



Hospitality and Tourism Operations Research Event

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Shrestha Kandula, Anvi Mohare, & Aryanna Sabharwal

Issaquah High School
700 2nd Ave SE, Issaquah, WA 98027

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I. EXECUTIVE SUMMARY

Business Overview



Founded in 1996, Expedia Group is a global online travel agency headquartered in Seattle, Washington. Expedia provides a centralized digital platform for booking flights, lodging, cruises, and packages through over 200 travel brands. As a major force in the travel industry, Expedia Group shapes local economies and communities. However, rising expectations for corporate social responsibility (CSR) practices that address social, environmental, and ethical impacts reveal a gap between traveler expectations and Expedia’s current programs.

Core Objective

The objective of the following proposal is to develop an enhanced CSR business operations plan for Expedia Group that emphasizes customer-driven social impact, community investment, and increased awareness while strengthening brand trust, employee engagement, and future talent development.

Primary CSR Stakeholders

 Customers	 Communities
 Partners	 Employees

Research Methods

Secondary Research Reviewed industry leaders and Expedia Group CSR reports to understand current trends and gaps.	Surveys Measured CSR awareness and travel decision drivers across the public and Seattle workforce.
Seattle Workplace Focus Group Held brief interviews with professionals to deepen understanding of employee perspectives on CSR.	Expedia Employee Interviews Interviewed executive employees to gain insight into CSR strategy, operations, and improvement.



Key Findings

Secondary Research 83% Retention Risk Employees would leave if CSR is not upheld Local opportunity gap Seattle reports indicate urgent need for youth career discovery/program access	General & Workplace Surveys Combined Survey Statistic
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Seattle Workplace Focus Group

Key Takeaways



Authenticity Matters

Causes must feel real to customers



Local Focus

Community-based efforts resonate most



Communication Gap

CSR initiatives often go unnoticed

Expedia Employee Interviews



Long-term credible initiatives are backed by:

- ✓ Company Strategy
- ✓ Measurability
- ✓ External Trends



Expedia Employees

- ✓ Act as internal catalysts for CSR

Partners as Main Customers

- ✓ Expedia Group prioritizes B2B Relationships

Conclusions

After compiling and analyzing all findings from our research, we conducted a **TRIP** analysis, a more comprehensive version of the traditional **SWOT** analysis (Strengths, Weaknesses, Opportunities, Threats).

Top Advantages

T

- Strong CSR foundation
- Initiatives can reach entire travel ecosystem

R

Risks

- Customers are unaware of CSR impact
- Most well-known initiatives are environmental

I

Internal Guidelines

- Any company-led CSR program must align with business strategy, and public demand

P

Potential Opportunities

- Public-facing CSR programs
- Bring together partners and employees
- Local Seattle youth development

Proposed Plan



Project **F.L.Y.**
Toward a Better World is a 3-step interconnected plan with initiatives tied to traveler expectations, employee insights, and community needs.



Flights to Give Back

Goal: Increase public awareness and seamlessly enable customer CSR action.

Activities:

- Point-of-sale (POS) donations during checkout
- Tied to traveler destination or region
- Quarterly "Impact Screenshot" updates



Local Youth Development

Goal: Build local youth career pathways for Seattle's future travel and tech workforce.

Activities:

- Career discovery, internships, and apprenticeships
- Non-profit and business partnerships
- Employee-led mentorship



