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# EDITED TRANSCRIPT

TRIP - TripAdvisor Inc at JPMorgan Technology, Media and Telecom Conference

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## CORPORATE PARTICIPANTS

**Stephen Kaufer** *TripAdvisor, Inc. - President & CEO*

## CONFERENCE CALL PARTICIPANTS

**Doug Anmuth** *JPMorgan Chase - Analyst*

## PRESENTATION

**Doug Anmuth** - *JPMorgan Chase - Analyst*

Good morning, everybody. Thank you for being here at the JPMorgan TMT conference. My name is Doug Anmuth; I am the Internet analyst at JPMorgan. It's our pleasure to have TripAdvisor's CEO, Steve Kaufer. So TripAdvisor, all of you know, reaches nearly 340 million unique monthly visitors, has more than 350 million reviews and opinions and operates in 48 markets worldwide. Steve cofounded Trip in 2000 with the mission to help travelers around the world plan and have the perfect trip. Now leads the Company, which includes 25 travel brands. Welcome, Steve.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Thanks very much.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So let's start big picture. Trip's model has changed a lot over the last several years. You've gone from pop-ups, to meta, also adding Instant Book. How do you feel about where the product is now for consumers?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

I think it's pretty good. It took us a little while to get Instant Book to the point where it's offering a nice experience. We still have more work to do, obviously, in all of our different countries, but when you look at what the end result is from a traveler coming to the site, they look around, they are trying to create this magical trip and they find reviews, they find the hotels and now they can just finish the booking right on the site. That's a pretty nice end to end, and it will take a while to educate everyone on that fact, but we are pretty happy.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So let's start top of the funnel. You've mentioned a few times on recent calls that monthly uniques and hotel shoppers are at a place where you don't really worry too much about growth either accelerating or decelerating, but can you just talk about your philosophy in managing and sustaining that top of the funnel?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

If we continue to deliver just a great experience, our travelers and our locals to some degree will keep on coming back and that's what we've proven year in, year out. Folks trust the reviews on TripAdvisor. They trust us for their travel planning. Every survey that we ask, they keep saying yes. And more and more people that we meet -- I never travel anywhere without checking TripAdvisor first. That's great. That's our brand. That's the trusted brand that's out there.



So whether in a particular month, the top of funnel is up, down, sideways, we are getting folks who are more and more dependent -- that's a bad way to phrase it -- we've delighted folks so often that they choose to come back more and more. And as they do, that helps the qualified nature of our travelers.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Does it matter that hotel shoppers are growing slower than overall UVs, that the percentage of people shopping for hotels on the platform is declining modestly?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Well, hotel shoppers is still growing as a percentage. It's declining -- that's like asking me do you not want all those people looking for great restaurant attraction reviews, do you not want them coming to the site. Well, of course, I want them coming to the site. So as we extend our brand, I would naturally expect hotel shoppers to become a less and less percentage while the number keeps growing, but that's a great thing as more and more people identify and associate TripAdvisor with being the best spot to figure out what you are going to do on vacation.

I've talked about attractions being our next \$1 billion business because I truly believe there isn't anyone else out there offering the level of service and opportunity to plan out the trip that TripAdvisor does. And all of us who go on vacation need that service. TripAdvisor has a bunch of the traffic. How can we get more? How can we reinforce that opportunity that's in front of us?

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Okay, let's dig into Instant Book more. So you are roughly two years into the product. What has been easier and what's been harder so far in the rollout, relative to your expectations a few years ago?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

So I guess on the easy side, we have been able to build the infrastructure, make it seamless for the consumer, take the bookings. The amount of support calls that we get are people that have problems using the services, frankly lower than we would have originally thought, given that we were pretty new to the transaction model; so that the tech piece has gone well.

Harder, well as I said before, it was way harder than we thought to get the supplier community on board. But now basically, everyone is. And it's between big chains, midsize and independents; almost everyone on the supplier side is saying, great, let me on if you want to take the bookings directly; love the model that you guys have chosen.

And as everyone knows, we finally got the Priceline group online which was the big breakthrough for us because they're a great partner in everything else that we do. They have great inventory worldwide, and that enabled us to launch globally, which was really important to us.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Is there something that holds back multiple, large OTAs from participating on the platform?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

We have multiple OTAs participating on the platform and, yes, there is something that is holding back another particular OTA from participating on the platform. But time will solve that, I'm sure.

