

# **From Fragmentation to Global Scale: How Trip.com Is Selling Rail to the World**

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**Alvaro Ungurean**  
**Commercial Director EMEA, Train Business Group**

# Content

Trip.com Group™

- Trip.com Introduction
- Challenges of selling rail
- From local to global
- The power of the ecosystem



# Discover Our Group's Evolution: Key Milestones in Our Journey



Ctrip founded, combining digital and traditional travel services

1999



Conducted a share swap with Baidu to gain a majority stake in Qunar, prominent OTA in China

2015



Acquired Trip.com, transforming it into a global OTA platform

2017



Ctrip listed on the NASDAQ  
~54X market cap growth since IPO

2003



Acquired Skyscanner, leading travel marketplace

2016



Company name changed to Trip.com Group Limited, ticker updated to TCOM

2019



**≈15,000**

Customer service  
representatives



**24/7**

Customer service  
available



**18**

Customer service  
center



**>70%**

Automation rate for  
after-sales service



**20s**

95% Extremely Fast  
Response

Note: First contact resolution rate definition: the percentage of contacts that Trip.com Group's service center resolves on the first interaction with the customer.

## Excellence in Customer Service: Providing Best-in-Class Support

Since its establishment 26 years ago,  
Trip.com Group has provided assistance to a staggering 10 billion travelers worldwide,  
resolving their service inquiries and needs.

