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**Enhancing the Web Experience at Flying Squirrel Holidays**

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## **Enhancing the Web Experience at Flying Squirrel Holidays**

This case was written by Professor Anindita Paul, Indian Institute of Management Kozhikode. It is intended to be used as the basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.

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## **Enhancing the Web Experience at Flying Squirrel Holidays**

### **Abstract:**

FlyingSquirrelHolidays.com is a Kolkata-based travel agent founded in 2014 that provides customized travel plans for individuals and groups based on their specific travel needs. Niloy Nag, the founder of the business, holds 70% share in the firm. The business offered ways to engage users primarily through content marketing. Providing interesting and relevant content was also a way to get high visibility in Google search results. In the beginning few years FSH focused on operations and the website took a back seat, however the travel industry hit its lowest during the pandemic. It was during this time when Nag focused on enhancing the FSH web experience. The case depicts the different decisions that he had to make and his approach to making those decisions. He further had to take the right decisions in order to continue to grow.

Niloy Nag sat in his study at his residence at the heart of Dubai staring at his laptop screen that had the newly developed [flyingsquirrelholidays.com](http://flyingsquirrelholidays.com) website flashing on it (Exhibit 1). He wondered whether all the efforts that were put by him and his website development team during Covid-19 pandemic would pay off. The world came crashing down for the travel industry as the pandemic hit in 2020. It was estimated that 40% of travel companies in India will shut down<sup>i</sup>. As with other businesses in the sector [flyingsquirrelholidays.com](http://flyingsquirrelholidays.com) was going through a rough patch which was hard for his new venture founded in 2014 to bear. Before the pandemic, travel and tourism industry accounted for 10% of the global GDP and 320 million jobs worldwide<sup>ii</sup>. But things came to a standstill with the widespread lockdown and adoption of social distancing norms to limit the spread of the Corona virus. Travel plans were called off as the tourism sector came to a screeching halt.

### **Company Background**

Flying Squirrel Holidays was founded by Nag and he held 70% share in the firm. FSH emerged from the notion of redefining travel. The offerings included customised travel packages that enabled travellers to *experience travel* as opposed to just traveling to mark off a list of places. FSH's target audience was the *evolved traveller*. Nag was working full time as a Senior Director Marketing in the telecom industry when he started FSH. Soon being unable to manage a growing corporate career and his newly found start-up simultaneously, he quit his job in 2017 to be a full-time entrepreneur. The travel industry was ripe with boxed tourism offerings and FSH offers customized solutions based on user-centric interests and needs mainly focusing on the unique experiences that standard packages could not offer. FSH wanted to be more than just one of those travel agencies that typically would provide a checklist of as many places as possible one could visit in one week or two weeks with designated time at each place and a fixed schedule for a group of travellers. FSH approached travelling differently and focused on creating unique customer value. Their tagline -It's taken care of- was what FSH sought to do for its customers.

The brand's USP was to provide unique experiences of trips customized according to the taste, requirements, budget of the customer. The company was named considering the feeling that could be evoked- flying squirrel. A flying squirrel jumps from place to place, it is a mammal yet it could fly, and is always outdoors. The thought that humans too are like that, though being bound to one place over generations, they want to go to places to

satisfy various needs, was one thought that drove the name 'flying squirrel holidays'. The challenge was to get the website to convey the message across to the visitor.

The products offered by FSH included tailor-made holidays, interest-based holidays that targeted people who travelled to satisfy a need that could be in the area of sports, wellness, yoga retreats or something else. For example, they offered travel packages centred around sports such as tennis, golf and also one for the 2018 Russia World Cup. Another service offered by FSH was specialised experiences such as tea or wine holidays that involved exploring the backend processes starting right at, for example, from how to pluck a tea leaf and how was it processed etc. FSH also offered group holidays for which they targeted a different audience such as those who were more leisurely, more experiential, and immersive focusing on quality of enjoyment rather than quantity. FSH puts in a lot of thought and care behind designing the itineraries, keeping the target audiences in mind and also keeping the ethos of why they started the company which was to look at travel differently. The customised products that they created were generally very different from what was available in the market.

### **The Website Decision**

During the Pandemic when FSH operations stalled Nag and his team were busy working up an effective website that would align with their future growth plans. Though other travel companies were shutting shop it was the ability to see through the dark times that put FSH back on track for which they were able to reap benefits (Exhibit 2).

