reporting Standards (IFRS). Although the COVID-19 epidemic has influenced the airline's financial performance, it nevertheless implements techniques to increase operational effectiveness and reduce risks.

Turkish Airlines has the following notable financial results and accounting practices:

2.6.1. Turkish Airlines' financial performance in 2022

In 2022, Turkish Airlines reported a net profit of \$2.725 billion, compared to \$959 million in the year 2021. The company's revenues grew from \$10.686 billion to \$18.246 billion, with \$14.291 billion being earned from passengers and \$3.735 billion coming from cargo. With a

domestic load rate of 85.8% and a global load ratio of 80.1%, the airline transported 71.8 million passengers.

The cost of operating grew to \$15.710 billion, with the cost of fuel increasing to \$6.467 billion from \$2.756 billion due to hedging. Operating profit reached \$3.193 billion, while EBITDAR was \$5.377 billion. Deferred tax liabilities totaled \$2.218 billion in the financial statements, although there were only \$214 million in actual tax costs. The value of the cash and its equivalents was \$4.075 billion, while the value of net debt was \$9.124 billion.

Turkish Airlines maintained efficient cost control despite inflationary pressures, reducing its unit expenditures (excluding fuel) by 2% over the previous year. All geographical areas had an increase in passenger unit revenues, with Europe seeing the largest percentage shift (+27.3% for the whole year and +40.4% in Q4). Turkish Airlines compares its 2022 performance with the year before the Covid issue, 2019, in its analysis. At that time, the operational profit was \$1.04 billion, EBITDAR was \$3.107 billion, overall revenue was \$13.229 billion, expenses were \$10.928 billion, and the net profit was \$788 million.

Turkish Airlines recorded a net profit of \$473 million for the fourth quarter of 2022, more than twice as much as the same period in 2021 but less than the \$1.515 billion generated in the third quarter. Revenues were \$3.309 billion in the final quarter of 2021, \$4.772 billion in the last quarter of 2022, and \$6.068 billion in the third quarter of 2022. Over the past ten years, Turkish Airlines has steadily increased its global market share, which is currently at 2.7%, up 1.7% since 2010. The market share of its subsidiary Anadolu Jet increased as well; it went from 13.3 percent in 2019 to 64.5 percent in 2018.

2.6.2. Turkish Airlines' financial performance in 2021

The Covid-19 epidemic in 2020 created unheard-of economic difficulties on a worldwide scale, and the aviation sector was one of the most affected. Despite ongoing challenges posed by the

pandemic, Turkish Airlines managed to finish the fiscal year 2021 with a strong financial performance, thanks to its effective capacity management and strong recovery in Turkey's tourism sector. In comparison to the prior year, the company raised its capacity by more than 70%, exceeding its rivals' capacity by 68% in the same period. In 2021 compared to 2020, there was a 60.2% increase in the number of passengers transported, with a 74% increase in international passengers. Revenues from passengers increased 69% year over year to USD 6.4 billion, above the industry average, while revenue from cargo increased 48% to USD 4.0 billion.

Turkish Airlines made considerable cost savings in 2021, particularly in labor and operating costs, and profited from the Turkish Lira's decline versus the main currencies. Consequently, the company outperformed the industry average with an operational profit of USD 1.4 billion and a margin of profit of 13.2%. EBITDAR totaled USD 3.7 billion which equates to a 35% EBITDAR margin, while net profit after taxes was USD 959 million.

Turkish Airlines' strong performance in cargo operations also contributed significantly to its success in 2021. The company maximized cargo transportation demand, using some of its idled wide-body aircraft in cargo operations, which helped it to rank fifth in the world among cargo carriers in 2021 with a 5.2% market share. Turkish Cargo improved its market share in both terms of revenues and capacity by using flexible techniques to respond to new developments and expanding its global network structure.

Despite ongoing challenges posed by the pandemic, Turkish Airlines' ability to adapt and innovate helped it achieve a solid financial performance in 2021. As the world continues to recover from the pandemic, Turkish Airlines will likely face new challenges, but the company is strong financial position and adaptive approach should help it weather future storms.

2.6.3. Turkish Airlines' financial performance in 2020

In 2020, Turkish Airlines faced a significant decrease in passenger traffic and revenue due to the Covid-19 pandemic. The passenger revenues fell by 66%, down to USD 3.8 billion, while cargo revenues grew by 61% to USD 2.7 billion. As a result, overall revenue, which totaled USD 6.7 billion, fell by 49.1% from the previous year. Turkish Airlines managed to overcome the decline in passenger revenue by concentrating on exporting and cargo, which represented an all-time high of 40% of the overall revenue.

Domestic passengers fell by 55%, while international travelers fell by 68%, resulting in a 62% decrease in the total amount of passengers carried, down to 28 million. An annual decrease of 10.6 points brought the passenger load ratio to 71%. The tough operating environment brought on by the pandemic resulted in an operating loss of USD 255 million for Turkish Airlines in 2020. However, the company managed to overcome the crisis with minimal damage compared to its competitors, registering the lowest amount of loss among them without receiving any help from the government.

