

## **WEBSITE MANAGEMENT APPLIED TO THE TOURISM INDUSTRY: VUELING AIRLINES CASE STUDY**

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### **Abstract**

This research was carried out to analyse the role of web management in the tourism sector. For this purpose, the main contributions of the literature to the study of the digital economy and its application to the tourism sector were analysed, identifying which variables determine web management in the airline industry. Once the web management model that could be implemented in the airline industry was established, the research was performed using a qualitative study through digital content analysis for a Spanish air operator, Vueling Airlines. The results obtained demonstrate the applicability of web strategies to a tourism business model based on the Internet, considering the determinant variables: (1) website purpose, (2) website structure, (3) website design, (4) website architecture and (5) website content management. It is considered that the present study can help managers to face the specific challenges of web administration in the airline industry.

*Keywords:* tourism, digital economy, airline operators, website management, Spanish airline.

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## **GESTIÓN ESTRATÉGICA WEB APLICADA AL SECTOR TURÍSTICO: CASO DE ESTUDIO VUELING AIRLINES**

### **Resumen**

A través de la presente investigación se pretende analizar el papel de la gestión estratégica web en el sector turístico. Para tal fin, se analizaron las principales contribuciones de la literatura al estudio de la economía digital y su aplicación al sector turístico, identificando qué variables determinan la gestión estratégica web en la industria de las aerolíneas. Una vez que se estableció el modelo de gestión estratégica web que podría implementarse en la industria de las aerolíneas, la investigación se realizó mediante un estudio cualitativo a través del análisis de contenido digital para un operador aéreo español, Vueling Airlines. Los resultados obtenidos muestran la aplicabilidad de las estrategias web a un modelo de negocio turístico basado en Internet, considerando las variables determinantes: (1) propósito del sitio web, (2) estructura del sitio web, (3) diseño del sitio web, (4) arquitectura del sitio web y (5) gestión de contenido del sitio web. Se considera, con todo esto, que el presente estudio puede ayudar a los gerentes a enfrentar los desafíos específicos de la administración web en la industria de las aerolíneas.

*Palabras clave:* turismo, economía digital, operadores aéreos, gestión estratégica web, aerolínea española.

## 1. INTRODUCTION

The growth of the Internet has been spectacular in the recent years and is certainly a new phenomenon that is of enormous significance for the economic, political and social life of contemporary societies. There are now more than two billion Internet users across the globe, about 30% of the world's population (Curran et al., 2016). Moreover, Internet social networks allow people to connect with each other and work in projects from multiple sources of being, regardless of their personal views or organisational attachments (Castells, 2015).

Focusing our attention on the Internet and business initiatives, we can understand the concept of company 2.0 as a new way of doing business (Celaya, 2000). Although the traditional pyramidal organisation of most entities will not disappear, managers cannot ignore the impact of the 2.0 phenomenon on them (McAfee, 2006). Furthermore, it was not until the establishment of the Internet business and the interactive technologies related to it that marketing programmes started to be adapted to the demand (Smith, 2006). The new digital age is changing the traditional concept of extremely high cost advertising to the new model called "The Long Tail", where marketing managers choose a strategy in the media plan and estimate a budget they are willing to spend in advertising and thereby reduce costs (Anderson, 2007). Thus, there are significant changes in business, this being only the beginning because, for example, changes are being made in the life of the home and office. Therefore, studies will continue to be carried out to determine the impact and the role of the Internet in the globalisation process (Felipa, 2017).

In this change, websites have acquired great importance in the business world including the tourism industry (Nadal and Mayol, 2011). The justification for the application of web management in the airline industry can be based on the phenomenon occurred with aerial liberalisation in Europe since 1997, mainly produced by the ascension of low-cost companies, the evolution of the sensitivity of travellers to price (Valls, 2010) and the globalisation of the economy (Hjalager, 2007). Therefore, several authors claim that air operators have increased the implementation of web strategies and policies to adapt to the demands of the environment (Jacobsen and Munar, 2012). Finally, Nekic (2014) suggest that official websites are crucial tools for image dissemination, brand promotion and marketing of destinations. National tourism organisations are aware of the need to create, maintain and update an official destination website to engage with current and potential visitors.

