

Thank you for sharing HAL's updated Consumer Research and Engagement Strategy document, the CCB are pleased to see that the update incorporates comments both the CCB and the airlines submitted to HAL.

In summary, the updated document:

- Demonstrates a good understanding of consumer engagement.
- It is noted that the document still includes reference to stakeholders as well as consumers. The CCB restate the feedback that HAL need to be aware of the risk of confusing what is a consumer engagement strategy. Specifically, section B2.3 presents a risk of conflating consumer and community around the new runway. While engagement with diverse stakeholder groups, e.g. local communities, is obviously critical to HAL's overall business plans, it should represent a separate workstream from engagement with consumers.
- The CCB note the use of the term passenger in the document and feel the instead the use of consumer throughout would be preferable. The CCB welcome that the agreed scope for the strategy is to include both R1/2 and R3.
- It would be helpful, to overcome misgivings about its purpose and validity, if stronger justification for the central methodology of WTP could be included. The CCB recognise the validity of such research to drive the business plan and identify areas for both cost increases and reductions, as well as provide useful insights into prioritisation. There is an opportunity for HAL to outline what other approaches are available and explain more about the chosen WTP approach i.e. how the WTP will work (validated against real data) and detail the advantages and restrictions.
- In section A1.2 "Scope" HAL are reflecting some pre-determination of the consumer agenda, the CCB would encourage HAL to think openly and be guided by the results of the research.
- In section A1.3 "Approach" the document references dealing with issues not totally within HAL's control i.e. Security, and Immigration. The CCB is encouraged to note that HAL are thinking about the end-to-end consumer experience. This section states that there can be no financial incentive in this area, however the CCB would like to encourage HAL to consider reputational incentives, especially if (as seems likely) these are important parts of the consumer experience.
- The strategy still lacks a workstream on engaging with external consumer groups. The CCB encourages HAL to engage with groups who can provide detailed insight into the needs of particular groups (e.g. Age Concern, RNIB, Mumsnet etc).

Other points:

The CCB welcome the growing recognition on part of HAL that this process requires a fundamental change of business culture rather than solely satisfying the regulation process.

The CCB are also encouraged by the recent spirit of cooperation in a joint approach between the HAL and airlines to develop this consumer research and engagement strategy.