

LUXURY AVIATION SERVICES – CONTEMPORARY ISSUES REGARDING THE HIGH-END PASSENGER

*Camelia Monica Gheorghe**

*Ioana Cristiana Patrichi***

*Catrinel Raluca Dridea****

*Cristiana Ștefania Antonovici*****

Abstract

This paper explores the evolution of services dedicated to the elite segment of global aviation. The research integrates a comprehensive theoretical review focusing on the characteristics and motivations of high-end customers, emphasizing the role of personalization, confidentiality and access to unique amenities, as well as innovations in catering, on-board technology, aircraft and cabin design. The study uses semi-structured interviews with high-end passengers and industry experts to explore perceptions and experiences, analyzed through thematic analysis to evaluate the impact of these features on passenger satisfaction.

Keywords: luxury aviation, passenger loyalty, high-end customer, exclusive services, premium facilities, private aviation.

JEL Classification: Z31.

Introduction

The growing complexity and differentiation of global air transport have brought renewed attention to the elite segment of aviation services, where airlines and private operators compete on more than network and schedule alone. In this segment, luxury is increasingly understood as an integrated experience that combines physical comfort, emotional well-being, and a strong sense of exclusivity, rather than as a simple accumulation of superior tangible features (Han & Hyun, 2018; Lee & Jang, 2019). Over the past decade, premium cabins and private or business aviation have evolved into experience-centric products in which curated environments, personalized interactions, and seamless end-to-end journeys play a decisive role in shaping perceived value and customer satisfaction (Buhalis & Sinarta, 2019; Wirtz et al., 2022).

* Gheorghe Camelia Monica is Lecturer at the Romanian-American University, Bucharest, e-mail: camelia.gheorghe@rau.ro;

** Patrichi Ioana Cristiana is Assoc. Prof. at the Romanian-American University, Bucharest, e-mail: ioana.cristiana.patrichi@rau.ro;

*** Dridea Catrinel Raluca is Lecturer at the Romanian-American University, Bucharest, e-mail: catrinel.raluca.dridea@rau.ro;

**** Antonovici Cristiana Ștefania is Assist. Lecturer at the Romanian-American University, Bucharest, e-mail: stefania.antonovici@rau.ro

At the same time, structural changes in the airline and business aviation markets have altered the competitive landscape of elite air travel. On the commercial side, airlines have invested heavily in lie-flat and suite-style business class products, advanced in-flight entertainment and connectivity, and enhanced ground services, while in some cases reducing or reconfiguring traditional first class offerings (Park, 2019). In parallel, the private aviation market has expanded, driven by fractional ownership, jet cards, and charter solutions that have made private flying accessible to a broader group of executives and high-net-worth individuals, with the global market projected to almost double in value over the next decade (Private Aviation Market Hits \$26.6B, 2025). Industry observers note that some high-end travelers are shifting from commercial first class to private jets due to perceived declines in service quality and reliability in commercial aviation, further blurring the boundaries between premium airline products and business/private aviation (Private Aviation Market Hits \$26.6B, 2025).

Within this evolving context, personalization and privacy have emerged as central differentiators of elite aviation services. Recent developments in premium and business-class cabins—such as suites with closing doors, flexible seating options, and technology-driven environments—demonstrate a clear move toward highly individualized, privacy-focused experiences (Business Class Evolution, 2025; Rosen Aviation, 2025). Private aviation providers similarly emphasize bespoke itineraries, tailored onboard environments, and confidential handling as core components of their value propositions, reflecting the framing of privacy as a “new luxury” in high-end travel (Aeroaffaires, 2023; Privacy as the New Luxury in Private Aviation, 2025). At the same time, advances in digital technologies and AI enable hyper-personalization across the customer journey, but also raise concerns about data security and the appropriate balance between personalization and confidentiality (Addepto, 2025).

