

# CORPORATE BRAND MANAGEMENT AND REPUTATION

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## MASTER CASES

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**The brand we love hate**  
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**The Ryanair Case**

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Ninth Edition  
Master Student Case Papers

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## **Corporate Brand Management and Reputation: Master's Cases**

The "Corporate Brand Management and Reputation: Master's cases" is a case series for applying the case method of teaching and learning in higher education. The cases are relevant to brand strategists in private and public sector organizations, as well as academics and students at universities, business schools, and executive education.

The cases are written by groups of master's students as a course project. The specially developed case format is defined as: *"A management decision case describes a real business situation leading up to a question(s) that requires assessment, analysis, and a decision reached by discussion in class. The alternative approaches and recommendations from the class discussion are followed by a description of the choices made by the case company. This description is then discussed by the class."*

The student groups select the topics of their case providing updated and relevant insights into the corporate brand management. The cases can be used as "written cases" (handed out and read in advance, later to be discussed in class) and/or as "live case" (presented by the teacher following a discussion in class). Each case includes teaching notes, visuals with speaker's notes, learning objectives, board plans, and references.

The mission of the series is *"to develop cases for discussion providing insights into the theory and practice of corporate brand management and reputation, with the intent of bridging the gap between academic teaching and managerial practice."*

The series is a result of co-creation between students and teachers at the elective course Corporate Brand Management (BUSN35 – five-credit course/eight-week half-time studies), part of the master's program International Marketing and Brand Management at Lund School of Economics and Management, Sweden. The cases represent the result of the intellectual work of students under the supervision of the head of course.

Although based on real events and despite references to actual companies, the cases are solely intended to be a basis for class discussion, not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. The cases are free to be used and are to be cited following international conventions.

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# **The brand we love hate**

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## **The Ryanair Case**

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### **WRITTEN CASE**

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## **The brand we love hate – The Ryanair Case**

It is a sunny Monday morning in October 2021, and John is on his way to Stansted Airport to catch a flight to Stockholm. He is on a strict budget and is excited since he found a flight with Ryanair for just €30.99. Armed with his booking reservation and passport, he proceeds to check-in. He carries a suitcase and another bag. He approaches the personnel at the bag drop and they ask, “did you check in online?”, John answers no, and explains he received over 100 emails with Ryanair ads and must have missed it. He gets charged €55 for not checking in online, and another €15 for not printing off his boarding pass. After waiting an hour at the security lane, dealing with rude staff, he finally gets to airside and his gate area. But, there are only enough seats for 40% of the passengers. So, he is left standing next to Mc Donald’s, staring at the departure board. When he thought the situation could not get worse, his flight was unexpectedly delayed for one hour. Two hours later, it was finally boarding time. Once reaching the front line he gets told that his cabin bag is too big and gets an additional charge of €25. He boards the Boeing 737-800 and sits down in a cramped middle seat and realise he has no leg room whatsoever. He also regrets not buying a drink at the airport after seeing the sky-high prices onboard. John has had his worst flight, but he is grateful he made it to Stockholm. After waiting 30 minutes for his luggage, he is excited to finally walk out the doors and grab a coffee in Stockholm city. But wait, he landed at Stockholm Skavsta Airport, 100km from central Stockholm. He must pay another €19 for the airport bus into the actual city of Stockholm, a journey that took him around 90 minutes.

John spent a total of €144.99 from what should have been a €30.99 trip to Stockholm.

### **Company background**

Ryanair was founded by the Ryan family, Tony Ryan, Christopher Ryan, and Liam Lonergan in 1984. Since its establishment, Ryanair has grown from an airline with a single aircraft, into Europe’s largest low-cost carrier. The airline is headquartered in Dublin and operates more than 470 Boeing 737-800 aircraft with a

route network serving 40 countries in Europe, Africa, and the Middle East. Carrying 154 million passengers on more than 2,400 daily flights, the airline maintains its competitiveness and cost advantages over the competition. Under the management of Michel O’Leary, Ryanair adopted the low-cost model pioneered by U.S based Southwest Airline. The business model is straightforward: To offer cheap air transportation to price-sensitive customers. When providing low-cost services, Ryanair has no frills, operates point-to-point, has a standardised fleet, uses small secondary airports, employs entry-level flight crews, has low turnaround times, cramped interiors, an online ticketing system, and use of third-party contractors. Despite being among the most popular airlines due to its low-cost model, the company’s corporate reputation has been questioned by many people on the premises of poor working conditions, heavy use of extra charges, bad customer service, and tendency to deliberately generate controversy to gain free publicity.

