From: Woods, Tom <Tom.Woods@sabre.com>

**Sent:** Friday, August 25, 2017 11:22 AM

To: Celis, Rodrigo < Rodrigo. Celis@sabre.com>
Subject: RE: FLX and Datalex competitive analysis
Attach: Farelogix Summary 18Aug2017 1300.pptx

Completed Farelogix analysis attached. Mike sent these over this week and will not be doing any more work on it.

Tom

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From: Celis, Rodrigo

**Sent:** Friday, August 25, 2017 10:56 AM **To:** Woods, Tom <Tom.Woods@sabre.com> **Subject:** FLX and Datalex competitive analysis

Tom,

Forgot to ask you just now about this. Do you have copies of the work that was done?

**Thanks** 





SHORT TITLE

Executive Summary: Farelogix (FLX) Slow Customer Acquisition is Offset by New Shopping Products and Upselling to Existing Base

Farelogix has made significant inroads with NDC connectivity, ancillary APIs and rules-based offer engine

Despite shunning industry standards early-on Farelogix has embraced IATA NDC – the company is now NDC Level 3 certified – and is seen by many carriers as an innovative thought leader

Unclear at this point what is fact and fiction in terms of portfolio capability, scalability and market adoption

While Farelogix has around 20 airlines its customer acquisition seems to have slowed recently and is mostly focused on upselling large-scale network carriers

- Market gain is mostly driven by Farelogix NDC API, not core products
- Playing role of vocal thought leader role, driving industry direction in a way not always aligned with Sabre value creation

Farelogix does not have stronger core merchandising capabilities than SabreSonic, but...

- Farelogix does have much better overall integrated GUIs
- SabreSonic customers are confused about our retailing platform in general (many features, not monolithic, not full end to end, etc.)

Farelogix (and Amadeus) are the most relevant threats in next generation retailing (NGR) and next generation distribution (NGD) spaces

WestJet plans to deploy FLX Schedule Builder and FLX Availability Calculator, which adds momentum to FLX's off-host shopping and merchandising capabilities

# Farelogix (FLX) Successfully Pivoted from Being a GDS-Lite to Become Offer Management and Direct Connect Pipeline



"Dynamic offers, personalized real-time bundles, inventory-controlled corporate products are quickly becoming the new norm."

> - Jim Davidson, CEO Farelogtx

#### **Stated Goal**

To create transparency in the marketplace and give airlines full content control

#### **Company Profile**

- Founded 1998
- Employees ~120-175
- · Headquartes Miami, FL
- Ownership Private Equity, VC and Angel investors
- Funding Rounds Sandler Capital Management, Series C, \$6M (2005)
- Revenues ~\$25M (2015 consensus estimate)
- CEO/Servior Management Mostly ex-Amadeus

#### **Product Portfolio**

At the core of the product portfolio is the offer management platform, with complementary components

- FLX NDC API aflows delivery of sirline's full suite of content to direct and indirect marketplace
- FLX Open Connect make and manage bookings through various interfaces to PSS
- FLX Merchandise provides airlinecontrolled merchandising and rules engine for building offers
- FLX Shop & Price provides airline shopping, offer, and pricing engine
- FLX Availability Calculator offers high performance availability cache independent of airline's PSS
- FLX Schedule Builder allows airline to build and optimize schedule
- SPRK Point-of-Sale provides a webbased travel agency point-of-sale system fully integrated with the Farelogix platform





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# Airlines See Farelogix as Enabler of Merchandising Strategies and Direct Connect Distribution Strategies

### American Airlines

"Using direct connect technology, we can make individually tailored offers possible in real time, transparently, no matter where the customer chooses to shop. Third-party distribution channels that use American's direct connect can provide customers with the unprecedented ability to shop where they want, yet obtain the highly relevant products and pricing that one would normally expect from contacting American directly."

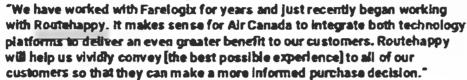
-- Cory Garner, Managing Director of Sales Operations and Distribution at American Airlines.

### **Emirates**

"With the Emirates flagship store, we now have direct access to rich content and ancillaries from Emirates, a global airline that has become increasingly more relevant to the market in China. This equates to a better consumer experience for our customers because we can now deliver highly relevant and new content that was not available through the intermediaries we previously relied on to deliver Emirates content to our consumer booking engine."