In this framework, the present study allows for scientific progress in the area of marketing, given that, to date, although some specific research has been carried out on web management and its related variables, there is no research that analyses the private airline industry in Spain in an exhaustive way, combining five variables that generate air web management. 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 thereby generate appropriate actions to maintain or improve it.

The aim of this work is to analyse the role of the web management model used in the airline industry. Thus, this study has two key objectives: (1) to analyse which are the most decisive variables of web management among tour operators and (2) to analyse the web management model of a specific tour operator. In this line, the airline Vueling is considered the best choice for study because the company has been firmly committed to changing the airline business model in recent years and in the future, which allows it to be a digital reference both nationally and internationally.

## **2. WEB MANAGEMENT APPLIED TO THE AIRLINE INDUSTRY**

Essentially, a website can be defined as the online cover letter of a company (Wu, 2005). A place where any user, from any corner of the planet, can visit and access all the information about a company with the option to ask questions, make comments and suggestions, or even buy products or services (Flavián et al., 2006). In the same way, Shukla et al. (2010) suggest websites increase the consumer's purchase intention.

The literature offers interesting theoretical contributions related to web management models. Among them, it is necessary to emphasise the contributions of (1) Nielsen, 1997; (2) Schwartz, 1997; (3) Nakano, 2002; (4) Nielsen, et al., 2002; (5) Daconta, et al., 2003; (6) Richardson, et al., 2003; (7) Yu, 2005; (8) Choi, et al., 2007; (9) Law, et al., 2010; (10) Chaves, et al., 2012; and (11) Li, et al., 2017. After the review of the enunciated models, five research questions are posed where the suitability of certain strategies in the area of web air management is questioned.

### **2.1 Website Purpose**

The purpose of a website is an important variable to bear in mind to understand the principal motivations and strategies to generate income. It is important to very clearly define the target desired and the mission, vision and values of the website (Fleming et al., 2000).

Moreira (2003) argues that within the educational sector and at the moment of designing a website, the principal characteristics of the didactic web materials to be used must be considered as well as the criteria for their production. This will help to improve the process of education and the learning of the student. Baroni and Ueyama (2006) believe that the purpose of a website must include the tracking and monitoring of information about user visits and registrations. This will help to improve its future characteristics to correctly cover the potential clients' needs.

In relation to the website's purpose applied to the tourism sector, and specifically to the airline industry, Cai et al. (2004) evaluated the websites of 20 tourist operators in China, identifying the financial resources of the operators up to the advent of the Internet and indicating the performance of the delivery of content on airline industry websites. Küster (2006) analysed the use of the Internet and the website as tools of relation for travel and tourism companies that provide airline services and car rentals. Finally, Akram et al. (2018) claim that the website quality positively affects online impulse buying behaviour (OIBB), accompanied by the sales promotion and the use of the credit card.

In view of the arguments presented, it is possible to pose the first research question, RQ1: Is the site's purpose an important variable to consider in the strategic web management of airline operators?

## **2.2 Website Structure**

The design of the web structure is the form that the website will have in its different sections, functionalities and navigation systems (Hassan and Martin, 2003). Arellano et al. (1999) suggest that once the intention of the website is deciphered, its structure must be decided, that is, considering the content and the target audience to attract. This structure can be determined using a tree, list, mixed or network model. Moreover, Baeza et al. (2004) explain that web structure is complex and evolves with time, from having highly connected sectors to islands only known to some search engines. In addition, the structure can be used by Internet search engines to organise the results into a hierarchy based on the most indexed pages, using heuristics such as PageRank. Chen (2018) argues that website structures must be updated periodically to align with users' information needs. In this process, obsolete links should be removed to avoid the clustering of links that could cause information overload to users.

In relation to the web structure design applied to the tourism sector, and specifically to the airline industry, Buhalis (1998) argues that new technologies have had a great impact on the tourism sector, highlighting strategic web management, based on developing a good internal structure design that guarantees a system of navigation adapted to the user. Manero et al. (2011) highlight, within the functionalities of the web structure, those related to generating links to tourist service providers, besides the actual final client. That is to say, intermediaries and consumers have a very important role within the airline industry. Finally, Groth and Haslwanter (2016) argue that the high penetration of smartphones with Internet access means that tourism companies must adapt the structure of their website to offer an efficient and practical solution for the impulse purchase of tourism products.