### **Bad food, extra fares, and uncomfortable seats**

Ryanair has been voted as the worst airline for six consecutive years, with customers claiming the airline apply hidden costs. In an annual survey of short-haul airlines, passengers gave the airline a one out of five-star rating for boarding, seat comfort, food and drink, and cabin environment. Ryanair which carries most passengers in Europe is also the airline that most passengers reject to fly, with 70% saying that they would never book a flight. Serving hundreds of people food at 37,000 feet may come with a plethora of logistical challenges. Nevertheless, some airlines do it better than others. Passengers have shared extraordinary evidence of their worst Ryanair meals, with comments such as “World’s saddest bacon sandwich”; “What a way to start the day – a soggy potato waffle, shriveled button mushrooms, and congealed white pudding” and “You bet that Ryanair delicacy was cold on the inside”, see **exhibit 1**.

Similar to other low-cost airlines. Ryanair keeps costs down by charging for extra services. One can only get a bargain if knowing the tricks of the trade to avoid excessive charges. For instance, various websites and blogs, such as “*couple travel the world*”; “*Skypark secure*”; “*MapQuest travel*”; “*TripSavvy*” and “*Money Saving Expert*” have established a whole page with the sole purpose of explaining how to avoid Ryanair’s extra fees. One passenger stated on TripAdvisor, “Do NOT be misled by slightly cheaper flights with Ryanair, HIDDEN COSTS APPLY!”. That goes without saying, you do not need to pay extra as long as you have read and understood their ‘optional fee’ rules, see **exhibit 2**. Nevertheless, Ryanair’s baggage rules are stricter than many other airlines and they strictly enforce these. However, in 2019, the airline introduced a new hand luggage measuring tool on its mobile app, which allows passengers to scan their hand luggage to check whether it fits within its strict measurements, see **exhibit 3**. Although being a brilliant piece of technology, the tool comes with a significant disclaimer, the airline admits - “this technology is not 100%

accurate". The underlying problem remains - customer uncertainty. Since it is not 100% accurate, one's bag may as well be refused at the boarding gate, or in some cases placed in the cargo hold whilst passengers will be charged a €50 oversized bag fee.

Keeping costs low further means, minimal in-flight cleaning, lack of legroom, and cramped conditions on flights. However, there is one seat on their Boeing 737-800 aircraft that miss more than legroom. In the seat 11A passengers simply find a grey plastic panel where the window normally is, and the same goes on all Ryanair aircraft. A windowless window seat - a claustrophobic person's worst nightmare. It has even sparked its own hashtag, #wheresmywindow, see **exhibit 4**. Uncomfortable seats full of crumbs, sweet wrappers on seats from previous flights, little space between seats, whilst the plane is said to be uncomfortably hot. A passenger on TripAdvisor declares: "...[T]hank you Ryan for being always the worst".

### **Arrogant, greedy, and sneaky customer service**

While companies often compete to be among the best at providing customer service, Ryanair succeeds in doing the opposite. Ryanair has succeeded in topping the list by being named one of the 100 UK brands with the worst customer service according to a survey conducted by *-Which?* in 2019. The study defined how companies make customers feel, how helpful their staff are, and how they handle complaints. "Arrogant", "Greedy", and "Sneaky" represent some of the words customers described Ryanair as. For instance, passengers stated that they felt undervalued by unhelpful staff and their complaint handling procedures. Destroyed suitcases, delays, or cancelled flights - in 2019, Ryanair was fined a total of 14 times according to The National Board for Consumer Disputes. Still, the airline refuses to accept the complaints.

However, this is not the first time the airline has been ranked among the worst in Europe. In 2017, Ryanair was said to have the lowest customer satisfaction score. Despite this, Ryanair has more flights than any other European airline and minor plane accidents. Kenny Jacobs, former marketing manager, responded to the criticism by saying that the survey was "misleading and value-laden". He further added that *-Which* survey does not reflect passengers' choices and that real air travellers cannot get enough of Ryanair's low prices.

