

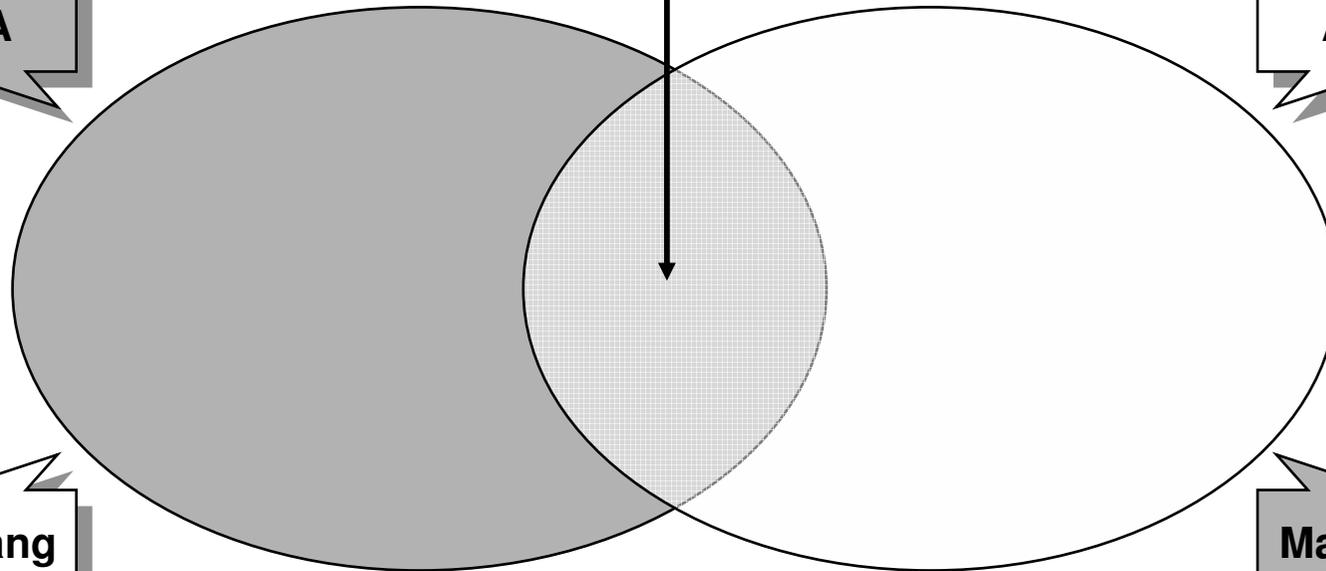
**Vermeidung
von Doppelaktivitäten und
Reduzierung der Wettbewerbs-
intensität**

**Streckennetz
Airline A**

**Streckennetz
Airline B**

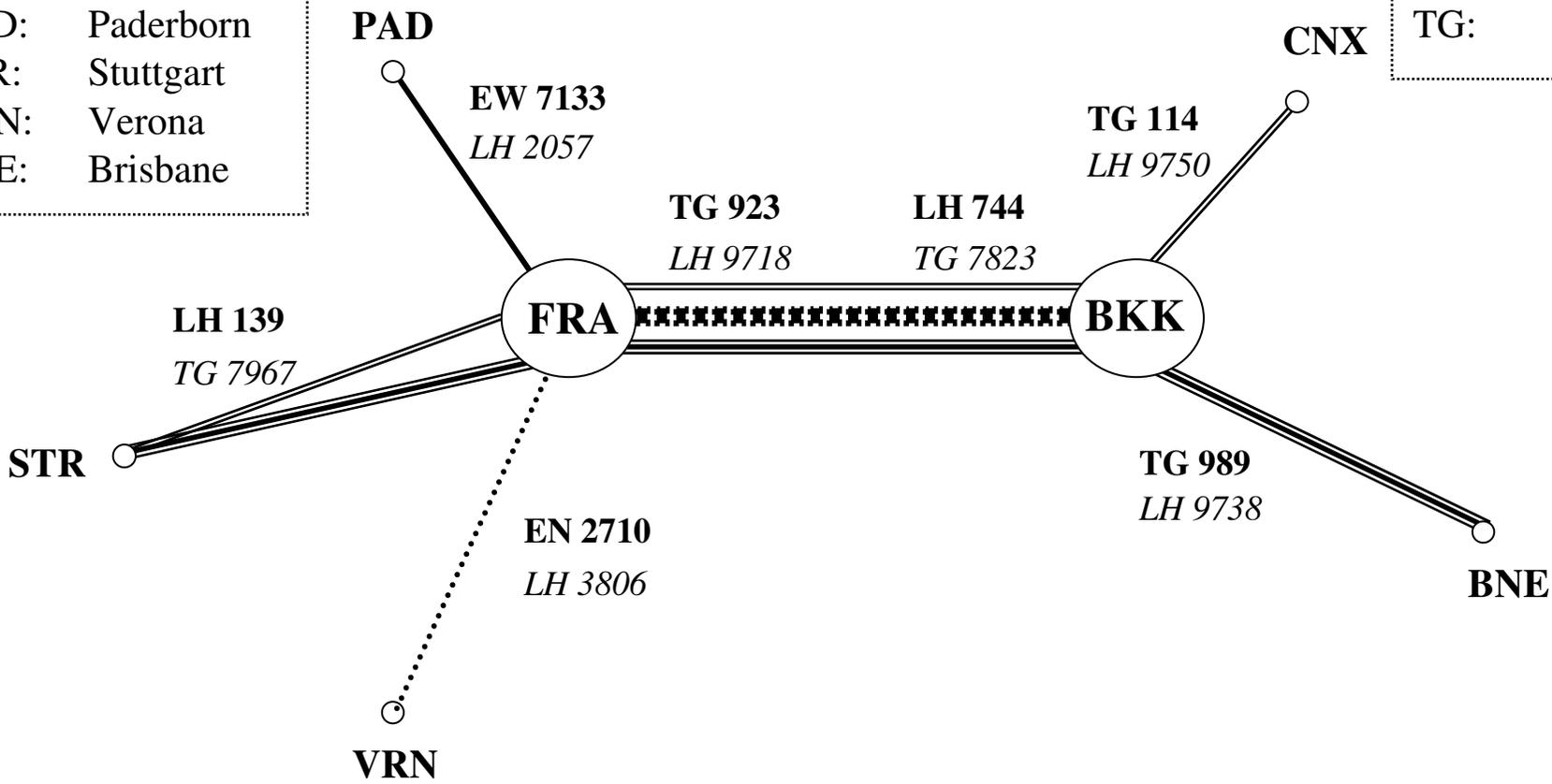
**Marktzugang
Airline B**

**Marktzugang
Airline A**



BKK: Bangkok
 FRA: Frankfurt
 CNX: Chiang Mai
 PAD: Paderborn
 STR: Stuttgart
 VRN: Verona
 BNE: Brisbane