-- Wells Zheng, Vice President of Alitrip

### AIR CANADA



-- Keith Wallis, Director - Global Product Distribution at Air Canada

## Lufthansa

The Lifthansa Group is a first mover in using distributive freedom via Direct Connect solutions to offer smart targeted offerings. Farelogix is a sustainable, proven, non-GDS distribution platform fulfilling the business needs of key market players and continuously developing functionalities suitable for the needs of our main customers. We are proud to extend our long-term collaboration with Farelogix to continue providing NDC-based distribution and offer differentiation in the market."

- Xavier Lagardère, Head of Distribution at Lufthansa Group

### fludubai

"Product and service differentiation is a key part of our strategy as our network continues to grow. Integrated solutions are becoming an important part of the aviation industry, and with the FLX Merchandise engine from Farelogix, flydubal is able to offer more flexibility and choice to our passengers."

-- Ramesh Venkut, CIO of Rydulai



"I am delighted that the Qatar Airways pilot programme with Farelogix has now completed, with the roll out and implementation across the Farelogix platform. This additional level of detail showcasing Qatar Airways premium products will only enhance everyone's understanding and experience of our airline's premium products, before passengers even commence their journeys."

-- His Excellency Mr. Akbar Al Baker, Qular Aliwaya Group Chief Executive

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## Most of Farelogix's Customers Use the NDC API and Increasingly FLX Merchandise

Customer	Model	PSS	Total PBs*	eComm PBs**	Farelogix Product	Notes
Air Canada	Network	In-house (moving to Amadeus)	34.3M	16.2M (47%)	FLX NDC API FLX Merchandise FLX Shop & Price	Integrating with Routehappy to deliver content catalog from Routehappy with dynamic pricing and rules-driven offers from FLX in a single API. Known to have evaluated SPRK Agency Desktop.
American	Network	Sabre	144.5M	49.1M (34%)	FLX NDC API FLX Open Connect FLX Merchandise FLX Shop & Price	Announced capability to sell upgraded seats on Sabre using AA Direct Connect API. AA uses FLX Merchandise for seat shopping end booking in all major GDSs - balleved to also be part of AA Dynamic Fares. Uses FLX in conjunction with ITA for product catalog/shopping.
Delta	Network	In-house	143.1M	34.7M (24%)	FLX NDC API FLX Merchandise FLX Shop & Price	Signed agreement for FLX to provide direct access to Delta's content, in conjunction with FLX product catalog. Known to have evaluated SPRK Agency Desktop.
Emirates	Network	In-house	55.0M	10.5M (19%)	FLX NDC API FLX Merchandise	Established a direct connection between Emirates PMS and FLX. Known to have evaluated SPRK Agency Desktop.
Ethiopian	Network	Sabre	7.6M	0.9M (12%)	FLX NDC API	Uses XML for direct connect.
Flydubai	Hybrid	In-house	10.5M	2.6M (25%)	FLX NDC API FLX Merchandise	Completed integration with flybubal.com with FLX merchandising platform.

PBs from online 2016 T2RL competitive database.

<sup>\*\*</sup> eCommerce PBs from online 2016 T2RL competitive database.

# Qantas Recently Extended Its Direct Connect Partnership With Farelogix; Hawaiian Uses Both FLX and Sabre Merchandising Products

Customer	Model	PSS	Total PBs*	eComm Pas**	Farelogix Product	Notes
Hawailan	Network	Sabre	11.1M	6.9M (62%)	FLX NDC API FLX Merchandise	XML Direct Connect API and FLX Merchandise. Hawalian recently purchased SabreSonic Ancillary product after heving FLX Merchandise for 3 years. Uses FLX for eCommerce channel and Sabre for call center, agency
Lufthansa Group (does not Incl.59.2M PBs from family)	Network	Amadeus	54.7M	16.4M (30%)	FLX NDC AP! FLX Open Connect FLX Merchandise FLX Shop & Price SPRK Agency Desktop	Extend tech contract for direct connect and travel agency desktop. SPRK Agency Desktop provides direct connect GUI for Lufthansa agencies. LH uses Datalex for product catalog/shopping.
Olympic Air	-	_	1.6M	unk	FLX Open Connect	Used to facilitate agent bookings, EMD processing to Altea PSS. No merchandising. Uses SiteCore for content management.
Qantas			28.2M	20.3M (72%)	FLX NDC API FLX Open Connect FLX Merchandise FLX Shop & Price	Qantas is implementing an FLX multi-product suite in support of e new Distribution Partner Pletform, which most components of FLX suite  Premise is offer control, merchandising flexibility and lower cost multi-channel distribution (unknown if this is flight or full ancillary shopping). Includes Routehappy to deliver content catalog.

