



# IBTTA Annual Meeting

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**September 16, 2014**

# Agenda

- ❖ Who is HomeAway ?
- ❖ What is a vacation rental ?
- ❖ Our people
- ❖ Our customers
- ❖ Pitching our services
- ❖ How we measure success



HomeAway.com is the world's leading online marketplace for the vacation rental industry.

At HomeAway, our mission is to make **every vacation rental** in the world **available to every traveler** in the world through our **online marketplace**. With **over one million live vacation rental listings**, we're committed to helping families and friends find the perfect vacation rental to create unforgettable travel experiences together.



# Global vision & platform: 1M+ listings

## Travel is a Global Experience for Consumers

- ✓ **190** countries
- ✓ **50** dedicated sites
- ✓ **9** market leading sites
- ✓ **12** global offices



### Market Leader\*

U.S.	#1, #2
Germany	#1
Spain	#1, #3
France	#1
U.K.	#1
Italy	#1
Brazil	#1
New Zealand	#1
Australia	#1

### International HomeAway Websites

 Argentina	 Colombia	 India	 Norway
 Australia	 Denmark	 Italy	 Portugal
 Austria	 Finland	 Mexico	 Singapore
 Brazil	 France	 Netherlands	 Spain
 Canada	 Germany	 New Zealand	 Sweden
	 U.K.		

# What's a vacation rental?

## Vacation Rentals

## Hotels

**Property type:**

1-8 bedroom house, town home, condo, chalet, or villa

20 - 400 room hotel

**Amenities:**

Kitchen, living room, laundry, garage, yard...

Room service, restaurant, concierge, spa, gym...

**Size:**

1,000 - 10,000 sq ft

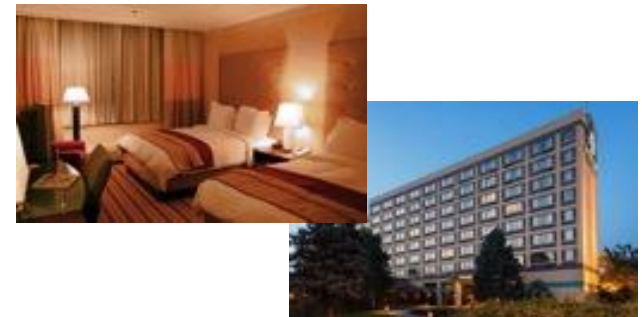
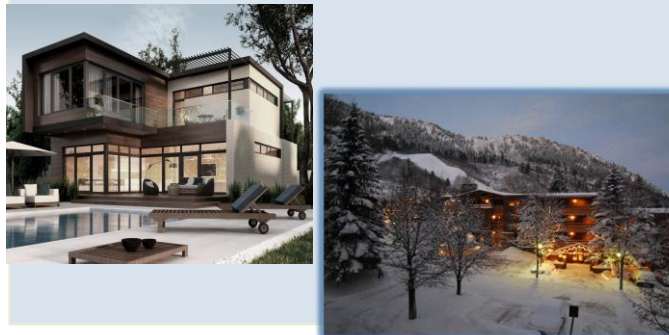
200 - 700 sq ft

**Value:**

Often priced weekly, lower cost for more space

Often priced nightly, costlier per bedroom

**Properties:**



# HomeAway Values

- We love the vacation rental **EXPERIENCE**
- We **CARE** about each and every customer
- We **INSPIRE** each other to push the limits
- We operate at internet **SPEED**
- We deliver extraordinary **RESULTS**
- We are one **GLOBAL** team