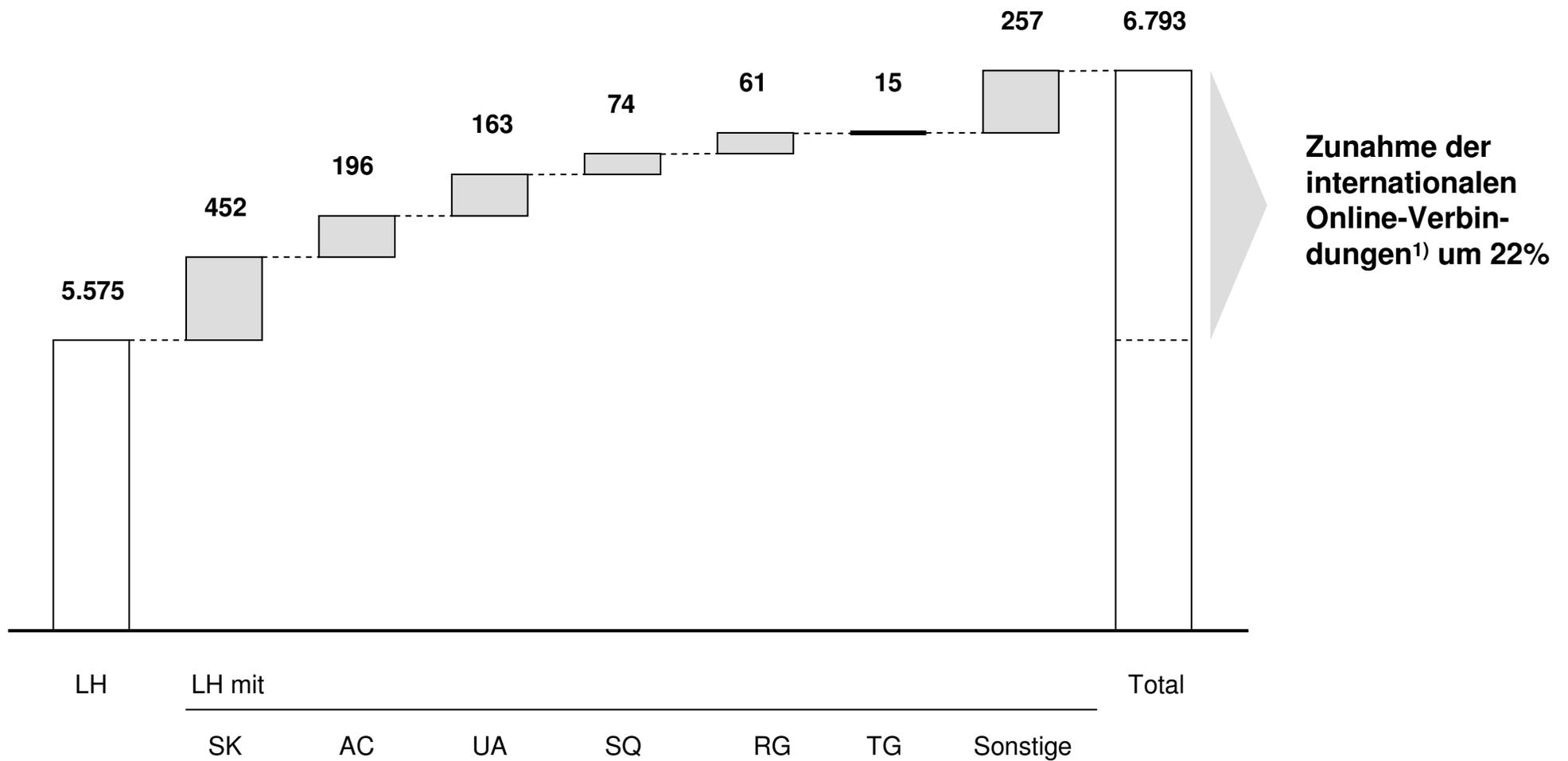
EN: Air Dolomiti
 EW: Eurowings
 LH: Lufthansa
 TG: Thai Airways



■■■■■ Point-to-Point Codesharing
 — Feeder Codesharing national
 Feeder Codesharing international
 = Connection Codesharing
 = Third Country Connection Codesharing

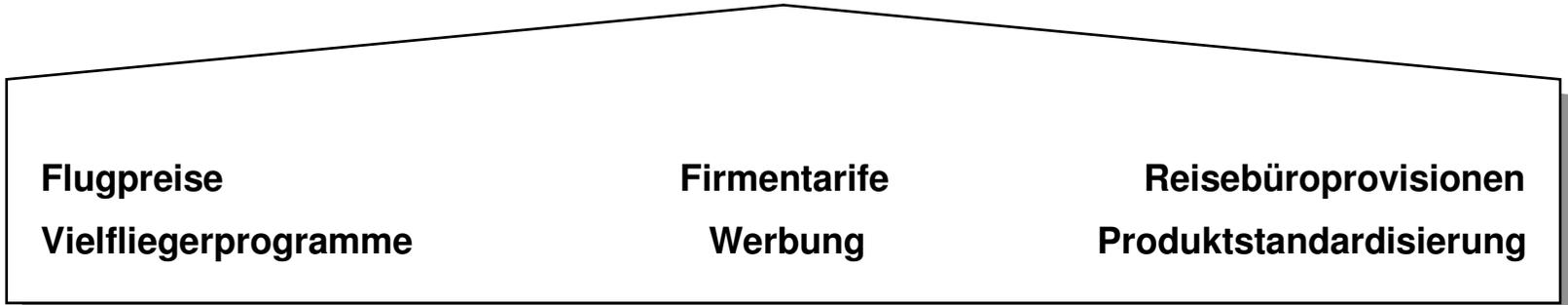
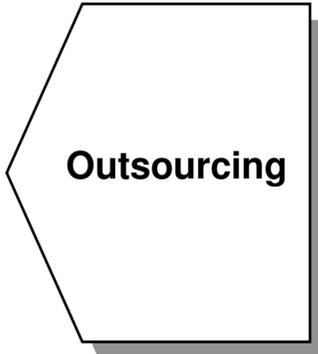
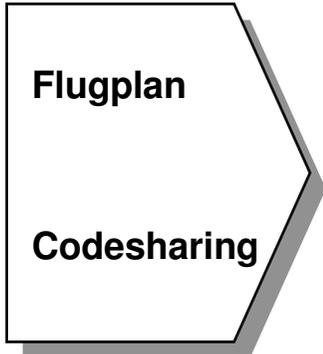
FRA - BKK
 PAD - FRA
 VRN - FRA
 STR - FRA - BKK - CNX
 STR - FRA - BKK - BNE