Furthermore, Ryanair has been hit by several strikes over the years. For instance, pilots have been on an ongoing strike since 2017 since they want to make changes in the company to ensure that staff is entitled to the same benefits as in many other airlines. The strikes have led to thousands of flights being cancelled or delayed, making passengers upset. Ryanair has not properly communicated with passengers regarding cancelled/delayed flights, and neither have they compensated

for their financial loss. However, in December 2018, the Civil Aviation Authority launched legal action against the airline, saying this breached EU law. The criticism did not end here. Ryanair recently received further criticism of their handling during Covid-19 restrictions. Ryanair opposed issuing cash refunds to passengers who could not fly due to the restrictions, however, later the airline argued that it was out of their control. Customer complaints regarding delays, cancelled flights, and cumbersome refund requests processes continue to happen every day.

These are some of the customer complaints taken (translated) directly from Trustpilot and TripAdvisor:

"Terrible company, avoid! December 2021  
*Ryanair cancelled my flight, talked to them and first offered them to the nearest airport, which will be 600 km for me and the actual trip there you would pay for yourself. They would only pay for a plane ticket from the place. Then he told them that you could buy a new ticket with another airline and that they would be responsible for fees. But I have neither received the money back for the flight they cancelled nor received any compensation. Hard to get in touch with them. Avoid unless you want to risk your money."*

"Ryanair cancelled our trip - December 2021  
*Ryanair cancelled our trip in June 2020, and we have not received any compensation. It is not possible to get answers or help either via Mail or chat, and no one is responsible for talking to. Awful!"*

"Delays, delays delays !!!!! July, 2018  
*Poor service, poor information both at the airport and Ryanair's website. Delays !!! 3.5 hours late ... well done, Ryanair. Mr O'leary, I'm sorry! You have lost all confidence with travellers, flight attendants and pilots! Learn from Wizz, or pay a study visit to India and see how Indigo works ... worst of the worst!"*

And this continues with more and more bad reviews; on Tripadvisor, Ryanair has over 81,000 reviews with an overall rating of 2.7 out of 5, and on Trustpilot the airline has over 12,000 reviews and receives 1,3 out of 5 stars, which is very low.

## **Increased carbon emissions**

In 2019, 915 million tons of carbon dioxide (CO<sub>2</sub>) were produced worldwide by air transportation which corresponds to 2.1% of all human-induced CO<sub>2</sub> emissions. From flying within Europe, CO<sub>2</sub> has risen 27.6% since 2013, and in 2019 alone, it grew 1.5% within Europe. This is a massive contrast when compared to other emission-trading sectors like power and large industry, which declined 8.9%. Ryanair not only has a bad customer service reputation, but it also tops the list of being among Europe's top ten polluters, according to the European Federation of

Transport and Environment. In 2019, Ryanair's CO2 emissions increased by 6.9%, still they claim to be "Europe's greenest and cleanest airlines" in their environmental policy. Furthermore, the airline state that "passengers travelling with Ryanair have the lowest CO2 emissions per kilometre travelled than any other airline". Additionally, Ryanair ran an advertisement in 2019 claiming they were "Europe's lowest fares, lowest emission airline" just five months after being placed on EU's top 10 carbon dioxide emission list. They based this advertisement on the CO2 per passenger per kilometre flown, but this is very misrepresentative since Ryanair has the youngest fleet, the highest proportions of seats filled on flights, and their fleet further has the most fuel-efficient engines. To back up their claim they presented among others, a chart dated back to 2011. According to Watchdog, "this is of little value as substantiation for a comparison made in 2019". And the Advertising Standards Authority (ASA) added: "In addition, some well-known airlines did not appear on the chart, so it was not clear whether they had been measured". This advertisement was later banned from displaying by ASA because it lacked sufficient evidence to substantiate these environmental claims and is misleading.

Furthermore, Jo Dardenne, Aviation Manager at Transport and Environment, responded to the ad by saying that "Ryanair should stop greenwashing and start doing something to deal with its sky-high emissions". Nevertheless, Ryanair did not admit its mistakes, claiming that it had complied with the British advertising code.

