



Recruiting and expanding a global public affairs team: challenges and choices in a 2019 EU Election year

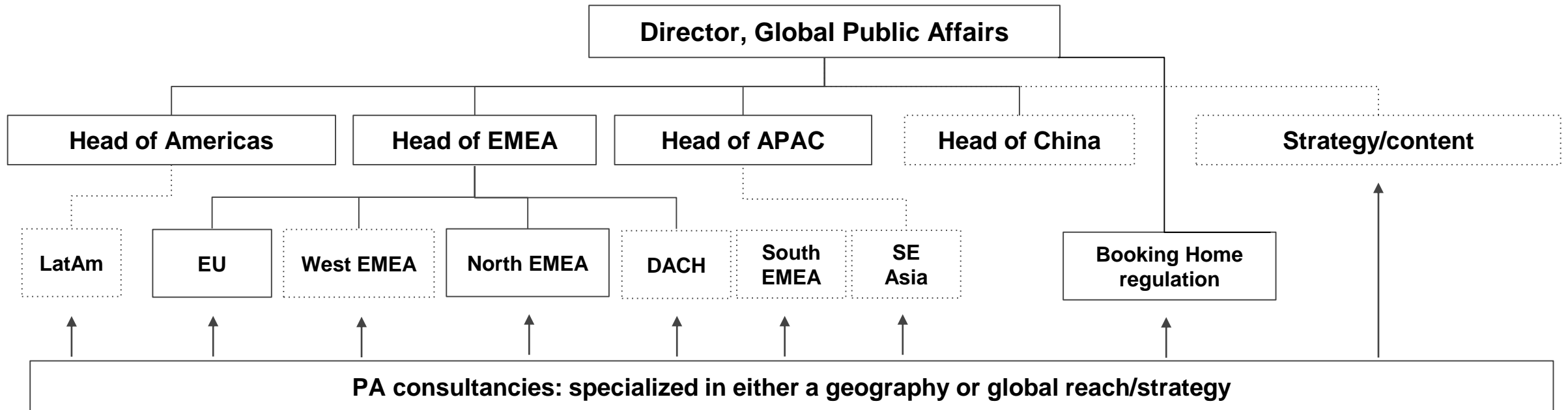
Building a Global Public Affairs Function

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BOOKING.COM

BOOKING.COM AT A GLANCE

With a mission to **empower people to experience the world**, Booking.com invests in **digital technology that helps take the friction out of travel**.

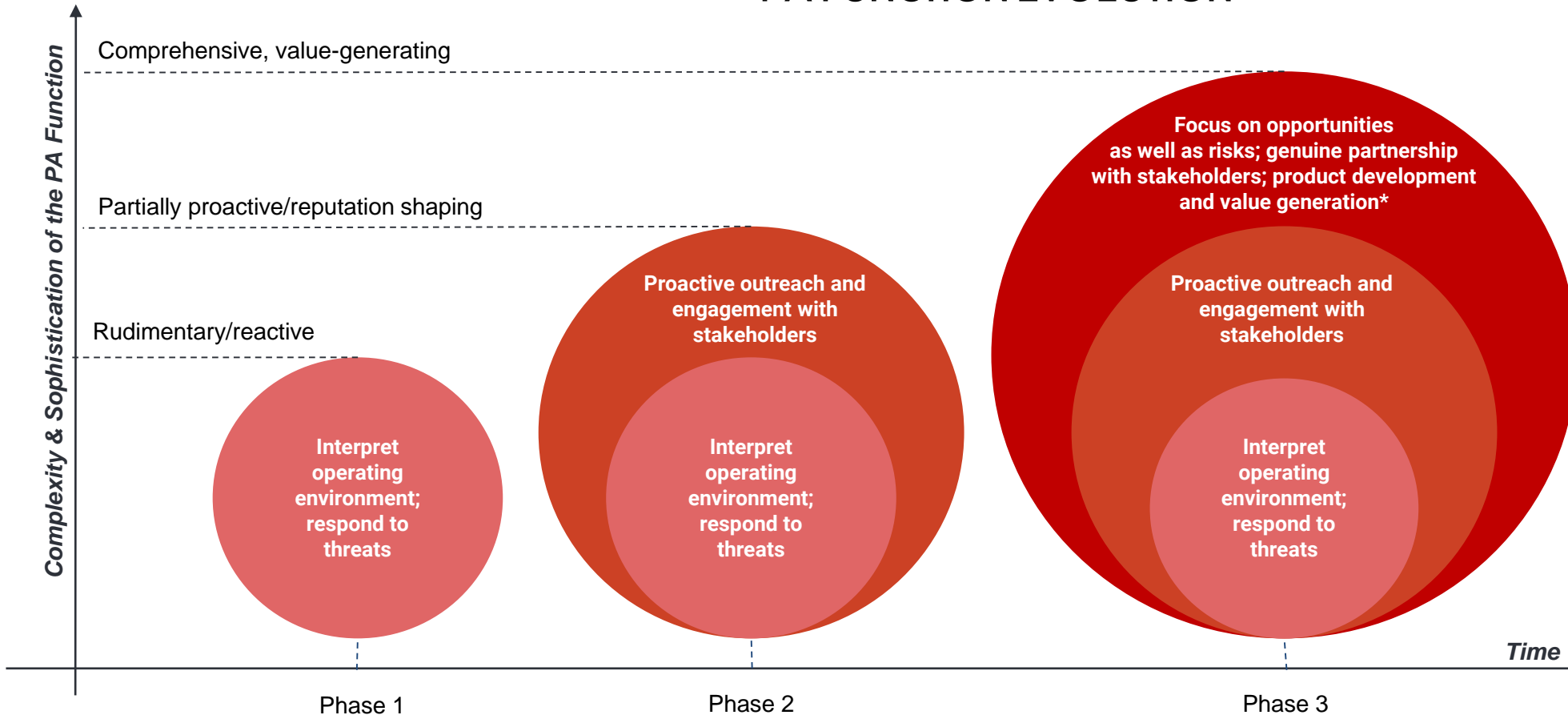
Founded in 1996 in Amsterdam, Booking.com has grown from a small Dutch startup to one of the largest travel e-commerce companies in the world. Booking.com now employs more than **17,000 employees in 198 offices, in 70 countries** worldwide. Every day, more than **1,5 million room nights** are reserved on our platform. The Booking.com website and mobile apps are available in over **40 languages** and offer **28 million listings**.



