

TAKE-HOME TASK

# TRAVEL PROTECTION

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# PRESENTATION STRUCTURE

## WHAT

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- Customer Pain Points
- Strategic Directions
- Chosen Concept

## WHY

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- Market Opportunity
- Unit Economy
- Summary & Goals

## HOW

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- Execution Roadmap
- MVP Solution Draft
- Measurement & Learning
- Risks & Mitigation
- Trust & Compliance
- Team & Partner Alignment



Assumptions are marked with this icon

# WHAT: CUSTOMER PAIN POINTS

#	STREAM	PAIN POINT	LTV <span>A</span>	REVENUE <span>A</span>	CM <span>A</span>
1	PRE	Can't tell CDW from LDW from excess — all coverage types sound the same	High	↑ Attach rate	High
2	PICKUP	Pressured into €15–25/day insurance at counter — even when already covered	High	↑ Pre-book	High
3	PRE	Primary vs secondary coverage unclear — fear of double bureaucracy after incident	Medium	↑ Attach rate	High
4	PRE	Flight delay → rental desk closed, no-show fee,	High	↑ New revenue	High

forced  
rebooking at  
2× price

5

PRE

Prepaid rental  
non-  
refundable —  
cancel  
penalties, no  
flexibility to  
change

High

↑ New  
revenue

High

6

POST

Charged for  
damage they  
didn't cause —  
claim arrives  
weeks after  
return

Critical

↑  
Retention

Medium

7

PICKUP

€900–1500  
deposit hold  
freezes travel  
budget —  
painful on  
debit cards

High

↑ New  
revenue

Medium

8

PRE

Don't know if  
coverage  
works at  
destination —

Medium

↑ Attach  
rate

Medium

#	STREAM	PAIN POINT	LTV <span>A</span>	REVENUE <span>A</span>	CM <span>A</span>
		rules vary by EU country			
9	PRE	Exclusions hidden in fine print — tires, keys, misfuelling need separate add-ons	High	↑ New revenue	Medium
10	POST	Surprise €200–500 bills after return — admin fees, tolls, cleaning charges	Critical	↓ Churn	Low
11	POST	Final bill 30–50% above booking price — surcharges only in fine print	High	↓ Churn	Low
12	POST	Claims take months — unclear docs, insurer and rental company	Critical	↓ Churn	Low

blame each  
other

13

POST

Repair costs  
"out of thin air"  
— no  
breakdown,  
feels arbitrary

High

↓ Churn

Low

14

POST

Fuel policy  
traps —  
prepaid/return-  
full confusion,  
surcharges for  
missing  
receipt

Medium

↓ Churn

Low

- **Notes:** Product focus: PRE-BOOKING. Before purchase we can set correct expectations and reduce future escalations without hurting conversion. Full Coverage has requirements and deadlines (*claim "within 28 days", document package*) — if learned only after incident, trust is lost at IN-TRIP / POST-TRIP. All values are A assumptions.
- Based on qualitative research (Reddit, TripAdvisor, travel blogs; 62 data points). Sorted by CM potential. Revenue = mechanism.
- CM — Contribution Margin.

# WHAT: STRATEGIC DIRECTIONS

STREAM	DIRECTION	PAINS №	COMP*	CM	EFFORT	CONF.
PRE	Trip Disruption Protection — flight delay, missed pickup, rebooking	#4	No product	High	Med	Med
PRE	Packaging & Monetization Layer — tier bundles, dynamic pricing, attach-rate opt.	#10,11	Low	Med	Med	High
PRE	Full Coverage UX Enhancement — clearer UX, country rules, exclusions	#1,3,8,9	High	Low	Med	High
PRE	Excess Reduction	#6,9	High	Low	Med	High

