



# Calmer Waters Ahead?

Global Travel Outlook

Spring 2024



**OC&C**  
Strategy consultants

**HW** Harris Williams

uncommon sense™

# Summary

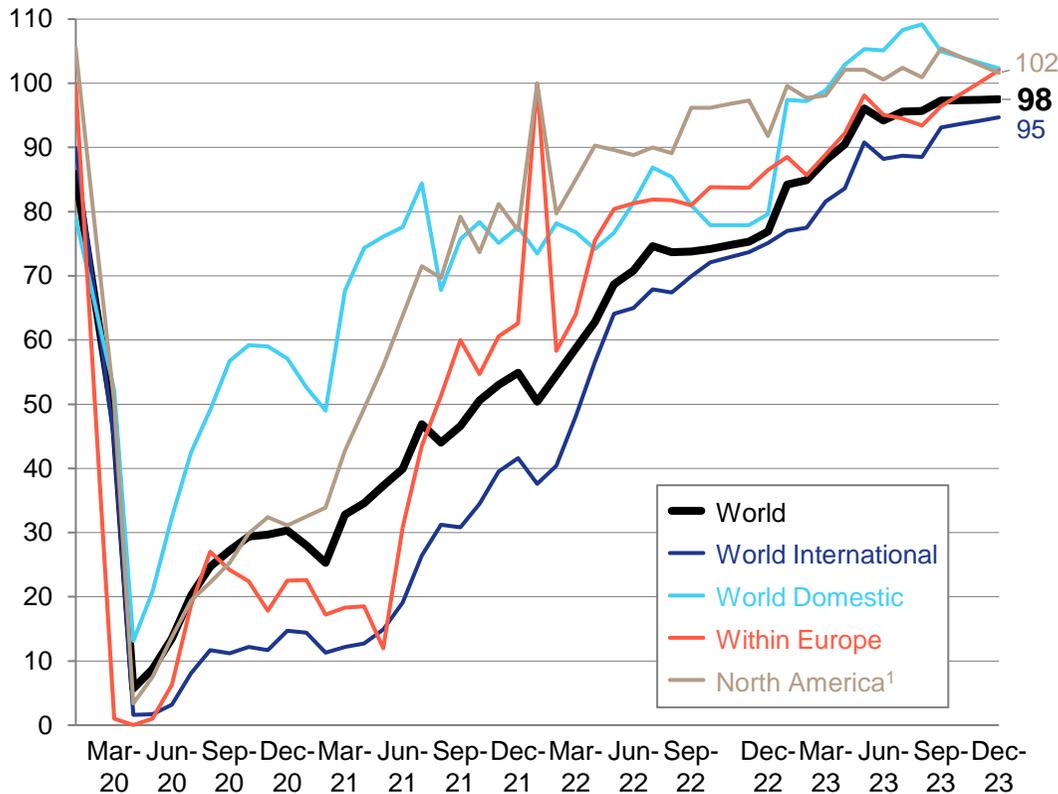
- The **travel industry has suffered a turbulent recovery path post-Covid**, facing into high-cost inflation, labour shortages, conflicts in the Ukraine and the Middle East, low consumer confidence and limited growth in real disposable incomes...
- ...however, **consumer demand for leisure experiences remains strong** (with consumers prioritising spend on travel including willingness to spend COVID savings on travel); alongside this, **business travel is returning faster than many expected**
- As a result, and in spite of the challenging macro outlook, we cautiously expect **calmer waters ahead** for the global travel industry with travel volumes forecast to grow at 4-6% pa<sup>1</sup> over the next 5 years
- However, **pressures on management teams remain high** with multiple challenges including ensuring fit for purpose commercial, marketing, distribution and loyalty strategies, refining product propositions to meet evolving consumer needs, and ensuring a lean operating model (leveraging strong tech/digital capabilities, and attractive talent propositions)
- For investors there are a range of sector opportunities in the coming year, as **we expect a backlog of high-quality, investible assets to come to market** after the hiatus of the last few years

1. Consensus CAGR 2023-28 for total volume of trips  
Source: OC&C analysis

# In aggregate, global travel has almost recovered to 2019 levels – however in certain regions it remains at 75-90%

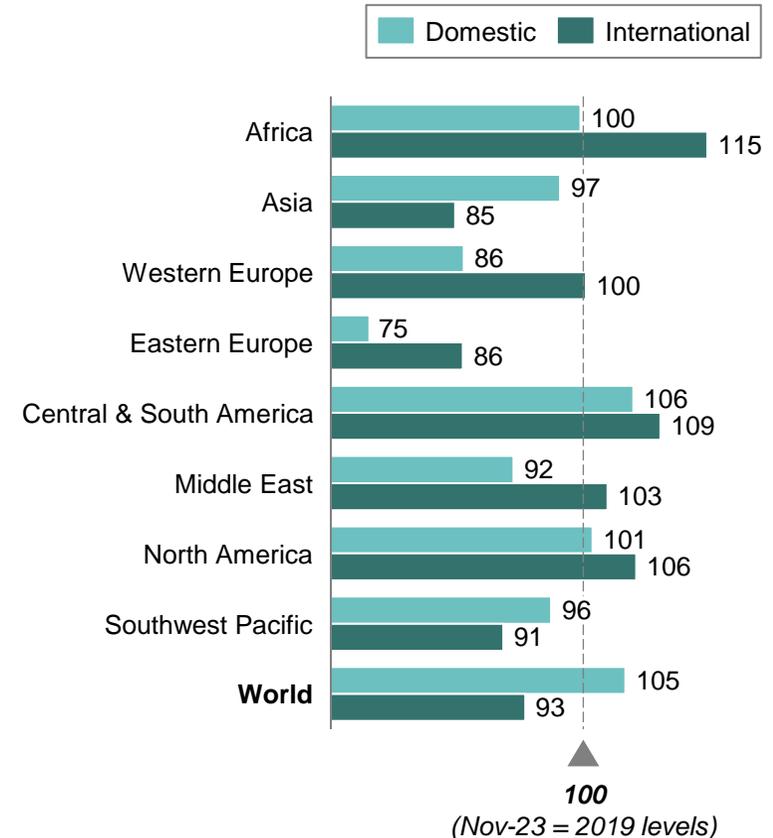
## Global Travel Recovery

Revenue Passenger Kilometres by Carrier Registered Region<sup>1</sup>  
Indexed 100 = 2019 levels



## By Region

Seat Capacity by Destination Region,  
Indexed 100 = 2019 levels

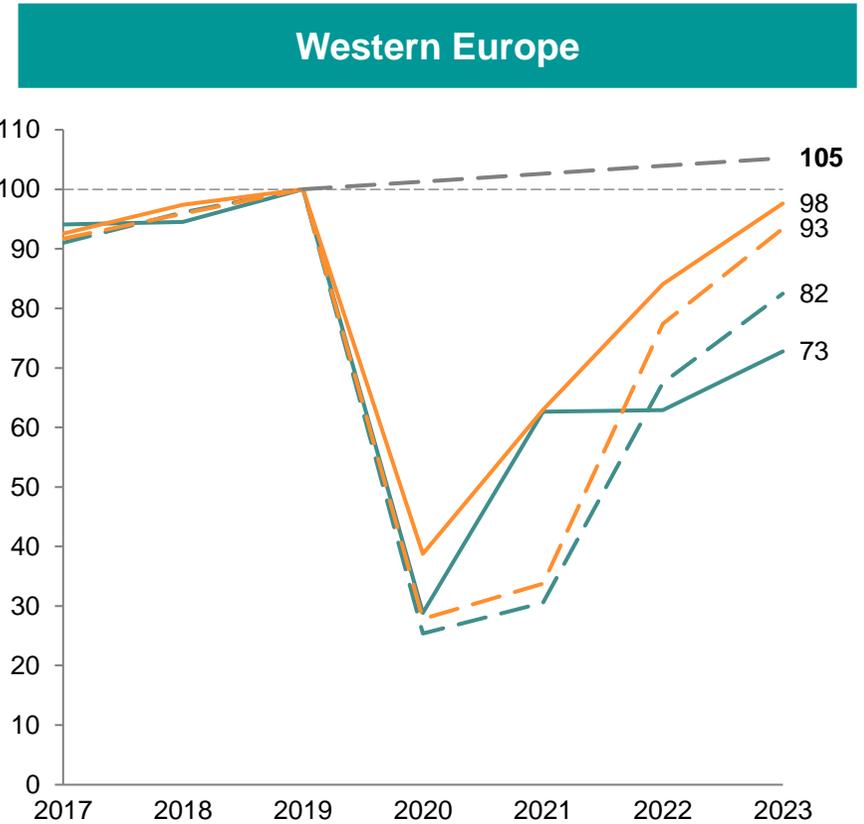
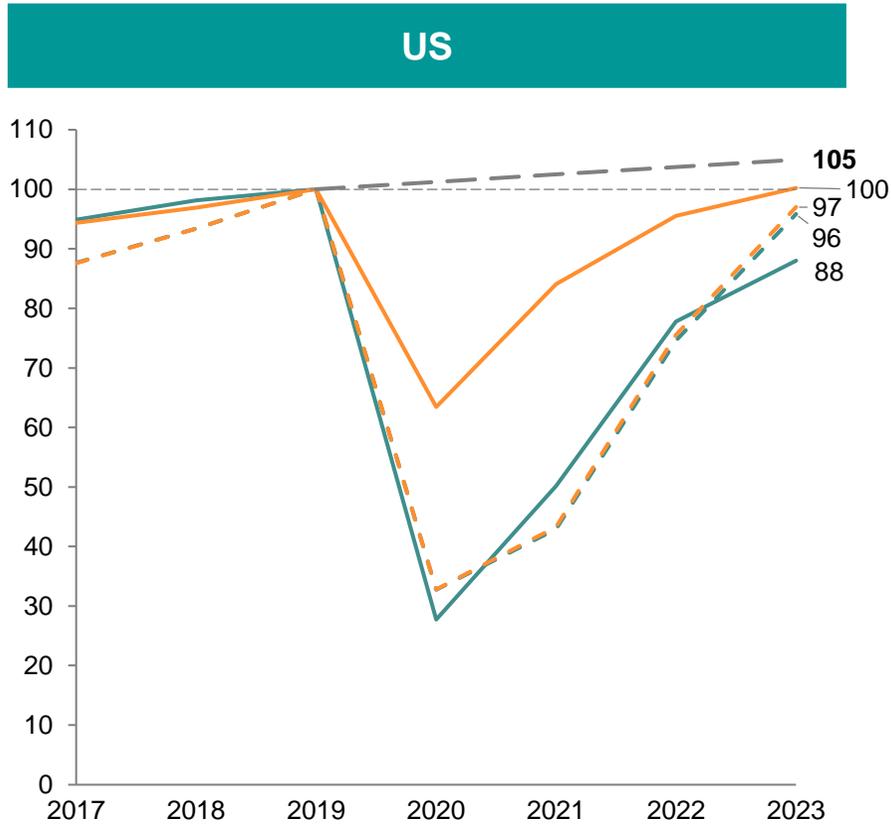


1. North America series refers to all airline traffic on carriers registered within North America  
2. Weighted by OAG % change for regions by Euromonitor inbound arrival volumes for each region to form continental / macro region totals  
Source: IATA, OAG, OC&C analysis

# Overall travel recovery is further ahead in US vs. Western Europe – although in both regions, leisure trips have recovered more quickly than business

## Air Trips by Trip Purpose

Business / Leisure, Domestic/International 2019 = 100



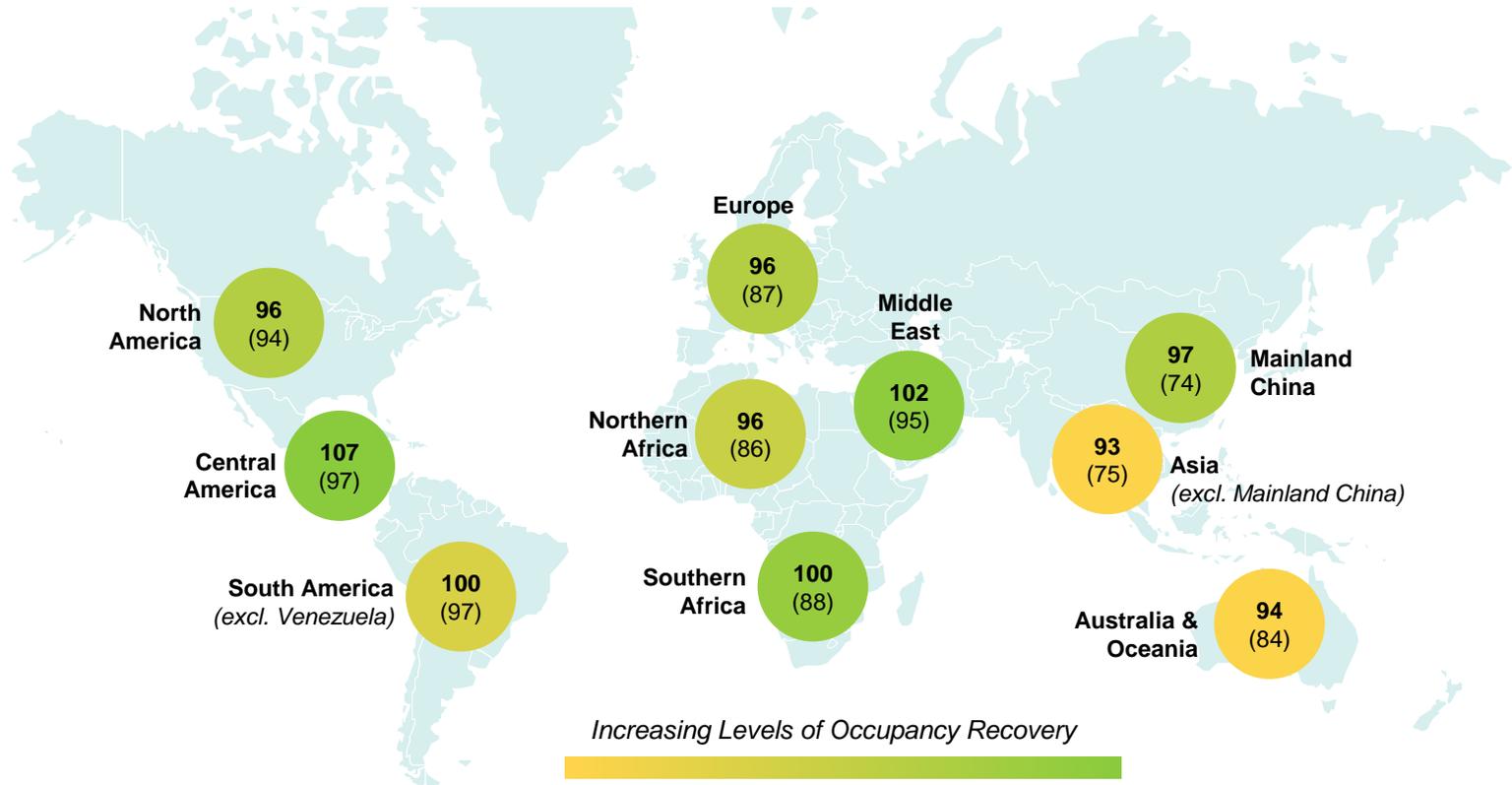
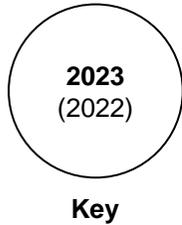
— Business-Domestic  
 - - - Business-International  
 — Leisure-Domestic  
 - - - Leisure-International  
 - - - 2023 at pre-covid trend<sup>1</sup>