To meet the growing demand in the cargo sector in March 2020, Turkish Airlines became the initial operator airline to deploy its idle wide-body aircraft. Due to the 1.5 million tons of merchandise it delivered throughout the year, Turkish Cargo increased its share of the international market to 4.7%. It moved up to the sixth position in the global ranking of air cargo traffic by carrying one out of every twenty pieces of goods delivered by air worldwide. Turkish Cargo announced revenue of USD 2.7 billion in the fiscal year 2020, an all-time high and a 66% rise in cargo unit revenues.

2.6.4. Turkish Airlines' financial performance in 2019

In 2019, Turkish Airlines faced several challenges, including relocating to Istanbul Airport, The grounding of 24 Boeing 737 Max planes, and delay in deliveries of Airbus Neo. Despite these setbacks and the adverse effects of trade wars and global economic slowdown on the

aviation industry, with good performance in Q4, the airline was able to close out the fiscal year with a profit from primary operations of USD 876 million and a net profit of USD 788 million. Turkish Airlines had a 3% gain in total revenue in 2019, reaching USD 13.2 billion, despite revenue losses brought on by relocating and other causes. The airline also reported carrying more passengers, reaching 74.3 million, and maintaining a regular passenger load ratio of 82%, which is the highest in company history.

The amount of cargo transported by Turkish Cargo increased by 9.2% in 2019 compared to the previous year, reaching 1.5 million tons. In keeping with the high standards of Turkish Airlines, Turkish Cargo offers services to clients in 126 nations. The African aviation market saw an increase in the market share of low-cost carriers (LCCs) in 2019, as in other regions, with LCCs expanding their seat capacity by 13.3% compared to 2.6% for hub-based traditional network carriers. The proportion of LCCs in total capacity increased to 17.5% in 2019, from 9% in 2009 and 16.1% in 2018, and this pattern was anticipated to keep going in 2020.

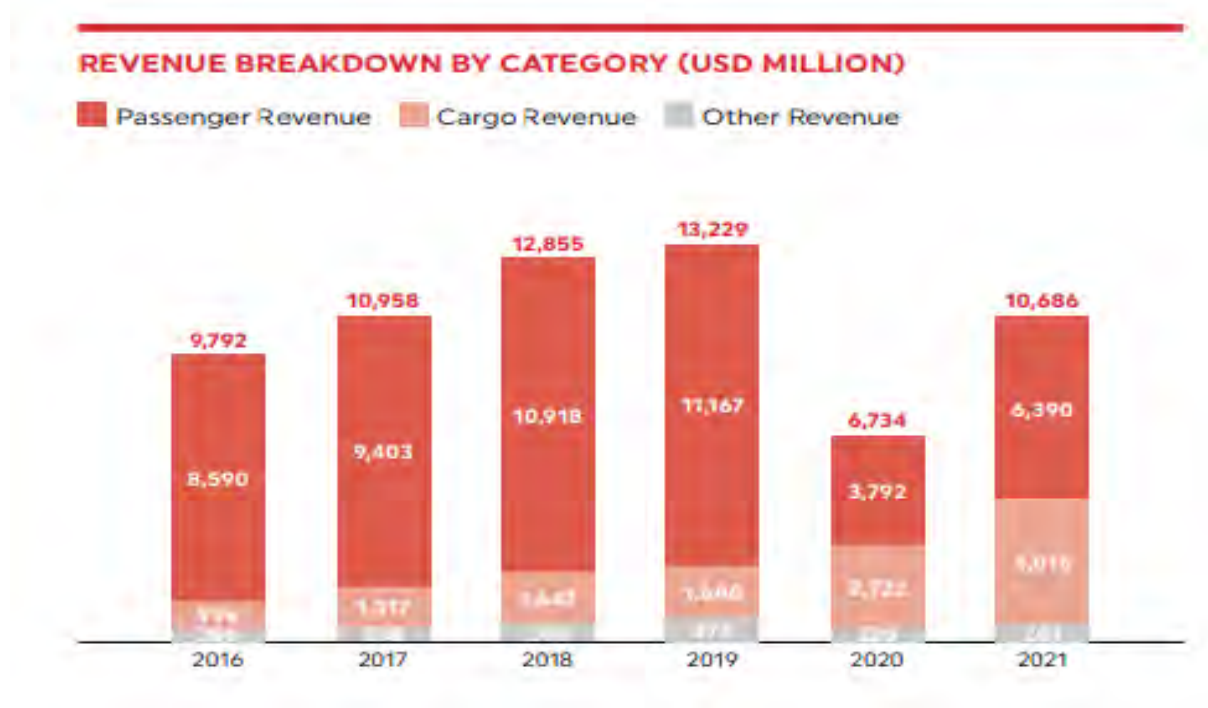


Figure 3: Turkish Airlines Revenue from 2016-2021(Turkish Airlines, 2021b).

