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DIGITAL MANAGEMENT IN TOURISM:
E-BUSINESS STRATEGIES APPLIED TO THE AIR SERVICE

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Abstract

This research is done to analyze the role of e-business in the tourism sector. For this purpose, we analyze the main contributions of the literature to the study of the digital economy and its application in the tourism sector, identifying which variables determine e-business in the air service. Once we have established the e-business model, which can be implemented in the air service, the research is performed by a qualitative empirical study through digital content analysis about a Spanish air operator, Vueling Airlines. The results we obtain show the applicability of the strategies in the tourism business model based on Internet, regarding the variables that determine it: (1) e-branding, (2) website design and management and (3) e-marketing strategies.

Key Words:

Tourism, air service, digital economy, e-business, e-branding, website, e-marketing.

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1. INTRODUCTION

At the height of the 21st century, Internet is no longer considered a strange word in our vocabulary (Calvo and Reinares, 2001). With this, the consumers want to receive business proposals, which are more accurate and relevant. That is, more appropriate to their necessities and individual desires (Blattgerg and Deighton, 1991). They are also often interested in having more ability in order to participate in the processes for which the companies define and develop the value proposal (Pine, 1993). In addition, they want to receive some compensation for the time and effort dedicated to participate in the marketing initiatives, as special offers, price drops, entertaining, true and objective information or resources that can help them in their buying decision (Chiang and Dholakia, 2003).

It was not until the establishment of the Internet business and the interactive technologies related to it when the marketing programs started to be adapted to the demand. On the one hand, due to the strong and growing competitive pressure the companies were under, they seemed to be forced into adopting more aggressive conventional business practices that ended up collapsing consumers. On the other hand, because consumers, who traditionally had had barely defense mechanisms against the actions of unwanted marketing, they opted to pay less attention and interest to this kind of commercial programmes, which causes a significant reduction in its effectiveness (Smith, 2006). Besides, the new digital age is changing the traditional concept of extremely high costs advertising to fall in love with the new model The Long Tail, where managers marketing choose the strategy in the media plan and estimate a budget that are willing to spend in advertising and thereby reduce costs (Anderson, 2007).

In this context, 21st businesses have to react to a more and more competitive environment, where the competitive advantage relies on the ability of the company to create and apply knowledge through the suitable strategies that can help to create value through information (D'Aveni, 1994). That is to say, the environment has evolved into a real-virtual environment, making easier new relationships between companies, and between them and their partners, customers, suppliers, etc. (Rayport and Sviokla, 1994). Doing this, the tourism businesses should identify the threats and opportunities of the real-virtual environment and analyze the internal strengths and weaknesses in order to be able to respond appropriately. And that response will consist on a strategy based on creating value through information and knowledge as well as on a redesign of business processes, both at an intra-organizational and inter-organizational level, looking for a greater integration of the processes, technologies and applications. All this, leads to the transition from the industrial company to e-business (Del Águila, Meléndez and Quintero, 2000).

Thus, Padilla and del Águila (2001) consider that the concept of electronic business or e-business goes further and refers to the impact of electronic commerce in the various business processes, which are understood as a set of activities undertaken in a company thanks to them a number of inputs are transformed into outputs, creating value added, whether internal or external"(pp. 19-24). Therefore, the e-business consists in redefining the processes of the business, interconnecting them with the partners, the customers, suppliers (Hackbarth and Kettinger, 2000) and agents (Sigala 2007). That is, it means the reorganization of the company so that it has the ability to exchange goods, services, money and knowledge in digital form or, in other words, using the Information and Communication Technologies (ICT) based on Internet. In this context, Riggins and Mitra (2001) considered in the field of e-business the following factors: (1) the intranet applications (business to employee or B2E), (2) the extranet applications (business to business or B2B) through e-commerce to exchange information and knowledge between companies and also do transactions and (3) the Internet applications B2C (business to consumer) through online ordering of products and services, exchange of product information, joint development of products, customer service, etc.

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The justification for the application of e-business in the air service can be found based on the phenomenon that has happened with the aerial liberalization in Europe since 1997, with the accession of low cost companies, the keys to success of its expansion, the evolution of the sensitivity of travelers next to the price (Valls, 2010) and as a consequence, among other factors, globalization of the economy (Reid, 2003; Hjalager, 2007). Therefore, several of the authors who claim that air operators have increased the implementation of strategies and e-business policies in order to adapt to the demands of the environment (Morgan, Pritchard and Abbott, 2001; Rose, 2002; Jacobsen and Munar, 2012). And this is where consumers often perceive the selection of the air service as a risky decision, because the digital marketing strategies used by them are potentially an important element that has an influence in the selection process, as it acts as a reliever, as a differentiation and selling tool. As a result, Valls (2008) adds that "airlines are increasing their investments in the construction and management of a new digital business model to distinguish themselves from their competitors" (pp. 13-23).