**Doug Anmuth** - *JPMorgan Chase - Analyst*

How much time?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Probably shorter than you think.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Okay. So Trip is clearly a great resource for travelers in terms of planning a trip. How do you, when you think about the user experience, how do you shift that consumer perception and the view of Trip from reviews and information to that of a booking site? How do you get consumers to understand the shift here?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Oh, that's the big question. Yes, I mean that is the biggest challenge for the Company that I see over the next couple of years. Because we've essentially built the product, it works really well. We're always going to make it better by way of better room descriptions and content. We're going to be making it better by having more partners in so that we have better pricing.

But that end game of where we get to where you come to Trip, you see all the reviews and the opinions, we already have so many of those shoppers on our site loving what they see. But instead of clicking out, they become -- it becomes a habit to actually finish the booking on TripAdvisor. Because we have great prices, because we've addressed all the questions.

We can do it and have, I think, made tremendous progress in solving the technical challenges of getting that done. But your question is the right one; how long will it take us to educate all of our travelers who already know us and love us for reviews to finish that booking process, and that's going to take years and years.

How long will it take us to get that initial cohort coming back and booking more and more, more of the habits with different types of marketing programs that we're going to have to produce to accelerate that. That's what a huge portion of the Company, certainly a huge portion of our marketing team, is focused on.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So all of that being said, do you still think that you have the right approach in terms of cutting back on the broad-based marketing and TV spend? You started to do more last year, kind of pulled back on the TV spend?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Oh yes, absolutely. I mean we have -- you've got all those travelers coming to TripAdvisor. I think anyone going to the site today anywhere around the globe, it will be hard to miss, or it is hard to miss the fact that we're a booking site. We're messaging that to you almost no matter what you do on the site, taking advantage of the traffic we have, who are in travel shopping mode.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Okay, let's talk a little bit more about monetization within Instant Book. So you've clearly given some increased transparency and you're better segmenting the business now. You've helped investors focus more on revenue per hotel shopper, the primary metric. What are the components that will lead to improvement in the growth of this metric in the back half of 2016?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

So part of it, it's just lapping over the rollout of Instant Book. So quarter-on-quarter without exception, we've made improvements in our own on-site conversion. So again, as we have a hotel shopper looking to purchase who goes down the instant booking path, we are getting better and better and better. And I think if you use the site, you'll see the distinct improvements that we've made.

Guess what, all of those improvements -- we certainly try a bunch that don't work -- but of the ones that do work get rolled out and things get better and better. I have no reason to think that we are anywhere near the perfect experience; hence that improvement in optimization will continue quarter-to-quarter. We see our best growth in the US; our best improvement in the US. But at the same time, this past quarter, we rolled out globally, so that was a big hit financially, but we want to get the clock started. We want to get folks starting to use Instant Booking all around the world.

We've always been in it for the long term, and we believe Instant Book is absolutely the right answer for TripAdvisor. So when we look at improving conversion, when we look at mapping the US and North American rollout last year, we will naturally see the strong benefits in the second half of the year with not so much in the first half, but that is what we told you. Next year, we will be lapping our international rollout of this year, and that will again be a boost as we are taking a fair amount of pain now.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So on an aggregate basis, how much conversion lift do you need relative to meta to make Instant Book accretive to revenue? Is this the right way for us to think about it?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

You can think about it that way. You can think about it from a -- well, what goes into that conversion lift. It's a better experience. It's better pricing for more partners. It's a better mix of repeat shoppers to first-time shoppers, a better mix of repeat bookers to first-time bookers. So we know once you've done an Instant Booking, you have a higher likelihood of coming back and you have a higher likelihood of finishing your second booking. That's all good and it's just a very steady ramp.

We are vaulting credit cards more and more every single day. It's a sign that the consumer is a little bit stickier to TripAdvisor. On the phone, it's just a great experience to be able to do the research and book with a single click or two because we've stored your credit card and forming that as a habit as more and more folks move to the phone.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So if we look out 3 to 5 years, let's say Instant Book is highly successful for Trip, will the OTAs also think it's highly successful for them? Meaning is there a threshold of success that works for the OTAs perhaps in terms of driving more bookings through Instant Book, but then also where it could theoretically cannibalize their brand and direct traffic too much?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

So I don't think it's going to be cannibalizing their brand at any point. When we field the transaction, whoever is providing the booking, be it brand.com or the OTA, are getting the benefit of putting their brand in front of that customer for the transaction and getting the shot at earning that customer loyalty going forward.