At that point in 2020, people didn't know what struck them. And all the travel companies, their efforts on the digital platforms, started dropping off in order to save cost. This was the opportunity that FSH saw to focus on its online presence. They worked on a completely different content strategy. It was a difficult decision to go for a new website when people were curtailing their travel expenditures and web traffic was falling off, which meant increasing costs when nothing was coming in. It was indeed difficult for Nag to zero in on the website at a time when others were retracting from it, nevertheless, he decided to go with his gut instinct. Nag, having a background in marketing, could see the value of enhancing their digital presence. The benefits of a good digital design would take some time to reach its full potential. Numerous thoughts raced in his mind at the time and he thought – "The pandemic is going to end someday, though we don't know how long it's going to take, but we need to take a long term view as to that what's going to happen in

three months, six months. Yes, I'm bleeding. I'll bleed a little bit more. But if I build a foundation now, I'm going to reap the benefits once we come out.” Given FSH’s bootstrapped status, extravagant advertising expenses were not feasible, making online media their best option, albeit one that did not get as much attention previously owing to day to day operations. Nag considered – “Before the pandemic, our platform was not stable because I had certain objectives of growth and I knew to grow the business digital is the only way forward in order to acquire, to build confidence and to expand. So that is the only way to grow. The platform what we have is suboptimal, and we have to go for a new platform, but again, in the midst of operations when we are still growing it has to take a backseat for now. Maybe six months down the line we can consider. Let's now, run with the ongoing business generation and operations”

### **The Website**

The digital platform has been a game changer for the travel industry. With a whole lot of information available at the fingertips of the user, OTA and agents, tour operators were facing difficulties pitching to their targeted audiences. The consumers' behaviour online is a major determinant for businesses to stay ahead in the competition and so was the case for FSH. FSH realized this early on and did keep the online mode a priority since 2015-16. FSH quickly changed their very first website as it was not SEO compatible and soon again in 2016-17 they realized that their website was like a beautiful shell with lovely images but hardly effective. So they had a second version. Though the second version was a huge improvement and was serving them well but it was not ready for the next level of growth which then underwent a revamp during the pandemic. They also looked at social media and other digital platforms in order to reach out to the target audiences.

Another realisation for Nag was that marketing agencies don’t understand the business as passionately as they do. After trying out four agencies in four years FSH put their own team in place for managing their digital presence. Nag contemplated – “They [Digital marketing agencies] just take a job. First two three months they do something and then it becomes another retainer client. They don't delve deep into the business.” Nag, himself coming from a marketing background and worked in the field for close to two decades, had a good idea of how digital was evolving. He knew the science behind it and as a professional he had worked with digital marketing teams and experts but now it was a different ball game altogether. He was an entrepreneur and lot was at stake for him. The

agencies treating FSH as another retainer client no matter however much vision is shared with them did not go down well for him.

He took it up on himself to look at FSH's digital marketing. He dug deep, understood the science behind the digital, studied about it etc. He also consulted his mentor, and other experts. In 2019, even before the pandemic, FSH worked on a completely new content strategy that were starting to pay off. In 2 or 3 months some results were visible but not the kind that was envisioned. It was pushed to a later time. The pandemic slowed the operations down and that is when they started working on the website.

In five years they changed their website. They built the new website with the hopes that it will perform what they wanted out of the digital space, and it did. In a period when the industry saw a 65 percent overall drop in website traffic, FSH saw 25 times increase in traffic and visits. And once the industry started coming back, they could leverage on the benefits of this. FSH got more coverage compared to the other big players. There was an organic stream of people who showed interest in FSH offerings. As the traffic on the website increased more enquiries were generated to Nag's delight.

#### *Website content and design*

The purpose of the FSH website was to create a memorable brand experience that needed to create the appropriate look and feel to convey the FSH message. The colour purple was the overarching colour of the website. On scrolling down there were collages of travel shots on the website that mostly had natural shades of purple and lavender in it (Exhibit 1). The brand consultant, Siddharth Dutta reasoned– “Think of purple what comes to mind is prosperity, it comes with luxury. It is associated with different kinds of royalty. So you will find all those connotations of the colour purple. So the idea was to capture that in a sense and take it forward in every single subtle touch that is there for the brand communication.” The typeface of the website was also chosen keeping in mind friendliness, warmth and modern, rather than stiff. Also, the same font was used across all customer touchpoints be it brochures, expo panels, posters etc.

The images used for the website were carefully selected. Most travel agents pool the web images form a common repository of stock images. In order to differentiate a website that can capture the audience's attention something different has to be done. FSH had tie ups with destination countries and cities that provided them with the images. Apart from this

they created a wall panel which was an artistic treatment of destinations and travel that captured the essence and ethos of the company in an artistic way (Exhibit 3) and that set the website apart. Minor variations of the picture were used to propagate the brand. The website, hence, was a way to communicate the brand message and use the brand as a hook for communicating with the audiences.

The website was also used to communicate the rates for the packages then and there in the front page itself. Dutta thought - “There was no point hiding the rates because a lot of websites decide not to show the rates so visitors would call up and find out. Once that first call was made, and the client steps into the office, s/he is all theirs. But that's a long process in the digital era. Digital intention happens right now when I'm looking at something.” FSH did not want to be one of those websites that kept the details hidden and used it to lure the visitors to call and then explain more about their offering. In the digital era the website is the office. The FSH website had a lot of detail covered about the packages they offered along with the price points. If a prospective traveller clicked on any one of the itineraries on the destinations, they could find all the details about it. For example, if someone clicked on Asia, the entire details of the places that they could go to in Asia could be found. Very few websites provided the entire detailing so visitors could call to get their questions answered. However, for FSH all details were available on their website and Nag personally handcrafted the details of these travel packages.