In the situation described, the realization of this research means a scientific progress in the marketing discipline, given that to date, although some specific researches have been done about e-business and the variables that are part of it, there are not researches that analyze in an exhaustive way a private air service in Spain, joining three variables that generate air e-business. Additionally, it can be helpful for managers in the aviation sector since they can decipher the clues as to the digital strategy developed by a specific company and generate, thereby, appropriate actions to maintain or improve it.

The aim of this work is to analyze the role of e-business model of air service. Thus, three key objectives are considered, as follows: (1) indicate where the digital revolution is today and how it affects to the tourism sector, (2) analyze which are the most decisive variables of e-business among tour operators and (3) analyzing the e-business model of a particular tour operator.

In order to achieve the objectives described, this research is divided into two main groups: (1) review of the scientific literature regarding the subject matter of study, e-business and its key elements, as well as a comprehensive analysis of the digital economy in the Spanish air sector and (2) empirical research with a specific airline, Vueling Airlines, in order to contrast the variables proposed in the proposed theoretical model. Following this line, it has been considered as the best option the airline Vueling, justifying that choice because the company is firmly committed to change airline business model in recent years and in the following ones. Therefore, it has been opted for such private airline established in Spain, considered as a reference both nationally and internationally.

2. THE AIR E-BUSINESS

The literature offers interesting theoretical contributions related to e-business models. Among them, it is important to highlight the contributions of (1) Amor (1999); (2) Menasce (2000); (3) Norris, Balls and Hartley (2000); (4) Tiwana and Williams (2000); (5) Alter (2001); (6) Gordijn and Akkermans (2001); (7) Chen (2001); (8) Dubosson-Torbay, Osterwalder and Pigneur (2002); (9) Daniel and Wilson (2003) and (10) Chaffey (2007).

After the review of the models that have been outlined, three research questions are considered in which the suitability of certain strategies about the e-business air service are questioned.

2.1. E-branding

Managing e-branding should go beyond having online presence with a logo more or less adapted to the digital interface (Ros, 2008). E-branding is the process of transforming a web site in a unique experience for the user, both for the quality of its design but also for the usefulness of its contents. E-branding is, above everything, every relation among the company and the Internet user (Vallet Saavedra, 2005).

In the specific field of tourism and air service, Westwood, Morgan, Pritchard and Ineson (1999) defend the role of branding as a driver

role and with significance in the process of buying decision process of the consumer in relation to British low cost airlines. Moreover, De Rosa (2002) introduces the concept of e-branding as part of the comprehensive digital strategy of the Italian air operators, in which it is argued the importance it has when generating e-commerce network. And most recently, Konecnik and Go (2008) explain the importance of creating nation branding in order to attract interesting tourism for it. In this study, focused on Slovenia, they highlight the importance of brand development. In view of the above, it is possible to set up the first research question:

RQ1: Is e-branding an important variable in the e-business of air operators?

2.2. Website

Essentially, we could define a website as an online cover letter from a company (Wu, 2005). It is the place where anyone, from anywhere in the world can visit us and have all the information about our company, as well as having the option to ask questions, to make comments, suggestions or even purchase products or services (Flavián, Guinalíu and Gurrea, 2006). Similarly, Shukla, Sharma and Swami (2010) defend the website as an element of improving the consumer's purchase intention.

In the specific field of tourism and air service, Rachman and Richins (1997) analyzed a total of 50 websites of tour operators from New Zealand, assessing the important role of product design, services offered, the waiting time, customisation, logistics and user experience with respect to electronic transactions done by consumers. On their behalf, Morgan, Pritchard and Abbott (2001) argue, based on their assessment of perception of the television consumer in the World Wide Web (www), that international tourism system depends on information technology for its future growth, competitiveness and long-term survival, particularly in terms of marketing and distribution of tourism.

More recently, Cai, Card and Cole (2004) evaluate in their researches websites of 20 tour operators from China, identifying the financial resources of the operators until the advent of

Internet and indicating performance of content delivered in the websites within the air service. And finally, Kuster (2006) discusses the use of internet and website as tools of relation for travel and tourism companies that provide air transport services and car rental. In view of the above, it is possible to raise the second question of the research:

RQ2: Is website design and management an important variable in the e-business of air operators?

