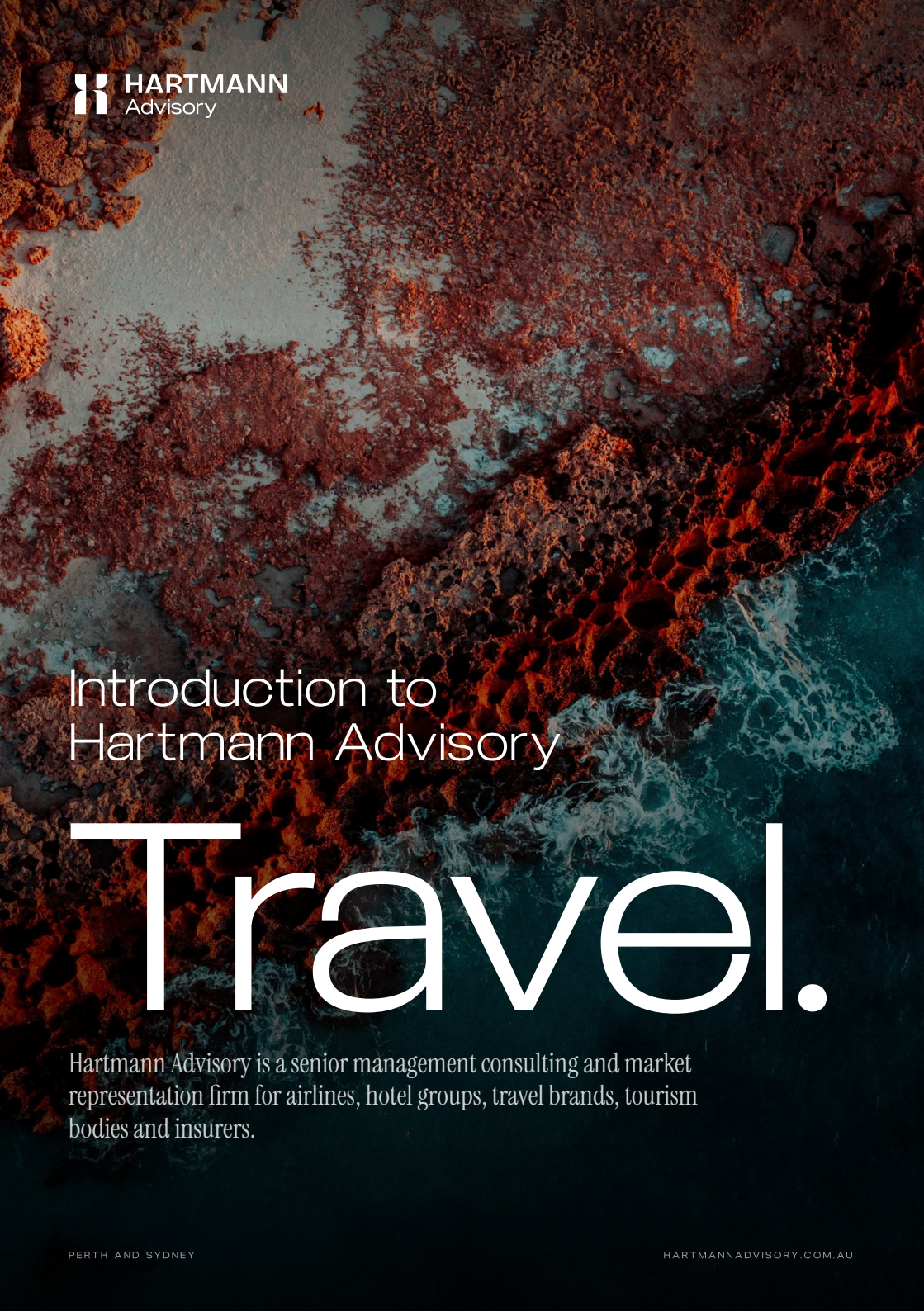

HARTMANN
Advisory
Introduction to
Hartmann Advisory
Travel.
Hartmann Advisory is a senior management consulting and market representation firm for airlines, hotel groups, travel brands, tourism bodies and insurers.
PERTH AND SYDNEY
HARTMANNADVISORY.COM.AU



Between.