1. Assumes same relationship between Flight Volumes and GDP as in 2019  
 Source: Oxford Economics, Euromonitor, OC&C analysis

# Global occupancy rates have also returned to 2019 levels with the exceptions of Asia and Australia – although both regions have improved vs. 2022

## Hotel Occupancy by Region

Full Year 2023, Indexed 2019 = 100<sup>1</sup>

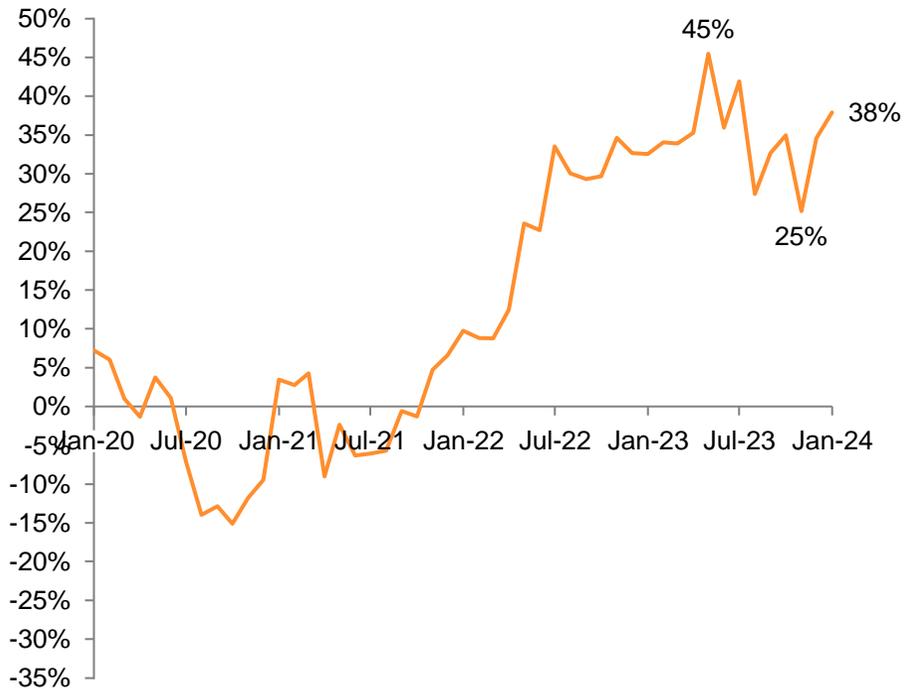


# In 2023, global travel prices were 20-40% higher than 2019 levels...

## Flight & Hotel Prices

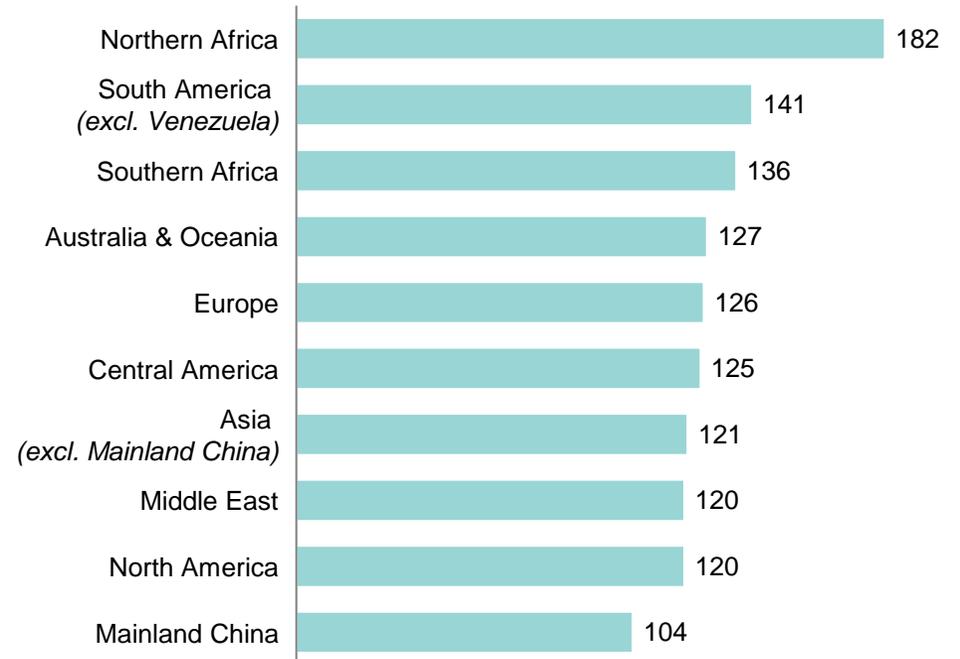
**Airfares have risen at double-digit rates...**

Average Airfares for Euro Area (19 Countries), Jan '20 - Jan'24  
% change vs. same month 2019



**...Hotel prices are also significantly higher than 2019 levels in all regions**

Hotels Average Day Rate by Region  
2023 Full Year, Indexed 2019 = 100



# ... with a number of factors impacting these dynamics including underlying cost inflation, consumer demand and changes to supply/demand balance

## Drivers of Travel Inflation

Cost Inflation		<b>Wage inflation</b> across the travel industry – driven by shortages of staff (including skilled staff eg pilots) as demand has recovered
		<b>The price of energy increased significantly</b> although price of jet fuel has come down from 2022 peaks
Consumer Demand		<b>Increased willingness to travel</b> post-Covid is high as travel restrictions lifted
		<b>Higher consumer saving levels</b> particularly amongst more affluent households who account for a disproportion share of travel spend
		<b>Rising consumer confidence</b> over the last 12-24 months supporting higher business and leisure travel demand
Supply and Operational Challenges		<b>Capacity restrictions</b> as airlines reduced fleet (e.g. BA operating 92% of pre-covid) and hotels faced closures and construction halts
		<b>Staff shortages</b> as workers left the industry and tight labour markets constrict rebound hiring
ESG		Higher cost of <b>'greener fuel'</b> and other ESG measures passed onto travellers

**These factors have played out differently for different travel segments.**

*For example, strong growth and then softening of domestic vacation rental yields driven by restrictions on international travel inflating demand in 2021/22 which have then softened as international travel has returned*

# The global macroeconomic outlook is improving, with inflation subsiding and real GDP growth returning to c.2%pa

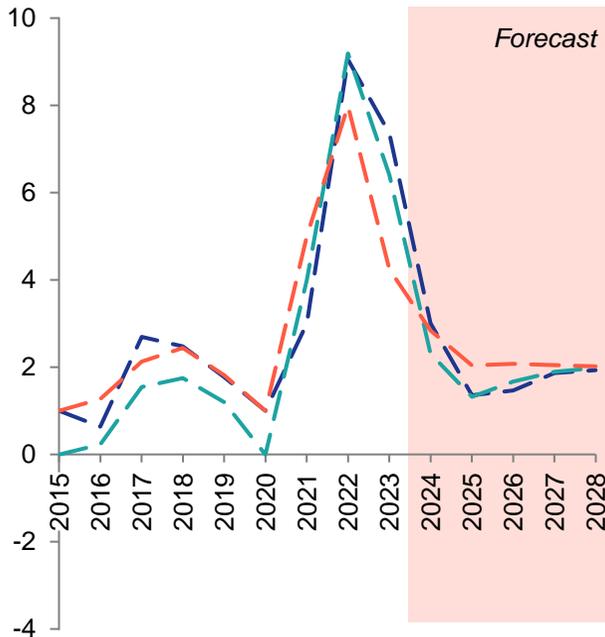
## Macroeconomic Outlook

— UK — EU — US



### Inflation (CPI)

CPI Inflation, 2021-28F (% YoY)

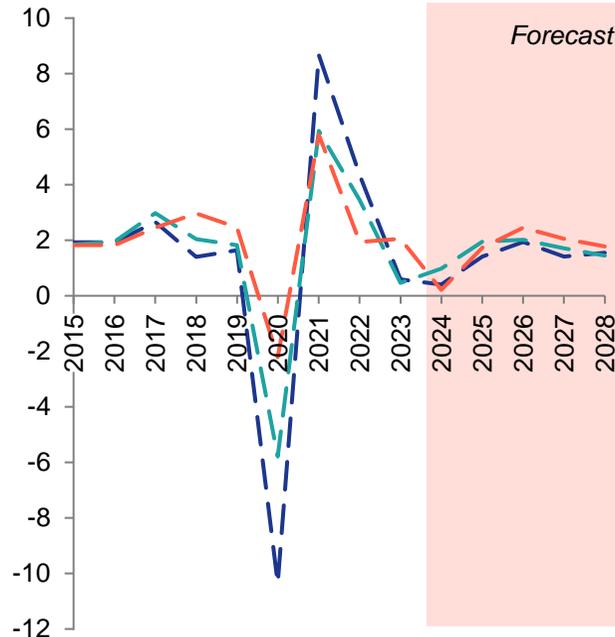


European Central Bank target is 2%, this is expected to be achieved in 2024/25



### Real GDP Growth

Real GDP Growth, 2021-28F (% YoY)

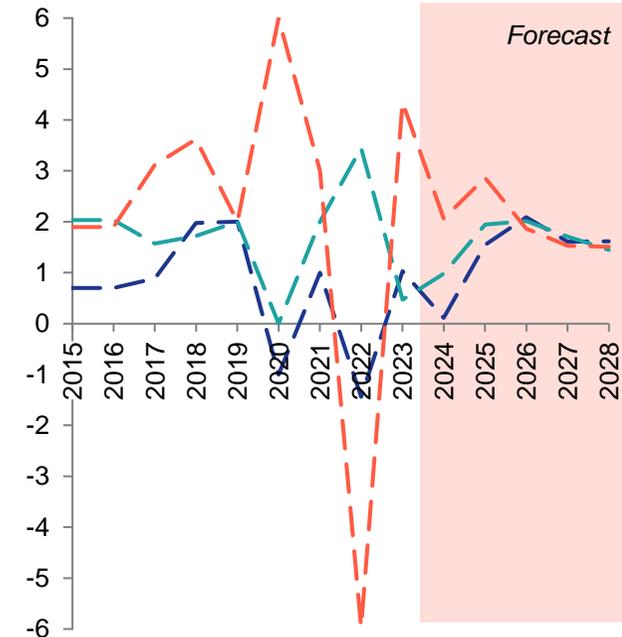


EU Real GDP growth is anticipated to return to 2019 level of c.1.6% by 2025, followed by an average growth rate of 1.8% 2025-28



### Real Disposable Income Growth

Real Disposable Income, 2021-28F (% YoY)



EU Disposable Income is due to grow positively from around 2024, followed by an average growth rate of 2% 2024-28



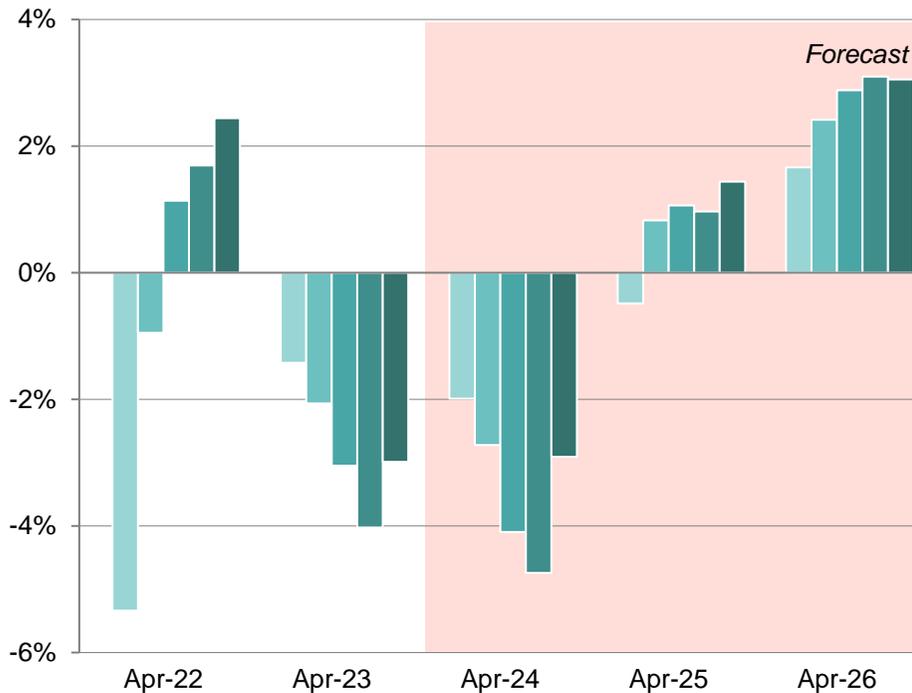
# Households across nearly all income deciles are forecast to have higher discretionary spend & savings in 2024 and 2025 vs. 2023

Financial Pressure on UK Households

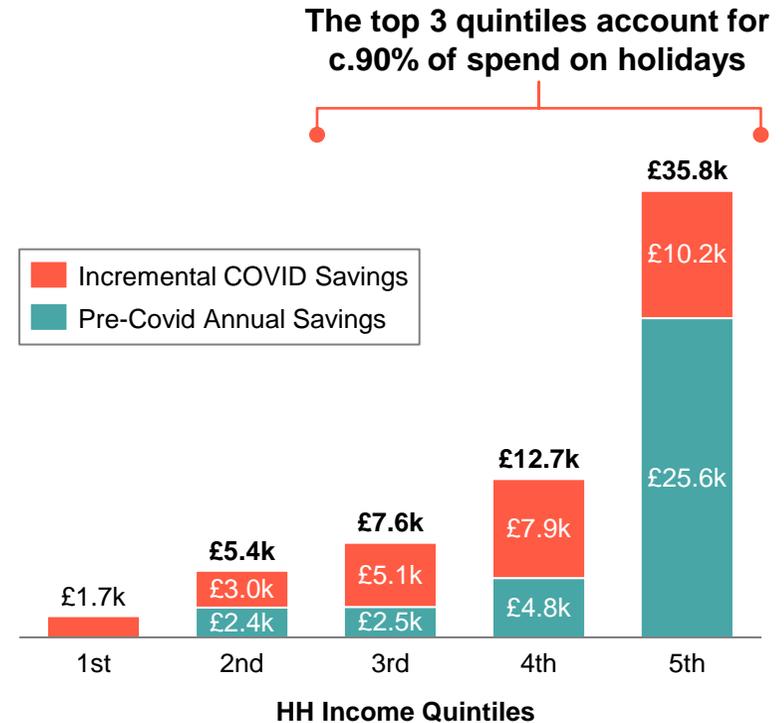
Real disposable incomes are expected to decline across all segments of the population...