The website also had a section for reviews by travellers who availed FSH services called “client speak”. Word of mouth played an important role for generating business for FSH. According to Dutta it could generate 30% to 40% of business. Travel businesses succeed based on word of mouth. Validation by real travellers of FSH was significant and could do half the sales no matter how good the presentation or the content was. Real people, real faces and their testimonials that they took time to write patiently, could validate why people should prefer them. A visitor could always link to review websites for comparison and validation. But FSH used its website space for projecting things about it. Nag has been patiently and diligently thinking and with advice from Dutta populating the website. Other websites too would have testimonials of their user but it was done by the marketing and sales head who were doing their job and also these heads kept on changing. But Nag was a proprietor of FSH and he would lay a hawk's eye on every single thing being done and took a personal interest in the website and highlighted the important things.



Further, FSH had a brand architecture, social media architecture and style guide in place for maintaining brand singularity. The Facebook page also had a clear guideline of what needs to be put up there. An internal team regularly published content on the page. Nothing went there which was out of place. Care was taken to make sure the tone was same across the website and social media pages or the client facing sales team. Instructions were given to the Social Media team to avoid clichéd pictures and aim for high quality pictures that are never product based, for example if the topic is about Ko Samui, the picture should not be of Ko Samui. Images were mainly used to create a character which could mean using abstract images. Though there were human elements shown but they were meant to be more relatable to the Indian audiences. This was done to make best use of the real estate available on social media sites.

Regarding content, FSH had not only push but pull content as well. The initial content was mostly packages and itineraries; offers and discounts; new products; client testimonials, photos and place of the month. A lot of effort was also put into creating original content including videos, reposts/shared content and news (Exhibit 4). In order to harness the power of the web, content was designed to be made viral. Quizzes and contests where the visitors were asked to guess the places the pictures were shot, were used to engage them. One such original content created by FSH was dreamscapes that was meant to pull the audience in. Visitors were asked to guess the places and win prizes or discounts if they guessed it right. The idea was to get a certain amount of the visitor's mind space and catch their attention. FSH capitalised on the Indian audience interest in Bollywood. Dutta reasoned – "People like to go [to Bollywood movie shooting spots] and it's like a bucket list. And Bollywood does a lot, [and] has a lot of impact on the traveller in India." Bollywood scenes were put on the website to hook the visitor in and quiz them on where the scene was shot.

Other content related to the tie-ups included pictures that were put under "place of the month" to garner more eyeballs. That helped sell the destinations. Other fillers such as travel quotes, travel back in time feature with old classic posters trying to generate renewed travel interest, curiosity items, trivia that might interest the visitors eventually choosing the destination were also part of the FSH content. There was some other reshared content with credits to the source related to acclimatisation or travel tips etc. The content then had to go through the style filters and posting strategy.

FSH stressed on brand experience. Dutta questioned why websites don't place a significant emphasis on Brand image. He did not consider UI/ UX related to brand experience. He thought- "That is an extension of the brand, it is a manifestation of the brand and it necessarily takes away the importance of a brand. And to carry that thought process of the brand forward and demonstrate that in the [Website], is an area that leaves a lot to be desired." According to him, there is an inherent hunger in any kind of creative person to project himself or herself as someone who has created something novel or different which was a completely wrong order of priority because that projection of himself or herself should be under the filter or the lens of the brand. That further lead to his thinking that the brand has to be projected correctly first and the outcome of it should be acceptable. The whole idea to create something different just to get noticed without understanding what the brand stands for was not what FSH wanted which according to him meant just creating clutter.

Even the SEO of the website was based on the idea that all relevant information needs to be put on the website which would enable the search algorithms to pick up the content and show in the results. The visitor to the website should have the liberty to choose what interested her. This cut across well with the brand image that FSH was trying to create. Dutta reflected – "Relevant information has to be the way to go. Anything short of that has to go even though it just goes on to run on text. If the person doesn't want to read it, he is free to choose. He can just ignore it. But this is a repository of every single thing that our visitor would like to know about a particular place. Now that's a brand talking." Hence, FSH used the brand as a filter followed by the functionality of the website.

### **The Website Challenge**

As was with most of the organizations during the pandemic the team size at FSH was downsized which means there were hardly any helping hands when building the new website and though there was a technical team but the roadmap had to be set up at the top level. The FSH website contained 120+ pages and 250,000+ words. Envisioning and coordinating was itself a lot of work that Nag had to do for the website and there was an additional cost factor that was an impediment. He took a lot of this load on himself. Since the operational load was less and there was not much travelling, he took most of the rigor and grind on himself thinking that it was the right time to do it.

It was not at all an easy journey. There was optimism, grit, ability to see through tough times and a lot of confidence in the idea of customized travel, the model that Nag believed in the most. At times he questioned whether it was right for him to focus on the website but other times he reminded himself the only way he would know is by continuing to push on a daily basis and sort through the uncertainty.