2.3. E-marketing

The e-marketing is the performance of a series of activities directed to generate online communication, using a direct dialogue with users and looking for potential customers (Strauss, Frost and Ansary, 2009). Similarly, Lew (2008) emphasizes the Long Tail concept or economy based on Internet, proposed by Anderson (2007), pointing that the phenomenon has enabled service companies to improve their volume of demand and create more access to information and services, based on different market niches. And Uribe Beltran (2014) argues that e-marketing strategies offer many opportunities for customer interaction and greater loyalty, being an online sales channel developed from strategies of e-product, e-money, e-distribution or e-promotion.

In the specific field of tourism and air service, Gee and Fayos-Sola (1997) confirm that the e-marketing strategies make special to products and services. And this, applied to tourism market helps to target potential customers in a better way and to understand the psychology of the traveler, in order to generate researches and tourism forecasts. For his part, Kuster (2006) also emphasizes in his research that e-marketing strategies generate far - reaching impact on the travel industry and tourism. More recently, Jacobsen and Munar (2012) establish in their studies that in the new digital age, e-marketing acts as a differentiating element in the search for information and choice of tourist holiday destination by potential consumers. In view of the above, it is possible to raise the third research question:

RQ3: Is e-marketing an important variable in

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e-business of air operators?

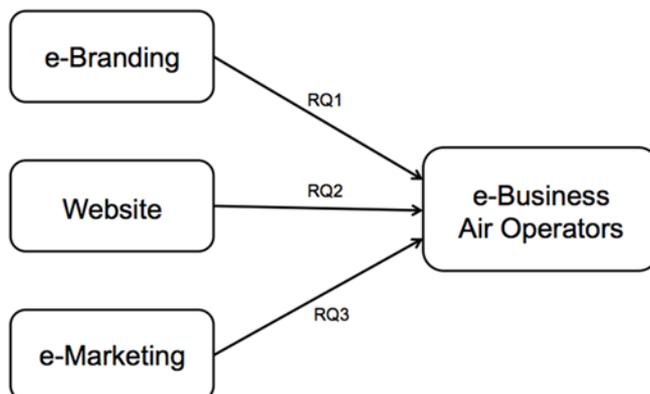**Figure 1. Key variables of e-business applied to air operators**

Figure 1 depicts the relations that have been suggested in the three questions to investigate, where it is set up the e-branding, website and e-marketing strategies that can be relevant in the e-business of air operators.

3. METHODOLOGY

In order to find an answer to the three research questions proposed, it was accomplished an empirical investigation and qualitative in nature, by means of the study case. Then, we used as a data collection tool the analysis of digital content, in which we can distinguish three block of aspects to analyze: (1) e-branding, (2) website and (3) e-marketing.

For that, we used official data from Vueling Airlines as well as secondary Internet sources, which they also analyzed data of this company. Then, for 6 months, we collected information used to examine the content of 27 websites related with the air service area and this concrete airline, which are: (1) Vueling Airlines website itself, (2) webs of news and rankings of air service area, among which we have chosen the ones related to this concrete airline, (3) webs in which this airline has done an e-branding or e-marketing strategy, either using some specific page or by means of social networks, (4) forums of opinions of Internet-users that have occasionally acquired some service from the airline and, doing that, they give their opinion about their satisfaction of use and (5) marketing expert blogs that write to the network about Vueling Airlines.

4. ANALYSIS AND RESULTS

4.1. E-branding analysis

In order to analyze the first variable, based on the strategy of e-branding of Vueling, we have relied on the model of brand equity of Keller, Borneville, Cantú and Mondragon (2008) and the model of online brand equity proposed by Ros (2008). Vueling started as an idea, conceived as that cheap flights do not need to mean lower standards, seeking to position their brand in internet through a logo created with two words 'Vuel' (fly) + 'ing' (gerund suffix that indicates that the action is now and an English suffix, which is trending now) with classic colors like dark gray, white point and yellow background.