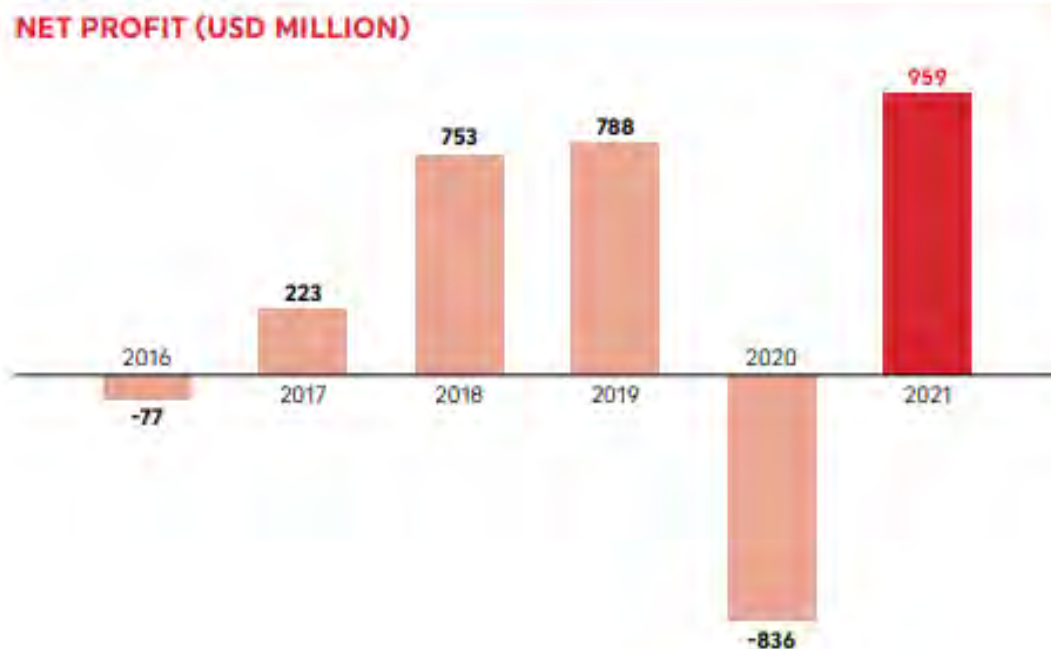


Figure 4: Turkish Airlines Net Profit from 2016-2021(Turkish Airlines, 2021b).

2.6.5. Accounting policies:

Turkish Airlines reports financial information using IFRS accounting standards. The airline includes a full description of the measurement and recognition of assets, liabilities, income, and costs in its financial statements along with a disclosure of its accounting policies.

2.6.6. Audit:

An independent, external auditor performs an audit of Turkish Airlines and issues a report on the financial accounts of the company. To make sure that the auditing is done in conformity with accounting and reporting standards, International Standards on Auditing (ISA) are used.

2.6.7. Risk management:

To recognize, evaluate, and manage risks affecting its business operations and financial results, Turkish Airlines has developed a comprehensive risk management framework. To maintain its effectiveness in reducing the risks the airline encounters, the airline periodically analyzes and modifies its risk management policies and processes.

2.7.Operations Management and Information System Practices of Turkish Airlines

Turkish Airlines (THY) is a major airline and the country of Turkey's primary carrier. To ensure efficient and successful operations, Turkish Airlines places a major emphasis on operations management and information system techniques.

The important practices that Turkish Airlines has adopted include:

2.7.1. Operation Management:

- Safety is the main concern at Turkish Airlines, with quality coming in close after. To maintain secure operations, Turkish Airlines has adopted several safety and quality management systems.
- Turkish Airlines maintains a sizable fleet of aircraft through effective scheduling and maintenance procedures. Turkish Airlines has a committed group of engineers that do routine maintenance inspections to guarantee that the airplanes are in great condition and conform to safety regulations.
- The ground handling system at Turkish Airlines is well-established and includes catering, cargo handling, and luggage handling. The ground handling system is well managed to guarantee timely and smooth operations.

2.7.2. Information System Practices:

- Turkish Airlines effectively manages passenger bookings, check-ins, and other services by utilizing an innovative passenger service system (PSS). The PSS assists Turkish Airlines in analyzing passenger data to enhance services and respond to individual needs.
- Turkish Airlines has developed a state-of-the-art cargo management system, allowing it to effectively manage its cargo operations. The technology enables

Turkish Airlines to trace goods from point of origin to point of destination and offers clients real-time information.

- Turkish Airlines has a specialized staff of IT specialists focused on creating new digital solutions, and it has a strong focus on digital transformation. Turkish Airlines has implemented a variety of digital technologies, including in-flight entertainment systems, self-check-in kiosks, and mobile apps.