PBs from online 2016 T2RL competitive database.

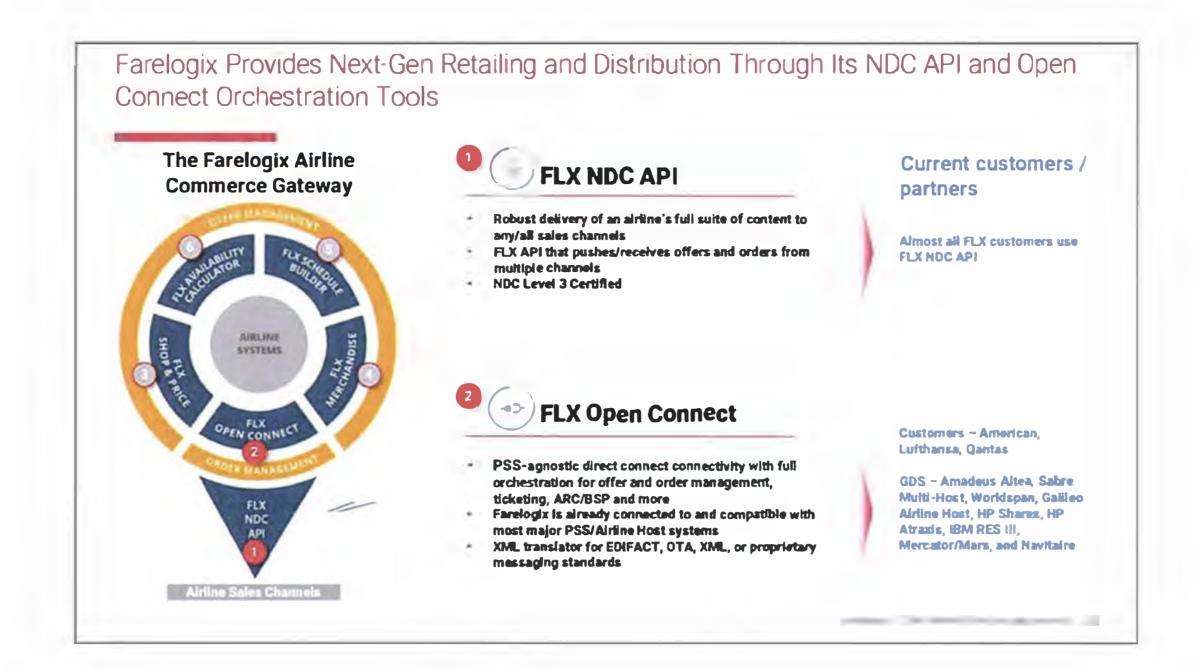
<sup>\*\*</sup> eCommerce PBs from online 2016 T2RL competitive database.

