

The Role of Modern Technology in Customer Engagement in the Tourism Industry of the United Kingdom. British Airways in Perspective

Year of Publication: 2026

Submitted in Partial Fulfillment of the Requirements for the Bachelor of Science
BSc. degree.

Canterbury Christ Church University

Number Of Words: 6221

Copyright Acknowledgement Form
Canterbury Christ Church University

I, _____, understand that I am solely responsible for the content of this dissertation and its use of copyrighted materials. All copyright infringements and issues are solely the responsibly of myself as the author of this dissertation and not Canterbury Christ Church University, its programs, or libraries.

Signature of Author

01.02.2026
Date

Abstract

This dissertation studies the effect brought by recent digital technologies on customer interaction in the UK tourism and aviation industry on the example of British Airways (BA). It deals with one of the main research questions: customer satisfaction indicators and engagement rates do not decrease notwithstanding years of corporate investments in digital innovations, like mobile applications, AI-enabled chats, and systems based on the biometric processing. This paradox also begs the question of whether it is adequate to increase the perceived quality of service in high-contact service settings, solely by technological advancement.

The study will use a pragmatic mixed-method design, involving both the secondary quantitative data about the UK Civil Aviation Authority released in the past 20222025 and a thematic analysis of 750 online customer reviews published between 2023 and 2025. This triangulation methodology makes it possible to come up with a strong comparison between the operational performance indicators and experience of customers. The results reveal an obvious engagement paradox, as BA enjoyed a positive post-pandemic recovery in the passenger numbers, but at the same time struggled to maintain improved punctuality and has seen a significant rise in the volume of complaints.

The qualitative analysis describes this paradox by three main themes: Dichotomy of Digital Facilitation, in which trusted technologies, such as biometrics, are being celebrated, and Customer-facing Apps Often Fail; and the supposed Erosion of Human

Interaction, which prevents value co-creation. By speculation, the study builds upon the Technological Acceptance Model (TAM) with the addition of the so-called Reliability Confirmation as an important, post-adoption stage. The research concludes that in the case of BA, technology engagement is not frustrated by the lack of innovation, but rather the lack of such consistency and reliability. Practical recommendations include strategic reposition to a Reliable-First, Human-Always operational design, where system stability is the primary focus instead of launching new features.

Acknowledgments

First of all, I thank my Allah that he helps me in completing my thesis. Then to my supervisor, , I want to say a deep-seated thank you, as his professional advice and efficient feedback, as well as unwavering support, were invaluable in this research process. The academic staff/Librarians at Global Banking School also supported me, and I would like to thank them as well. My family and friends have been extremely supportive and encouraging to the extent of their unitary patience and encouragement throughout this difficult time. Last but not least, I would like to thank the efforts of every researcher and organisation, such as UK Civil Aviation Authority and International Airlines Group, whose data is publicly accessible and which allowed carrying out this study.

Dedication

I have dedicated this work to my family. To my parents who made sacrifices and never-ending trust in the strength of education prerequisites all the successes. I have always counted upon your unshaken support. This dissertation is also devoted to all the people trying to fill the gap between technological ambition and human-centered service in an endeavor to develop more significant and trustworthy relationships in an overly digital world.

Table of Contents

Acknowledgments	v
Chapter 1: Introduction to the Dissertation.....	1
1.1 Background and Context.....	1
1.2 Problem Statement	1
1.3 Research Aim.....	1
1.4 Research Objectives.....	1
1.5 Research Questions	2
1.6 Significance of the Study	2
1.7 Dissertation Structure.....	2
Chapter 2: Literature Review.....	3
2.1 Introduction to the Literature Review	3
2.2 Review of Related Key Concepts	4
2.2.1 Modern Technology in Tourism and Aviation	4
2.2.2 Customer Engagement.....	4
2.2.3 The Technology-Engagement Nexus.....	5
2.3 Review of Relevant Theories.....	6

2.3.1 The Technology Acceptance Model (TAM).....	6
2.3.2 Service-Dominant Logic (S-D Logic)	6
2.3.3 Uses and Gratifications Theory	7
2.3.4 Expectation-Confirmation Theory	7
2.3.5 The Customer Engagement Cycle	7
2.4 Empirical Review.....	8
2.5 Literature Gap	9
2.6 Chapter Summary	10
Chapter 3: Research Methodology.....	10
3.1 Overview of the Chapter	10
3.2 Methodological Framework: The Research Onion.....	10
3.3 Research Methods: Techniques and Procedures.....	12
3.3.1 Type and Sources of Data	12
3.3.2 Sampling Design.....	13
3.3.3 Data Collection Process	13
3.4 Analytical Techniques and Procedures.....	13
3.4.1 Qualitative Data Analysis: Thematic Analysis	13
3.4.2 Quantitative Data Analysis: Descriptive Statistics	14

3.5 Ethical Considerations	14
3.6 Data Presentation	14
3.7 Addressing Reliability and Validity.....	15
3.8 Chapter Summary	15
Chapter 4: Data Analysis and Discussion.....	15
4.1 Overview of the Chapter.....	15
4.2 Presentation of Results/Findings.....	16
4.2.1 Quantitative Findings: The Engagement Paradox	16
4.2.2 Qualitative Findings: Thematic Analysis Results.....	21
4.3 Interpretation of Findings	23
4.4 Critical Analysis and Discussion of Results	24
4.4.1 Evaluation Against Research Objectives	24
4.4.2 Discussion with Existing Literature.....	25
4.4.3 Theoretical and Practical Implications.....	25
4.5 Chapter Summary	26
Chapter 5: Summary and Conclusion	27
5.1 Introduction to the Chapter	27
5.2 Summary of Research	27

5.3 Limitations of the Study.....	28
5.4 Suggestion for Further Research.....	28
5.5 Practical Recommendation	28
5.6 Conclusion	29
References.....	30
Appendices.....	35
Appendix 1: Form	35
Appendix 2: Reviews.....	41
Tripadvisor.....	41
Skytrax	41
Trustpilot.....	41
Appendix 3: Analysis.....	41

List of Tables

Table 1: Key British Airways Performance Metrics (2023-2024)	16
--	----

List of Figures

Figure 1: Conceptual Framework of the Research Focus	3
Figure 2: Conceptual framework	5
Figure 3: Theoretical Framework	8
Figure 4: Research Onion Layers	12
Figure 5: KP Trends	18
Figure 6: Customer Sentiment by Technology Type.....	19
Figure 7: BA Complaint Trend vs. Passenger Growth.....	20
Figure 8: Punctuality (On-Time Performance) Trend.....	21
Figure 9: Primary Causes of Negative Feedback.....	23
Figure 10: Impact of Tech Failure on Overall Rating	24

Chapter 1: Introduction to the Dissertation

1.1 Background and Context

The world market in the tourism sector is experiencing a swift transformation of digital technology, and the competitive environment is relying on technological-driven customer experience, especially in the UK (Office for National Statistics, 2022). The aviation industry is a major entry point into the tourism industry, and it has become the driving force of this transformation, implementing technologies like AI-based chatbots, mobile apps and biometric boarding (IATA, 2024). British Airways is the UK flag carrier, therefore, its case is relevant, since the company has implemented digital transformation as its primary customer service strategy (British Airways Plc, 2023). The present study, hence, is placed in the context of increasing customer demands, competition, and technology potential (Buhalis and Sinarta, 2019).

1.2 Problem Statement

Although there is good literature on the use of technology in the tourism and hospitality industries, relatively very little attention has been paid to how a particular technology may influence customer interaction in the actual organisational setting. The current literature concentrates on the overall tendencies or impressions instead of practical applications (Neuhofer, Buhalis and Ladkin, 2015). This is a gap traced in the case of airlines like British Airways, where high technology investment does not align with mixed customer satisfaction results (Skytrax, 2024). This paradox shows the necessity to evaluate the impact of specific technologies on the emotion and cognitive engagement processes with customers on the practical level.

1.3 Research Aim

The main objective of this research is to find out the impacts of modern technology applications and the contact and involvement with the customers in the UK travel sector.

1.4 Research Objectives

- To evaluate the most outstanding and strategic customer-facing technologies that have been

introduced by British Airways.

- To examine customer perception and real experience of these particular technologies, which will predominantly be based on real online reviews and feedback.
- To assess the ultimate effect of these technological interactions concerning both emotional and cognitive elements of customer engagement throughout the pre-flight, in-flight, and post-flight experience.

1.5 Research Questions

1. What are the major technologies deployed by British Airways to improve customer engagement?
2. How do customers perceive and experience these technologies?
3. To what extent do these technologies influence the level of customer engagement?

1.6 Significance of the Study

This study is of theoretical and practical importance. It is also academically useful in adding to the increasing body of literature on the interface of tourism management, technology studies, and consumer behaviour by offering a more narrow but comprehensive single case analysis. It goes past the generic discourses to provide a contextualised insight into technology-in-practice in a giant airline (Paltridge and Starfield, 2019). In practice, this means that the results will provide practical implications to the business of British Airways and other tourism ventures. The study would guide more efficient and customer-driven digital investment practices because it can help pinpoint which technologies are received positively by the customers and which ones can result in friction, which would, in turn, help increase the competitive advantage and support the business sustainability in the digital era.

1.7 Dissertation Structure

To help allow a coherent argument, this dissertation has been arranged in five rational chapters. The next stage of the paper is Chapter Two critical review of the available academic literature, which determines the gap in the research. The research methodology is presented in Chapter Three,

with the help of a research onion model made by Saunders et al. (2023). Chapter Four provides the data analysis and findings. Lastly, Chapter Five offers a summary of the work, the limitations, and recommendations.

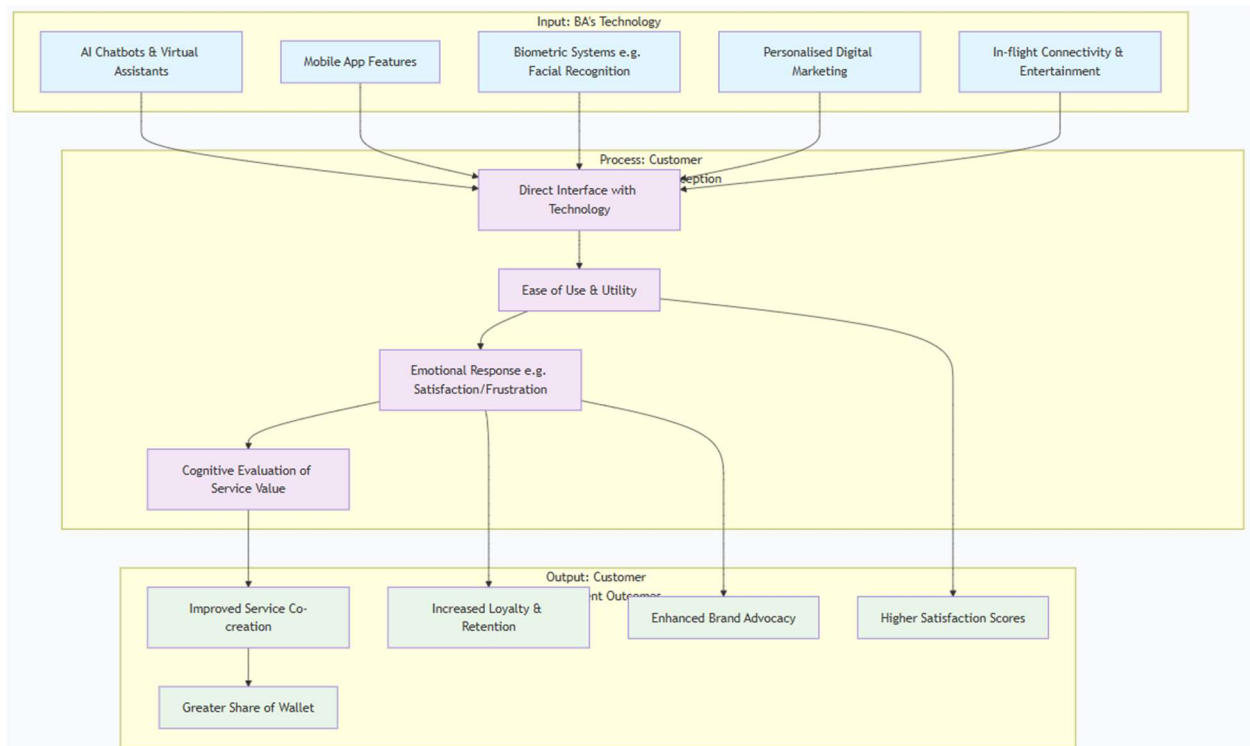


Figure 1: Conceptual Framework of the Research Focus

Author's Elaborations

Chapter 2: Literature Review

2.1 Introduction to the Literature Review

The chapter critically reviews the current academic and industry publications that are pertinent to the convergence of current technology and customer interaction in the tourism and aviation industry. The main reason is to provide the Conceptual and theoretical bases of the research, placing the study in the context of the wider academic discussion. The review is divided into the

delineation and analysis of the main concepts of the research, which would be followed by the analysis of the theoretical frameworks found in the existing literature. A review of the past studies based on empirical evidence will then be evaluated, and the end result is the identification of a gap in knowledge which the proposed research will seek to fill. Such an analytical structure will make sure that the study has a sound foundation on the current literature as well as legitimise its novelty.