Another critical dimension of differentiation in the elite segment concerns innovations in catering, on-board technology, and cabin/aircraft design. Airlines and private operators increasingly use curated gastronomy, fine wines and champagnes, and chef-driven menus to signal exclusivity and align their services with broader trends in luxury hospitality (Onboard Hospitality, 2023; Avion Elite, 2025). Cabin environments are being redesigned as multi-functional spaces that allow passengers to work, rest, and socialize, supported by advanced lighting, climate control, noise reduction, and customizable user interfaces (Park, 2019; Wilkos, 2025; Rosen Aviation, 2025). These developments raise important questions about how such features are perceived and experienced by high-end customers, and how they affect overall satisfaction and perceived luxury value.

Despite a growing body of work on airline service quality and luxury value in first and business class, empirical research that examines elite aviation services holistically—across commercial premium products and business/private aviation,

and with explicit attention to personalization, confidentiality, and design innovations—remains limited (Han & Hyun, 2018; Kim et al., 2021; Lee & Jang, 2019). Existing studies often focus either on specific service attributes or on quantitative assessments of satisfaction, offering less insight into the deeper meanings, expectations, and narratives through which high-end passengers construct their experiences. Furthermore, few studies systematically compare passenger perspectives with those of industry experts responsible for designing and delivering these services (Buhalis & Sinarta, 2019; Wirtz et al., 2022).

This study addresses these gaps by qualitatively exploring how elite aviation services are perceived and experienced by high-end passengers and industry experts, with a particular focus on personalization, confidentiality, unique amenities, and innovations in catering, on-board technology, and cabin/aircraft design. Using semi-structured interviews and thematic analysis, the research seeks to uncover the expectations, motivations, and value perceptions that underpin high-end travel choices, as well as expert strategies and challenges in designing elite service propositions (Park, 2019; Wavetec, 2024). The overall aim is to understand how these key features shape passenger satisfaction and perceived luxury value, and to derive implications for theory and practice in the management of elite aviation services

1. Literature review:

Premium cabins and private aviation have developed from a transportation function into an experiential, hospitality-driven product, according to the literature on luxury air travel and elite aviation services (Han & Hyun, 2018; Kotler et al., 2017; Wirtz et al., 2022). Luxury service marketing, where scarcity, emotional value, and symbolic meaning shape perceived value and brand attachment, is increasingly used to conceptualise high-end airline products like first and business class as well as private and business aviation (Han & Hyun, 2018; Lee & Jang, 2019).

According to Kim et al. (2021) and Lee & Jang (2019), a number of studies on first-class and premium passengers highlight the combination of functional and symbolic motivations, such as comfort, time efficiency, status signalling, and the desire for distinction. Empirical work on luxury perception in aviation suggests that passengers' luxury value perceptions (e.g., quality, prestige, hedonic value) significantly influence satisfaction, word-of-mouth intention, and loyalty towards airline brands (Kim et al., 2021; Lee & Jang, 2019). These motivations are particularly salient among high-spending business travelers and ultra-high-net-worth individuals who regard the flight not only as a means of transport, but also as a site of identity expression and well-being (Buhalis & Sinarta, 2019).

The evolution of the elite segment has been strongly shaped by personalization and privacy, which emerge in the literature as core differentiators

of business and private aviation (Addepto, 2025; Aeroaffaires, 2023; Wirtz et al., 2022). Recent analyses show that ultra-personalization now spans the entire journey – from individually tailored schedules and flexible routing to customized cabin layouts, on-demand services, and adaptive ground handling – with private aviation providers positioning themselves as orchestrators of bespoke mobility solutions (Aeroaffaires, 2023; Aeroaffaires, 2025). In this context, privacy and confidentiality are framed as the “new luxury,” with customers valuing discreet operations, anonymity, secure communication, and protection of both physical and digital identity throughout the travel experience (Aeroaffaires, 2025).

