

# user's choice

## HT-MaRS CONSUMER SATISFACTION SURVEY

India's  
best  
airlines



■ A file photo of aircraft on the tarmac at the Mumbai airport. Air India has lost ground to Jet Airways, Kingfisher Airlines and the low-cost carriers.

PUNIT PARANJPE /REUTERS

**IN A** value-conscious market like India, it takes more than swanky lounges, new planes and smart air-hostesses to impress flyers, but they help, an HT-MaRS study finds out.

## What makes Kingfisher India's favourite airline

**A PERSONALISED** touch to their inflight experience gets the flyers' nod

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They value details. This gives you a feeling that someone is there to care," says New Delhi-based ad film producer Abhishek Chauhan, who has been flying Kingfisher Airlines for four years.

Speak to other passengers, and the response is usually as positive, sometimes even gushing.

This explains why so many passengers rate Kingfisher, launched on May 9, 2005, as India's best airline. It was liquor baron and Kingfisher Chairman Vijay Mallya's birthday gift to his son Siddharth on his 18th birthday and Mallya, often called the King of Good Times, wanted an airline that lived up to that catchline.

"At Kingfisher Airlines, the guest (flyer) remains at the core of everything we do. Our endeavour is to make flying a pleasurable experience and, along the way, delight our guests in whatever way we can," Mallya tells *Hindustan Times*.

According to the *Hindustan Times*-MaRS Consumer Satisfaction Survey, Kingfisher is the airline of choice on parameters such as flying experience, check-in process, approach to customers, in-flight entertainment, airport baggage service and arrival services. It comes second to Jet Airways in flight boarding and is the joint leader with Jet on cabin crew.

"We have introduced a host of innovations that are market-firsts. We treat those who fly with us as honoured guests and serve them the finest food. Before and after a flight, they are treated with the full complement of ground services. We offer our guests the promise that they will be treated with dignity, respect and care. More importantly, we give our guests the best value for their money," Mallya adds.

Passengers across the board rave about the food served on Kingfisher. And everyone we spoke to for this report says the airline is very child- and elderly-friendly.

"There are attendants at hand to help with luggage and children when you arrive," says Anindo Chatterjee, a Kolkata-based consultant working with DFID, who frequently flies on the airline with his family.

Ajay Prakash, chief executive officer of Mumbai-based travel agency Nomad Travels, feels Kingfisher's valets (porters and loaders) make a great difference for guests. "Kingfisher does a little extra, which passengers like. It is



■ Passengers across the board rave about the food served on the airline

also seen as a glamorous airline and people do like that, too. Then, of course, it serves excellent on-board cuisine," Prakash adds.

The smartly turned out air-hostesses add to the glamour quotient. Kingfisher also scores over other airlines on in-flight entertainment - it offers some of the latest films.

"The inquisitiveness about Mallya and his lifestyle draws a sizeable number of flyers to Kingfisher," says Ankur Bhatia, managing director, Amadeus India, the country's largest online reservation system. "Given an option, I prefer Kingfisher. It is much better value for money," he adds.

For Mumbai-based exporter Rajesh Verma, Kingfisher is the best due to its competitive fares and hygienic washrooms. "Their service attitude makes all the difference. I will prefer Kingfisher even if the fare is 5 per cent more."

Old timers at Kingfisher say that the

airline became instantly popular with the masses since Mallya himself started greeting guests on board at least once every fortnight for the first six months. Mallya, who himself enjoys a great lifestyle, also ensured a good time for passengers.

The greatest praise came, surprisingly, from a competitor - the head of, arguably, the only airline that can match Kingfisher on most parameters.

M. Thiagarajan, managing director, Paramount Airways, says: "Kingfisher changed airline terminology in India - it calls its passengers guests. While we at Paramount cater to the aspirations of the business class passenger, Kingfisher has done it for everyone. It has tried to add innovations to conventional air transport. They have changed the way Indians fly."

So, despite being awash in red - ironically, its colours - Kingfisher remains the airline of choice in India.

### THE BEST AND THE REST

The survey was carried out for *Hindustan Times* by MaRS Monitoring & Research Systems Pvt Ltd among 1,330 flyers who had taken at least four flights in the past one year.