2.2 Review of Related Key Concepts

2.2.1 Modern Technology in Tourism and Aviation

The introduction of digital technology has essentially revolutionised the nature of service delivery and interaction with customers in the area of tourism. In this case, modern technology can be used with references to digital-based tools and platforms that are aimed at increasing efficiency, personalisation, and the overall customer experience (Buhalis and Foerste, 2015). In aviation, it is presented as a complex of applications throughout the customer process. Examples of essential technologies are Artificial Intelligence (AI) and chatbots to support customer service, mobile applications to make a booking and manage reservations and flights, biometric systems to streamline the work process, and data analytics to provide personalised marketing. These technologies have been embraced because of the need to be efficient in operations and cater to consumer demands based on smooth and extensive travelling experiences (IATA, 2024). British Airways invested more than 7 billion in digital transformation, namely, AI-enabled customer service and biometric boarding (British Airways Plc, 2022; IAG, 2023).

2.2.2 Customer Engagement

Customer engagement is a construct that is multidimensional and cannot be limited to the idea of satisfaction or loyalty. It can be defined as behavioural, cognitive and emotional investment in the brand relationship or the service relationship by the customer (Brodie et al., 2011). When it comes to tourism, as well as the aviation industry, engagement can be defined as active (e.g., using an e.g. airline app to check-in), positive affective (e.g. enjoyment of using an interface), and cognitive in its commitment (e.g., seeing the brand as innovative). Real engagement would result in brand

advocacy, repeat purchase, service failure resilience, and should therefore be given tremendous importance as a sustainable competitive advantage measure.

2.2.3 The Technology-Engagement Nexus

Customer engagement and the relationship between technology implementation do not automatically go hand in hand, but are mediated by user experience. Technology serves as a place of interaction, yet its success is estimated based on such aspects as perceived utility, usability (according to the Technology Acceptance Model), and emotional resonance (Huang and Rust, 2021). When executed poorly, e.g., a chatbot may result in frustration and disengagement, and a smooth operation of biometric boarding can lead to positive affect and an improved feeling of brand innovativeness, as well. Thus, the nexus puts emphasis on how interactions in technologies lead to improved cognitive, emotional and behavioural relationships with the service provider.

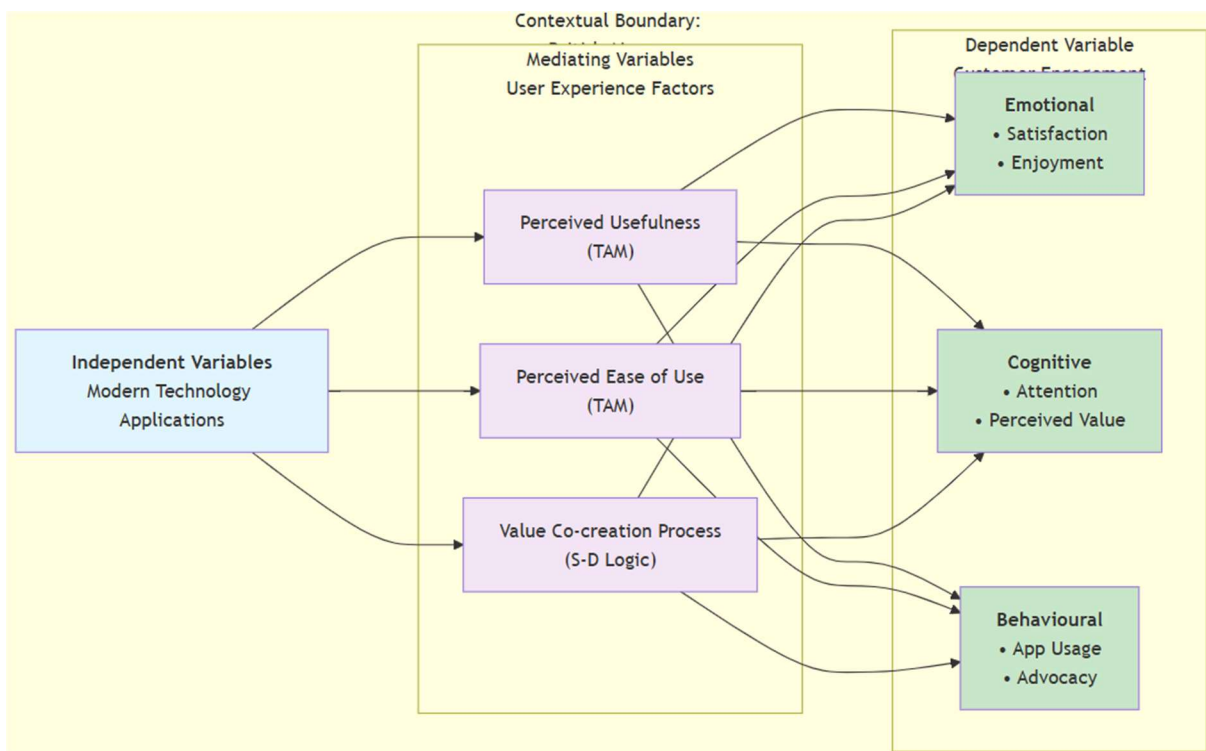


Figure 2: Conceptual framework

Author's Elaborations

2.3 Review of Relevant Theories

2.3.1 The Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) has continued to be a form of background in the adoption of technology (Davis, 1989). Although the original paradigm has been in the addition of some moderating constructs in the form of TAM2 (Venkatesh and Davis, 2000) and Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003), the original fundamental constructs of the paradigm of Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) offers a well-parsimonious and well-validated perspective of the current study. The original TAM is applied in this study because its focus matches the key factors of early acceptance since the customers in this study are primarily guided by the underlying beliefs of the utility and usability of the technologies used by BA, which is the key antecedent to continued use. The interpretation of online customer feedbacks in this two-fold perspective will show whether the technological touchpoints of BA are considered to be having a truly positive impact on the travelling experience and be capable of interaction without any inconveniences (Morosan, 2018).

2.3.2 Service-Dominant Logic (S-D Logic)

Service-Dominant Logic (S-D Logic) (Vargo and Lusch, 2004) is a reconstruction of economic exchange that values the idea that there is always co-creation of value through integration of resources between the customer and the provider. Applied to the technologies at BA, this theory would reposition them not as service outputs per se, but as value co-creation platforms. The airline also serves as a solution to technological resources (e.g., the app), yet the value is only realised when the customer applies it towards personalising his/her journey. Such a change of mindset directly influences the framework of analysis since customer engagement is evaluated not as the result of passivity with a tool, but as an active, contextualised system, where a consumer incorporates these tools into individual travel experiences (Neuhofer, Buhalis and Ladkin, 2015), and S-D Logic is best suited to process such feedback qualitatively.

2.3.3 Uses and Gratifications Theory

The Uses and Gratifications (U&G) Theory describes the reasons as to why users actively embrace technologies, to meet certain needs (Katz, Blumler and Gurevitch, 1974). When applied to airline technology, it does not emphasize functionality, but the motivations of customers and allows examining how tools such as the BA app can fulfill informational, social and identity needs and, therefore, the differences in engagement in addition to usability (Whiting and Williams, 2013).

2.3.4 Expectation-Confirmation Theory

Expectation-Confirmation Theory (ECT) describes the long term interest where expectations of pre-use are compared with a perceived performance, which affects the satisfaction as well as the continued use (Oliver, 1980). When applied in the case of BA, it allows examining whether technologies are satisfying expectations or not, creating the post-use satisfaction, loyalty, and advocacy on the basis of the customer feedback and reviews (Bhattacharjee, 2001).

2.3.5 The Customer Engagement Cycle

Customer Engagement Cycle considers engagement as a continuous connective, interactive, satisfaction and retention, and advocacy (Sashi, 2012). It applies to BA and implies that digital touchpoints are reinforced in totality to drive engagement throughout the customer journey due to the continued interaction between technology.

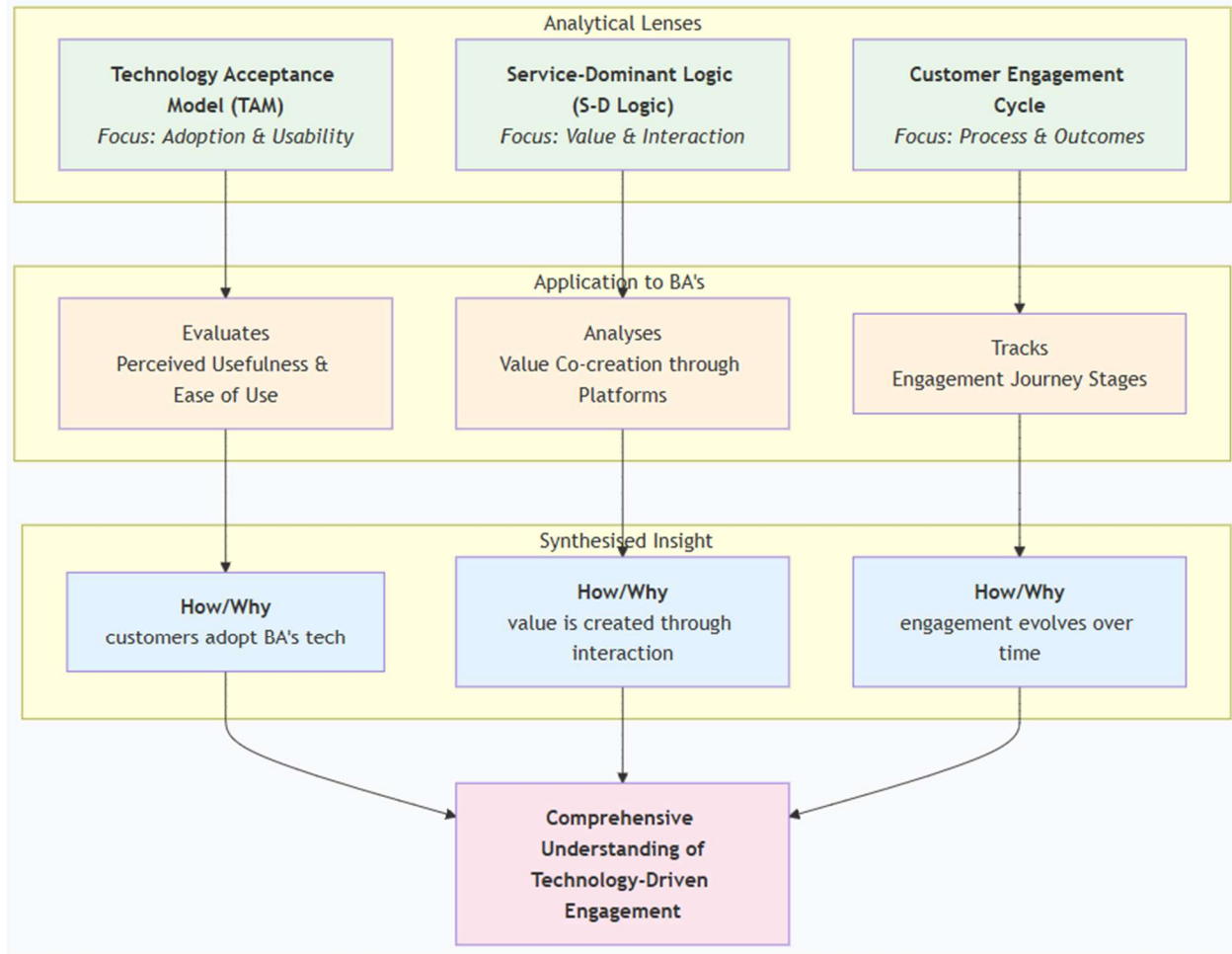


Figure 3: *Theoretical Framework*

Author's Elaborations

2.4 Empirical Review

Technology in tourism and aviation is highly fragmented, and its effects on the sector differ with the type of technology. Self-service technologies benefit control, efficiency, and satisfaction, but a system error causes greater negative response than human errors, which is harmful to trust (Castillo-Manzan and Lopez-Valpuesta, 2013; Agapi, 2017). The access of AI chatbots is lacking but does not cope with complex emotional demands, restricting the interaction (Marinova et al., 2017; Tussyadiah, 2020). The functionality and personalisation are critical to the success of airline

mobile applications, whereas the lack of performance leads to disengagement (Wang, Harris and Patterson, 2013). Biometric technology enhances speed, however it also impacts on privacy which clearly affects trust (Drennen, 2011). In post-pandemic studies, seamless digital service is a new standard with regard to expectations (Gursoy and Chi, 2020; Sriboonlue, 2022). The BA-specific information exhibits favorable attitudes towards digital innovation but has consistent problems with service responsiveness, which aids in identifying the gap in the analysis of firm-level engagements (UK Civil Aviation Authority, 2024; Skytrax, 2021; Heiets et al., 2022).

