



Digital Disruptors or Business Disruptors

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Digitization central plank of new business models

2005-2008

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- Early efforts to create retail matchmaking platforms for customer and **mostly failed**. Similarly, numerous air-taxi operators aimed to leverage early ecommerce platforms struggled to get right model & execution, largely swept away by recession.



SOURCE: WINGX

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- A few online charter brokers survived long enough to gain traction in the market. Successful focus on **'hybrid' model**: traditional expert concierge, but leveraging digital platform to increase speed & efficiency and get best prices (reverse-auction)
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2012-2017

- More recent online brokers start-ups have focused on working out how to provide instant inventory **availability and pricing**. Various methods include a) integrating into operators' scheduling platform b) creating pricing engine c) pre-purchasing distressed inventory
- Potential for growth in the charter market has also attracted new operators and innovative business models, with **digital platforms at the core** of their operating platforms



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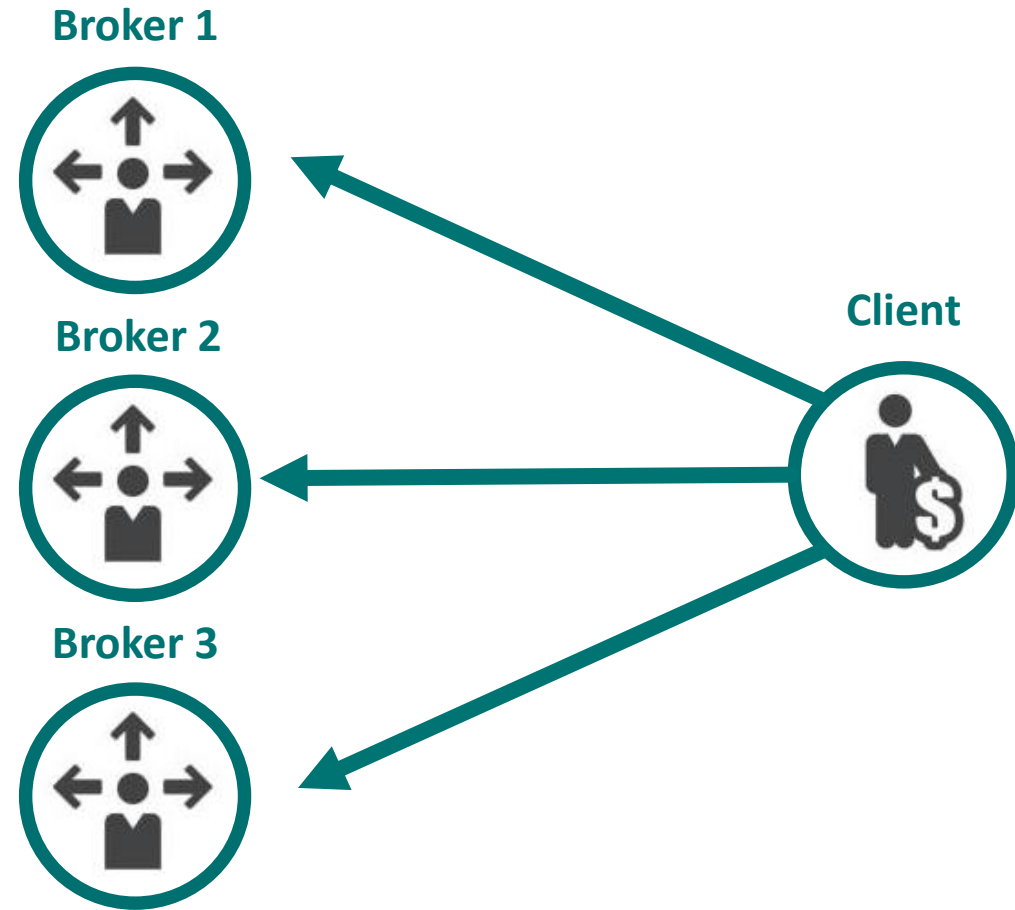