Yearly Global CSR Conference

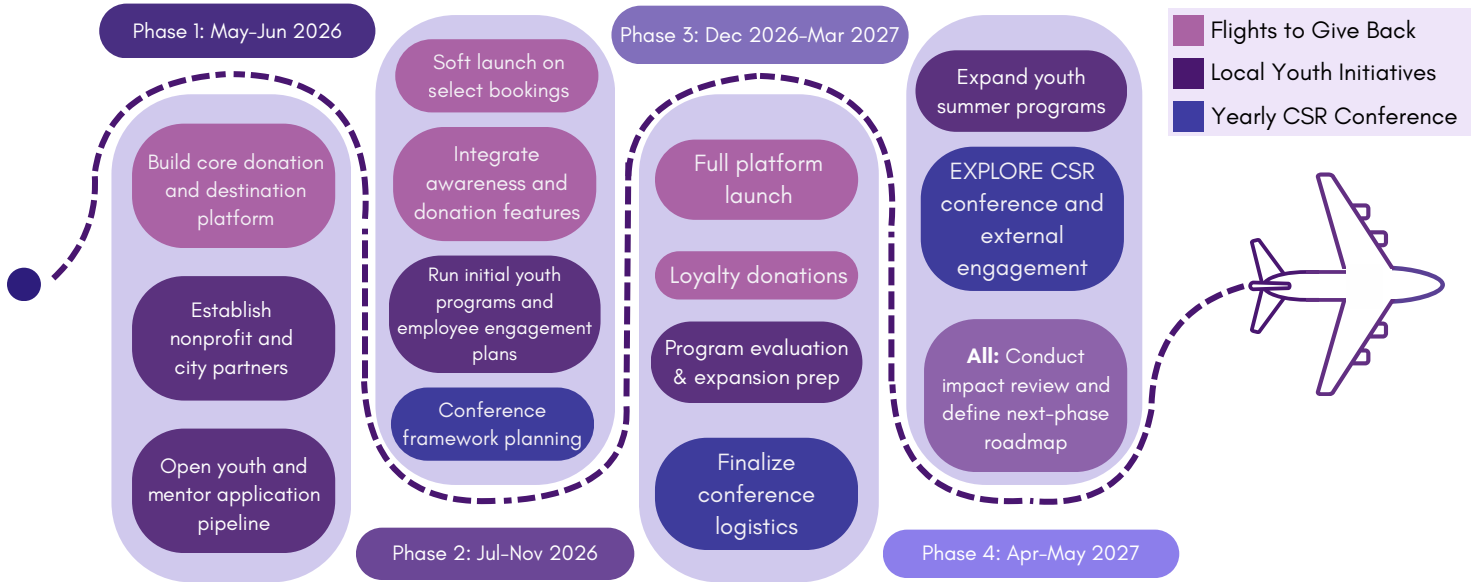
May 15-16, 2027

Goal: Raise internal CSR awareness while showcasing innovation and annual growth.

Activities:

- EXPLORE Conference
- Employee and partner interactive activities, workshops, speakers
- Partner collaboration

Timeline

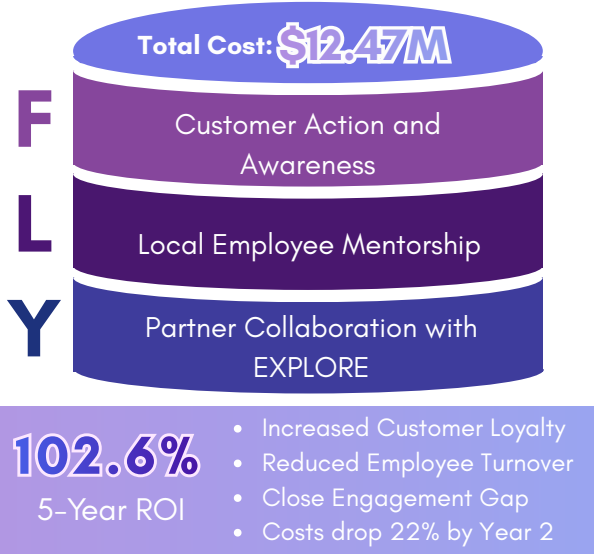


Key Metrics

Above 6%	Customer Participation Measured by % of travelers opting into point-of-sale donations	Above 550	Youth Engagement Measured by # of students engaged across all programs
Above 8%	Partner & Employee Participation Measured by % of Expedia employees and partners attending the EXPLORE Conference	Above 20%	CSR Trust Lift Measured by increase in positive CSR perception by customers and employees

Budget

Plan	Activity	Cost
Flights to Give Back	Staffing logistics, new software, and program awareness updates	\$1.92M
Local Youth Dev.	Personnel, training, program operations, and partnerships	\$6.03M
Yearly Global CSR Conf.	Event production, facilities, and speaker expenses	\$4.52M



Plan Overview

Project F.L.Y. Toward a Better World is research-driven CSR strategy designed to strengthen Expedia Group’s social impact while supporting long-term goals. Our budget is a strategic investment: **Flights to Give Back** drives traveler engagement at booking, **Local Youth Development Initiatives** build career pathways in the Greater Seattle region, and the **EXPLORE Conference** encourages shared industry impact. Together, these initiatives place Expedia Group as a leader in responsible travel, where success is measured through both financial growth *and* genuine impact.

II. INTRODUCTION

A. Description of the business or organization



Expedia Group, founded initially as a division of Microsoft by Richard Barton in 1996, is one of the world’s largest online travel agencies. Headquartered in Seattle, Washington, Expedia transformed travel bookings by creating a one-stop digital platform for **accommodations, transportation, and experiences**. In 2025, Expedia ranked second on *Travel Weekly’s Power List*, generating nearly \$14.4 billion in revenue.

Expedia’s marketplace provides access to **flights, car rentals, hotels, cruises, and vacation packages** across a diverse assortment of over 200 travel booking sites. As the most versatile platform in the market, Expedia Group’s portfolio includes major travel brands such as **Hotels.com, Vrbo, Hotwire, and Trivago**, serving both leisure and business travelers. The company facilitated over **135 million room nights** booked and attracted **1 billion monthly travel searches** in 2025, reinforcing its leadership in digital travel services.

Beyond its global scale, Expedia is known for technology-driven solutions, including **dynamic pricing, bundled packages, and loyalty programs**. Its LEED Gold-certified and Salmon-Safe headquarters overlooking Elliot Bay in Seattle reflect both its **Pacific Northwest roots** and its **commitment to sustainability**. Today, Expedia’s multi-platform ecosystem remains the heart of the travel industry and a **trusted choice for millions** of global travelers.



Exterior of Expedia Group Seattle HQ Building

B. Description of the target market

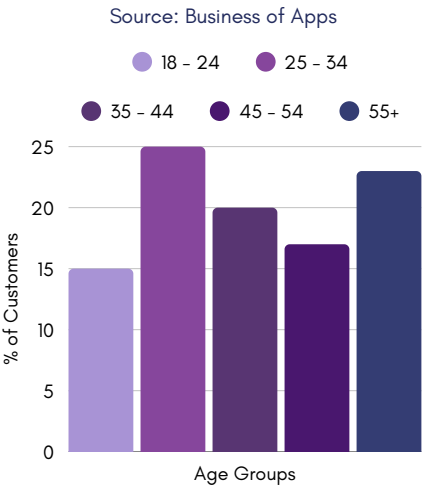
 Demographics

Globally, Expedia’s market spans a wide range of travelers, including families, business professionals, solo travelers, luxury seekers, and retirees. However, its primary target market is the **younger, tech savvy generation** and **seasonal travelers**, with a slight skew toward women (60%). Additionally, Expedia strives to serve customers from different socioeconomic and educational backgrounds. Its core customer segment typically consists of **middle to upper-middle-class individuals** with sufficient income to travel regularly and a preference for convenience.

