

### ■ AIRLINES ONLINE

Airsavings' CEO, Raphael Bejar, recommends that airlines follow Amazon.com's example – with a vision of its business being to “relentlessly focus on customer experience by offering our customers low prices, convenience and a wide selection of merchandise” – as a path to success. “After all,” Bejar noted, “almost all of an airline's actual business is online, making it an e-commerce business.”

Data are king at Amazon, Bejar commented, and their use is key to airline ancillary revenues. “Take insurance, for example. With the right use of data and information, it is possible to have tailor-made insurance offers displayed. So a booking system would be able to have ‘business coverage’ or ‘couples city-break coverage’ or ‘family coverage’, and would push the package appropriate to the passengers.”

Many customers – and even some airlines – often view unbundled products as ancillary revenues sitting alongside offers such as cars, hotels and insurance, noted former Ryanair chairman Patrick Murphy. While this cannot be helped, he added, carriers should make sure that fees and charges are reasonable and justifiable, that passengers know what to expect, and that the staff and systems can deliver. ■