Google used 200+ criteria to rank a website and this stressed the need for a good SEO. Site speed and content were two of the most important criteria for FSH. Faster loading websites increase the chances of higher conversion and reduced bounces. There were three parts to the website development – the coding, branding and UX/UI, and there were numerous pages to work with. Though there were content writers in the team they were in a continuous flux which added another layer of challenge, which was to bring the new joiners up to speed with the content, style etc. It was a difficult task to give the right kind of digital experience that would draw people to FSH as new users or repeat users and increase the stickiness of the webpages.

To Nag's utter dismay the page loading time for FSH was at a 9 to 10 seconds and it was a priority to reduce it. "This had to come down," Nag reflected. It became one of his key objectives that the new site should load within three seconds. An underlying issue for most of the website challenges was the technical platform on which FSH online presence was built. It was not supportive of the agility that the digital space demanded apart from the slow loading speed such as the ability to make changes in terms of content modifications, visual or UX; adding new verticals etc. Most of the website traffic was coming from mobiles (Exhibit 5) and a user-friendly mobile access was vital which the current infrastructure was not equipped to handle. Nag was assured that an improper backend infrastructure would impact FSH's ability to grow.

When the site was ready to launch, however, in the test server it was loading at six seconds. The development team assured Nag that once it goes to production server, the loading time was going to improve. Nag, even though he was not from a technical background knew this may not work. The loading speed improved but by only one second after they launched the new website which set them off by two seconds over the benchmark of three seconds. So Nag reached out to forums and experts and sought their opinion on things that they could do to reduce the load time, and he got some pointers which helped him. He pulled up one of his core techies and spent few hours daily, going page by page, code by code,

issue by issue and found out two or three probable reasons that could possibly have increased the website load time. They addressed those issues hoping that it will work and drop the loading time. Finally, they were able to bring down their load time to 2.85 seconds which, he thought, was pretty good considering the size of the website and 1200+ images. This was an achievement for Nag.

This experience made Nag reflect on the challenges of being an entrepreneur. He realized that though he had a team sometimes they may throw their hands up in the air and nothing more can be done. It is then when the odds of having no one standing behind you can surface. In his case he started looking around for help, make calls, look out in forums, reach out to experts etc. and found a way out as a lot was at stake.

### **The Website Support Team**

The results of the early changes on the FSH website gave them the confidence to improve their website on their own. They put a small website development team in place. Further, the pandemic gave them the leeway to further focus on developing the online platform and achieve the required website goals that they could not do earlier. The website support team consisted of people with skillsets of UX designers, software coders, brand manager, graphic designers and content writers. Nag consulted his mentor, brand consultant, content writers and designer before finalising the content strategy and planning the delivery such as what goes first and how to go about it etc. Since they had a huge volume of content he needed a team support all of who were working remotely because of the pandemic. The team also worked on the website's SEO to make the website discoverable.

### **The Website development process**

The previous version of the FSH website had lot of glitches and was not efficient. It had issues of coding etc., neither was it SEO friendly and did not get much traffic. The first thing in the new website development process that Nag had to undertake was to choose the platform, for which he used WordPress that was popularly used globally (Exhibit 6). The software developer was then involved to customise the website. He worked with his brand team to set the wireframes to know how it will look. Usually UI/UX would be the first stage of the development process which would involve user-centric studies and evaluations of the current websites etc. However, FSH focused on the brand first. After the brand team worked on the template they gave it to the UX designers who made the look and feel of the website design on a desktop or a mobile. At a third stage the developer wrote the code

and integrated everything. A parallel activity was carried out by SEO experts who did a lot of research and defined every component – kind of content, target audience, different destinations, FSH offerings, keyword, density of each page etc. Content instructions were handed over to content writers. Three content writers were then assigned to work on the content and an editor made sure the content was aligned and the style was uniform. Though the whole process needed a lot of attention to finer details and it was not very easy but it was a fun process overall especially when the results were up to mark.

Focus on the FSH brand before the UX was a result of Nag's discussion with his mentor and Dutta. The brand had to come out well in the digital space. People had differing opinions, someone said focus on brand is not the way to go, it will not do what it should do. Others said, great! People like designers, developers said it was not possible. However, Nag thought that people will have their opinions. After a lot of discussions and moderation between the brand team and the UX designers a set of guidelines was established based on which a workable model of the website focusing on the brand was established. Nag reflected on the website development process and wondered if the approach that they had taken would help them meet their brand goals.

Having a sitemap was the basis for deciding the content of the website. The sitemap was a way to streamline the content and decide on what should be put on the website, the number of different pages etc. Needless to explain the effort that went behind the sitemap which needed a lot of research effort. Nag had to look at global travel companies, best practices, sitemaps of other websites etc. Researching 20 to 30 websites of his preferred brands was not an easy task, he studied the sitemap, the UX and user journey, took all the inputs, and developed the FSH site structure.