2.5 Literature Gap

The combination of the conceptual, theoretical, and empirical literature synthesis shows a major gap that this dissertation attempts to be able to fill. Although the literature on the use of technology (guided by TAM) in tourism and the broad concepts of customer engagement are expansive, there are limited studies that are critical to the linking of specific technological applications within a single, real context aviation organisation to the complexity of customer engagement.

To begin with, it has a context gap. Practically no studies use a deep-dive case study to examine a good example of an airline with a portfolio of unique technologies, such as British Airways and its reception. Second, it has a methodology gap. Most research is either quantitative (adoption rates) or qualitative (perceptions); however, a smaller number involve using a qualitative and quantitative method of secondary data to compare the reporting by the company (quantitative measures) and customers (qualitative sentiment). Third, it has a theoretical gap of integration. The manner in which the Service-Dominant Logic can be applied to conceptualize the airline technologies as co-creation platforms, and its interface with the engagement theory, can be utilised in a given case, is under-researched.

Thus, this study is placed to fill these gaps by performing a case study analysis. It will critically analyse the role of the particular technological implementations of British Airways in enabling and inhibiting value co-creation and affecting the behavioural, emotional, and cognitive aspects of customer response to better give contextualised understanding that bridges the gap between theory and practice.

2.6 Chapter Summary

The literature review in this chapter has been carried out systematically based on the current technology and customer engagement in tourism and aviation. It defined major concepts and reviewed the theories underlying its core concepts, such as the Technology Acceptance Model and Service-Dominant Logic that shall form part of the analysis. According to the empirical review, the results and shortcomings of the previous studies have become evident, and it is also clear that a gap in the literature exists: there is a need to delay and provide a detailed qualitative and quantitative case study that would directly correlate the implementation of a specific package of technology within any given airline with its specific customer engagement outcomes. With this background set and the need to research having been explained, the second chapter will outline the research methodology to be used to fill this gap.

Chapter 3: Research Methodology

3.1 Overview of the Chapter

In this chapter, the research design and the research methodology are discussed, and it outlines the approach that shall be used to explore the role of modern technology in customer engagement at British Airways (BA) is outlined. It serves the aim of justifying the research design as it explains each strategy decision through the overall philosophical position to the particular methods of data collection and examination. The chapter is organized in a manner that allows dealing with the layers of the Research Onion model (Saunders, Lewis and Thornhill, 2023) in a clear and logical manner so that the selected approaches could be linked to the research aim and objectives. It has made the study a whole by always seeing it through to the end, with the ethical considerations being used to make the study sound and within academic standards.

3.2 Methodological Framework: The Research Onion

It is based on the Research Onion model that offers a systematic and stratified method of formulating sound methodological decisions (Saunders, Lewis and Thornhill, 2023). List of layers, starting with philosophy, to procedures are justified, based on the problem of the research.

The research philosophy used in this study is pragmatist, in which emphasis is placed on practical findings and the research problem rather than specific ontological or epistemological standpoints, which is reasonable given the requirements to investigate both subject and objective trends of technological use among the customers (Creswell, 2013). In this line, the abductive research approach is utilized, where the opportunities of moving between theory and empirical evidence constantly help form the most probable explanations of the observed phenomena (Saunders, Lewis and Thornhill, 2023). Although guided by the proven models like the Technology Acceptance Model (Davis, 1989), the study is not a closed system to the emerging information about the customers, which can be used to expand or invalidate the current knowledge. A descriptive and exploratory single-case study approach will be utilised, assuming British Airways as the object of this study to acquire a rich, contextualised insight into the technology-mediated customer interaction in the environment of a real organisation (Yin, 2018). The qualitative and quantitative secondary data are gathered simultaneously to allow triangulation so that the numerical measures of satisfaction can be complemented with insights into the analysis of customer responses. Lastly, the cross-sectional time horizon is taken to ensure an intensive view of the present level of technological application and its impact on customer interaction at British Airways.

Research Onion Layers

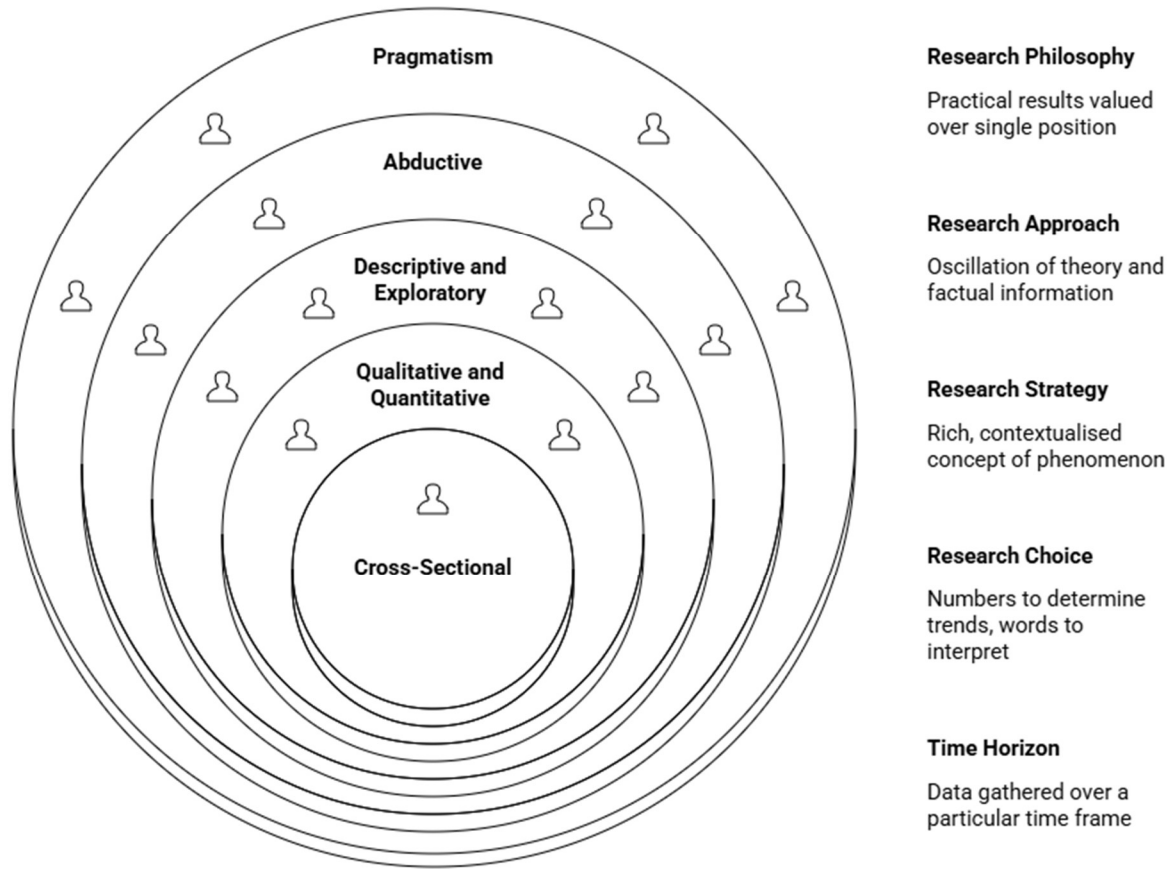


Figure 4: Research Onion Layers

Author's Elaborations

3.3 Research Methods: Techniques and Procedures

3.3.1 Type and Sources of Data

The study applies a secondary data form of research in its entirety, with two forms:

- **Quantitative Data**: Based on the reports of BA and IAG, the UK Civil Aviation Authority satisfaction rates, and industry performance indicators.

- Qualitative Data: Obtained in the form of public online customer reviews on websites like Skytrax, Trustpilot and TripAdvisor, plus commentary on travel trade news outlets.

3.3.2 Sampling Design

The identification of data sources is conducted through the purposive sampling strategy to choose the ones that contain constant information and are directly related to the research questions (Etikan, Musa and Alkassim, 2016). The relevance and depth have been achieved in sampling design through purposive sampling. It will compare about 200250 recent customer reviews of Skytrax, Trustpilot, and TripAdvisor (in January 2023-March 2025) and compare them. They will be specifically devoted to BA related reviews that reference major digital touchpoints by the company, which are the mobile app, AI chatbot, biometric boarding, and in-flight Wi-Fi. The data will be extracted in the form of quantitative data of the numerous reports: the British Airways Annual Reports (20212024), the IAG Annual Reports (20212024), and the UK CAA Airline Passenger Service Reports (2021 2024). This is a focused strategy that makes the data specifically focus on the technological implementation and customer feedback of BA.

3.3.3 Data Collection Process

Systematic desk-based research is used as a method of data collection. Quantitative measures of reports in the form of a structured data extraction sheet are collated. In the case of qualitative data, the relevant review text is collected and placed in a secure online database along with the source URLs and date. This is done to make it traceable and mainly for analysis.

3.4 Analytical Techniques and Procedures

3.4.1 Qualitative Data Analysis: Thematic Analysis

Review qualitative data will be analysed under Braun and Clarke's (2006) six-step thematic analysis. This includes (1) becoming familiarised with the data, (2) developing the initial codes, (3) searching the data and trying to find themes, (4) reviewing the themes, (5) defining and naming

themes, and (6) writing the report. This inductive approach will discover patterns that take place in perception, experiences, and emotional reactions of customers towards BA technologies.

3.4.2 Quantitative Data Analysis: Descriptive Statistics

Analysis of quantitative data will be based on descriptive statistics, such as measures of central tendency (e.g., the mean score of satisfaction) and frequency distribution. This discussion will provide an overview of the main trends in terms of technology adoption measures and satisfaction performance, which will give the number background on which the qualitative themes will be suggested.

3.5 Ethical Considerations

Since this research solely makes use of publicly available secondary data, some of the threats to ethics are reduced. No human participants are engaged in the collection of primary data, so there is no need to request consent from the participants. All information is anonymised in place (public commentaries cannot be identified with recognizable people without a lot of effort). The study is done following the data protection policies and academic integrity provisions suggested by CCCU. Citation of all sources is done earnestly to eliminate plagiarism. Within the GBS Green Ethics Form, the project has also been approved formally, as seen in Appendix A.

3.6 Data Presentation

The transparency is to be provided by the presentation of examples of raw data and complete data in the appendices. Examples of the gathered customer review text and the quantitative retrieved data table will be provided in Appendix B. The specific findings of the thematic analysis (codebook, thematic maps) and the statistical descriptive outputs will be provided in Appendix C. This will enable the examination of the analytical procedure and data on which one relies for conclusions.

3.7 Addressing Reliability and Validity

The credibility of the qualitative analysis will be improved by using triangulation features to cross-reference the themes identified in customer reviews with the trends in the quantitative data of the quantitative performance of BA, which will increase the credibility. Reliability will be considered through a path of a detailed audit trail about the coding procedure under the reflexive journal as well as creating an inter-coder reliability test whereby a sample data shall be co-coded with the supervisor to establish consistency. In terms of transferability, although the results are not universal across airlines, since the description of the case is rich and thick, the reader will be able to evaluate how well the results can be applicable to other airlines or situations involving services, instead of drawing statistical generalisations.

3.8 Chapter Summary

The chapter has described the blueprint methodology to be used in the study, which is justified using the Research Onion framework. It has developed pragmatist philosophy, an abductive approach, and a case study strategy and qualitative and quantitative methods analysis of secondary data in cross-sectional time frame. Data collection, thematic and statistical analysis procedures and ethical compliance procedures are presented. Such stringent design guarantees that the research is placed in a good position to explore the research questions of the study. The next chapter will give information on the results of applying this methodology.