# WestJet Recently Extended its FLX Solutions With FLX Schedule Builder and FLX Availability Calculator

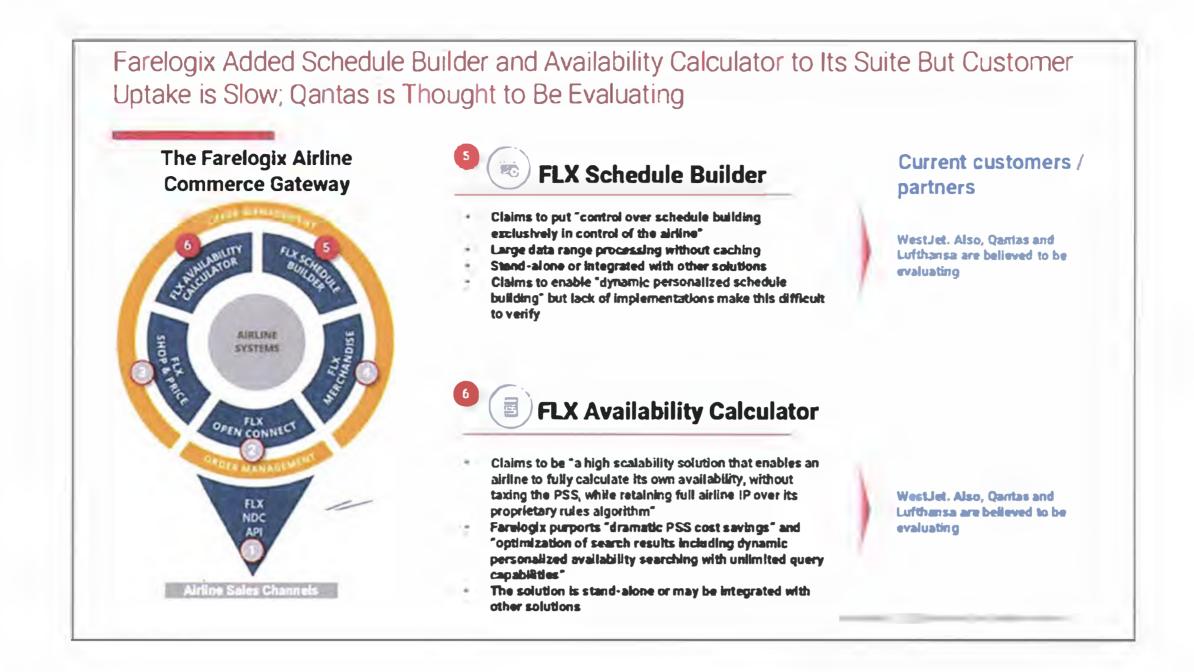
Customer	Model	PSS	Total PBs*	eComm PBs**	Farelogix Product	Notes
Qatar	Network	Amadeus	30.0M	4.5M (15%)	FLX NDC API FLX Merchandise	Completed first stage of NDC pilot will significantly increase the volume of products available for sale by travel agents who use FLX
United	Network	HP / Shares	101.0M	20.2M (20%)	FLX NDC API FLX Merchandise FLX Shop & Price	Amadeus using United's FLX powered XML API to sell Economy Plus seats. UA uses FLX Merchandise for seat shopping and booking in all major GDSs Known to have evaluated SPRK Agency Desktop
Virgin America	Network	Sabre	8.1M	4.8M (59%)	FLX NDC API FLX Open Connect	Integrating with SeatBoost from real-time bidding for flight upgrades.
<b>We</b> sЫet	Hybrid	Sabre	22.0M	11.0M (50%)	FLX NDC API FLX Merchandise FLX Shop & Price FLX Schedule Builder FLX Availability Calculator	In production with dynamic pricing engine for ATPCO-based fares and non-ATPCO fares managed directly on airline website. Recently edded FLX advanced shopping capabilities to WestJet Direct platform with FLX Shop & Price. Additional solutions using FLX Schedule Builder (enables real-time schedules) and FLX Availability Calculator (eliminates PSS availability calls) are in development for YE2017 deployment. WestJet is currently NDC Level 2 Certified.