Considering the arguments presented, it is possible to pose the second research question, RQ2: Is the design of the website's structure an important variable to consider in the strategic web management of airline operators?

### **2.3 Website Design**

Web design consists of the planning, design and implementation of visual elements adapted to the computer screen, organising information in a hierarchical structure, using the resources available to graphic design (Lynch et al., 2002).

Rosen and Purinton (2004) argue that effective web design must include, among other factors, striking images, graphs, sound, movement and, someday, even smell. Therefore, they realised an empirical study to identify the underlying dimensions of effective website design and provided an idea of the characteristics web design must have to lead to a greater probability of a repeat visit. In addition, Cyr et al. (2010) argue that colour has the potential to evoke emotions or behaviour within a website. They conducted a qualitative (based on interviews and eye-tracking) and quantitative (using questionnaires) study in which they revealed that colour is a determinant factor for the website to promote user confidence, satisfaction between possible cultural differences and brand loyalty.

In relation to the web design applied to the tourism sector, and specifically to the airline industry, Sam et al. (2009) implemented a study in which they examined, among other factors, the design of websites. The results indicate that the empathy that the user has with the web design is a key factor in generating purchase intention for airline tickets. Casanoves and Küster (2016) argue that airlines must consider three key variables to maximise eBusiness strategies, such as eBranding, website design and management, and eMarketing. Regarding web design, its look and feel is really important for attracting the consumer's attention and their participation. Finally, Rezaei et al. (2016) state that good website design maximises the personality of the website, which positively influences utilitarian web browsing, hedonic web browsing and online impulse buying of tourism products.

In view of the expressed arguments, it is possible to pose the third research question, RQ3: Is website design an important variable to consider in the strategic web management of airline operators?

### **2.4 Website Architecture**

Web architecture deals with the structure, organisation and labelling of the elements that shape the information environment to facilitate the search and retrieval of the information contained while improving its usefulness and the users' experience (Pérez, 2010).

Hassan et al. (2004) explain that the usability and the architecture of the information are key factors when providing a web design based on the user. They believe that the designer must have an empathic attitude during the development of the web page, besides adopting technologies, procedures and methods that assure the adequacy of the design to meet the

needs, skills and aims of the user. Baeza et al. (2004) argue that the discipline of the architecture of information is growing stronger every day in web environments, with the objective of protecting the users, as well as offering flexibility and clarity for the use of technological systems.

In relation to the web architecture applied to the tourism sector, and specifically to the airline industry, Da Cruz et al. (2008) argue that to generate promotional strategies of tourist websites related to the airline industry, it is necessary to adequately prepare their information architecture to simplify the search for information by the user once the promotional impact occurs. Fernández et al. (2013) explain that the quality of the tourist websites of the different Spanish autonomous regions principally depends on the management of technical aspects related to the architecture of the information, brand positioning and web usability. This influences the consumer's satisfaction, together with visit and purchase repetition. Finally, Domínguez et al. (2018) analysed the architecture of the official national tourism organisation websites of countries worldwide, and identified the main issues in the least accessible websites, highlighting that sites should: be navigable, be compatible, offer adaptability and offer text alternatives and other assistive technologies.

In view of the these arguments, it is possible to pose the fourth research question, RQ4: Is website architecture an important variable to consider in the strategic web management of airline operators?

## **2.5 Website Content Management**

The website content management is based on the creation and administration of content on the part of the administrators, publishers, participants and other users (Caraballo, 2007).

Celaya (2000) argues that users must perceive web content to be interesting and not excessively commercial, allowing users to realise product communications or view event announcements without perceiving an aggressive pitch on the part of the company to sell goods. Moreover, Zeithaml et al. (2002) explain that the management of a web system must include an interface with organised hyperlinks, personalised searches or the measurement of availability of the functions and services of each retailer, among other aspects. Rosen and Purinton (2004) suggest that good content management has been identified as one of the principal factors that contribute to repeat visits to the website.