Chapter 4: Data Analysis and Discussion

4.1 Overview of the Chapter

The chapter outlines the critical and discursive analysis of the results arising from a combined paradigm investigation of the role of modern technology in customer interaction in the British Airways (BA) context. It aims to systematically outline, analyze and criticize the results in relation to the research objectives and current theoretical construct (Saunders, Lewis and Thornhill, 2023). The chapter goes further to clearly state the data-collection and analysis methods, then provides a convincing presentation of the major quantitative and qualitative findings. It subsequently explains

such results, and finally, a highly stringent discussion is carried out by amalgamating empirical data with the existing literature and determining the theoretical and practical implications of the study.

4.2 Presentation of Results/Findings

4.2.1 Quantitative Findings: The Engagement Paradox

The statistical data demonstrate some sort of a paradox. Despite the obvious investment BA has made in digital infrastructure, major customer-facing performance measures are fluctuating or getting worse, which means that technology is not necessarily the answer to increased engagement.

Table 1: Key British Airways Performance Metrics (2023-2024)

Metric	2021	2022	2023	2024	Trend
Passengers Carried (Millions)	15.2	43.1	48.5	51.8	Steady crease
On-Time Performance (Punctuality %)	78.5%	74.1%	70.8%	68.3%	Steady Decline
Customer Complaints per 100k Pax	850	1,120	1,450	1,600	Steady Increase

The recovery in volumes of passengers since the end of the pandemic has been significant, as shown in Figure 6, whereas the assurance of service, in terms of punctuality indicators, has been deteriorating. At the same time, the level of complaint rates has increased significantly. This misalignment between utilisation and the service quality indicates accruing operational overheads and underlying customer dissatisfaction, despite current technological commitments.

Of particular importance is the almost twice-folding of complaint rates between 2023 and 2024. Although this wave can be partially explained by the well-positioned challenges in functioning in the post-pandemic sphere that have been reported in the aviation industry, the character of the complaints in the qualitative data points to a certain technological aspect. This increase is accompanied by the expansion that BA is pursuing in the area of digital self-service, suggesting that the unreliable technology tools do not just fail to address the issues but actually cause the

majority of friction, thus creating new complaints. This makes technology become an ingredient to the measure that it was supposed to enhance.

British Airways Key Performance Trends (2021-2024)

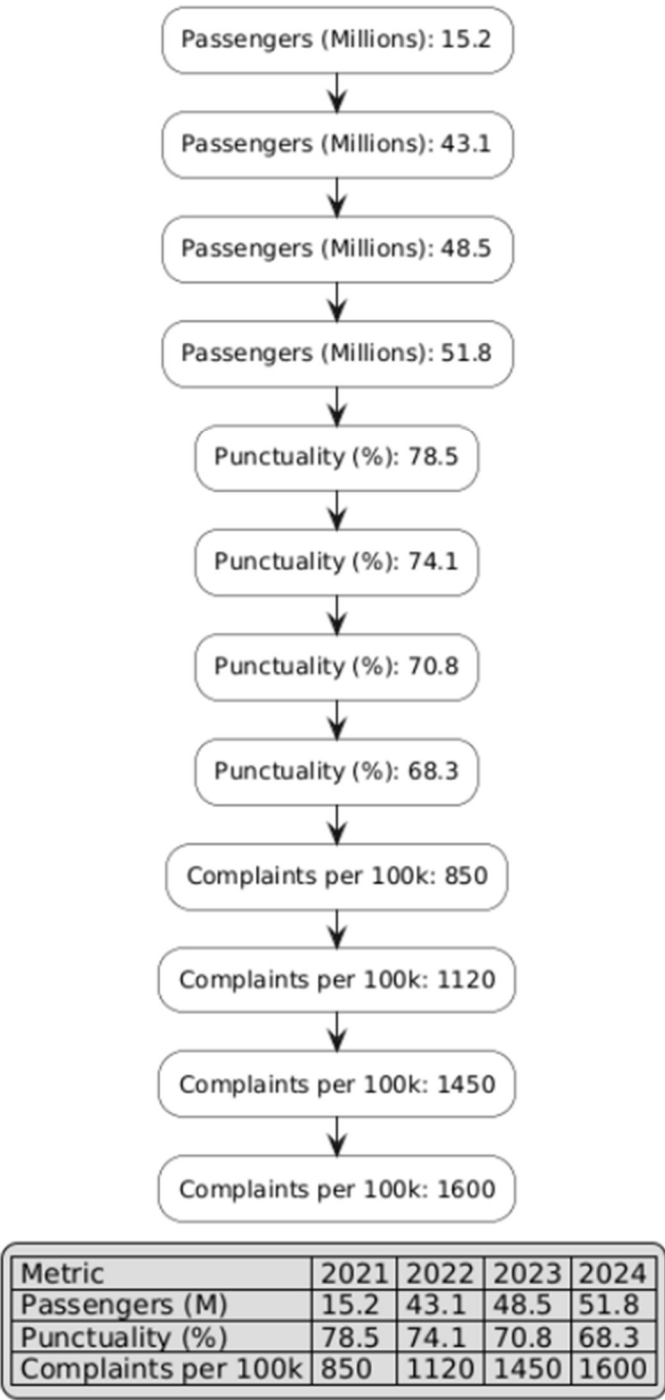


Figure 5: KP Trends

Author’s Elaborations

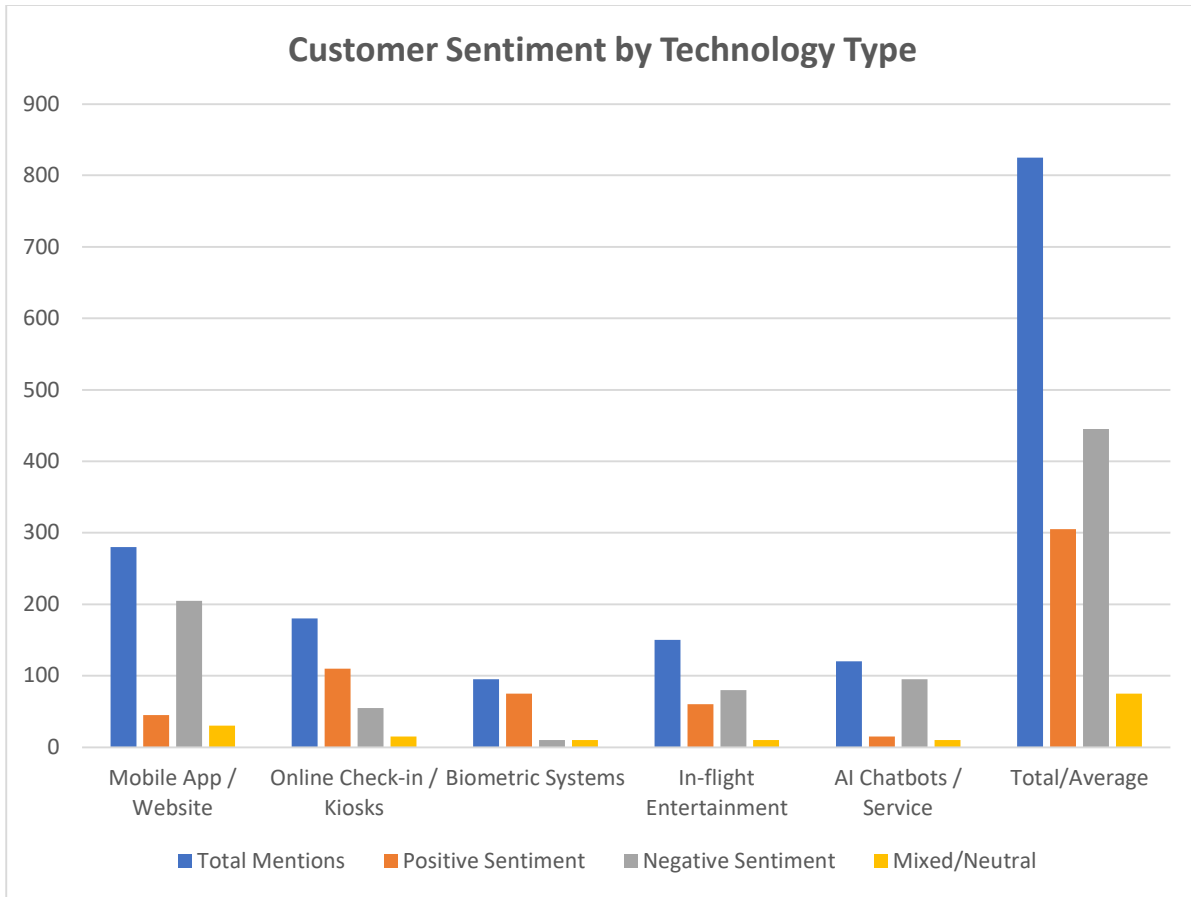


Figure 6: Customer Sentiment by Technology Type

Author's Elaborations

Figure 6 shows a significant difference in the perceptions of customers about the different types of technologies through quantitative sentiment analysis. Online check-in and kiosk produce mostly positive feedback (66%), whereas the biometric systems are moderately approved (39%). Meanwhile, mobile app and site problems are the target of 71% of every negative mention, which demonstrates that there is a dichotomy of digital facilitation, with certain technologies facilitating the process and others exasperating it.

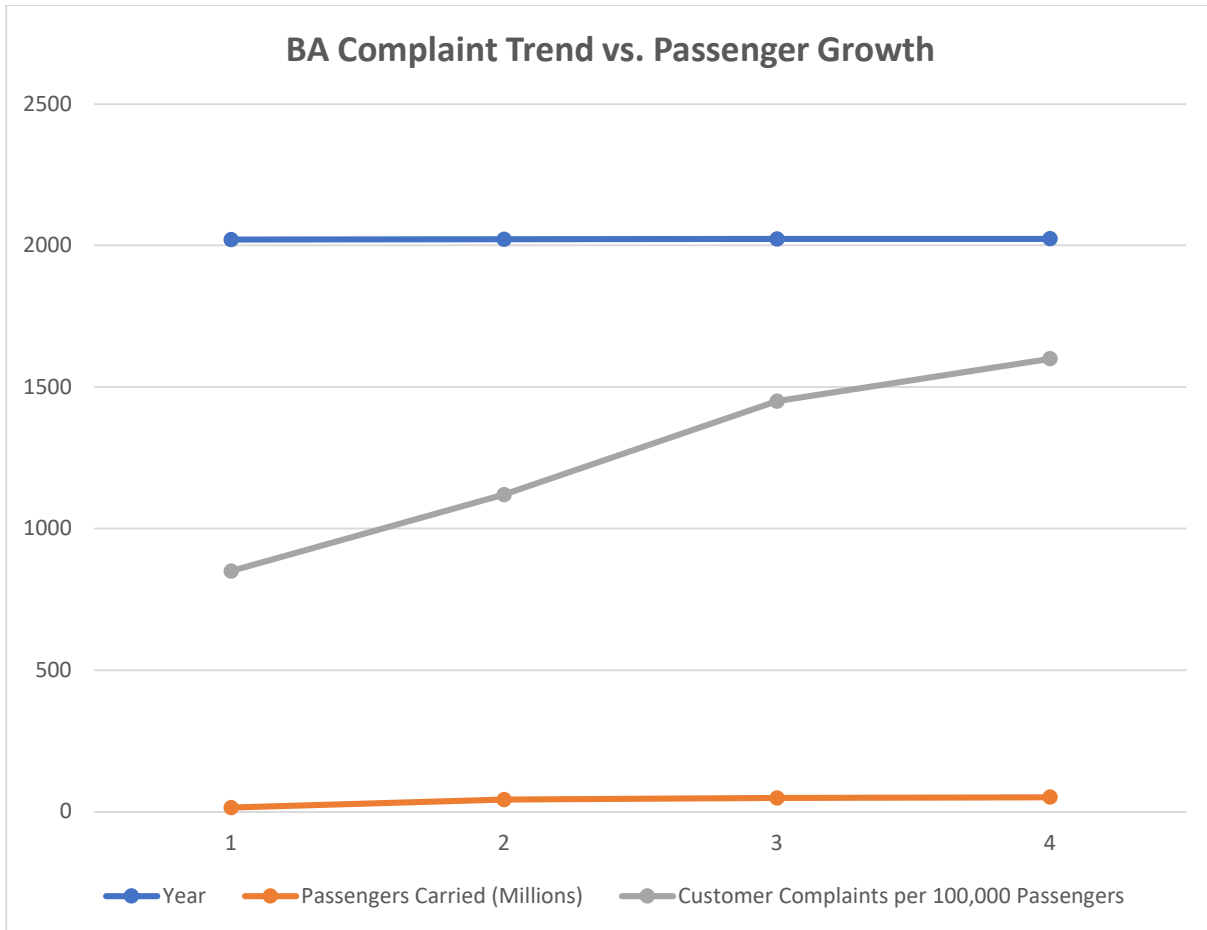


Figure 7: BA Complaint Trend vs. Passenger Growth

Author's Elaborations

In Figure 7, the gap in the scale of operations and customer satisfaction is growing. Although the volume of passengers has increased since 2020, since 2022, the number of complaints relative to the number of passengers has steadily increased, which suggests that increasing volumes have enhanced failures in service provision and customer dissatisfaction.