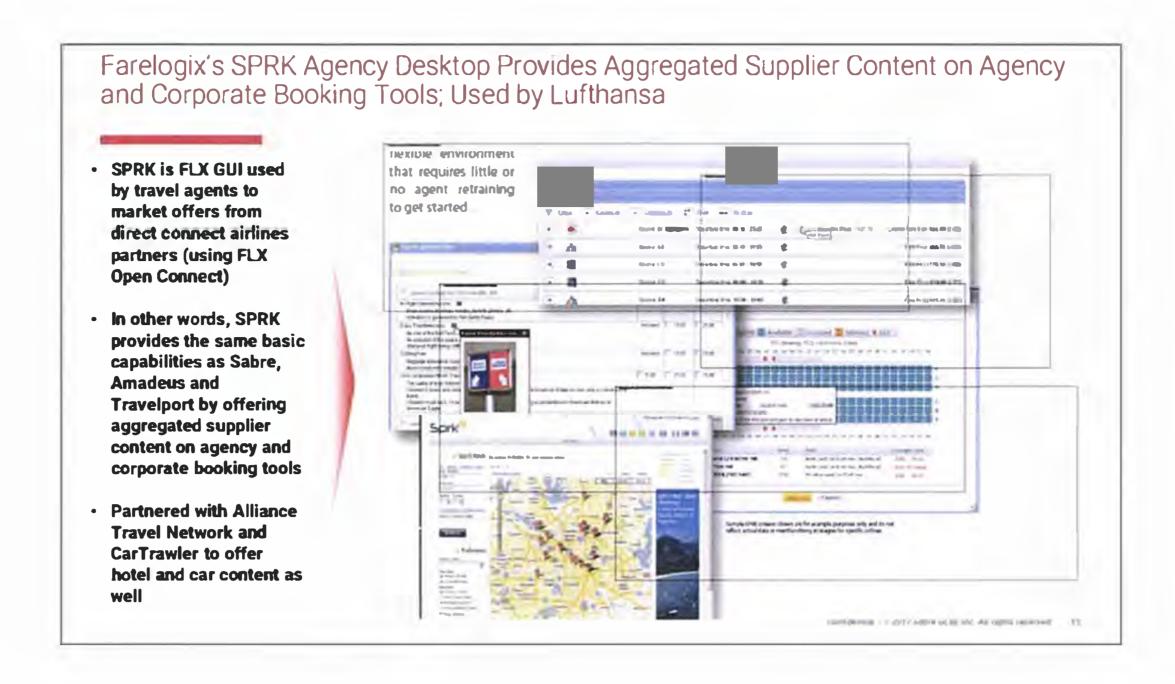
PBs from online 2016 T2RL competitive database.

eCommerce PBs from online 2016 T2RL competitive database.









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### Sabre SWOT Compared With Farelogix

### Strengths

### Weaknesses

- Fully integrated real-time pricing and faring engine.
- Integration with Customer Insight, Customer Data Hub allows for fully personalized offers
- Call center application has complete feature set to handle most complex support scenarios
- Dynamic Retailer offers foundation for more robust, broader and personalized retailing capabilities
- Able to deliver offers through both the direct and indirect channels
- No integration with any other PSS except for SabreSonic CSS
- No fully complaint or functioning NDC solution
- Limited exposure of products through DX/DC only, which is in direct conflict with the NDC model
- Unclear marketing approach towards merchandising and retailing
- Admin and user GUIs dated, lacking modern UX and not consistent
- Time to market with retailing / merchandising solutions

### **Opportunities**

#### Threats

- Sabre's new DX/DC products are well positioned to win some of our stolen customers
- Sabre needs to strengthen non-air ancillary capabilities to provide a complete end-to-end product
- Pan-Sabre merchandising and retailing initiatives may lead to consistent marketing and next generation retailing and next generation distribution solutions
- Airlines can replace parts of SabreSonic solution with FLX as it can integrate with multi-airline CRS/PSS and revenue management systems
- FLX solution poses a direct risk to SabreSonic air shopping/pricing and retail solutions
- FLX, Amadeus and others are already forming partnerships with airlines to leverage NDC capabilities
- Growing number of airlines pursuing direct connect

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## FLX Open Connect: Booking Management Services and Orchestration

Functionality	-	FARELOGIX		Sabre	Comments
Customizable point-of-sale	•	FLX Open Connect	•	DC/DX	Sabre has a better solution as airlines can customize themselves at no cost. FLX prefers to team with 3rd parties to offer front-end customization and integration.
Full content access across all channels	•	FLX Open Connect	•	DC/DX, Interact Interface, Web Services	FLX NDC API allows distribution offull content to airline kiosks, call centers, website, mobile. Can be implemented directly with agencies, OTAs, and corporate booking tools, or via any GOS.
Fuil services orchestration for offer and order management	•	FLX Open Connect (orchestration engine)		DC/DX, Dynamic Retailer	
Connectivity to and compatibility with most major PSS/airline host systems		FLX Open Connect (connectivity protocols)	0	SabreSonic sulte in general	FLX Open Connect provides connection to all major PSS; Sabre has no offering
XML translator for EDIFACT, OTA, XML, or proprietary messaging standards	•	FLX Open Connect (XML translator)	•	SabreSonic sulte in general	Sabre is capable of message handling and translation, but varies by product
Booking and tick eting management	•	FLX Open Connect	•	DC/DX, Res, Ticketing. Web Services	SabreSonic offers comprehensive booking and ticketing functionality, which can be exposed through multiple channels.
Settlement and reconciliation	•	FLX Open Connect	•	DC/DX, Res, Ticketing, Payment Solutions, Web Services	SabreSonic offers comprehensive booking and ticketing functionality, which can be exposed through multiple channels.