## Corporate social responsibility

Ryanair further has a bad reputation when it comes to its corporate social responsibility (CSR) practices. In 2015, Ryanair was ranked number 575 out of 581 companies in ethical behaviour, placing them in the bottom 10 of all companies. The ranking was based on for example environmental performance, social responsibility, and information that was provided to customers, and in total the companies were measured in 45 different criteria. Firstly, Ryanair has had a series of issues with misleading information, among these misleading ticket prices on their website and misleading green claims, as previously mentioned. Another CSR issue that Ryanair is facing is social responsibility and their lack of proper customer service. O'Leary, CEO of Ryanair has stated that "we guarantee to give you the lowest fare. You get a safe flight. You get a normally on-time flight. That's the package. We don't and won't, give you anything more. Are we going to say sorry for our lack of customer service? Absolutely not. If the plane is cancelled, will we put you up in a hotel overnight? Absolutely not. If a plane is delayed, will we give you a voucher for a restaurant? Absolutely not".

So, how does Ryanair work on their CSR issues? Since their policy is to not book passengers in hotels when cancelling a flight or offering vouchers when a flight is delayed, Ryanair rather avoid these situations. They do so by making sure that the



aircraft will be on time and by cancelling as few flights as possible. This way, customers will hopefully not complain despite their lack of customer service, and services as a whole. With their history of lack of customer service and aggressive responses to customers, misleading information and adverts, and environmental impact, Ryanair would answer to criticism like this by either avoiding similar issues in the near future, or by justifying the company's stance on these issues.

## Social media

In May 2020, Ryanair decided to jump on the trend and start a TikTok account. TikTok is an app, developed for users who want to create and share videos and live streams online. The app was released in 2016 but gained lots of users during the Covid-19 pandemic and is today considered the leading platform for short videos. It is not unusual for companies to use the app for marketing purposes, both through collaborations with existing users, or by establishing an account and creating and posting content of their own. Since Ryanair posted its first video, they have gained 1.5 million followers and a total of 45.9 million likes (which is steadily increasing every day). On the app, most of their videos feature their aircraft, with a greenscreen of a human's eyes, which makes it look like a talking plane, see **exhibit 5**.

Besides the talking plane, Ryanair are also posting so-called trends that are occurring on the app. A trend on TikTok is often based on hashtags, songs, dances or challengers, and TikTok's algorithm is often favouring videos that are based on trends. This means that it is easier for videos based on trends to go viral and to be visible for users on the app. Because of this, creators are often adapting their content, making it fit in with the current trends and Ryanair is no exception to this. They are often creating trend-based videos, both with the 'talking plane' and also with their staff. Furthermore, Ryanair also quite often makes fun of themselves in their videos and comes off as sarcastic and humorous. An example of this is a video with the text of a complaining customer that says "Never flying with them again", "No leg room", "Ew, ugly interior", and then it shows another sequence with the text "Still flying with us cause you simply can't get better prices anywhere else". This shows that they are very aware of their customer complaints, but they are still confident that people will keep flying with them because of their low-cost model. Another video shows two girls dancing with the text "dance if seeing a sarcastic talking plane on TikTok made you book a flight", which implies that their strategy is in fact working and that more people are booking flights with Ryanair thanks to their sarcastic approach.

Since TikTok is mostly used by the younger generation, this is an extremely smart strategy since they can win a new customer segment that might not be as aware of their bad reputation when compared to older generations. And, by portraying a more sarcastic and humorous side of themselves, they might even get away with their poor service because they appear to be self-aware. Michael Corcoran,

Head of Social Media at Ryanair, even states that it is an effective way to change the tone of voice that they have been known for, to a language that matches the audience that they aim to reach through the platform. This has gone so far so people that are fans of Ryanair on TikTok even purchase flight tickets just to be able to film and upload content from within the planes, to be able to say that they have flown with the 'talking plane'.

However, Ryanair has not always been this successful on social media. In 2018, an incident occurred where a white passenger berated his elderly black seatmate. The flight attendants did not address the issue and the whole event was filmed and uploaded to Facebook. This led to calls of boycott from current and potential customers, who thought the airline handled the situation poorly. Ryanair's response to the situation was "we are aware of this video and have reported this matter to Essex police". Based on this statement, they do not seem to bother about what had happened.

## CEO controversies

As previously stated, Ryanair is not known for being a company with outstanding customer service. On top of this, O'Leary is well-known for being involved in a lot of controversies, among others being very rude to customers. Ryanair's business model is partly based on heavy fees, which for example include a high price when bringing extra baggage or when a passenger fails to bring a printed boarding card. The latter example happened to a family of five, who had not brought their boarding cards printed which resulted in a €60 fee per person. Of course, the family thought this was outrageous since it would have been very cheap for Ryanair to print out the boarding cards for them. The mother in the family went on Twitter to complain about the bad customer service they experienced, and as an answer to this, O'Leary stated:

"We think Mrs McLeod should pay 60 euros for being so stupid. She wasn't able to print her boarding card because, as you know, there are no internet cafes in Alicante, no hotels where they could print them out for you, and you couldn't get to a fax machine so some friend at home can print them and fax them to you... She wrote to me last week asking for compensation and a gesture of goodwill. To which we have replied, politely but firmly, thank you Mrs McLeod but it was your \*\*\*\*-up."