SUPPLY CHAIN

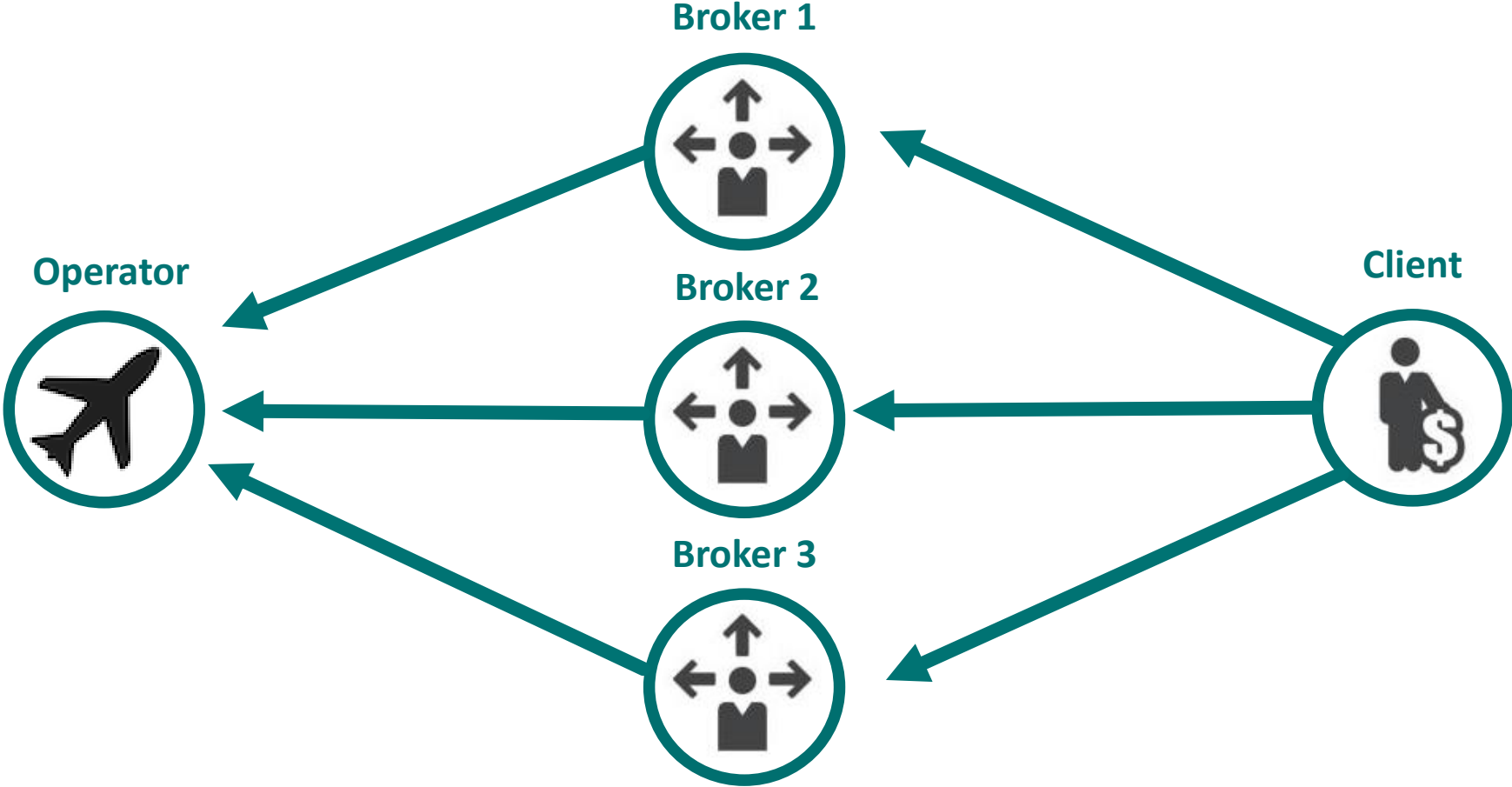
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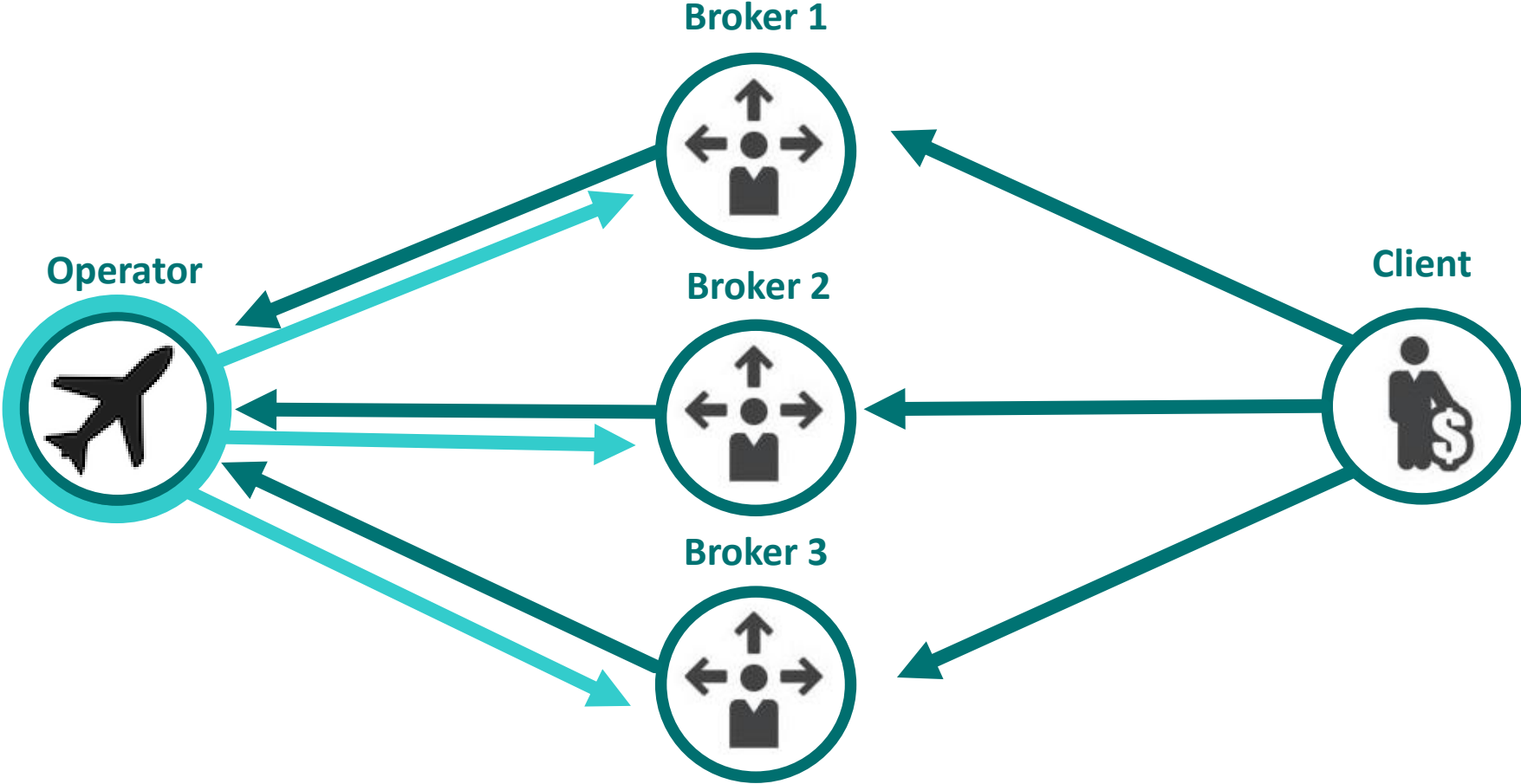
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