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Oct 11, 2025 at 10:52 AM

From: Martin Hatch <mhatch@roomscanner.com>

Date: Oct 11, 2025 at 10:52 AM

Subject: Re: Flighthunt—synergy potential

To: Roger White <rwhite@roomscanner.com>, John Epton <john.epton@hplt.com>, Maria Brown <mbrown@roomscanner.com>, Tammy Barroso <tbarroso@roomscanner.com>, James Spencer <jspencer@roomscanner.com>, Tim King <tking@roomscanner.com>, Ted Donnelly <tdonnelly@roomscanner.com>

I have an open line to Stephen at Flighthunt.

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Oct 11, 2025 at 10:22 AM

From: Roger White
<rwhite@roomscanner.com>

Date: Oct 11, 2025 at 10:22 AM

Subject: Re: Flighthunt—synergy potential

To: Martin Hatch <mhatch@roomscanner.com>, John Epton <john.epton@hplt.com>, Maria Brown <mbrown@roomscanner.com>, Tammy Barroso <tbarroso@roomscanner.com>, James Spencer <jspencer@roomscanner.com>, Tim King <tking@roomscanner.com>, Ted Donnelly <tdonnelly@roomscanner.com>

Overall, I am still concerned about all of the overlap between us and Flighthunt. If we acquire them, it will be very distracting for quite a while. The price is probably high. Makes me wonder why we would spend that much money instead of investing in our own flights site (and possibly in the future integrated platform) to excel. But...I know it might allow us to capture a big share of the revenue in this market right away.. And our hotel booking OTA does give us the platform to do it on. But the price needs to be considered carefully.

Best,

Roger

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Oct 11, 2025 at 10:10 AM

From: James Spencer <jspencer@roomscanner.com>

Date: Oct 11, 2025 at 10:10 AM

Subject: Re: Flighthunt—synergy potential

To: Martin Hatch <mhatch@roomscanner.com>, John Epton <john.epton@hplt.com>, Maria Brown <mbrown@roomscanner.com>, Tammy Barroso <tbarroso@roomscanner.com>, Roger White <rwhite@roomscanner.com>, Tim King <tking@roomscanner.com>, Ted Donelly <tdonelly@roomscanner.com>

Tim, Ted, I understand your position, but I think some of that analysis has already been done (see data from Glasswater consulting), I think a “buy” approach is the way forward. Martin, where do we stand on routing out a contact at Flighthunt?

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Oct 11, 2025 at 10:08 AM

From: Tammy Barroso <tbarroso@roomscanner.com>

Date: Oct 11, 2025 at 10:08 AM

Subject: Re: Flighthunt—synergy potential

To: Martin Hatch <mhatch@roomscanner.com>, John Epton <john.epton@hplt.com>, Maria Brown <mbrown@roomscanner.com>, James Spencer <jspencer@roomscanner.com>, Roger White <rwhite@roomscanner.com>, Tim King <tking@roomscanner.com>, Ted Donelly <tdonelly@roomscanner.com>

Thanks all for your input. My impressions are summarized below. I think this dialogue will bring us closer to a conclusion.

Best regards,
Tammy

Summary:

Overall I see this as a defensive measure to prevent one of our competitors (e.g. Travelsearch) from acquiring them and putting us at a competitive disadvantage. On the other hand, making an effective entry into the flights MSS market on our own would be difficult as expenses would be

required to connect to new databases for providing inventory for the new type of service, different technology and a different business model would be required, and product-specific knowledge and market analysis on how to target consumers interested in the new type of travel services would have to be developed. Although our platform already enjoys significant brand awareness, a successful move into flights MSS through Planescanner would require entering into several partnerships with airlines and OTAs. This is not an easy exercise – Flighthunter is the leader and has agreements with most airlines and several OTAs, some of which are even exclusive.

Pros:

- 1) Scale and synergies in the flights MSS industry. We need the product, personnel and marketing synergies to be able to compete against other competitors in this space (e.g. Gatecompare, Cabinfare)
- 2) Ability to deliver a bundled product. Better able to compete with Travelsearch and perhaps drive others small players from the market.

