

# Business Model Canvas **tripadvisor**

## Key partners

- Content/review creators
- Hotels
- Restaurants
- Rental home owners
- Activities providers
- Airlines
- Travel agents / affiliates
- Technology partners
- Food delivery platforms
- Search engines
- Other

## Key activities

- Manage network effects
- Improve customer experience
- Enhance value proposition
- Generate demand
- Guide customer journey
- Customer support

## Key resources

- Great content
- Broad & deep inventory
- Websites, apps
- User data/algorithms
- User experience
- Global network
- Skilled staff

## Value proposition

### For travellers:

- Travel planning/content
- Cheapest) prices
- Candid reviews >500m
- In-location booking
- Reduction of risk
- App as travel companion
- User experience UX
- Useful travel content

### For hotels:

- Incremental revenue
- Global reach
- Ad/sales channel
- Additional web traffic
- Build reputation

## Customer relationships

### Travellers:

- Trustworthy reviews
  - Satisfaction w/ vacation
- ### Hotels, restaurants:
- Transparency, fairness
  - Commissions/costs
  - Ease of interacting

## Channels

- Website (mobile, desktop)
- App
- Subsidiaries
- Direct emails
- Ad channels
- Comms channels

## Customer segments

### Hotels/restaurant/attract.:

- Property types
- Room types
- Star & user ratings
- Amenities, facilities
- Proximity
- Locations
- Type of infrastructure

### Travellers:

- Geographic
- Demographics
- Geodemographic
- Behavioural
- **Micro segments**

## Cost structure (FY 16)

- capitalised costs: \$86m

### Operational

- Sales & marketing: \$756m
- Tech & content: \$243m
- G&A: \$143m

Balance sheet (assets):

- Property & equipment: \$260m
- Intangible assets: \$167m
- Goodwill: \$736m

## Revenues (FY 16)

- Click-based advertising (CPC) & transaction revenues: \$750m / \$1.2b = 63%
- Display-based advertising (CPM) & subscription: \$282m / \$1.2b = 23.7%
- Other hotel revenues: \$158m / \$1.2b = 13.3%