Then, their customers believe that Vueling is a young, smart and intelligent brand. It also offers low prices through direct, simple and unexpected experience always ensuring good service (Manuel and Cantalapiedra, 2010). Therefore, doing (in Spanish, making) is called the spirit of doing things in the manner of Vueling. In addition, the brand seeks not only to generate lower prices, but suggests that we can perform all transactions online as easily as if we counted 1, 2, 3 (Garcia, 2010). Moreover, according to the consultancy firm Saffron (http://www.saffron-consultants.com), the brand essence reveals simplicity and speed of

communication interface between the client and the service, transmitting newness, contemporaneity and cosmopolitan atmosphere. That is, they have designed a cultural change, replacing the formal tone of voice with the informal one.
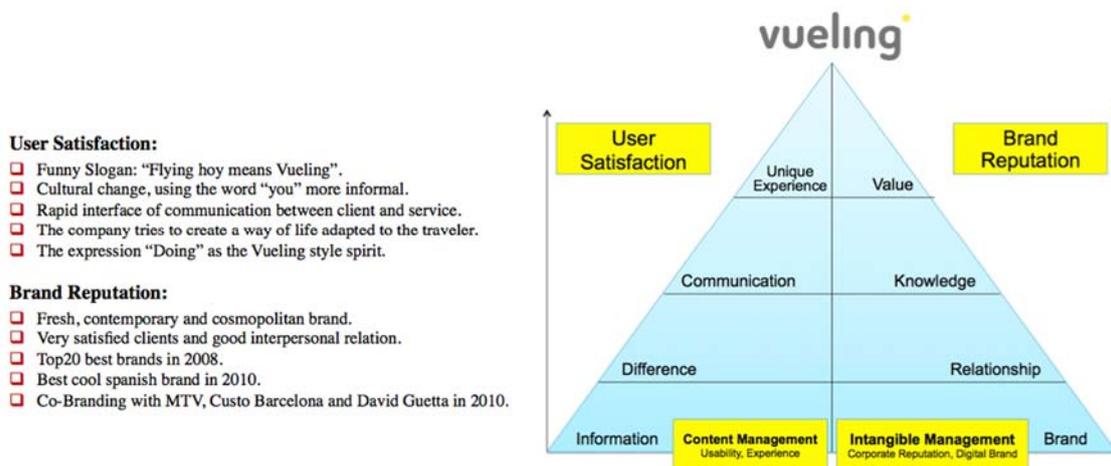
Together with we have seen above, the naming "Vueling.com" is vital for a service that sells, especially on the Internet, because it symbolizes a connection between potential customers and their destinations with their own online booking. It has been created, therefore, a complete name and identity, not only visual and verbal, but also behavior, because of the personal contact with the customer and the interface in the network (Moreno, 2011).

On the other hand, and talking in terms of co-branding, Vueling joined MTV and Custo Barcelona in 2010 to decorate two A-320 planes, seeking to improve their particular aesthetic and leaving a personal signature on the aircrafts. It was an initiative of "Vueling by MTV" aimed at a young audience in which Custo Barcelona was responsible not only for colouring and designing of the fuselage of the aircrafts but also for the details inside, as the menu and the headrests. The designs are inspired by the Mediterranean, both day and night, with bright and warm colours. Thus, the Spread Love plane represents the day, the beach, the sea, the summer and the youthful spirit, while the Play Rock aircraft represents the night with the use of stronger colours and a more intense and sophisticated aesthetic. The contribution of MTV to these aircrafts was reflected in that each will have a special musical environment. Russian red were played in the Spread Love, while a song of We are Standard was heard in Play Rock. It is important to highlight that was also carried out in (http://www.eventoplus.com, 2010).

Talking about online corporate reputation, according to Nexotur (http://www.nexotur.com), Vueling decided to direct its strategy, from 2008, to capture the business traveler by incorporating new specific products and changing its corporate image. The most important has been the increase in flight frequencies on business routes such as Madrid, Barcelona, Seville, Paris or Milan. It also facilitated the seat selection, online check-in at the time of booking the ticket, greater comfort on board by the seats Extra Large (XL) and the offer of free newspapers. According to his former marketing director, Vicenç Martí, "the new image of the company is an evolution of the original concept that gives greater maturity to the brand, in line with our commercial challenge of capturing the business traveler" (http: // www.hosteltur.com , 2010).

Figure 2. Vueling Airlines Online Brand Equity Model

Source: Personal compilation based on Ros (2008)

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To the established above, we must add that Vueling is among the Top20 world 's most valuable brands, in addition to leading the list nationally, and having been chosen, according to strategic marketing and branding consultancy, Allegro 234, as the coolest of the Spanish brands according to the results of the research called Coolest & Gaps 2010. Thus, the research defined the brand experience as "the sum of what the brand says to me, its communication, the product and services that go with it, the value I give to it, the availability and the possibility of establishing a dialogue"(http://www.hosteltur.com , 2010). Thus, corporate and advertising image of Vueling consists basically of giving new life to their campaigns with a real, mature and smart design, evolving the design features of the clouds, which now are real, whose slogan "Flying hoy means Vueling" will be marked by its symbolism and creativity.