**LH 139 Flugnummer des
 Operating Carrier**
*TG 7967 Marketing-Flugnummer
 des Codesharing Partners*



1) Verbindungen zwischen internationalen Flügen mit einer Umsteigezeit von 40 bis maximal 120 Minuten;
Wochentag: Dienstag

Quelle: Jaeggi 2000



Area	Drivers	Estimated Benefit (EURm)
Commercial Synergies:	Code Sharing	153
Network Optimisation:	Unified Network Organiser management structure	
	Focus on higher margin routes	57
	Improved use of resources	
	Development / optimisation of feeders	
	Further development of hubs	
Fleet Expansion:	Further fleet expansion to exploit Italian hubs growth and availability of traffic rights	30
Commercial Costs Savings:	Sales structure integration	90
	Increase competitive position in all distribution channels	
Cargo:	Network integration and optimisation (increase in market share, yield, load factor and hub efficiency)	70
	Handling and road network cost savings	
Total synergies		400

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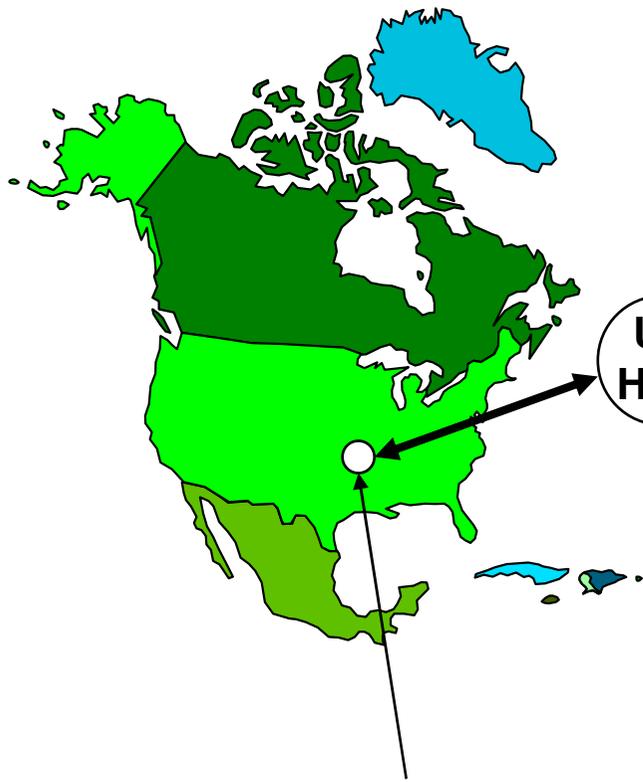
Source	% of total Benefits/ Savings	Comment (driver, source)	Replicable via Alliance	Internet
Revenue:				
Traffic	86%	3% to 5%		
- yield		Hub & spoke, better product, segmentation opportunities, mitigation of competition, FFP power, network integration	Yes but durable?	Possible
- load factor				
Maintenance	4%	0%	Ditto	No
Catering	2%	0%	Ditto	No
Ground handling	1%	0%	Ditto	No
Other (systems, retail etc.)	7%	0%	Ditto	No
Total Group Revenues	100%	2% to 4%		
Operating Cost:				
Crew (flight deck + cabin)	16%	0%	No	No
Fuel	11%	3%	No	Yes
Maintenance	9%	5%	Limited	Parts only
Airport charges	5%	0%	No	No
Navigation + ATC	5%	0%		
Ground handling	12%	5%	Limited	Possible
Inflight service	7%	10%+	Limited	Possible
Distribution costs (of which)	18%	0% to 20%		Yes
- commissions	9%	0%	No	Exceeded
- sales admin	9%	0% to 40%	Limited	Possible
Depreciation + Leasing	11%	up to 20%	Limited	No
Administration	2%	30%	No	No
Other Costs	4%	30%	Limited	No
Total Group Costs	100%	10%		
Balance sheet:				
Aircraft	74% (see above)	Procurement savings due to common fleet and engine specification. Ability to offer long-term, stable fleet replacement contracts to Airbus or Boeing.	Limited	No
Other fixed assets	18%	0		
Working capital	-10%	?	No	No
Cash balances	18%	0	No	No
Total capital employed	100%			

Source: DLJ.