A few other quotes from O'Leary, include but are not limited to: "You're not getting a refund so f\*\*\* off. We do not want to hear your sob stories. What part of 'no refund' don't you understand?"; "People say the customer is always right, but you know what - they're not. Sometimes they are wrong, and they need to be told so."; "Nobody wants to sit besides a really fat \*\*\*\*\* on board. We have been frankly astonished at the number of customers who don't only want to tax fat people but

torture them.”; “Are we going to say sorry for our lack of customer service? Absolutely not.” These are only a few of the many inappropriate statements of O’Leary. Another time when O’Leary was in windy weather was when he said “Who are the bombers? They are going to be single males travelling on their own”. “If you are travelling with a family of kids, on you go: the chances you are going to blow them all up is zero”.

## Management question

Ryanair has experienced declining profit, dissatisfied shareholders, multiple strikes from staff, while being voted as the “world’s worst short-haul airline” by passengers. Despite these challenges, the airline has preserved. However, with both internal and external stakeholders being upset with the airline, Ryanair needs to consider how it is going to move forward and take actions in order to maintain its competitive position. Managing corporate reputation is a vital part of Ryanair’s overall performance since it is heavily reliant upon all activities the firm engages in. Taking the role of the senior executive team of Ryanair, how would you answer the following question:

*Should Ryanair reconsider how they manage their corporate brand reputation moving forward? If so, how and why?*

**Exhibit 1** Ryanair bad food

*Ham and cheese croissant (£4.50) - "You bet that Ryanair delicacy was cold on the inside"*



*Bacon sandwich (£4.70) - "World's saddest bacon sandwich"*



*Breakfast (£10) - "What a way to start the day – a soggy potato waffle, shrivelled button mushrooms and congealed white pudding"*



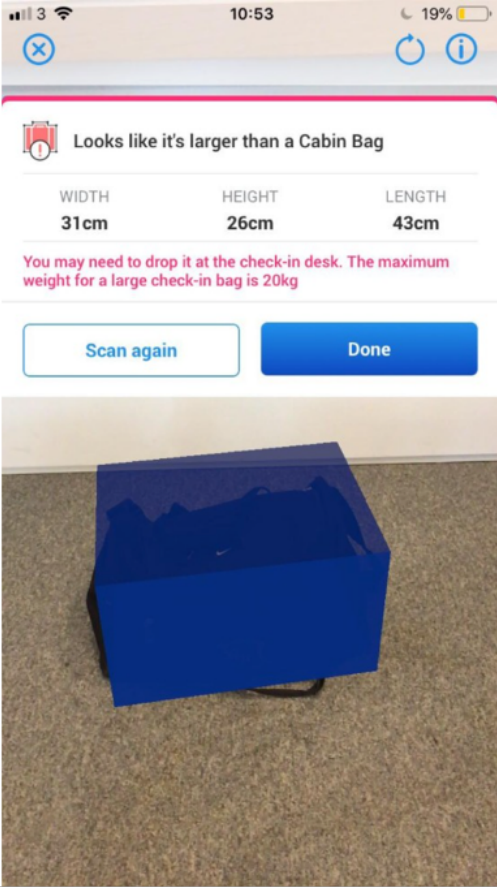
**Exhibit 2** Table - Optional fees Ryanair