The decisions that shape travel performance are made between brands, partners and channels.

Hartmann Advisory is a management consulting and market representation firm for airlines, hotel groups, travel brands, tourism bodies and insurers, across Australia, New Zealand and international markets. The work centres on the issues that most directly shape commercial performance, from growth strategy and partner economics to market entry and the operating models that deliver them.

WHO WE WORK WITH

Airlines

Partner, loyalty and ancillary revenue, and the distribution economics behind them.

Hotel groups

Trade distribution, market entry and representation in Australia and New Zealand.

Travel brands

Retail and online travel, wholesalers and tour operators, from channel strategy to operating model.

Tourism bodies

International visitor yield, trade strategy and senior representation in market.

Insurers

Distribution partnerships, attachment and the commercial terms that hold them together.



Partners.

Travel growth now runs through partnerships that are harder to get right.

Airlines, hotel groups, travel brands, tourism bodies and insurers now grow through more partners and channels, from retail networks and wholesalers to loyalty programs and digital journeys, and each brings its own economics. Demand is rotating between destinations, value per traveller is rising and the margin for error is narrowing for every business in the chain.

12.7m

overseas trips by Australians in FY26, only 4% more than the year before

ABS, AUGUST 2026

105%

growth in Australian trips to Japan against FY19, while the United States fell 37%

ABS, AUGUST 2026

$29.7b

spent by Australians on domestic overnight trips in the March quarter 2026, 3% more than a year earlier

TOURISM RESEARCH AUSTRALIA, 2026

Results from 25 years inside airlines, travel retailers, tourism boards and insurers.

25+

years in travel distribution with retail networks, airlines, tourism boards and insurers

97%

of an acquired partner portfolio retained through an integration, with revenue held

12%

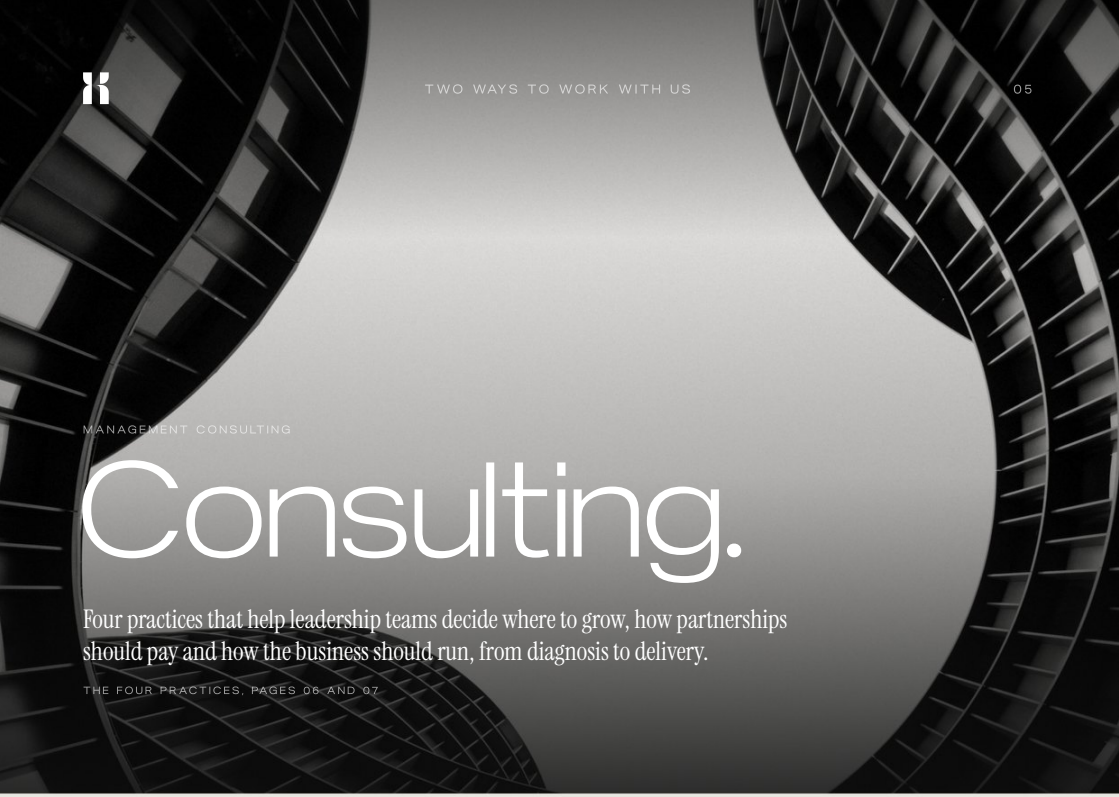
lift in the share of travellers buying cover in New Zealand, against 4% in Australia, across a six market program