In relation to the content management applied to the tourism sector, and specifically to the airline industry, Morgan et al. (2001) argue, on the basis of their evaluation of the perception of TV consumers on the Internet, that the international tourist system depends on the technology of information and content management for its future growth, competitiveness and long-term survival, particularly in terms of the commercialisation and distribution of

tourism. Sánchez et al. (2008) analysed the web content, its navigation and the interactivity of several airlines, explaining that airlines are an example of the adjustment to new technologies, emphasising that these possess an average efficiency at the moment to facilitate communication and interaction with their target. Költringer and Dickinger (2015) indicate that with abundant online information on places available, the data offer insights into the brand identity communications and the image perceptions by travellers. Finally, Li et al. (2017) suggest that well-worked content management (and specifically the usability, entertainment and complementarity of economy hotel websites) significantly positively affected eTrust and online booking intentions in China.

In view of the expressed arguments, it is possible to pose the fifth research question, RQ5: Is content management an important variable to consider in the strategic web management of airline operators?

Figure 1 illustrates the relationship between the five research questions proposed that can be relevant elements in the strategic web management of airline operators.

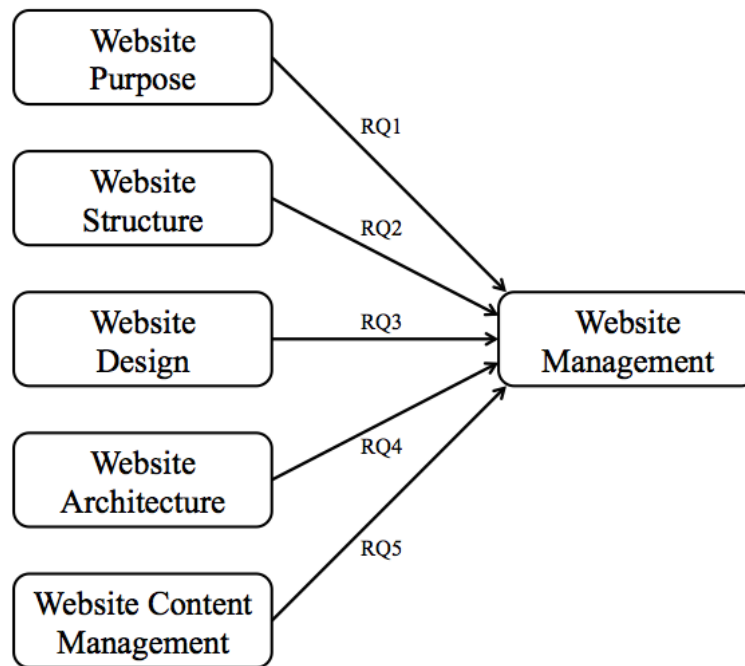


Figure 1. Theoretical model proposed for the present research



### **3. METHODOLOGY**

To find an answer to the five research questions proposed, empirical research of a qualitative nature was carried out by means of a case study. The analysis of digital content was used as a data collection tool, in which five variables for analysis can be distinguished.

Official data from Vueling Airlines was used, as well as secondary Internet sources that also analysed the company's data. Therefore, information was collected during nine months examining the content of 107 sites related to the web page of this airline, organised as (1) homepage, (2) book your flight, (3) your booking, (4) Vueling services, (5) we are Vueling, (6) the "punto" programme and (7) customer services.

For the abovementioned analysis, referring to the design and management of Vueling's website, the concept of web interactivity explained by Fleming et al. (2000) and the concept of web usability argued by Nielsen et al. (2002) were taken as references. Therefore, the first objective of this qualitative research was the identification of the information located on the company website, which is directly related to the tourism sector and, especially, to the airline chosen. The second aim was to assign the mentioned information to the elements designed in the proposed model. As a third aim, all the information compiled on the website was analysed, extracting interesting conclusions and directions for future research.

### **4. RESULTS**

The results obtained demonstrate the applicability of Vueling Airlines' web strategies to a tourism business model based on the Internet, considering the determinant variables: (1) website purpose, (2) website structure, (3) website design, (4) website architecture and (5) website content management. In the following paragraphs, all the variables are described.

