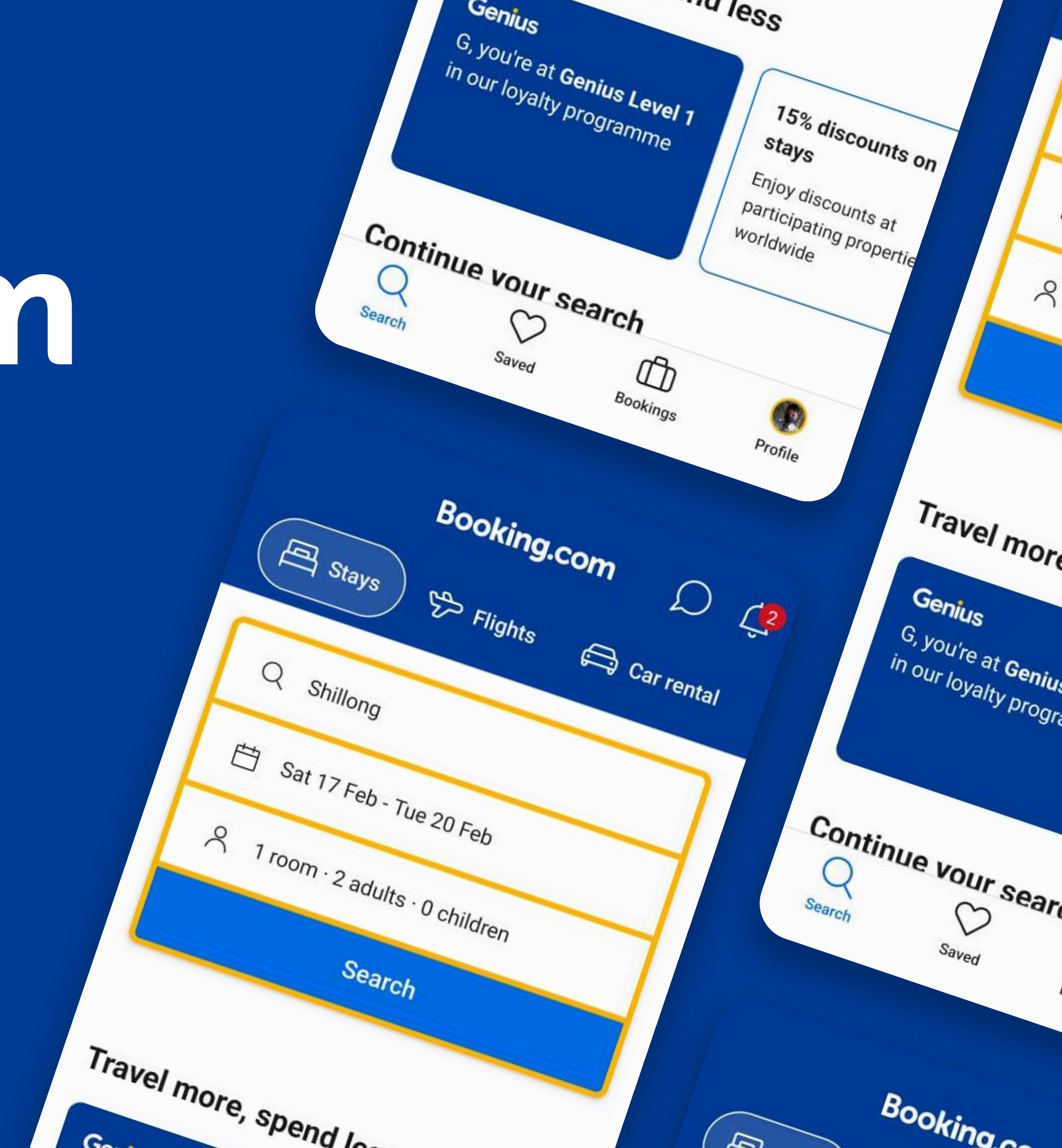


The Paradigm of Product **Booking.com**

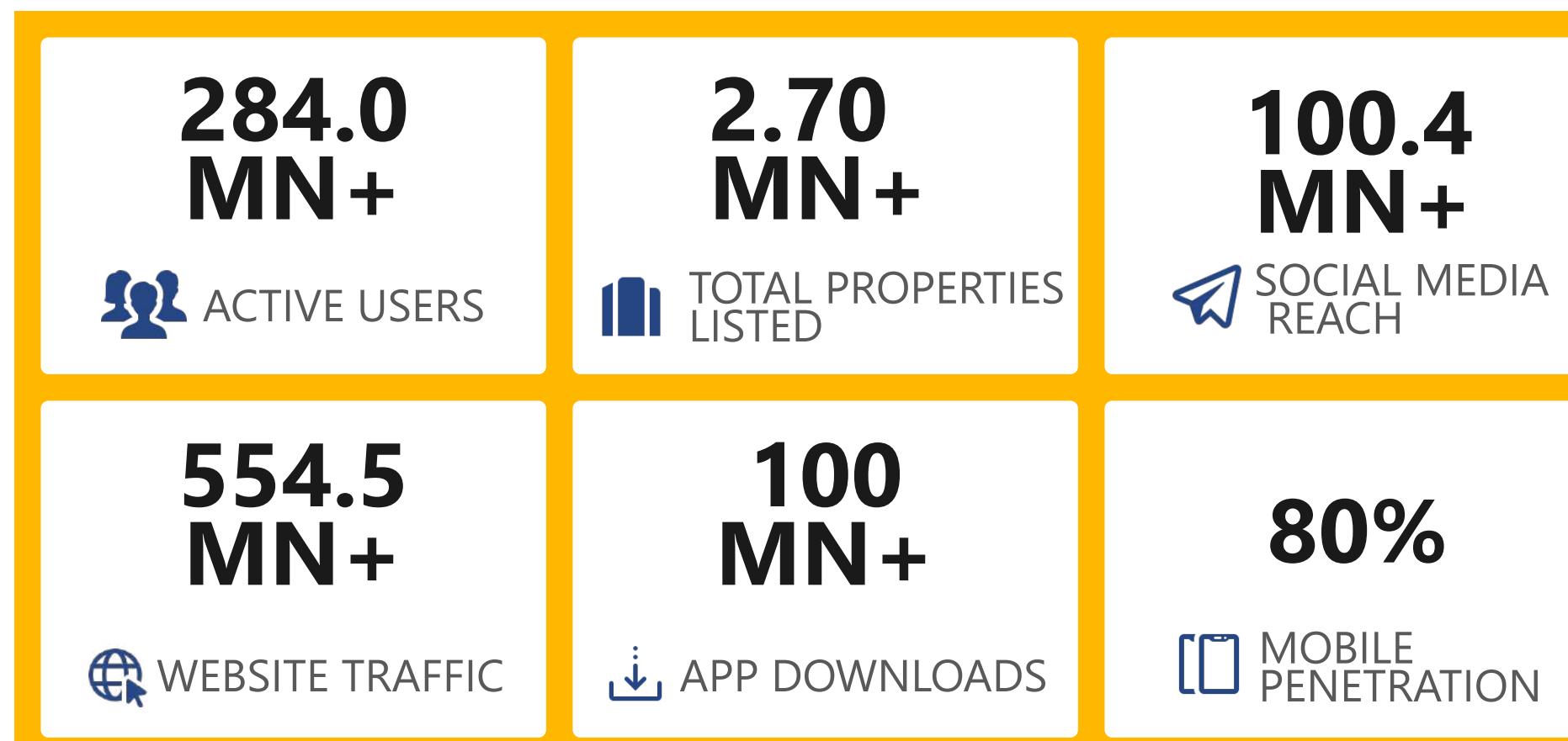
Kriti 2024 - Kameng



i ABOUT BOOKING.COM

Booking.com, headquartered in Amsterdam, is one of the world's leading digital travel companies. Booking.com is a subsidiary of Booking Holdings, a US-based company that also owns other online travel brands such as Priceline, Agoda, Kayak, and Rentalcars.com.

📊 STATISTICS



💡 VISION AND MISSION

The goal is to connect people with the world's greatest travel experiences and make it easier for everyone to experience the world.

🏃 COMPETITORS



► MARKET SIZE

- The online travel market is projected to nearly triple in size by 2030, reaching an impressive \$1,134 billion, with an average growth of 10.4% per year.
- In 2020, the global online travel market was valued at a whopping \$475 billion.
- Booking Holdings is the largest online travel company in the world by market capitalization, with a value of \$ 86.62 billion as of February 2024.

COMPETITORS	MARKET CAPITALIZATION	REVENUE (2022)	ACTIVE USERS
BOOKING HOLDINGS Inc.	\$86.62 BILLION	\$85.6 BILLION	\$284 MILLION
EXPEDIA GROUP Inc.	\$23.01 BILLION	\$26.5 BILLION	\$86 MILLION
AIRBNB Inc.	\$80.98 BILLION	\$8.3 BILLION	\$108 MILLION
TRIPADVISOR Inc.	\$3.02 BILLION	\$1.3 BILLION	\$490 MILLION

? PROBLEM STATEMENT

- As the Head of Product at Booking.com, the task is to improve the North Star Metric of Booking.

↗ BUSINESS OBJECTIVE

- Lead to revenue generation
- Enhance customer value on the platform.
- Measure progress on Booking.com app.

✓ CLARIFYING ASSUMPTIONS

- Focusing on the Android app version of the Booking.com.
- No resource constraint.
- Time constraint is 3 year for the improvement of NSM.