2.8. Industry and Competitive Analysis

Many significant companies are participating in the global aviation market, making it a very competitive sector. The industry is also vulnerable to outside variables like fuel costs, the state of the economy, and geopolitical developments. In addition, there is a lot of regulation in the aviation sector, and there are high requirements for security and safety.

Turkish Airlines faces competition from other significant international airlines including Emirates, Qatar Airways, and Etihad Airways. These airlines run in comparable markets and provide comparable services. Yet, Turkish Airlines has several advantages that enable it to compete successfully, including a strong network, a strong brand, a focus on quality and customer service, and a strong financial position.

2.9. Summary and Conclusions

This chapter provides a comprehensive analysis of various aspects of Turkish Airlines' operations, management, and performance. The chapter starts with a brief history of the airline and an overview of its growth and evolution into a leading global carrier. It then discusses the company's mission, vision, core values, and code of ethics, which emphasize its commitment to providing high-quality services to customers while promoting responsible business practices. The SWOT analysis focused on the organization's strengths, weaknesses, opportunities, and threats, and emphasized the challenges and opportunities facing the aviation

industry. The chapter further delves into Turkish Airlines' management methods, marketing strategies, financial performance, accounting methods, operational management, and information methods, providing insights into how the company manages its operations and enhances the customer experience. Overall, the chapter presents Turkish Airlines as a customer-focused organization that strives to offer innovative services while maintaining a commitment to corporate responsibility. The airline's performance and market position suggests that it is well-positioned to navigate the dynamic and competitive aviation industry.

3. Chapter 3

3.1.Introduction

The performance and competitiveness of organizations across a variety of industries are significantly influenced by customer satisfaction. In the aviation industry, customer satisfaction is particularly important as it can determine whether a customer chooses to fly with a particular airline or not. Turkish Airlines, one of the top airlines in the aviation sector, is aware of the significance of customer satisfaction in delivering a first-rate travel experience as well as maintaining its standing in the sector.

This chapter provides a comprehensive overview of customer satisfaction at Turkish Airlines. Through surveys and interviews with customers, the chapter analyzes the factors that contribute to customer satisfaction at the airline. The data collected is presented in a structured and organized manner, using charts, tables, and graphs to provide a visual representation of the findings.

In today's highly competitive aviation industry, an airline's success is greatly influenced by its ability to satisfy its customers. It directly affects customer loyalty, repeat business, and word-of-mouth recommendations. With a plethora of airline options available to travelers, customer satisfaction can make the difference between a customer's choosing to fly with one airline over another. In addition, satisfied customers are more likely to have a positive view of the airline and be willing to recommend it to others in their circle. The revenue and brand reputation of the airline will both rise as a result.

Therefore, airlines must strive to maintain high levels of customer satisfaction by offering quality services, a comfortable flying experience, and prompt handling of customer grievances. By doing so, airlines can not only retain their customers but also attract new ones, helping them to sustain their place as a leading airlines in the aviation market.

In conclusion, this chapter provides valuable insights for Turkish Airlines to improve its customer satisfaction levels and maintain its position as a leading airline in the aviation industry. By addressing the areas for improvement highlighted in this chapter, Turkish Airlines can continue to provide exceptional customer service and experiences to its customers.

3.1.1. Background/ Literature Review

Turkish Airlines is a well-known worldwide airline that competes fiercely for customers. Customer satisfaction is essential to the airline industry's performance since it helps to mitigate the industry's fierce rivalry. Various research initiatives were performed in recent years to determine what elements affect the satisfaction of Turkish Airlines customers.

Tan and Kucukusta (2016) conducted a study to investigate the variables that influence customer happiness in the Turkish airline business. The study found that the quality of in-flight services, staff behavior, and flight safety were the most significant factors that influenced customer satisfaction. The survey found that passengers were very sensitive to the level of in-flight amenities, including the comfort of the seats, the caliber of meals and beverages, and the accessibility of in-flight entertainment.

Uslu and Kozak (2018) conducted another investigation with a focus on frequent flyer programs to examine how customer satisfaction affects consumer loyalty in the aviation sector. The study found that frequent flyer programs were essential in developing customer loyalty since they had a favorable impact on client satisfaction. The study noted that frequent flyer programs, such as the Turkish Airlines Miles& Smiles program, offered various benefits and rewards to customers, which helped to enhance their loyalty to the airline.

Online reviews also play a critical role in customer satisfaction with Turkish Airlines, as shown in a study by Topuz and Ozdemir (2019). The study found that online reviews significantly influenced customer satisfaction, and the airline's response to negative reviews was crucial in

maintaining customer satisfaction. The study noted that online reviews provided customers with an avenue to share their experiences with the airline, and negative reviews could damage the airline's reputation. As such, the airline's response to negative reviews was vital in ensuring that customers continued to have a positive perception of the airline.