 Psychographics & Behavior

Expedia appeals to **tech-savvy** individuals seeking **convenience, competitive pricing** and a seamless **all-in-one booking** experience. Users rely heavily on **digital platforms**, using social media, search engines, and online forums to research and book travel. Consequently, they value the ability to **quickly**

Expedia Age Demographics 2024



compare flights, hotels, and packages in one place, and positively respond to personalized offers and loyalty discounts. At the same time, Expedia’s market of Millennial and Gen-Z travelers prioritize **sustainability and authentic cultural experiences**, often paying more for environmentally responsible options. These travelers range from adventurous explorers to time-constrained professionals, aligning with Expedia’s mission to “**power global travel for everyone, everywhere.**”



Seattle-Specific

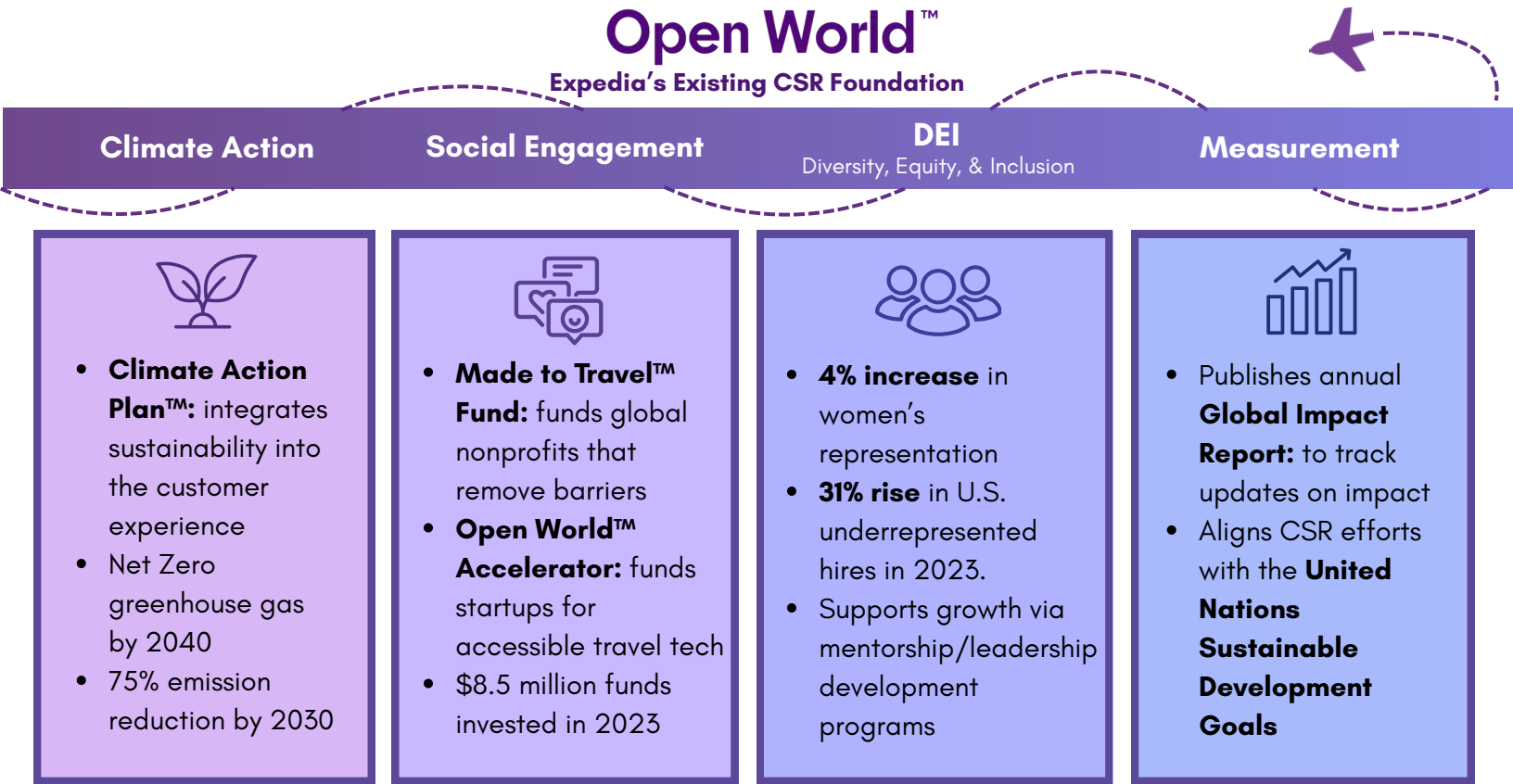
Seattle’s customer base mirrors Expedia’s global target demographics and psychographics, with affluent customers who have higher household incomes and education levels. As a global **technology hub**, local Seattle customers consequently **value seamless digital experiences**. Cultural trends also indicate that there is a strong emphasis on sustainability, inclusivity, and responsible tourism. This is reflected in Expedia’s LEED Gold and Salmon-Safe headquarter certifications, aligning with the values of the target audience.