	<b>At the Time of Booking</b>	<b>Post Booking/Airport</b>	<b>More info</b>
<b>Extra legroom seats</b> Row 1, 2 (D,E,F) & 16-17	€/£14 - €/£28 (per flight)	€/£14 - €/£28 (per flight)	Fee varies depending on the route and travel dates selected.
<b>Front Seats</b> Rows 2 (A,B,C) - 5	€/£7 - €/£17 (per flight)	€/£7 - €/£17 (per flight)	Fee varies depending on the route and travel dates selected.
<b>Standard Seats</b> Rows 6-15 & 18-33	€/£3 - €/£13 (per flight)	€/£3 - €/£13 (per flight)	Fee varies depending on the route and travel dates selected.
<b>Mandatory Family Seat</b> Fees between	€/£4 - €/£6 (per flight)	€/£4 - €/£6 (per flight)	At least one adult travelling with children under 12 (excl. infants) must buy a reserved seat and sit next to them. Up to 4 children (under 12) travelling with one adult will get free reserved seats (seats in rows 18-33).
<b>Boarding card re-issue fee</b>	n/a	€/£20	
<b>Airport check-in fee</b>	n/a	€/£55 (for flights from Spain €/£ 30)	The fee is charged per passenger per sector. Free for Flexi Plus passengers (and Plus passengers who booked after 11 December 2019).
<b>Infant fee</b>	€/£25	€/£25	Per Infant/Per one way flight (must be under 2 years for both outbound and return flight).
<b>Infant/child equipment (car, booster, travel cot)</b>	€/£15	€/£20	Fee charged per item/ Per one way flight - maximum weight of 20kg per item (2 items of baby equipment are carried free of charge per child - 1 pushchair plus one of the following items: car seat or booster seat or travel cot).
<b>Bike</b>	€/£60	€/£75	Fee charged per Item/ Per one way flight a maximum weight of 30kg.
<b>Large sports item</b>	€/£55	€/£65	Fee charged per Item/ Per one way flight. A maximum weight of 20kg per item.
<b>Sports equipment</b>	€/£35	€/£40	Fee charged per Item/ Per one way flight. Maximum weight of 20kg per item.
<b>Ski equipment</b>	€/£45	€/£50	Fee charged per Item/ Per one way flight. Maximum weight 20kg.
<b>Golf clubs</b>	€/£30	€/£40	Fee charged per Item/ Per one way flight. Maximum weight 20kg.
<b>Musical instrument</b>	€/£50	€/£65	Fee charged per Item/ Per one way flight. A maximum weight of 20kg per item.
<b>Flight Change Fee</b> <i>Per Passenger/Per One Way Flight</i>	n/a	€/£ 45 online changes/ €/£ 60 changes through an agent or at the airport	If you make changes online the fee will be €/£45 per passenger, per one way flight. If you contact our reservation centre to make a change or ask for the change at our ticket desk at the airport, the fee will be €/£60 per passenger, per one way flight.
<b>Name Change Fee</b> <i>Per Passenger</i>	n/a	€/£115 online changes / €/£160 changes through an agent	If you self-serve online, the fee amounts to €/£115. If you contact an agent to process the change, the fee amounts to €/£160.
<b>Government Tax Refund Administration Fee</b> <i>Per Passenger</i>	€20 / £17	n/a	
<b>Booking fee</b>	n/a	€/£50	This applies to ALL reservations made at airports.

<b>Card Payment Fee</b>	Cost-related % of the total transaction value which depends on the form of payment and where the payment service providers are located	Cost-related % of the total transaction value which depends on the form of payment and where the payment service providers are located	
<b>Therapeutic Oxygen Reservation Fee</b>	n/a	€/£55	Per flight.
<b>Missed Departure Fee</b>	n/a	€/£100	Only available at less than 40 mins before and up to 1 hour after flight departure time. Also available to customers who arrive at the ticket desk up to an hour after their flight departure to move to the next available flight. The fee is charged per passenger per sector.
<b>Hold Fare Fee</b>	€/£2.50	n/a	The fee is charged per passenger per sector.

<b>Baggage</b>	<b>At the Time of Booking</b>	<b>Post Booking</b>	<b>More info</b>
<b>Small Bag</b>	Included	Included	
<b>Priority &amp; 2 Cabin Bags</b> <i>Pricing between</i>	€/£8 - €/£30	€/£8 - €/£32	
<b>10kg Check-in Bag</b> <i>Pricing between</i>	€/£12.99 - €/£23.99	€/£23.99 - €/£35.99	Non-priority customers who have not added a bag to their booking can still purchase a 10kg Check-in bag at the airport bag drop desk for €/£ 35.99. Non-priority customers who bring their 10kg Check-in bag to the boarding gate may check it in against payment of a fee of €/£ 45.99.
<b>20kg Check-in Bag</b> <i>Minimum and maximum charges per item per flight when bought online</i>	€/£20.99 - €/£39.99 (per flight)	€/£39.99 - €/£59.99 (per flight)	Passengers who have not added a bag to their booking can still purchase a 20kg Check-in bag at the airport bag drop desk for €/£ 69.99.
<b>Excess Baggage Fee - Per Kilo</b> <i>Per Kilo</i>	n/a	€/£11	This can only be purchased at the airport ticket desk/kiosk.
<b>Fee for Special Declaration of Valuable Baggage</b>	n/a	€/£50	Allows for a higher limit on carrier liability.