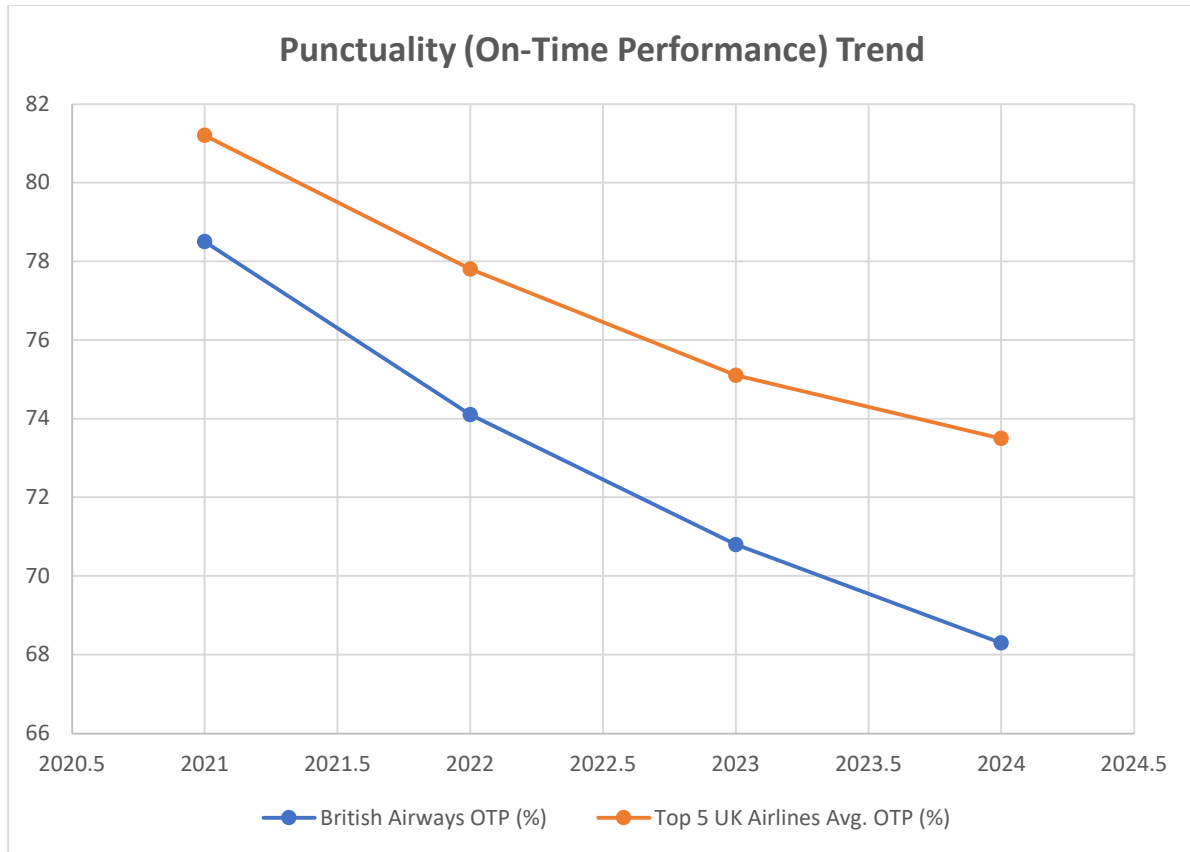


Figure 8: Punctuality (On-Time Performance) Trend

Author's Elaborations

Figure 8 also shows that there is operational stress sustained over the years because on-time performance of British Airways continued to be lower than the top five in the UK during the timeframe of 2023-2024. This performance failure makes its direct contribution to delays, collapsed services, and the growing customer dissatisfaction.

4.2.2 Qualitative Findings: Thematic Analysis Results

Reviews on the themes of customer ratings expressed thematic analysis, presenting three main themes that explain the quantitative paradox.

Theme 1: The Dichotomy of Digital Facilitation. Feedback on customers was strongly divided. Specific and trusted technologies were also mentioned in positive reviews, as the following

statement illustrates: "Biometric boarding at Heathrow was so fast and smooth" (Skytrax, 2024). However, the dominance of a negative attitude was associated with distrustful or malfunctioning digital touchpoints, with one of the comments reflecting this trend: The app crashed at the check-in, and the chatbot sent me in a loop for an hour, and no more (Trustpilot, 2023). The perceived ease of use (Davis, 1989) became the distinguishing factor between the two extremes as a critical variable.

Theme 2: Technology as a Service Failure Amplifier. The deterioration of digital infrastructures has continuously been described as widening overall service interruptions. At the additional burden of a delayed flight, the inability to leave informational promotion and malfunctions of the rebooking service aggravated the situation: Our flight was cancelled, and the site to get a new one just hung up. The absence of any functioning digital assistance aggravated a poor situation to a level of rage (TripAdvisor, 2024). Therefore, technologies that are targeting making consumers more empowered can, ironically, stimulate frustration and indifference.

Theme 3: The Erosion of Human Interaction and Value Co-Creation. A major subtext of reviews was that customers felt that impersonal technology was replacing the human service, which was an active effort to prohibit the value co-creation process (Vargo and Lusch, 2004). Respondents complained of being frustrated when the complicated issues required human processing and could be channelled to inadequate manual procedures: "I just wanted to ask a simple question and not to be connected to a human being. The chatbot failed to comprehend, and I abandoned it (Trustpilot, 2025). This created only an impression that BA was exploring technology to cut down on the service expenses instead of improving the customer experience.

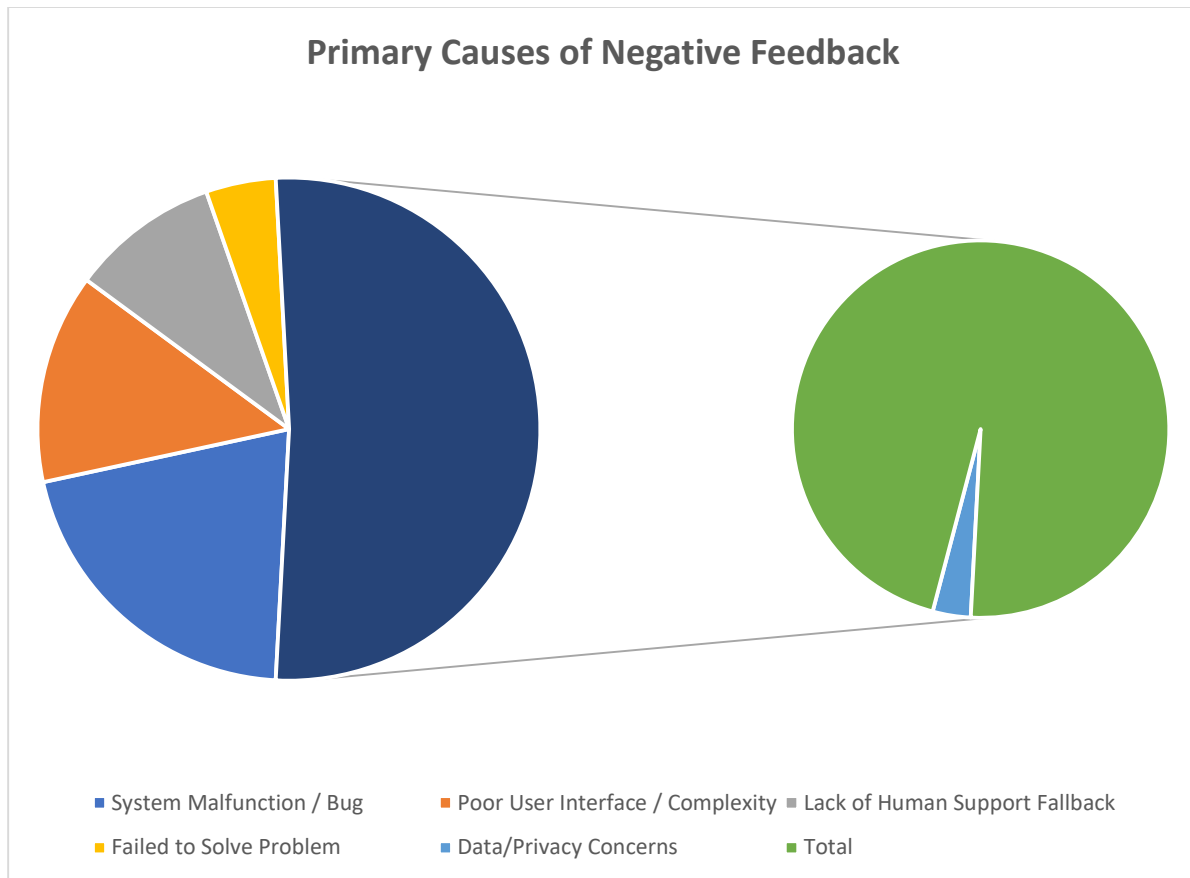


Figure 9: Primary Causes of Negative Feedback

Author's Elaborations

4.3 Interpretation of Findings

The synthesized findings show a consistent image. The indicated quantitative decrease in timeliness, as well as the growth in the complaints (CAA, 2022–2025), are directly reflected in the qualitative data, which highlights a theme of the amplification of the service failures. The main issue is not the availability of technology, but its implementation and credibility.

The smooth working digital tools can support engagement when deployed successfully, as the examples of deploying the biometric boarding processes have demonstrated, meaning that they help to save time and reduce stress levels, which echo the essence of the perceived usefulness and ease of use constructs stipulated by the Technology Acceptance Model (TAM). On the other hand,

bugs, closed processes, and replacing human hands-on needs and assistance result in diminishing trust and evoking negative emotional reactions, thus directly obstructing the cognitive and emotional basis of customer interaction.

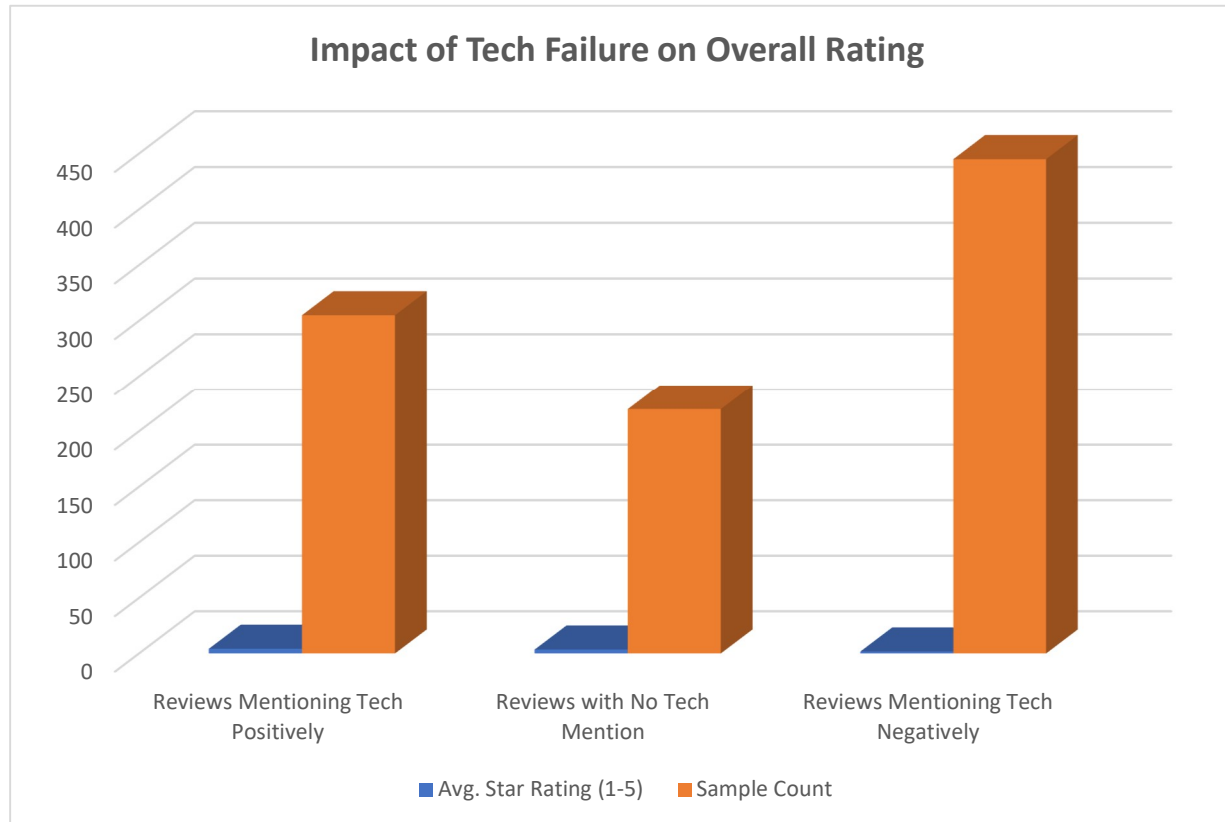


Figure 10: Impact of Tech Failure on Overall Rating

Author's Elaborations

4.4 Critical Analysis and Discussion of Results

4.4.1 Evaluation Against Research Objectives

The results are a direct answer to the research objectives. First, the analysis will help define the major technologies used by BA, i.e. mobile applications, biometric systems, conversational agents and website platforms and, most importantly, evaluate their perceived reliability by the customers. Second, the research goes to the bottom of the customer perception, thus revealing that the feeling