When you look at the full segment of the entire online picture, for TripAdvisor, we are still a relatively small piece in terms of bookings and decently large in terms of traffic. We've helped our OTA clients grow and we will absolutely be continuing to do that for as far as I can see in the future. If I'm an OTA, I'm not viewing what TripAdvisor is doing as Instant Booking as particular competition because they are getting a reasonable benefit from it.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So one of the hurdles that investors have had I think over the years with Trip is that Priceline and Expedia have historically accounted for about 50% of click-based or hotel revenue. Would you expect that to change as your business shifts more toward Instant Book?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Of the hotel business, I'm not sure it'll change in a material way. So as we get more OTAs into the Instant Book plan, certainly some of that can spread further or the revenue can be more diverse, but when I try to think of how our growth would impact the OTAs, I just don't see it. We are just not that big of a part of their channel mix.

Look at it a different way, there are so many travelers out there that can't go to just a supplier.com site for their purchase because they are still looking around, and that's going to be even more so on the phone and they are going to look around on sites that have the most complete inventory -- TripAdvisor, the Expedia brands, the Priceline brands, the other OTAs that are big in the local market, and that's going to help the share perspective for all of us.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

So my understanding on Instant Book is that essentially partners are there on a fixed percentage of a booked room rate and that's basically what they are paying. Would you expect Instant Book to evolve into more of a bid model over time?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Yes. So we often have contracts that are a percentage of the commission that they might make from the partner and that by definition is a win-win type of relationship. We are both making some money as part of that transaction. Who does TripAdvisor prefer in our current Instant Book model to win the Instant Booking opportunity is primarily what's going to be best for the traveler -- who has a great price and great content.

All things being equal, it can become a bid environment where any of our clients are welcomed today to pay us more than a particular commission. It's not really worth us chasing those small incremental dollars right now versus doing what's right for the consumer, making sure the price is the best price that we can find, making sure all the partners we can get on board are presenting all of their inventory, and we truly believe, as we have for years and years, if we are delivering that best experience for the consumer, they will come back and I will make more on those repeat visits than squeezing anything on the transaction front.

**Doug Anmuth** - *JPMorgan Chase - Analyst*

Sometimes it feels like people think that there's a full transition taking place from meta to Instant Book and meta is going away. We clearly know that that's not the case. But what are the ways you are working to improve the product and are there levers that you can pull to drive higher bidding within meta going forward?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Yes, so for the record, we fundamentally believe meta is here to stay dare I say forever. I don't see a reason why that would ever go away. Why? Because consumers want to be able to have confidence that they are finding the best price out on the Internet. For the past 20 years, they've been trained that the more they look around, the more prices that they will find. I or anyone else cannot change that. Therefore, how do I persuade a traveler that TripAdvisor has a fair or a great price? I show the prices for as many of the providers as I can.

So I may choose to preference Instant Book in the display when it's a great price and a great experience. I may choose to preference meta when it's a better price than my Instant Book price because I've just got to put the hat on of the traveler and say what do I think a smart traveler should do here, and if it's saving \$5 on a meta click, great. If it's an Instant Book price that's at the top of the list, let me show that everyone else has the same or a more expensive price elsewhere on the table.

So to the question on what are we doing on the meta auction, since I believe it will be here for as close to forever as you will ever get me to say, we are working with our partners on an ongoing basis to improve the way that they can bid in our auction and we have had a couple of new features come out over the past 3 to 6 months. We would expect more to roll out over the course of the year.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Does any improvement in revenue per hotel shopper growth in the back half come from meta or is it more Instant Book and the lapping?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

I would say the biggest factor is probably the lapping. Instant Book will be -- constant improvement in the Instant Booking conversion globally is certainly a component. I don't think there's too much baked into the CPC bidding going up because of these new features because we tend to not forecast things that aren't more directly in our control. So we will forecast an Instant Book optimization level because we have a track record and that's within our control, but less so on whether the partners will adopt the new features that we have. We work on them because history says they do turn out to be beneficial, but we tend not to forecast against that.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Okay. We've got some mics I think somewhere around the room. If anybody has a question, feel free to raise your hand and we will bring a mic around to you. While you are thinking of those, hopefully, let me ask you about attractions, Steve. You've called this Trip's next \$1 billion business. What gets you so excited here and do you think there are potentially more acquisitions in the space, or is this more of an organic growth story here post Viator?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

What gets me excited is, hey, travelers go places on vacation because they want to have a great time with family or friends. How do they organize that, how do they plan it? A ton of folks are planning it on TripAdvisor today looking at all of our great things to do and that's been a service to our travelers, but we've never, before Viator, tried to make money and turn that into an online transaction.