6

markets led across Australia, New Zealand, the United States, Canada, the United Kingdom and Europe

CONFIDENTIAL BY DEFAULT

Client names, mandates and numbers stay confidential, during the work and after it.



MANAGEMENT CONSULTING

Consulting.

Four practices that help leadership teams decide where to grow, how partnerships should pay and how the business should run, from diagnosis to delivery.

THE FOUR PRACTICES, PAGES 06 AND 07

MARKET REPRESENTATION

Representation.

A senior presence in Australia and New Zealand for international tourism bodies, hotel groups, cruise lines and travel brands that sell through the trade.

PAGE 08 AND THE REPRESENTATION OVERVIEW

Four practices, each tied to a commercial outcome.



PRACTICE 01

Commercial strategy and growth

For when growth has slowed and the cause is not obvious, or the board needs a clear view of where growth will come from next.

WHAT IT DOES

Clarifying where to play, how to win and what has to change to lift performance.

THE WORK

Growth diagnostics, channel and portfolio performance, pricing and margin integrity, and commercial model evaluation.



PRACTICE 02

Partnership and distribution performance

For when a major partnership is up for renewal, underperforming or yet to be signed, or an acquired portfolio needs integrating.

WHAT IT DOES

Strengthening the economics, structures and governance behind partnerships.

THE WORK

Partner acquisition, proposition development, onboarding, commercial and incentive design, and governance.

Scoped against a measurable result, from diagnosis to delivery.



PRACTICE 03

Market entry and expansion

For brands entering Australia or New Zealand, and for local brands moving into new channels and markets.

WHAT IT DOES

Leading entry and growth in new markets, with senior in-market representation of client brands.

THE WORK

Market evaluation, entry strategy, distribution model design and local partnership development, with in-market representation through our market representation arm.



PRACTICE 04

Transformation and major programs

For when an acquisition, restructure or leadership change has blurred ownership, when execution keeps stalling, or when a major program has to land across several markets.

WHAT IT DOES

Aligning strategy, structure and accountability, and leading the major programs that carry change across markets.

THE WORK

Operating model design, governance and decision rights, major program leadership, partner onboarding and integration after change.



Presence.

Senior representation on the ground in Australia and New Zealand.

For international brands entering or growing in Australia and New Zealand, Hartmann Advisory acts as the brand's senior presence in market, building the trade strategy, opening doors with the major retail groups and reporting against agreed commercial goals.

01
Trade strategy
A market plan built around the retail groups, consortia, wholesalers and online partners that sell your product.

02
Trade engagement
A dedicated in-market presence that trains, supports and activates the advisors who sell your product.

03
Trade events and famils
Your brand at the trade events that matter in each market, and famils hosted with the advisors and partners who sell you.

04
Executive relationships
Senior engagement with the leadership of the major retail groups, airlines and wholesalers.

05
Reporting and accountability
Activity and results reported against agreed promotional and commercial goals.

THE REPRESENTATION OVERVIEW

Who we represent and how a mandate runs, set out in a separate overview. Ask us for a copy, or download it at hartmannadvisory.com.au.



Premium.

YEAR
2018

MARKETS
Australia and New Zealand

PRACTICE
Commercial strategy and growth

Repositioning a specialist travel brand after acquisition and channel dislocation.