C. Overview of the business or organization’s current business strategy relating to corporate social responsibility initiatives

Global CSR Framework

Expedia’s current CSR efforts are managed under the **Open World™ Strategy**, a 2-part initiative that integrates pillars of **environmental sustainability** and **social impact**. The platform focuses on sustainable solutions, increasing global economic opportunities in the travel industry, and community support.



III. RESEARCH METHODS USED IN THE STUDY

A. Description and rationale of research methodologies selected to conduct the research study



Secondary Research: Secondary research was used to establish a **foundational understanding** of CSR and its relationship to brand reputation, consumer trust, and long-term sustainability. This expanded into an analysis of industry-specific trends in travel and tourism, focusing on how consumer attitudes toward CSR have evolved and what travelers now expect companies to prioritize. Finally, the research narrowed to a focused evaluation of Expedia Group's current initiatives, drawing insights from its **2023–2025 Global Impact Reports** to assess how well its efforts align with these consumer expectations.

 **Research Surveys:** To gather **primary data**, we developed two surveys: a community survey and a workplace employee survey, designed to collect **quantitative data** of the following information:

General Community Survey:

- Consumer attitudes toward CSR
- Factors that influence decision-making
- Goal of **100+** responses and gaining accurate, non-biased data

Workplace Traveler Survey:

- Insight from individuals who travel often and engage with CSR practices in their own workplaces
- Awareness and participation in CSR
- Motivation to engage in CSR internally and externally
- Goal of **80+** responses with follow-up interview request

 **Workplace Focus Group:** We conducted **15-minute interviews** with Seattle workers across various industries to expand on survey insights. With a goal of collecting around **20 contacts** through the survey, our questions focused on employee perspectives of CSR, current local issues and workplace communication. This allowed us to capture **diverse perspectives** across industries and job roles, while learning about broad workplace trends, authentic employee expectations, and awareness surrounding CSR practices.

 **Expedia Employee Interviews:** To gain rich, qualitative insights on Expedia Group's **current** CSR strategies and goals, our team conducted in-depth interviews with two executive CSR Leads. The overall goal of these interviews was to **understand the process** behind developing and enhancing CSR initiatives, and the factors that affect decision-making.



Chelsey Evans: As the **Climate and Sustainability Lead**, Chelsey develops Expedia's Net Zero strategy, focusing on sustainable travel choices, nature positive travel, and sustainable initiatives at destinations while integrating climate responsibility into partnerships.



Catherine Jones: As the **Global Social Impact Lead**, with over 12 years of experience, Catherine manages Expedia's philanthropic giving, employee engagement, and interactions with community partners, including strategic grant making.

B. Process used to conduct the selected research methods



Secondary Research: Our team conducted extensive online research on CSR strategies of the general industry and Expedia Group between August and October 2025.

General CSR Strategies and Impacts

- The definition of CSR
- How strong CSR can positively impact a business
- The effects of weak CSR on company reputation
- Current local issues relevant to Expedia

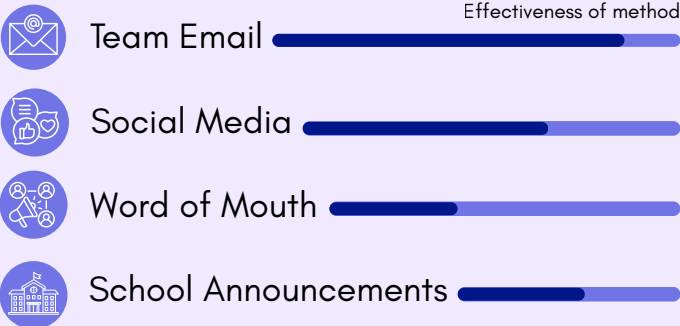
Expedia Group Current Strategies and Impacts

- What CSR Initiatives Expedia is already investing in (at local and global level)
- Trends in current investments
- Potential areas of growth for current strategies



General Survey: To gain qualitative data on travelers in the Greater Seattle Area, we sent out a survey in October 2025 to students, families, and adult travelers.

Outreach Channels



10 Total survey questions, each formulated to gain accurate, non-biased data

100+ Target responses for representative sample

Question Format Breakdown

Multiple Choice Rating Scale Short Answer



Workplace Survey: To gain insight on business and personal travel of corporate employees, we surveyed Seattle professionals **outside of Expedia Group** in early October. Our team utilized email, physical flyers, and word of mouth to gain quantitative as well as qualitative data for our research. The survey format was split into **4 parts**:

- Business Travel
- Personal Travel
- Customer feedback
- CSR Awareness

Survey Structure

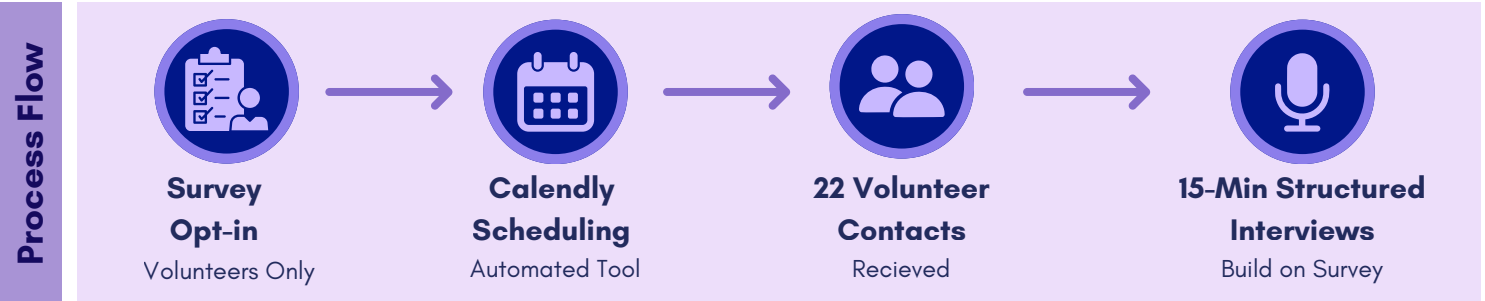


This included multiple choice questions and rating scales. A final question asked respondents to provide contact information if they were willing to participate in the **Workplace Focus Group Mini-Interviews**, as all responses remained anonymous otherwise.



Workplace Focus Group Mini-Interviews: The series of interviews took place between October 20th to 30th, 2025. We began by asking participants about **their roles** to understand context, then explored how they communicate within in the workplace, views on business travel,

familiarity with company-led community partnerships, and **perceptions of authentic CSR vs. performative efforts**. We also asked about pressing issues in the Seattle region and companies they feel model community engagement best.



 **Expedia Employee Interviews:** To conduct these interviews, our team scheduled 1-hour Zoom meetings in early November, with a structured set of questions focused on understanding Expedia’s approach to CSR and the external influences shaping it, such as sustainability trends and industry policies. Each conversation also examined the role stakeholders play in CSR decision-making and how KPIs guide the development of new initiatives.

**To ensure accuracy, interviews were recorded with permission. Both manual notes and AI-assisted meeting transcriptions via Notion AI were used to fully synthesize responses and to identify common themes.*

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. Findings of the research study

Secondary Research: Secondary research established an understanding that **corporate social responsibility** (CSR) is a strategy that incorporates environmental, social, and ethical initiatives. These efforts enable companies to create **value beyond profit** while strengthening their brand positioning.

These findings also emphasized that identifying both internal and external outcomes is **essential** to a successful CSR strategy.

CSR's Impact on a Company's Operations			Source: Educately
Internal Operations	Both	External Operations	
• Boosts company productivity • Accelerates operational efficiency • Increases employee satisfaction	• Stronger company performance • Long-term sustainability • Increased customer loyalty	• Shapes customer perception • Boosts brand reputation • Drives broader DEI initiatives on a global scale	



A 2023 study of 2,000 U.S. young adults found that over **80%** consider a company’s ethics, sustainability practices, and community involvement when making purchasing decisions. This expectation extends within the company as well, with LinkedIn and Forbes noting **83%** of employees would consider leaving their employer if CSR commitments are not upheld.



This trend has only strengthened. In early 2025, Harvard Business Review found that travelers are more likely to engage in CSR activities when initiatives clearly benefit local communities, aligning with findings that **69%** of consumers prefer brands supporting community-level causes.

In Seattle, reports from KOMO news, Seattle City Council, and KUOW Public Radio identify ongoing needs in **youth support** regarding:



Career Discovery Opportunities



High School Internships



Graduate Programs



Apprentice Programs



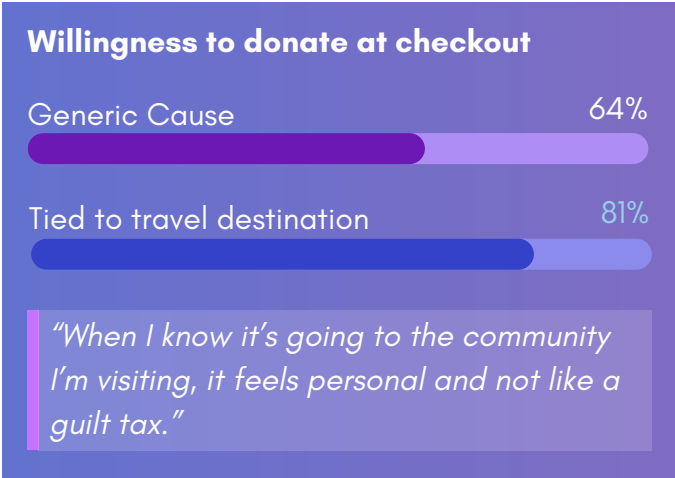
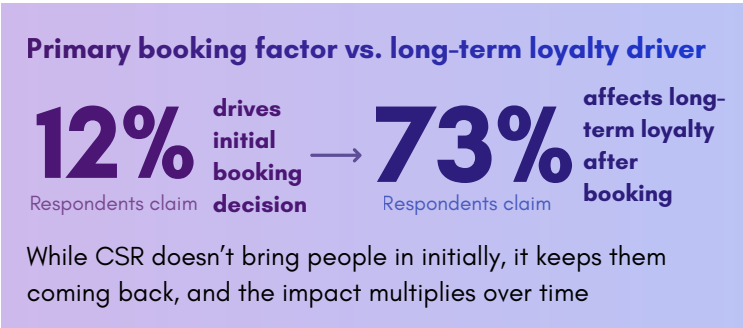
Secondary research into Expedia Group’s CSR initiatives revealed a broad and well-established presence across the following streams:

We also found a strong emphasis on **transparency** as the yearly Global Impact Reports clearly track progress and outline ongoing initiatives.

