

# Case Study: Competitive Landscape Study to Increase Market Share in Travel Industry

## PAIN POINTS

- In late 2014, SIS conducted a study for a market leading tour wholesaler in the travel industry, specialized in FIT
- Coping with a **declining market share**, the client hired SIS to seek a better understanding of why its competitors are gaining market share at the cost of the client's in order to increase its operations and marketing efforts to turn this around
- Additionally, the client was looking to achieve an in-depth understanding of its competitors' **best practices** and the impact of **travel consortia affiliation**



## RESEARCH METHODOLOGY

- SIS was commissioned to conduct **market / competitive intelligence** to determine travel agents and wholesalers BDMs' perception of the major tour wholesalers on six aspects: website, commission structure, marketing materials, sales & customer support, pricing and offerings
- **In-depth interviews of 30-40 minutes** were scheduled and completed with N=6 BDMs and N=50 travel agents (equally split by the client's customers and non-customers) .
- By using this research method, the motivations of travel agents behind choosing the client vs. competitors were revealed, as well as the impact of incentive (e.g. loyalty) programs and other decision making factors



## FINDINGS

- SIS identified **five main competitors** of the client in the FIT space and their strengths and weaknesses
- Main concerns related to the client expressed by BDMs included: **rising competition**, **declining use of travel agents** in the years ahead, a belief that as higher-end travelers use travel agents more than general population
- SIS research revealed three main concerns by travel agents regarding the client's services: the **customer service** seemed to be "hit and miss"; **recently raised prices** were considered not fair; the client lacked a brochure and additional marketing materials



## STRATEGIC DECISIONS MADE

- The client is in the process of **revising its price structure** and has launched a **marketing program**. It will be tracking the results in 2015.