According to Akturan and Tezcan (2021), the COVID-19 epidemic has also had a substantial effect on how satisfied customers are with Turkish Airlines. The study found that the pandemic negatively affected service quality, and customer satisfaction declined as a result. The study noted that the pandemic led to significant changes in the airline industry, such as increased health and safety measures, which affected the quality of service provided by the airlines. As such, airlines, including Turkish Airlines, had to adapt to the changes and find innovative ways to maintain customer satisfaction.

Finally, Aksu and Er (2022) examined the influence of staff behavior on clients' satisfaction in a study, which focused on Turkish Airlines. The study found that employee behavior was a crucial factor in customer satisfaction, and the airline's efforts to train and motivate The Company's staff improved client satisfaction. The study noted that employees played a critical role in shaping customers' perceptions of the airline, and their behavior could significantly affect customer satisfaction.

In conclusion, the studies suggest that the quality of in-flight services, staff behavior, flight safety, frequent flyer programs, online reviews, and employee behavior are critical factors that influence customer satisfaction with Turkish Airlines. Customer satisfaction has been adversely affected by the COVID-19 outbreak as well, underscoring the significance of preserving service quality in trying circumstances. To enhance customer satisfaction, Turkish Airlines should continue to focus on improving these critical factors while adapting to the changes brought about by the pandemic.

3.1.2. Objective(s)

The objective of this research project is to assess the level of customer satisfaction within the sales and marketing department of Turkish Airlines. The purpose of this study is to identify the factors that contribute to the satisfaction or dissatisfaction of customers in this sector, including the quality of customer service, overall satisfaction with customer service, the effectiveness of the behavior of customer service officers, review services, and overall satisfaction. By traveling with Turkish Airlines and the office environment and customers' preference for alternative airlines in case of dissatisfaction with Turkish Airlines. The study will also look at how the well-being and satisfaction of customers affect the success of the airline's sales and marketing division overall. The findings of this study will provide insights and recommendations for improving customer satisfaction services in the sales and marketing department of Turkish Airlines.

Furthermore, this research aims to explore the correlation between customer satisfaction and loyalty in the sales and marketing department of Turkish Airlines. The study will analyze the connection between customer satisfaction and repeat business and the likelihood of customers recommending Turkish Airlines to others. By understanding the drivers of customer loyalty, the research will provide valuable information for developing strategies that can help Turkish Airlines retain its customers and attract new ones. The results of this study will also assist the airline in identifying areas for improvement and optimizing its resources to enhance customer satisfaction, loyalty, and overall business performance.

3.1.3. Significance

The significance of this research for Turkish Airlines is multifaceted. First, the airline sector is no different from other industries in that client satisfaction is a crucial component of corporate success. By identifying the factors that contribute to customer satisfaction in the sales and marketing department, Turkish Airlines can develop strategies to enhance customer experience and loyalty, which can lead to increased revenue and profitability. Additionally, happy passengers are more likely to tell their friends and family about the airline, which may assist grow the customer base and enhance the reputation of the company. Secondly, the research findings will provide Turkish Airlines with insights into the strengths and weaknesses of its sales and marketing department. The airline can use this information to make informed decisions about resource allocation and investment in this department. For example, if the study finds that customer, service quality is a significant driver of customer satisfaction; Turkish Airlines may invest money in training and development initiatives to advance the qualifications and understanding of its sales and marketing professionals. On the other hand, if the research reveals that marketing strategies are not effective in reaching the target audience, the airline can adjust its marketing approach to better resonate with customers' needs and preferences. Ultimately, this research can help Turkish Airlines to enhance its competitive advantage, maintain customer loyalty, and achieve sustainable business growth.

3.2.Methodology

The methodology for this study involves a combination of primary and secondary data collection sources to focus on customer satisfaction for Turkish Airlines. A questionnaire was prepared to gather primary data from customers at the sales and marketing offices in Dhaka and Hazrat Jalal International Airport. Face-to-face conversations with customers were conducted to collect reliable primary data. Secondary data sources were also utilized, including the company website, news articles, and websites related to fleet information.

This mixed-method approach to data collection provides a more comprehensive understanding of customer satisfaction for Turkish Airlines. The report can offer a more comprehensive understanding of the performance of the company and consumer feedback by collecting both primary and secondary data. Using questionnaires and in-person conversations also allows for more personalized and detailed responses from customers, while secondary data sources provide broader insights into the company's overall operations and reputation. Overall, this methodology is designed to provide a thorough and accurate analysis of customer satisfaction for Turkish Airlines.