# 10 International Service Centers with 1,500+ Customer Service Staff



# Our Platforms



Trip.com



Ctrip



TrainPal

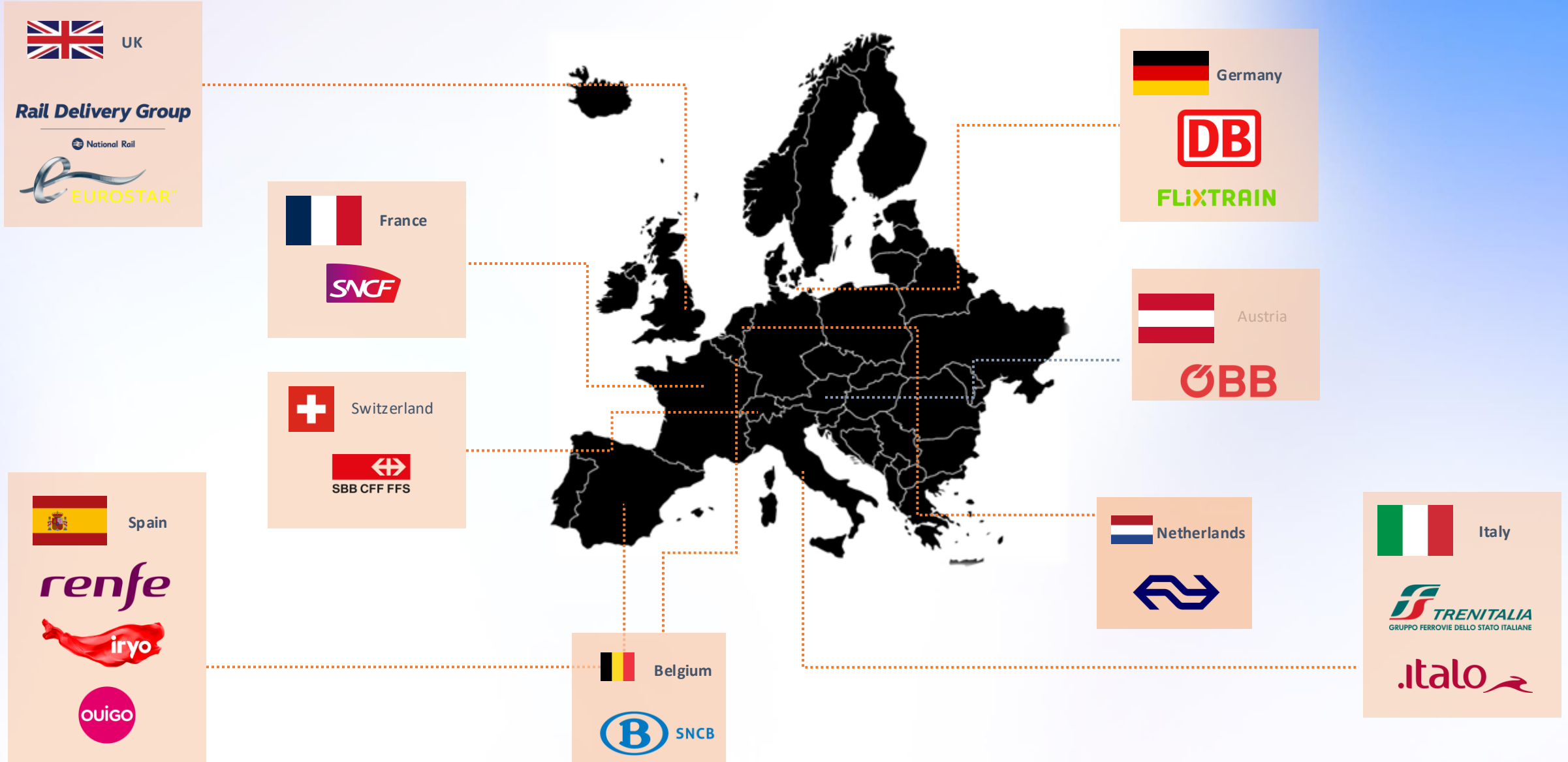


Qunar

# Our Partners



# EU Coverage 2026



# The challenges of selling rail

**Fragmented supply & legacy systems**

**Commercial constraints**

**Customer experience**



# Fragmented supply & legacy systems

Trip.com Group™

- 100+ rail operators in Europe
- Different API'S, formats, fare structures, and after-sales rules
- Legacy systems (often no retails-optimized)
- No global standard like IATA in aviation

## Impact

- High integration cost
- Slow innovation
- Complex customer experience

# Commercial constraints

- Very low commission base
- Limited dynamic pricing control for distributors
- Often lack of price parity between operators and third party retailers
- Marketing funds and incentives negotiated case by case

## Impact

- hard to scale profitably
- requires incremental revenue strategy i.e. fees, ancillaries, cross-sell
- Focus shifts to international traffic and high-value segments -> lack of attention to routes with low yield and load factor

# Customer experience

- Cross-border journeys could mean combining different operators
- Disruption handling and after-sales complexity
- Seat selection inconsistencies
- Station mappings are more complex than airport codes

## Impact

- higher servicing cost
- greater technical focus
- trust building is critical

# From local to global



# Global rail inventory, local user experience

Without localization, global rail inventory becomes difficult for international users to access.

## Common friction points include:

- unfamiliar station names
- complex ticket conditions
- foreign payment systems
- language barriers

## Travel booking behaviour

- 72% of consumers prefer to buy in their native language
- 60% abandon purchases if their preferred payment method is unavailable
- 90% of users prefer pricing displayed in their own currency

*(CSA Research, Global Consumer Survey)*

# Turning local rail into a global travel product

## The Opportunity

When rail inventory becomes **globally visible and locally accessible**, it unlocks new demand segments.

International travellers increasingly consider rail when:

- journey time is **under 4 hours**
- city-centre to city-centre travel is faster
- booking is simple and familiar

High-speed rail corridors across Europe are particularly well positioned to capture this demand.

