



5 Ideas for Orbitz to Unlock New Revenue Opportunities

SEPTEMBER 12, 2014



HSG'S GUIDING PRINCIPLE

We believe **breakthrough growth** is
created through a deep understanding
of **customer needs** and delivery
of an **exceptional experience**.

OUR UNDERSTANDING

Orbitz is looking to **unlock new revenue opportunities** from interactions with customers in the booking flow.

Specific priorities are to:

- Identify new service offerings that represent high margin opportunities for Orbitz
- Services need to be integrated into the current booking flow
- The service itself should be something that Orbitz can easily offer – either by “white-labeling” the service from a 3rd party provider or repackaging services that are already offered

How We Find the **Fertile Ground**

We believe Orbitz's opportunities lies at the **intersection of the brand's "sphere of relevance"** (something we call "where the brand has permission to go") and **traveler needs**.

Our initial exploration identified THREE strategic areas of opportunity:

1) **Deliver the Unexpected:**

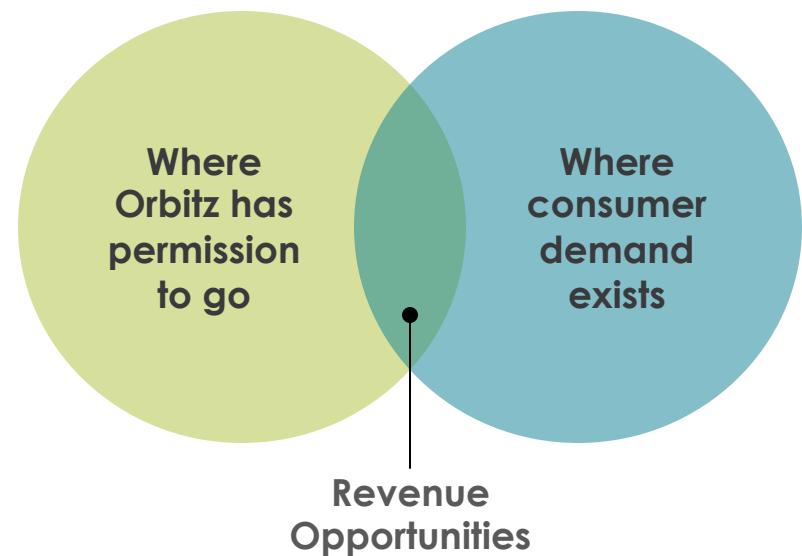
With the perception that all online booking brands are created equal, there is white space for the brand to differentiate itself by offering an unexpected service

2) **Create a Personalized Experience:**

Orbitz can augment the user experience to be flexible to customer preferences and travel styles

3) **Improve Services and Support:**

Bring the 'human touch' back to an increasingly automated industry



5 Ideas Worth Exploring

The Orbitz Travel Assistant



The Idea:

Customers can sign up for service that will
take the hassle out of travel

- The Orbitz travel assistant take care of details such as stopping mail, informing credit cards of travel, finding lodging for your pet or simply making recommendations on what to do at your destination
- They will also help with any issues that arrive during your trip such as rebooking travel or arranging for transportation when you return

The Benefit:

“Personalized service”

Orbitz Flight Club



The Idea:

Travel like a VIP. Sign up for **Orbitz Flight Club** – a premium frequent flyer service that works on any airline.

- You're covered for any trip cancellation due to sickness or any other family emergency
- Get access to airport lounges across the country
- Premium boarding privileges on select airlines

The Benefit:

"Travel like a VIP on any airline"

Avoid Rebooking Fees



The Idea:

For a small upfront fee, you can **avoid airline rebooking fees** in case your plans change.

- The upfront fee would be significantly lower than the rebooking fee and would allow the customer to make one change to their fare at no charge

The Benefit:

“Travel flexibility”

Orbitz Pet Express



The Idea:

A pet sitting service where Orbitz **picks up your pet** before travel, brings them to a high-end boarding facility, and then drop him back off after your trip

The Benefit:

“Convenience”

Orbitz Insurance Bundles



The Idea:

Different **insurance packages for different lifestyles**, such as overseas package, family package, extreme sports travel

For example:

- The **Family Bundle** might include coverage for 2 parent and up to 3 kids
- The **Overseas Bundle** might include additional medical insurance and emergency evacuation coverage

The Benefit:

"Personalized security and peace of mind"

Why is HSG is the right partner?