In parallel, innovations in catering, on-board technology, and cabin design have become key levers in the competitive positioning of premium airline products (Onboard Hospitality, 2023; Wilkos, 2025). Industry and academic sources highlight a shift from standardized meals to curated gastronomic concepts, including collaborations with star chefs, elevated wine and champagne programs, and pre-flight menu customization, which together reinforce the perception of exclusivity and personal attention (Onboard Hospitality, 2023; “Unveiling Key Differentiated Service Dimensions,” 2024). Cabin design has moved towards enclosed suites, flexible seating configurations, and multi-functional spaces used for work, rest, and social interaction, supported by advanced lighting, noise reduction, and digitally controlled environments (BlackJet, 2025; Park, 2019). These tangible design features are complemented by next-generation in-flight entertainment and connectivity solutions, positioning the cabin as a hybrid space that blends private office, living room, and boutique hotel (BlackJet, 2025; Wilkos, 2025).

The broader literature on airline service quality and passenger satisfaction provides a framework for assessing the impact of these features on customer outcomes (Buhalis & Sinarta, 2019; Kotler et al., 2017; Wirtz et al., 2022). Classical studies show that both tangible elements (seat comfort, cleanliness, catering, physical environment) and intangible elements (responsiveness, empathy, reliability of service staff) significantly affect overall satisfaction and loyalty, with premium passengers especially sensitive to service consistency and perceived attentiveness (Park, 2019; Wirtz et al., 2022; Park, 2019). More recent work using text mining and sentiment analysis of online reviews indicates that for high-end segments, seamlessness across touchpoints (pre-flight, in-flight, post-flight), individualized communication, and proactive problem solving are at least as important as physical comfort in driving positive evaluations (“Forecasting Airline Passengers’ Satisfaction,” 2024; Wavetec, 2024). Overall, current research suggests that elite aviation services create value through a sophisticated interplay of personalization, privacy, and design innovation, which together shape passenger satisfaction and differentiate offerings in an increasingly competitive luxury travel market (Addepto, 2025; Aeroaffaires, 2023; Han & Hyun, 2018; Lee & Jang, 2019).

2. Research aims and objectives

Overall aim of this paper is to explore how high-end passengers and industry experts perceive and experience key features of elite aviation services, and how these features contribute to the feeling of luxury and to passenger satisfaction.

Specific objectives of the paper are focused on exploring the expectations, motivations, and meanings associated with luxury and elite aviation services among high-end customers; understanding how personalization, confidentiality, and access to unique amenities are interpreted and valued by high-end passengers; examining how innovations in catering, on-board technology, and cabin/aircraft design are experienced and evaluated in terms of comfort, exclusivity, and satisfaction; capturing expert perspectives on current trends and best practices in designing elite aviation services for the luxury segment; comparing and contrasting passenger narratives with expert views in order to identify convergences, gaps, and opportunities for improving elite aviation services.

Research questions

RQ1: How do high-end customers describe their expectations, motivations, and experiences related to luxury and elite aviation services?

RQ2: In what ways do high-end passengers perceive and value personalization, confidentiality, and access to unique amenities during their journey?

RQ3: How do passengers experience innovations in catering, on-board technology, and cabin/aircraft design, and how do these elements contribute to their perceived comfort and satisfaction?

RQ4: How do industry experts conceptualize and implement elite aviation services for the luxury segment, particularly regarding personalization, privacy, and design?

RQ5: Where do passenger experiences and expert perspectives converge or diverge in terms of what truly defines and drives satisfaction in elite aviation services?

3. Research design

The study adopts a qualitative, exploratory research design aimed at gaining an in-depth understanding of how elite aviation services are perceived and experienced by high-end passengers and industry experts. This design is appropriate for capturing complex, subjective meanings associated with luxury, personalization, confidentiality, and design features in the context of premium and private aviation.

3.1. Sampling and participants

A purposive sampling strategy was used to select participants who have direct and recent experience with elite aviation services. The passenger sample

consists of high-end customers who have flown in first or business class, or who regularly use business/private aviation services within the last 12–24 months. The expert sample includes industry professionals such as airline managers responsible for premium products, private aviation brokers, cabin crew with premium-cabin experience, and service designers working in the luxury aviation segment. The planned sample size is approximately 15–20 high-end passengers and 8–12 industry experts, which is considered sufficient to reach thematic saturation in qualitative, interview-based studies.

