

Team Expedia –

Let me first echo Barry's note from last Thursday regarding these trying times. As we take on this new week, now more than ever we must all lean into helping take care of our customers, our partners and one another. It is in these difficult moments that we will figure out what we are truly made of. We must rise to the occasion and prove we can work as a team to conquer our most pressing issues.

What we are seeing now is an unprecedented global challenge that has massive implications for our business and is impossible to predict. For now, not unlike the world's medical professionals, we cannot cure the disease; we can only triage the symptoms. Doing that involves very few immediate goals: How do we take care of confused and scared customers who are swamping our call centers and in turn having a terrible experience despite the Herculean efforts of our agents? How do we help our travel partners stay afloat and manage their own dire situation? How do we keep everyone safe? And of course, how do we survive and come out stronger at the end than we were when this crisis started?

Because life gets simple when faced with a crisis, we are going to dispense with many of our usual processes. We will not be going through our goal setting exercise this quarter because at this moment, our goals as a company are straightforward. If today you did not work on something that addresses our immediate needs, then tomorrow figure out how you will. It is not that your prior work is unimportant to our long-term success, but we have to save the world before we can go back to planning for next year's product. To make a simple analogy, the doctors of the world still want to cure cancer, but for the next few months, they just want to make sure the world comes through COVID-19 with the least amount of damage. We need to adopt that same mentality.

You may be thinking, "that's great that we only have a few things to worry about but what I do doesn't effect that." Honestly, I doubt that is true. The question of how we better service our customers in their time of need is not just about our call centers. It is about deploying the VAP in more places with solutions that will help customers self-serve their problems. It is about how we communicate with customers and help them navigate the current issues of the world. It is about getting airlines and hoteliers to cooperate with new ways of dealing with these unprecedented problems. It literally touches every part of our business. If you're wondering how we might help our travel partners survive all this, well, our travel partners need whatever business they can find. So if there is travel going on out there, we need to find it and book it for them. We also need to help those partners preserve their consumer relationships and not have their service approach permanently damage their own brands. If today you're developing code or working on a sales plan for 2021 or doing almost anything that doesn't immediately touch these areas and can't be deployed right now, raise your hand and tell your manager that you can help out elsewhere so we can find a way to use your talents for the greater good.

We have a tremendously talented team and we've been through a lot in the last few months, but this virus will be the true test of our mettle and we must come together to fight back its effects. Barry and I speak about simplification and pragmatism as some of our driving principles – that should be no clearer than in this moment. Dispense with what doesn't matter, and if we all start addressing our most pressing problems as a team, we will conquer them.

The virus will subside, the sun will come out again and people will travel. And when that happens, we will take on a new challenge – to help rebuild travel to towns and cities and countries and islands that depend on travel for huge parts of their economies. The world's economic recovery will in part depend on travel coming back in a real way. From the doorman of a hotel, to a waiter in a restaurant, to a pilot or a baggage handler, all off these people depend on a vibrant travel industry and we are at the heart of it. If you are looking for real meaning in what we do, know that people around the world literally depend on us for their livelihoods, and those people are hurting right now – just like us. So band together as a team, help us help our customers get past this moment, and then we can get about healing our industry, our partners, and all those people around the world who need us.

Let me finish by saying that many you have already been working day and night to help us with our most pressing problems. To all you we owe a great debt as you are already showing us the amazing things we can accomplish when we rise up to our challenges together. Keep up this critical work and know that the rest us behind you and are coming from all over the company to support you in any way we can.

We have faith in you and are in this with you.

Peter