

Commanding internal buy-in for ancillary revenue projects; is unbundling the future of the airline business?

The background of the slide is a photograph of two women wearing bucket hats, leaning over the back of a white SUV. They are looking at a laptop computer. The woman on the left is wearing a light-colored hat and a grey jacket, while the woman on the right is wearing a red t-shirt and a darker hat. They are both smiling. The background shows a clear blue sky with some clouds and a mountain range in the distance.

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What are the internal challenges?

- Risk of boycott from travel agents
- Risk of increasing online drop out rate
- Technical resources are prioritised on airline projects
- Solid business case is needed
 - Incremental B\$
 - Growth of the ancillary market
 - Airlines Benchmark
- Generate interest from Key holders
 - Communicate results versus targets
 - Incentives/seminars

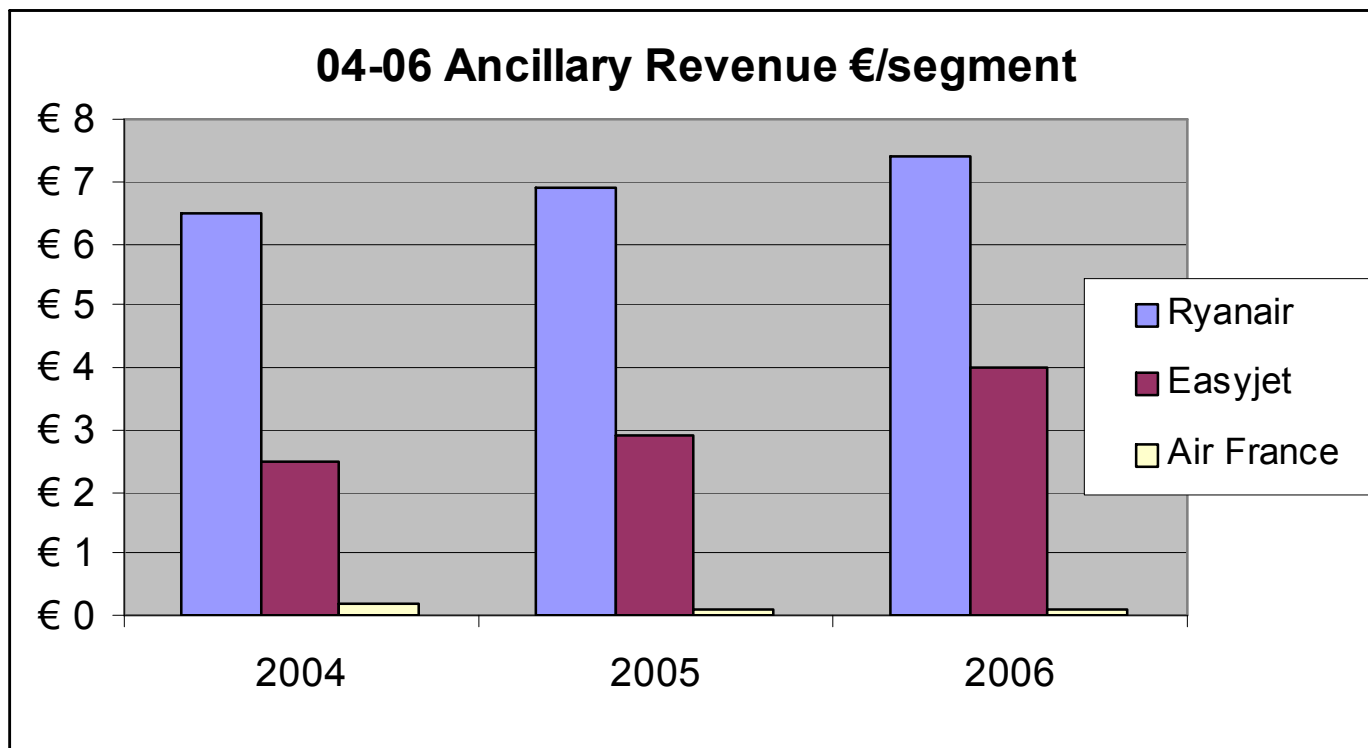


What is the future of unbundling?

- From a flying experience to a short break experience
- Enhance destinations expertise
- Offering ancillary within the transactional process
- Increasing ancillary penetration rate by 80%
- Less propensity to compare with other websites



Ancillary potential is huge, go & get it!



- Ancillary is 18% of Ryanair total Revenue
- This is 50% growth year on year for Easyjet
- AF/KLM B\$ opportunity of €280m/year