#### Overall rating of airlines operators

Aggregating their flying experiences on all airlines, Indian flyers gave a satisfaction rating of 765 out of 1000.



Higher scores indicate greater satisfaction levels

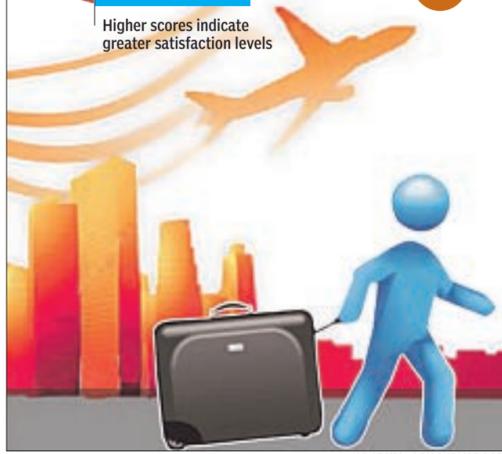
They're also highly value-conscious, as is evident from the 70 per cent market share enjoyed by the five low-cost carriers (LCCs).

"We are a nation of people who are, perhaps, easy to please. Overall, a satisfaction index of 765 out of 1,000 is not a mean score by any standard. But we are also a diverse lot. And, therefore, it comes as no surprise that the satisfaction ratings vary significantly across cities," says Raghu Roy, managing director, MaRS Monitoring & Research Pvt Limited, our knowledge partner for this survey.

The survey indicates that the distinction between full-service airlines and their low-cost rivals is fast getting blurred. While Kingfisher and Jet Airways are the two top-ranked airlines overall on all parameters, their scores are not overwhelmingly superior to those of the LCCs, and they are not ahead of the pack in all the cities and towns surveyed.

In Bangalore, passengers actually rated Jet Lite, Jet Airways' low-cost sibling, over Kingfisher and Jet. In New Delhi and Chennai, too, an LCC, SpiceJet, emerges as the most preferred airline, once again underlining the fact that Indians are very value-conscious lot.

One caveat will be in order here. All the passengers who had flown Paramount rated it the best airline, but since the pool of such flyers was very small (only 42 of the 1,330 passengers we surveyed had flown the airline), we decided to keep it out of the overall rankings.



GRAPHIC: SANJAY KAPOOR

### THE FINE PRINT

■ Kingfisher Airlines was rated the top airline in three cities - Kolkata, Lucknow and Hyderabad - and second in three others - Bangalore, Mumbai and Guwahati. It was, however, ranked last (8th) in Pune.

■ It leads its closest rival by a small margin only. It was ahead in seven of the 10 parameters that the airlines were rated on, but only just. Kingfisher had a

maximum lead of 12 points in "check-in process".

■ On the ground, Kingfisher doesn't fare all that well. It was rated on four parameters - the website, complaint handling, purchasing tickets at city or airport offices and call centre experience. It comes out on top only on the last count, losing out to Jet Airways, Spice Jet and Jet Airways again on the first three.

# User's Choice

India's best airlines



## Paramount's formula: Business as unusual

**'C' FACTOR** The cost-effective southern airline is giving the big boys a run for their money with its all-business-class flights



■ A file photo of a Paramount aircraft at Chennai airport.

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Call it the 'C' factor. Flyers say they like flying in Paramount Airways because of the comfort it provides, the connectivity it offers and its cost effective fares.

For entrepreneurs with small and medium businesses in south India, it has provided much needed air connectivity at value-for-money rates, despite its all business class business model.

Chennai-based Paramount Airways may be one of the country's smallest airline — flying five 75-seater aircraft catering to only 2 per cent of India's air travellers — but it is giving big airlines such as Kingfisher and Jet some real competition in the south — if customer satisfaction is any indicator.

The first airline in India to have adopted the all-business class model, it imported the small Brazilian Embraer jet aircraft for cost effective operations.

"Though they look compact from outside, the Embraer planes are spacious inside," says Pramod Chaudhari, chairman of Praj Industries, a bio fuel producer.