... however more affluent households have a substantial savings buffer which has been enhanced through COVID

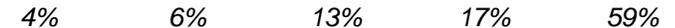
Annual Real Growth in Avg. HH Disposable Income After Housing Costs (Non-Retirees)<sup>1</sup>



UK HH Savings, Fiscal Year 2021<sup>1</sup>



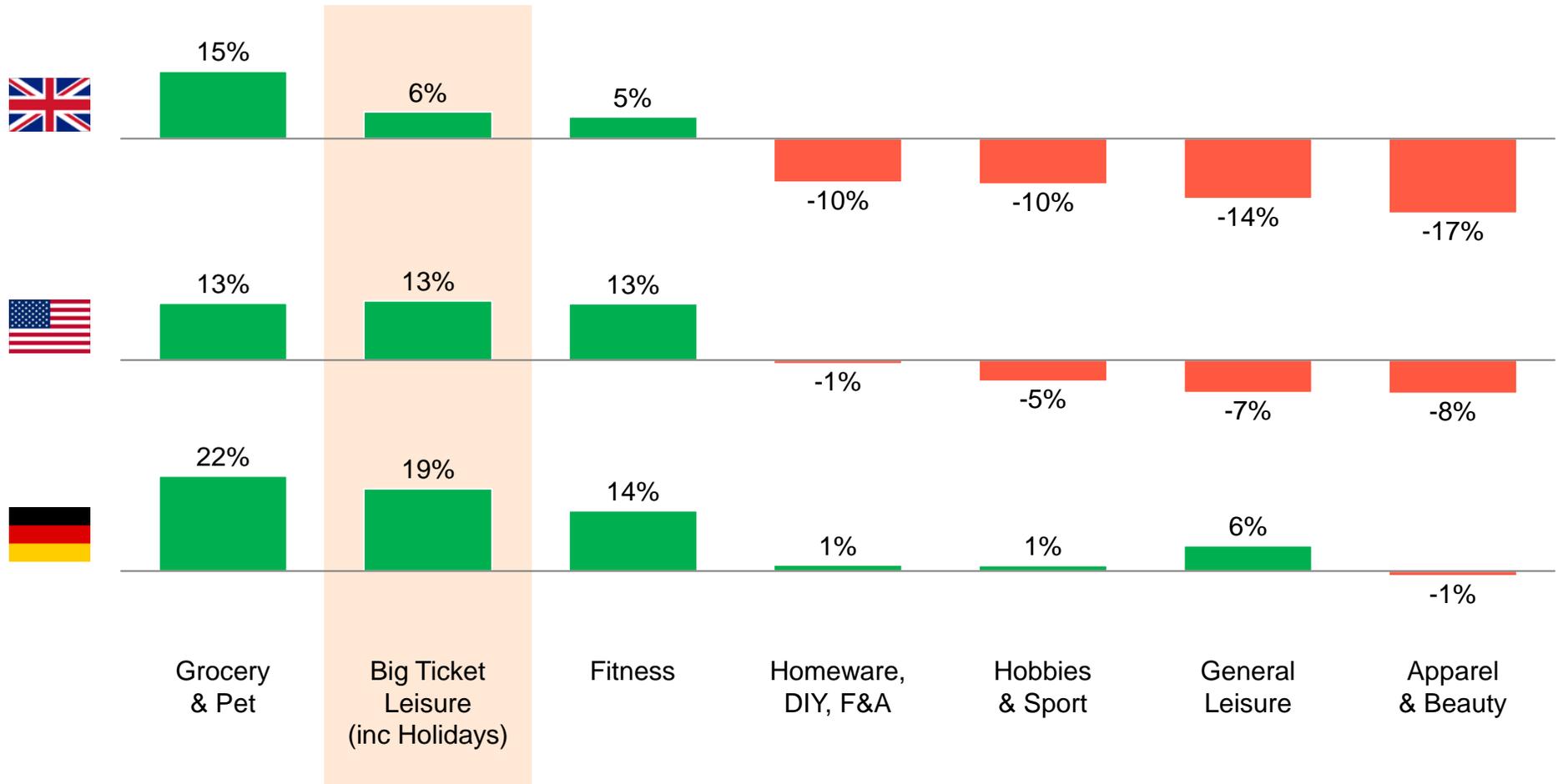
Spend on international accommodation by population quintile<sup>2</sup>



1. Year ending Apr; 2. UK Example  
Source: Resolution Foundation, ONS, OC&C analysis

# Moreover, consumers expect to increase spend on ‘big ticket leisure including holidays’ over the next 12 months ahead of other categories

Anticipated Net Spend Changes in N12M<sup>1</sup>  
2023 (% Respondents)



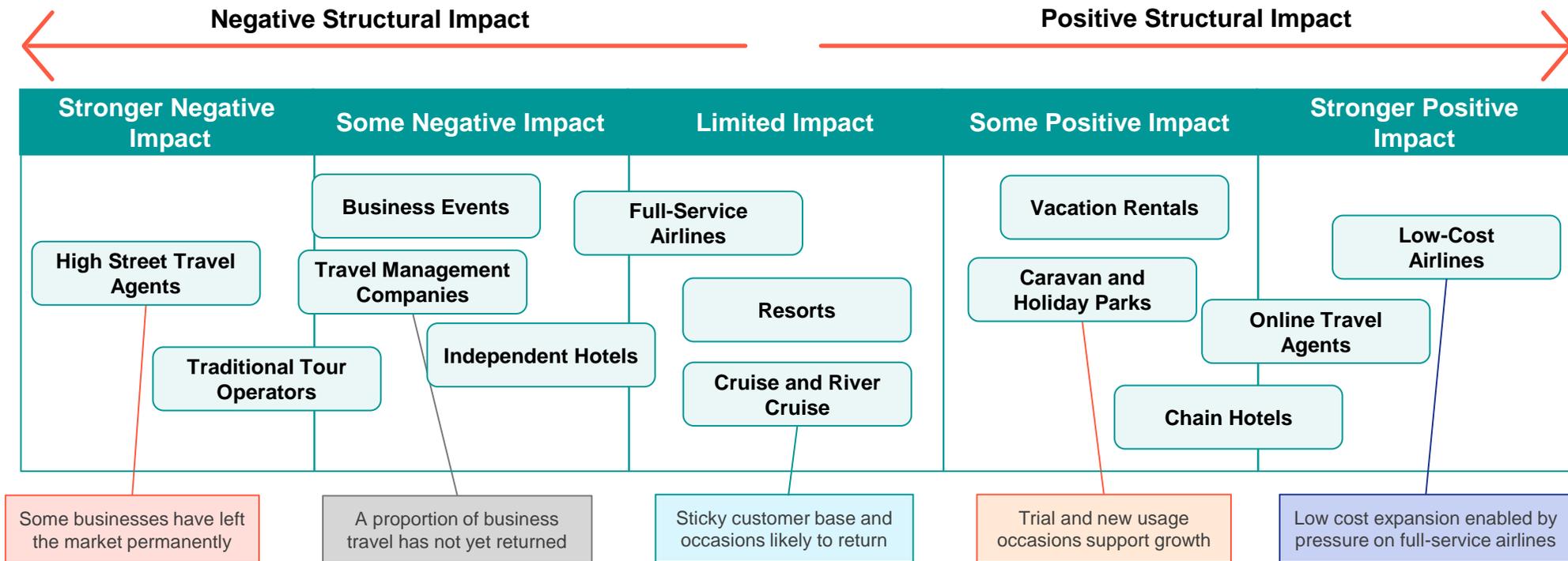
1. Looking forward for the next 12 months, how do you think your spend on these different categories is likely to be different relative to the last 12 months? Only respondents purchasing category in last 3 months.

Source: OC&C Consumer Survey, OC&C analysis

# The recovery trajectory is expected to differ by sub-sector, with winners navigating both the short term and structural changes

Impact of Pandemic By Travel Subsector / Operator Type

Illustrative



### Selected Structural drivers

- The pandemic has caused businesses in some segments to leave the market (e.g. independent hotels and physical travel retail) – this has left an opportunity for others (e.g. chain hotels and online travel agents) to fill the gap
- The slower return of international business travel, which disproportionately impacts full-service airlines, has given budget airlines an opportunity to take share
- Remote and hybrid working looks set to stay with opportunities for leisure breaks and challenges to some segments of business travel where in-person interactions are less critical

# We've identified 7 key trends that will shape the global travel industry in the medium term

-  **1** The travel market is expected to continue to recover into 2024, with international leisure volumes exceeding 2019 levels for the first time in many markets. Business travel volume recovery lags 1-2 years behind
-  **2** In aggregate, pricing is expected to stabilise as volumes recover – pricing dynamics vary materially by segment with pricing outlook impacted by supply-demand dynamics as well as underlying cost inflation
-  **3** The resurgence of chain hotels is likely to challenge the growth of non-hotel accommodation, which had been growing strongly prior to the pandemic and accelerated over the last few years
-  **4** Consumers and travel operators continue to look for value-additive travel ancillaries and packages – both to increase margin per booking/transaction on the operator side and to improve experience for travellers
-  **5** Generational changes continue to impact travel behaviours, with younger cohorts more likely to take more frequent, shorter, cheaper breaks and use more digital channels compared to older, more affluent generations
-  **6** A majority of travellers (50%-70%) state that sustainability impacts their choice of vacation, however only c.10% state any willingness to pay more for it – the onus remains on operators to drive sustainability
-  **7** AI has generated a lot of excitement in the sector – while we expect further innovation over the coming year, current solutions focus on supporting customer inspiration/research and streamlining post-booking services

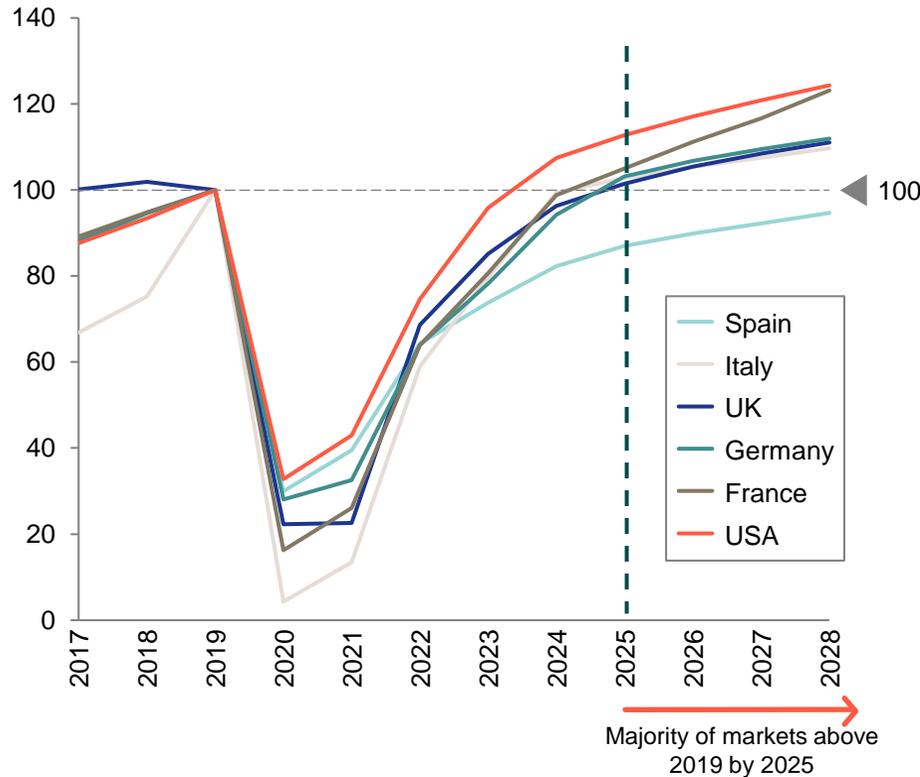
# Travel recovery will continue into 2024, with int'l leisure volumes exceeding 2019 levels in many markets; business recovery 1-2 years behind

International Travel Market Outlook



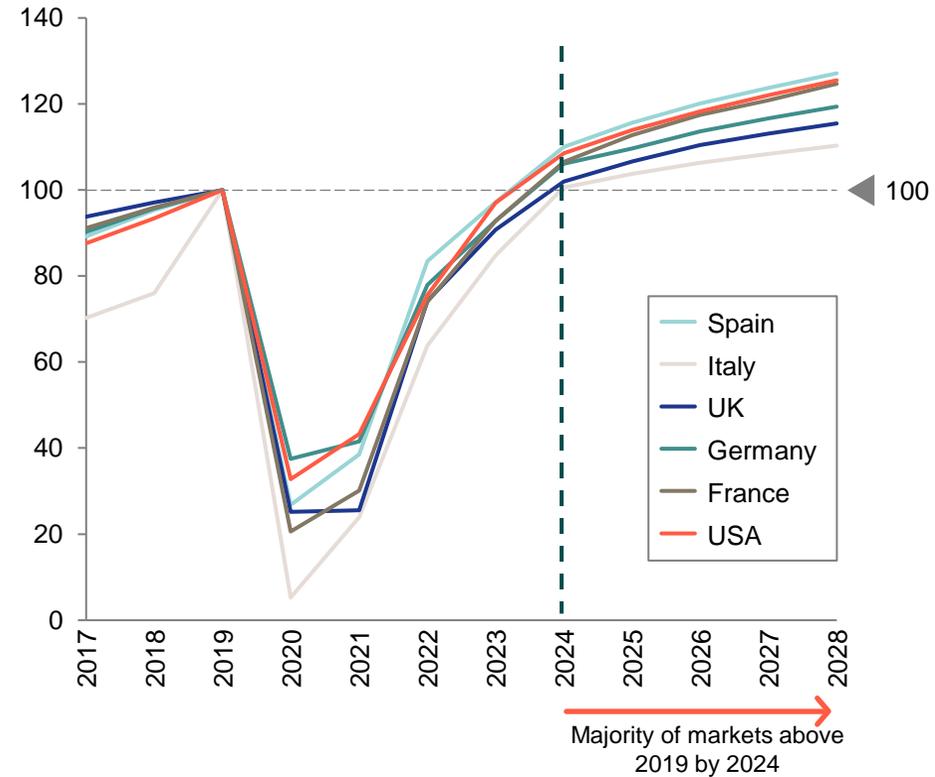
## Business International Travel Volume

Business International Travel, Air (# trips)  
2017-28F, Index 2019=100



## Leisure International Travel Volume

Leisure International Travel, Air (# trips)  
2017-28F, Index 2019=100



Source: Euromonitor, OC&C analysis

# In aggregate, pricing is expected to stabilise as volumes recover, although pricing dynamics vary materially by segment