STREAM	DIRECTION	PAINS №	COMP*	CM	EFFORT	CONF.
		Add-ons — micro-coverage: tires, keys, misfuelling				
PRE		Cancel For Any Reason — refund rental for any reason (5–10% of price)	#5	No product	High	Med Low
PRE·PICKUP		Deposit Protection / Waiver — eliminate €900–1500 card hold	#7	No product	Med	High High
POST		Post-Trip Claims Automation — auto-doc, digital inspection, fast payout	#10,11,12,13	Low	Low	Med Med
CROSS		Subscription for Frequent Travelers —	#1,2,3,7,8,9	No product	Med	High Low



annual plan,  
unlimited  
coverage

**B2B**

B2B White-  
Label / Co-  
branded –  
protection-  
as-a-service  
for SMBs

#1,2,3,9 *No  
product*

**Med**

**High**

Low

**IN-TRIP**

In-Trip  
Assistance –  
real-time  
support,  
incident  
reporting,  
translation

#6,12

**Med**

Low

**High**

Low

- **Notes:** Score = CM + Effort<sup>-1</sup> (Low=3, Med=2, High=1) + Confidence. Max 9. All values are A assumptions.
- Demand / Pains Nº references pain points from Slide 3.
- \* – Comp = Competitors' features presence comparing with DiscoverCar. **Detailed.**
- CM – Contribution Margin.

“

## WHAT: CHOSEN DIRECTION

### DIRECTION

### TRIP DISRUPTION PROTECTION

#### THE PROBLEM (PAIN)

*"You booked a car at Malaga Airport 3 weeks ago. Flight delayed 6 hours. You land at 23:40 — rental desk closed, car released. €120 no-show fee. Next available car — 2× the price. Your prepaid booking? Non-refundable. Total loss: €350+ through no fault of yours."*


#### JTBD

*"When my travel plans are disrupted, I want automatic financial protection for my rental costs, so I can rebook without stress and not lose money on things I can't control."*


- **Scope:** car rental costs only. Flights, hotels, other travel expenses — not covered.
- **Selection criteria:** CM potential × competitive gap × effort feasibility. Trip Disruption = only direction scoring 7/9 with zero competitor presence.

## WHY: MARKET OPPORTUNITY

### MARKET SIZE

TAM	€850M	113M fly-&-drive bookings × €7.50 avg premium <b>A</b>
SAM	€11.6M	* top-down via travel insurance market (\$28B) → car-rental share → DC share ≈ €11.6M SAM  <b>A</b>
SOM Y1	€594K	990K eligible × 10% attach × €6.00 <b>A</b>
SOM Y2	€1.87M	1.53M × 17% attach × €7.20 <b>A</b>
SOM Y3	€3.5–3.9M	2.0M × 23% attach × €7.80 <b>A</b>

*Cross-check:*

*\* top-down via travel insurance market (\$28B) → car-rental share → DC share ≈ €11.6M SAM  **A***

*\* bottom up via unit economy  **A***

### COMPETITIVE GAP: TRIP DISRUPTION

Enterprise/Hertz/Avis	No	Zero trip disruption coverage
Rentalcars	Partial	Via Booking: flight/accom only, not car rental costs

<b>AutoEurope</b>	<b>Partial</b>	Unused days (medical only), no flight disruption
<b>RentalCover</b>	<b>No</b>	Vehicle damage only, no trip risk
<b>DiscoverCars</b>	<b>No</b>	No trip disruption product

*No selected competitor offers Trip Disruption coverage explicitly*

- **Notes:** TAM based on ~270M global online car rental bookings, ~60% airport/fly-and-drive, ~70% target segment. Cross-validated via Allied Market Research travel insurance sizing.
- DC bookings estimated at ~3M/year (SimilarWeb: ~100M visits/yr × ~3% OTA conversion). SAM filtered for EU27+UK+US jurisdictions where Sincera can license within 2 years.
- Competitor data sourced from public terms, **detailed analysis**. All values are **A** assumptions.