🌟 NORTH STAR METRIC

Proposed NSM: Number of completed bookings done per active user per year.

The hypothesis behind this NSM is that the more trips a user completes through Booking, the more satisfied and loyal they are with Booking, and the more revenue Booking earns from them. Therefore, we have defined this as our NSM because it aligns with Booking's vision and mission to make it easier for everyone to experience the world.

Formula:

$$\text{Number of completed bookings done per active user per year} = \frac{\text{Total number of bookings done} - \text{Total number of bookings canceled}}{\text{Number of active users per year}}$$

where, Number of active users per year refers to those users who have made atleast one booking in a year.



Criteria:

- Directly relates to Booking.com's core business and income.
- Captures the total value customers create by booking through the app.
- Shows how well Booking is retaining and growing its user base and increasing their loyalty and engagement.

Validating Across Features:

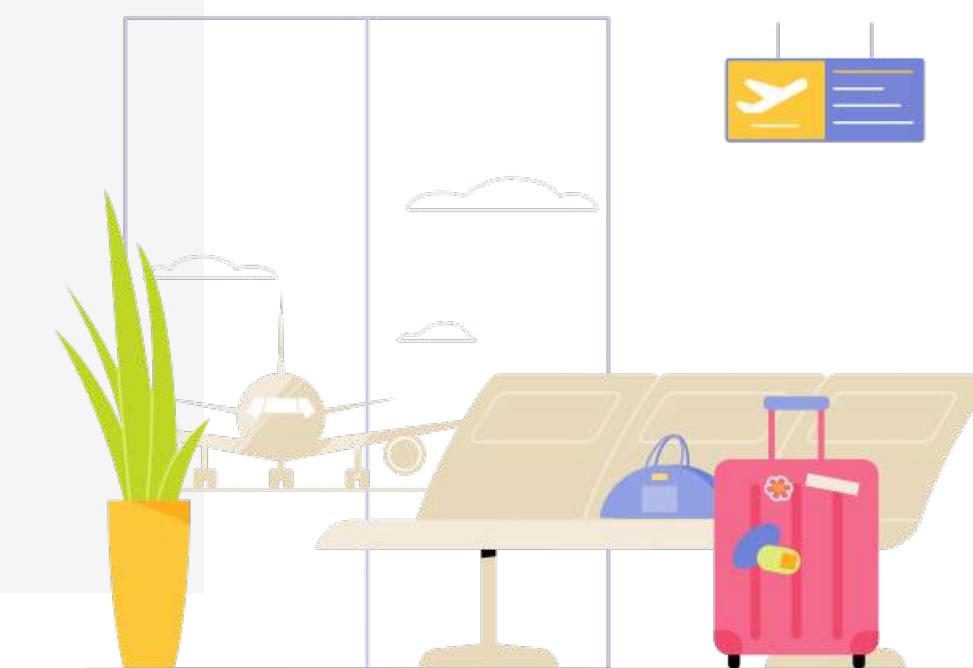
- Each successful booking contributes directly to defined NSM.
- Active users across all features represent potential for future bookings.
- Optimizing for this metric encourages features that drive the most valuable user behavior.

Measuring NSM across services:

- Booking.com likely has existing systems that track bookings and associated prices for each service. Integrate these systems to consolidate data into a single platform.
- Ensure consistent calculation of "bookings which are confirmed not canceled" across all services, considering any variations in a price change, weather conditions, and emergencies.
- Segment active users by relevant criteria (e.g., location, travel frequency, booking types) to understand NSM variations and optimize product offerings accordingly.

Benefits of using the number of confirmed bookings done per user per year as NSM:

- Prioritizes bookings that generate higher income for Booking.com.
- Captures the total value users create through their bookings.
- Encourages all departments to work towards increasing the value of each booking and user.
- Enables data-driven decisions to optimize features and offerings across all services.



Name: Krigi Gupwar

Age: 20

Occupation: Student

About: He backpacks solo or with friends, prioritize affordability and local experiences.

He is adept at using mobile apps, and value experiences over luxury.

Needs:

- He wants affordable accommodation options for his trip.
- He wants flexibility in bookings as he is open to change plans.
- He wants to meet and connect with other travelers and locals.
- He needs to search and book her travel products and services in a fast and easy way.

Pain Points:

- He struggles to find budget-friendly accommodations and activities including stay places, flights, and car rentals that meet his travel style.
- He wants unique and local experiences beyond tourist traps.
- He craves recommendations and reviews from fellow travelers.
- He desires for flexible booking options and cancellation policies to accommodate uncertain academic schedules.



Name: Ridhi Gupta

Age: 29

Occupation: CEO

About: Ridhi travels frequently for business, and values efficiency and convenience. She is comfortable using mobile apps for work and travel, and prioritizes time-saving features.