4.2. Website analysis

In order to analyze the second variable, based on the design and management of the website of Vueling, it has been taken as reference the concept of web interactivity from Fleming, Lang and Van Nispen (2000) and the concept of usability of homepages from Nielsen and Tahir (2002).

First, talking about web usability, when you access Vueling through its website (http://www.vueling.com), you can see the naming of the airline and the logo on the left side of the homepage, in a large and prominent way, so that captures the attention of the user. In addition, the brand uses a visual design for the homepage different from the ones offered by other sites, adapting the appearance and feeling of the main site, so it is possible to be distinguish visually to ensure that users can recognize the starting point when they they want to go back to explore a new part of the site.

Thus, in terms of structure of the website, Vueling provides a fixed width of 20 cm and 800 pixels, so that the user can do whatever he wants with his browser window that the web will continue to maintain its shape without any deformation at all . The length of the website is short, having been created in that way so that the user does have to use the scroll to access to the bottom of it, so that in a single glance you can see all the available information. And to all of it is necessary to add that here are fourteen frames designed to push information, corporate advertising and links to other sites within the homepage (in English, homepage).

When talking about the graphic design, we have to say that the website is designed with styles of limited font, using the same font in all components of the site, distinguishing three basic colors (yellow, dark grey and white) that make up the corporate brand image. In the case of the text formats, they are quite different from the images projected, indicating that users will not think that they are advertisements. In addition, the website is ready to be seen in various screen resolutions, the most common being of 1024x768. Therefore, it is we can talk about a liquid design of the homepage.

With regard to its information architecture, it is important to highlight that the area of navigation between sites is located in the top center, acting as a banner area. We would call this behavior "blindness to the banners" as it has a similarity with the rest of web architecture. However, it is noteworthy that it has been created with grey for its background and white for the letters, so that the user can distinguish them from the rest. Thus, the brand brings together the various navigation links so that the user can easily understand the information provided and access to it without any problem.

Regarding the content management, the website does not incorporate complex codes, noting also that the Uniform Resource Locator (URL) of the page does not become long once inside it. In addition, daily updates are done to the banner which is in the centre left, corresponding to offers on flights. They are not updated constantly, not meaning, therefore, an intrusion to the user of the webpage because it changes once a day. And with regard to the central banner, it is also updated according to

the season and offers, but not on a weekly basis, which does not involve any intrusion to the user.

Finally, talking about web interactivity, (http // www.vueling.com) offers an experience full of interaction and added value, in which the user enters a mental state of flow with the own website by the customization of offers based on their tastes and needs. And this is thanks to the construction of an attractive homepage, with clear and useful navigation to the user, so you can have quick and convenient access to any kind of information. This makes it easier the acquisition of customer by a ticket purchase or registration on the website through their personal data. For that reason, Vueling has created a homepage that "traps" the user, providing all possibilities for searching for information or purchase.

4.3. E-marketing analysis

In order to analyze the third variable, which refers to the e-marketing strategy of Vueling, it is taken as a reference, on the one hand, the concept of marketing mix proposed by Borden (1964) and on the other hand, the concept of e-marketing mix proposed by Kalyanam and McIntyre (2002).

Firstly, talking about the variable Product / Service, you might consider that Vueling is), in the growth phase, according to the proposal of the cycle of tourist life of Haywood (1986), and, following the positioning proposal of Trout and Ries (2000), the brand is aimed at a young target, who are between 20-30 years and early majority group in acquisition of products. (Valls, 2010).
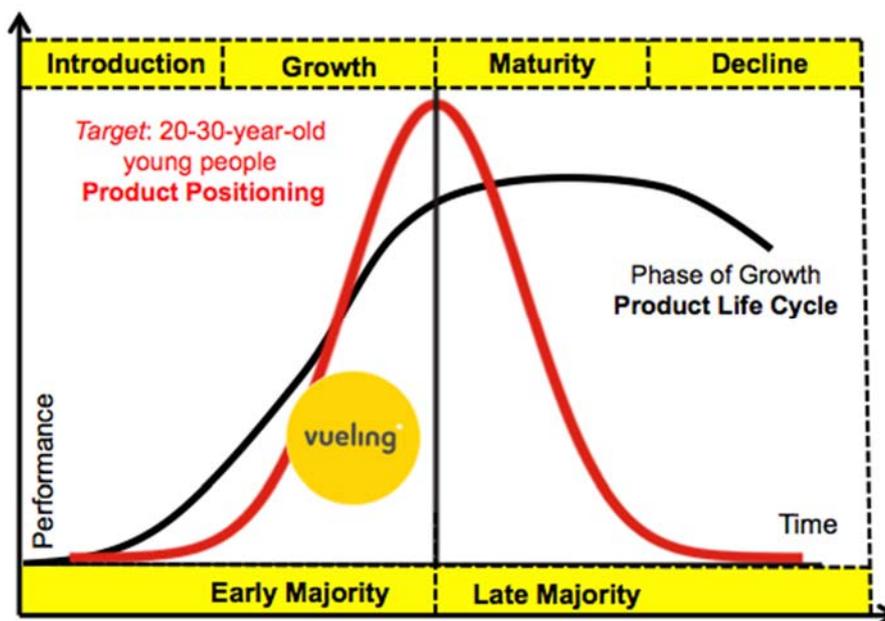
Regarding to its positioning in search engines, Vueling has opted to conduct marketing activities, distinguishing between actions search engine optimization (SEO) and search engine marketing (SEM). In the case of SEO, also called natural or organic search engine positioning, if we write the word "Vueling" in any search engine, we found eleven references of the brand, behind the SEM positioning (the