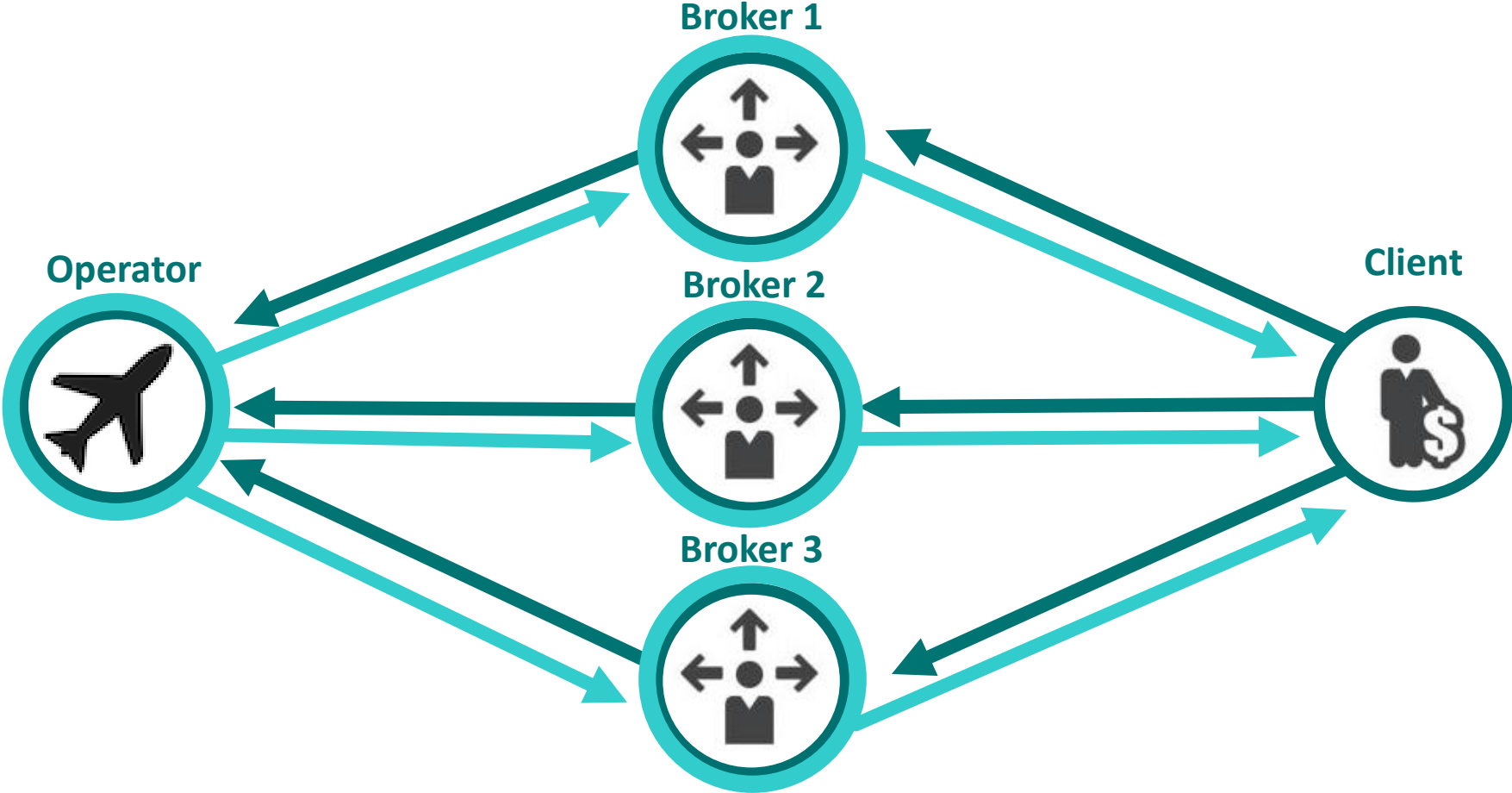
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Digitization

- Business process has not changed in 25 years and technology has not radically changed the process and won't anytime soon
- Digital platforms have torn down barriers to entry. Anyone can get in!
- Margins are lower as requests go up and booking ratios continue to decline
- 100+ emails to book a trip