3.3. Findings and Analysis

1. Overall Service Satisfaction:

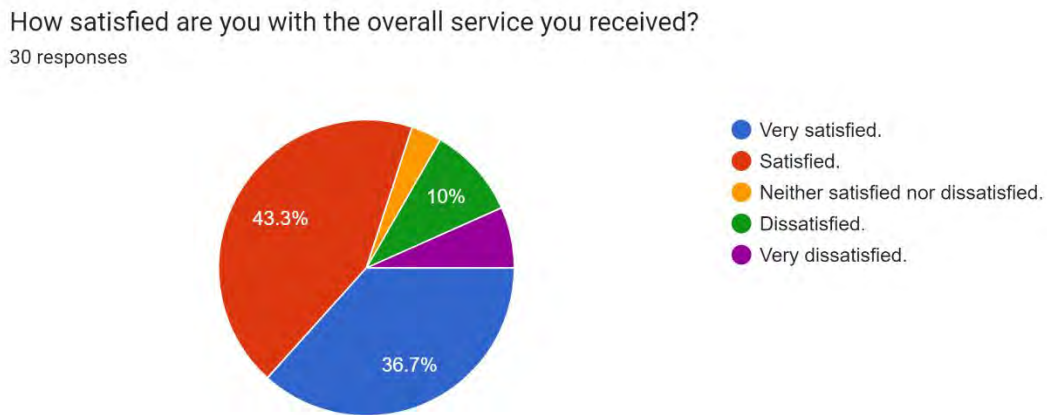


Figure 5: Overall Service Satisfaction.

Based on the survey response to the question about overall service satisfaction, it seems that the majority of participants (80%) had a pleasant experience with the overall service they received, with 11 respondents (36.7%) reporting that they were "very satisfied" and 13 respondents (43.3%) indicating that they were "satisfied".

However, it is also important to note that 3 respondents (10%) were "dissatisfied" and 3 (6.7%) were "very dissatisfied". While these percentages are relatively low, it is important to investigate the feedback of these respondents to identify any areas where the service could be improved to provide a better experience for all customers.

One respondent (3.3%) indicated that they were "neither satisfied nor dissatisfied". It is possible that this respondent had a neutral experience, but without additional feedback or context, it is difficult to draw any conclusions.

Overall, most respondents were satisfied with the overall service they received, but there is still room for improvement to address the concerns of dissatisfied respondents and provide a positive experience for all customers. Turkish Airlines should investigate the concerns and

issues raised by these people to identify specific areas for improvement. This could include reviewing processes, training staff, enhancing the overall customer experience in address identified concerns and ,providing service.

2. Office Environment Satisfaction:

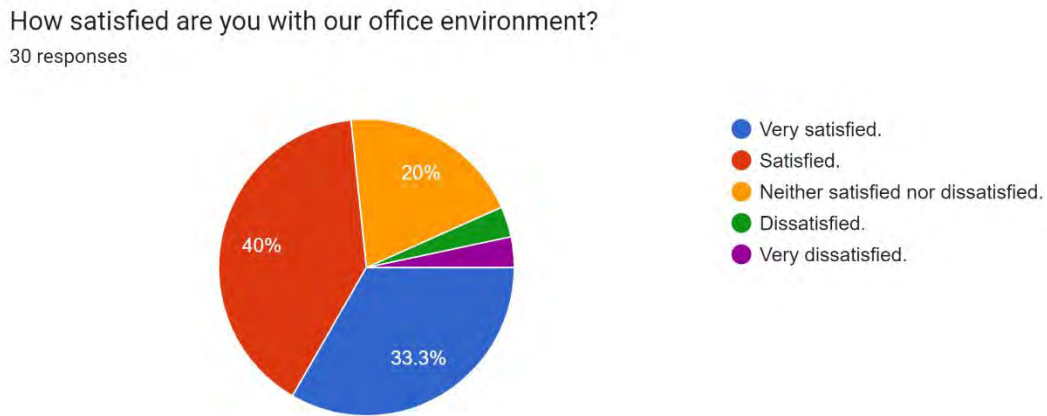


Figure 6: Office Environment Satisfaction.

Based on the survey responses for question number two, it appears that the most of respondents (73.3%) had a pleasant experience with the office environment, with 10 respondents (33.3%) indicating that they were "very satisfied" and 12 respondents (40%) reporting that they were "satisfied".

There were a few respondents who expressed negative feelings towards the office environment, with 1 respondent (3.3%) indicating that they were "dissatisfied" and 1 respondent (3.3%) indicating that they were "very dissatisfied". It would be important to gather additional feedback from these respondents to identify any specific issues that need to be addressed.

A significant number of respondents (20%) indicated that they were "neither satisfied nor dissatisfied" with the office environment. It is possible that these respondents had a neutral experience, but without additional context or feedback, it is difficult to draw any conclusions about what could be improved.

While the majority of respondents were satisfied with the office environment, feedback from a small number of participants who expressed dissatisfaction should be considered. Turkish Airlines should collect more feedback from these respondents to understand their concerns and identify specific improvements that can be made in the office environment. By addressing any negative aspects and ensuring a consistently positive and comfortable office environment, Turkish Airlines can enhance the experience for employees and visitors.

3. Customer Service Officer Behavior Satisfaction:



Figure 7: Customer Service Officer Behavior Satisfaction.