Functionality	-	FARELOGIX		Sabre	Comments
NDC Level 3 Certified	0	FLX NDC API	•	DC/DX, Res, Ticketing. Web Services	Despite shunning Industry standards early on, FLX is now NDC Level 3 Certified.
NDC Merchandising API (seat)	•	FLX NDC API	•	DC/DX, Res, Ticketing, Merchandising, Web Services	FLX is in production with all major GDSs to sell AA and UA seats – includes seat shopping and booking service. AS offers integration only through TN.
NDC Merchandising (non-sest)	•	FLX NDC API	0		FLX states they have NDC schema today available, we do not see any carriers using today in GDS, possible agency direct, no visibility.
NDC Air Shopping	•	FLX NDC API	0		Sabre TN currently working with AA to integrate AA fares from Google through FLX Air Shopping API, this will allow AA to give personalized flight prices vs. using the standard ATPCO published fare.
Merchandising and Shopping API (Non-NDC)		FLX NDC API	•	DC/DX, Res, Ticketing, Merchandising, Web Services	FLX has been supporting direct connect agency model with an API before NDC became the standard API. Sabre has much more robust Sabre APIs but not NDC standard.

Functionality	-	FARELOGIX		Sabre	Comments
Multi-channel ready w/web services support for rapid, easy integration	•	FLX Merchandise	•	DC/DX, Res, Ticketing. Web Services	FLX merchandising platform is PSS agnostic. Both FLX and SabreSonic advanced retailing do not make all content consistently available across all channels.
Airline-controlled merchandising rules	•	FLX Merchandise	1	DC/DX, SabreSonic Ancillary, Dynamic Retailer	While both products require customization FLX core capabilities in APIs enable faster deployment into multiple sales channels.
Intuitive drag-and-drop user interface to file ancillary items with price and rules	•	FLX Merchandise	•	DC/DX, SabreSonic Ancillary, Dynamic Retailer	FLX GUI is more intuitive and is superior to SabreSonic for ancillary filing, rules creation and administration.
Baggage anciliary capability	•	FLX Merchandise		DC/DX, SabreSonic Ancillary, Dynamic Retailer	SabreSoulc Baggage Calculator supports personalized bag calculation and cost at check in. FLX does not have this capability
Seat ancillary capability	•	FLX Merchandise	•	DC/DX, SabreSonic Ancillary, Dynamic Retailer	FLX offers filing, inventory and markup of seats. SabreSonic Ancillary combined with Dynamic Retailer and Inventory could surpass FLX but is not fully available.
Dynamic pricing	•	FLX Merchandise	•	DC/DX, SabreSonic Ancillary, Dynamic Retailer	FLX claims to offer dynamic pricing/retail but the merchandising engine uses business rules, rather than being completely dynamic and personalized.

## FLX Shop & Price: Shopping, Pricing and Offer Engine

Functionality	-	FARELOGIX		Sabre	Comments
NDC-aligned airline shopping, offer, and pricing engine	0	FLX Shop & Price, FLX Merchandise	•	Res, Core Shopping, Pricing	FLX Shopping, offer, and pricing engine designed for high volume, personalized NDC-aligned offers.
Faring and pricing including traditional ATPCO published fares	•	FLX Shop & Price, FLX Merchandise	•	Res, Core Shopping, Pricing	FLX supports all standard ATPCO faring/pricing options, including ATPCO CAT 31/33 fares, private fares, fare families. Includes integrated tax engine, fee support (YQ/ YR, OB fees).
Comprehensive merchandising of seats, ancillaries, branded fares, bundles	•	FLX Shop & Price, FLX Merchandise	•	DC/DX, SabreSonic Ancillary, Dynamic Retailer	FLX claims to price offers based on airline defined rules including frequent filer tier, CRM data and AI / predictive analytics (Triometric). Supports ATPCO fares and non-ATPCO merchandising and offers richer content.
Affinity (point of interest) and attribute (merchandising) driven shopping	•	FLX Shop & Price, FLX Merchandise	•	Res, Core Shopping, Pricing, FQTV, Dynamic Retailer	Not known if or how FLX addresses this claim. SabreSonic Dynamic Retailer is known to offer more substantial levels of shopping.
Scalable, cacheless operation	1	FLX Shop & Price, FLX Merchandise	0	Core Shopping, SabreSonic Ancillary, Dynamic Retailer	FLX claims to build offer in real-time with unlimited look-to-book through a linearly scalable model - but all remains to be verified.