Needs:

- She needs quick response to inquiries and dedicated support channels.
- She needs seamless travel arrangements that are integrated with bookings of flights, hotels, and car rentals for her trip.
- She needs to have a smooth and hassle-free travel experience.
- She seeks programs that offer benefits and perks for frequent travelers.

Pain Points:

- She wants a quick and efficient booking experience with minimal steps.
- She needs options for modifying bookings due to sudden changes.
- She requires seamless integration with other travel management tools.
- She is frustrated with unclear cancellation fees due to a sudden emergency in her schedule.



Name: Priyal Mahajan

Age: 36

Occupation: Doctor and Mother

About: She travels for family vacations and prioritizes family-friendly accommodations and activities.

Needs:

- She wants reliable transportation options and immediate assistance to any unpredictable travel emergency.
- She wants accommodations with spacious rooms and child-friendly amenities.
- She wants activities that keep all family members entertained.
- She needs to have a memorable and enjoyable travel experience with her family.

Pain Points:

- She struggles to find accommodations and activities suitable for all ages and interests.
- She worries about the safety and comfort of her family during the travel.
- She needs options for booking multiple rooms and coordinating preferences.
- She desires a user-friendly platform that simplifies the booking process and provides reliable customer support for any travel-related queries.



Name: Nikhil Kumar

Age: 31

Occupation: Travel Blogger

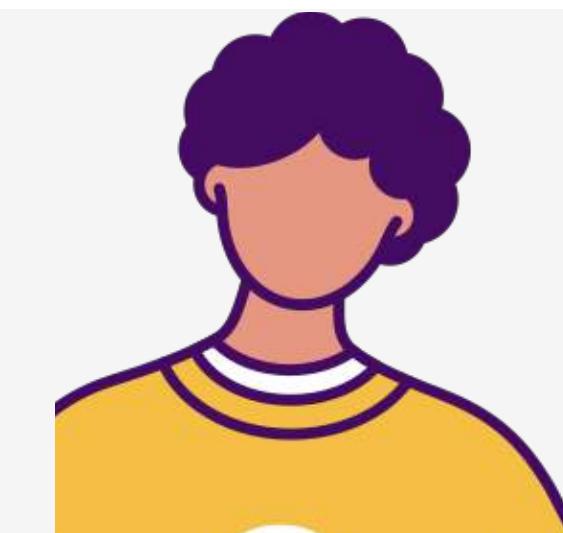
About: He is adventurous and seeks new experiences. He prioritizes discovery over planning and has a budget constraints.

Needs:

- He wants an intuitive interface for quick searches and spontaneous bookings.
- He wants last-minute bookings and easy changes to the itinerary with minimum restrictions.
- He needs filters and personalization to narrow down options quickly.
- He wants a community feature to discover hidden places of the destination.

Pain Points:

- He needs for unique and Instagram-worthy accommodations to create engaging content for his audience.
- He finds limited options for last-minute decisions or impulsive travel plans.
- He desires for access to insider tips and local experiences to uncover off-the-beaten-path attractions and activities.
- He finds challenges in finding affordable yet stylish accommodations and transportation options in popular tourist destinations.



≡ PAIN POINTS

PAIN POINTS	DESCRIPTION	IMPACT	REACH	SCORE
Unmanaged Travel Package	Users find it challenging to organize and manage their travel plans across multiple bookings and reservations for hotels, flights, and activities.	95	95	9025
Unorganized group trips	Users encounter challenges when organizing and coordinating group trips with friends or family members.	90	85	7650
Separated from the travel community	Users may feel isolated or disconnected from other travelers and the broader community.	85	85	7225
Unsatisfactory customer service	Unresponsive or unhelpful customer support can frustrate users and hinder their willingness to re-book in the future. Users face challenges in accessing timely assistance and support when encountering issues or questions.	85	80	6800
Difficulty finding the best value.	Users across diverse budgets and travel styles struggle to compare prices and identify options that match their priorities. Hidden fees, unclear pricing structures, and a lack of personalized recommendations create frustrations.	80	80	6400
Lack of transparency and trust	Concerns regarding property quality, unexpected charges, and unclear cancellation policies can create unease and discourage bookings.	80	80	6400
Time-consuming booking process:	Mobile users may require a quicker and more convenient booking experience, rather than having complex booking flow.	70	60	4200
Lack of Real-time travel alerts	Users experience disruptions and inconveniences due to unforeseen travel events or emergencies.	60	65	3900

✓ FEATURE PRIORITIZATION

FEATURES	REACH	IMPACT	CONFIDENCE	EFFORT	SCORE
Travel Itinerary Planner:	95	5	90	4	10687.5
Group Travel Planner:	85	5	80	4	8500
Travel Community:	75	4	80	4	6000
Personalized Recommendations:	90	3	80	4	5400
In-App Virtual Assistant:	80	4	80	5	5120
Real-Time Travel Alerts and Updates:	70	3	60	4	3150

★ MVP FEATURES

Travel Itinerary Planner:

- Basic functionality for users to add, or modify travel itinerary packages within the app, and providing basic features to adjust the budget, duration, flight, and accommodation stay ranking options.