**OUR PEOPLE**

# Today's workforce

First time in history to have 5 generations in the workplace

source - WSJ

Traditionalists born 1936-1945 ages 67-76+

Baby Boomers born 1946-1964 ages 48-66

Gen X born 1965-1976 ages 36-47

Millennials (Gen Y) born 1977-1992 ages 20-35

Gen Z born 1993-2000 ages 13-20

## What Millennials Want

### ...from their boss

#### TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A BOSS

Will help me navigate my career path

Will give me straight feedback

Will mentor and coach me

Will sponsor me for formal development programs

Is comfortable with flexible schedules

### ...from their company

#### TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A COMPANY

Will develop my skills for the future

Has strong values

Offers customizable options in my benefits/reward package

Allows me to blend work with the rest of my life

Offers a clear career path

### ...to learn

#### TOP FIVE THINGS MILLENNIALS WANT TO LEARN

Technical skills in my area of expertise

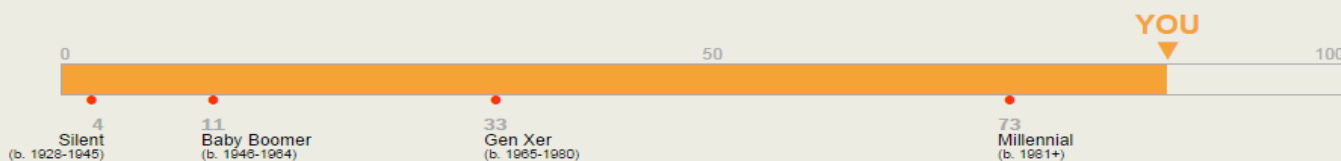
Self-management and personal productivity

Leadership

Industry or functional knowledge

Creativity and innovation strategies

Your Millennial score is **86**



05/mentoring-millennials/ar/1



# Our People

- We work hard and then we socialize through wide range of activities and team events at each office.
- Annual Company Events
- Contests
- Community – Habitat for Humanity, numerous charities



*Movember*

[Carl Gets A Shave - A Movember Story](#)



*HackAway*



*Picnic*



[Snowglobe Bet Video Link](#)



*Bring Your Kids to Work Day*

We Inspire Each Other to Push the Limits  
*We are engaged in our work and organization*

According to our Annual Employee Engagement Survey, people like working at HomeAway because of....





# We are One Global Team

*Let's Work Together*

*Let's Play Together*



( Recruiting video)



Allows employees to:

- Take advantage of our global footprint
- Helps employees better work together across functions & cities
- Experience life in another HomeAway city


[See all Photos](#)


## HomeAway

[Rating Trends](#)


112 Reviews



Recommend to a friend



Approve of CEO



Brian Sharples  
96 Ratings

### Priceline.com Reviews

[Rating Trends](#)


30 Reviews



Recommend to a friend



Approve of CEO



Darren Houston  
4 Ratings

### TripAdvisor Reviews

[Rating Trends](#)


183 Reviews



Recommend to a friend



Approve of CEO



Stephen Kaufer  
144 Ratings

A photograph of a young couple sitting on a stone ledge, viewed from behind. They are looking out over a vast blue sea towards a range of hazy mountains under a bright sky. A small white sailboat is visible on the water. The couple consists of a man in the center and two women on either side. The woman on the left has long reddish-brown hair, the man has short blonde hair, and the woman on the right has dark hair with sunglasses perched on her head. They are all wearing dark swimwear. A semi-transparent white rectangular box is overlaid on the lower half of the image, containing the text 'OUR CUSTOMERS' in a bold, dark blue, sans-serif font.

**OUR CUSTOMERS**

## ***Property Managers, Vacation Rental Homeowners and Vacationers***

### **Private Owners FRBO (For Rent By Owner)**

- Traditionally - private owners listed on our sites

### **Professional Managers**

Property Manager (PM) and Inn-Keepers, B&B's

- Manages anything from 5 properties up to 1000's of properties
  - *Can also act as agents for private property owners*

### **Professional Software (HASP)**

- Provides software for property managers and innkeepers to manage their business

# THE PITCH

# Our Sales Professionals building teams

Sales persona's – collaborators, thinkers, relationship, analytical, etc.... Building the right mix