Based on the responses from 30 respondents, it appears that the customer services officer's behavior was well received, with the majority of respondents expressing high levels of satisfaction. Specifically, 60% of the respondents reported being "very satisfied," while 33.3% reported being "satisfied." This indicates that a significant proportion of the respondents had a positive experience with the customer services officers.

Additionally, the fact that no respondents reported being "very dissatisfied" suggests that the customer services officer's behavior was not perceived as being particularly negative or problematic. Furthermore, the small number of respondents who were "neither satisfied nor dissatisfied" (6.7%) may be attributed to the fact that some individuals may have had a neutral

or ambiguous experience with the customer services officer, or they may not have formed a strong opinion one way or the other.

Overall, the data from this survey shows that the majority of respondents perceived the customer service officer's behavior positively. This is an important finding for the organization because it shows that customer service efforts are effective and that their employees are providing satisfactory interactions with customers.

Positive feedback on the behavior of customer service officers is an important finding. Turkish Airlines should continue to prioritize training and development programs for its customer service staff to ensure that they consistently provide satisfactory customer interactions. By maintaining a high level of customer service and addressing any areas that may have received neutral or ambiguous responses, Turkish Airlines can reinforce positive customer experiences and build customer loyalty.

4. Check-in Service Satisfaction:

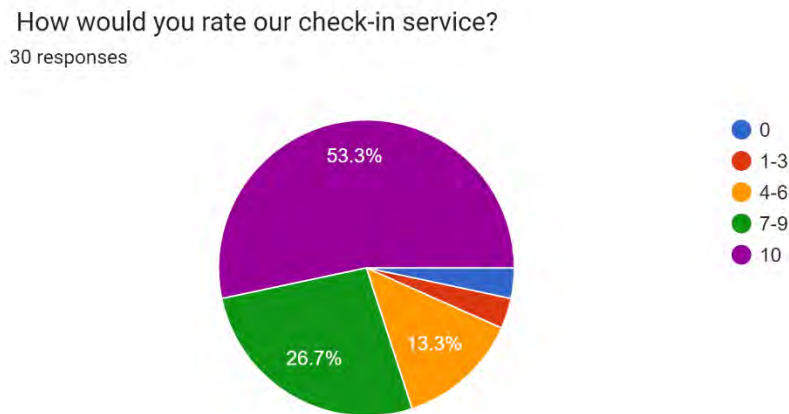


Figure 8: Check-in Service Satisfaction.

Based on the responses provided by the 30 respondents, it appears that the majority of them were satisfied with the check-in service. Specifically, 53.3% of respondents gave the check-in service a rating of 10 out of 10, indicating that they were very satisfied with the service they

received. Additionally, 26.7% of respondents gave a rating of 7-9 out of 10, suggesting that they were generally satisfied with the check-in service.

However, it is important to note that a small percentage of respondents provided lower ratings for the check-in service. 13.3% of respondents rated the check-in service in the 4-6 range, which suggests that they had some level of dissatisfaction with the service. Additionally, 3.3% of respondents gave a rating of 1-3 out of 10, indicating that they were very dissatisfied with the service they received.

While the majority of respondents provided positive ratings for the check-in service, it is still important to consider the feedback from those who provided lower ratings. It may be helpful to identify specific areas where the check-in service could be improved to successfully fulfill the requirements and expectations of all customers. This could include factors such as wait times, the helpfulness of staff, and the ease of the check-in process.

Overall, the feedback provided by the respondents indicates that the registration service is generally effective and can meet the requirements and expectations of most customers. However, there is still room for improvement to ensure that all customers have a positive experience with the checkout service.

While the majority of respondents were satisfied with the check-in service, feedback from those who expressed dissatisfaction should not be ignored. Turkish Airlines should analyze specific areas of concern such as waiting time, staff and assistance and, ease of check-in process. By addressing these issues, Turkish Airlines can enhance the overall check-in experience and ensure customer satisfaction.

5. Overall Satisfaction with Turkish Airlines:

Overall, how satisfied or dissatisfied are you with travelling Turkish Airlines?
30 responses

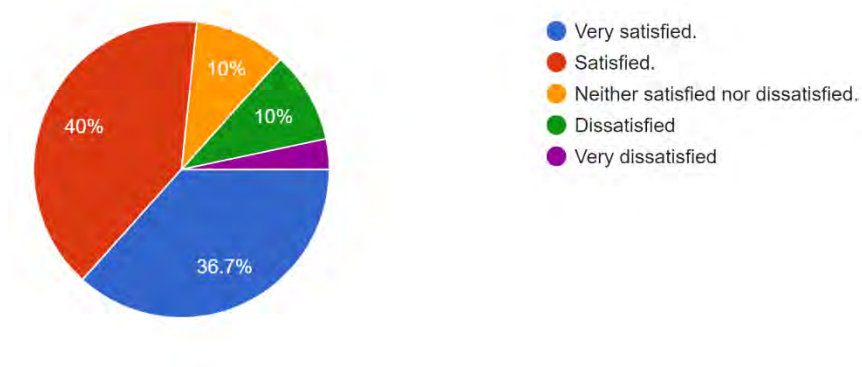


Figure 9: Overall Satisfaction with Turkish Airlines.

