Case Study: How Business Analytics was transformed at Expedia

Feb 11, 2014

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Expedia, Inc. is comprised of multiple Brands, operating individually in the travel industry space

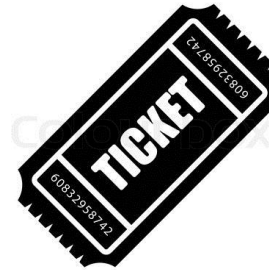# Expedia offers products that are inter-linked from demand view and yet separate and disparate at supply

400+
Airlines

20+
Cruise

200,000+
Hotels

7,000+
Activities

40+
Rental Agencies

Unlimited

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Business Analytics has been transformed from a start-up type operation to a world-class analytic organization

Start up operations

- **Fragmented data,** *each analyst had their servers under their desk*

- **Multiple sources of truth**, *more time was spent talking about data v. issue*

- **Inefficient use** *of scarce technical resources, due to manual processes*

- **No Top-of-Mind consideration**, *resulting in Analytics playing a late role, if lucky*

World-class function

- **Enterprise Data Warehouse**, *centralized location for commonly used data*

- **Single Source of Truth**, *standard set of reports and metrics published as THE truth*

- **Increased Analytical Capability**, *Business Analysts have bandwidth to deliver insights*

- **Analytics is in DNA**, *every project, every initiative has analytics representation starting right from the inception phase*

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Fragmented Data   Enterprise Data Warehouse
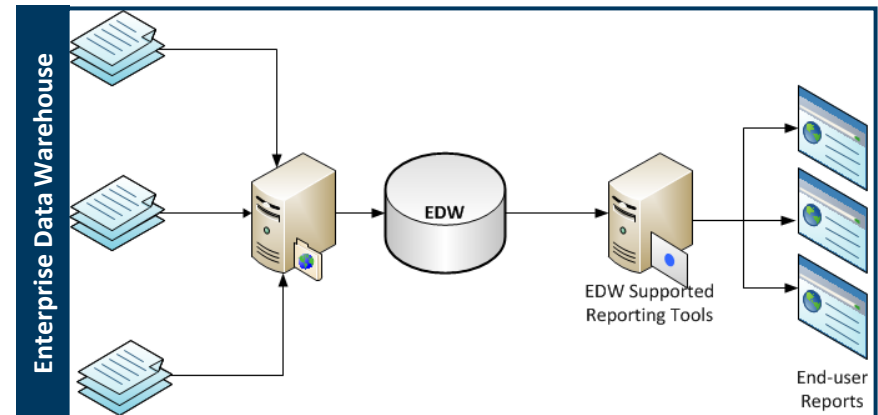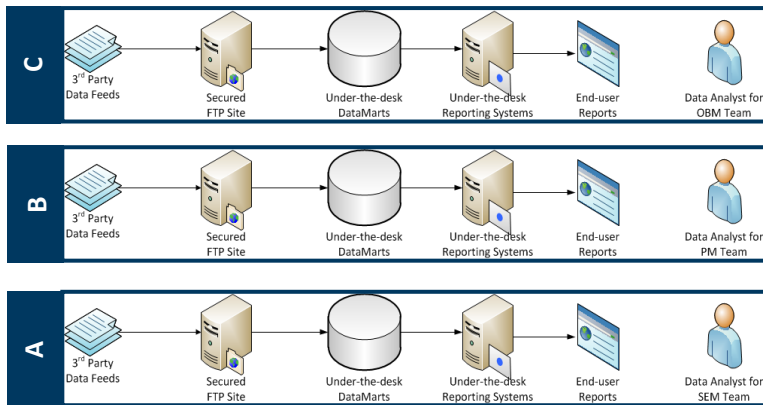
- Analyst engaged in **identical data handling** processes, in silo'ed approach

- **Significant duplication** of data and wastage of resources

- **Streamlining** data processing allowed data access across the organization

- Allowed organization to move to **tap into server logs**

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Multiple Sources of Truth — Single Source of Truth

Action: Inventory	• **ETL,** *how is data being transformed* • **Database & Tables,** *what is being stored* • **KPIs**, *how is business performance being evaluated* • **Reports**, *what is being sent out*

Results: Standardization	• **Standardized** Extract, Transform, Load processing • **Consolidated** backend databases to form a strong foundation • **Redefined** KPIs across team, functions and geography • **Established standard**, single source of truth reports and dashboards

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Inefficient use of analysts — Increased Analytic Capability

Before

- **Lack of role clarity**, analyst was ETL developer as well as a business analyst

- Most time was spent in gathering data, **not enough time** to analyze information

- Analysts were **bottle-necks** when business needed to proceed faster

Now

- **Clear distinction** of roles and responsibilities, hire for specialized skills

- The focus is not the data, it is all about **delivering insights**

- **Scalable platform** and tools allow business users to **self-serve** for descriptive analytics and reporting

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After-the-fact consideration ▶ Embedded in DNA

The role of Business Analyst at Expedia is not about crunching data, its being a business advisors

- **Story teller**

- **Neutral voice of reason**

- **Proactive business partner**

- **Technical expert**

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Questions?