THE PROBLEM

A specialist tailor-made brand drifted after acquisition by a larger group. Retail distribution weakened as channel focus shifted, and its premium position blurred. The issue was not awareness but misalignment between brand, product, channel and execution.

THE WORK

A transformation in several phases across distribution strategy, commercial frameworks, brand positioning, product architecture and trade engagement. Retail was re-established as a strategic growth channel, and trade engagement was rebuilt across the key retail networks and consortia.

THE OUTCOME

National retail distribution was restored and the brand won multiple national travel industry awards, including Best Product and Best Wholesaler in three consecutive years, re-establishing it as a leading premium tailor-made brand.

Before founding Hartmann Advisory, Matt Endycott led the work behind this turnaround.



YEAR
2021

MARKET
Australia

PRACTICE
Partnership and distribution performance

Integrating an acquired travel insurance portfolio without losing the partners behind it.

THE PROBLEM

A travel insurer acquired a large portfolio spanning retail travel, brokers, health funds, online channels and embedded cover within a major airline ecosystem. The deal delivered scale, and with it complexity across agreements, products, channel economics and operations.

THE WORK

Acquired distribution agreements were transferred to the new insurer across every channel, with pricing and remuneration redesigned to fit the combined book. Digital and embedded pathways were improved within the airline ecosystem, and one target operating model was built across sales, operations and underwriting.

THE OUTCOME

97% of the acquired distribution portfolio was retained and transferred, with revenue held stable through the transition. Digital conversion and the share of travellers buying cover improved in a major airline loyalty channel, and margins were protected.

Before founding Hartmann Advisory, Matt Endycott led the work behind this integration.



Six.

YEARS
2024 to 2025

MARKETS
Australia, New Zealand, the US, Canada, the UK and Europe

PRACTICE
Transformation and major programs

Turning a fragmented insurance portfolio into a governed, global source of growth.

THE PROBLEM

A global travel distribution group earned meaningful insurance revenue across regions, but performance varied widely. Governance was inconsistent, insurer frameworks were misaligned and there was no single agenda for insurance as an enterprise source of growth.

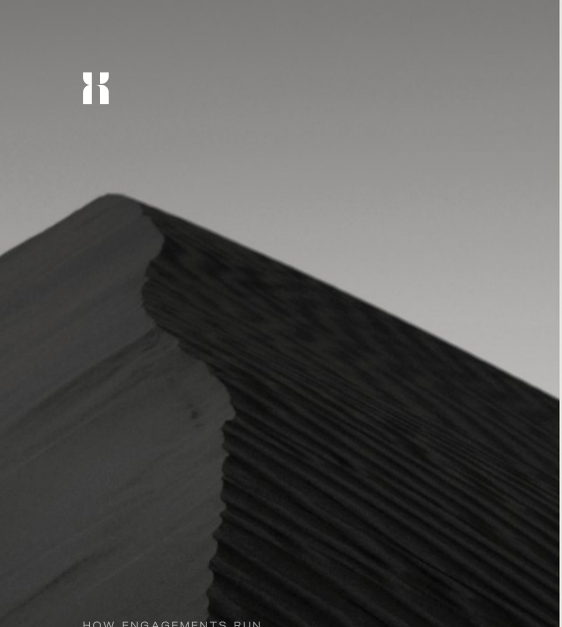
THE WORK

An enterprise-wide transformation spanning strategy, governance, commercial design and execution across markets. A unified global insurance strategy was defined, a structured performance cadence introduced and insurer frameworks strengthened, with benchmarking across regions.

THE OUTCOME

Insurance moved from a decentralised regional program to an enterprise-governed source of value, with a 12% lift in the share of travellers buying cover in New Zealand and 4% in Australia, stronger executive visibility and a governance framework built to scale.

Before founding Hartmann Advisory, Matt Endycott led this transformation.



HOW ENGAGEMENTS RUN

PHASE ONE

Answer the question

A focused first stage that answers one commercial question and ends in a clear decision your leadership team owns.

PHASE TWO

Support the delivery

Senior judgement on call for as long as it is needed while your team executes, through partner negotiations, onboarding, channel reviews and board updates.