## Examples include:

Paris — Lyon

Madrid — Barcelona

Milan — Rome

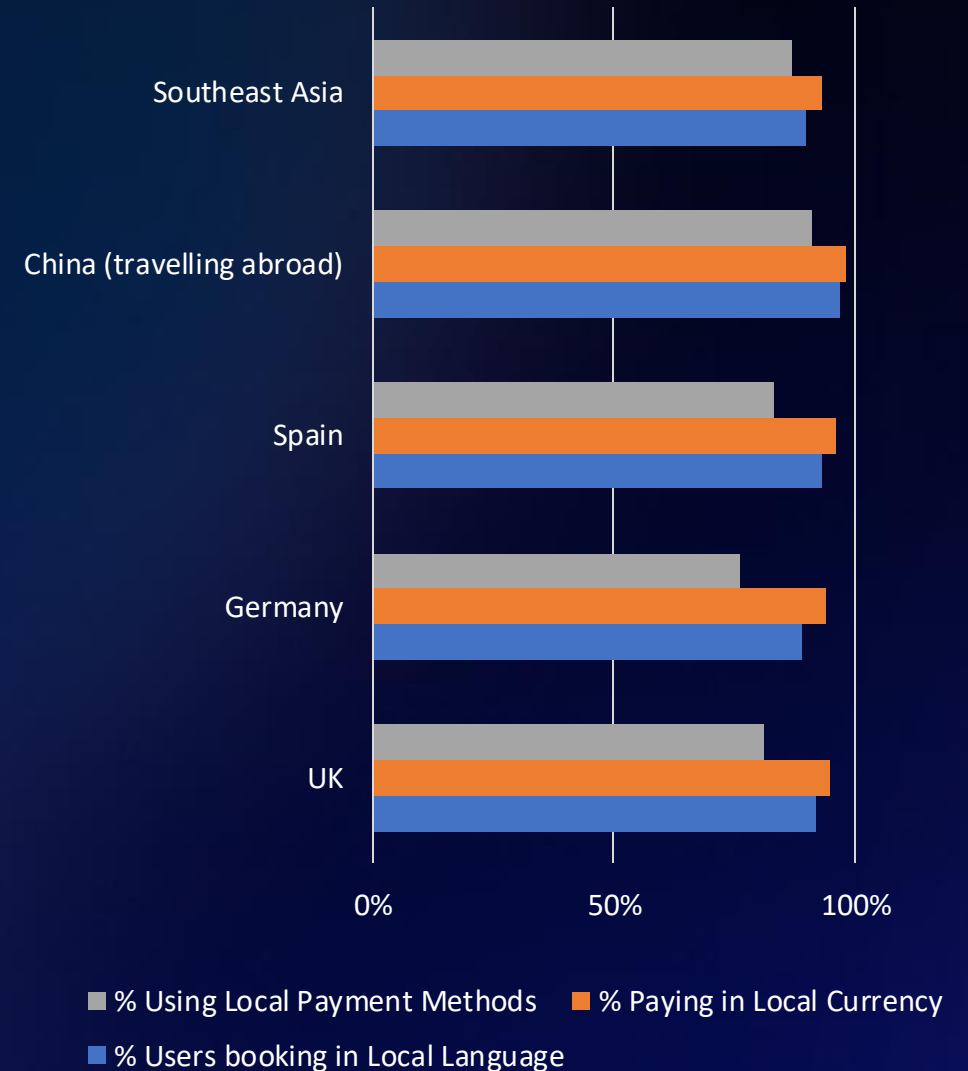
Frankfurt — Amsterdam

# Global rail inventory, local user experience

## Key Insights

- Users prefer to **book travel in familiar environments**
- Cross-border rail discovery happens **only when localisation barriers are removed**
- Payment friction remains one of the **largest drop-off drivers**

**Global rail inventory becomes accessible only when it feels local.**



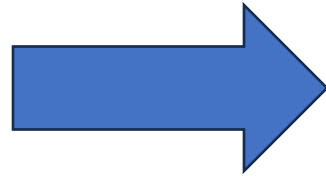
# The power of the ecosystem



# From Single-Product Retailer → Integrated Travel Platform

## Traditional Rail Retailer

- Rail only
- Limited traffic sources
- Dependent on rail demand
- Narrow customer lifecycle



## Trip.com Ecosystem Model

- ✈ Flights
- 🚆 Trains
- 🏨 Hotels
- 🚗 Cars
- 🚌 Ground transportation
- 🎫 Attractions

# The power of scale inside an ecosystem

Vertical	Ecosystem Impact on Rail
✈ Flights	~40-60% of long-haul travellers require onward ground transport
🏨 Hotels	~65% of European hotel bookings are in cities with strong rail connectivity
🌐 International Users	Cross-border rail growing ~8-12% YoY in Europe
📱 Super App Traffic	Multi-product apps show 1.5-2x higher repeat frequency

## What This Means for Rail

- Rail demand is **embedded within flight demand**
- Secondary cities rely heavily on rail connectivity
- International travellers are **3x more likely** to use rail vs domestic-only users
- Cross-vertical data improves targeting & pricing optimization

# How multiple verticals feed rail

## Top of Funnel - Flights Create Intent

International users entering Europe  
Long-haul arrivals into hubs (Paris, Frankfurt, Madrid)  
Cross-border travel demand



## Mid Funnel - Hotels Define Destination

City-level targeting  
Secondary cities not served by long-haul flights  
Events & conferences driving movement



## Bottom Funnel - Rail Solves Mobility

Airport-to-city transfers  
Intercity mobility  
High-speed alternative to short-haul flights

Rail demand becomes **predictable, scalable, and data-driven**, not purely organic.

# Rail wins when it's not alone

## Why This Changes Everything for Rail

- Rail becomes a **natural extension of a trip**, not a standalone product
- Cross-sell from flights to high-speed rail
- Airport-to-city train upsell
- Multi-country journey construction
- Higher trust via global brand recognition

**Rail inside an ecosystem = incremental demand, not isolated demand.**



**Trip.com Group™**

**Thank you**

**Alvaro Ungurean, Commercial Director EMEA**

**alvaro.ungurean@trip.com**

**+49 721 78186637**