#### **4.1 Website Purpose**

On connecting to <http://www.vueling.com>, the name of the airline and the logo can be seen on the left of the screen, in large, prominent letters that catch our attention as soon as the site is opened. It is necessary to emphasise that the top left corner of the screen where the logo is located in the best location for languages, which are written from left to right.

The slogan explicitly summarises the whole activity of the company. The brand uses a brief, simple, focused slogan "Flying today means Vueling", which summarises the philosophy and activity of the airline. Moreover, the brand also offers subsites with own claims that specifically explain the website purpose, but none of them indexed as a website; the homepage is the only site considered to be an official website. Vueling uses a visual homepage design that is quite different from the rest of the sites offered, adapting to the

aspect of all the sites, to guarantee that the users can visually recognise this regardless of whether they are on one site or another and come back to the homepage.

Finally, the corporate identity provides a clearly memorable place for all those users who want to obtain information about the company, helping them to separate it from the rest of the content of the homepage. The company offers an exclusive site dedicated to the company, so that any user can obtain information about all of the details related to the Vueling identity, such as: (1) this is Vueling, (2) principal airports, (3) our philosophy, (4) our flights, (5) the Vueling spirit, (6) company history, (7) travel agencies, (8) stakeholders, (9) board of directors, (10) contact us and (11) employment.

#### **4.2 Website Structure**

There is a fixed width on Vueling's website (for example, 20 cm or 800 pixels) that allows the user to adjust their browser window without distorting the page. Furthermore, regarding frames, they are a way of inserting several web pages into one, which is daring for some and adored by others. If they are badly used, they can ruin the best web page since the screen of the monitor is physically limited. Every frame that composes the page will possess its own borders and scroll bars, behaving as independent windows. Their position on the page is rigid, without the option of placing them in the desired positions, which is useful to share certain content across the whole website, for example, a navigation bar.

Moreover, as we can see on the homepage of the airline, access is provided to the offers that are generated daily, strategically placed at eye level, so that any user can see them when entering the website. The size of the higher prices is easily visible; and a link called 'offers' stands out where the user will find news related to the destination to which they want to fly.

Finally, links should be headed with information including text, since users often find the first word or the first two words of the links to compare. In this sense, Vueling organises its links as soon as possible and in a very specific way, highlighting them as: (1) about Vueling, (2) companies, (3) agencies, (4) flight schedules and (5) talk to us. Thus, the links featured at the bottom of the homepage appear differentiated by text colour and size, being short and very specifically organised to access information from the company and social networks.

#### **4.3 Website Design**

The type of text used is simple, using few words to 'get to the point' they wish to convey. Moreover, the background colour is white, which transmits the following meanings in web design:

- (1) The colour white is associated with light, goodness, innocence, purity and virginity

and is considered the colour of perfection.

(2) White means safety and cleanliness. Unlike black, white usually has a positive connotation. It can represent a successful beginning.

(3) In heraldry, white depicts faith.

(4) In advertising, white is associated with coolness and cleanliness because it is the colour of snow. In promoting high-tech products, white can be used to communicate simplicity.

The essential content appears visibly in its entirety, with flight offers, the price banner and the flight search engine. There are no large spaces between elements so everything can be seen at once. The page is designed using a liquid design, maximising the screen width and adapting the elements available to the user's monitor resolution. This type of design has positive characteristics (it reduces the scroll on the screen and allows the presentation of more information at a glance) and negative characteristics (misapplied liquid design causes the text to be "scattered" on the screen forcing the user to make an effort to read). Furthermore, the Vueling website design is prepared to be seen in various screen resolutions, the most common being 1024x768.

Finally, the brand logo was created by joining two words "Vuel" (fly) and "ing" (an English suffix that is fashionable in Spain, indicating the action "now"). The colours are based on text with dark grey, a white point and a yellow background with the following meanings:

(1) Yellow symbolises sunlight. It represents joy, happiness, intelligence and energy, as well as creating pleasant, cheerful feelings.

(2) Dark grey inspires creativity and symbolises success, in addition to transmitting stability.

(3) White is associated with light, goodness, innocence, purity and virginity. It is considered the colour of perfection, in addition to suggesting cleanliness.