THREE PUBLIC AFFAIRS CHALLENGES YOU HAVE IDENTIFIED DUE TO RADICAL CHANGES IN 2019

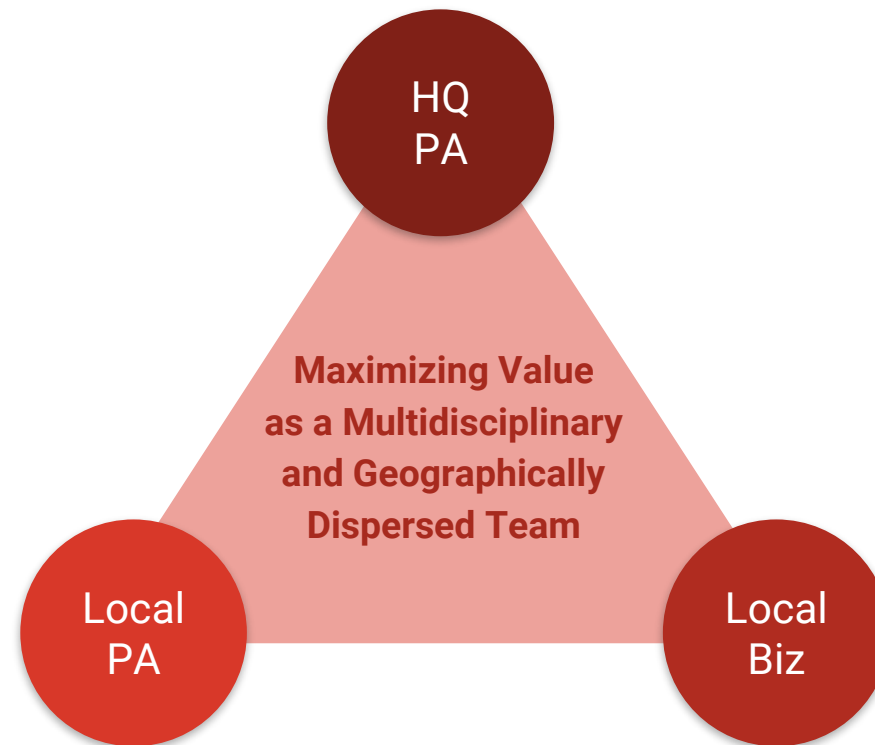
1. Rise in Populism and Window-Dressing
2. Single Market Rhetoric vs. Fragmented Reality
3. Change of Sentiment Towards Tech

PA FUNCTION EVOLUTION



**Value generation - could be direct (products developed for PA customers) or indirect (better operating environment, reduced risk from regulatory action, reputational capital, good-will accumulation, etc.)*

Team Dynamics



PA FUNCTION PILLARS

Reactive

What are we doing to address incoming issues?

- Identifying threats/risks/issues
- Prioritizing
- Tracking progress
- Establishing ownership



Issue Mapping/Tracking Tool

Proactive

How do we strengthen existing and develop new relationships?

- Team-wide targets
- Tailored approach to adjust to market conditions
- Use of 3rd party platforms
- Meet & Greet/Intro Meeting vs. substantive engagements



Stakeholder Management System
(outreach plans, meeting log, standard briefing)

Content

Which types of content are we developing and on which issues?

- Position papers
- Op-eds
- HQ-led or Consultant-led
- Case studies from the field
- Commissioning or contributing to Reports



Knowledge Sharing Mechanism / System
(Google Drive)