Chaudhari was "pleasantly surprised with the high quality of service" the first time he boarded a Paramount flight. "The flight from Pune to Chennai was so pleasant that I could immediately head for a meeting after disembarking," he recalls.

"They have utilised space efficiently so you can really travel with comfort," says Chaudhari, who has flown Paramount many times not only on work but also when traveling with his family.

The airline also offers a wide choice of on board food, passengers say.

"Paramount always aims at providing cost-effective service excellence. It pampers guests with genuine warmth and care by welcoming them to a world of difference," says Paramount Managing Director M. Thiagarajan. "At all touch points, guests are given a pleasurable experience."

Because Paramount offers only business class seats, disembarking is quick.



■ An airhostess serves a passenger inside a Paramount Airways aircraft.

"A businessman wants to come back home for dinner with his family and save on hotel costs. Paramount provided that option. It bridged that connectivity gap," says Ram Kumar, a Hyderabad-based professional. "Due to the frequency of its flights in south India, one can start in the morning, visit clients in two cities and return home by evening."

However, can Paramount sustain its operations?

"Superior customer services come at a huge cost and if the cost is not recovered, then the airline cannot sustain operations," says Mohan Kumar, former CFO of Air Deccan and now an aviation consultant. "Paramount must be spending heavily on customer delight, but I cannot comment on its financial viability because its balance sheet is not available in the public domain."

There are disparate opinions on Paramount's financial health, but that can't in any way detract from the fact that all the 42 Paramount flyers the *Hindustan Times*-MaRS survey met rated it the best airline in the country.

### THE FINE PRINT

■ Paramount Airways was ranked the top airline by all the respondents in our survey who flew on it. But because only 42 of 1,330 respondents had travelled on it, we dropped it from the rankings.

■ It is a premium service airline and offers only business class seats.

■ It was the first airline in India to fly the 70-75 seater Embraer jet, of which it has five. This allows it to break even with fewer passengers.

■ It offers its business class seats at prices comparable to economy class tickets at other full service carriers

■ It plans to ramp up operations to and from Delhi to 50 flights a week from just seven flights a week now.

■ Paramount plans to begin international operations next year. In keeping with its philosophy, it won't have any economy class seats on these flights.

## FLYERS' VERDICT: HOW AIRLINES MEASURE UP

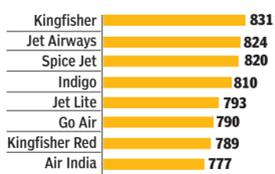
Of these 10 factors considered by the HT-MaRS survey to evaluate overall customer satisfaction, customers appeared to be the most satisfied with flying experience and the least with arrival services.

### Overall satisfaction scores by service quality

The ingredients of customer satisfaction as deconstructed by the HT-MaRS study



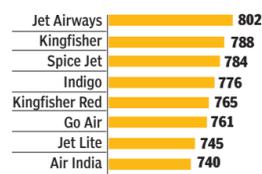
### Flying experience



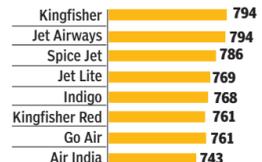
### In-cabin experience



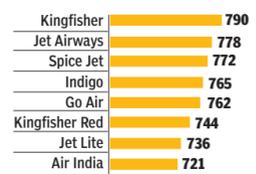
### Flight boarding



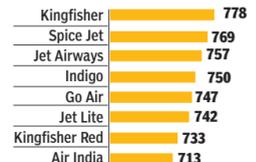
### Cabin crew



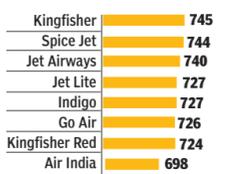
### Check in process



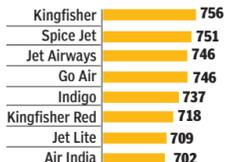
### Approach to customer



### Arrival services



### Airport baggage services



NOTE: HIGHER SCORES INDICATE GREATER SATISFACTION LEVELS / GRAPHIC: SANJAY KAPOOR



■ Jet has been voted as the airline with the best first-class service in the world. It scores higher than rival Kingfisher in the Mumbai and Delhi markets.