Along with this, and as discussed above, the logo is placed on the top left of the homepage, following the same aesthetics in all the subsites. This indicates safety, professionalism and clarity when read and understood in all languages that read from left to right. In addition, various logos have been designed following the same pattern and colour text to capture the user's attention.

#### **4.4 Website Architecture**

The main navigation area between sites is located top centre, acting as a banner area; this behaviour could be called "banner blindness" as it is similar to other web architecture. However, it is noteworthy that it has been created with a grey background and white letters so that the user can distinguish them from the rest. In addition, the brand groups the different

navigation links in such a way that the user can easily understand the information that is offered and access the web page without any type of problem.

Moreover, the search box provided is related to the purchase of tickets as it is a transaction website. In this regard, the input box is well introduced, with all the different characteristics depending on the type of search that the user will perform. Meanwhile, Vueling leaves enough room to fit 25 characters in the font size used, so that all the information provided can be read easily. In addition, the search box is large enough to insert all the information, including tabbed available airports, dates and characteristics of the passenger when looking for a flight. An easily visible "Search" button is included right at the bottom of the box, indicating that the user has finished customising their search type. Thus, it is only activated when a flight has been selected. Otherwise, an entry that asks the user to select a destination appears. The type of search is set according to the availability of airports and dates, though an advanced search is not included.

In addition, considering access to high-priority tasks, it should be noted that the website provides users free access to answers, which means that the homepage automatically displays most of the information needed. They do not include tools that are not related to the final purchase of tickets or information about the company that the user does not need to know. Tools with browser functionality are not offered, therefore offering the user the freedom to include them on their favourites page.

Finally, it is worth noting that the homepage should not be set to send automatic updates to users. Automatic updating involves an intrusion (equivalent to eliminating those who are using the website at the time), especially if one is using a portion of the page that disappears or changes position during the update. In this sense, Vueling only provides ticket price updates and always without automated submissions. The brand updates its promotions and prices but always without confusing users that are navigating the website.

#### **4.5 Website Content Management**

Vueling's website operates under the domain <http://www.vueling.com>, which does not incorporate complex codes; in addition, the URL of the page is not long once inside the site. Given that the website has a closely connected identity to other countries, besides the homeland of the company, it uses relevant domain connections to these countries, such as (1) French: <http://www.vueling.com/FR>; (2) English: <http://www.vueling.com/EN>, (3) Basque: <http://www.vueling.com/EU>, (4) Catalanian: <http://www.vueling.com/CA>, (5) German: <http://www.vueling.com/DE>, (6) Portuguese: <http://www.vueling.com/PT>, (7) Dutch: <http://www.vueling.com/NL>, (8) Italian: <http://www.vueling.com/IT> and (9) Galician: <http://www.vueling.com/GA>.

Within Vueling's homepage, daily updates are carried out on the central left banner, corresponding to flight offers, but it does not update constantly; therefore, it is not intrusive to the user, since this changes once a day. However, with regard to the central banner, updates are also carried out according to the season of the year and offers, but they have a weekly form, which also does not impose any intrusion on the user. Moreover, no pop-ups have been created that could hinder the path to useful content, so the user is not confused with any advertisements.

Finally, the company has chosen not to include external advertisements, mainly to prevent loss of space and distract from the relevant elements. Even more, imagining possible operational problems, it should be noted that no site was found to be under construction. The airline does not need to show any message such as "We hope to be available in x hours to continue providing you with our services. Sorry for the inconvenience" as all sections are functioning.

## **5. CONCLUSIONS**

It is worth noting that the proposed model demonstrated a positive effect on the web management of air operators, supporting previous detailed contributions in the literature (Nielsen, 1997; Schwartz, 1997; Nakano, 2002; Nielsen et al., 2002; Daconta et al., 2003; Richardson et al., 2003; Yu, 2005; Choi et al., 2007; Law et al., 2010; Chaves et al., 2012; Li et al., 2017).