## Drivers of Travel Outlook

	Driver	2020-23 (vs 2019)	2023-28 (vs 2023)	Commentary
Cost Inflation	<b>Wage Inflation</b>			• ECB forecasts lower wage inflation in 2024 vs 2023 and lower still in 2025
	<b>Energy Inflation</b>			• The ECB forecasts continuation of inflated energy inflation in 2024, normalizing in 2025
Post-Covid Surge in Travel Demand	<b>Travel Demand</b>			• Long-run trend towards more experiences versus retail expected to continue
	<b>Consumer Savings</b>			• Availability of incremental COVID savings for travel spend reducing
	<b>Consumer Confidence</b>			• Consumer confidence expected to continue to recover from COVID lows
Supply and Operational Challenges	<b>Capacity Restrictions</b>			• Airline and hotel supply constraints expected to soften in medium term
	<b>Staff Shortages</b>			• Staff shortages are likely to continue into the short-term as labour markets remain tight
ESG	<b>ESG Costs</b>			• Increasing ESG costs expected

Broadly Positive    Neutral    Broadly Negative

**There are several 'tests' we would apply to assess outlook for pricing within different travel sub-segments:**

- 1. What is the current level of inflation versus 2019 in real rather than nominal terms?**  
*While nominal inflation is high in many cases the cost of travel hasn't grown in real terms*
- 2. How is supply and demand evolving and to what extent have travel demand patterns normalised?**  
*We expect continued recovery of international travel which may negatively impact domestic/value substitutes*
- 3. How is the underlying economics of suppliers impacting the market?**  
*Lower profitability in hotels for example has historically slowed the approval rate for new projects and therefore overall growth in supply supporting recovery of pricing*

# Back-up: Recessions and other one-off shocks have driven modest, but short-lived, declines in demand, with larger & prolonged impacts on supply of rooms

## Impact of Recession on Hotel Market

1

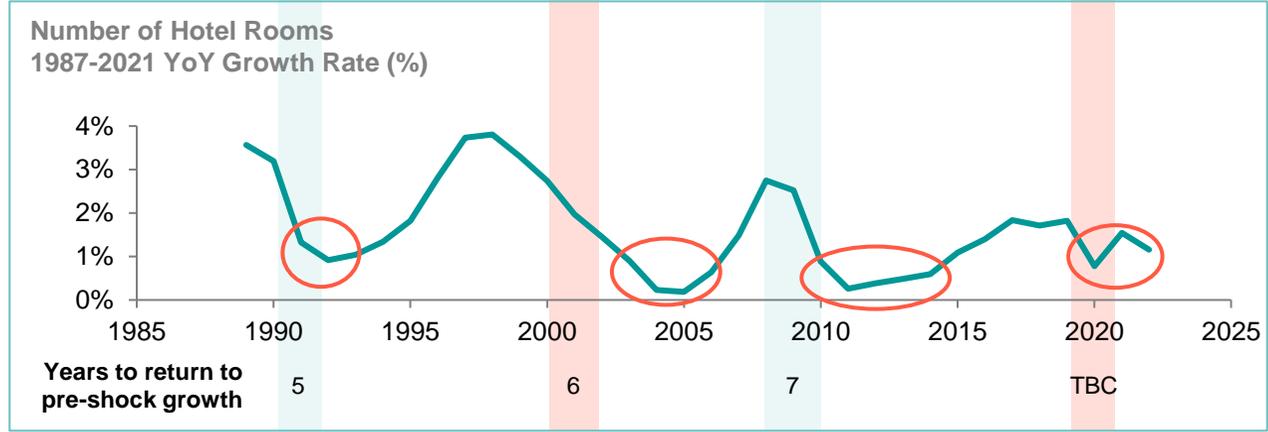
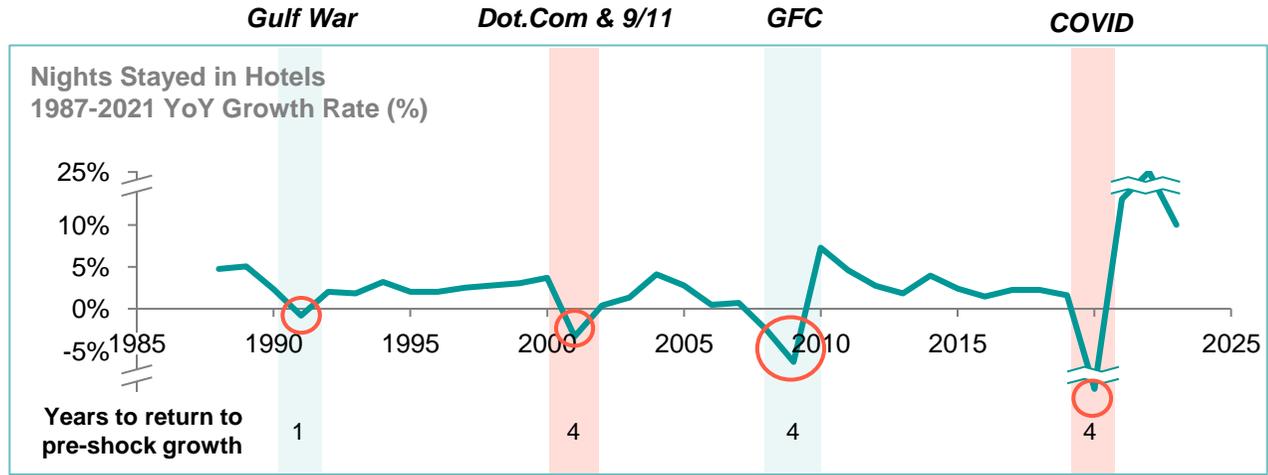
Demand		
Nights	Impact	Years to Recover
	-1% to -6%	2-4 years

Demand for accommodation is closely correlated with real GDP and population. Recessions typically cause a modest (-1% to -6%) and short-lived (<2 years) decline in demand

2

Supply		
Rooms	Impact	Years to Recover
	Flat	3-5 years

Growth of hotel room supply stalls in recessions, as the completion of ongoing construction projects offsets closures amongst independents. Supply can take 3-5 years to recover, with chains benefitting as independents are harder hit

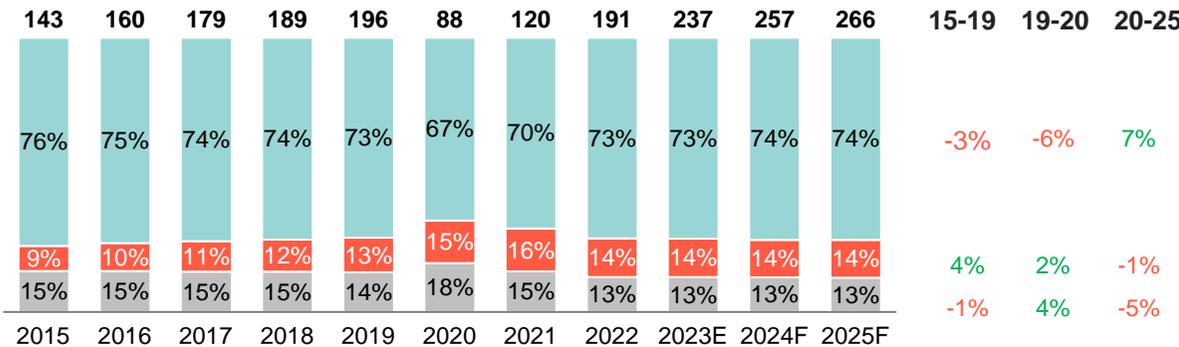


**Key:** Recession (light blue), One-off Shock (light red), Shock impact (red circle)

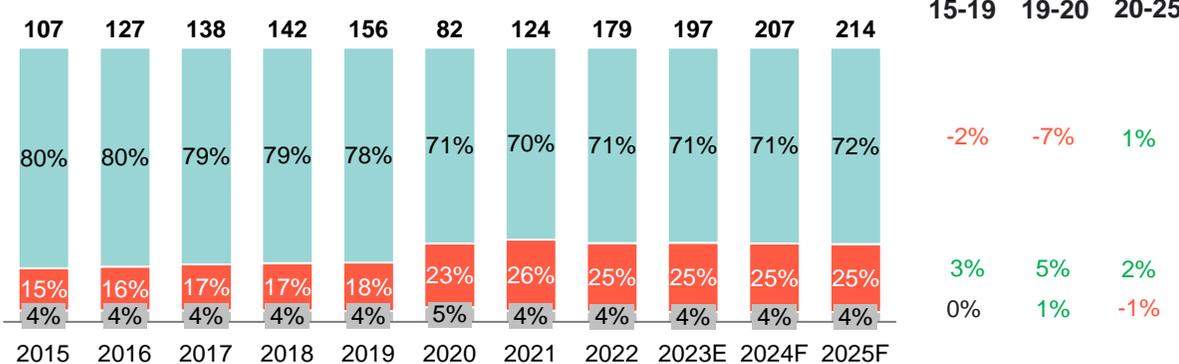
# The resurgence of chain hotels is likely to challenge the growth of non-hotel accommodation, which had been growing strongly over recent years

## Non-Hotel Evolution

Total Accommodation Spend by Type, Europe, 2015-25F (£bn)

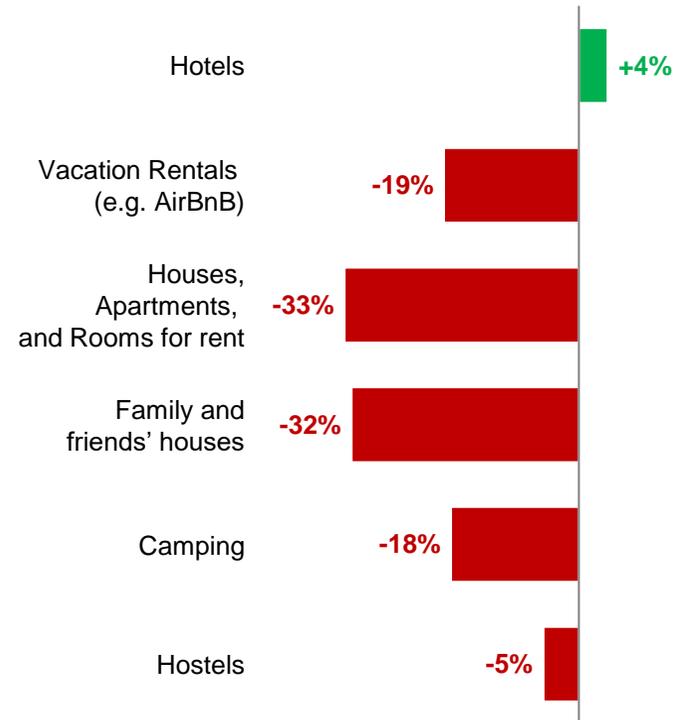


Total Accommodation Spend by Type, US, 2015-25F (£bn)



How have you modified your habits within the last 12 months?  
 Net change, Sample N = 2,076, Summer 2023

### Survey of European Travellers

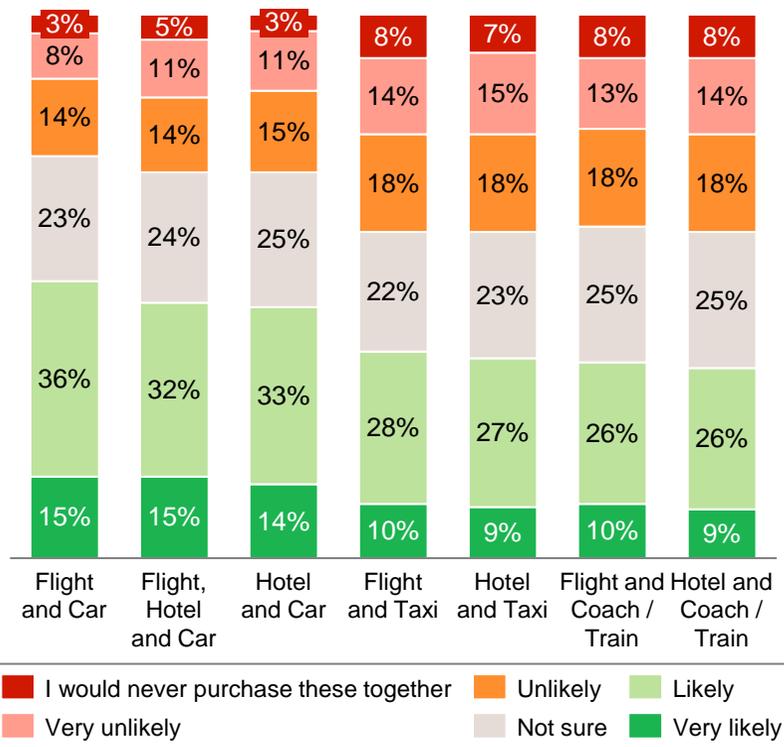


Source: Euromonitor, OC&C analysis

# 35-50% of consumers are interested in bundling services during their holiday, driven by better price and simplicity – suppliers do this to protect margin

## Willingness to Combine Purchases

Willingness to Combine Purchases by Product Type<sup>1</sup>  
(% of Respondents)



Top Reasons to Bundle Purchases

- 1 **Better price from bundling together**  
(reality + perception)
- 2 **Convenience with one website**  
taking care of everything / **single point of contact**
- 3 **Protection in case of any difficulties / challenges, (cf ATOL in the UK)**

### Supplier Incentive to Sell Ancillaries / Packages

- There is a strong incentive from suppliers to sell ancillaries and bundles / packages to consumers
- A key driver is profitability with the addition of extra products to a transaction driving up overall margin per transaction and transforming unit economics
- Examples include dynamic packages, airlines/OTAs selling flight ancillaries, hotels unbundling product and selling experiences etc

1. How likely are you to purchase your [insert products] together (as part of the same booking process)? N = 1,975  
Source: OC&C analysis

# Younger travellers take more frequent, shorter and lower cost trips than older travellers; they also increasingly seek inspiration from social media