### **Measuring Website Performance**

Measuring website performance of FSH was crucial to understand if the website objectives were being met and provided a way for evaluation of the current design. The primary objective for FSH was to get more footfalls on the website through a very structured content strategy. So if anyone in India searches for any information (such as Arctic Cruise or Northern Lights), they end up coming to the FSH website. Getting people interested across the country was the website's goal. Any enquiries about FSH offerings would be based on interesting content and the brand image. So for instance if there is a content on "Top 10 things to do in Egypt", FSH would push that content and somebody would end up

reading that content and consume it, would form a positive impression about the knowledge gained and would eventually inquire about their packages. The metrics used to evaluate the website design would capture these goals.

FSH used in-house tools to measure website performance along with Google analytics. One of the important metrics that helped in understanding whether the website was relevant or not was the visitor metrics which provided the user views, time on site, bounce rates, navigation pathways etc. The content viewed such as which pages the visitors were coming to or which pages were driving most traffic or was of interest to visitors, which pages visitors were landing the most, what keywords were being used to come to which page etc. was also important for FSH due to its stress on content marketing. This was assessed across weeks or months. Such monitoring happens on a continual basis to assess if the trends were rising, stable or falling and if falling then what needed to be done. Nag knows that if they had to stay relevant, they would have to continuously cater to Google's users for which they had to do the right things. He emphasized on continuity in what he calls the "the digital game" and there is no way that he could take it lightly. He questioned – "Google is smart. They want the best experience for the users, whether they are generally browsing or they are looking to buy a travel deal. How can FSH reflect on the top of the search results of these users?" One way for Google to assess the ranking of a website would be how active the website is in terms of the content, and whether it is being updated or not. If a website did something two years back and not doing anything anymore now, it would mean Google's customers were not being served well and so it won't feature the website anymore in the search results. If a website continually updated content, Google saw that as a reliable source for information. Hence, in order to be visible to the online traffic FSH website content had to be constantly updated.

Also, most of the marketing for FSH was organic by focusing on content through blogs and website. Social media ad campaigns were more cost-effective compared to Google ads which was expensive. Hence content, and being creative with it, was how FSH sought to get user attention. For example, when FSH promoted holiday packages to Italy in summer. They would create content, blogs, packages and things to do. Once the content was up, they would constantly monitor the number of people who visited the website in general and the content on Italy specifically. They would assess whether their brand was reflecting in the search results when people were searching "Italy", and how much time they would

spend once they came to the website. The content really had to be good or else the visitors would leave in few seconds. Nag worried how today's customers were impatient and if they didn't see the things in a certain way they would bounce off and that traffic was of no use, they will even forget and go to the next site. Quality content that could engage the visitor was very important so that the visitors spent the least required time on the page to register and get interested in the content. FSH also tried to engage its users by giving them free itineraries that could be downloaded and read as per convenience. The web metrics enabled FSH to constantly track the website performance and improve it whenever it is not in line with the business objectives.

### **User Experience**

Digital businesses have realised the value of user retention and the digital media has a major role to play in it. The website specifically formed a part of the overall users' experience and to know the user and their behaviour was key to providing them a good experience. As would be with most of the online platforms FSH was also interested to know their users and meet their needs. FSH looked at Google trends where they could see what people were searching for, what latest things that they were looking for, the current trends etc. and then assess if FSH provided the right content structure or content for its users. Other metrics were then used to assess the customers journey when they were on the website.

FSH looked at its users' journey starting from when they sought information related to their travel needs such as when they queried or searched for destinations, itineraries, deals, products, places to stay etc. The goal for FSH was to be a differentiator and give the users a unique experience they would not get from other travel websites. Many other travel websites would push the visitors of their websites to fill up pop-ups right away when they visit the website. FSH's goal was to feed the users with the right information and allow them to stick to the website and consume the content. They were serving the users with the "Why" along with discrete tips, data and interesting facts that pull the users to get interested in a package rather than what most of the other players did, which was presenting a standard package with a fixed list of places to go and the number of days to spend at each place and they had to choose from the list. Once they are happy and satisfied the user would naturally sign up. The idea was to get the user interested in the itineraries and get a free itinerary in their mail box. Nag thought – "Our model is going to certainly work and the

audiences would be able to see the value that we offer. We are trying to enhance the users journey and enhance their experience. This will ultimately add value to the business.”

### **Going Forward**

WordPress enabled FSH to achieve what they had aimed for that was increase in traffic in 3 – 5 years but there was more that was needed to be done such as closed platform development which would allow them to work on integration, better security etc.