As a result of the conclusions reached, it is possible to raise five business implications. Firstly, with respect to website purpose, the results show that Vueling Airlines uses the slogan to explicitly summarise the whole activity of the company, differentiating the homepage visually from the web subsites but adapting all of them to guarantee that the users can visually recognise this regardless of whether they are in one site or another. Furthermore, but no less important, Vueling offers an exclusive site dedicated to the company, so that any user can obtain information about all the details related to the Vueling identity. This suggests that the website's purpose has to be the first thing to consider when creating an appropriate web page focused on the business. Thus, airlines must stop to think, prior to developing any type of digital action, about what they really want to convey to consumers with their web service. It can be confirmed that that the results support previous contributions in the literature on website purpose (Cai et al., 2004; Küster, 2006; Akram et al., 2018).

Secondly, focusing on website structure, the results show that there is a fixed width in Vueling's website that allows the user to adjust their browser window without causing distortion. Furthermore, the position of the frames is rigid, which is useful for sharing certain content across the whole website. Finally, Vueling organises its links by differentiating them

by text colour and size so that they are short and very specifically organised to access information from the company and social networks. This suggests that the web structure must be adequate to maximise usability for the user so that one can find the information quickly and at a glance, which increases the browsing time on the company's website instead of sending users to the competition. With all this, it can be affirmed that the results support previous contributions in the literature on website structure (Buhalis, 1998; Manero et al., 2011; Groth and Haslwanter, 2016).

Thirdly, focusing on website design, the type of text used is simple, using few words to 'get to the point' they wish to convey. Moreover, the background colour is white, which transmits simplicity. The page is designed using a liquid design, maximising the screen width and adapting the elements available to the user's monitor resolution. In addition, various logos have been designed following the same pattern and colour text to capture the user's attention. This suggests that the graphic design of the website is crucial when it comes to capturing the attention of the user as well as for generating part of the company's branding strategy. With all this, it can be confirmed that the results support previous contributions in the literature on website design (Sam et al., 2009; Casanoves and Küster, 2016; Rezaei et al., 2016).

Fourthly, focusing on website architecture, the main navigation area between sites is in the upper centre, acting as a banner area, having been created with a grey background and white letters so that the user can distinguish them from the rest. In addition, the airline groups the different navigation links so that the user can easily understand the information offered and access the website without problems. Along with this, an appropriate search box is presented, the important information that the user may demand is displayed quickly and ticket price updates are provided without confusing users who browse the website. This suggests that web architecture should help to correctly arrange all the information, either through the keywords or by browsing through the web content. With all this, it can be affirmed that the results support previous contributions in the literature on website architecture (Da Cruz et al., 2008; Fernández et al., 2013; Domínguez et al., 2018).

Fifth and finally, in terms of website content management, the website has an identity closely connected with other countries, using domain connections relevant to these countries. Along with this, daily updates are carried out without being intrusive to users. In addition, no pop-up windows have been created that could hinder the path to useful content, and there are no external advertisements included so as not to lose webspace and prevent the user from being distracted from the relevant elements. This suggests that it is very important to adapt all the content to the language itself but also to other languages since users can come from different parts of the world to make their online ticket purchases. In addition, it is important not to obstruct important information to avoid closing the user's purchase cycle through the website itself. With all this, it can be confirmed that the results support previous contributions in the

literature on website content management (Morgan et al., 2001; Sánchez et al., 2008; Költringer and Dickinger, 2015; Li et al., 2017).

Once these results and conclusions derived from the qualitative study were analysed, a series of limitations that this research reflects, as an opinion, should be qualified. On the one hand, the model was tested based on the sites of a Spanish airline operator in a specific period of time. This causes the generalisation of some considerations to be limited to the assumptions that underline the scope of research examined, so it is recommended to extend this study to other airline operators and compare the results, thus validating the construct in other cultures and countries. On the other hand, it should be noted that the present research was conducted through a fully qualitative technique; therefore, future lines of research should be complemented by a quantitative study to provide added value to the results obtained.

Finally, the conclusions and limitations of this research, together with the nature of the phenomenon under study, permit the development of further work through the proposal of new lines of research. Thus, it would be interesting to include the perception of the web management of various actors involved in the airline industry, both internal (management team, stakeholders and employees) and external (customers and consumers). It would also be of great interest to carry out longitudinal studies that contemplate the possible variations in their perceptions over time, to determine if this has an influence in any way.

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