Group Travel Planner:

- Providing users capability to create and collaborate on group travel plans, along with basic communication features to the group.

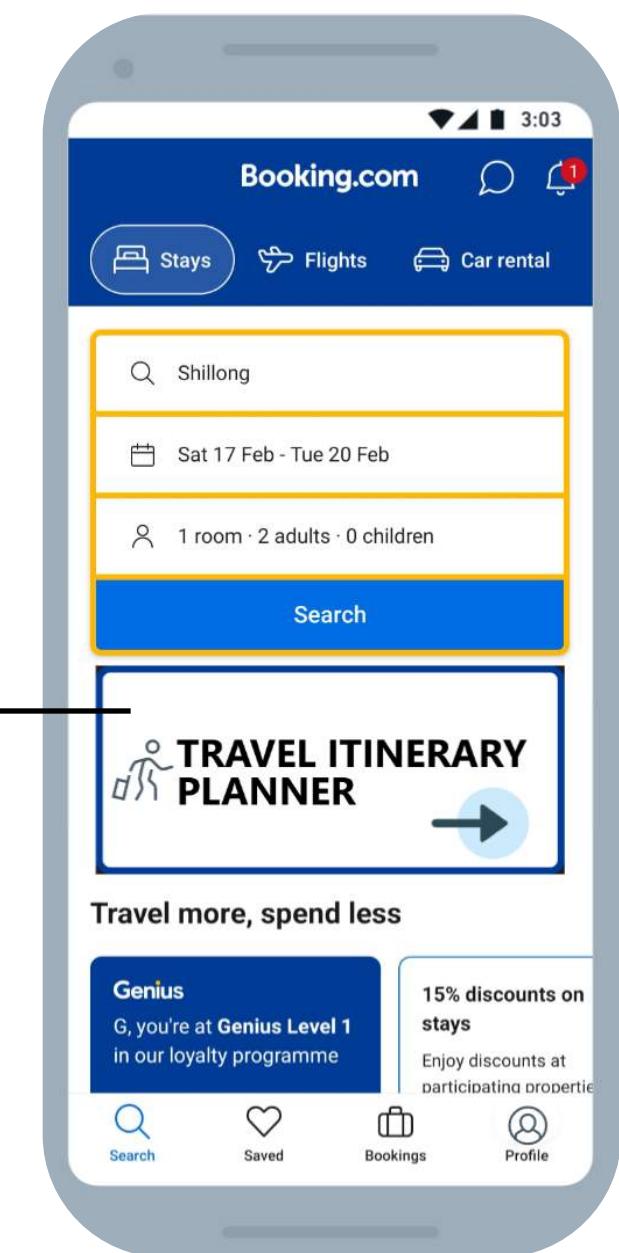
Travel Community:

- Integration of social features allowing users to engage with fellow travelers, share experiences, discover new connections within the app, recommend the places to the traveler that are must to visit.