Anzahl wöchentlicher Verbindungen

- KL/NW: 28
- Star Alliance: 23
- AA/BA: 14
- SR/DL/SN/OS: 14

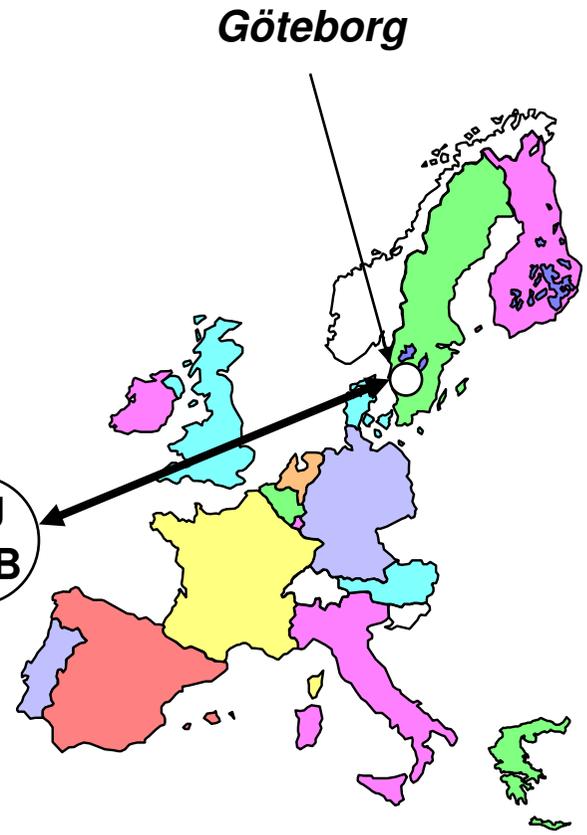
=> 89 Verbindungen



**US
HUB**



**EU
HUB**

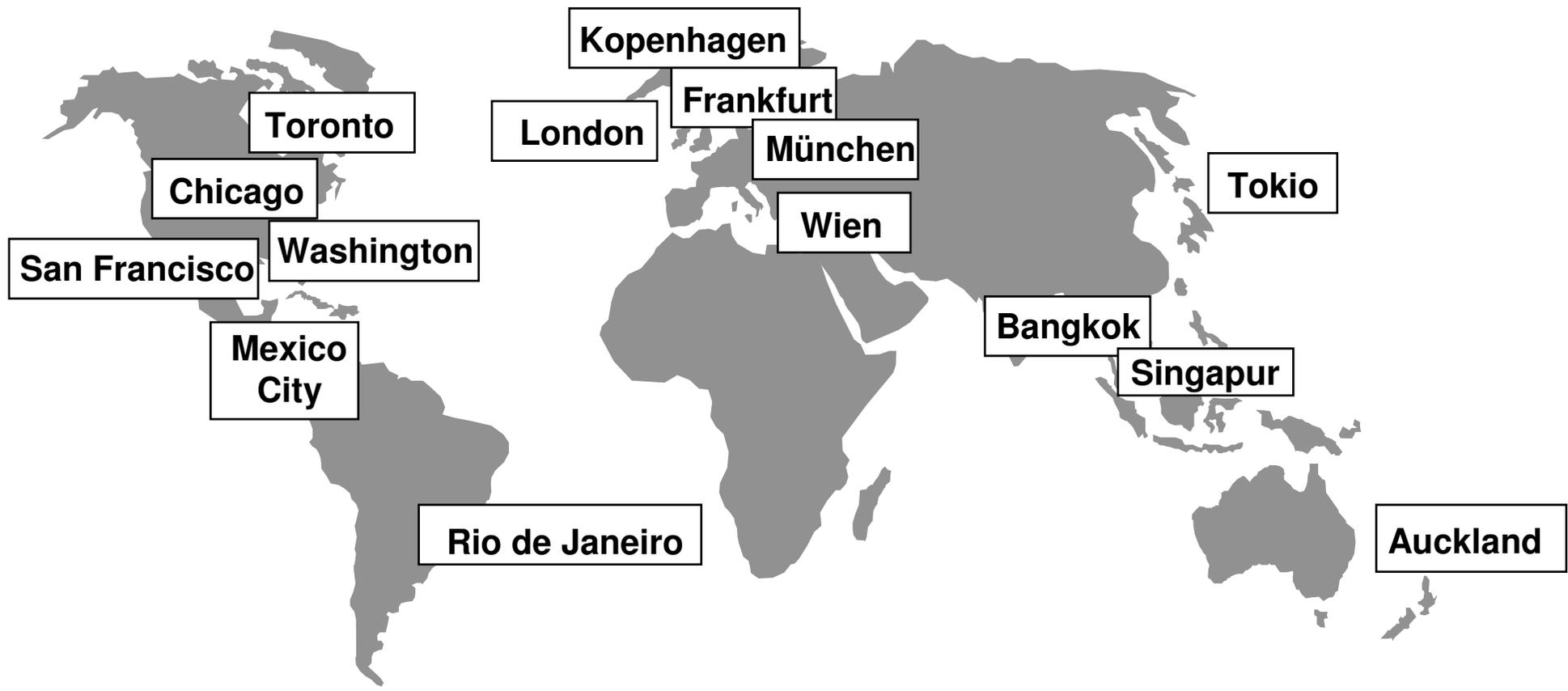


Kansas City

Göteborg

Regionalfluggesellschaften als Partner europäischer Flag Carrier

Flag Carrier	Regionalfluggesellschaften		
Air France	<u>Code-Sharing:</u> Crossair, Eurowings, Regional Airlines, Tyrolean Airways	<u>Franchising:</u> Brit Air, CityJet, Gill Air- ways, Jersey European, Proteus Airlines	<u>FFP:</u> Aircalin, Brit Air, CityJet, Eurowings, Gill Airways, Jersey European, Proteus Airlines
Alitalia	<u>Code-Sharing:</u> Eurowings, KLM uk, Regional Airlines	<u>Franchising:</u> Azzurra Air, Minerva Airlines	
British Airways	<u>Code-Sharing:</u> Air Liberté, Deutsche BA, Crossair	<u>Franchising:</u> Base Airlines, British Regional Airlines, Brymon Airways, CityFlyer, Loganair, Maersk Air (uk), Sun-Air of Scandinavia	
Iberia	<u>Code-Sharing:</u> Regional Airlines	<u>Franchising:</u> Air Nostrum	<u>FFP:</u> Binter Canarias, Binter Mediterráneo
KLM	<u>Wet-Lease/Code-Sharing:</u> Braathens Malmö Aviation, Eurowings, KLM alps, KLM cityhopper, KLM exel, KLM uk, Regional Airlines		
Lufthansa	<u>Franchising:</u> Air Littoral, Augsburg Airways, Cimber Air, Contact Air, Rheintalflug	<u>Other Agreements:</u> Air Dolomiti, LH CityLine, Regional Air- lines, VLM	
Sabena	<u>Wet-Lease:</u> DAT Delta Air Transport	<u>Commercial Agreements:</u> Regional Airlines, VLM	<u>Other Agreements:</u> Air Littoral, Crossair, Tyrolean Airways
SAS	<u>Wet-Lease/Code-Sharing:</u> Air Baltic, Air Botnia, Cimber Air, Grøn- landsfly, Regional Airlines, Skyways, Widerøe	<u>Marketing Agreements:</u> Estonian Airlines, Regional Airlines	
TAP Air Portugal	<u>Code-Sharing:</u> Deutsche BA	<u>Other Agreements:</u> Air Littoral, Crossair, Tyrolean Airways	



San Francisco

Chicago

Toronto

Washington

**Mexico
City**

Rio de Janeiro

London

Kopenhagen

Frankfurt

München

Wien

Bangkok

Singapur

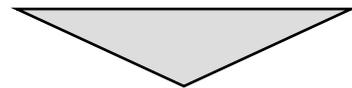
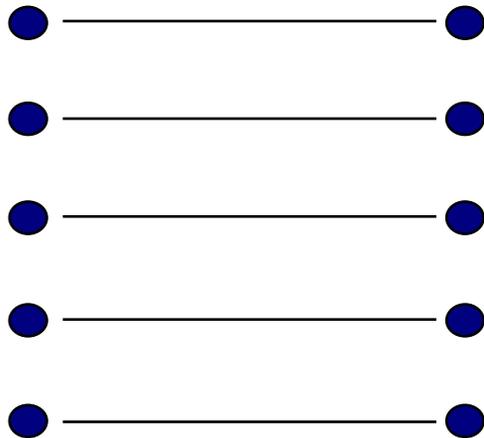
Tokio