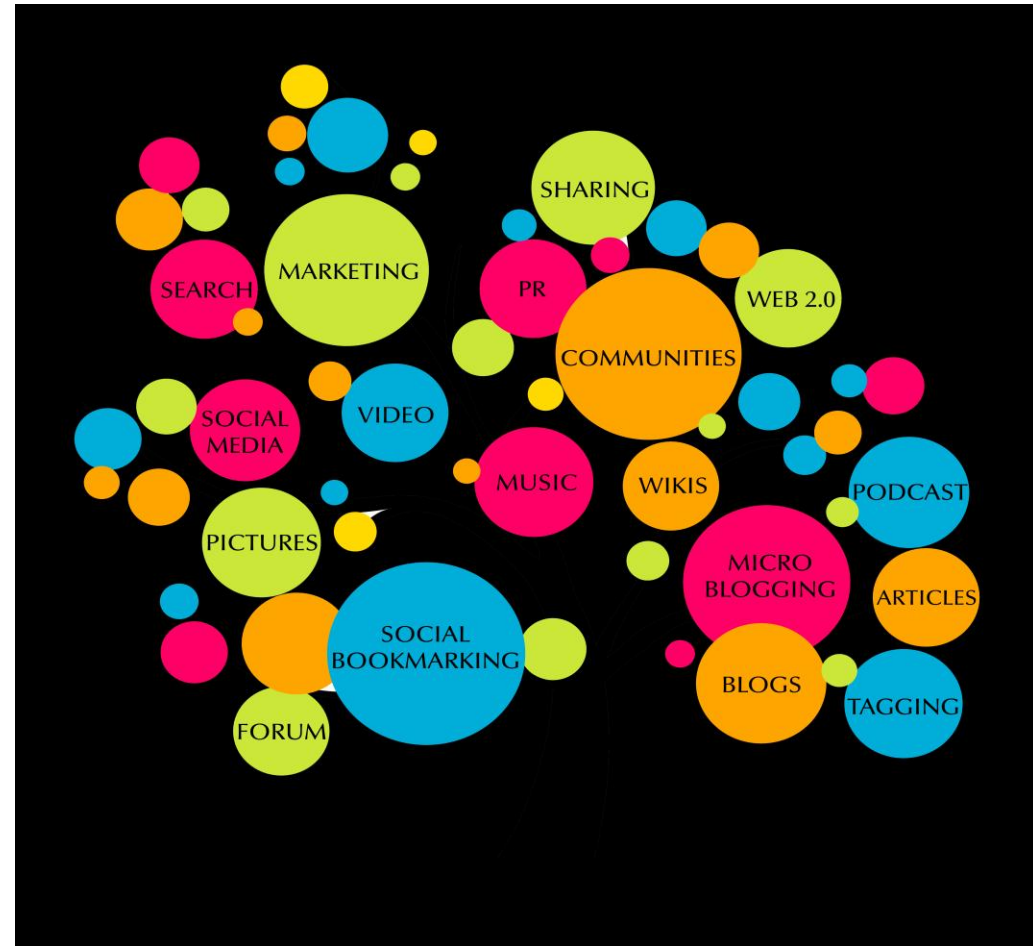
Investment in training is critical to onboarding and success

- 2 weeks training investment
- Monthly global calls best practice sharing
- HomeAway University - certifications