# WHY: UNIT ECONOMY FOR BASE CASE A

## UNIT PROFITABILITY (PER POLICY)

Price (Revenue)

€7.50

Risk Cost

-€3.38 (45%)

Ops & Tech

-€0.62

Net Margin

€3.50 (47%) ✓

TARGET ATTACH RATE

15%

Base Case Assumption

LTV LIFT (PLATFORM)

+2.0%

Driven by higher retention

Detailed Scenario Analysis:

Scenario Analysis

# WHY: SUMMARY & GOALS

## DIRECTION

Trip Disruption Protection

## WHY THIS DIRECTION FIRST?

- High Revenue potential – low claims, high perceived value A
- Blue ocean – no competitor offers this A
- Claim paid in 48h → retention ↑ A
- Data flywheel – dynamic pricing → margin grows YoY A

## USER GETS

- Flight delay / cancellation → no-show fee reimbursed
- Forced rebooking → price difference covered
- Prepaid booking non-refundable → penalty reimbursed

## RENTAL SERVICE GETS

- Fewer no-show disputes & chargebacks
- Higher rebooking rate (coverage assurance)
- Lower support load on disruption cases



### CUSTOMER

4.2+ A CSAT TARGET

<2% A COMPLAINT RATE



### DISCOVERCARS

€250K A → €2.5M+ A CONTRIBUTION MARGIN (YEAR 1 → YEAR 3)

15% A → 25% A ATTACH RATE (YEAR 1 → YEAR 3)




### SINCERA

45% A LOSS RATIO TARGET

15% A OPS COST RATIO



# RENTAL SUPPLIERS

↓10%  PICKUP DISPUTES

# HOW: EXECUTION ROADMAP

## Weeks 1-4

**PHASE 0: VALIDATION & SETUP** PRD & Prototype, Prioritisation and Goals review, Concept Validation, Stakeholder Alignment, Team Setup (incl. Sincera), Rental Supplier Pitch, Design Mockups, Roadmap and Risk planning.

## Weeks 5-8

**PHASE 1: BUILD & OPS** Usability test, Jira and rituals setup, MVP Build (UK Pilot), Sincera API Integration, Legal/Fin/Ops issues, Claims Flow Test, Risk mitigation updates.

## Weeks 9-10

**MILESTONE: CANARY A/B TEST** Internal Launch, Live Claim End-to-End Test, Go/No-Go Decision.

## Weeks 11-18

**DATA MATURATION** 8-week Claim Lag, Loss Ratio Validation, Unit Econ Check.

## Weeks 19+

**PHASE 2: FULL ROLLOUT** 100% UK Traffic, EU+US Expansion, Dynamic Pricing V1.



# HOW: MVP SOLUTION DRAFT

## Full Coverage Extra Best value

When plans change — protect your car rental costs without extra out-of-pocket costs.

[Learn more](#)



€19.13 / day

€153.06 for rental period

Select protection

### What's covered?

☰ Everything in Full Coverage with 48h payout for trip disruption claims

🚗 Flight delay or cancel → no-show reimbursed; rebook → price gap covered; prepaid non-refundable → penalty reimbursed.

🏠 Emergency hotel & transport if you break down

### MVP Scope:

**Pilot scope:** UK residents, airport bookings, "verified flight disruption" only (segmentation would be updated).

**Product:** 2 versions to test: Start alone option and bundle with "Full Coverage Plus".

**Coverage rules:** trigger + caps + required proof (flight status + receipts); clear exclusions.

**Ops model:** semi-automated claims review.

**Tech:** flight-status verification + claim submission flow + status tracking; basic fraud checks.

**Launch:** canary rollout (AB test ideally, if effective) → ramp to 100% UK if conversion not harmed + early signals OK.

**Learning gate:** initial custdev; wait claim lag cohort, validate LR/CM + complaints/disputes before EU/US rollout.

# HOW: MEASUREMENT & LEARNING

## PRIMARY METRICS (NORTH STAR)

- **New incremental revenue per booking**
- **Attach Rate**

## GUARDRAIL METRICS (SAFETY)

- **Bookings Conversion** (Zero-Harm)
- **Contribution Margin** (Positive Unit Economics)
- **Retention N-day** (Long-term Trust)
- **Loss Ratio (LR)** (target band, e.g., 35–55%) **A**
- **Claims Freq. & Avg Payout** (unit econ stability)
- **Time-to-Pay** (P50/P90) + **Approval Rate**
- **Dispute / Chargeback Rate** (trust risk)
- **Complaint Rate** (regulatory + CX)

## HOW WE LEARN & ITERATE

- **A/B Testing:** Short sprints on copy, placement, and pricing elasticity.
- **Qualitative:** Heatmaps, proactive feedback, reactive CS feedback, custdev.