Based on the responses to the question of overall satisfaction with traveling with Turkish Airlines, the majority of the participants are very satisfied or satisfied with their experience. Out of the 30 respondents, 23 of them (76.7%) indicated that they either are satisfied or very satisfied, which is a positive sign for the airline.

While most of those surveyed were generally very satisfied or satisfied with their experience traveling with Turkish Airlines, a few reported being dissatisfied or very dissatisfied. This suggests that there may be certain areas where the airline could focus on improving to fulfill better the requirements and expectations of its clients. 3 respondents (10%) indicated that they were dissatisfied with their experience, and 1 respondent (3.3%) indicated that they were very dissatisfied. Turkish Airlines need to pay attention to the negative responses and take them seriously, as they provide valuable feedback and can be used to identify specific areas for improvement. By addressing these areas, the airline can work towards enhancing the overall travel experience and satisfying more customers.

Additionally, the 3 respondents who indicated that they were neither satisfied nor dissatisfied may indicate that there is room for improvement in areas that may not have been specifically

addressed in the survey. It would be beneficial for the airline to investigate further the reasons for these responses to enhance the general client's experience.

Overall, while most participants expressed satisfaction with their travel experience with Turkish Airlines, feedback from dissatisfied respondents is valuable in identifying areas for improvement. Turkish Airlines should carefully review negative responses and take them into account in to the overall travel experience. By addressing the specific issues raised by dissatisfied respondents and further investigating the feedback of those who remained neutral, Turkish Airlines can work to exceed customer expectations and ensure a consistently positive experience.

6. Preference for the alternative airline in case of dissatisfaction with Turkish Airlines:

Out of the 30 respondents, only 11 mentioned a preference for an airline other than Turkish Airlines in the event of being dissatisfied with their flight experience. This represents 36.7% of the total respondents. The remaining 63.3% were satisfied with Turkish Airlines and did not mention any other airline.

Of the 11 respondents who expressed a preference for another airline, 6 chose Qatar Airways, which represents 54.5% of those who mentioned an alternative. This suggests that Qatar Airways is a popular alternative to Turkish Airlines among dissatisfied passengers.

4 respondents chose the Emirates, which represents 36.4% of those who mentioned an alternative. While this is less than the number who chose Qatar Airways, it still indicates that Emirates is also a viable option for dissatisfied passengers.

Finally, 1 respondent chose Singapore Airlines, which represents 9.1% of those who mentioned an alternative. While this is a relatively small number, it still suggests that Singapore Airlines may be an option for some passengers who are not satisfied with Turkish Airlines.

Overall, the data suggests that while some passengers may choose to switch to another airline in the event of being dissatisfied with Turkish Airlines, the majority are satisfied with their experience and do not feel the need to consider alternatives. Of those who do consider alternatives, Qatar Airways, and Emirates appear to be the most popular choices. Turkish Airlines should stay vigilant and continue monitoring the competitive landscape. Paying attention to the preferences of dissatisfied respondents who mentioned other airlines, such as Qatar Airways and Emirates, can provide insights into areas where Turkish Airlines may need to focus on improving their services or addressing competitive advantages offered by other airlines.

3.4. Summary and Conclusion

In the last chapter, the objectives of the study were addressed and the findings of the Turkish Airlines customer service satisfaction survey were discussed. The chapter provided an overview of the survey, including the questionnaire design and findings. The study was limited by the small sample size of 30 respondents, which may not be fully representative of the entire population. However, the results still provided insight into the level of satisfaction among this particular group of respondents. Overall, the study showed that Turkish Airlines' customer service satisfaction level was relatively high, but there was room for improvement, particularly in terms of wait times during the check-in services. The study's findings can be used by Turkish Airlines to improve its customer service and enhance the overall customer experience.

Recommendations/ Implications

- Invest in employee training and development: Continually invest in training programs for customer service officers and other front-line employees to enhance interpersonal skills, problem-solving abilities, and overall customer service excellence. Empower employees to go above and beyond to ensure customer satisfaction.
- Streamline the check-in process: Identify areas in the check-in process that may cause delays or inconvenience to customers and implement measures to streamline the process. This could include introducing self-service kiosks, improving signage and routes, and optimizing staff allocation at peak travel times.
- Improve communication channels: Improve communication channels with customers by offering multiple options such as email, live chat, and social media platforms. This allows customers to easily communicate their concerns or questions and receive prompt and helpful responses from Turkish Airlines.
- Regularly review and update service standards: Continuously review and update service standards based on customer feedback and industry best practices. Stay in tune with evolving customer expectations and market trends to ensure Turkish Airlines remains competitive and meets the changing needs of its customers.

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