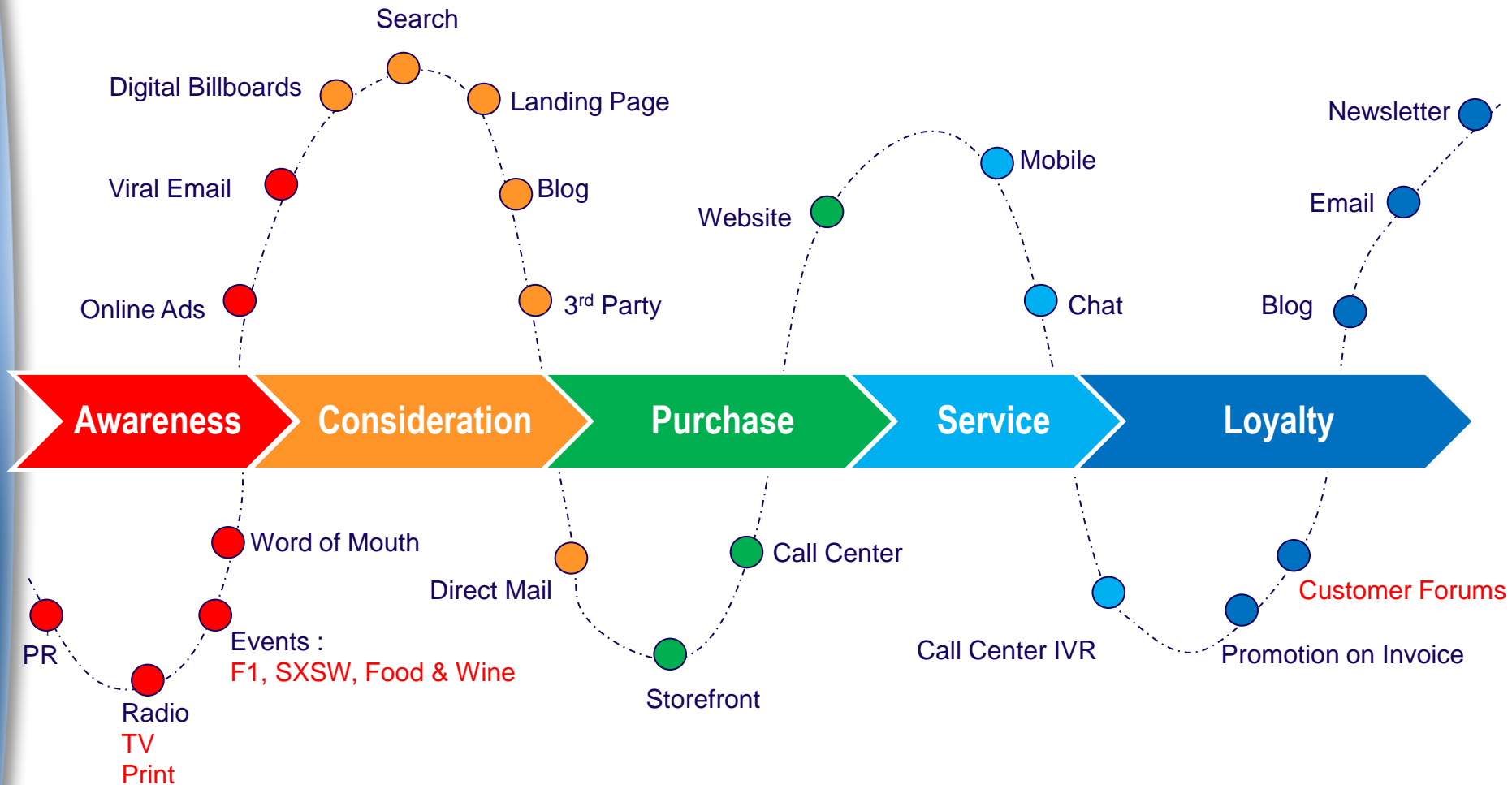


# Selling on-line



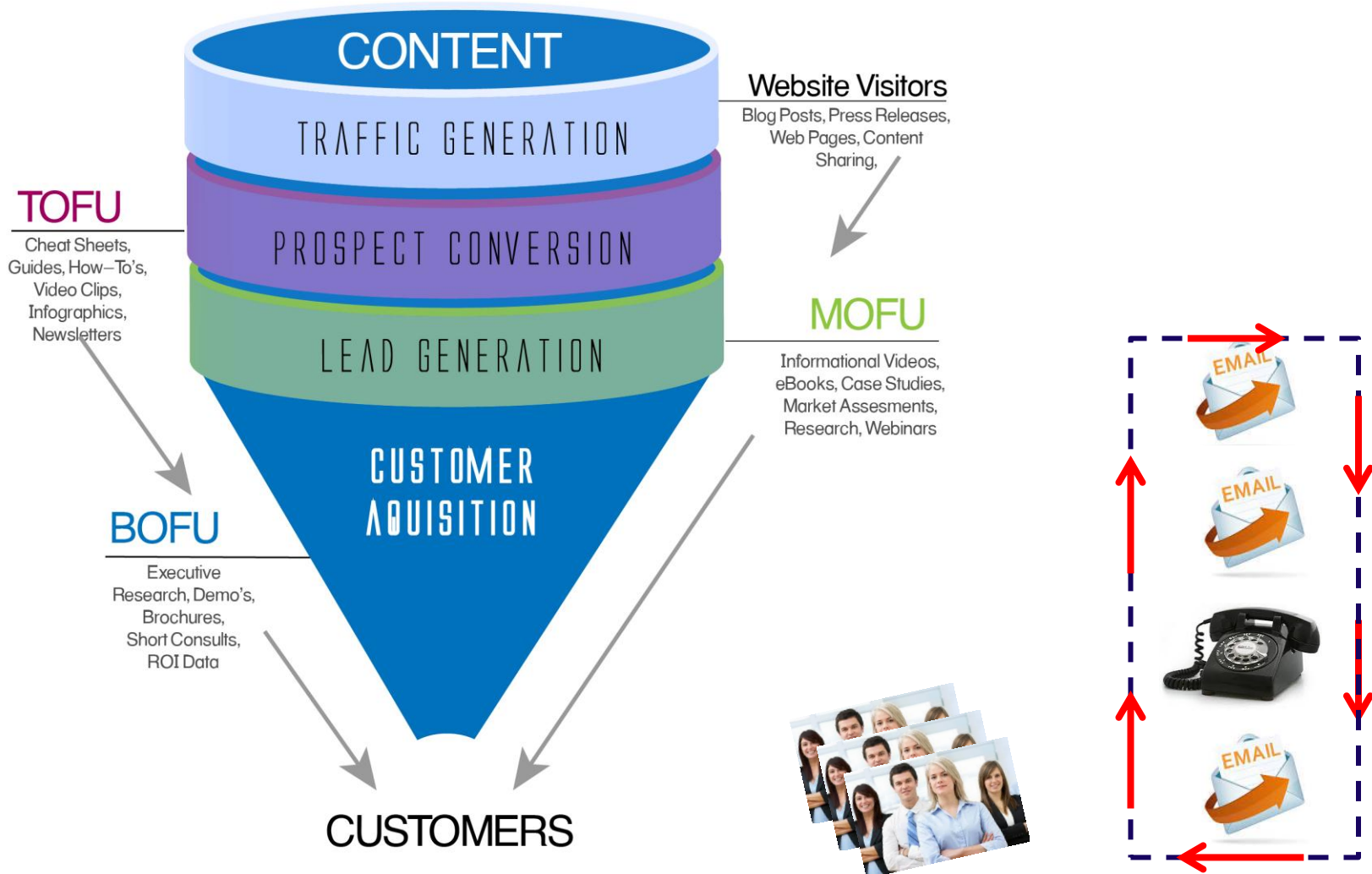
Vacation, home rentals, holiday

# Online vs Offline



Google.com handles over 11 billion queries a month. There are over 65M blog posts published each month and more video is uploaded to YouTube in that time than the 3 major US networks created in 60 years.

# What is the funnel



# How do we acquire our

MAXIMIZE RETURNS

TIME

## Which listing option is right for you?

As a general rule, pay-per-booking is a better value than an annual subscription. But don't take our word for it! Enter your rates below to see which option is right for you.

Subscription level	Price
Classic search position	\$349 /yr
Bronze search position	\$499 /yr
Silver search position	\$649 /yr
Gold search position	\$799 /yr
Platinum search position	\$999 /yr

six weeks a year. But don't

Rate  Daily  Weekly \$  /day

Estimated pay-per-booking cost

**\$1000**/yr

Average Annual Bookings  days

VS

Cost of a Classic subscription  
[View all subscription levels](#)

**\$349**/yr

[Calculate](#)

### Best for year-round rentals

- Highest return on investment
- Flat fee, unlimited inquiries and bookings
- Influence placement in search results\*\*

[Learn More](#)

### Best for people new to renting or that rent for fewer than 6 weeks per year

- No upfront fees or traveler fees
- Only pay for the bookings you receive
- Risk-free with no annual commitment

[Learn More](#)

### Best if you want to save time

- Listing advertisement created for you
- Inquiries and bookings managed for you
- Optional help with onsite management

[Learn More](#)

# How we evangelize our service

- We treat each owner like a micro business
  - They have to be marketers, booking agent, housekeeping, maintenance
  - We build customer relationship and trust over time
  - In the Property Management space – we have dedicated account managers
  
- We position the value of our services
  - We are a global leader with over 1M properties world wide
  - We provide ROI and analysis to each customer
  - We provide local competitive insights and expected demand
  
- We have fun talking to home owners
  - Sharing vacationer experiences
  - Reminding them of what people look for in their rental so they are prepared
  - We have community forums to share best practice

**We have a high customer renewal rate**

# Measuring Success



# Asking the right questions; will deliver voice of the customer

How satisfied were you with your overall sales experience?

How satisfied were you overall with the sales representative, that helped you?

How satisfied are you that [SALESNAME] understood **your needs**?

How would you rate [SALESNAME]'s ability to provide you with the information needed?

What should [SALESNAME] be proud of that you observed?