Auckland

Rentabilität (10)	Flotte (5)	Verkehrssyst. (25)	Märkte (20)	Produkt (10)
<ul style="list-style-type: none"> ● Kostenstruktur ● Erlösstruktur ● Gewinn/Verlust ● Bilanzanalyse ● Produktivität 	<ul style="list-style-type: none"> ● Anzahl Flugzeuge ● Typ/Alter ● Anzahl Sitze ● Verhältnis Lang-/Kurzstrecke 	<ul style="list-style-type: none"> ● Anzahl Zielorte ● Hubs/Knoten/Slots ● Netzüberdeckung ● Wettbewerb (gegen LH, gegen OAL) ● Verkehrsrechte 	<ul style="list-style-type: none"> ● Heimatmarkt (Größe/Anteil) ● Marktwachstum ● Verkehrsanteil ● O & D Analyse ● Interlining Austausch mit LH 	<ul style="list-style-type: none"> ● Unfallstatistik ● Qualitätsimage ● Service (Bord, Boden) ● Beförderungsklassen/-komfort ● Pünktlichkeit ● FFP Stärke

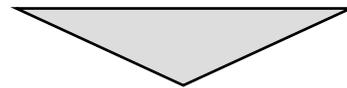
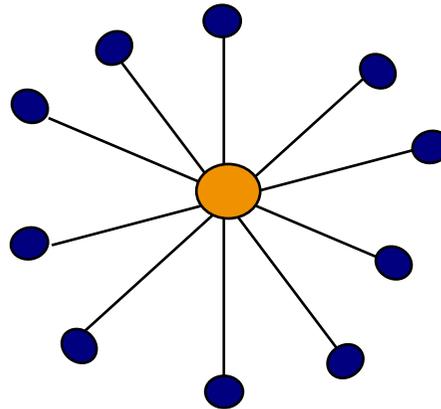
Verkauf/Marketing (10)	Firmenfakten (10)	Allianzen/Koop. (5)	Sonstiges (5)
<ul style="list-style-type: none"> ● Vertriebskanäle ● Preispolitik, -verhalten ● Kundensegmente 	<ul style="list-style-type: none"> ● Name, Adresse ● Anzahl Mitarbeiter ● Umsatz; Gewinn ● Finanzstruktur 	<ul style="list-style-type: none"> ● Gegenwärtiges Lager ● Chance des Herauslösens ● Zielkonflikte mit LH ● "Cultural Fit" 	<ul style="list-style-type: none"> ● Strategischer Wert ● Grad des LH-Interesses ● Alternativkandidaten verfügbar?

Punkt-zu-Punkt-Verkehr



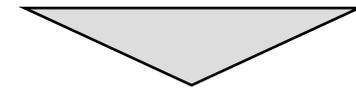
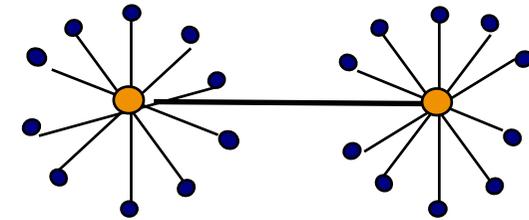
5 City Pairs
mit gleicher Kapazität