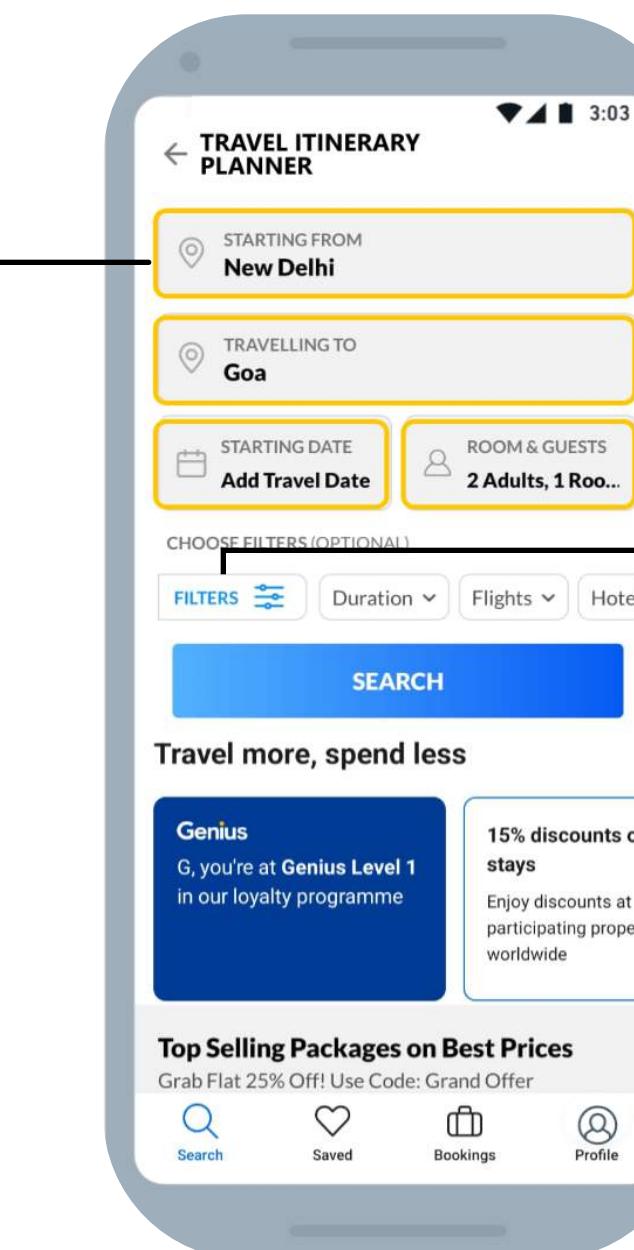


Travel Itinerary Planner

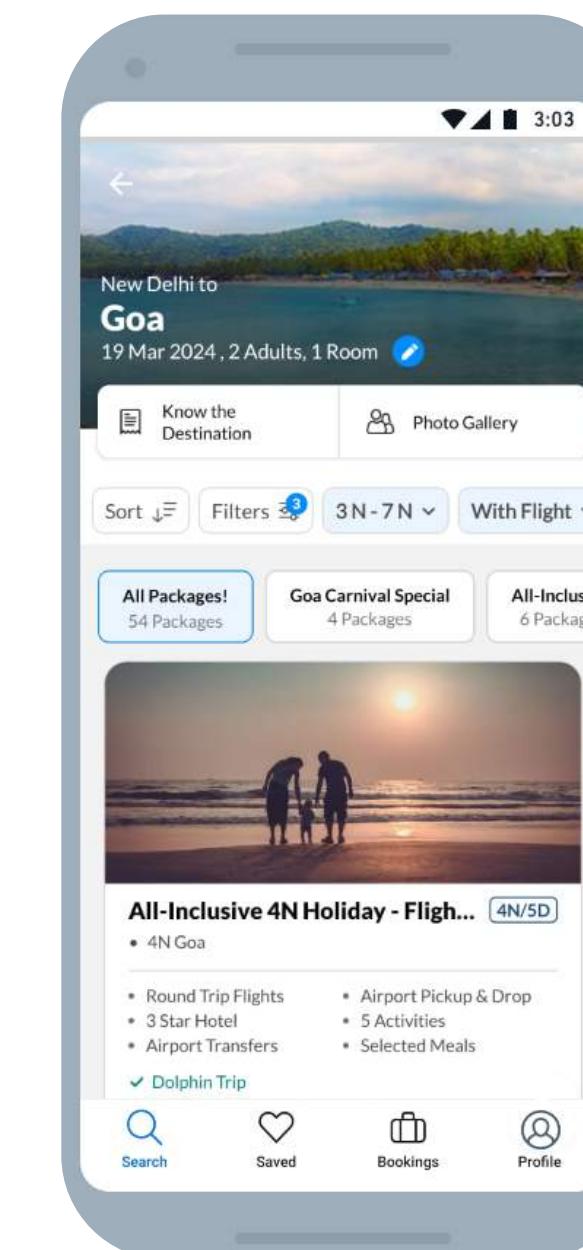
Providing users with a unified dashboard "Travel Itinerary Planner" where they can view and manage their bookings.



User will fill the detail here and click on the search option below.



User will be able to filter all the options ranging from their budget, Duration of stay, with or without Flight, and Hotel rating.



User will be able to see all itinerary packages here.