- **Data-Driven:** Funnel drop-off, AOV analysis, unit economy etc.
- **Claims analytics:** cohort by “booking→trip→claim”, denial reasons, fraud flags, and copy/exclusion comprehension.

#### PIVOT / PERSEVERE SIGNALS

- **Pivot:** If Attach Rate < 5% or Support Tickets > 2% of bookings. **A**
- **Persevere:** If unit economics positive ( $CM > 0$ ).

## HOW: RISKS & MITIGATION

#	RISK NAME	MITIGATION STRATEGY	IMPACT	PROB.	SCORE
1	Failed by Misalignment	Virtual team setup + tracking + Shared OKRs + reflection.	High	High	9
2	Exclusions / Denials	Clear "What's Covered" UI (Slide 10.5) + Empathy-first rejection copy.	High	High	9
3	Regulatory Launch Delays	Parallel "Regulatory Checklist" workstream with Sincera on the early step (Pre-Project).	High	Med	6
4	Claims Ops Scalability	Pre-agreed overflow capacity if volume >110% of forecast.	High	Med	6

#	RISK NAME	MITIGATION STRATEGY	IMPACT	PROB.	SCORE
5	Claim Review Window	SLA enforcement + Auto-payout for clear cases to likely reduce lag.	High	Med	6
6	Anti-fraud Maturity	PRD Anti-fraud review + Manual review for high-value claims + Sincera global blacklist check.	Med	Med	4
7	Low Attach Rate (<5%)	Prepare pipelines to inforce attach rate in advance.	High	Low	3
8	Cannibalization	[In draft] Monitor "Net Basket Value"; if cannibalization >5%, shift to "Upsell Only" path.	Med	Low	2
9	Sincera Economics / Pricing	Joint "Virtual Team" to iterate pricing model weekly; agree on	Med	Low	2

#	RISK NAME	MITIGATION STRATEGY	IMPACT	PROB.	SCORE
		target LR constraints.			

## HOW: TRUST & COMPLIANCE



### CLARITY VS. CONFUSION

- **MARKET:** Hidden exclusions drive disputes & churn.
- **Radical Transparency:** Exclusions flagged *pre-purchase*.
- **Reduced Friction:** "No-Legalese" policy (Readability Score < 60).



### CERTAINTY VS. ANXIETY

- **MARKET:** Slow claims destroy retention.
- **Automated Ops:** Flight delays trigger 48h parametric payouts.
- **Visual Trust:** Real-time tracker reduces support tickets.



### LEGITIMACY VS. RISK

- **MARKET:** "Grey" products risk regulatory fines.

- **Regulatory Checklist:** Rigorous audit of all compliance requirements.
- **Scalable Engine:** Dynamic T&Cs auto-adapt to local laws.



# HOW: TEAM & PARTNER ALIGNMENT

## TEAM

- **Virtual Team:** Joint squads (including Sincera) with shared chat for updates.
- **Communication:** Dedicated Project & Team chats (Slack/Teams) for real-time unblocking.
- **Legal/Fin Sandbox:** Pre-agreed guidelines for rapid copy iteration.

## CULTURE & RITUALS

- **Kick-off:** Project initiation meetings to align on goals, scope, and success metrics.
- **Alignment:** Regular weekly project syncs to track progress and highlight team goals.
- **Cycle:** Sprint planning, Grooming, and Daily Standups (unblocking).
- **Feedback:** Retro meetings and Demo (optional).
- **1:1s:** Regular syncs with Tech Lead, Designer, Analytics, Sincera leader, Ori & anyone needed.

## NEXT STEPS

- **Team meeting and setup:** Align goals, expectations and rituals.
- **Critical feedback session and Product Approval (Phase 0):** 4-week validation phase (PM + Designer).
- **Legal / Compliance Check:** Confirm regulatory feasibility for "Trip Disruption" model with Legal.
- **Partner Kick-off:** Initial commercial loop with Sincera to align on pricing model.

Speaker notes