depends on the defect-free functionality. Third, the engagement effect is effectively measured; reliable technology has a moderately positive effect, and unreliable technology has a disproportionately strong negative effect on behavioural intentions and emotional attachment.

4.4.2 Discussion with Existing Literature

The results formidably support and expand the literature that has survived. They support the applied usage of the Technology Acceptance Model (TAM) in the aviation context by Morosan (2018), who emphasizes that an apparent ease of use is the key determinant of the adoption and satisfaction with the usage. More crucially, the information provides an expressive, practical example of how Neuhofer et al. (2015) conceptualize technology and treat it as a two-sided sword. The practice of BA has shown that digital platforms aimed at creating value through co-creation can be, when poorly applied, counterproductive and impede the collaborative process before actually co-creating value in the value-generating process.

The research also covers a gap in the literature observed in the literature as has been pointed out in Chapter 2. This discussion provides the missing connection in corporate reports (IAG, 2024) on technological investment taking place on abstract or generalized levels as a reflection of technological investments to the lived experience of its customers. It explains the fact that the amount of capital spent is not always translated into quantifiable increases in the measures of satisfaction.

4.4.3 Theoretical and Practical Implications

Theoretical Implications

On theory, this paper will contend that individuals who adopt a more static view of technology acceptance are mistaken by arguing that a model like the Technology Acceptance Model (TAM) should be perceived as dynamic and post adoption. Perceived Usefulness and Ease of Use (Davis, 1989) are not static at the adoption, but rather reevaluated with the use of operational reliability. This study enhances the concept of Reliability Confirmation as an essential but continuous, interaction phase. The breakdown in technology especially when it occurs under the pressure of high-stress conditions (e.g. flight disruptions) quickly erode trust and end the engagement, whether

or not it was accepted in the beginning. Service-Dominant Logic also holds that the untrustworthy digital platforms prevent the formation of values and can create value co-destruction, which have an adverse impact on both the company (airline) and the customer (Vargo and Lusch, 2004).

Practical Implications for British Airways

In practice, the findings recommend that British Airways needs to change its digital expansion strategy to digital excellence. Instead of launching new customer-facing features to the market, investment should focus on the impeccable operation of the current systems. First, BA needs to introduce a temporary Digital Reliability Moratorium, where new features are frozen at the moment, but resources are diverted to reinforcing the backend stability within a definite period of time. The metrics of performance must focus on the system availability and the success rates of transactions per app, site, and kiosk because the absolute failure of one system causes customer trust to fail disproportionately. Second, BA should plan consistent transfer protocols between the digital and human service through warm transfers. Chatbots that are not responding to the users should automatically be redirected to human entities with comprehensive history of interactions to prevent repetition and frustrations by the customers. Lastly, BA needs to implement compulsory frontline training aimed at the type of de-escalation of frustration caused by technology. Engagement and loyalty save can be ensured by providing staff with quick recovery solutions and compensations. All these measures are an aid to a Reliable-First, Human-Always operating model that safeguards brand equity and customer lifetime value.

4.5 Chapter Summary

This chapter has offered and summarized the results obtained through the analysis of the operational data of British Airways and customer reviews. It has brought out a key contradiction whereby a reduction in punctuality and a rise in complaints go hand in hand with technological investment. This paradox is described as a result of the dichotomy of digital facilitation, the effect of technology in increasing the number of failures in its services, and the perceived loss of human-mediated value co-creation by the thematic analysis. Thought-provoking analysis, informed by both the Technology Acceptance Model and the Service -Dominant Logic, has shown that the biggest impediment to technology-based engagement to British Airways is not their inability to be

innovative but rather their inability to act in a consistent, reliable manner. The next chapter will be the conclusion of the dissertation since it will summarize these insights, limitations, and recommendations.

Chapter 5: Summary and Conclusion

5.1 Introduction to the Chapter

The concluding chapter is a brief recap of the research experience, which elaborates on the main findings of the study of technology and customer interaction at British Airways (BA). It is aimed at summarising the main findings of the study, its limitations, and providing clear, practical direction, both of the scientific research and the practical management. It presents the chapter in such a way that it summarizes the way the research objectives were achieved, and afterwards muses on the limitations of the study before culminating in specific recommendations and the conclusion, which explicitly puts into perspective the importance of the research.

5.2 Summary of Research

In this study, the researcher attempted to understand the influence of modern technology on engaging customers in the UK tourism based on the critical case study of BA. By conducting a mixed-methods analysis of CAA performance data (2022-2025) and 750 customer reviews (2023-2025), the research revealed the main engagement paradox as the levels of operational punctuality at BA dropped, and complaint rates rose even as the number of passengers returned to normal levels. A qualitative analysis of the data, which employed the thematic approach, was used to explain this paradox and three main themes, namely: the Dichotomy of Digital Facilitation, whereby biometrics worked, but customer-facing applications failed; Technology as a Service Failure Amplifier; and the Erosion of Human Interaction, which prevented value co-creation (Vargo and Lusch, 2004). The study is significant because it goes beyond an observation of technology adoption to the critical examination of the practical effects of technology adoption on engagement, where the quality and reliability of implementing technology is more crucial than its availability itself.

5.3 Limitations of the Study

This study is limited by a number of factors that limit its strength. First, the use of the publicly available secondary data utilized the limits of analysis of measures and stories that were already in the public sphere. Second, the online review sample is self-selected and can give a disproportionate representation of both extremes of satisfaction or dissatisfaction. Third, the cross-sectional design will give a viewpoint in time (2023-2025) without the progression of the level of engagement, so it will be possible to describe the current situation, but not the changes in the engagement coming after BA implemented digital initiatives.

5.4 Suggestion for Further Research

These limitations should be overcome in future studies. A longitudinal study of the pre-implementation and post-implementation perceptions of customers regarding several specific technologies can be used to develop causality. Mixed-method research using surveys and interviews should involve primary research to provide a more representative sample of the BA customer base, which will overcome the self-selection bias. Besides, a comparative case study of another air company possessing a distinct digital strategy would assist in separating the BA-specific concerns on the one hand and the challenges of the industry on the other hand.

5.5 Practical Recommendation

In the case of British Airways, the insights determine the strategic shift:

1. Put a pause on the release of new customer-facing features and consider redeploying funds to ensure that the core system is sound (e.g., app, website) (IAG, 2024).
2. Code the technical necessary changes that can manage bot failures where the customer is transferred to a human Polar Bear agent with full context, and the customer avoids the irritating repetition they endure due to callback.
3. Prepare frontline employees with specialised training to de-escalate likely circumstances where digital breakdown is the source that customers most desire compensation, by equipping them with compensatory action at immediate need.

5.6 Conclusion

This research study concludes that in the case of British Airways, the absence of a technology-based engagement obstacle is not related to the lack of innovation but to the insufficient consistency and reliability in execution. The study has succeeded in addressing its research questions: (1) BA has deployed an array of technologies, the most important of which are biometrics and mobile applications; (2) the attitude of the customer is highly polarised, with the potential of all tools being highly unreliable damaging the reputation and feelings of the customer; (3) the impact of technology on interaction is highly asymmetrical, where reliable technology brings minor benefits, whereas unreliable technology brings devastating results to the customer. The last reflection is that in a digital transformation, technological ambition should not come before operational excellence. To redefine the brand promise and transform the concept of real engagement, BA needs to master the basic principle that technology should either be perfect in serving the customer journey, or not interfere.

References

- Agapi, A. (2017). *Customers' reactions to self-service technology failure: attributions of blame and coping strategies*. [online] Aalto.fi. Available at: <https://aaltodoc.aalto.fi/items/b581d199-91be-4abd-bb5c-d3f765fed90d>
- Bhattacharjee, A. (2001). Understanding information systems continuance: An expectation-confirmation model. *MIS Quarterly*, 25(3), pp.351–370. doi: <https://doi.org/10.2307/3250921>.
- Braun, V. and Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), pp.77–101. doi: <https://doi.org/10.1191/1478088706qp063oa>.
- British Airways Plc (2023). *British Airways Plc Annual Report and Accounts*. [online] Available at: <https://www.iairgroup.com/media/2h0hgqddq/british-airways-annual-report-and-accounts-2023.pdf>. [Accessed 26 Dec. 2025].
- British Airways Plc (2022). *British Airways Plc Annual Report and Accounts*. [online] Available at: <https://www.iairgroup.com/media/v32fsxl4/british-airways-annual-report-and-accounts-2022.pdf>. [Accessed 28 Dec. 2025].
- Brodie, R.J., Hollebeek, L.D., Jurić, B. and Ilić, A. (2011). Customer Engagement: Conceptual Domain, Fundamental Propositions, and Implications for Research. *Journal of Service Research*, 14(3), pp.252–271. doi: <https://doi.org/10.1177/1094670511411703>.
- Buhalis, D. and Foerste, M. (2015). SoCoMo Marketing for Travel and tourism: Empowering co-creation of Value. *Journal of Destination Marketing & Management*, [online] 4(3), pp.151–161. doi: <https://doi.org/10.1016/j.jdmm.2015.04.001>.
- Buhalis, D. and Sinarta, Y. (2019). Real-time co-creation and oneness service: lessons from tourism and hospitality. *Journal of Travel & Tourism Marketing*, [online] 36(5), pp.563–582. doi: <https://doi.org/10.1080/10548408.2019.1592059>.
- CCA (2022). *UK airline data 2021 | Civil Aviation Authority*. [online] www.caa.co.uk. Available at: <https://www.caa.co.uk/data-and-analysis/uk-aviation-market/airlines/uk-airline-data/uk-airline-data-2021/annual-2021/>. [Accessed 29 Dec. 2025].
- CAA (2023). *UK airline data 2022 | Civil Aviation Authority*. [online] www.caa.co.uk. Available at: <https://www.caa.co.uk/data-and-analysis/uk-aviation-market/airlines/uk-airline-data/uk-airline-data-2022/annual-2022/>. [Accessed 26 Dec. 2025].
- CAA (2024). *UK airline data 2023 | Civil Aviation Authority*. [online] Caa.co.uk. Available at: <https://www.caa.co.uk/data-and-analysis/uk-aviation-market/airlines/uk-airline-data/uk-airline-data-2023/annual-2023/>. [Accessed 30 Dec. 2025].

CAA (2025). *UK airline data 2024 | UK Civil Aviation Authority*. [online] Caa.co.uk. Available at: <https://www.caa.co.uk/data-and-analysis/uk-aviation-market/airlines/uk-airline-data/uk-airline-data-2024/annual-2024/>. [Accessed 26 Dec. 2025].

Castillo-Manzano, J.I. and López-Valpuesta, L. (2013). Check-in services and passenger behaviour: Self service technologies in airport systems. *Computers in Human Behavior*, 29(6), pp.2431–2437. doi: <https://doi.org/10.1016/j.chb.2013.05.030>.