## Jet Airways is almost there but not quite

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Here's an interesting finding: Jet Airways is the favourite airline among air travellers in Mumbai, Pune and Ahmedabad, three western Indian cities covered by the *Hindustan Times*-MaRS Consumer Satisfaction Survey.

But it does not figure in the top three in four other important markets — Guwahati (rank: eighth), Chennai (seventh), New Delhi (fourth) and Bangalore (joint fourth).

Overall, it emerges a close second among airlines, with an overall satisfaction score of 786, eight index points behind leader Kingfisher Airlines.

The Jet Airways management, however, maintains that it is the best airline in the country.

"We have been voted among the top three airlines in the world by a *Condé Nast Traveller* poll in New York. We have been voted as the airline with the best first-class service in the world and the best east-bound airline from India and the best domestic airline in the country," says an airline spokesperson.

But the

*Hindustan Times*-MaRS survey clearly shows that Kingfisher Airlines has consistently scored higher than Jet Airways on all but two parameters (it is ahead in "in-flight reading and is at par with Kingfisher Airlines on "cabin crew").

Says Raghu Roy, managing director of MaRS, *Hindustan Times*' knowledge partner for this survey: "While the differentials (between Kingfisher and Jet) are rarely large, the consistency (with which Kingfisher outscores Jet) cannot be ignored."

The race between the two is very close. In the 10 cities surveyed, Jet scores higher than Kingfisher in four.

Says Roy: "Kingfisher manages a higher emotional connect with passengers than Jet. Jet is more efficient in a business-like manner. Kingfisher, thus, gets higher satisfaction scores."

Interestingly, Jet Airways scores higher than Kingfisher Airlines in both Mumbai and New Delhi, India's two main markets.

"On the international sector, they are very good, the airline is very thoughtful towards passenger needs. Their service is exceptional. I had a really nice flying experience from Delhi to Toronto," Nikhil Khanna, managing director, Avian Media, told *Hindustan Times*.

# Low cost, but high on satisfaction

RIDING ON improved service standards and on-time performance, low-cost carriers have won new converts

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The downturn has helped them soar higher. While the global economic meltdown grounded many a business venture, it also forced corporate executives to fasten their seat belts aboard low-cost carriers (LCCs).

With the trio of Indigo, Spice and GoAir going strong and market leaders Kingfisher and Jet also launching budget options, the market is growing.

In November 2009, Indigo carried 5.5 lakh passengers. It was closely followed by Spice Jet, which carried 4.7 lakh passengers and Go Air that clocked 2.06 lakh flyers.

This is apart from Kingfisher and Jet's low-cost offerings, which do not reveal their share of the budget pie.

Not only do low-cost airlines work well in a value-conscious market, they've won new converts riding on their on-time performance and improved service standards.

In a value-conscious economy such as India, no other business model works better than low-cost.

"I recently flew Indigo from Mumbai to Delhi. What I remember is the new aircraft, ample legroom and on-time arrival. The ticket was priced far lower than the full-service carrier that I took last month," said Noida-based entrepreneur Paresh Bararia, managing director of the Molsieve Designs.

Their service may not match up to their full-service counterparts, but LCCs have generated immense satisfaction in the minds of travellers, as the fares don't burn a hole in the pocket.

"The flyers want everything from good seats, delicious food, beautiful



■ SIMPLE PLEASURES: LCCs have generated immense satisfaction in the minds of travellers, as the fares don't burn a hole in the pocket

I recently flew Indigo. What I remember is the ample legroom and on-time arrival

PARESH BARARIA, entrepreneur

We travelled Delhi-Goa on Go Air. Despite being a low-cost-carrier, the service was good.

ANIL K.G., Transworld International

airhostesses, great service and giveaways. But when it comes to paying, they would choose a SpiceJet for its fares," said aviation analyst Mohan Kumar, former CFO of Air Deccan, explaining the rise in popularity of low-cost carriers.

"Low-cost does not mean low on service. We offer good value for money.