Travel Behaviour Differences by Generation

Survey of European Travellers

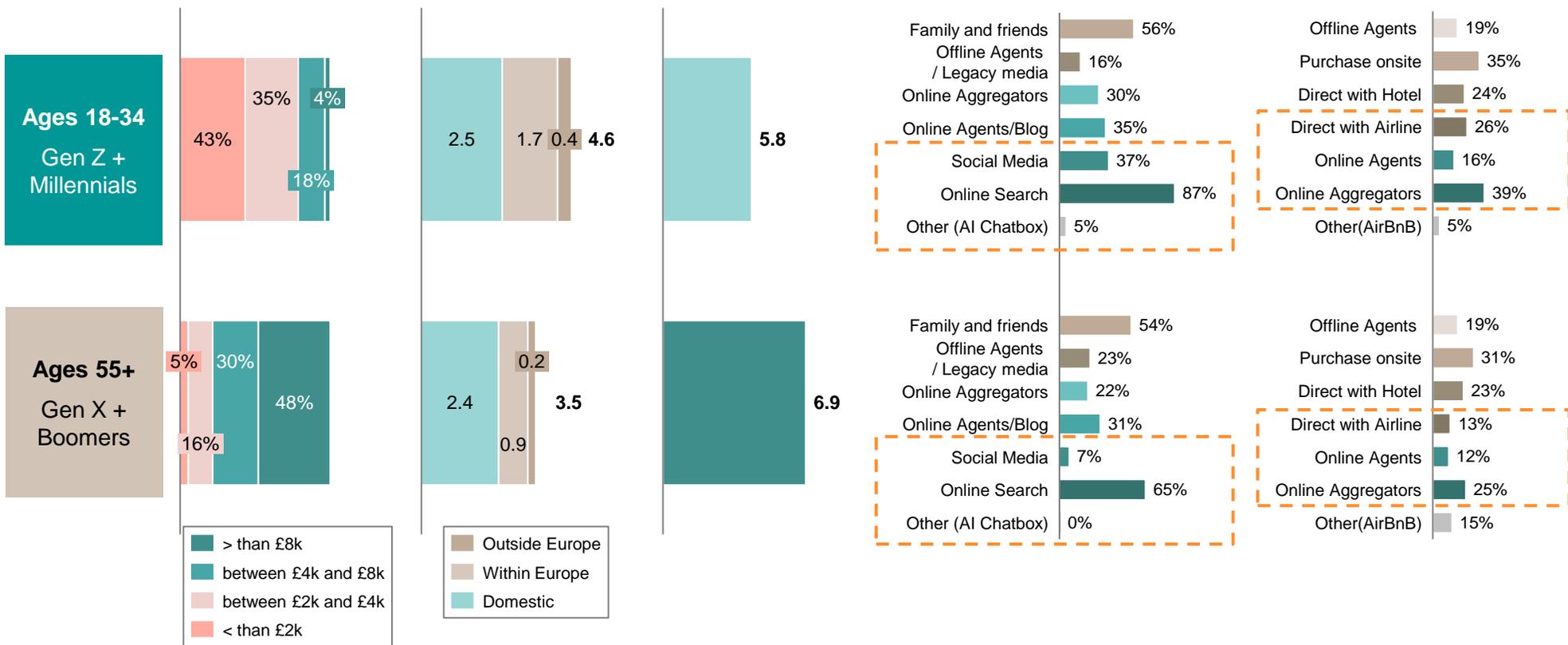
Willingness to pay for trips<sup>1</sup>  
(% of Respondents)

Frequency of trips<sup>2</sup>  
(# Trips per Year;  
% of Respondents)

Typical trip duration<sup>3</sup>  
(Average trip length,  
days)

Holiday Inspiration Channel<sup>4</sup>  
(% of Respondents)

Holiday Booking Channel<sup>5</sup>  
(% of Respondents)



1. How much did you spend on travel and vacations in the past 12 months? N=2,076; 2. How many trips have you done in last twelve months to following destinations? N=2,076  
3. How many trips have you done of each length in last 12 months? N=2,076; 4. Where do you get inspiration for your holidays? N=2,076; 5. How have you bought your trips after Covid? N=2,076

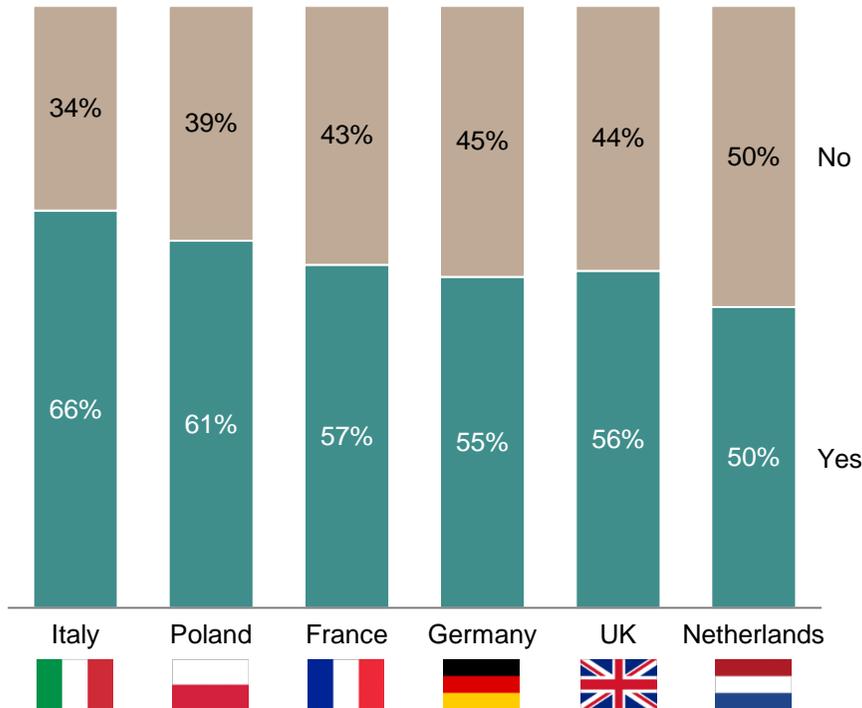
Source: OC&C survey, OC&C analysis

# Over half of travellers are concerned by sustainability, yet less than 10% are willing to pay more to act on this

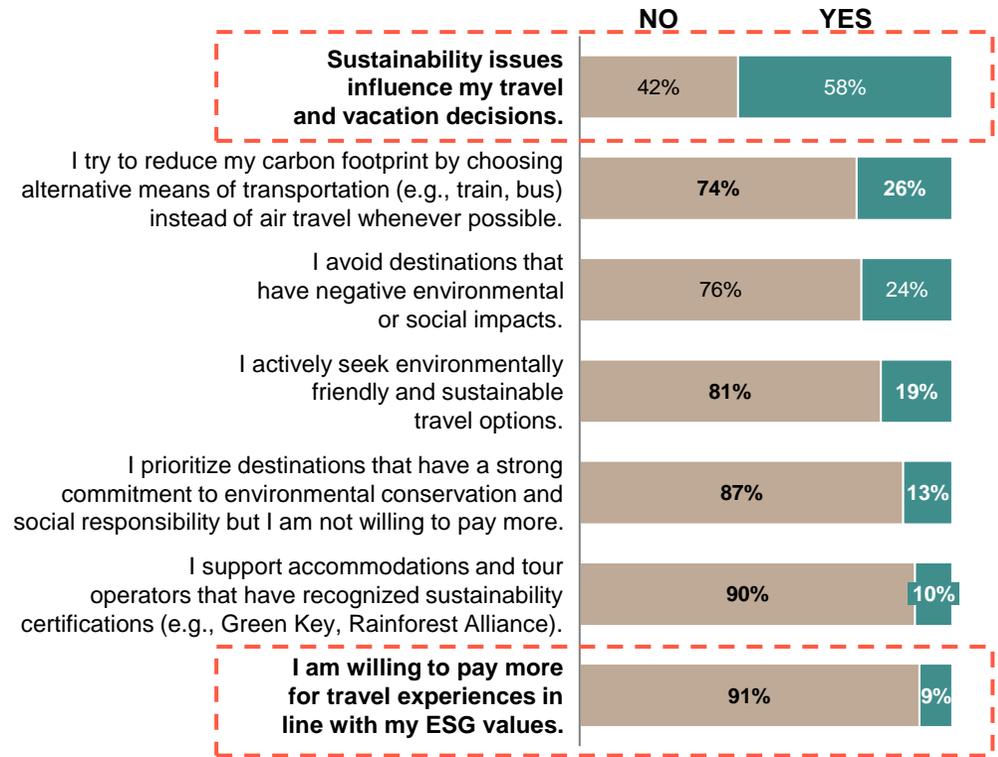
ESG impacts on vacation choices

Survey of European Travellers

Impact of Environment Concerns on Vacation Choices by Country<sup>1</sup>  
(% of Respondents)



Degree of Environmental Impact<sup>2</sup>  
(% of Respondents)



1. How much environmental concerns influence your vacation choices? N = 2,076

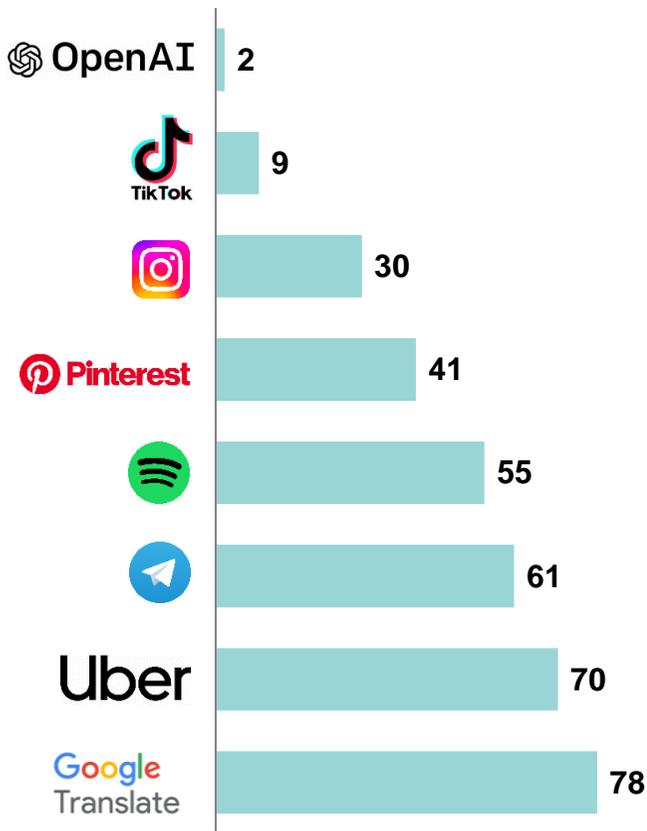
2. How much do issues related to the environment and sustainability more generally influence your travel and vacation choices? N=2,076

Source: OC&C analysis

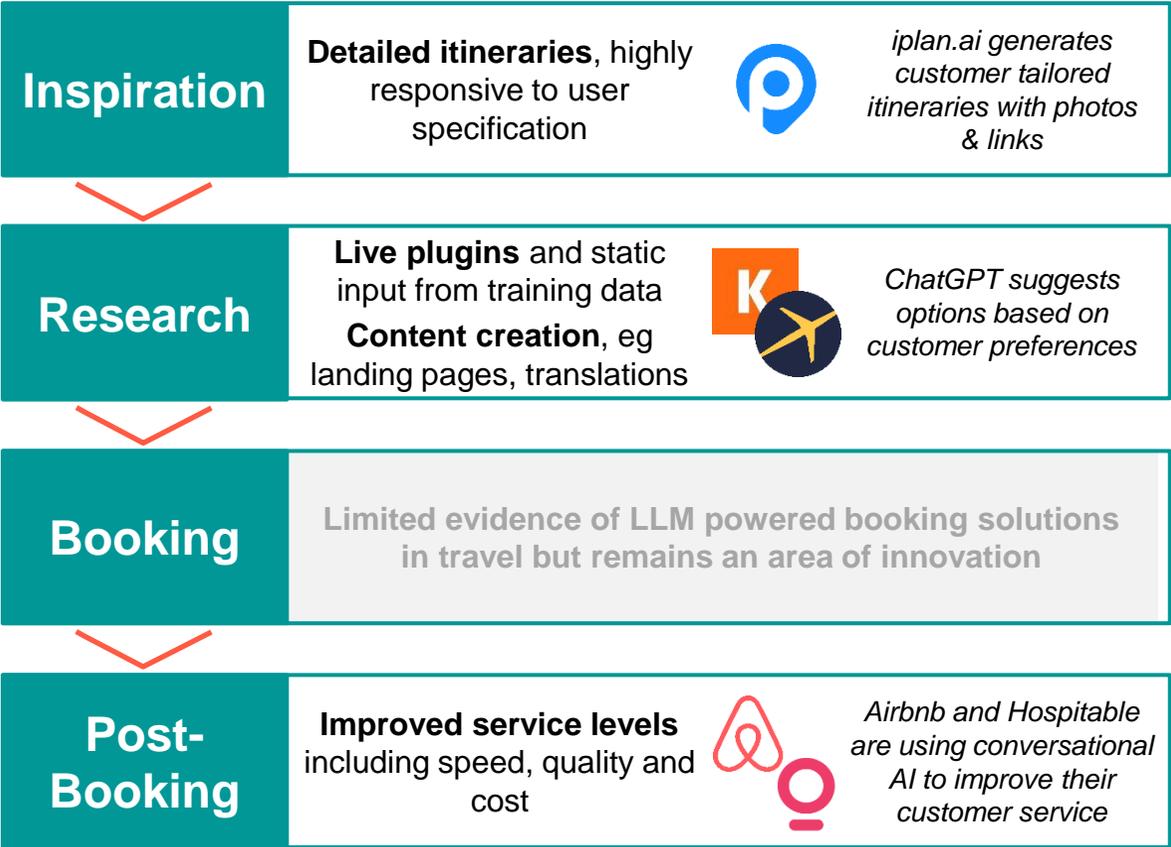
# Large Language Models, led by ChatGPT, have grown at an unprecedented pace; there are emerging solutions in inspiration/research and post-booking

## AI Implementation in Travel

Months Taken To Reach 100m Global Monthly Active Users



Example Implementation of LLMs by Stage in Booking Journey



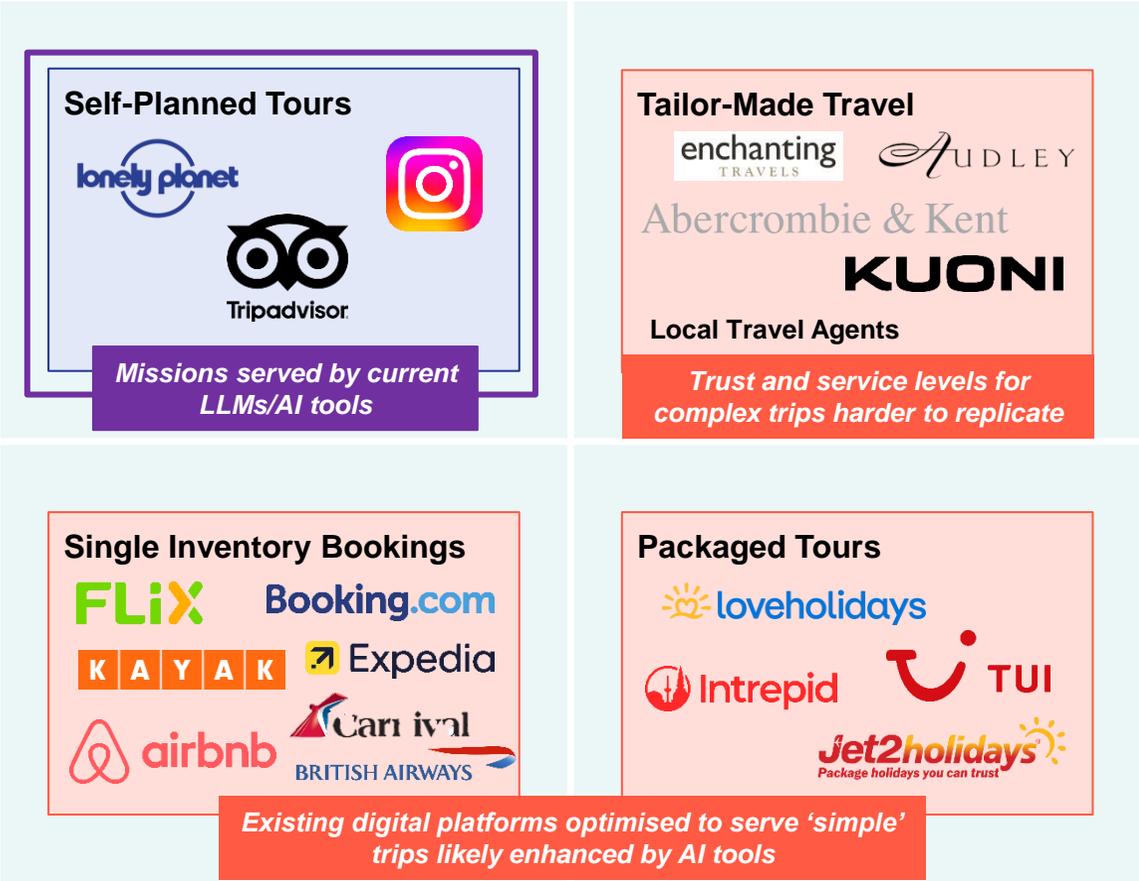
Source: OC&C analysis

# Currently, LLMs are best suited to ‘do it yourself’, complex missions, yet ongoing improvements & innovation will unlock other journey types

Application of Current AI Tools by Trip Type

Conceptual

Complex / Emotional  
 Trip Complexity  
 Simple



Currently, LLMs are best suited supporting inspiration and research for to ‘do it yourself’, complex missions...