first two rows are for a fee). However, according to a SEO report presented by (http://www.viunk.es), the website is perfectly organized to be stored in the database search engine and thus be indexed by the search engine algorithm. In addition, the airline also uses SEM positioning, managing search marketing through promotion and Pay-Per-Click (PCP). In fact, it has established a price for each click on the Internet, by monitoring clicks, the spending in investment and the profitability in terms of purchase of flights and traffic to the website. In addition, the brand manages its presence in Google Maps using data about the position of Barcelona airport, with the address and more useful information for the user.

Meanwhile, blogging is also a fundamental tool in the product strategy of Vueling. They offer their services through their blog (http://vuelingnews.com). In addition, the brand generates image through other bloggers that talk about it, positively or negatively, which makes it very important to take care of this community because they can improve, in a significant way, or even destroy the brand image with their posts, thanks to the confidence that Internet-users have on these pages when looking for references. Besides, they participate in Technorati, the most important bloggers' community of the world.

Moreover, Vueling has also decided to take part in the realization of mobile marketing actions, for example, and according to the announcement in (http: // www.mo2o.com) in 2008 the airline relied on Mobile One2One to develop the first Internet portal for mobiles in Spain, which lets you search and purchase airline tickets from the mobile phone. It also integrates a payment gateway. One of the main characteristics of the portal is its simplicity and ease of use, since it enables to purchase a ticket in just a few minutes. This new purchasing system opens new opportunities for business in the tourism sector, so that users can book everything they need using only their mobile phones.

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Figure 3. Vueling Airlines Life Cycle and Positioning
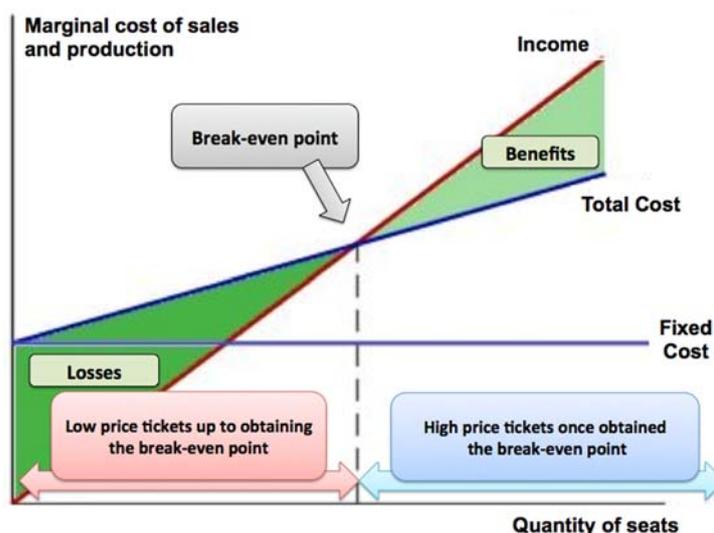

Source: Personal compilation based on Valls (2010)

Finally, a WOMM (Word of Mouth Marketing) action is collected through 129 reviews Forum (http: // www.ciao.es) in which members of the site value Vueling services for its ease of use, its good behaviour, its punctuality, its wide range of offers and flexibility of schedules. In addition, they are happy with the offer of many services added to its key product (ticket sales) such as mobile applications and internet, catering service on the route of flight, the customer service and the possibility of dialogue with the company through email, social networks or via phone, as it allows them to express their opinions, questions or any other needs. Furthermore, it is important to highlight the site they have created, which is called "My Vueling Store". This site gives information about shopping, festivals, food, clubbing, culture, attractions, tours and music in the destination that the customer chooses. On the contrary, it is said that they have some disadvantages as the low number of destinations, the low number of daily flights or the fact that the spaces between the seats are very small.