Committed to bottom line results

We measure our success by customer adoption and revenues. We'll walk through walls to make it happen

Proven track record

Consistently delivering results over 5 years with multiple companies and stakeholders

Rapid end to end innovation

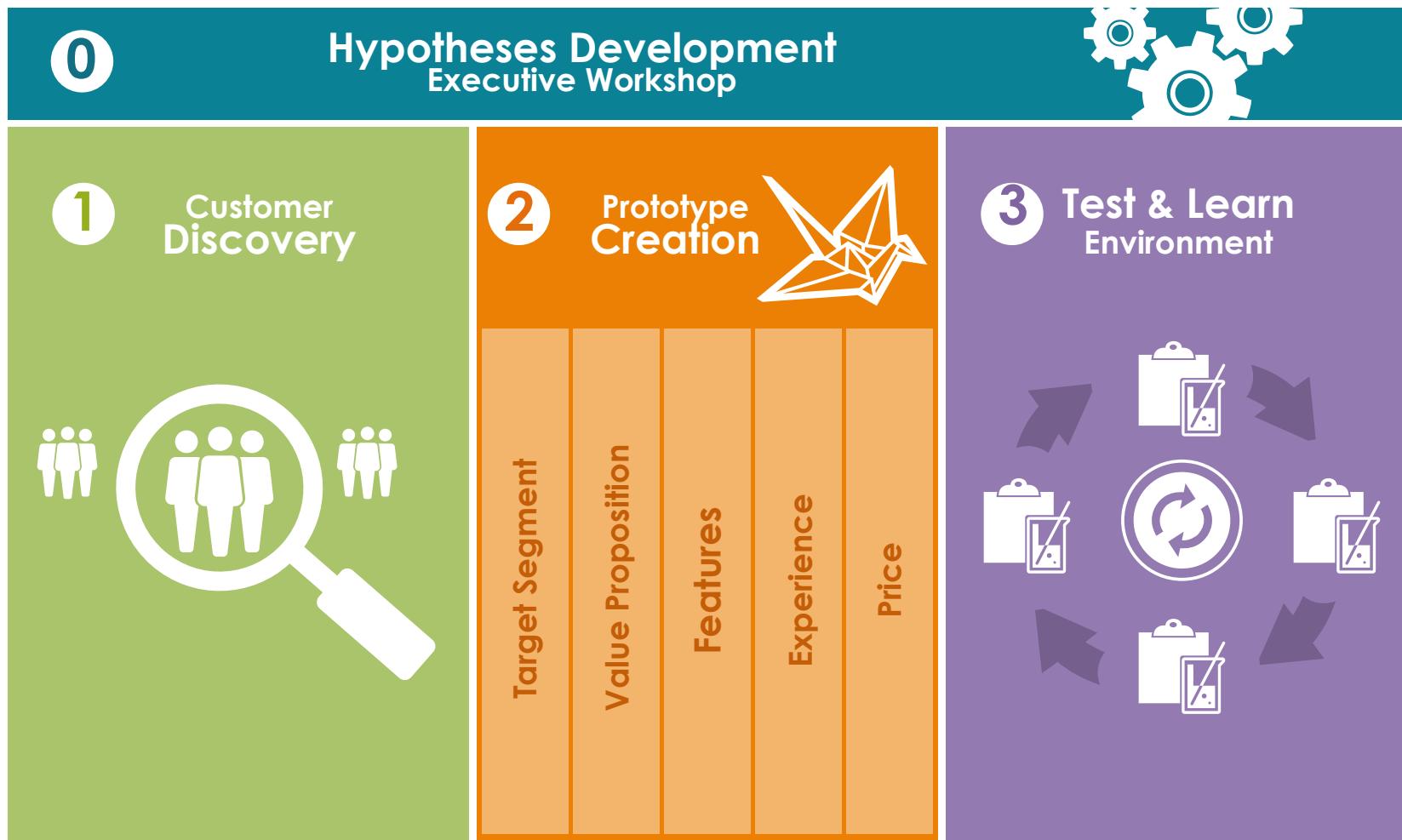
we are first and foremost serial entrepreneurs who deliver breakthrough products, from idea generation to optimization, with speed

Go to market with confidence

with scientifically sound data and analysis backed by innovative research methods, rigorous validation tools and decades of product development experience

More About HSG and How We Deliver **Predictable Growth** for Clients

The HSG Methodology



The HSG Methodology - Detail

0

Hypothesis Development

Executive Workshop

Generate initial hypothesis for largest growth opportunities

1

DISCOVERY

Customer Decoding

Identify key behaviors, needs and consumption habits of existing and potential customers. [Qual]

Value Pool Clustering

Identify and size the market opportunity through clustering analysis (geography, attitude, value). Include analysis of AT&T data [Quant]

