Data Driven Scaling of Booking.com Infrastructure

Brendan Bank, Booking.com
From startup to world leader.
“To help leisure and business travelers, whatever their budgets, easily discover, book, and enjoy the world’s best places to stay.”

2006
“Empower people to experience the world.”
Booking.com Key Figures

1,060,000+ active properties
24,000,000+ rooms
1,200,000 room nights / 24 hours
2 out of every 5 are mobile reservations
187 offices worldwide
43 languages & dialects
107,000,000+ guest reviews
13,000+ Booking.com Staff.

Booking.com is part of the Priceline Group
the growing travel market

Number of international travelers in millions

- Grew to 1.2 bn in 2015
- 1.8 bn by 2030

Source: World Travel & Tourism Council
KEEP THE CUSTOMER at the center of everything you do.
How we deal with $\exp(\text{growth})$

- Be pragmatic, minimize opportunity cost
- Build a culture of failure learning
- Be data-driven!
Be pragmatic, minimalize opportunity cost
Booking(s).com (2002)

XML Partner/Supply

Website/Book process

Book admin/Extranet
Build a culture of failure learning
What can go wrong will go wrong
We have an outage budget
lost booked commission 18 months
Be data-driven!
No Hippos
Relentless experimentation.
How we deal with $\exp(\text{growth})$

- Be pragmatic, minimize opportunity cost
- Build a culture of failure learning
- Be data-driven!
Thank you.