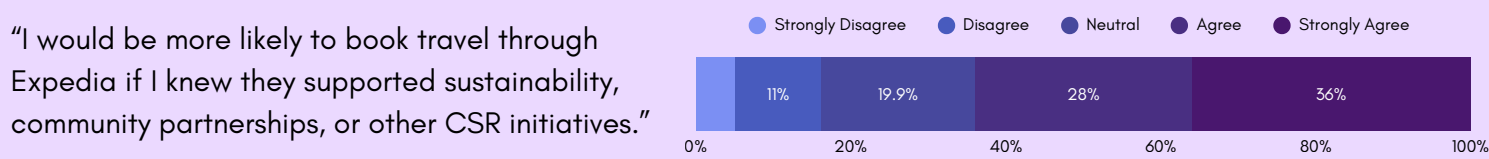
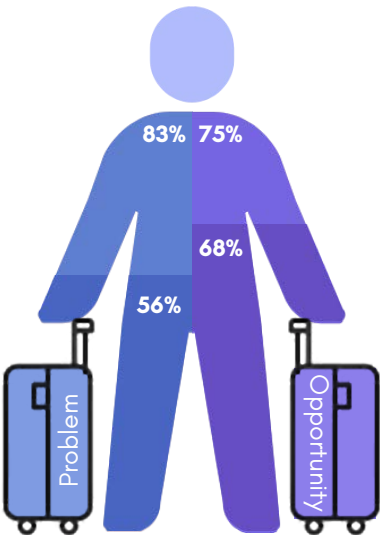
Additionally, the scale and variety of these Open World programs highlight Expedia Group’s capacity to invest in and sustain **multiple** CSR efforts simultaneously.



General Survey: Across **107 survey responses**, we learned that while CSR rarely influences travel purchasing choices, it strongly impacts customers trust, long-term loyalty, and brand perception, particularly when initiatives are transparent and feel personal.



Workplace Survey: This survey collected **92 responses** from Seattle-area employees spanning tech, hospitality, nonprofit, and professional services sectors. Results revealed a significant **awareness and engagement gap**: employees expressed genuine interest in CSR but felt largely disconnected from their organizations' efforts.



Workplace Focus Group Interviews: Across interviews, participants emphasized that companies often do meaningful community work but **fail to communicate it effectively**. Brands like REI, Alaska Airlines, and Starbucks were cited as strong models. Employees also collectively valued paid **volunteer time**, and believe that companies which integrate service into work culture are **perceived more positively**. The key themes that emerged from the interviews include:

Meaningful CSR

- Employees value when companies take primary responsibility while offering simple ways for customers to contribute.
- Allowing customers to choose causes to support and direct where contributions go increases engagement.
- Local initiatives with clear impact reporting resonate most (e.g., "your stay generated \$X for a local nonprofit").

Community Needs

- Homelessness, public drug use, and housing affordability were the most frequently cited concerns in the Seattle region.
- Food insecurity from losing SNAP support is a growing worry.
- Climate concerns overshadowed social issues.
- Interviewees emphasized that CSR feels more relevant when it responds directly to local conditions.

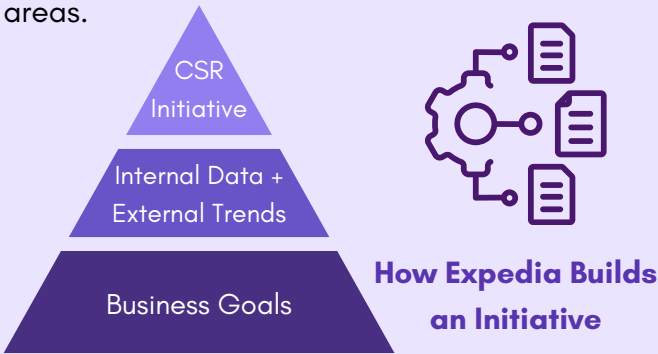
Communication

- Direct, relationship-based communication is viewed as the most effective way to understand customer/employee needs.
- Digital tools (CRMs, surveys, 360 reviews) help collect data but often lack depth.
- Trust is built when employees or service teams proactively communicate updates to customers.

Expedia Employee Interviews: To process the information gathered from our interviews with Expedia’s Social Impact and Climate-Sustainability leads, our team identified four key findings. These findings reveal how Expedia structures CSR internally, where gaps exist, and where new initiatives can have the greatest impact.

1 CSR Must Be Strategic

A key theme present in both interviews was that strong CSR is about doing the right things. Both Chelsey and Catherine emphasized that initiatives need to be clearly tied to **business goals**, whether managing risk or driving growth. Catherine noted that modern CSR has shifted away from "throwing money at everything" toward focus in specific areas.



2 Credibility Needs Measurement and Transparency

CSR only builds trust when people can actually see the results. Chelsey noted that vague claims carry legal risk, and companies across the industry have faced backlash for overstating their impact. Expedia tracks and reports its sustainability progress publicly **each year** to avoid that. Catherine added that every grant her team gives out requires follow-up reporting from the nonprofit receiving it.



3 Employees Are CSR Catalysts

At Expedia, the most authentic CSR moments start with employees. Chelsey noted that **employees** are the ones inside the company who see how and why it operates, making their engagement crucial for genuine impact. Bottom-up involvement is what separates meaningful CSR from performative efforts.

“If you initiate, we will engage.”
Social Impact team’s philosophy

When employees organized a SNAP food drive in late 2025, Catherine’s team funded and scaled it to 400 participants. This shows how employee initiative unlocks company action.