Secondly, and taking into account the variable of the price, Vueling works yield management, in which the price is the important element of information of the service offered. It is a central element in the main value of a low cost company, replacing, in many cases, other positioning attributions as quality, which previously was vital (Valls, Hallé and Guillot, 2008). Thus, the system of pricing of the airline is set up through a flight deal in which users can buy tickets in advance, so that the low-cost airline can maximize its break-even point in each flight, and it can start earning profits with the subsequent increase of the flights. Then, the company offers its prices through the website itself, so that any Internet user can evaluate them depending on the trip that he is interested in doing. Seeking to improve comfort, then you can access to different price lists (per days, weeks, months) for better planning of travellers, adding, a posteriori, extra fees and check-in at the airport, and also any other supplementary service.

Figure 4. Vueling Airlines Pricing Management

Source: Personal compilation based on Valls, Hallé y Guillot (2008)

Internet users also generate word of mouth marketing (WOMM) on the price system of the company, through platforms such as (http://www.ciao.es), among which we could observe that the members of the site value prices Vueling because they are economical, for the variety of prices depending on destination and because they are cheaper than big companies. Moreover, it is also believed that you have some disadvantages such as the need to buy the ticket well in advance to get good prices, extra fees to be paid once you have already paid the ticket price or the fact that the offers are always on more expensive price that another low-cost companies.

Thirdly, regarding to the variable of Promotion, we need to point out that the company prepares promotional campaigns throughout the year, using the Internet as a tool of direct marketing, with a final purpose of relational character (with the target audience of the brand). This is the reason why spends much of the percentage invested in advertising and promotions of online marketing actions, being the basic objectives to gain user loyalty, the sampling, the attraction of users, their involvement and the virality of the promotional message.

As for web promotions, it is necessary to highlight the "My Vueling" section. This section allows you to enjoy exclusive benefits, customized offers and your own access code. In addition, it offers added value to the user, since it is a page designed to assist the user to make reservations on flights in advance, car rentals and accommodation anywhere on the planet, creating thereby a pleasant experience of navigation and permanent contact with the customer.

Now it is the time to talk about emailing. Vueling uses permission email marketing to advertise, exclusively, a service or ticket that is sent via email to the registered users, who have expressed their consent to receive them. That is, the company uses the mails that have been registered through its website by just typing in a series of personal data and accepting the conditions of use of the service. Thus, the company will create a list of digital customer relationship management (e-CRM), with other users who belong to the same target (e.g. by age, social status, communities, percentage of annual flights) to send a posteriori specialized promotions and the monthly newsletter.

Meanwhile, Vueling also tries to create virtual communities to establish personalized dialogue with current and potential customers, improve WOMM, increase customer loyalty and make specific promotions, having a presence on social networks like Twitter (with a corporate profile and another for the customer service), Flickr (where photographs

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of projects done by employees of the company and winners of competitions that are held during the year), Vueling TV (own TV created through Youtube, which lets you create own spaces to upload videos and to classify them in the same site), Spotify (songs that are used in marketing campaigns as well as in the viral videos, for example, those of David Getta) or Facebook (which allows users to incorporate a flight search on your profile and share it with your followers or friends).

Regarding to the viralization of the contents, Vueling takes viral marketing actions to publicize its campaigns 2.0, and to improve the brand image. The objective is to try that users from resend them, as often as possible, to their friends and acquaintances through social networks and the Internet. Therefore the airline has many viral videos on Youtube. Some of them have been uploaded by the company through the section "recommended videos", although most of them have been uploaded by Internet users from outside the company. Many of these anonymous users use the platform to insert home videos about the company, some with positive opinions and other ones with negative opinions. Moreover, 90% of Internet users have uploaded the videos anonymously, in order to present some aspect of the airline. The videos uploaded by media companies are also important, which contain news that have shocked the audience and that they decide to share on the network. As a special example of content viralization, we can highlight the lipdub created in 2009 and sent via email to all their CRM. It was also showed in the website and social networks, with a Christmas card from 2010 with the song "When Love Takes Over" of David Guetta and Kelly Rowland.