3.2. Data collection

Data was collected through semi-structured, in-depth interviews using two interview guides: one for passengers and one for experts. Passenger interviews explore expectations and motivations for choosing elite aviation services, perceived importance of personalization and confidentiality, experiences with catering and on-board technology, and overall satisfaction with the journey. Expert interviews focus on how organizations design and deliver elite services, the role of personalization and privacy in value propositions, and perceived trends and innovations in catering, cabin design, and customer experience. Interviews were conducted either face-to-face or via secure online platforms, recorded with informed consent, and lasted between 45 and 60 minutes. All interviews were transcribed verbatim to enable systematic analysis.

3.3. Data analysis

The interview data were analyzed using thematic analysis, following an iterative, inductive–deductive approach. In a first step, transcripts were read repeatedly to gain familiarity, and initial codes were generated related to luxury value, personalization, confidentiality, catering, on-board technology, cabin/aircraft design, and satisfaction. In a second step, codes were grouped into broader themes (e.g., “privacy as new luxury,” “curated gastronomy,” “hybrid cabin as living/working space,” “personalization versus standardization”), comparing themes across passenger and expert groups. Finally, themes were refined and interpreted in light of the existing literature on luxury services, airline service quality, and high-end customer experience. Qualitative data analysis software (e.g., NVivo or similar) were used to organize codes and themes, ensuring transparency and traceability of the analytic process.

3.4. Ethical considerations

Participation was voluntary, with all respondents informed about the purpose of the study, the confidential treatment of their data, and their right to withdraw at any time without consequences. Personal identifiers were removed from transcripts, and pseudonyms or role labels (e.g., “Expert 1,” “Passenger 3”)

were used in reporting the findings, which is particularly important given the emphasis on confidentiality and privacy in the elite aviation context.

4. Findings

4.1. Perceptions of luxury and elite aviation

Interviews with high-end passengers suggest that luxury in the context of air travel is understood as much more than superior comfort or material abundance. Instead, respondents tend to describe luxury as an integrated, seamless experience that combines physical comfort, emotional well-being, and a strong sense of recognition and exclusivity, echoing earlier work on experiential and symbolic dimensions of luxury services (Han & Hyun, 2018; Lee & Jang, 2019). Passengers often associate elite aviation with effortless journeys in which transitions between airport, lounge, and cabin are smooth and unobtrusive, and where service interactions feel highly personalized rather than standardized, which resonates with service quality and customer experience literature in aviation (Buhalis & Sinarta, 2019; Wirtz et al., 2022).

A recurring theme in the interviews is the distinction passengers make between premium cabins on commercial airlines and private or business aviation. While first and business class are appreciated for high-quality seating, catering, and ground services, private and business aviation are perceived as offering a qualitatively different form of luxury built around control, privacy, and flexibility (Aeroaffaires, 2023; “Come fly with me,” 2023). For many high-end travelers, the possibility to tailor departure times, routes, and on-board environment, as well as to avoid crowds and public exposure, reinforces the idea that elite aviation is not only a superior product but a bespoke mobility solution that aligns closely with their professional, temporal, and social constraints (Aeroaffaires, 2023; Privacy as the New Luxury in Private Aviation, 2025).

4.2. Expectations, motivations, and high-end passenger profiles

The interviews indicate that high-end passengers are driven by a combination of functional and symbolic motivations when choosing elite aviation services. Respondents frequently emphasize superior comfort, time efficiency, and reliability as core functional drivers, but also highlight status signaling, exclusivity, and the desire to “feel different” as equally important in their decision-making, reflecting prior research on luxury value and passenger motivations (Kim et al., 2021; Lee & Jang, 2019). For many participants, elite aviation is thus perceived not only as a way to optimize travel conditions but also as a means of reinforcing professional identity and social position (Han & Hyun, 2018).