Another imminent set of challenges for the travel industry was posed by generative AI. Nag had to confront questions that raised speculations about the impact of LLM and Generative AI. There were articles on how generative AI was going to transform the travel industry and impact areas of content creation, travel merchandise and customer care and whether it could replace the services of FSH or travel planners. Nag too questioned the impact of AI on the travel industry and if FSH could incorporate AI in enhancing their service offerings. Nevertheless, he was assured that at the end of the day the generative AI technology was just a robot, it cannot create the bonding that talking to a real person could establish. He thought – “AI tools, even if it is available for consumers, they will still need to feel confident when traveling. Travel companies go beyond just providing help with information. The expertise of travel companies is much beyond that. It's not just about information search. It's not just providing information. It's also about handling that. When travelers are on a holiday they don't want to be stressed about all what happens whether it is a rejected hotel booking or a missed or cancelled flight. They will want to reach out to someone. So when they're on a holiday, they don't want to bother about these things.”<sup>iii</sup> AI tools can be used to go beyond what the consumers of AI can do themselves.

Dutta too had sensed how AI can automate things from the UI perspective where information can be presented at the interface level to suit the needs of the visitor's profile. Even Metaverse, another buzz word doing the rounds every now and then, cannot substitute for the real world experience of travelling to a place - “Virtual cannot replace the real”, Nag thought. FSH could think of using Metaverse as a preamble to give the traveller an experience of the real thing which could help them in their decision making, for example, they could give the traveller an experience of entering the pyramid and give them a sense of how it feels. FSH could possibly then create a Metaverse zone in their office or website, going forward.



Nag was convinced that enhancing their digital presence was the best thing that they have done and that the journey doesn't stop here and has to continue. The 20 plus times more traffic that the website was generating now was a stepping stone and Nag aspired to improve the customer's digital journey and push the figures to 5 times more in the next year or two. In order to do that he certainly had to do the right things in the right way. But what was right was a million-dollar question that only time would tell.

DO NOT COPY

**Exhibit 1: Flying Squirrel Holiday Website. Src:**  
**http://www.flyingsquirrelholidays.com**

**FLYING SQUIRREL HOLIDAYS**

Destinations • Interest Based Holidays • Seasonal Offers • Visa Services • Blogs • Media • Connect • [Pay Online](#)

Experiential and interest-based travel

SEARCH Which place is calling you...

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## Exhibit 2: FSH Gross Revenue Comparisons

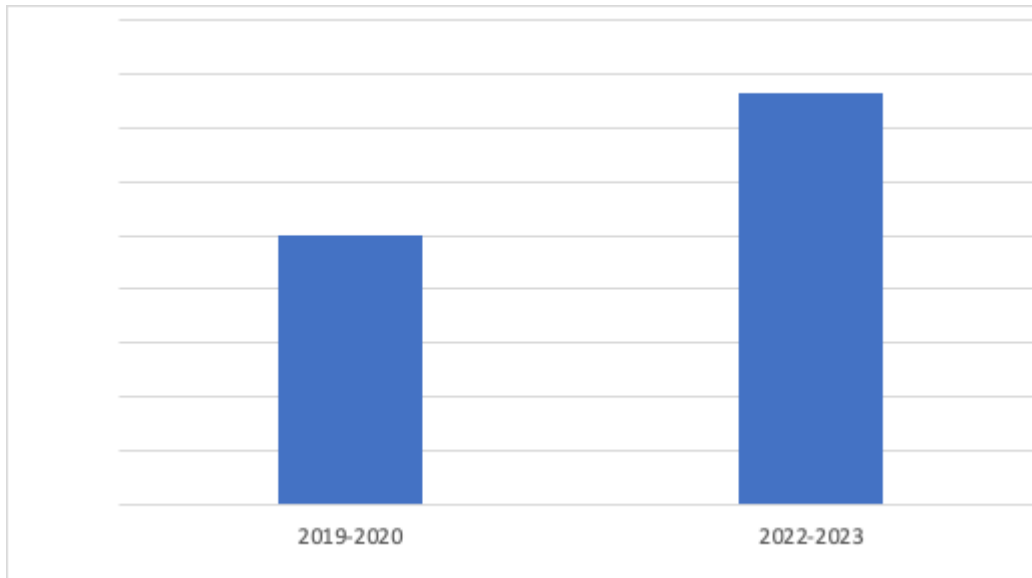


Figure 1: Gross Revenue, FY 2022-23 vs FY 2019-2020. Src: Flyingsquirrelholidays.com