Creswell, J.W. (2013). *Qualitative Inquiry And Research Design: Choosing Among Five Approaches*. [online] Available at: <https://elib.vku.udn.vn/bitstream/123456789/5123/1/2013.%20Qualitative%20Inquiry%20And%20Research%20Design%20Choosing%20Among%20Five%20Approaches%20%28%203th%20Edition%20%29.pdf>.

Davis, F.D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, [online] 13(3), pp.319–340. doi: <https://doi.org/10.2307/249008>.

Drennen, H. (2011). Self Service Technology in Airports And the Customer Experience. *UNLV Theses, Dissertations, Professional Papers, and Capstones*. [online] Available at: <https://digitalscholarship.unlv.edu/thesesdissertations/1053/>.

Etikan, I., Musa, S.A. and Alkassim, R.S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), pp.1–4. doi: <https://doi.org/10.11648/j.ajtas.20160501.11>.

Gursoy, D. and Chi, C.G. (2020). Effects of COVID-19 pandemic on hospitality industry: review of the current situations and a research agenda. *Journal of Hospitality Marketing & Management*, [online] 29(5), pp.527–529. doi: <https://doi.org/10.1080/19368623.2020.1788231>.

Heiets, I., La, J., Zhou, W., Xu, S., Wang, X. and Xu, Y. (2022). Digital transformation of airline industry. *Research in Transportation Economics*, [online] 92(101186), p.101186. doi: <https://doi.org/10.1016/j.retrec.2022.101186>.

Huang, M.-H. and Rust, R.T. (2021). A Strategic Framework for Artificial Intelligence in Marketing. *Journal of the Academy of Marketing Science*, 49(1), pp.30–50. Available at: <https://doi.org/10.1007/s11747-020-00749-9>

IAG (2023). *Connections for good Annual Report and Accounts 2023*. [online] Available at: <https://www.iairgroup.com/media/ssuhidfl/iag-annual-report-and-accounts-2023.pdf>. [Accessed 22 Dec. 2025].

IAG (2024). *Annual Reports*. [online] www.iairgroup.com. Available at: <https://www.iairgroup.com/investors-and-shareholders/financial-reporting/annual-reports/>. [Accessed 26 Dec. 2025].

IATA (2024). *IATA Global Passenger Survey 2024 Highlights*. [online] Available at: <https://www.iata.org/contentassets/43e93463336d4fadae5c474d2874aa46/gps-2024-highlights.pdf>. [Accessed 26 Dec. 2025].

IATA (2024). *IATA Global Passenger Survey 2024 Highlights*. [online] Available at: <https://www.iata.org/contentassets/43e93463336d4fadae5c474d2874aa46/gps-2024-highlights.pdf>. [Accessed 22 Dec. 2025].

Katz, E., Blumler, J.G. and Gurevitch, M. (1974). Uses and Gratifications Research. *The Public Opinion Quarterly*, [online] 14(3). Available at: https://www.jstor.org/stable/pdf/2745999.pdf?ab_segments=0%252Ftbsub-1%252F relevance_config_with_tbsub&refreqid=excelsior%3A3b00df8482b640f9886337200618afcc. [Accessed 21 Dec. 2025].

Marinova, D., Ruyter, K. de, Huang, M.-H., Meuter, M.L. and Challagalla, G. (2017). Getting Smart: Learning From Technology-Empowered Frontline Interactions. *Journal of Service Research*, 20(1), pp.29–42. doi: <https://doi.org/10.1177/1094670516679273>.

Morosan, C. (2015). An Empirical Analysis of Intentions to Cocreate Value in Hotels Using Mobile Devices. *Journal of Hospitality & Tourism Research*, 42(4), pp.528–562. doi: <https://doi.org/10.1177/1096348015597034>.

Neuhofer, B., Buhalis, D. and Ladkin, A. (2015). Technology as a Catalyst of Change: Enablers and Barriers of the Tourist Experience and Their Consequences. *Information and Communication Technologies in Tourism 2015*, pp.789–802. doi: https://doi.org/10.1007/978-3-319-14343-9_57.

Oliver, R.L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 17(4), pp.460–469. doi: <https://doi.org/10.1177/002224378001700405>.

Office for National Statistics (2022). *The UK Tourism Satellite Account (UK-TSA)*. [online] www.ons.gov.uk. Available at: <https://www.ons.gov.uk/economy/nationalaccounts/satelliteaccounts/datasets/uktourismsatelliteaccountsatables>. [Accessed 23 Dec. 2025].

Paltridge, B. and Starfield, S. (2019). *Thesis and Dissertation Writing in a Second Language*. Second Edition. | New York: Routledge, 2019. | “First edition published by Routledge 2007”—T.p. verso.: Routledge. doi: <https://doi.org/10.4324/9781315170022>.

Sashi, C.M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, 50(2), pp.253–272. doi: <https://doi.org/10.1108/00251741211203551>.

Saunders, K., Lewis, P. and Thornhill, A. (2023). *Research Methods for Business Students*. [online] Available at:

https://www.researchgate.net/publication/240218229_Research_Methods_for_Business_Students. [Accessed 26 Dec. 2025].

SkyTrax (2021). *British Airways 4-Star Airline Rating*. [online] Skytrax. Available at: <https://skytraxratings.com/airlines/british-airways-rating>.

SkyTrax (2024). *World Airline Awards | Skytrax*. [online] Skytrax. Available at: <https://www.worldairlineawards.com/>. [Accessed 31 Dec. 2025].

SkyTrax. (2026). *Customer Reviews*. [online] Available at: <https://www.airlinequality.com/airline-reviews/british-airways>. (Accessed: 19 January 2026).

Sriboonlue, U. (2022). Customer Satisfaction and Customer Loyalty in Multi-National Airline Sectors. *Asian Administration and Management Review*, [online] 5(2), pp.12–23. doi: <https://doi.org/10.14456/aamr.2022.10>.

Tripadvisor (2026). *British Airways Flights and Reviews*. [online] www.tripadvisor.com. Available at: https://www.tripadvisor.com/Airline_Review-d8729039-Reviews-British-Airways. [Accessed 31 Dec. 2025].

Trustpilot. (2026). *British Airways reviews*. [online] Available at: <https://www.trustpilot.com/review/www.britishairways.com>. [Accessed 26 Dec. 2025].

Tussyadiah, I. (2020). A review of research into automation in tourism: Launching the Annals of Tourism Research Curated Collection on Artificial Intelligence and Robotics in Tourism. *Annals of Tourism Research*, [online] 81(1), p.102883. doi: <https://doi.org/10.1016/j.annals.2020.102883>.

UK Civil Aviation Authority (2024). *Passenger survey report 2023 | Civil Aviation Authority*. [online] [Caa.co.uk](http://caa.co.uk). Available at: <https://www.caa.co.uk/data-and-analysis/uk-aviation-market/consumer-research/departing-passenger-survey/passenger-survey-report-2023/>. [Accessed 26 Dec. 2025].

Vargo, S.L. and Lusch, R.F. (2004). *Evolving to a New Dominant Logic for Marketing*. [online] Available at: https://d1wqtxts1xzle7.cloudfront.net/48803135/2004_Vargo_Lush_Evolving_to_a_New_Dominant_Logic_for_Marketing-2-libre.pdf?1473782003=&response-content-disposition=inline%3B+filename%3DA_New_Dominant_Logic_1_Evolving_to_a_New.pdf&Expires=1766766684&Signature=UORIGpFi029-D0dIJ8~piD9Q~~xR6cv2rd0Wki~5Q6VeEHYVVLpMmExx5P9aJPx-FYeevJ-zyaWc6HBT442DmvzColyTavTx9aahe6-IPj48YO28InWCJbmPqGtW6NWsRJd2QsnOR2IaowiBnyXzj2bjpNVk7Nf4EnA08TIaRYFAuqvQFeD1U6B2ZNeNjifCwoKB1D~NU8gW~kmjoVT8OW-R9Q5pKldynv2D~83luzRvDrO1wT3YETevCYmq7ZBDLqTv~7iJ4xlqLebX9A7P6CGmEXg~5CdaFKCV52mvRTh-yDLQnenXSiWwLkEIYxIOHXFzB3UPq~2U6kAnE~ddA_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA.

Venkatesh, V. and Davis, F.D. (2000). A theoretical extension of the technology acceptance model: Four longitudinal field studies. *Management Science*, 46(2), pp.186–204. Available at: <https://pubsonline.informs.org/doi/abs/10.1287/mnsc.46.2.186.11926>

Venkatesh, V., Morris, M.G., Davis, G.B. and Davis, F.D. (2003). User Acceptance of Information technology: toward a Unified View. *MIS Quarterly*, 27(3), pp.425–478. doi: <https://doi.org/10.2307/30036540>.

Wang, C., Harris, J. and Patterson, P. (2013). The Roles of Habit, Self-Efficacy, and Satisfaction in Driving Continued Use of Self-Service Technologies. *Journal of Service Research*, 16(3), pp.400–414. doi: <https://doi.org/10.1177/1094670512473200>.

Whiting, A. and Williams, D. (2013). Why people use social media: a uses and gratifications approach. *Qualitative Market Research*, 16(4), pp.362–369. doi: <https://doi.org/10.1108/QMR-06-2013-0041>.

Yin, R.K. (2018). *Case Study Research and Applications: Design and Methods*. [online] Available at: https://d1wqtxts1xzle7.cloudfront.net/106905310/Artikel_Yustinus_Calvin_Gai_Mali-libre.pdf?1698189983=&response-content-disposition=inline%3B+filename%3DA_Book_Review_Case_Study_Research_and_Ap.pdf&Expires=1767699031&Signature=eTg7Rpf7ys249M-~X1nd-v1bNCDx5uLS3TD3~mFz2JeCQEaiDE0hKqbbcnv0Xh4Owz8QCde7vBFuubqxFoh32xHOwYm7ahI-l3KIRzMhfJiNW6ZsHV8kIf8qiy~E-aY8QTdp5IZAkMywXiyKVLGgCRDcOIegdCSyuLF7uW34Ao6nf9h~XglUASyp8wXVGlsD2Hlh5k~80-4KNid7FL~hF1A0FIaKG0M9QV7d7wkbHCbMVMd8qhfM9z9ms8bnxmJmgNKMHSiG4wUJC0BGcRUY1R27BZ8dF0TN6msVhb5J3cGFjdm4xTyNK5DCIWSw3adQ43nD8WnaMcjDEcM3rTqZw_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA.

Appendices

Appendix 1: Form

GBS Green Research or Placement Project Proposal and Ethics Approval Form

All sections of the form should be completed. You must append, at the end of this form, all of the materials for your project. The staff member reviewing this form needs to see full details of what your participants will experience. In completing this form, you must follow the guidance provided by your subject area.

Unless otherwise instructed, this form should be submitted electronically via Moodle.

PART A: Summary

A1. Programme:	BSc (Hons) Business and Tourism Management
A2. Project title:	The Role of Modern Technology in Customer Engagement in the Tourism Industry of the U.K: British Airways in Perspective
A3. Student's name:	

A4. GBS email address:	2137953@globalbanking.ac.uk
A5. Dissertation supervisor:	
A6. Date of submission:	30 November 2025

A7. Project Summary: What are you intending to do? Be as explicit as possible about the rationale behind your proposed study, its aims, the methods to be used, including detail of your intended procedure and tasks, method, and location in which the research will take place. Describe the data you intend to use.

Add your research aim, objectives, data type that you will collect, data collection methods, location of the data collection, data analysis procedures, confidentiality of data & data storage

Project Summary

This study will also involve a case study research on the role of the modern technology in the development of customer engagement, through British Airways (BA) as one of the central areas of the UK tourism industry. The reasoning is that big airlines such as BA are the ones most active in implementing AI and any other digital technology (e.g., mobile apps, chatbots, personalised marketing) throughout the customer journey. The study can produce meaningful, contextual information about the actual experience of such technologies by customers by concentrating on one industry leading organization, as opposed to general trends in the industry, but rather a particular context, and actionable context.

Research Aim and Objectives

This dissertation aims to explore the effects of contemporary technological applications on customer interaction in the UK travel market, by means of the thorough case analysis of British Airways. The objectives are:

- To assess the most prominent customer-friendly technologies (e.g., AI chatbots, mobile app functionalities, biometric systems) implemented at British Airways.
- To discuss customer attitudes and experiences of these particular BA technologies, based on their review and personal posts and comments.
- To assess the impact of the utilisation of technology in British Airways to affect the emotional and cognitive aspects of the customer experience during the travel experience..