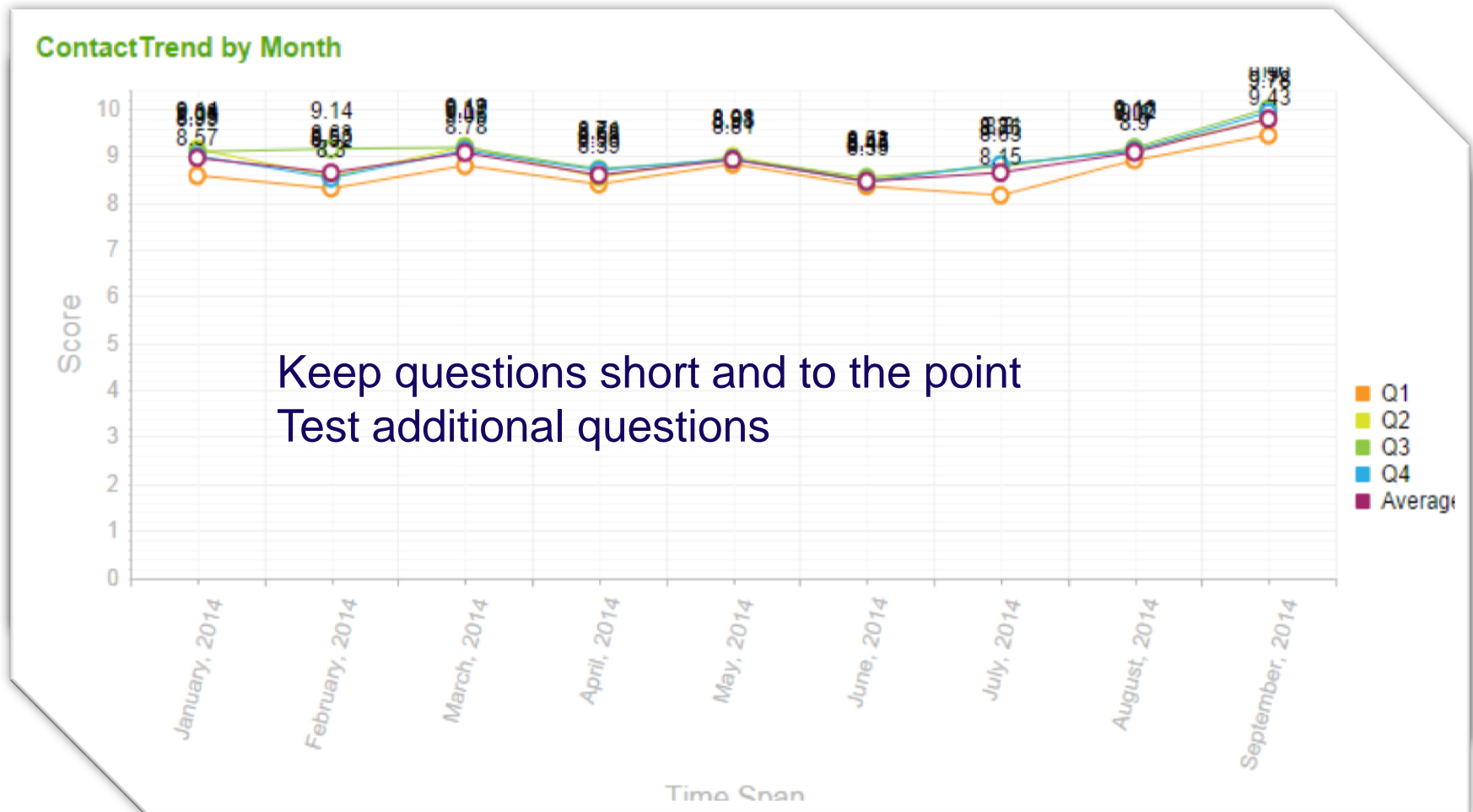
What could [SALESNAME] have done differently **to improve your experience** with our Sales process?

## **NPS**

Based on your experience with [SALESNAME], how likely would you be to recommend HomeAway to a friend or colleague?



# Consistency is good but don't get comfortable



2013 YTD results of csat survey

# More Measurements

KPIs must be relevant and actionable and agreed

First call resolution – king of the hill

Call duration, handle times – efficiency and **productivity**

Call abandons – proper staffing key to success

Email response time – requires quick response / **call deflection**

Customer renewal rates – **happy customers** pay the bills

Employee turnover – positive & negative needed both for healthy workplace

**Always lead with data – emotions are hard to measure**

# Process

## How to improve and get better

- Call Monitoring – listening to calls gives objective insights
- Peer monitoring – bold, yet drives positive competition
- Call Calibration – fair and balanced view of scoring
- 1:1's – consistent meetings/feedback will avoid surprises
  - Transparency is important, builds trust
- Round Tables – both customer forums and internal forums
  - Don't be afraid to ask customers and employees to speak up

# Final parting thoughts

- People – stay in touch with your customers, peers, etc
- Try new stuff – it is invigorating, take calculated risks
- Let data help you tell the story
- Have fun along the way



# Questions

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