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Oct 11, 2025 at 10:05 AM

From: Ted Donelly
<tdonelly@roomscanner.com>

Date: Oct 11, 2025 at 10:05 AM

Subject: Re: Flighthunt—synergy potential

To: Tim King <tking@roomscanner.com>, Martin Hatch <mhatch@roomscanner.com>, John Epton <john.epton@hplt.com>, Maria Brown <mbrown@roomscanner.com>, James Spencer <jspencer@roomscanner.com>, Roger White <rwhite@roomscanner.com>, Tammy Barroso <tbarroso@roomscanner.com> ,

I see it very much like Tim. In Europe too it depends on how high we rate our chances of quick and forceful market entry with Planescanner (whose beta test in Europe has been a flop so far). Flighthunt is the clear number one in Europe in terms of number of partnerships with airlines (i.e., number of flight options and airfares shown). If we want to get our foot in the door in flight MSS in Europe, we either need to invest significantly in Planescanner (including as regards partnerships with airlines and OTAs, and potential product expansion to car hire, restaurants, and/or mobile) or go for Flighthunt at the right price.

Regards, Ted

Oct 11, 2025 at 10:03 AM

From: Tim King
tking@roomscanner.com

Date: Oct 11, 2025 at 10:03 AM

Subject: Re: Flighthunt—synergy potential

To: Martin Hatch <mhatch@roomscanner.com>, John Epton <john.epton@hplt.com>, María

Brown <mbrown@roomscanner.com>, James Spencer <jspencer@roomscanner.com>, Roger White <rwhite@roomscanner.com>, Tammy Barroso <tbarroso@roomscanner.com>, Ted Donnelly <tdonelly@roomscanner.com>

Overall, I understand and agree with the potential benefits of this acquisition proposal as a potentially huge enabler for us. The benefits of Flighthunt incumbent position in the flights MSS market cannot be denied. But I am also concerned about this acquisition... a lot depends on whether we think we can beef up our own internal offering efforts to create a competitive product that can crush the likes of Flighthunt on our own... To me, this whole thing boils down to an analysis between the likely success of Planescanner (after potentially being pumped up to a higher investment level with a spend infusion that is a fraction of this proposed acquisition) versus the likely success of the bundled offering. Answering that question ultimately has to come from an internal analysis of ourselves... we need to determine if we have the financial and technical commitment to succeed in the flight MSS industry with our own organic program... regardless of what it takes to succeed. Thus, the ROIs of both approaches to developing our flight MSS (organic vs. acquisition) need analysis... and that is where the answer to our question lies. In my humble opinion, most of the rest of the Flighthunt deal is just noise with negative implications (given the high degree of overlap). In the end, it is all about whether we believe we can organically grow our own program into a success... or not. If we believe that we cannot succeed on the path that we are on, then this deal makes a lot of sense (even with its negatives). But if we believe that we can grow our own organic program into a winning product (implying potentially increasing Planescanner staffing levels to develop more features faster... the way that Flighthunt was doing it), then this deal does not make sense. If we are going to spend money, we just need to figure out where we want to spend it... a little bit more inside or a lot more outside. Neither path guarantees success. I am cautious, so my leaning is towards spending a little bit more inside, because the ROI of success following that path is potentially much higher than the ROI of an acquisition... and it doesn't carry with it the many negatives ... But Roger and others know better than I if we believe we can grow our own organic program into a winning flights MSS or not. Like everyone else on this email, I will support any path that the company selects & work hard to make it succeed.

Thanks,

Tim

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Oct 11, 2025 at 10:00 AM

From: James Spencer <jspencer@roomscanner.com>

Date: Oct 11, 2025 at 10:00 AM

Subject: Flighthunt—synergy potential

To: Martin Hatch <mhatch@roomscanner.com>, John Epton <john.epton@hplt.com>, Maria Brown <mbrown@roomscanner.com>, Tim King <tking@roomscanner.com>, Roger White

<rwhite@roomscanner.com>, Tammy Barroso <tbarroso@roomscanner.com> , Ted Donnelly
<tdonelly@roomscanner.com>

I think our discussions this week are moving things forward, but I'd like to be able to make an offer to Flighthunt in the next few weeks or so—if that is in fact the direction we're heading. I think you all know where I stand on the matter, but I'd like to get an idea of where everyone stands now.

I look forward to hearing from all.

Regards,

James

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