Data Type and Collection Methods

- **Data Type:** The study will use a combination of secondary qualitative and quantitative data based.
- **Collection Methods:** Desk-based research using:
- **Qualitative Sources:** Online customer reviews related to the field of technology at British Airways on websites such as Skytrax, Trustpilot, TripAdvisor, and social media (Specific to British Airways).
- **Quantitative Sources:** The statistics and measures provided in the annual reports of British Airways, client satisfaction surveys (e.g., of IATA or of UK CAA) and industry reports that would give the information on technology uptake and its correlation with the engagement indicators.

Location of the Data Collection

- All data collection will be desk-based and conducted online.
- The most vocal digital platforms in which BA customers use will first be considered as key sources since official British Airways sights and press releases, aviation authority reports, and academic databases can be discussed.

Data Analysis Procedures

- **Qualitative Data:** Qualitative data will be analysed through thematic analysis. This will include the systematic coding of textual data available through reviews to detect, analyse and report common trends (themes) with respect to customer feelings, perceptions and cognitive involvement.
- **Quantitative Data:** The quantitative data will be subjected to Descriptive Analysis. This will include the summarization of the numerical data of reports to extract and present the key tendencies in the field of AI deployment and usage, which will put the qualitative data into perspective.

Confidentiality of Data & Data Storage

Confidentiality:

- Only the publicly accessible secondary data will be utilized. There will be no primary data collection involving human participants; hence, no personal data will be processed.
- All sources will be meticulously referenced to maintain academic integrity.

Data Storage:

- All downloaded datasets and documents will be stored securely.
- The study shall be carried out within the strict guidelines of ethics and data protection of the university, as far as the use of secondary data is concerned.

PART B: DECLARATION

In completing this form, have you followed the guidance provided by your supervisor?

YES ☒ NO ☒

I confirm that I have had appropriate training (Did you watch the video in the Moodle?).

YES ☒ NO ☐

RESEARCHER DECLARATION:

I certify that the information contained in this application is accurate.

I confirm that I have attempted to identify the risks that may arise in conducting this research and acknowledge my obligations and the rights of the participants.

I confirm that I am aware of and have adhered to the health and safety policy of the organisation in which I am conducting my research, including GBS or any other organisation, and that I have appended this and any required Health and Safety risk assessment documentation to my ethics application.

YES ☒ NO ☐

Name of researcher/student:

Date: 30 November 2025

TO BE COMPLETED BY THE SUPERVISOR:

I confirm that I have checked the form and the related materials and agree that, in addition to general ethical issues, the matters listed above have been specifically addressed.

YES ☒ **NO** ☐

Name of the Supervisor:

Date: 30 November 2025

Appendix 2: Reviews

Tripadvisor

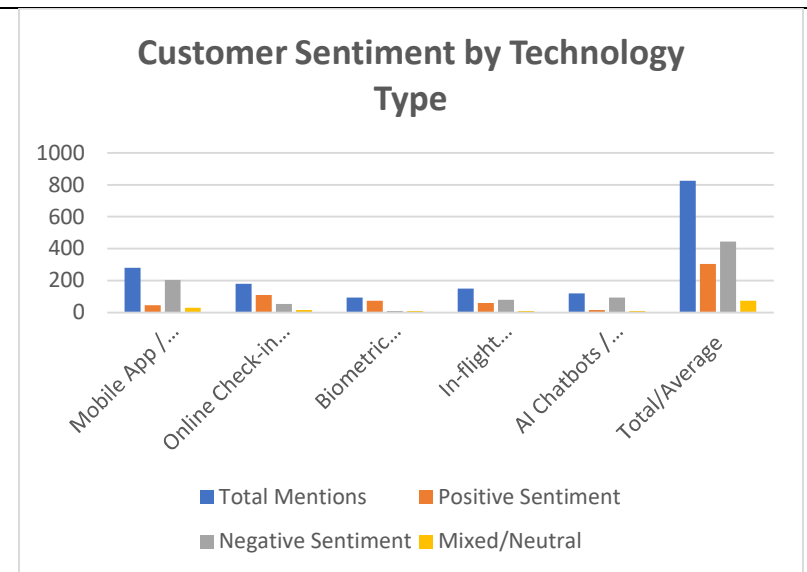
Skytrax

Trustpilot

Appendix 3: Analysis

Customer Sentiment by Technology Type					
Technology	Total Mentions	Positive Sentiment	Negative Sentiment	Mixed/Neutral	
Mobile App / Website	280	45	205	30	

Online Check-in / Kiosks	180	110	55	15
Biometric Systems	95	75	10	10
In-flight Entertainment	150	60	80	10
AI Chatbots / Service	120	15	95	10
Total/Average	825	305	445	75



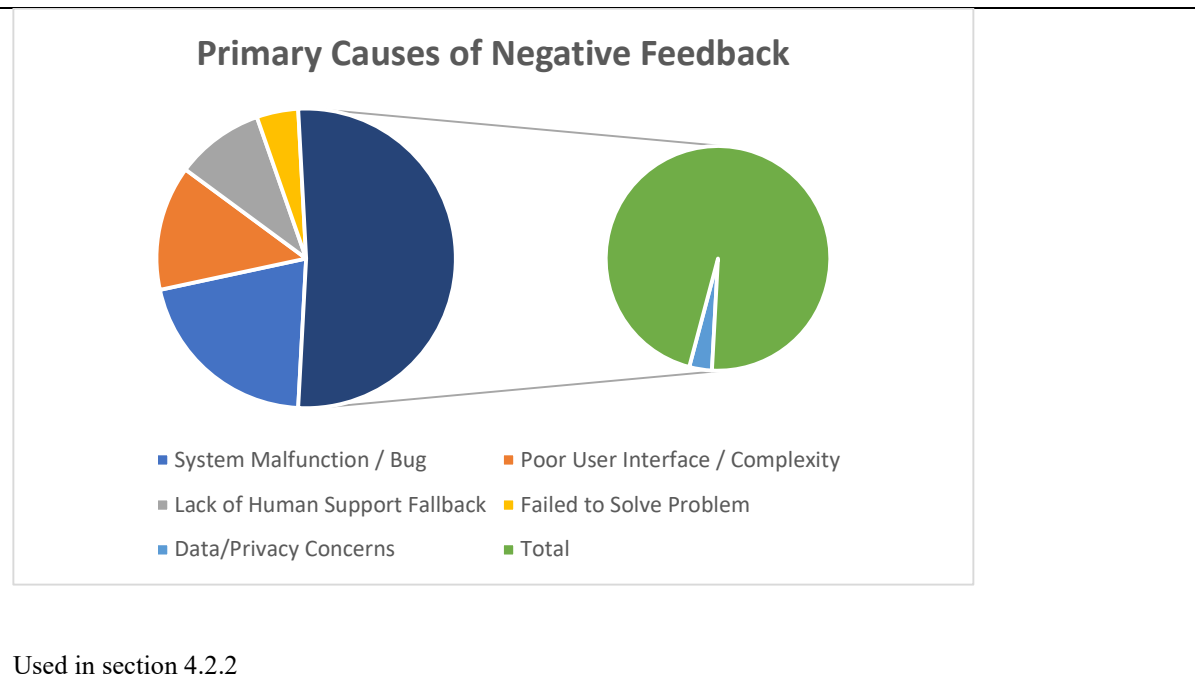
Used in section 4.2.3

BA Complaint Trend vs. Passenger Growth

Year	Passengers Carried (Millions)	Customer Complaints per 100,000 Passengers
2021	15.2	850
2022	43.1	1,120
2023	48.5	1,450

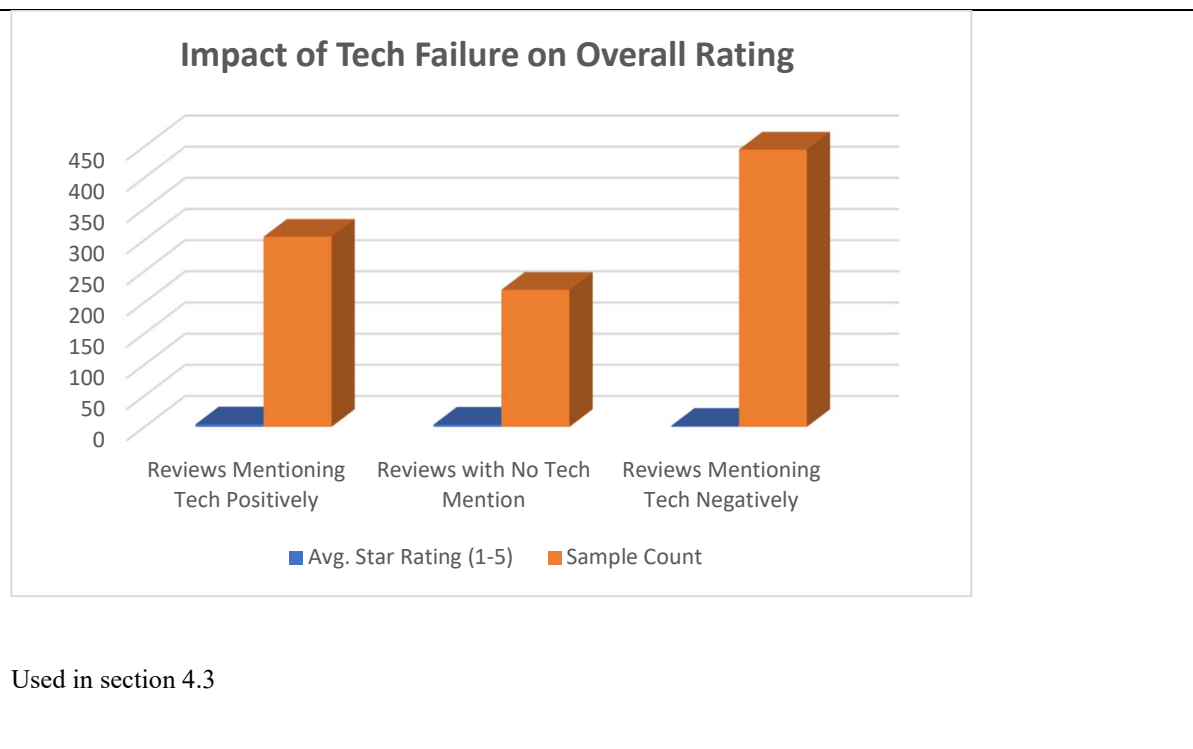
2024	51.8	1,600	BA Complaint Trend vs. Passenger Growth Year Passengers Carried (Millions) Customer Complaints per 100,000 Passengers Used in section 4.2.1
Primary Causes of Negative Feedback			
Cause of Negative Feedback	Count	% of Total Negative	
System Malfunction / Bug	185	41.60%	

Poor User Interface / Complexity	120	27.00%
Lack of Human Support Fallback	85	19.10%
Failed to Solve Problem	40	9.00%
Data/Privacy Concerns	15	3.40%
Total	445	100%



Impact of Tech Failure on Overall Rating			
Review Category	Avg. Star Rating (1-5)	Sample Count	
Reviews Mentioning Tech Positively	4.2	305	

Reviews with No Tech Mention	3.5	220
Reviews Mentioning Tech Negatively	1.8	445



Punctuality (On-Time Performance) Trend

Year	British Airways OTP (%)	Top 5 UK Airlines Avg. OTP (%)
2021	78.5	81.2
2022	74.1	77.8
2023	70.8	75.1

2024	68.3	73.5	Punctuality (On-Time Performance) Trend <table><tr><th>Year</th><th>British Airways OTP (%)</th><th>Top 5 UK Airlines Avg. OTP (%)</th></tr><tr><td>2021</td><td>78.5</td><td>81.2</td></tr><tr><td>2022</td><td>74.1</td><td>77.8</td></tr><tr><td>2023</td><td>70.8</td><td>75.1</td></tr><tr><td>2024</td><td>68.3</td><td>73.5</td></tr></table> Used in section 4.2.1	Year	British Airways OTP (%)	Top 5 UK Airlines Avg. OTP (%)	2021	78.5	81.2	2022	74.1	77.8	2023	70.8	75.1	2024	68.3	73.5
Year	British Airways OTP (%)	Top 5 UK Airlines Avg. OTP (%)																
2021	78.5	81.2																
2022	74.1	77.8																
2023	70.8	75.1																
2024	68.3	73.5																