Hub-and-Spokes Netz

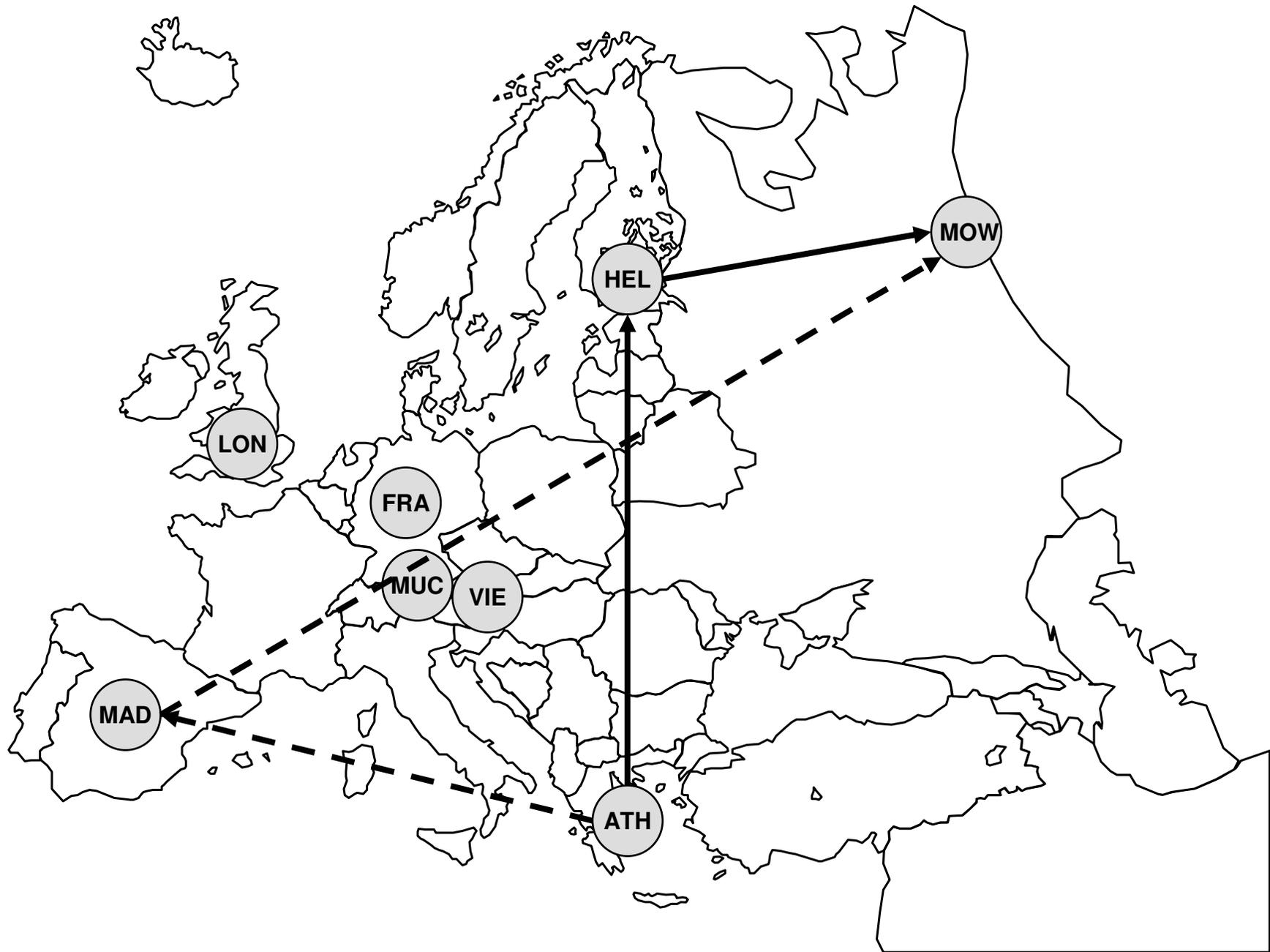


55 City Pairs
mit gleicher Kapazität

Allianznetz

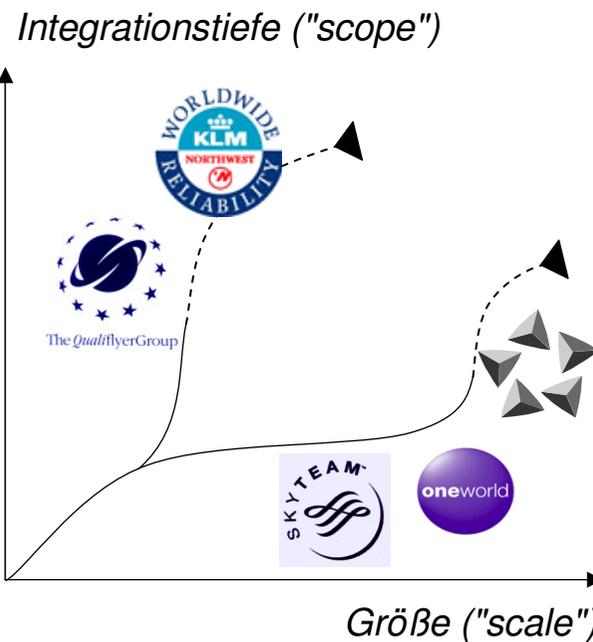


141 City Pairs
mit gleicher Kapazität



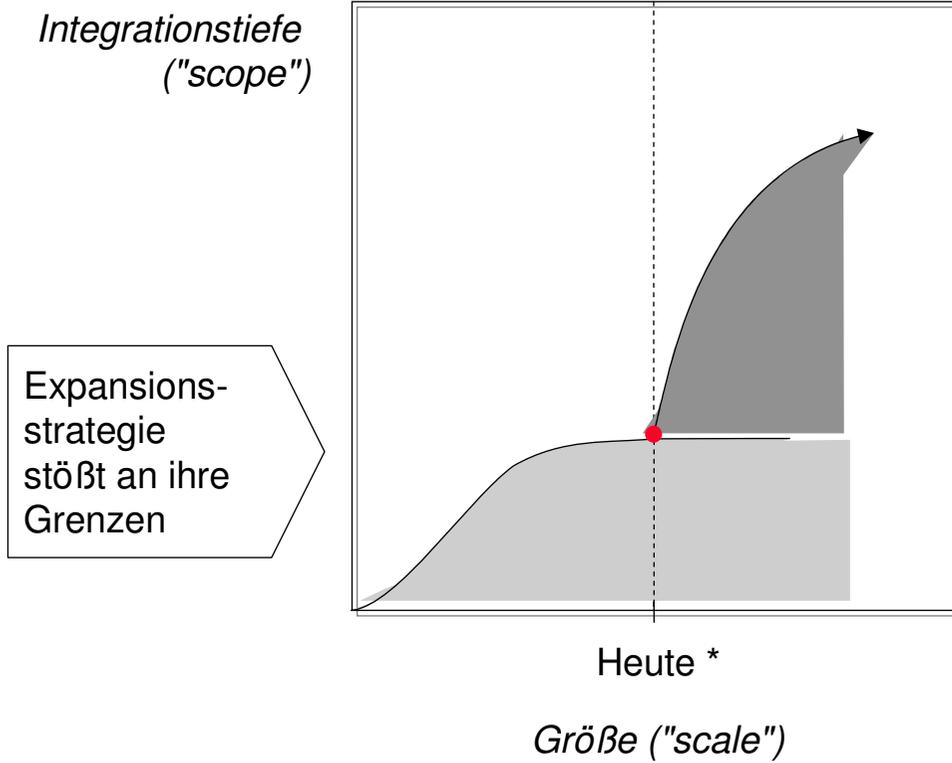
Integrationstiefe: scope

- Schnelle und tiefgreifende Integration zentral für die Entwicklung
- Beschränkung bei Größe zugunsten Geschwindigkeit
- Beispiele:
 - Qualiflyer Group (Integration von Network Management, Vertrieb, Pricing, Yield-Management)
 - KL/NW ("Virtual Merger" von Planungs- und kommerziellen Funktionen)

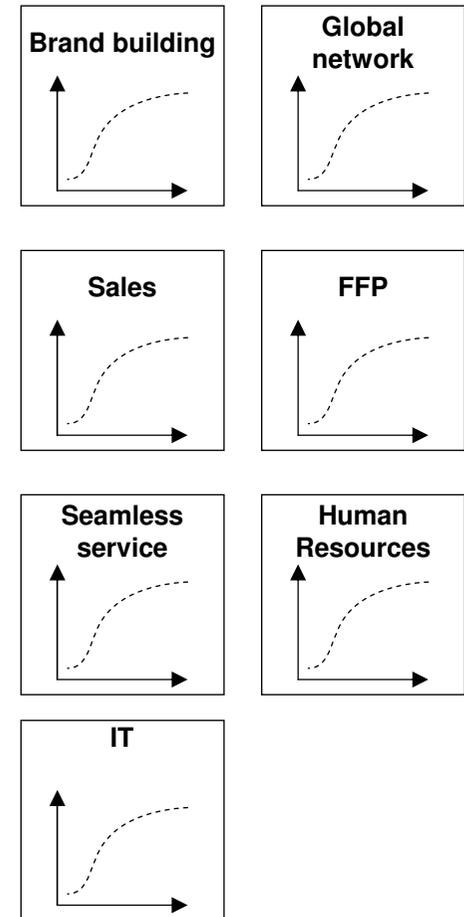


Größe: scale

- Größe als Wettbewerbsvorteil (globale Abdeckung)
- Größe vor Integrationstiefe
- Beispiele:
 - Star Alliance
 - Oneworld
 - Skyteam



Größe nutzen,
Integration
vorantreiben!