User can see all itinerary and manage all aspects of the trip

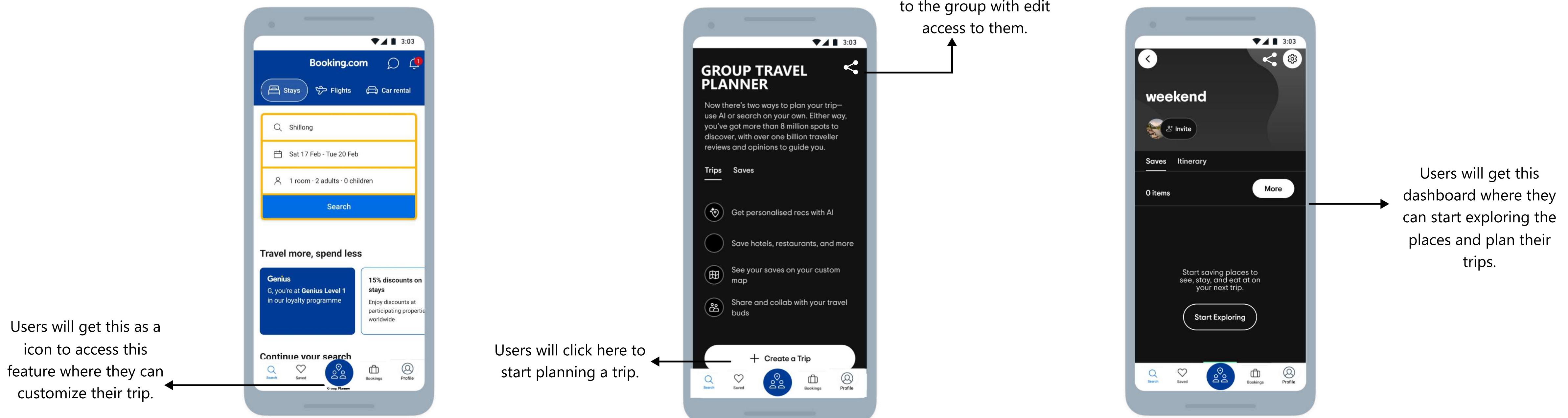
Value to User

- Can effortlessly organize their entire trip, saving time and reducing stress.
- Customized itineraries enhance the travel experience.

Value to Business

- Boosted engagement.
- Improved conversion rate.

Group Travel Planner



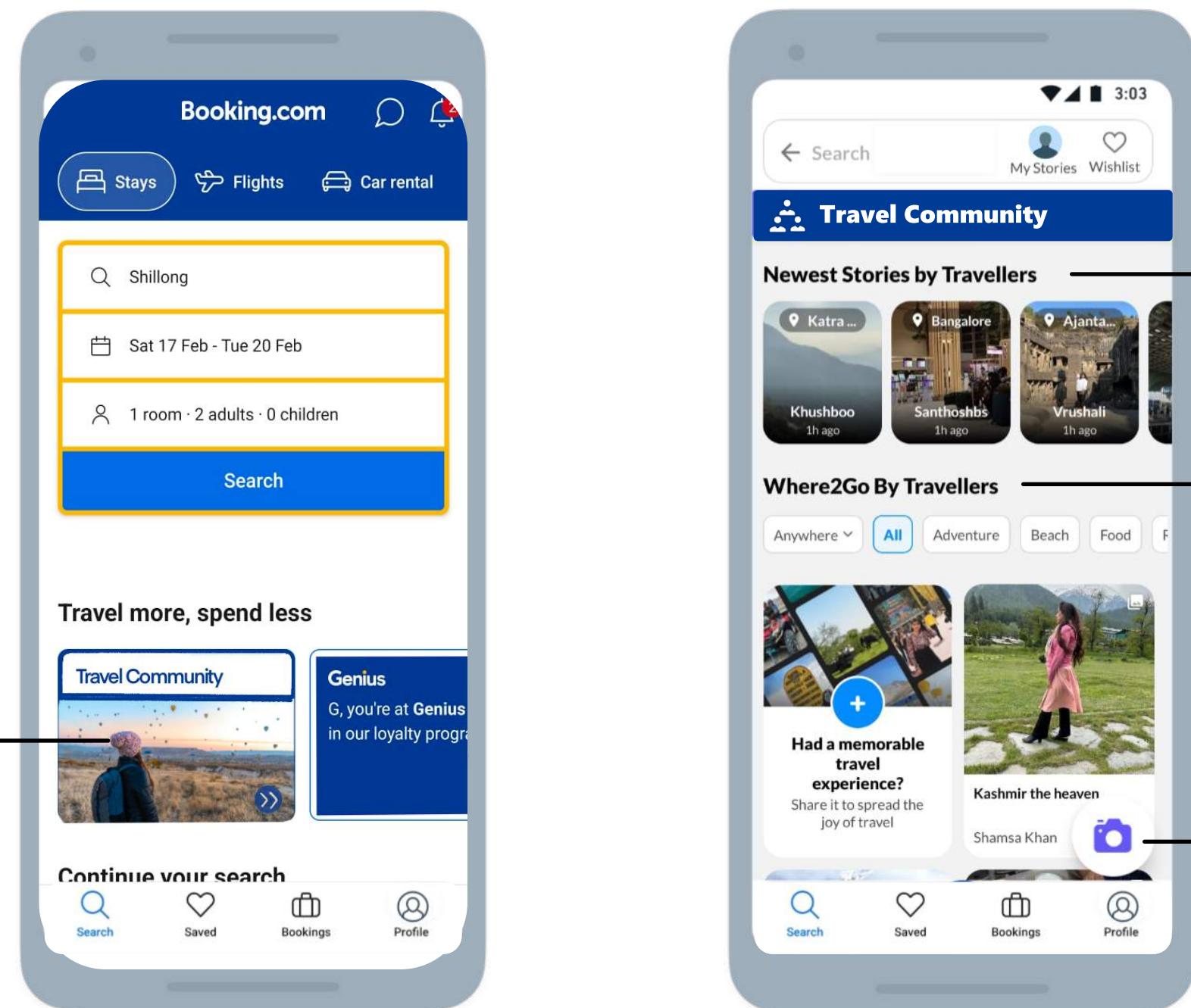
Value to User

- Simplified coordination among group members for seamless planning.
- Streamlined processes for booking of all services at one place.

