MARKETING AND CX – HEN AND EGG

CASE TALLINKSILJA



KEY FACTS ABOUT TALLINK

950 m€
9.800.000 passengers
Over 7.000 employees
14 vessels / 1.5 b€
Listed in TLL and HKI



THE WORLD'S TOP DUTY FREE & TRAVEL RETAIL SHOPS

Ranking by actual and estimated retail sales in 2016

Rank	Location	Country	Channel
Sales > US\$ 1,500 million			
	SEOUL - Incheon Int'l Airport DUBAI - Dubai International Airport SINGAPORE - Changi Airport US\$ 1,000 million	South Korea UAE Singapore UK	Airport Shops Airport Shops Airport Shops
4 5 Sales > l	LONDON - Heathrow Airport BANGKOK - Suvarnabhumi Airport US\$ 800 million	Thailand	Airport Shops Airport Shops
6 7 8	HONG KONG - International Airport SHANGHAI - Pudong Airport TOKYO - Narita Airport	Hong Kong China Japan	Airport Shops Airport Shops Airport Shops
Sales > US\$ 600 million			
9 10 11	BEIJING - Capital Airport PARIS - Charles de Gaulle Airport FRANKFURT - Frankfurt-Main Airport	China France Germany	Airport Shops Airport Shops Airport Shops
Sales > US\$ 500 million			
12 13 Sales > l	TALLINK - All Routes TAIPEI - Taoyuan International Airport US\$ 400 million	Estonia Taiwan	Ferries Airport Shops
14 15	AMSTERDAM - Schiphol Airport ISTANBUL - Atatürk Airport	Netherlands Turkey	Airport Shops Airport Shops

Source: Generation Research 201

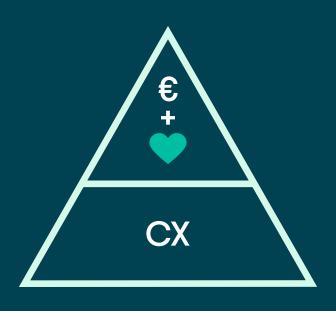
KEY FACTS ABOUT COMPETITOR

- 2,5 meters
- 3-4 passengers at a time
- 2.000-3.000€ price range
- Privately owned