4 Stakeholders Are Unaware of Impact

An important insight was a reframe of who Expedia’s "customer" actually is. Chelsey clarified that hotels, airlines, rental car companies, and destination management organizations are Expedia’s primary customers — not just everyday travelers. CSR reach depends heavily on those **partner** relationships. Despite this, many partners and employees outside of CSR roles don’t know the full scope of Expedia’s impact. CSR awareness is just as much an internal challenge as an external one.



B. Conclusions of the research study

After our team compiled all findings from our research, we conducted a **TRIP** analysis, which is a decision-making tool adapted from the traditional SWOT analysis. By grouping our conclusions under the TRIP framework, our team gained a solid foundation for our strategic plan.

Top Advantages

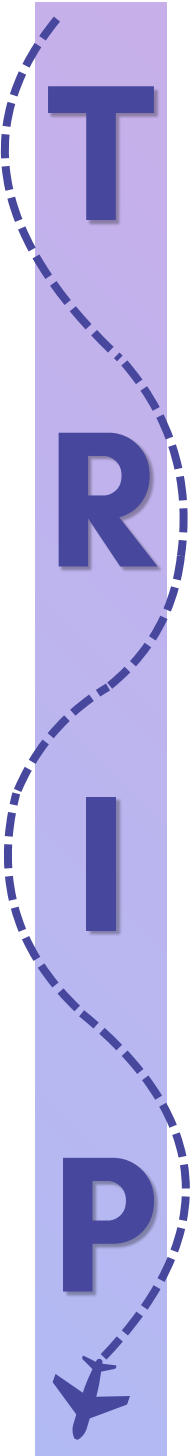
Risks

Internal Guidelines

Potential Opportunities



 Credible Foundation • Focus on long-term goals, governance, and partner collaboration → Increases legitimacy and feasibility	 Solid Existing Framework • Proven grant-making and employee-engagement platforms (Made to Travel Fund, Expedia Cares)	 Ecosystem-Wide Reach • Can reach airlines, hotels, and destination partners → Broader CSR visibility than competitors
 Low Public Awareness • Customers unaware of impact → CSR investment is <i>not</i> being converted into brand loyalty or travel decisions.	 Passive Goodwill • Only a small percentage <i>act</i> → Goodwill not being used for brand value	 Customer Priorities • More value in community impact → Most visible initiatives remain environmental
 Align to Business Strategy • Must tie to core business goals → Initiatives without strategic fit don't succeed long-term	 Need Measurability • New efforts must be trackable and transparent → Internal standards and public expectations	 Employee Initiative • Most authentic programs start with employees → New initiatives should enable bottom-up engagement
 Public-Facing Programs • Travelers want access to CSR updates and simple ways to engage → Boost participation and awareness	 Internal Awareness • Partners and employees unaware of full CSR scope → Need platform to unlock reach and shared innovation	 Local Opportunities • Seattle has high need for youth career development → No consistent youth programming currently



V. PROPOSED STRATEGIC PLAN

A. Objectives and rationale of the proposed strategic plan

As public expectations grow for brands, strengthening CSR strategy and communication has been necessary to maintaining trust and relevance in today's market. Through **Project F.L.Y. Toward a Better World**, we propose a year-long plan that translates each gap our research uncovered into a direct response. Rather than 3 separate initiatives, F.L.Y. forms an interconnected CSR system that leverages Expedia's global platform while delivering localized, measurable outcomes for both internal and external results.



FLIGHTS TO GIVE BACK

Point-of-Sale (POS) Donation and Impact Updates

Objective: Increase awareness of Expedia CSR efforts by embedding an optional point-of-sale donation at checkout, tied to the traveler's destination region.

Rationale: Research indicates that CSR efforts influence trust and long-term loyalty when it displays transparency and action. Embedding opportunities to contribute to local impact turns passive goodwill into meaningful action.

Sources: Surveys



LOCAL YOUTH DEVELOPMENT INITIATIVES

Career Discovery, Internships, Apprenticeships, and Graduate Pathways

Objective: Build structured career pathways for Greater Seattle youth through mentorship and hands-on opportunities across various industries.

Rationale: Research shows youth workforce development is a top Seattle-area priority, and aligning these programs with Expedia's core industries creates meaningful, future-focused community impact.

Sources: Surveys, Secondary Research, Interviews



YEARLY GLOBAL CSR CONFERENCE

EXPLORE: An International Convention for CSR

Objectives: Host the EXPLORE Conference in Seattle to increase internal and partner awareness of CSR, showcasing innovation, efforts, and annual growth across the travel industry.

Rationale: Research found that employees outside of CSR roles and external partners rarely know the full scope of their company's CSR work. EXPLORE closes that gap by bringing all stakeholders into one shared space for engagement.