Value to Business

- Higher Transaction Volumes by Group booking.
- Attract corporate teams and event organizers, hence user base will increase.

Travel Community



Value to User

- Interaction with fellow travelers, sharing experiences, and discovering hidden gems.
- Access to user-generated content, tips, and recommendations.

Value to Business

- Increase in customer loyalty due to increase in engagement.
- Satisfied user will attract new user base.

KEY PERFORMANCE METRICS

Primary Metric

★ North Star Metric:

Number of completed bookings
done per active user per year =

$$\frac{\text{Total number of bookings done} - \text{Total number of bookings canceled}}{\text{Number of active users per year}}$$



Guardrail Metric

Bounce Rate:

$$\frac{\text{Number of users who bounced}}{\text{Total number of users}} \times 100$$

Churn Rate:

$$\frac{\text{Number of churned users}}{\text{Total number of users}} \times 100$$

Drop-off Rate:

$$\frac{\text{Number of inactive users}}{\text{Total number of users}} \times 100$$

Cannibalization Metric

- Impact on usage of other booking features (e.g., direct hotel bookings, flight bookings) within the app.
- Impact on individual travel booking metrics (e.g., solo hotel bookings, flight bookings) within the app.
- Impact on other engagement metrics within the app (e.g., direct bookings, search activity).

Secondary Metric

User Engagement Rate:

$$\frac{\text{Total number of interactions with the feature}}{\text{Total number of app sessions}} \times 100$$

Itinerary Completion Rate:

$$\frac{\text{Total number of completed itineraries}}{\text{Total number of initiated itineraries}} \times 100$$

Group Booking Conversion Rate:

$$\frac{\text{Total number of completed bookings for group trips}}{\text{Total number of group trip planning sessions}} \times 100$$

Average Group Size:

$$\frac{\text{Total number of travelers in group bookings}}{\text{Total number of group bookings}}$$

Contribution Rate:

$$\frac{\text{Total number of user-generated content submissions}}{\text{Total number of active users}} \times 100$$

Amplification Rate

$$\frac{\text{Total number of shares of user-generated content}}{\text{Total number of impressions of user-generated content}} \times 100$$

GTM STRATEGY

Segmentation and Target Audience:

- 1 Identify primary user segments based on travel preferences, frequency, and demographics.
- 2 Tailor messaging and outreach strategies to resonate with each segment's unique needs and preferences.

Testimonials:

- 4 Showcase user testimonials and success stories to build credibility and trust in the new features.
- 5 Highlight real-life examples of how the features have positively impacted users' travel booking experiences and contributed to achieving their travel goals.

Measurement and Optimization:

- 7 Analyze user feedback, engagement data, and conversion rates to identify areas for optimization and improvement.
- 8 Stay attuned to industry trends and user feedback to identify opportunities for enhancements that directly impact the NSM.

Product Messaging and Positioning:

- 2 Craft clear and compelling messaging that emphasizes the value proposition of the new features in enhancing the travel booking experience and driving the NSM.
- 3 Position the features as essential tools for seamless travel planning, group coordination, and community engagement.

User Onboarding and Training:

- 5 Develop comprehensive onboarding resources, tutorials, and in-app guides to help users understand and utilize the new features effectively.
- 6 Provide proactive support and personalized assistance to ensure a smooth onboarding experience for users.



POSSIBLE PITFALLS



- 1. User Adoption Challenges:** Users may be resistant to change or hesitant to adopt new features, especially if they are accustomed to the existing interface or functionality of the app.
- 2. Technical Issues and Bugs:** The rollout of new features may encounter technical glitches, bugs, or compatibility issues across different devices or operating systems.
- 3. User Experience Friction:** The new features may introduce complexity or friction in the user experience, leading to frustration or dissatisfaction among users.
- 4. Lack of Engagement or Low Usage:** Users may fail to engage with the new features as expected, resulting in low usage rates and limited impact on the NSM.
- 5. Misalignment with User Needs:** The new features may not fully align with the needs, preferences, or behaviors of the target audience, resulting in limited adoption and impact on the NSM.
- 6. Competitive Pressure:** Competitors may respond with their own innovations or enhancements, diverting user attention and impacting the effectiveness of the new features in driving the NSM.
- 7. Privacy and Security Concerns:** The introduction of new features may raise concerns around data privacy, security, or misuse of personal information, leading to trust issues among users.

THANK YOU