**Exhibit 3** Ryanair's measuring hand luggage tool



**Exhibit 4** Customer complaint #wheresmywindow



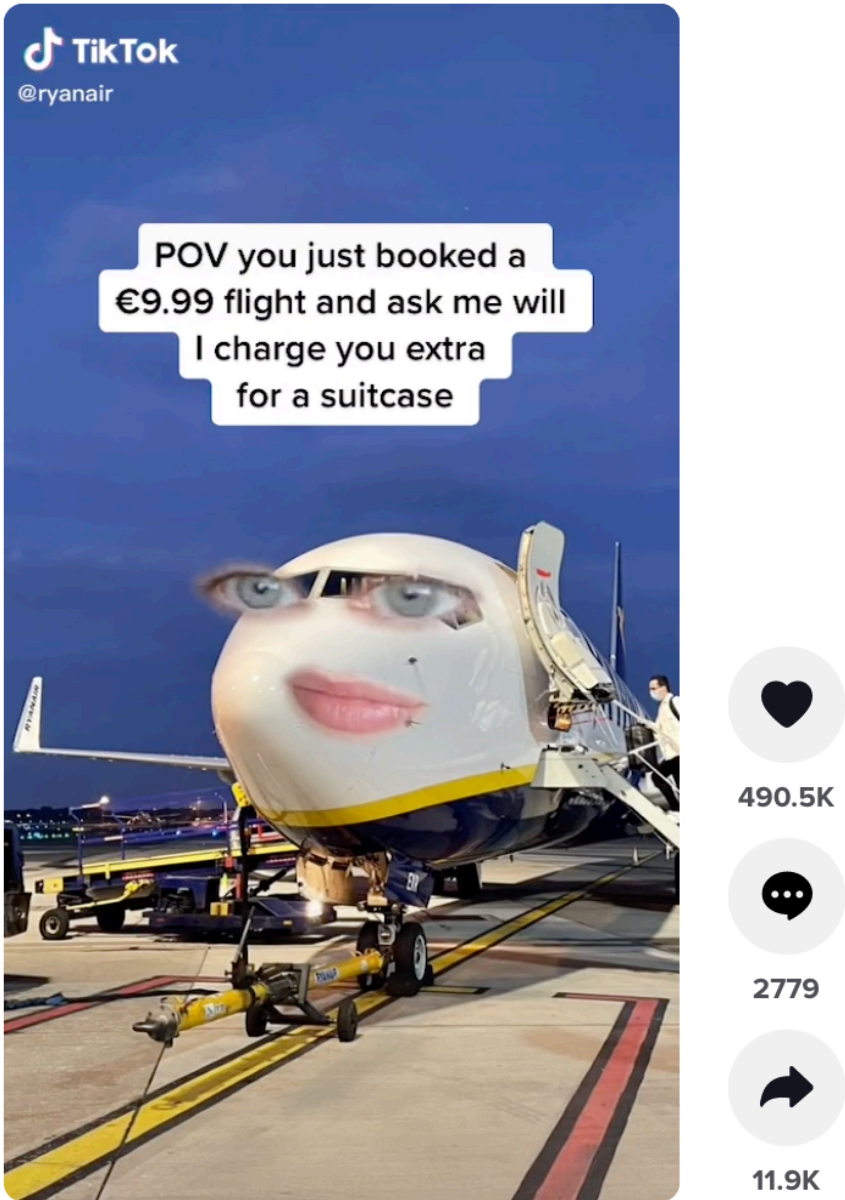
**RAA**  
@Ray\_G\_Anderson



@Ryanair I paid extra for a window seat, thought I'd treat myself. Nice little trip away, spoil yourself to a window seat I thought..... 🙄 #iwantarefund #wheresmywindow



**Exhibit 5** Ryanair's 'talking plane' on TikTok



To see the 'talking plane' in action, please click here: [shorturl.at/sCKVX](https://shorturl.at/sCKVX)