We are courteous and efficient. People prefer us owing to the hygiene factor which helps our perception as safe, reliable and punctual," said Spice Jet Chief Executive Officer Sanjay Aggrawal.

Low-cost airlines have capitalised on the fare differences with full service airlines. "Our service is the same. The only difference with full-price carriers

### THE FINE PRINT

■ In the *Hindustan Times*-MaRS consumer-satisfaction survey, out of five no-frill airlines, independent operators — Go air, Indigo and Spice — registered higher satisfaction ratings than Kingfisher Red and Jet Lite.

■ Spice Jet is at No. 3 in the overall airline ratings. This indicates the growing confidence that Indian flyers are displaying in low-cost carriers

■ The only difference with full-price carriers is the meals. But the price differential is more than Rs 1,000. Flyers don't want to shell out that much more for a Rs-150 meal.

■ In November 2009, Indigo carried 5.5 lakh passengers. It was followed by Spice Jet, which carried 4.7 lakh passengers and Go Air that clocked 2.06 lakh flyers, according to DGCA figures.

is the meals. But the price differential is more than Rs 1,000. Flyers don't want to shell out that much more for a Rs-150 meal," said Aggrawal.

Affirmed Anil K.G, an executive with logistics firm Transworld International: "We travelled Delhi-Goa and back on Go Air. What impressed me was the on-time performance. Despite being a low-cost-carrier, the service was good."

In the *Hindustan Times*-MaRS consumer-satisfaction survey, out of five no-frill airlines, independent operators — Go air, Indigo and Spice — registered higher satisfaction ratings than Kingfisher Red and Jet Lite.

User's Choice

India's best airlines



# City-scan: Which Indian airport is the best?

**AFTER A** sea change in infrastructure, the passenger peevish that remain are parking problems, rude staff and cramped terminals



From being rated among the world's worst airports a few years ago, Delhi's Indira Gandhi International Airport is now perceived as among the swankiest in the country. Above: A view of its new domestic departure terminal.

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Bangalore airport's wi-fi ambience and baggage handling have bolstered its perception among frequent flyers. Delhi's swanky new domestic terminal and Kolkata's retiring rooms, too, get the nod. Mumbai airport's makeover is eagerly anticipated. But overall, flyers' cribs still outnumber improvements. Parking problems, rude staff and cramped terminals figure in passengers' peevish. Read on:

**BANGALORE**

Spread over 4,000 acres, the Bengaluru International Airport compares with the best in the world, say flyers. What flyers like about the airport are its people-friendly design and seamless baggage handling. Plus, of course, the free of cost wi-fi facility. It was rated at 4.17 on a scale of 5 in a study conducted by Airports Council International, an association of the world's airports, says a BIAL spokesperson.

The airport's punctuality stands at 85 per cent going by the IATA definition of "on time" (within 15 minutes of scheduled time of departure).

"Baggage arrival was a breeze. It came before I reached the belt. The airport can be compared with the one in Munich," Deepak Rahi, an Amsterdam-based entrepreneur, who frequently visits Bangalore.

"I'm a Bangalorean settled in London. Unlike the old airport, one can quickly pass through check-in without standing in queues. The free Wi-Fi facility is fabulous - something that was missing earlier," adds R. Nagaraj, an independent IT consultant.

No wonder Bangalore has the most satisfied air travellers in the country.

**DELHI**

From being rated among the world's worst airports a few years ago, Delhi's Indira Gandhi International Airport is now perceived as among the swankiest in the country.

It has witnessed a number of improvements since the Delhi International Airport Ltd. (DIAL), a private consortium, took over the management three years ago.

The new terminal has almost double the space and there are now twice the number of security channels and check-in counters compared to the earlier one. A food court has replaced the drab canteens.

There are, however, some niggles. Passengers want more water coolers and better toilets. The domestic departure terminal has become infamous for leaking whenever it rains.

Then, flyers coming to Delhi for connecting international flights describe the process as cumbersome.

The planes landing on the new runway spend up to 45 minutes taxiing towards the domestic terminal, inconveniencing and delaying flyers.

"The domestic terminals are better now but the cleanliness needs to improve," says chartered accountant Pankaj Agarwal.

