



The Future Strength of Commercial Alliances – an Introduction

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Historical Perspective

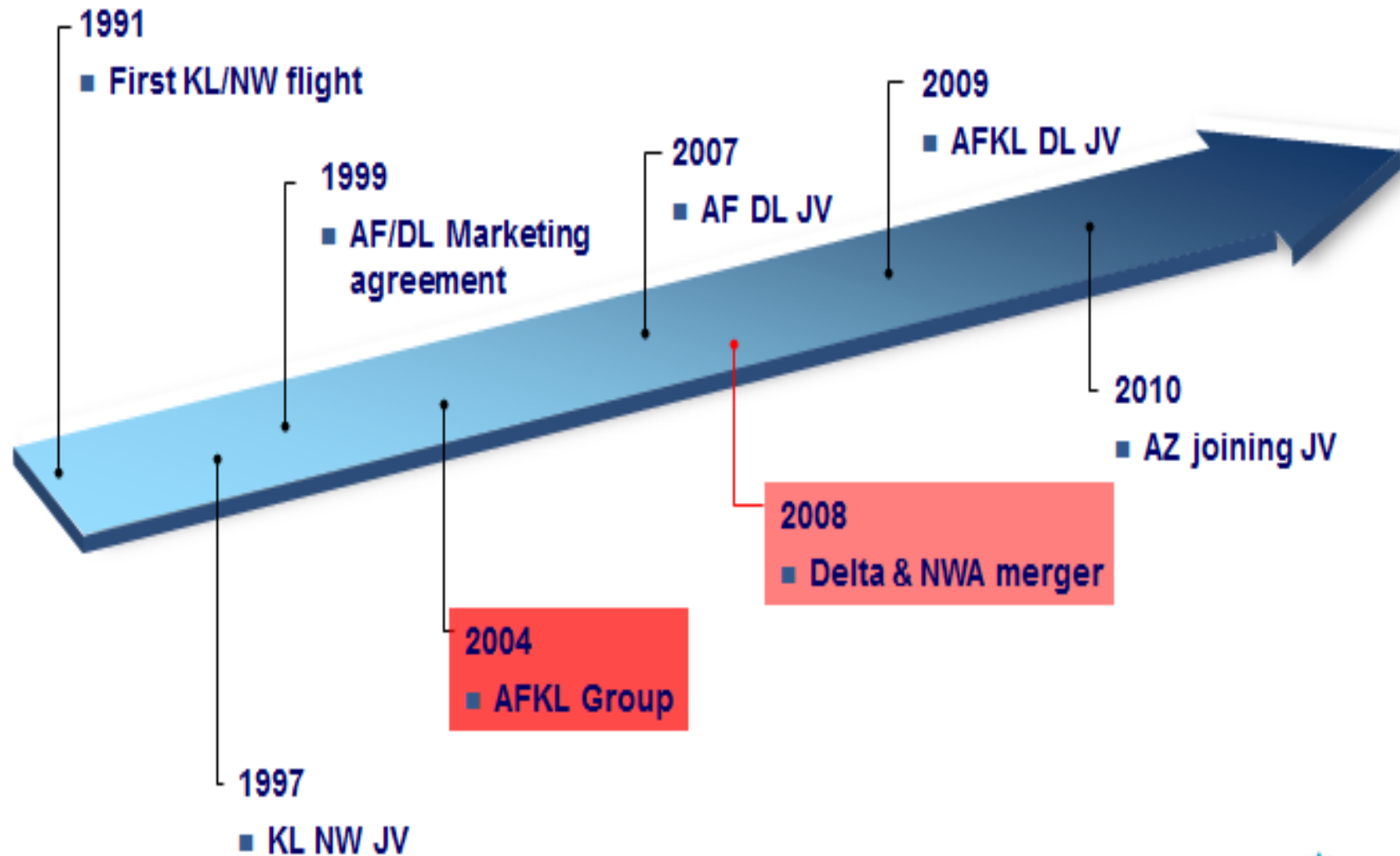
- . Why Alliances
- . What is required/what basics are needed
- . When and how can they be accomplished
- . How are they functioning/put together
- . How is success guaranteed

Core Types of Alliances

- . 1. Interline deals
- . 2. Codeshare arrangements
- . 3. Equity Investment
- . 4. Joint Venture
- . 5. Global Alliance (e.g. Skyteam)

And all 5 can be mixed and matched at the same time.