Solution Discovery

Uncover possible solution components and value added services. [Expert interviews, Global scan]

4-6 Weeks

2

CREATION

Solution Ideation

Workshop to generating new value propositions, concepts and experiences. [Workshop]

Solution Prioritization

Prioritize concepts in with strategic KPI's and value drivers through customer feedback. [Quant]

Prototype Design

Develop a low fidelity concept and experience based on market and service insights including benefits and key features. [Design and Dev]

3-6 Weeks

3

TEST & LEARN Environment

Internal Testing

Trial low fidelity prototype in lab conditions, measuring KPI's by segment. [Qual]

Module Iteration

Implement improvements that will provide the most significant effect

"In The Wild" Testing

Implement 'test matrix' and track validity of hypothesis through strategic KPIs - driving acquisition, engagement, referral and monetization.

3-4 Weeks Per Cycle
REPEAT AS NEEDED



Total Engagement: 9-15 Weeks

Representatives of our Team



Nitzan Shaer
Managing Partner

- Experienced executive and strategist. Led growth initiatives at multiple Fortune 500 and fast growth startups including: Microsoft, Skype, AT&T, Akamai, and Santander Bank.
- Founder and Head of Skype Mobile Group
- Board member at multiple organizations, including Boston Cares, NEIBC, Ekotrope
- Advisor to multiple companies on concept development and product launch
- Frequent speaker at global conferences

BSc. Technion
MBA, Harvard
Business School



Bill Doyle
Marketing Practice Lead

- Seasoned demand creation and capture expert with 15+ years client experience.
- Partners with clients to expand build scalable, channel-specific solutions to drive customer acquisition and cross-sell portfolio growth.
- Prior to joining the High Start Group Bill was a client partner at Merkle and the CRM practice lead at Mullen,
- Client experience includes JetBlue where he led the rebranding of TrueBlue and the launch of the airline's elite loyalty program.

What our customers say about us



HSG has provided the ability for us to understand precisely what our customers want, why do they want it, what alternatives they have, and how they go about making decisions when it comes down to payments...It's a fantastic firm to do business with."

— Eduardo Tobon, Former President of US Cards, Santander



Within days of our first call to High Start Group, they were in our office ready to go. They had a significant impact on our business by allowing us to really **get out** of the gates quickly. They helped us accelerate our offering in a rapidly growing space with opportunity all around."

— Walt Doyle, CEO, Where, Inc. (acquired by PayPal)



The High Start Group was with us every step of the way. They deployed a highly experienced group of professionals who brought to life the voice of the customer and turbocharged our product rollout. High Start Group continues to be an integral part of our team, helping develop a highly targeted SMB offering."

— Neil Lieberman, Director, AT&T

CASE STUDY: A NEW MOBILE EXPERIENCE

How can mobile enhance the instore and payment experience?



THE CHALLENGE

At the intersection of retailing and financial services, the client wanted to provide a differentiated customer experience in their retail grocery stores leveraging mobile, contactless payments and their in-house loyalty programme.

THE WORK

HSG provided the client with a comprehensive view of how mobile is being utilized for both retail in store experiences and financial services self-service. We then assisted in designing the mobile customer experience with the optimal feature set for their needs and aligning with their customer segments.

THE RESULTS

HSG and the client designed a mobile experience that gives their customers access to personalized offers, enables loyalty points and discount tracking, integrates a mobile wallet with payments, and provides in store navigation assistance and customer support.

CASE STUDY: WE WANT A BREAKTHROUGH SOLUTION

How do we create something unique in a crowded space?



THE CHALLENGE	THE WORK	THE RESULTS
Deliver an innovative and profitable line of consumer credit products to retain existing customers and acquire new customers leveraging a segmented approach incorporating attitudes and profit drivers.	Co-developed product concepts for each targeted attitudinal cluster incorporating product ideation, iterative consumer testing of value propositions and creative positioning, and multi-step validation surveys to assess demand and mitigate launch risks.	Highly differentiated product concepts for two high priority target segments. Includes value propositions, feature sets, and willingness to switch.

CASE STUDY: WE HAVE INVENTED A NEW TECHNOLOGY

How do we build a full solution around our product and technology?



THE CHALLENGE

Define a service that leverages our new technology? What will have mass market appeal? How do we decide on the 'next big thing' for our company?

THE WORK

Following the HSG Innovation process, we generated an opportunity map. Then, leveraging customer input, stakeholder and market research we prototyped and prioritized the opportunities.

THE RESULTS

The company focused its resources on developing the recommended offering. Within one year the company was acquired for a 9 digit price.