...yet ongoing improvements & model innovation will make it more relevant for other journey types

Low Touch (Do-It-Yourself)

Service Level

High Touch (Done-For-Your)

Source: OC&C analysis

Calmer Waters Ahead - Global Travel Outlook - March 2024 | © OC&C Strategy Consultants 2023

An aerial photograph showing the wake of a ship moving through the ocean. The water is a deep blue, and the wake is a turbulent, white and light blue trail that stretches from the bottom center towards the horizon. The horizon line is straight and divides the image roughly in half. The sky is a clear, pale blue.

**Implications for  
Management  
Teams & Investors**

# For management teams, there are a number of imperatives to ensure businesses capture share of the next wave of growth

## Strategic Imperatives for Travel Businesses



**Refine / upgrade commercial strategy to reflect changing demand & yield opportunities**



**Maximise customer retention and loyalty**



**Strengthen distribution channels beyond paid search**



**Seek opportunities to own the end-to-end customer relationship**



**Adopt a 'learn fast' mindset with technology, including AI**



**Refine product & proposition to meet customer needs and maximise value**



**Continue to develop leading proposition to talent**

# For investors in the travel space, there are a range of potential opportunities this presents over the next 12-24 months

Not Exhaustive

**Ongoing Consolidation of Corporate Travel Management Companies**

**Premium / Experiential Operators with Long-Term Tailwinds**

**Inventory-Light, Digital Intermediaries and Scalable Tech-Led Operators**

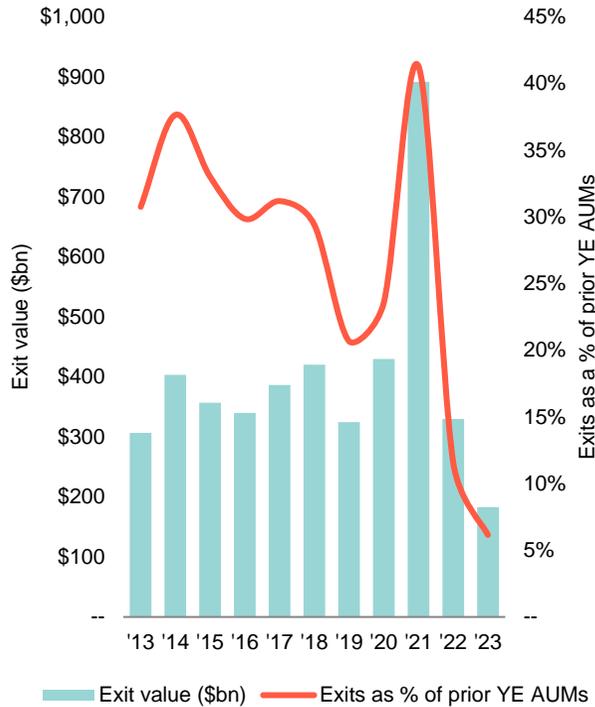
**Scalable Consumer-Champion Hospitality Brands**

**Investment Across E2E Value Chain with Technology, Data and Ancillaries**

# 2023 was a year of recalibration. That said, investors are still looking to back high-quality platform assets

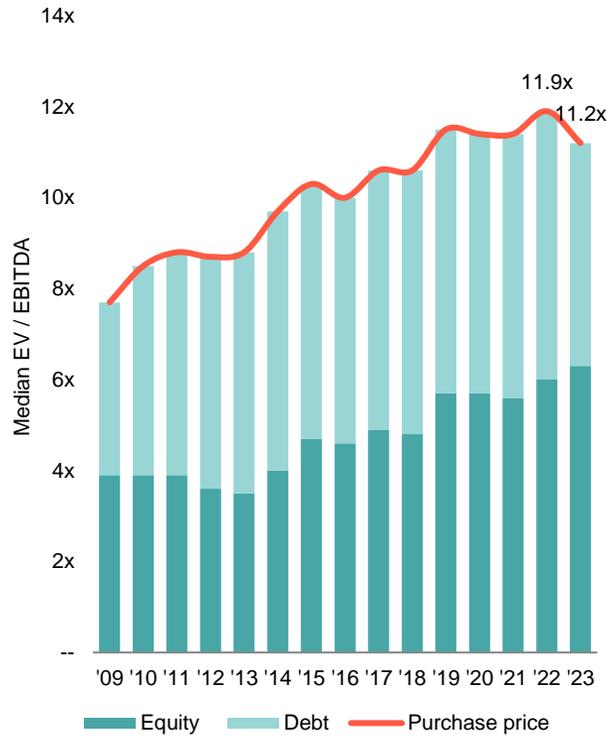
## Exits have slumped...

US Private Equity exit activity. Exit value (\$bn) and Exits as a % of prior year-end AUMs<sup>1</sup>; Geography: US



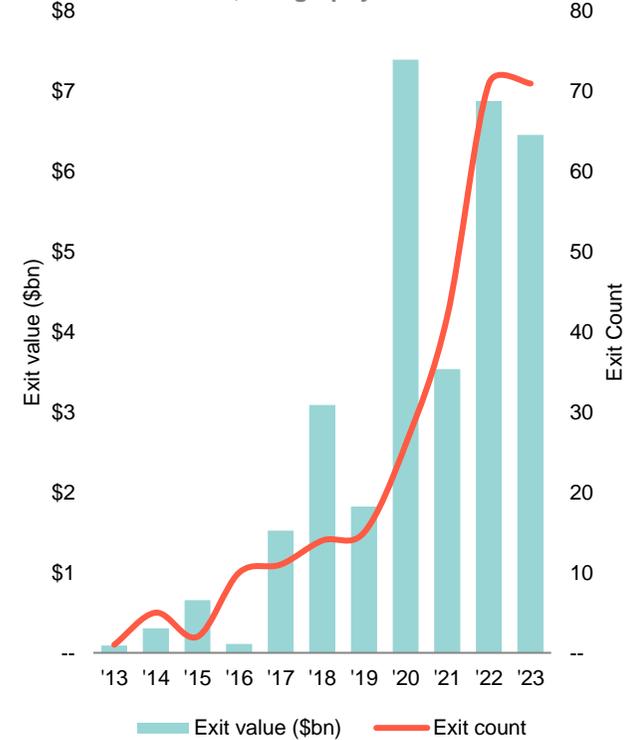
## ...and PE valuations have dipped...

Median EV / EBITDA multiple<sup>2</sup>



## ...whilst continuation deals are on the up

US Continuation fund exit activity. Exit value (\$bn) and exits count<sup>1</sup>; Geography: US



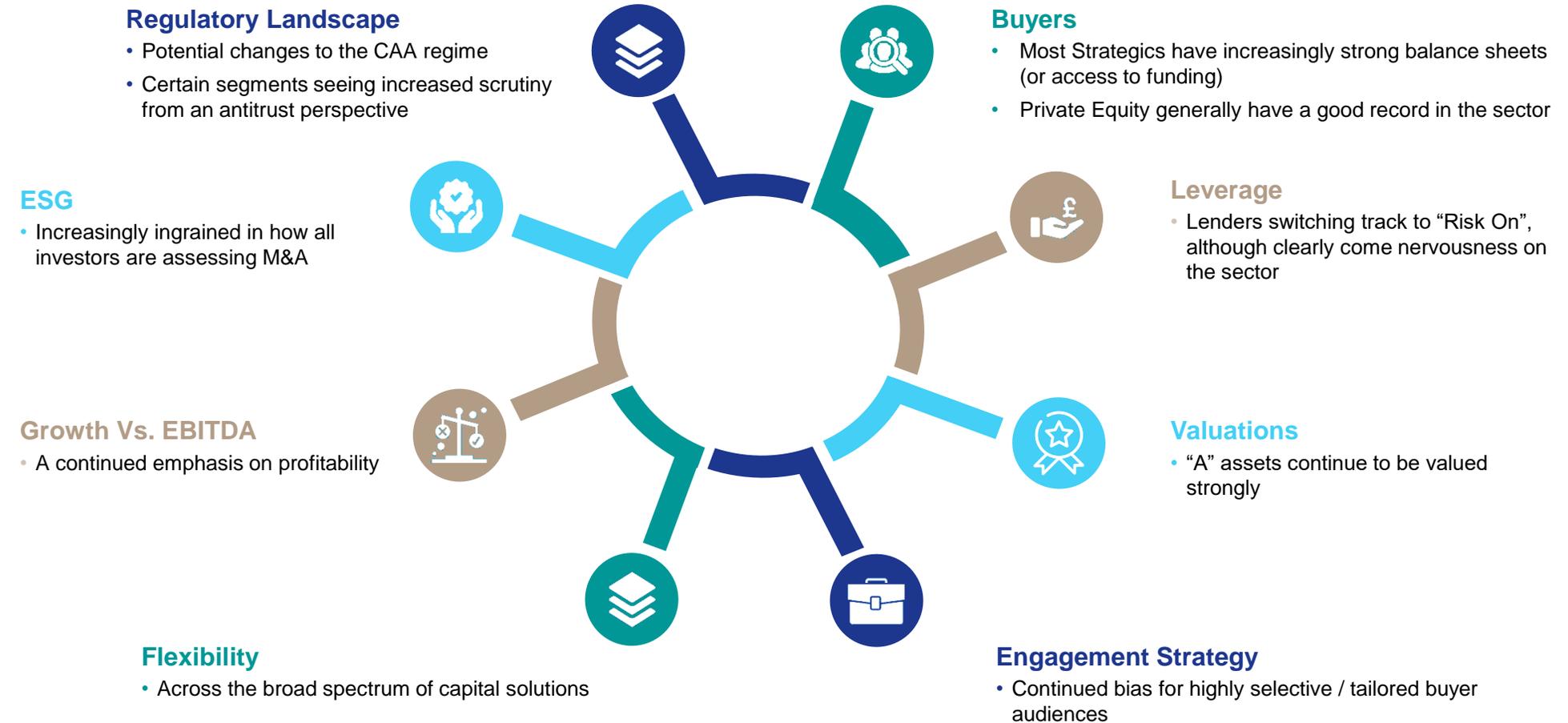
2023 was a year of recalibration characterised by slower deal activity and complexities in fund raising

Looking into 2024, with inflation and interest rates tapering down, there appears to be a clearer and more optimistic view of the broader M&A market

Private equity firms have entered 2024 with a record \$2.6tn of dry powder, suggesting there will be an increasing imbalance between supply and demand

Sources: (1) PitchBook; (2) Blackrock 2024 Private Markets Outlook

# We expect to see continued increasing momentum for M&A involving high quality assets





# Successful transactions in the post-Covid world have been anchored around two core elements – proving out that the new margin profiles are sustainable and then layering an attractive long-term growth story on top

**Evidence That Recovery Is Complete**

**1 Evidence Recovery And SUSTAINABILITY OF New Base**

Gross margins stabilise (to prior level or new normal)	<ul style="list-style-type: none"><li>• Important not only to evidence that recovery is “complete” but also to establish a new base from which to grow</li><li>• Prove out that the increased cost efficiency is adequate AND scalable</li><li>• Hard to be precise, but generally need 6/12+ months’ evidence of this “new norm”</li></ul>
‘New’ EBITDA margins are sustainable	

**Articulating The Long-term Growth Strategy**

**2 Painting A Compelling Long-term Equity Story**

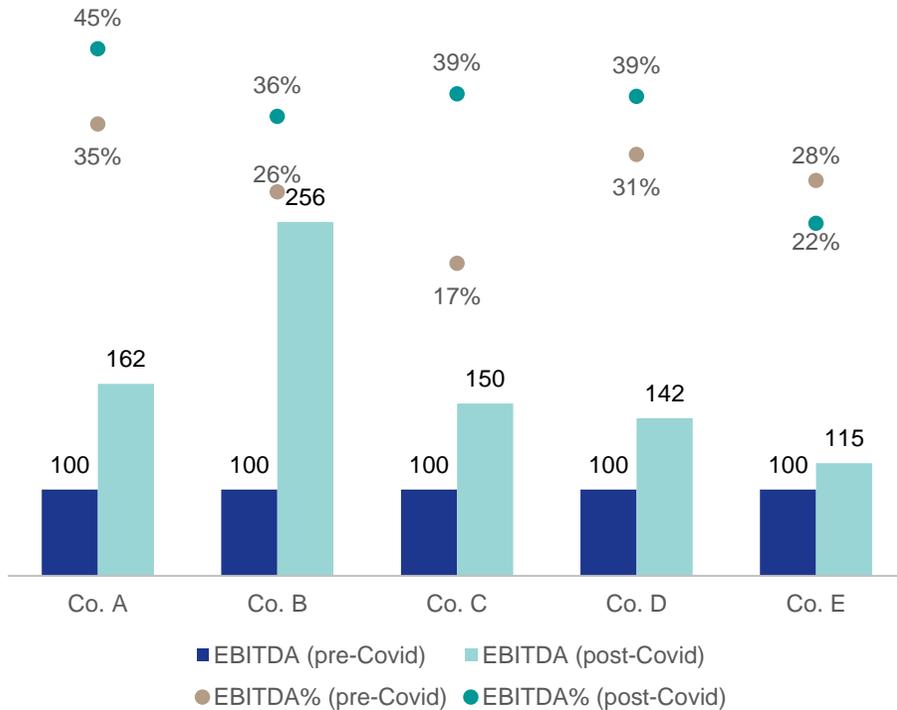
Strong booking momentum / visibility with a roadmap back to >100% of FY19 PAX	Evidence supporting long term topline growth (volume and yield)	<ul style="list-style-type: none"><li>• Near-term growth evidenced by a mix of “Momentum” and future “Revenue Visibility”</li><li>• Important to focus on the 10-year vision; the route to a much larger business in the future</li></ul>
Evidence stable or expanding margins (including CAC)	10+ year vision	