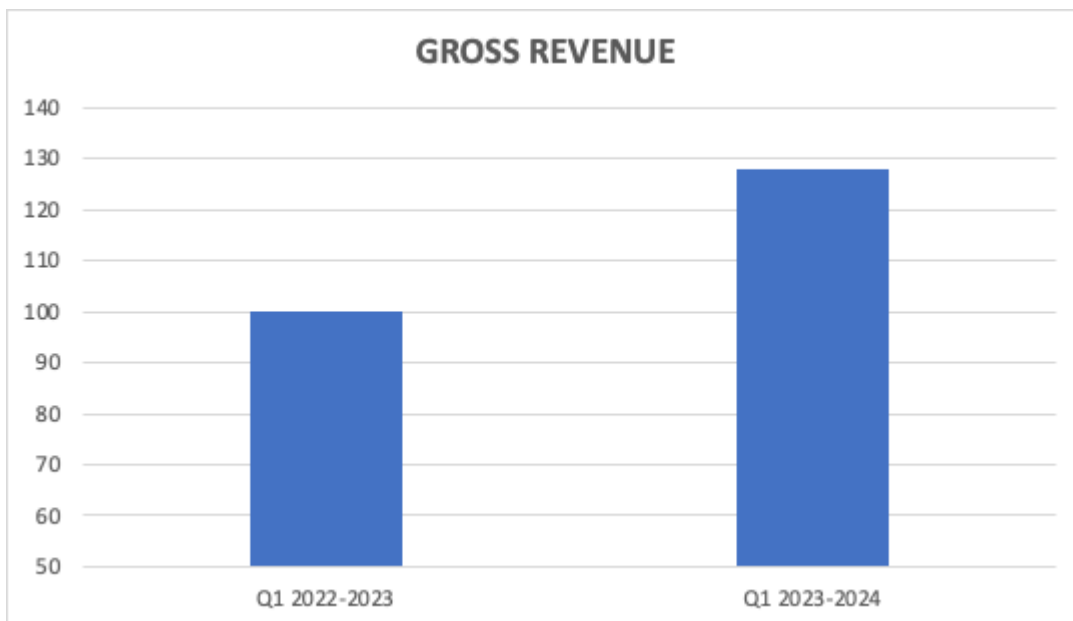
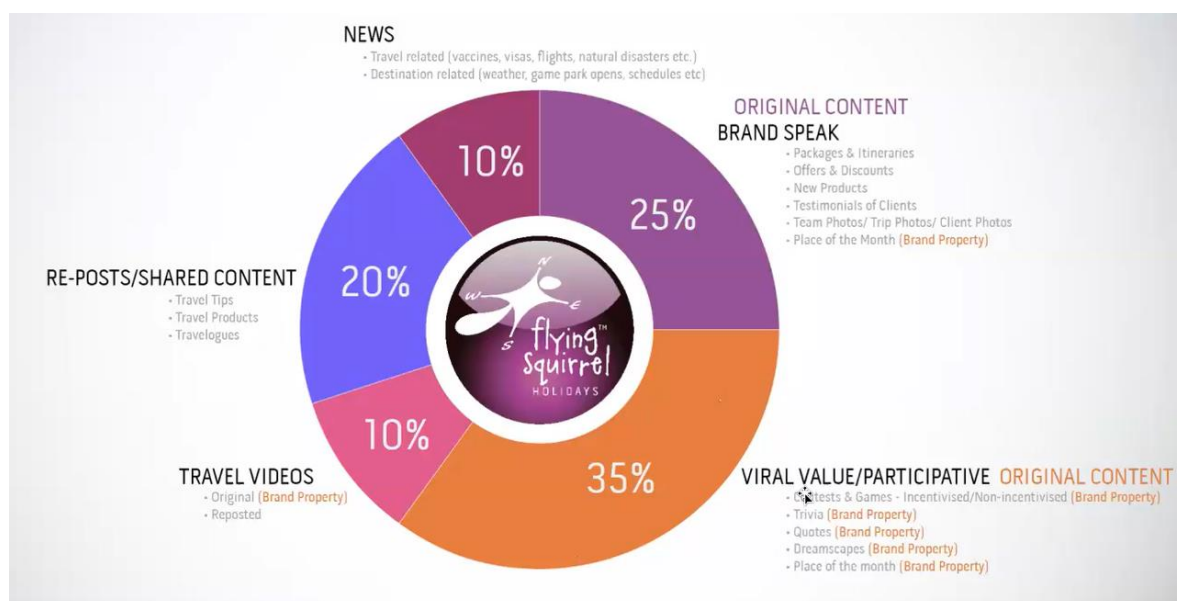


Figure 2: Gross Revenue, Q1 FY 2023-24 vs Q1 FY 2022-2023. Src: Flyingsquirrelholidays.com