**MUMBAI**

Modernising the Mumbai airport is as difficult as conducting an open-heart surgery on a long-distance runner when he is running. Privatised three years ago, it been undergoing a makeover without disruption of operations.

Unlike Delhi, Mumbai doesn't have the land to construct a new terminal building and runway. Compared to Delhi's 5,000 acres, it has just 2,000 acres of land. Of this, more than 200

acres have been encroached by slum dwellers.

Still, passengers like the airport's ambience and courteous staff.

"The moment you land at Delhi airport, the dishonesty begins with the cabbies. This is not the case with Mumbai," says Paresh Shah, proprietor of the SP Group of Travels.

However, not everyone is impressed. "In Mumbai, the cramped check-in counters become very crowded in the mornings," says Ajay Prakash, CEO, Nomad Travels.

**KOLKATA**

The Kolkata airport has for long drawn flak for lack of world-class amenities. But there is one facility that the flyers always appreciate - its air-conditioned retiring rooms. Six double-bedded rooms at the international terminal and 22 at the domestic terminal offer a rare luxury. The domestic terminal has two dormitories, too.

The rooms are available for Rs 1,000 per family. For dormitories, the passengers pay Rs 400 per bed.

A welcome introduction in October was the low-floor air-conditioned bus service from the domestic terminal. The fares are affordably priced between Rs 20 and Rs 60.

**GUWAHATI**

There's nothing international about the Lokapriya Gopinath Bordoloi International Airport, the air connectivity hub of Northeast India.

Pet peeves: Cramped departure area, slow baggage handling, dysfunctional parking and cab facilities.

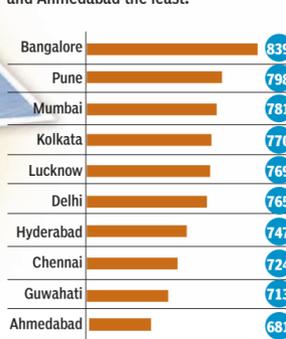
- **INPUTS FROM SIDDHARTHA ROY, LALATENDU MISHRA, RAHUL KARMAKAR, SAPTARSHI BANERJEE**

## HOW SATISFIED ARE INDIAN FLIERS?

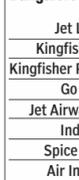
How the 10 cities rated airlines in terms of customer satisfaction. The rating is based on 10 service quality dimensions such as cabin experience, cabin crew, check-in process, flying experience and approach to customers. The highest possible rating is 1,000.

**Overall satisfaction scores by cities**

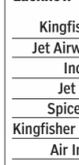
Bangalore has the most satisfied flyers, and Ahmedabad the least.



**Bangalore**



**Lucknow**



**Mumbai**



**Kolkata**



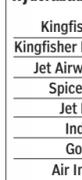
**New Delhi**



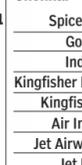
**Pune**



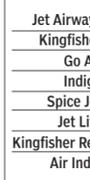
**Hyderabad**



**Chennai**



**Ahmedabad**



**Guwahati**



NOTE: HIGHER SCORES INDICATE GREATER SATISFACTION LEVELS / GRAPHIC: SANJAY KAPOOR

# In service quality, Air India dives to bottom of the heap

**LETDOWN** The national carrier has lost passengers to low-cost airlines, flight delays and indifferent cabin crew

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A wet towel. There couldn't have been a better metaphor for the national carrier's perception among fliers. And therein hangs a tale. Kolkata-based fashion designer Anindita, who goes by just one name, recounted her troubles while flying Air India.

"After a humid August day in Kolkata, I had an evening flight to Delhi. On boarding, 'wet towels' were handed out. None of them was wet," says the owner of Kolkata's Srishri boutique.

When she sought replacements, the airhostess politely turned the request down saying those were the best towels that the airline could offer.

"Now Air India is my last flying option," adds Anindita.

She isn't alone. Delhi-based entrepreneur Sahul Khurana had to miss the *chautha* (mourning ceremony) of his brother-in-law courtesy the national carrier.

