

\$149

AIRLINE REVENUE AND TRANSFORMATION SERIES



**The 2021
CarTrawler Yearbook
of Ancillary Revenue**
By IdeaWorksCompany

RESEARCHED AND WRITTEN BY JAY SORENSEN
EDITED BY ERIC LUCAS



The 2021 CarTrawler Yearbook of Ancillary Revenue by IdeaWorksCompany

Table of Contents

Updates to the 2021 Yearbook.....	3
Summary of the Results.....	5
Interesting Items Identified in this Yearbook.....	10
Ancillary Revenue Defined.....	13
About Individual Airline Listings	14
Frequent Flyer Programs and Ancillary Revenue	15
Ancillary Revenue Data and Graphs.....	18
Europe and Russia.....	26
The Americas	55
Asia and the South Pacific	91
Middle East and Africa.....	128
Currency Exchange Rates Used for this Yearbook.....	136

CarTrawler is the leading B2B provider of technology solutions for the global travel industry. We're driving successful partnerships through an online marketplace connecting our partners, customers and mobility suppliers.

CarTrawler's end-to-end technology platform expands our airline and travel partners' offering to their customers, creating substantial ancillary revenue opportunities. We provide unrivalled breadth and depth of content worldwide, including car rental, private airport transfer and ride-hailing services.

CarTrawler creates innovative, data-led solutions for some of the largest travel brands in the world, including American Express, Alaska Airlines, easyJet, eDreams ODIGEO, Hotels.com, Uber, KLM, Hopper, TravelStart and Emirates. As a B2B company we focus solely on helping our airline and travel partners build their brands, not our own.

CarTrawler was established in 2004. Our headquarters are in Dublin, Ireland, with an office in New York. For more information visit www.cartrawler.com.

Issued 14 September 2021 by IdeaWorksCompany.com LLC
Shorewood, Wisconsin, USA
www.IdeaWorksCompany.com
Version 1

About Jay Sorensen, Writer of the Report

Jay Sorensen's research and reports have made him a leading authority on frequent flyer programs and the ancillary revenue movement. He is a regular keynote speaker at the annual MEGA Event, spoke at IATA Passenger Services Symposiums in Abu Dhabi and Singapore, and has testified to the US Congress on ancillary revenue issues. His published works are relied upon by airline executives throughout the world and include first-ever guides on the

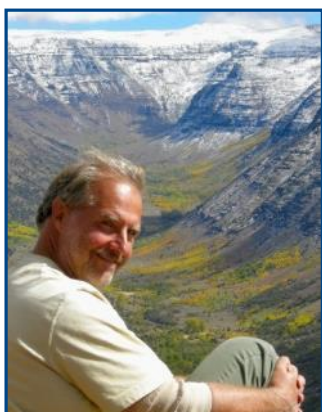


Jay and sons Aleksei and Anton hiking on the Pacific Crest Trail in the Angeles National Forest in California.

topics of ancillary revenue and loyalty marketing. He was acknowledged by his peers when he received the Airline Industry Achievement Award at the MEGA Event in 2011.

Mr. Sorensen is a veteran management professional with 37 years experience in product, partnership, and marketing development. As president of the IdeaWorksCompany consulting firm, he has enhanced the generation of airline revenue, started loyalty programs and co-branded credit cards, developed products in the service sector, and helped start airlines and other travel companies. His career includes 13 years at Midwest Airlines where he was responsible for marketing, sales, customer service, product development, operations, planning, financial analysis and budgeting. His favorite activities are hiking, exploring and camping in US national parks with his family.

About Eric Lucas, Editor of the Report



Eric Lucas is an international travel, culture and natural history writer and editor whose work has appeared in Michelin travel guides, Alaska Airlines *Beyond Magazine*, *Westways* and numerous other publications. Founding editor of *Midwest Airlines Magazine*, he is the author of eight books, including the 2017 *Michelin Alaska* guide. Eric has followed and written about the travel industry for more than 30 years. He lives on San Juan Island, Washington, where he grows organic garlic, apples, beans and hay; visit him online at TrailNot4Sissies.com.

Eric, at his favorite summer retreat, Steens Mountain, Oregon.

Disclosure to Readers of this Yearbook: IdeaWorksCompany.com LLC makes every effort to ensure the quality of the information in this yearbook. Before relying on the information, you should obtain any appropriate professional advice relevant to your particular circumstances. IdeaWorksCompany cannot guarantee, and assumes no legal liability or responsibility for, the accuracy, currency or completeness of the information.

The views expressed in the yearbook are the views of the author, and do not represent the official view of CarTrawler.

Terms of Use for this Yearbook: You may not disseminate any portion of the yearbook through electronic means, including mail lists or electronic bulletin boards, without the prior consent of IdeaWorksCompany. This restriction includes Statista.com and similar subscriber-based websites. You may make one hard copy by downloading and printing it. You may store the document as a file on your computer. Please contact IdeaWorksCompany if you require multiple downloads for use within your company, and for all other uses.

Except as expressly permitted in this Terms of Use, the yearbook may not be reproduced, transmitted, or distributed without permission. You may not commingle any portion of the yearbook with any other information and shall not edit, modify, or alter any portion.

IdeaWorksCompany provides the yearbook and services “as is” and without any warranty, or condition, express, implied or statutory. IdeaWorksCompany specifically disclaims any implied warranty of title, merchantability, fitness for a particular purpose, and non-infringement. In no event shall IdeaWorksCompany be liable for lost profits or any special, incidental, or consequential damages arising out of or in connection with the yearbook (however arising, including negligence).

Distribution of this yearbook is protected by the Economic Espionage Act of 1996 of the United States and the data protection laws of Europe.

Updates to the 2021 Yearbook

This is Version 1.0 of the 2021 CarTrawler Yearbook of Ancillary Revenue by IdeaWorksCompany.

Readers are encouraged to visit the IdeaWorksCompany website to check for updates to this yearbook: <https://ideaworkscompany.com/reports/>

Updates will include corrections made to the data presented. These will be summarized in the listing for the September 14, 2021 yearbook on the Reports page of the website. The most up-to-date version of the yearbook will be available at the website through August 2022.

Every effort is made to provide accurate data. Users are kindly requested to advise IdeaWorksCompany using the contact form provided at the website: <https://ideaworkscompany.com/contact/>