When talking about digital publicity, the brand also participates in forums on about flights and other issues related to them, some of which are the following: (1) http://losviajeros.com/foros;(2) http://foros.ya.com ; (3) http://rankia.com/foros/Vueling ; (4) http://foro.edreams.es/Vueling ; (5) http://foro.enfemenino.com/Vueling. They also participate in advertorials (arisen after

join the English words 'advertisement' and 'editorial') so that the consumer will rely more on a story published from an external environment of the company, than for the advertisement that the company can produce. A clear example of Vueling can be found by monitoring the news (http://www.hosteltur.com) that were published in 2009, when passed from destroying the airline publishing their dismal results to blaze that it was one of the airlines most valued by passengers. All this happened in the interval of several weeks.

With regard to display marketing, according to (http://www.marketingdirecto.com) the ads displayed improve the brand image of a company. Vueling, meanwhile, has also conducted such actions to improve its image and get more visits to its website. To do this, the company does some advertisement in its homepage using images related to promotions that have been made during the year, in addition to the implementation of others through the network, for example, inserting banners in different parts of a well - known social network, in which the potential audience coincides with the users of that social network.

In the fourth and last place, as regards to the Distribution variable, it is noteworthy that Vueling is in the maximum customization between business and end customer. In a context of difficulty and cost-cutting in the airline sector, in 2008 Vueling decided to commercialize through travel agencies creating a hybrid model that combines direct distribution and intermediated, handed by Amadeus and agencies travel. With this strategy, the airline became a landmark in the European airline sector, proving that the business model of low cost oriented to online sales without ticketing is not incompatible with traditional distribution. Thus, the diversification of the supply has been one of the main points of the strategy of Vueling, which has also take profit from Amadeus in order to offer through the system a product specifically aimed at customers of travel agencies with flexible reservations, front rows seats, the inclusion in the price the chance of

carrying a luggage, and the possibility of payment in cash or by credit card (http://www.amadeus.com).

Moreover, taking into account the affiliate marketing, according to (http: // www.marketingdirecto.com) Vueling signed an agreement with Zanox, helping it to strengthen the communication of new routes and destinations, such as Madrid, where it began to operate in 2006. Thus, according to Victor Sala, responsible for the Vueling website in 2005, "Zanox has enabled Vueling increase the reach of its online communication and, in particular, has increased our customer base."

5. DISCUSSION AND CONCLUSION

The result obtained show that, indeed, the three variables have a positive and significant effect on the e-business of the air tours. In addition, the implementation of the theoretical model proposed has been useful for us to analyze in an efficient and clear way the study case of an airline in question, Vueling. In effect, a new era is been determined where interactivity with the customer makes the difference, in loyalty and cost savings of the airlines companies. Doing this, it is thought that the new era of the digital communication has changed the traditional method of advertising, leading the way into a new era where the opinion of the final customer is essential and the interaction with him is the base of any business. Because, without any doubt and according to Logan (1995), internet constitutes a new form language.

Thus, it is considered that this research can have business implications in each of the three variables analyzed, as follows: (1) E-branding: improving the antiquated image of some airlines through a new verbal and visual identity. And with this, to emphasize new trends in storytelling and tones of voice, in order to sympathize with the experience of discovering new places and destinations. In addition, they should bet to improve the color and typographic design brand, seeking tune with the consumer, in an elegant and different way; (2) Website: with a responsive design, seeking to adapt to any mobile device. In addition, the homepage should be attractive, with an easy and useful navigation for the user, without forgetting the importance of micro-interactions through subscriptions newsletter, pressing a button or answering any questions, which increases its look&feel, then the user ceases to be a mere spectator and feels as part of the website; (3) E-marketing: paying special attention to the interaction between company and user, customizing offers according to their likes and needs, providing all possibilities for searching for information or purchase, maintaining dialogue in the post-purchase to know him better and creating virtual communities to help build strong and lasting relationships. In addition, they should take into account the views of renowned influencers online (as bloggers, celebrities or youtubers) in order to establish the suitable strategy. And all this, generating content assiduously, in order to improve search engine rankings and its viralization by Internet users.

Conclusively, some limitations arise from the research itself. Then, on the one hand, the sample should be increased to a higher number of airlines, in order to make a comparison among all of them. On the other hand, it would be necessary to increase the number of judges and observers in order to avoid possible subjective bias from the content analysis realized by a couple of observers. Finally, the research could go with another study qualitative in nature (by means of focus group or personal interviews) or quantitative in nature (questionnaires) directed to the different agents implied in the air service, internal (management team and workers) as well as external (customers and general public).

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