Khurana, director of the Delhi-based AK System Engineers Private Limited, was scheduled to fly to Chicago on October 24, at 1.10 a.m. Flight AI 127

took off on time and was to reach Frankfurt in nine hours. Since the weather in Frankfurt was bad, it was diverted to Paris instead.

"Upon landing in Paris, we were told the onward flight would take off within an hour. In the lounge, passengers had a tough time finding food and water," says Khurana. The flight eventually took off 36 hours later.

Crestfallen on missing the ceremony, Khurana returned to Delhi from Paris itself. His baggage reached him four days later. Despite requests for a refund, it is yet to come.

Says Air India Executive Director Jitendra Bhargava: "It happened on a day when Air India doesn't have a flight. Three other Air India flights were diverted to Paris that day. The only person on duty helped passengers with transit visas and food procured from outside since food and water inside the airport had been consumed."

The incidents speak volumes of the way passengers are looked after and how the absence of seemingly trivial amenities is driving flyers away.

An empty seat doesn't augur well for an airline, especially when the aviation industry is reeling under huge losses.

A nationwide survey by *Hindustan Times* and research firm Mars discovered that Air India figures at the bottom of the heap in all aspects of service quality the study looked at. These include cabin experience, flight boarding, cabin crew, check-in process, flying experience and approach to customers.

Why has the national carrier fared so badly?

Passengers say the airline's employees have let it down. "Since there was no competition in the aviation sector till the early '90s, the employees still behave as if they (Air India) are the

only player. As long as the mindset continues the airline will not progress," says a passenger.

Bhargava, however, says the sample size was too small for a nationwide survey.

"We are given to understand that the survey dates back to August. It doesn't take into consideration the changes effected in the past few months with new aircraft and improved on-time per-



Air India airhostesses ready to greet passengers about to board a plane.

formance. Otherwise, how does one explain the increase in passenger carriage, load factor and market share in recent months as is evident from Directorate General of Civil Aviation data?"

"It is possible that many trav-

ellers responded to the survey based on experience and hearsay in yesteryears without looking at qualitative change. No airline can register an increase in market share if the product doesn't appeal to customers," Bhargava adds.

In November, Air India carried 734,000 passengers. Its market share was 18.8 per cent, an increase of about two per cent from the last quarter.

The airline today carries about 24,000 passengers every day. Till about five years ago, the figure was close to 34,000 passengers per day.

Several reasons have led to the reduction in passenger preference for Air India. These include low-cost carriers, problems with on-time performance and indifferent cabin crew.

AI's huge workforce of 31,000 employees with a wage bill of Rs 3,500 crore per year and cumulative losses of Rs 7,200 crore have pulled the airline down.

Experts feel it needs professionals in its board and suggest the airline be privatised in three to five years. "What it needs is immediate rationalisation of workforce, a CEO with experience in running airlines and the new aircraft that it has ordered," says an analyst.

**HOW WE DID IT**

The survey was carried out by a team from MaRS Monitoring & Research Systems Private Limited, *Hindustan Times*' knowledge partner for this initiative in August, among 1,330 flyers who had taken at least four flights over the past year. The sample was spread across 10 cities - Delhi, Lucknow, Kolkata, Guwahati, Mumbai, Pune, Ahmedabad, Chennai, Bangalore and Hyderabad.

Details of the sample size and the number of flights taken:

CITY	SAMPLE SIZE
Delhi	275
Lucknow	60
Kolkata	110
Guwahati	50
Mumbai	275
Ahmedabad	70
Pune	50
Chennai	165
Bangalore	165
Hyderabad	110
Total	1330

NUMBER OF FLIGHTS TAKEN	SAMPLE SIZE
4-6	640
7-10	460
10+	230

People have clearly exercised their choice. About 80.2 per cent of the sample respondents have used more than one airline over the past year. On an average, each respondent has used 2.5 airlines over this period. The numbers of sample respondents using different airlines are given below:

Air India	607
Kingfisher	786
Kingfisher Red	235
Jet Airways	598
Jet Lite	214
Go Air	213
Indigo	232
Spice Jet	241

The survey team was led by Gaurav Panakel of MaRS. Interviews were carried out using a fully structured questionnaire.