AIR FRANCE / KLM / DELTA, a great history



Member airlines and their hubs, per transatlantic JV

SkyTeam JV



NA	EU
ATL CVG DTW JFK MSP (SEA)* SLC	SPL CDG FCO

StarAlliance JV



NA	EU
EWR IAD IAH ORD SFO YUL YYZ	BRU FRA MUN VIE ZRH

oneworld JV



NA	EU
DFW JFK ORD MIA	LHR MAD

*DL scaling up operations at SEA; per SU14

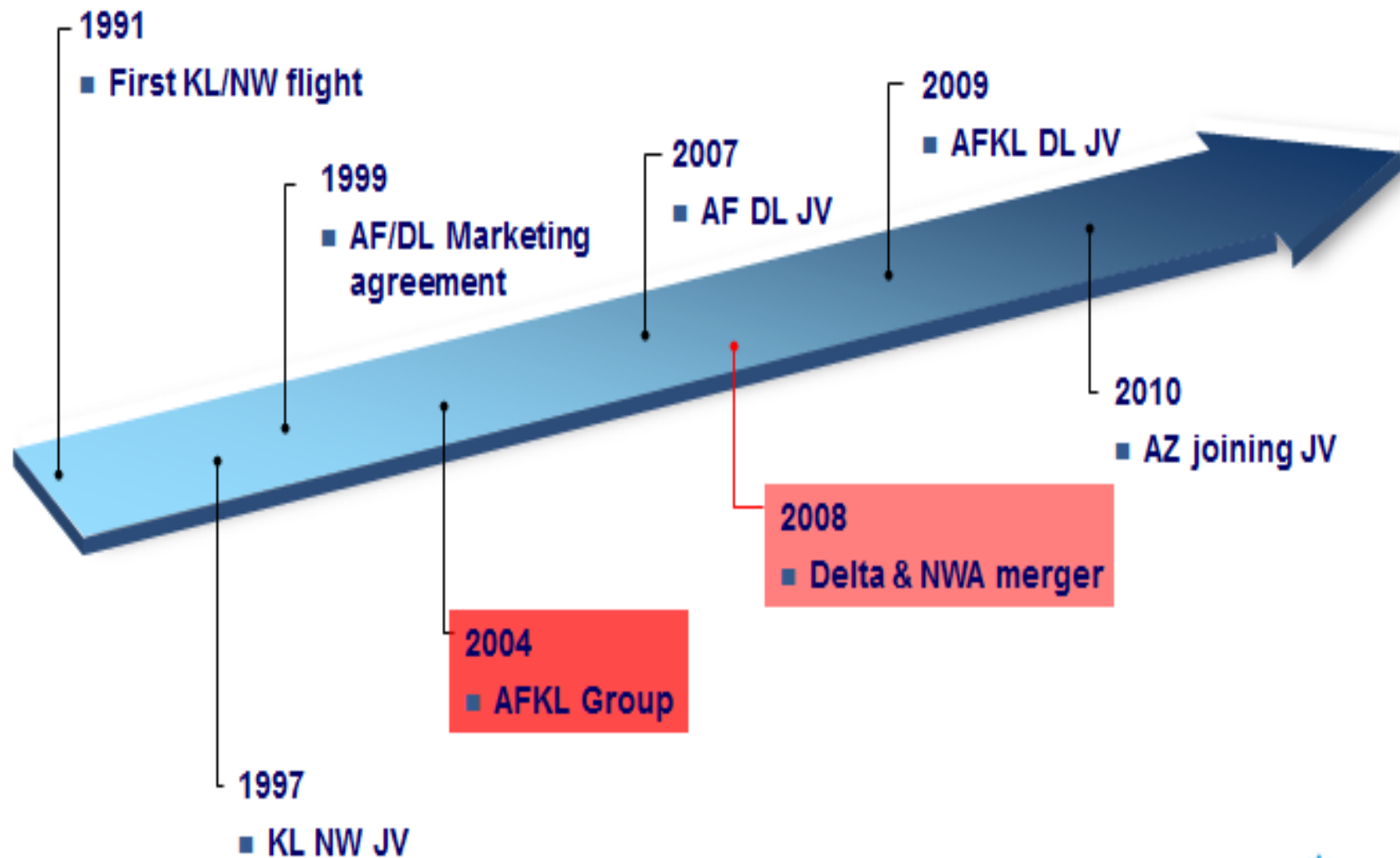
Source: Annual reports, carrier websites, OAG

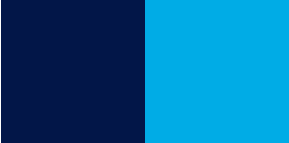


Key Success Factors of that first JV

- . Truly seamless experience
- . Connect the 'pipes'
- . Hubs and Home market strengths
- . Cost down
- . Quality of revenue up
- . Metal neutrality and being 'colorblind'
- . Joint network design and capacity discipline
- . Senior Leadership Commitment
- . Better position in tough times
- . Strong market coverage

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Thank you
Merci Beaucoup
Dank jullie wel