WHAT YOU LEAVE WITH

A clear decision and a practical plan to deliver it, measured against the commercial goal agreed at the start.

CONFIDENTIAL BY DEFAULT

Client names, mandates and numbers stay confidential, during the work and after it.

Senior by design.

Every engagement is led by Matt Endycott with the support of senior consultants or market representatives, from diagnosis to delivery. The person who scopes the work stays with it through implementation, so there is no learning curve to pay for.

01 Diagnose

Isolate where value is constrained and separate the symptoms from the root cause.

02 Frame

Test the options, challenge the assumptions and agree the commercial path with leadership.

03 Activate

Reset the route to market, partner models, decision rights and governance so execution has a structure to run on.

04 Deliver

Stay engaged through implementation where sustained senior involvement changes the outcome.

Senior.

Three reasons leaders bring us the decisions that matter most.



Senior throughout

The person who scopes the work leads it, with the support of senior consultants or market representatives, from diagnosis to delivery. There is no hand-off to a junior team and no learning curve to pay for.



Travel distribution specialists

Twenty five years inside airlines, travel retailers, tourism boards and insurers, on both sides of the partnership, across six markets.



Strategy that holds in execution

We stay through implementation, so the plan your leadership team agrees is the plan that gets delivered, measured against the commercial goal set at the start.

AGAINST THE ALTERNATIVES

A large consultancy brings a brand and a bench. Hartmann Advisory brings the senior people for the whole engagement. A new hire brings one view. Hartmann Advisory brings 25 years of relationships and pattern recognition from the first week.



Insight.

Analysis built to be acted on.

Hartmann Advisory publishes commercial analysis drawn from public data for the people who run travel businesses. The flagship outlook, The end of growth by default, argues that FY27 will be won on mix, margin and value per traveller, not on volume, and sets out three changes for the year ahead.

01

Forecast by destination, not by total

Margin, capacity cost and risk differ sharply from one travel corridor to the next.

02

Measure revenue per traveller, not transactions

Scorecards drive behaviour, so value per traveller belongs on the executive dashboard with a named owner.

03

Treat ancillary as core, not incremental

Ancillary revenue is the only margin available that does not require a new customer.

IN THE MEDIA

International Travel & Health Insurance Journal	Industry Voice column on why the forces reshaping travel insurance in Australia and New Zealand are global.	OCTOBER 2026
KarryOn	Partner feature on how Hartmann Advisory helps travel brands and insurers across Australia and New Zealand, and our Silver Sponsorship of the Travel Industry Mentor Experience.	JUNE 2026
COVERED by ANZIIF	Commentary on how consolidation is resetting the travel insurance market.	JUNE 2026

The person behind the name.



INNER MONGOLIA, 1980S

THE NAME

"Hartmann is my mother's maiden name."

Long before I worked in travel, I grew up listening to stories of distant places, different cultures and lives lived far beyond Australia.

In the 1980s, Mum was part of building a pioneering business that helped make travel to China accessible for Australians as the country began opening to Western tourism. This photo was taken in Inner Mongolia during that time.

What she didn't know sitting on the back of this Bactrian camel was that there was a baby on board too. That baby was me.

Twenty years later, after living in Japan, I returned home and joined the same travel business she had helped build.

Hartmann Advisory isn't named after me. It's named after where my journey started, and is a small tribute to the person who first showed me how big the world could be.



Matt Endycott

Founder and Managing Director

Matt founded Hartmann Advisory after 25 years in travel distribution with major retail networks, airlines, tourism boards and insurers, in senior partnership and distribution roles on both sides of the table.

He has built partner programs from the insurer side and adopted them from the distribution side, leading programs across Australia, New Zealand, North America, the UK and Europe. Beyond client work, he has gone from mentee to mentor to sponsor of the Travel Industry Mentor Experience, backing the next generation of travel leaders.

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Advice is easy to agree with.
The test is whether it holds in execution.

The first conversation is with Matt directly, and every enquiry is answered within 24 hours.

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HARTMANN
Advisory

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