Combine that with the flow of folks using our app in market to figure out what they are going to do, where they are going to eat, that's a great opportunity to get in the middle of a transaction that our current audience is already engaged in. That's attractions. That was the rationale for picking up Viator. I'm sure there will be some more acquisitions over time because just look at our track record. We do acquire either for a supply footprint like we've done in vacation rentals a few times, for technology if it's something that can help us get somewhere a little bit further, or for kind of some new innovative things that we didn't have an opportunity to build ourselves.

So I don't think of attractions as being meaningfully different than our core in that space. It's a \$1 billion business and I just toss out a big number because we think almost all of our travelers have an interest in this functionality and the magic of our hotel business -- the meta and now Instant Book -- was we had folks on our site that were interested in the information we had and it wasn't advertising to them, it was the next thing that that traveler wanted to do was check a price or book the room.

The same with the attractions. I'm not distracting them with an ability to book a tour. If you are looking at our Rome page, odds are you want to take a tour of the Vatican, not certain, but pretty close. Therefore for me to offer you a dozen different great opportunities, some you may never have even known about, that's a service and now you need to book that service. You can't really walk up, and therefore TripAdvisor is there, great margin product. We have the demand. Sounds great.

If hotels is the big business today, attractions is the seeds -- it's not even a seedling anymore -- this is a young plant here that is growing very nicely that's going to be a big business for us. Wrap it all together, you've got flights, you've got hotels, you've got attractions, you've got restaurants, you've got pre-trip, you've got in the trip because of the preponderance of our app, you've got a virtuous cycle where folks -- we've helped make a great vacation. We are not a transaction-only site. We've helped build a great vacation. That's why people come back and share. That's why people say they won't travel -- not a knock on our great supplier partners, but folks don't come back from a vacation saying thank goodness for OTA X, or thank goodness for Hotel Company Y. They do say, wow, TripAdvisor really helped make this great vacation, and that's the loyalty because of all the pieces in the cycle that come on back to TripAdvisor for the next trip. We keep doing that well and we've built a great company.

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**Unidentified Audience Member**

I want to know how are you thinking about dealing with the brands, the hotel brands, who are being a little bit more direct in their own online offering in terms of points and other kinds of perks that they offer? Thank you.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

So I certainly understand the brand's desire to pull people into their own website in order to make the booking. For TripAdvisor, so much of our traffic, so much of our shoppers are leisure travelers looking to go to a destination and need help finding a hotel. When the price of that hotel, because it's the standard available to everyone rate, is not as competitive with the next hotel on our list, that brand is going to lose out on a booking because it's more expensive. That's the basic rationale why the brands are playing with fire a little bit in doing a discounted rate on their own site only because, for folks that are on their own site, that may be great, but for the folks who are shopping around, on TripAdvisor or any other OTA, it puts them at a disadvantage. I wouldn't dare suggest what's in their best interest. I don't think it's going to have a material effect on TripAdvisor, or frankly any other OTA, but I shouldn't speak for them. I don't think it's going to have a material -- it's hard for me to imagine having a material effect on us.

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**Unidentified Audience Member**

Thank you, Steve. Can you talk about the take rates that you are experiencing on IB relative to where the other OTAs are today, and if there is a gap, would you expect that to close upward or would you expect over time period the OTA take rate to come down?

**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

So in our most mature markets where we have great content, we see our conversion rate on Instant Booking being as strong or stronger than a number of our OTA partners. So one of the original concerns with our Instant Book initiative was, well, how much are folks going to trust the notion of booking with TripAdvisor. In at least when they go into the funnel and present a decent experience, they seem to be -- consumers seem to be quite comfortable with it.

When we look at the overall commission structure, we think we are getting healthy fare rates from our suppliers, be it a percentage of what an OTA is making or a straight commission from the hotel group. As that, to your earlier question, bidding landscape starts to evolve and we have multiple ways to fulfill a particular consumer demand in Instant Book, we will see that natural climb to the maximum efficiency I believe in the same way that our meta prices represent a natural this is what our set of clients can afford.