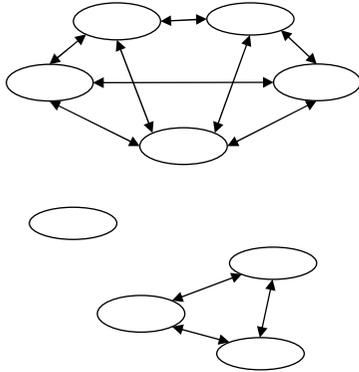
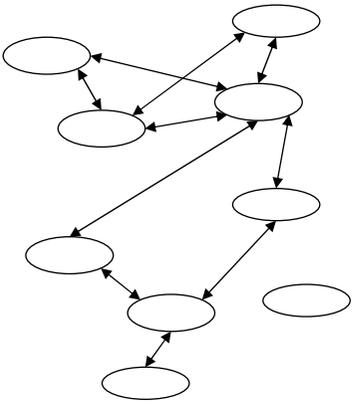
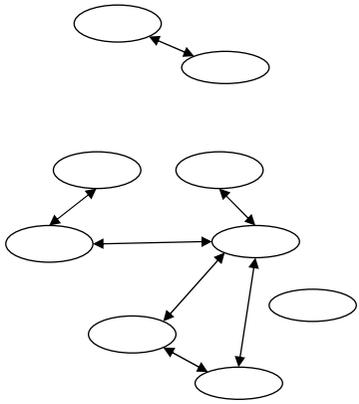
* Entwicklungsstand der Star Alliance heute



(ex QF)

Function	STAR ALLIANCE	oneworld	WORLDWIDE KLM NORTHWEST RELIABILITY	SKYTEAM	(ex QF)
Customers					
Schedule Alignment	●		●	●	●
Lounge Access	●	●	●	●	●
Joint/Reciprocal FFP	●	●	●	●	●
Umbrella Branding	●	●	●		●
Company					
Integrated Network Management	●		●		
Integrated Sales Force			●		●
Integrated Marketing			●		
Integrated Revenue Management			●		●
Integrated Product Developmnt			●		
Financial					
Profit Sharing			●		
Joint Fleet Decisions and Investments			●		
Regulatory					
Antitrust Immunity	●		●		

Bilaterale Allianzen **Bilaterale Allianzgruppen** **Multilaterale Allianzen** ?



Operativer Fokus **Strategischer Fokus**

- Maintenance
- Code Sharing

- Marketing
- Code Sharing
- FFP

- Konsolidierter Vertrieb
- Koordinierte Netzwerke



www.aaa.com

It's natural to want to work together.



AAA's **Auto** and **Travel** agents work together to give you the best service possible. Whether you're looking for a rental car, a hotel or a flight, AAA's agents work together to make sure you get the best deal. AAA's agents work together to make sure you get the best deal.

- AAA Auto
- AAA Travel
- AAA Rental Cars
- AAA Hotels
- AAA Flights

AAA is a not-for-profit organization. AAA's services are provided by its member clubs. AAA's services are provided by its member clubs. AAA's services are provided by its member clubs. AAA's services are provided by its member clubs.



www.aaa.com

It's natural to want to be comfortable.