275,30 €



503,10€

HEL - STO

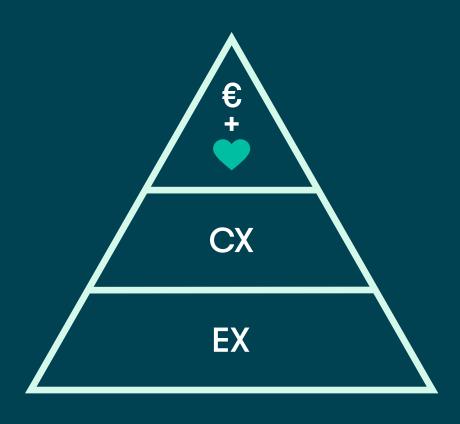








Brand = customer experience

















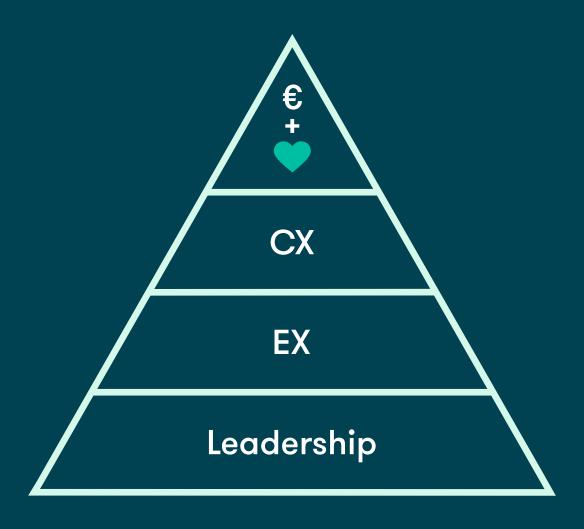




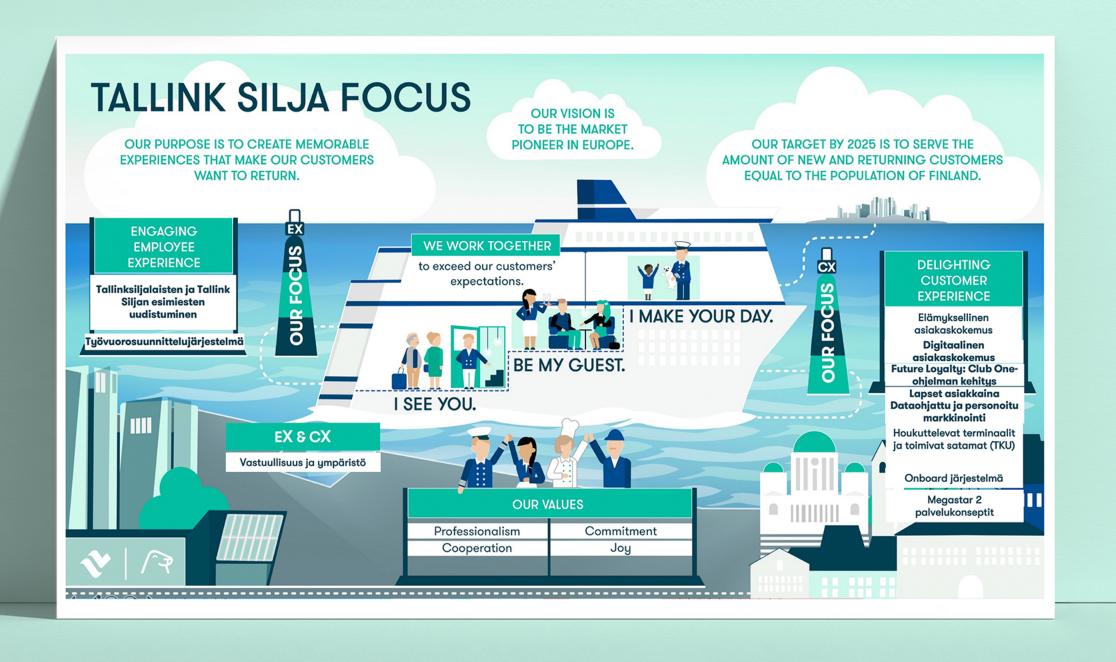


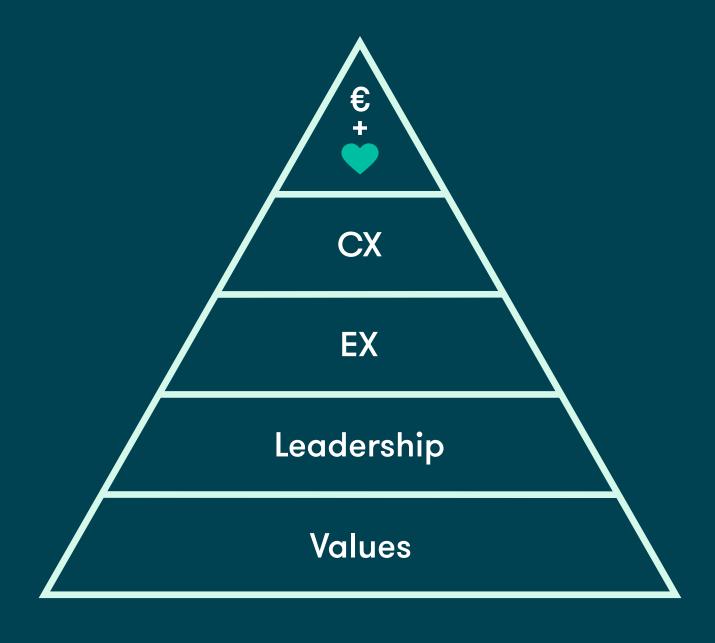














SO LONG, SILOS.