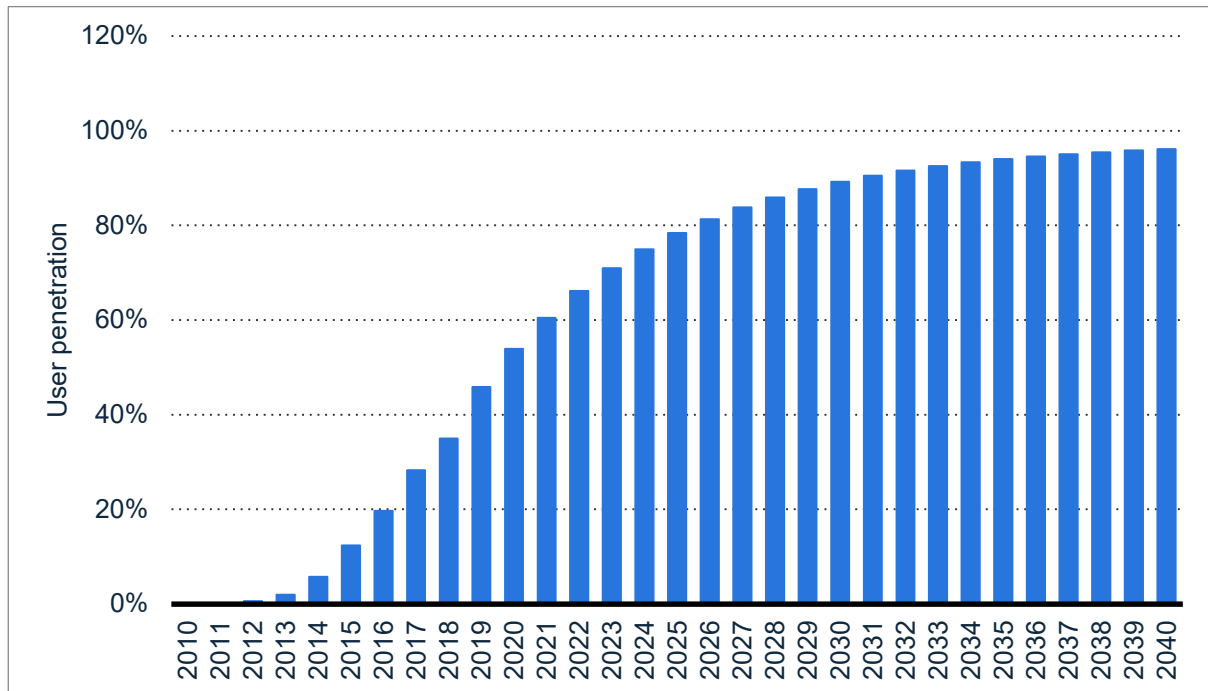
**Exhibit 3: Wall Panel at FSH office and website that differentiates the website. Src: Flyingsquirrelholidays.com**



**Exhibit 4: Desired Allocation of Content for FSH. Src: Flyingsquirrelholidays.com**

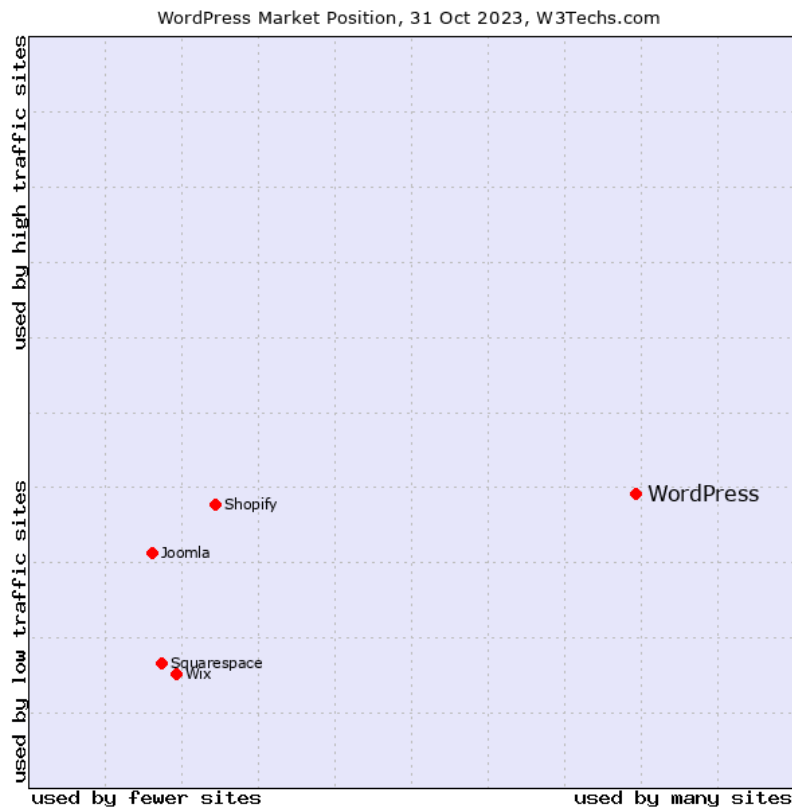


**Exhibit 5: Mobile phone internet user penetration in India from 2010 to 2020, with estimates until 2040.**



Src: Statista.com, <https://www.statista.com/statistics/309019/india-mobile-phone-internet-user-penetration/>

## Exhibit 6: WordPress Market Positioning in terms of traffic and usage by websites



Src: W3Techs.com, <https://w3techs.com/technologies/details/cm-wordpress>

<sup>i</sup> <https://www.deccanherald.com/business/40-of-travel-firms-may-shut-down-in-3-months-841843.html>

<sup>ii</sup> <https://www.imf.org/en/Publications/fandd/issues/2020/12/impact-of-the-pandemic-on-tourism-behsudi>

<sup>iii</sup> Niloy's opinion on AI in travel sector - <https://www.telegraphindia.com/my-kolkata/places/can-ai-tools-like-chatgpt-replace-travel-consultants/cid/1959583>





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