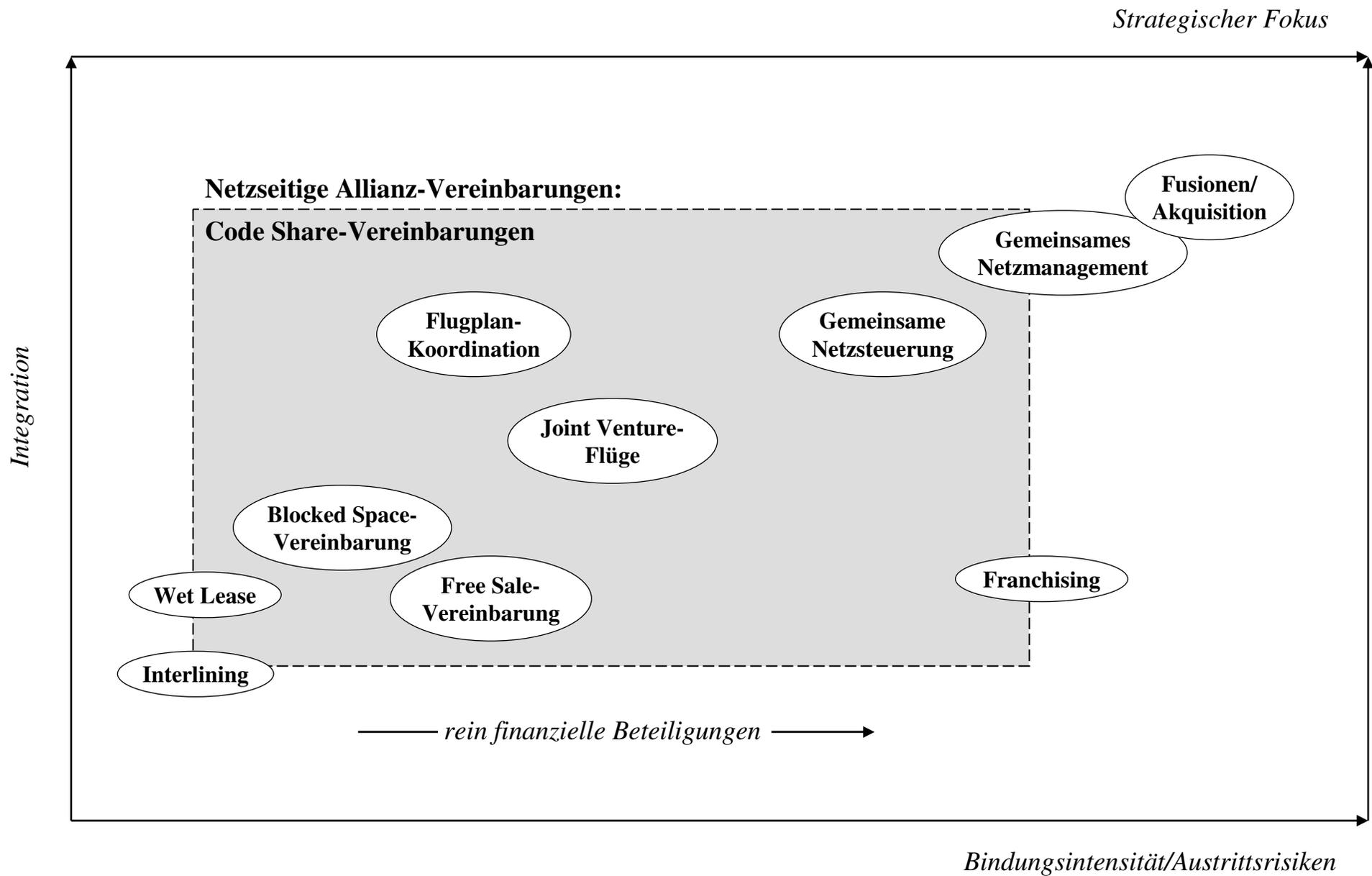


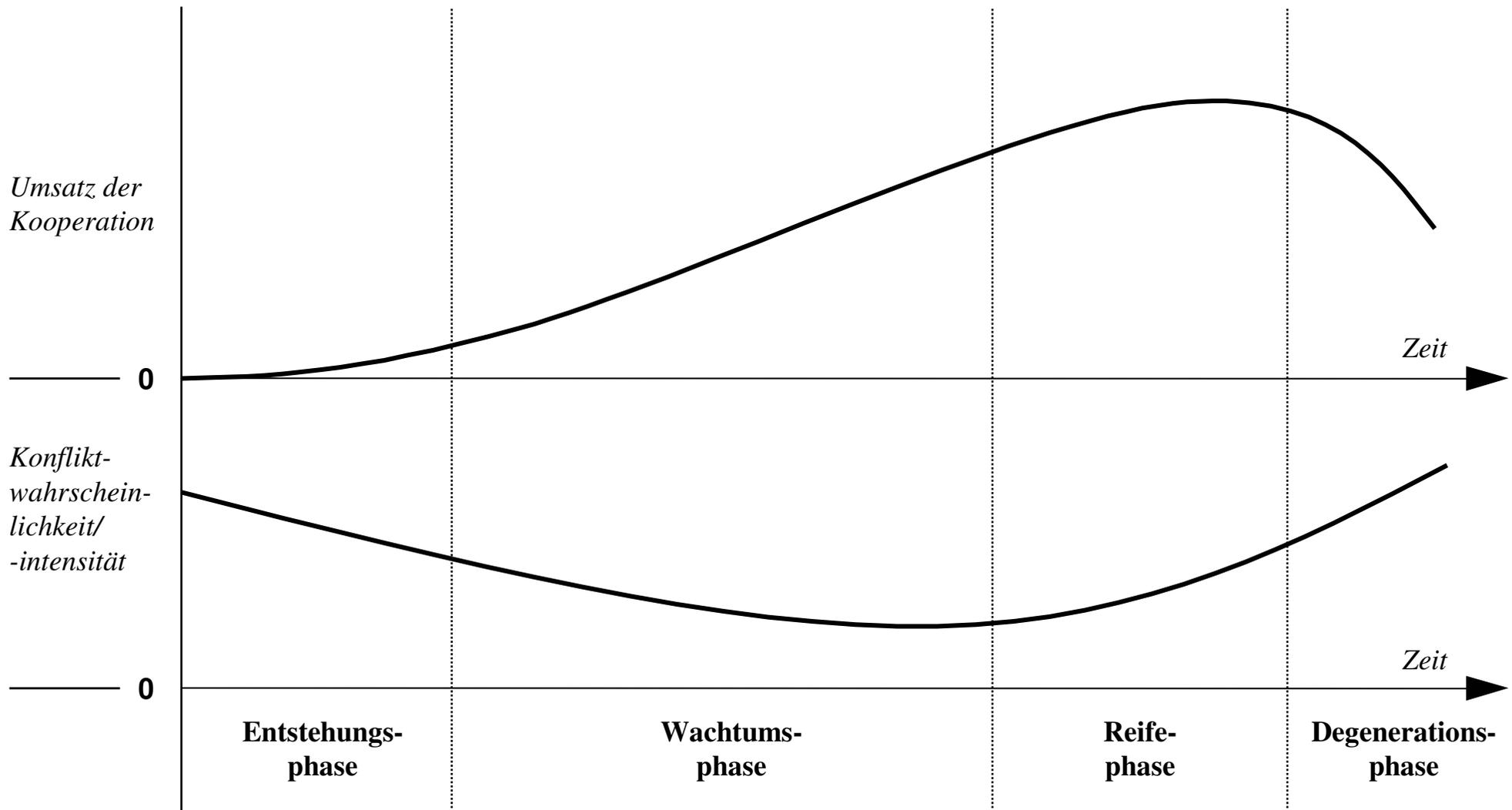
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Back ups

Slot-Marktanteil (auf Abflügen basierend), geordnet nach der Größe des Flughafens (in %)

	STAR	Oneworld	SkyTeam	Wings	Qualiflyer
London-Heathrow	26,8	48,0	3,5	2,3	4,0
Frankfurt	69,7	5,9	3,7	1,3	3,1
Paris-CDG	13,0	8,2	55,4	2,1	3,1
Amsterdam	7,9	7,0	2,4	55,1	3,3
London-Gatwick	0,0	70,9	3,1	1,0	0,7
Madrid	3,4	56,3	3,8	1,0	4,4
Paris-Orly	0,5	5,3	54,3	0,5	33,4
München	52,7	4,9	3,7	1,9	4,4
Zürich	11,2	4,6	3,3	1,3	72,1
Brüssel	11,4	7,5	4,6	1,1	59,8
Manchester	19,4	54,4	3,8	4,3	5,2
Kopenhagen	54,0	3,4	1,9	1,2	5,6
Stockholm	53,3	10,0	1,6	1,1	3,0
Mailand-Malpensa	11,1	5,3	3,1	2,2	6,1
Dublin	7,4	50,7	3,3	0,0	1,4
Wien	69,2	3,2	4,0	2,8	9,3
Lissabon	4,0	7,3	3,3	1,3	66,2
Mailand-Linate	0,0	6,0	2,4	1,2	1,2
Flughäfen mit einem Marktanteil von:					
10-20%	5	1	0	0	0
20-30%	1	0	0	0	0
30-40%	0	0	0	0	1
40-50%	0	1	0	0	0
>50%	5	4	2	1	3
Gesamt >10%	11	6	2	1	4