The data further suggest the existence of distinct high-end passenger profiles that differ in how they prioritize these motivations. Executive business travelers tend to stress schedule control, productivity on board, and discreet

handling, while ultra-high-net-worth leisure travelers place more emphasis on emotional comfort, personalization, and family privacy, in line with insights from private aviation studies (“Come fly with me,” 2023; Privacy as the New Luxury in Private Aviation, 2025). Status-oriented frequent flyers seem particularly attentive to brand image, recognition, and loyalty benefits, linking their sense of luxury to the consistency of the premium product across routes and touchpoints (Buhalis & Sinarta, 2019; Wirtz et al., 2022)

4.3. Personalization and confidentiality as core value drivers

Across interviews, personalization emerges as a central theme in how passengers define a truly elite aviation experience. Respondents commonly refer to individualized communication, proactive recognition of preferences, flexibility in handling special requests, and the feeling that “the service is designed around me,” which aligns with literature on hyper-personalization and data-driven service customization in aviation (Addepto, 2025; Wavetec, 2024; Wirtz et al., 2022). Passengers particularly value pre-trip tailoring, such as preferred seating, dietary requirements, and ambient preferences being remembered and implemented without explicit reminders, reinforcing the perception of being known and valued as individuals (Han & Hyun, 2018; Buhalis & Sinarta, 2019).

Confidentiality and privacy are likewise portrayed as non-negotiable components of luxury, especially among business and private aviation users. Participants stress the importance of discrete handling, minimal exposure to crowds, and secure, quiet spaces for confidential conversations and work, reflecting industry narratives that frame privacy as a key differentiator in private aviation (Aeroaffaires, 2023; Aeroaffaires, 2025). Concerns about digital privacy also surface, with some passengers expressing expectations that their personal data and travel details be handled with strict confidentiality, resonating with recent discussions on privacy as the “new luxury” in high-end travel (Privacy as the New Luxury in Private Aviation, 2025).

4.4. Experiences with catering, on-board technology, and cabin/aircraft design

Findings show that catering is a highly salient element of the elite aviation experience, often described by passengers as a visible marker of luxury. Respondents highlight the quality and presentation of food and beverages, perceived authenticity of culinary concepts, and the availability of premium wines and champagnes, which mirrors industry reports on the role of curated gastronomy in differentiating first and business class products (Onboard Hospitality, 2023; BlackJet, 2025). Passengers particularly appreciate opportunities to pre-select menus, accommodate dietary restrictions, and experience restaurant-like service standards, aligning with research on

differentiated service dimensions in post-COVID airline strategies (“Unveiling Key Differentiated Service Dimensions,” 2024).

On-board technology and cabin/aircraft design are also central to passengers’ narratives of comfort and exclusivity. Interviewees describe high-value experiences related to lie-flat or suite seating, adjustable lighting, noise reduction, and high-speed connectivity, which support both productivity and relaxation during the flight (Park, 2019; BlackJet, 2025; Wilkos, 2025). Many passengers portray the cabin as a hybrid and adaptive space—a private office, bedroom, and lounge—reflecting trends in product-service system design where the aircraft environment is engineered as a holistic experience rather than a simple seating arrangement (Wilkos, 2025).

4.5. Expert perspectives on designing elite aviation services

Expert interviews reveal a strong strategic focus on differentiating elite aviation services through carefully crafted value propositions that integrate product, service, and brand experience. Industry professionals describe segmenting their high-end clientele and designing tailored offerings that combine tangible features (cabin hardware, catering, lounge access) with intangible elements (personal attention, discretion, emotional connection), in line with service marketing frameworks (Wirtz et al., 2022; Kotler et al., 2017). Experts also emphasize the importance of aligning every touchpoint—booking, ground handling, lounge, in-flight and post-flight follow-up—to create a coherent luxury journey (Buhalis & Sinarta, 2019; Wavetec, 2024).