## FLX Schedule Builder: Airline Schedule Construction Solution

Functionality	FARELOGIX		Sabre	Comments	
Airline controlled, real-time schedule	FLX Schedule Builder	•	Res, Schedule Manager	Claims to reduce OAG lag time. FLX claims are not yet possible to verify due to lack of implementations. WestJet plans to deploy by YE2017.	
Build, use and promote optimal schedule based on most profitable connections and/or routes	FLX Schedule Builder	•	Res, Schedule Manager	Claims to increase the number of O&D combinations returned. FLX claims are not yet possible to verify due to lack of implementations. WestJet plans to deploy by YE2017.	
Dynamic personalized schedule building	FLX Schedule Builder		Res, Schedule Manager	FLX claims are not yet possible to verify due to lack of implementations. WestJet plans to deploy by YE2017.	
Large date range processing, without taxing PSS or other system, point of interest and merchandising-driven schedules	FLX Schedule Builder	•	Res, Schedule Manager	FLX claims are not yet possible to verify due to lack of implementations. WestJet plans to deploy by YE2017.	

## FLX Availability Calculator: Availability Calculation From Various Sources

Functionality	FARELOGIX		Sabre	Comments
Calculate availability through variety of sources without taxing airline PSS / inventory or other 3rd party system	FLX Availability Calculator	•	Res, inventory (Leg/Seg. 0&0)	Claims to eliminate inventory availability calls to host PSS. FLX claims are not yet possible to verify due to lack of implementations. WestJet plans to deploy by YE2017.
Control of availability / Inventory rules	FLX Availability Calculator		Res, Inventory (Leg/Seg, 0&0)	FLX claims support for O&D, journey controls and slice-and-dice for some markets (e.g. US domestic). Claims support for flexible rules management including availability count based on weighting and ranking. Claims are not possible to verify due to lack of implementations.
Scalable, high-performance availability search with unlimited query capability	FLX Availability Calculator	•	Res, Inventory (Leg/Seg, 0&D)	Claims to reduce response time and increase O&D result set. FLX claims are no yet possible to verify due to lack of implementations. WestJet plans to deploy by YE2017.
Standalone or integrated with other solutions	FLX Availability Calculator	0	Res, Inventory (Leg/Seg. O&D)	Solution is evallable as stand-alone (includes FLX Schedule Builder) or as integrated solution with other FLX components. Claims are not possible to verify due to lack of implementations.

FLX General Considerations: GUI, Implementation, Metrics, Release Management Practices

Functionality	FEE	FARELOGIX	Sabre	Comments
Integrated GUI across solution components	•	FLX platform and solutions	•	FLX provides a common GUI for creating and configuring offers in FLX Shop & Price FLX Merchandise, FLX Schedule Builder, and FLX Availability Calculator. GUIs share common characteristics, modern UX and are generally more functional.
Platform openness	•	FLX platform and solutions	•	FLX runs on commodity hardware and offers airline self-hosting option (for select components).
Ease of implementation, customization	0	FLX platform, practices	•	FLX core capabilities in AP is enable faster deployment into multiple sales channels.  Customers generally report faster time to market than typical PSS it providers.
Platform analytics and metrics		FLX platform, practices		FLX product analytics and dashboard metrics capabilities are not known at this time.
Release management practices	•	FLX platform, practices	0	Customers generally report faster time to market with new functionality and release cycles than typical PSS it providers.
IATA One Order capabilities	0	FLX platform, practices	0	FLX is believed to be able to support One Order Schemas in 4Q2017. Farelogix participates in IATA PDMG WG.