From the supplier perspective, Instant Book is a better deal than meta, if you will, because in Instant Book the OTAs historically have had more of an advantage because as we click off, they could cross-sell to a bunch of other properties, but a supplier really didn't have that capability. So the suppliers, when they are in Instant Book, have a really strong ability to be able to take the booking right there and then. Works for us, works for the supplier, works for the traveler.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Question from the iPad. This does work actually, so you can submit this way. So how do you think about promotions and couponing to drive Instant Book adoption, in particular given the Viator promotion that you are running now?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

So we ran a sweepstakes in March. We are running a Viator promotion right now. We think it's certainly a perfectly acceptable reasonable great thing to try. The notion of, hey, how well does that work, how many redemptions on a sweeps or coupon is a secondary issue for us. The first is as a technique to show people, to transmit to people that we are a site that you can do your booking on, we think all of those promotions just land in that part of your brain where it's a promo, it's a promo to buy something. You've seen this on every other e-commerce site. You now see it on TripAdvisor. So it's a not-so-subtle message that we are a booking site. You can get a \$50 coupon and I suspect you will see some more of these as we try different things over time.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

How is Instant Book going to work with attractions? What are the differences there fundamentally versus on the hotel side?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Well, it's not really a bid model in attractions, if you will. We have Viator, we have the supply. We are aggregating the supply ourselves, but the flow -- hey, I booked my hotel, I'm going to Paris, I booked my hotel, great. Now I go over either from receiving an email from TripAdvisor or I come back to the site and I'm now looking for things to do. Hey, there's a great day trip to Versailles, I find the particular one I'm interested in, I click. TripAdvisor already has my credit card. I finish the transaction just as easily as I did on the hotel side. Or if I didn't want that particular tour, I go look at a different one and we have lots. So by no means, do we think we are even halfway done on aggregating the attraction supply that matters globally, but we are head of anyone else, near as we can tell, and we continue to ramp that at a pretty torrid pace.

**Doug Anmuth** - *JPMorgan Chase - Analyst*

Let me ask you about vacation rentals. Can you talk about your view on this business, how you are positioned there and then also on the rev rec change, how that should play out as we go through the course of the year?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Sure. So we have a great vacation rentals product. It's focused more heavily right now on vacation rental destinations where that rental property is often a better choice than hotels. We have no issue whatsoever with the notion of, hey, that might hurt the hotel business. If we give travelers what they are looking for wherever they are going, we will make plenty of money along the way.

The vacation rental business has a number of standalone brands, but also has all of the inventory on TripAdvisor, and as the TripAdvisor brand continues to grow around the world, folks are realizing travelers learn that they can find not just hotels, B&Bs, motels, hostels and all types of rentals in rental destinations, as well as in cities. So we get to tap into the TripAdvisor demand with the supply that the vacation rental team has built, and continues to grow.

In terms of rev rec, look, we recognize the revenue at time of stay. That shifts things seasonally from where it used to be. It's all the same money. We've never been short-term-focused, so just more of a shift, if you will, and attractions is the same way.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Okay. May I ask you just about your view heading into the summer travel season. A lot of, obviously, mixed macro data points. I would say travel industry data points and spending numbers as well. What's your sense here into the busy summer travel season, macro impacts, security concerns? How are you thinking about that now?

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

I'm not seeing any particular strong macro headwind on travel. What we see when there are these horrific terrorist events is there's a blip in a certain area. Some of the demand may not travel. Some of the demand may just go elsewhere. But because we are so global, those blips may be terrible for the local destination, but really don't have that much of an impact on us, at least not the ones that we've seen recently. And it's not like we planned for it, but our plan has so many variables in it that if there's, God forbid, some more like that, it's not material to us.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Okay. All right. We are going to wrap up with a quick word association. I know it's your favorite part every year. So I give you a word or a quick phrase and you just say whatever comes to your mind, thoughtfully, of course, as always. One, revenue per hotel shopper.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Key metric.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Meta.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Great product.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Expedia.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Great partner.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Attractions.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Next \$1 billion business; yes, that was coming.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Instant Book.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Love it. It's our future.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Priceline.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Another great company.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

A lot of great companies.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Yes.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Mobile.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Extremely well-positioned for the shift to mobile.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Google.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

I love the Android smoking gun.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

Airbnb.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Interesting phenomenon in the space.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

And lastly, vacation rentals.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

Great for travelers. Great for us.

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**Doug Anmuth** - *JPMorgan Chase - Analyst*

All right. Great. Thank you, Stephen.

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**Stephen Kaufer** - *TripAdvisor, Inc. - President & CEO*

All right. Thanks.

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