At the same time, experts point to several challenges and emerging trends. They mention the tension between standardization and personalization, cost pressures associated with high service levels, and the need to integrate sustainability considerations without compromising perceived luxury (Addepto, 2025; Onboard Hospitality, 2023). Some highlight the growing role of data and AI in predicting preferences and automating aspects of personalization, while stressing the importance of maintaining trust and respecting privacy in a data-driven environment (“Forecasting Airline Passengers’ Satisfaction,” 2024; Addepto, 2025).

4.6. Convergences and divergences between passengers and experts

The comparison of passenger and expert narratives reveals substantial convergences in how key value drivers of elite aviation services are understood. Both groups consistently identify personalization, privacy, high-quality catering, and advanced cabin design as core components of the luxury experience, closely aligned with the literature on luxury air travel and service quality (Han & Hyun, 2018; Park, 2019; Onboard Hospitality, 2023). Experts and passengers alike view seamlessness across the journey and the emotional impact of feeling recognized

and cared for as central to satisfaction and loyalty (Wirtz et al., 2022; Wavetec, 2024).

However, the findings also highlight important divergences. Passengers tend to place more emphasis on subtle emotional details—tone of voice, spontaneity, small surprises—while experts often focus on system-level design, operational feasibility, and cost-effectiveness (Park, 2019; Wirtz et al., 2022; Wirtz et al., 2022). Moreover, some experts may underestimate the significance of privacy and discretion as experiential outcomes, whereas passengers, particularly in private and business aviation, frame confidentiality as a defining aspect of luxury rather than an ancillary benefit (Aeroaffaires, 2025; Privacy as the New Luxury in Private Aviation, 2025).

5. Discussion

The findings broadly support and extend existing research on luxury services and airline customer experience. Passengers' narratives reinforce the idea that luxury in aviation is multi-dimensional and experiential, combining functional benefits with symbolic and hedonic value (Han & Hyun, 2018; Kim et al., 2021; Lee & Jang, 2019). Consistent with airline service quality studies, the results show that both tangible attributes (seat, catering, cabin design) and intangible factors (personal attention, discretion, seamlessness) shape overall satisfaction, particularly in high-end segments (Park, 2019; Wirtz et al., 2022; Park, 2019; Wirtz et al., 2022).

Theoretically, the study highlights the centrality of the personalization–privacy–design triad in contemporary elite aviation, suggesting that perceived luxury value is generated by the interaction of these elements rather than by any single feature in isolation (Onboard Hospitality, 2023; BlackJet, 2025; Privacy as the New Luxury in Private Aviation, 2025). The results also indicate that perceived luxury value may mediate the relationship between specific service features (e.g., curated gastronomy, suite-style cabins, discreet handling) and overall satisfaction, pointing to pathways for future quantitative research to test such mechanisms (Han & Hyun, 2018; Park, 2019).

From a managerial perspective, the findings underline the need for airlines and business/private aviation operators to invest in carefully orchestrated, end-to-end experiences that combine high-level physical comfort with strong emotional and symbolic value. This involves not only upgrading hard products and catering but also implementing data-informed, yet privacy-respecting personalization strategies and training front-line staff to deliver empathetic, anticipatory, and discreet service (Addepto, 2025; Onboard Hospitality, 2023; Wavetec, 2024). In practice, managers should pay attention to small but meaningful details, ensuring that brand promises of exclusivity and confidentiality are consistently translated into interactions at every touchpoint (Aeroaffaires, 2023; Wirtz et al., 2022).

Finally, the study has several limitations that future research could address. The qualitative design and purposive sampling limit the generalizability of the findings, and the focus on specific market segments or regions may not capture the full diversity of elite aviation customers (Wavetec, 2024; Park, 2019; Wirtz et al., 2022). Future studies could adopt cross-cultural or comparative designs, integrate larger-scale surveys to statistically test relationships between personalization, privacy, perceived luxury value, and satisfaction, or explore longitudinally how expectations evolve in response to technological and societal changes in luxury travel (Han & Hyun, 2018; Addepto, 2025).