We believe that investors will need to see **both** to be able to meaningfully engage in M&A at attractive valuations

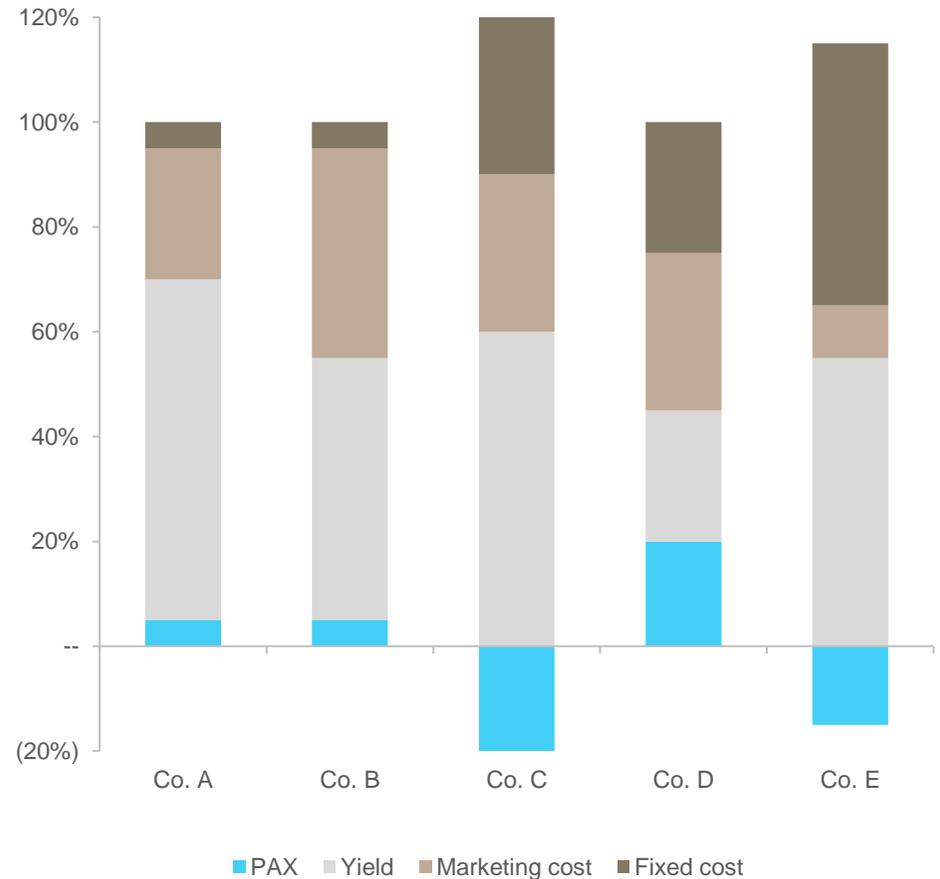
# Most operators have seen a significant increase in EBITDA margins post-Covid. Clear articulation of why this step-change is sustainable is critical to ensure the story stands up to diligence

## EBITDA and EBITDA Margin Development

Note: EBITDA indexed to 100



## Drivers of EBITDA Margin Improvement



# The travel deals that HW has transacted post-Pandemic are the ones where there is a compelling and ‘evident’ long-term equity story

## Compelling Long-Term Equity Stories That Have Sold Well

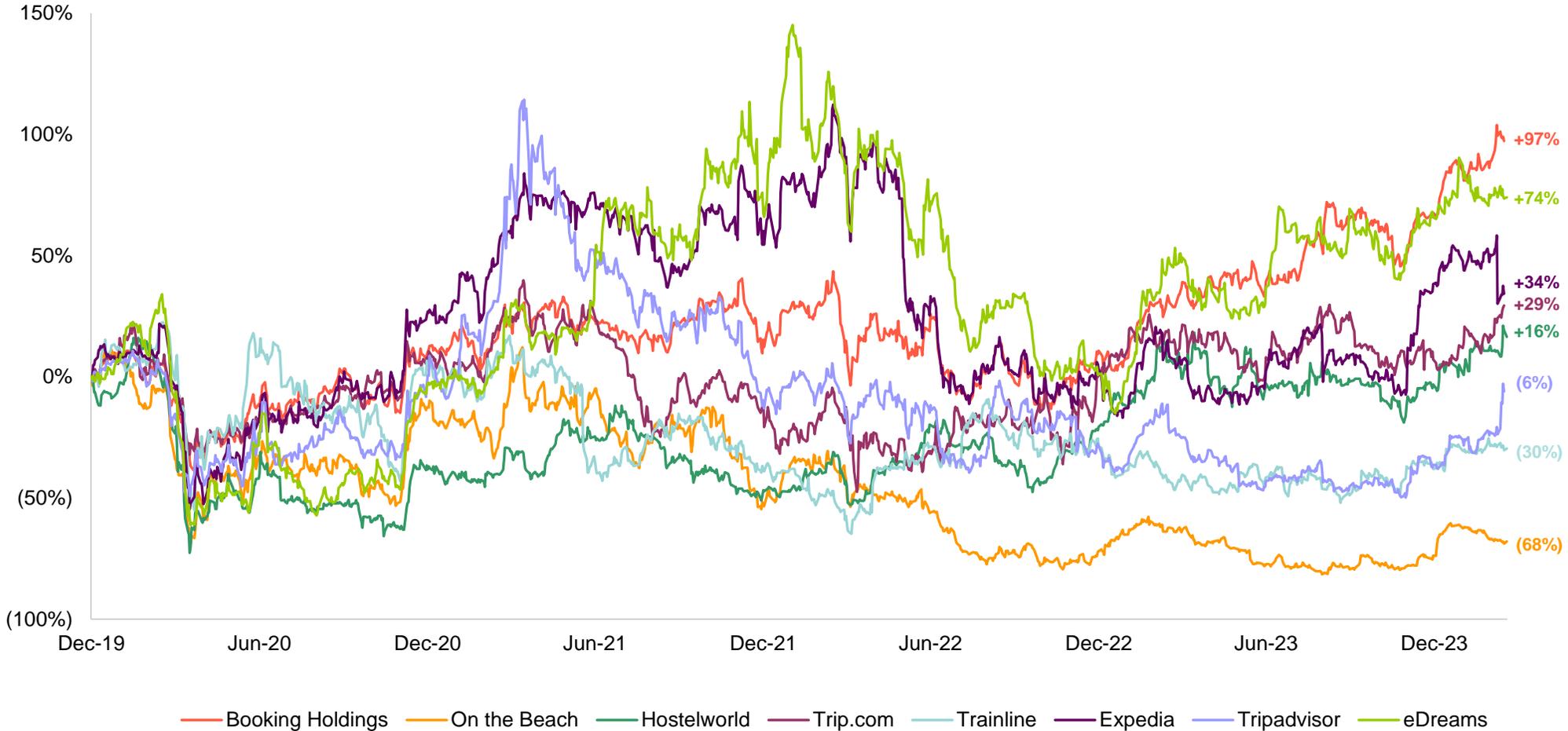
Company	Comment	Long-term whitespace
	<ul style="list-style-type: none"> <li>• 12 sites at time of sale</li> <li>• Clear whitespace for 70+ sites across the UK</li> </ul>	
<b>Scott Dunn</b>	<ul style="list-style-type: none"> <li>• £110m+ TTV</li> <li>• Considerable growth potential across UK, US and APAC</li> </ul>	
	<ul style="list-style-type: none"> <li>• The largest global ferry OTA in a fragmented market</li> <li>• Diversified across many international markets</li> <li>• Clear opportunity to accelerate (organic and inorganic)</li> </ul>	
<b>Company A</b>	<ul style="list-style-type: none"> <li>• National leader in highly fragmented market</li> <li>• Exposure to both Corporate and Leisure</li> </ul>	

# Post-Covid trading experiences have highlighted several areas investors are looking to understand in detail

1	<b>Shape of the Booking Curve</b>	<ul style="list-style-type: none"><li>• For many, 2019 was the last “normal” booking curve given Covid-related disruption</li><li>• However, customer behaviour has changed significantly since then, with many operators seeing booking curves shift out as customers book later. Is 2024 therefore a “new normal”?</li><li>• When do PAX recover to 2019 levels (if still below)?</li></ul>
2	<b>Marketing Efficiency Dynamics</b>	<ul style="list-style-type: none"><li>• CPAs have generally rebounded since the lows seen during Covid</li><li>• Where is the new market norm, by channel? What evidence will be needed to underpin long-term forecasts?</li><li>• What levers exist to mitigate CPA inflation (e.g., channel diversification, growing share of repeat customers etc.)?</li></ul>
3	<b>Yield Stability</b>	<ul style="list-style-type: none"><li>• A combination of demand and supply-side factors have driven significant yield inflation – for some segments, this has already unwound somewhat</li><li>• What does yield growth look like in a lower inflation environment?</li><li>• To what extent will improving consumer sentiment support continued yield growth?</li></ul>
4	<b>Focus On Repeat / LTV</b>	<ul style="list-style-type: none"><li>• A key area of focus for many given repeat customer CPA &lt; new customer CPA</li><li>• In some cases, investment in technology / CRM systems will be required to fully maximise repeat booking potential</li></ul>
5	<b>Platform Sophistication</b>	<ul style="list-style-type: none"><li>• Many operators undertook significant platform investment during Covid – are there gaps (people or capability) which remain?</li></ul>
6	<b>M&amp;A</b>	<ul style="list-style-type: none"><li>• Are there acquisitions which add another brand / product / source market which will increase long-term addressable white space?</li><li>• Acquired vs. synergised multiples?</li><li>• Is M&amp;A still as accretive given the higher cost of debt?</li></ul>

# Stock performance has fluctuated since Dec-19, however the OTAs (Booking Holdings and eDreams in particular) are seeing strong performance vs. the rest of the sector

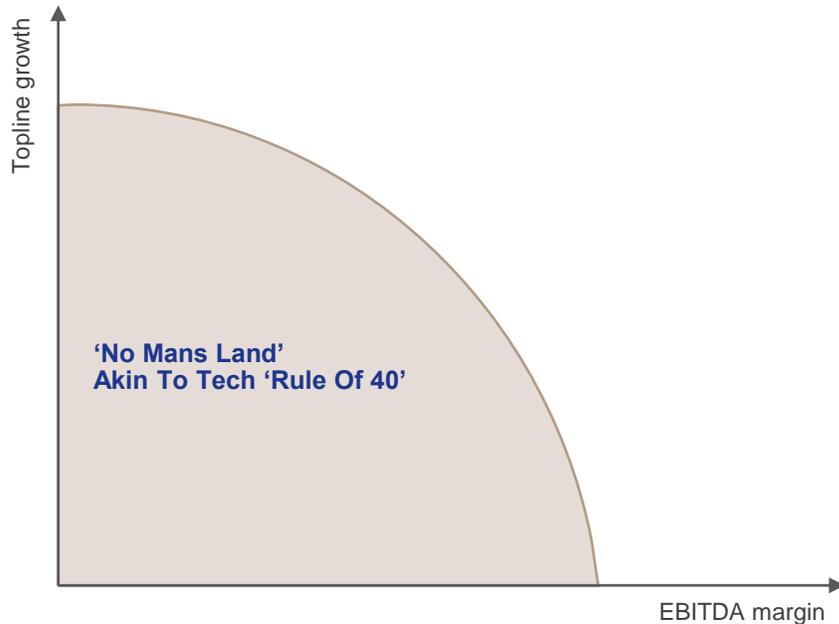
Travel Sector Stock Performance – Stock Price Performance vs. Dec-19 close



Source: S&P Capital IQ; market data as of 20 February 2024

# While the domain of the very high growth / no profit transaction still exists, all investors are becoming more focused on EBITDA. The Pandemic has only reinforced this

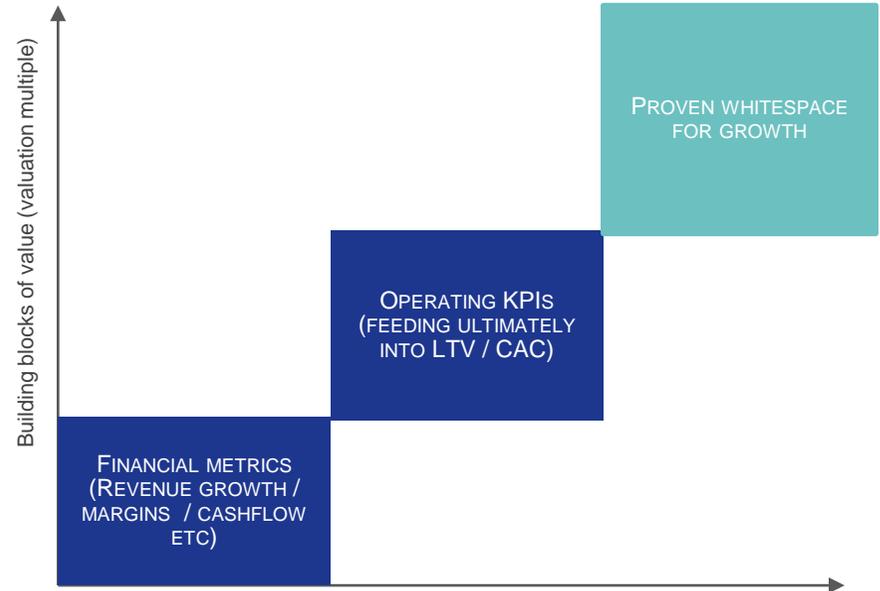
## Avoid 'No Man's Land' As Best As You Can



Three broad camps that attract high valuations:

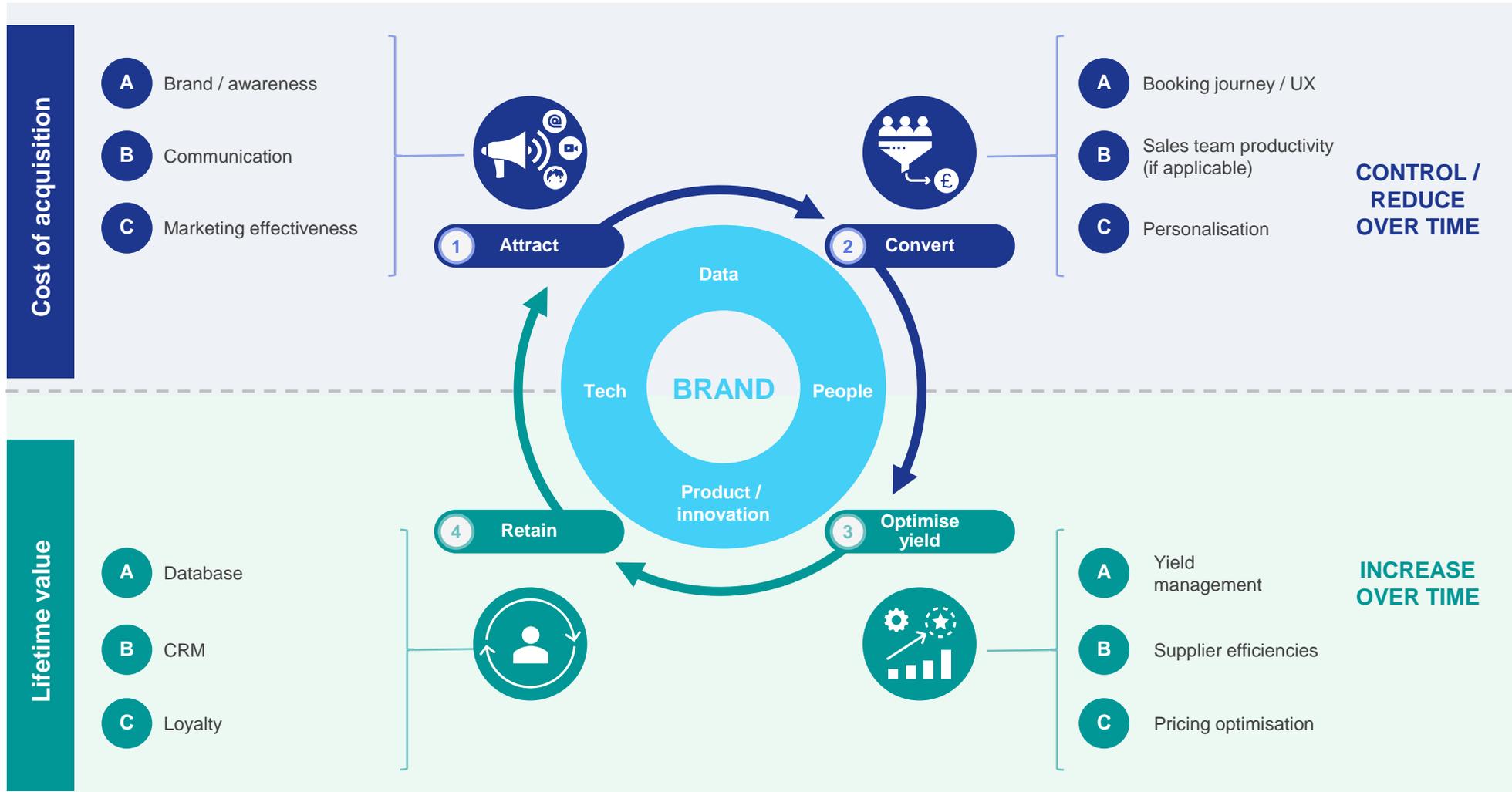
- Very high growth (35%+) + loss making = Revenue multiples
- Solid growth (10-20%+) + solid margins (10-20%) = EBITDA multiples
- Lower growth (<10%) + exceptional margins (25%+) = EBITDA multiples

## Evidencible 'TAM' Is The Largest Factor Driving Valuation



- We see valuation driven by three principal buckets, each of increasing importance
- Ultimately, it is proven whitespace for growth which impacts valuation the most. But the other building blocks have to be in place first to form a "sustainable and solid platform"

# Investors have become attuned to diligencing travel businesses through a CAC / LTV lens



# The best stories are easily diligenced by extensive KPIs – we have set out selected KPIs below. It is well worth compiling all KPIs in a data warehouse well ahead of any exit sale process

## Drive Demand at Effective Cost of Acquisition (CAC)

ATTRACT	CONVERT
1. Brand awareness (prompted and unprompted, by source market)	1. Conversion rates through the funnel, by channel
2. Spend on marketing, by channel	2. Website performance metrics (load speeds, bounce rates)
3. NPS (vs. competitors, industry benchmark)	3. Traffic metrics by device
4. Other guest ratings, awards, etc.	4. Repeat customer % of bookings
5. Customer target demographic	5. Pre-book customer experience statistics (UX)
6. Channel mix over time	6. Personalisation / CRM
7. Email database size and shape	7. Pricing sophistication (driving conversion)
8. # emails sent to database	8. Review site feedback (TrustPilot etc.)
9. # followers on social media / level of interaction / # of posts etc.	9. SEO (# of keywords, sophistication)
10. Average page ranking on Google (Visibility Index)	10. Attribution sophistication
11. Effectiveness of third-party distribution channels	11. % of free / nearly free bookings (direct)
	12. CAC and CPB

## Drive Lifetime Value (LTV)

OPTIMISE YIELD	RETAIN
1. Pricing sophistication (frequency of changes, revenue management)	1. # of repeat bookings
2. GM %	2. Cohort analysis (both PAX and ABV)
3. PAX and # of bookings	3. Database size and shape
4. Average Booking Value	4. CRM effectiveness (personalization and impact on re-activation rates etc.)
5. Average trip duration (If applicable)	5. Repeat booking analysis (conversion from first to second booking, and second to third etc.)
6. Forward revenue visibility (booking curve)	6. Average # of repeat bookings per repeater (and ABV understanding)
7. LTV/CAC ratios	7. NPS (repeat vs. new customers)
	8. Intention of repeat dynamics (survey data)
	9. # of complaints
	10. LTV (3-year, GM)

# Credentials

## OC&C: ADVISING LEADERS AND DISRUPTORS ACROSS THE VALUE CHAIN

### Inventory Owners

### Travel Intermediaries

### Travel Tech, Software and Data

## HARRIS WILLIAMS: THE MOST ACTIVE ADVISOR IN THE SECTOR

 <p>has been acquired by <b>Steve Singh and a consortium of growth investors</b></p> <p>TMC</p>	 <p>a portfolio company of <b>LIVINGBRIDGE</b></p> <p>has received an investment from <b>ICG</b></p> <p>Ferry ticket aggregator</p>	 <p>a portfolio company of <b>inflexion</b></p> <p>has been acquired by <b>FLIGHT CENTRE TRAVEL GROUP</b></p> <p>Luxury tour operator</p>	 <p>a portfolio company of <b>Phoenix</b> Equity Partners</p> <p>has been acquired by <b>SYKES HOLIDAY COTTAGES</b></p> <p>a portfolio company of <b>VITRUVIAN PARTNERS</b></p> <p>Forest-based cabins</p>
 <p>has received investment from <b>ICG</b></p> <p>Vacation rental</p>	 <p>a portfolio company of <b>LIVINGBRIDGE</b></p> <p>has been acquired by <b>VITRUVIAN PARTNERS</b></p> <p>Vacation rental</p>	 <p>a portfolio company of <b>STIRLING SQUARE CAPITAL PARTNERS</b></p> <p>has been acquired by <b>naxicap PARTNERS</b></p> <p>Holiday parks</p>	 <p>has invested in <b>GREAT RAIL JOURNIES</b></p> <p>Tour operator</p>
 <p>has invested in <b>loveholidays</b></p> <p>Online travel agent</p>	 <p>has invested in <b>AROSA</b> Schöne Zeit</p> <p>River cruise</p>	 <p>has invested in <b>RIVIERA TRAVEL</b></p> <p>River cruise</p>	 <p>a portfolio company of <b>PRIMARY</b></p> <p>has been acquired by <b>Exponent</b></p> <p>City pass provider</p>

# Contacts

## OC&C



**TOM GLADSTONE**  
Partner  
[Tom.Gladstone@occstrategy.com](mailto:Tom.Gladstone@occstrategy.com)  
M: +44 7738 026 548



**PHIL HUNT**  
Partner  
[Phil.Hunt@occstrategy.com](mailto:Phil.Hunt@occstrategy.com)  
M: +44 7973 450 748



**TIM COOK**  
Partner  
[Tim.Cook@occstrategy.com](mailto:Tim.Cook@occstrategy.com)  
M: +44 7850 144 863



**MOHSIN SALEH**  
Associate Partner  
[Mohsin.Saleh@occstrategy.com](mailto:Mohsin.Saleh@occstrategy.com)  
M: +44 7824 387304



**NICHOLAS FARHI**  
Partner  
[Nicholas.Farhi@occstrategy.com](mailto:Nicholas.Farhi@occstrategy.com)  
M: +1 917 213 6549



**REBECCA HENSHAW**  
Associate Partner  
[Rebecca.Henshaw@occstrategy.com](mailto:Rebecca.Henshaw@occstrategy.com)  
M: +1 929 276 8441



**SIMONA DOSSENA**  
Partner  
[Simona.dossena@occstrategy.com](mailto:Simona.dossena@occstrategy.com)  
M: +39 338 4875679



**JAN BERGMANN**  
Partner  
[Jan.bergmann@occstrategy.com](mailto:Jan.bergmann@occstrategy.com)  
M: +49 16258 74017

## HARRIS WILLIAMS



**WILL BAIN**  
Managing Director  
[wbain@harriswilliams.com](mailto:wbain@harriswilliams.com)  
T: +44 20 7518 8906  
M: +44 7976 558 006



**BRYCE WALKER**  
Managing Director  
[bwalker@harriswilliams.com](mailto:bwalker@harriswilliams.com)  
T: +1 804 887 6154  
M: +1 804 366 7441



**EDWARD ARKUS**  
Managing Director  
[earkus@harriswilliams.com](mailto:earkus@harriswilliams.com)  
T: +44 20 7518 8905  
M: +44 7947 665 321



**CHRIS SMITH**  
Managing Director  
[csmith@harriswilliams.com](mailto:csmith@harriswilliams.com)  
T: +1 804 887 6083  
M: +1 804 513 1024



**THIERRY MONJAUZE**  
Managing Director  
[tmonjauze@harriswilliams.com](mailto:tmonjauze@harriswilliams.com)  
T: +44 20 7518 8901  
M: +44 7775 822 878



**DANIEL WANG**  
Managing Director  
[dwang@harriswilliams.com](mailto:dwang@harriswilliams.com)  
T: +1 415 217 3416  
M: +1 415 238 2944



**ZACH ENGLAND**  
Managing Director  
[zenland@harriswilliams.com](mailto:zenland@harriswilliams.com)  
T: +1 415 217 3429  
M: +1 415 547 9483



**KONSTANTIN MOLINARI**  
Director  
[kmolinari@harriswilliams.com](mailto:kmolinari@harriswilliams.com)  
T: +49 69 3650638 25  
M: +49 170 333 6627



**MARTIN KECK**  
Managing Director  
[mkeck@harriswilliams.com](mailto:mkeck@harriswilliams.com)  
T: +1 617 654 2104  
M: +1 857 327 1875



**KRISHNA PATEL**  
Director  
[kpate1@harriswilliams.com](mailto:kpate1@harriswilliams.com)  
T: +44 20 7518 8922  
M: +44 7881 349 815

Harris Williams ("HW") is a trade name under which Harris Williams LLC, Harris Williams Private Capital Advisory Ltd., Harris Williams & Co. Ltd., and Harris Williams & Co. Corporate Finance Advisors GmbH conduct business. Harris Williams LLC is a registered broker-dealer and a member of FINRA/SIPC. Harris Williams & Co. Ltd. is a private limited company incorporated under English law with company number 07078852 and its registered office at 13th floor, One Angel Court, London EC2R 7HJ, U.K.; it is authorized and regulated by the Financial Conduct Authority (the "FCA"). Harris Williams Private Capital Advisory Ltd. is an Appointed Representative of Mirabella Advisers LLP, which is authorized and regulated by the FCA (FCA number 606792). Harris Williams & Co. Corporate Finance Advisors GmbH is registered in the commercial register of the local court of Frankfurt am Main, Germany under HRB 107540 and with VAT No. DE321666994. Harris Williams & Co. Corporate Finance Advisors GmbH's registered address is Bockenheimer Landstrasse 33-35, 60325 Frankfurt am Main, Germany (email: [hwgermany@harriswilliams.com](mailto:hwgermany@harriswilliams.com)); and its Geschäftsführer/Managing Director is Paul Poggi. HW is an affiliate of The PNC Financial Services Group Inc., which, together with its subsidiaries and affiliates and their agents (collectively, "PNC"), engages in a broad range of businesses. PNC may have had, and may currently or in the future have, business with or ownership in the company and its related persons, potential parties to the proposed transaction and their related persons, or their competitors, customers, or suppliers. When HW is engaged to provide adviser services in a transaction, HW is acting only for its client in connection with the proposed transaction. The distribution of this document in certain jurisdictions may be restricted by law, and accordingly, recipients of this document represent that they are able to receive this document without contravention of any registration requirement or other legal restrictions in the jurisdictions in which they reside or in which they conduct business. This document does not contain all the information needed to assess any transaction. You must conduct your own investigations and analyses. HW does not provide accounting, tax, investment, regulatory, or legal advice to anyone. This document is for discussion purposes only and is not a recommendation, offer, or solicitation for the purchase or sale of any security or an invitation or inducement to engage in any transaction or investment activity. HW obtained the information in this document from company and/or third-party sources. HW has not independently verified such information and no obligation is undertaken to provide updated or additional information. No representation or warranty, expressed or implied, is made in relation to the fairness, accuracy, correctness, or completeness of the information, opinions, or conclusions expressed herein. All forward-looking statements herein involve assumptions and elements of subjective judgment and analysis and are not facts. Nothing in this document guarantees future results or performance. This document is only being distributed to, and only made available to, and directed at (a) persons who are outside the United Kingdom; (b) persons in the United Kingdom who have professional experience in matters relating to investments falling within Article 19(5) of the U.K. Financial Services and Markets Act 2000 (Financial Promotion) Order 2005, as amended (the "Order"); (c) high-net-worth entities and other persons to whom it may otherwise lawfully be communicated falling within Article 49(2)(a) and (d) of the Order; or (d) any other person to whom this document may otherwise lawfully be communicated or cause to be communicated (all such persons in [b] to [d] together being referred to as "Relevant Persons"). This document must not be acted on or relied on by persons who are not Relevant Persons. In the U.K., any investment or investment activity to which this document relates is only available to, and will be engaged with, Relevant Persons.