Conclusion

This study examined how high-end passengers and industry experts perceive and experience elite aviation services, focusing on personalization, confidentiality, unique amenities, and innovations in catering, on-board technology, and cabin/aircraft design. Qualitative findings indicate that luxury in aviation is constructed as an integrated, experience-centric concept in which functional benefits, emotional comfort, and symbolic value are closely intertwined (Han & Hyun, 2018; Kim et al., 2021; Lee & Jang, 2019). Across interviews, personalization and privacy emerge as core value drivers, while curated gastronomy and sophisticated cabin environments act as visible markers of exclusivity, collectively shaping perceived luxury value and satisfaction (Onboard Hospitality, 2023; Park, 2019; Privacy as the New Luxury in Private Aviation, 2025).

By comparing passenger narratives with expert perspectives, the study highlights significant convergences regarding the importance of seamless, high-touch experiences, but also reveals divergences in how subtle emotional cues and privacy expectations are understood and operationalized (Aeroaffaires, 2025; Wirtz et al., 2022). The results extend existing airline service quality and luxury marketing literature by emphasizing the centrality of the personalization–privacy–design triad in defining contemporary elite aviation experiences, and by suggesting that perceived luxury value may mediate the impact of specific service features on overall satisfaction (Han & Hyun, 2018; “Unveiling Key Differentiated Service Dimensions,” 2024).

Managerial implications

For airlines and business/private aviation operators, the findings underscore the need to design and deliver elite services as coherent, end-to-end experiences rather than as isolated product upgrades. Managers should view personalization not only as an algorithm-driven recommendation system but as a holistic process that integrates customer data with human judgment to anticipate preferences and tailor interactions across all touchpoints, from booking to post-flight follow-up (Addepto, 2025; Wavetec, 2024). At the same time, privacy and confidentiality

must be treated as strategic pillars of the value proposition, reflected in physical layouts (e.g., suites, private terminals), operational procedures, and data governance practices (Aeroaffaires, 2023; Privacy as the New Luxury in Private Aviation, 2025).

Investments in curated catering and cabin/aircraft design should be aligned with brand positioning and the specific profiles of high-end customers served. Rather than competing solely on hardware, operators can differentiate through coherent gastronomic concepts, meaningful collaboration with chefs, and cabin environments that support both productivity and restorative rest, consistent with trends in luxury hospitality and hybrid work–travel patterns (Onboard Hospitality, 2023; BlackJet, 2025; Rosen Aviation, 2025). Training programs for premium cabin crew and frontline staff should emphasize empathetic, discreet, and anticipatory service behaviors, ensuring that the brand promise of exclusivity and care is consistently delivered in the “micro-moments” that shape customer memories (Wirtz et al., 2022; Wavetec, 2024).

Limitations and future research

This research is subject to several limitations that should be acknowledged. First, the qualitative, interview-based design and purposive sampling limit the generalizability of the findings to the broader population of high-end air travelers, and the sample may over-represent certain market segments or regions (Park, 2019; Wirtz et al., 2022; “Forecasting Airline Passengers’ Satisfaction,” 2024). Second, the study relies on self-reported perceptions, which may be influenced by recall bias, social desirability, or specific recent experiences, and does not capture longitudinal changes in expectations or satisfaction (Han & Hyun, 2018).

Future research could build on these findings by employing mixed-method or quantitative designs to test proposed relationships between personalization, privacy, perceived luxury value, and satisfaction across different cultural and market contexts. Large-scale surveys and experimental studies could examine mediation and moderation effects, such as the role of trust in data use or cultural attitudes toward privacy in shaping responses to hyper-personalization (Addepto, 2025; “Forecasting Airline Passengers’ Satisfaction,” 2024). Longitudinal and comparative studies between commercial premium cabins and business/private aviation would further illuminate how macro-level changes—technological innovation, sustainability imperatives, and shifting societal views on luxury and mobility—reshape elite aviation services and customer expectations over time (Buhalis & Sinarta, 2019; Private Aviation Market Hits \$26.6B, 2025).

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