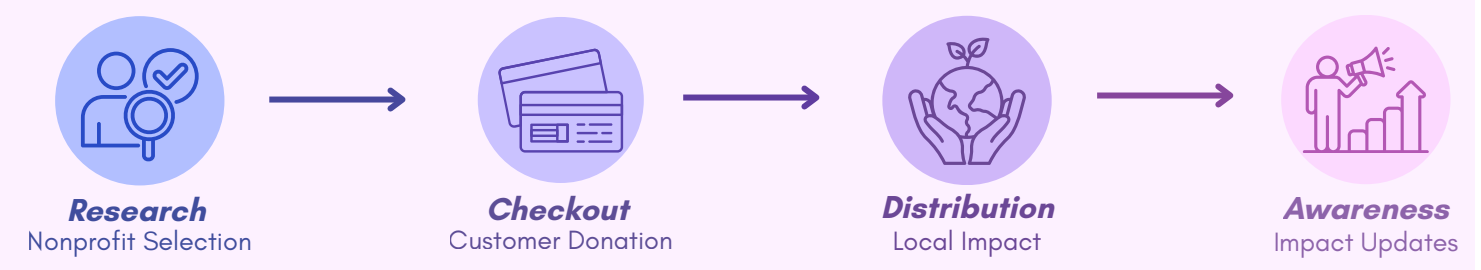
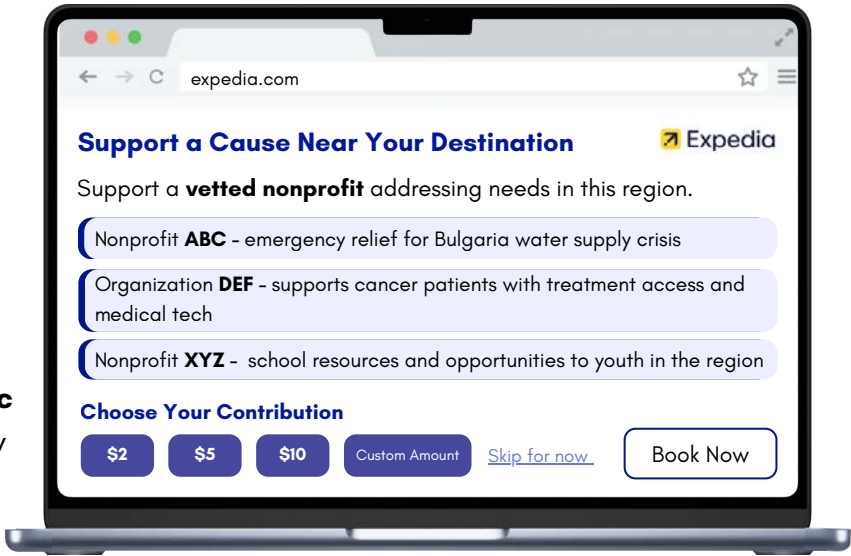
Sources: Focus Group, Interviews

B. Proposed activities and timelines

FLIGHTS TO GIVE BACK

A customer-facing CSR initiative that allows travelers to support social impact efforts **directly at the point of booking**. By integrating a **simple, optional donation** feature at checkout, Expedia empowers customers to support nonprofit partners tied to their destination or global needs. Paired with **periodic impact updates**, the initiative increases visibility into how Expedia's CSR efforts translate into real-world outcomes.

Mockup Donation Screen at Checkout - Booking in Greece



How Organizations are Chosen

- The Social Impact team will **research, vet, and approve** organizations by destination relevance.
- This database will be **continuously updated** to reflect:
 - Emerging events
 - Time-bound needs
 - Ongoing causes



How Customers Donate

- Travelers will see a **curated set** of nonprofits tied to their destination at final checkout.
- They may choose one they feel most connected to, select a donation amount, and complete their booking as usual.
- Loyalty members convert unused points directly into donations.

How Donations Are Distributed

- Donations are pooled **quarterly** into secured CSR accounts and distributed through existing grant structure.
- Expedia covers all fees, so **100%** of contributions reach the organizations.

How Impact is Communicated

Expedia's **"Impact Snapshot"** - a short, quarterly release highlighting the progress and impact from customers' donations. Shared with participating travelers and the general public to spread **awareness** on Expedia's actions, attracting new customers.

Expedia's Impact Snapshot

Q2 Example

- **What changed**
\$84K raised for disaster relief
- **Who benefited**
Over 60,000 victims
- **What's next**
Loyalty point donation launch

Web/App

Email

Social Media



LOCAL YOUTH DEVELOPMENT INITIATIVES

Local Youth Development Initiative creates structured **career pathways for students** in the Greater Seattle and Puget Sound region. By combining **early career exposure, paid skill-building opportunities, and direct workforce connections**, this program ensures youth gain meaningful access to careers in technology, business, hospitality, and aviation. More importantly, this initiative is **employee-driven**: Expedia employees serve as mentors and program leads, contributing volunteer hours for **community-centered CSR**.

The programs combine **in-person and virtual** engagement to maximize accessibility and participation. Short-term discovery programs introduce students to career possibilities, while internships and apprenticeships provide experience and pathways into the workforce. **All roles involving meaningful work are paid.**

Target Participants

- High school students (grades 9-12)
- Community college students
- Undergraduate students

Priority Populations

- Low-income students
- First-generation college students
- Underrepresented groups
- Students with limited networking access

Career Discovery Program

Expedia Explorations: a high school summer program for early exposure.

Focus Areas:

- Business/Technology (Expedia-led)
- Aviation/Aeronautics (Raisbeck Aviation High School and The Museum of Flight)
- Hospitality (Hyatt Regency)

Activities:

- Job shadow days
- Employee speaker panels
- Resume & LinkedIn workshops
- Aviation simulations & hospitality management challenges

Internship Program

Hands-on experience through project-based work and professional mentorship.

Structure:

- 10-week, in-person paid program
- 10th and 11th grade, community college & undergraduate students
- Application/interview based entry

Apprenticeship Program

Provides experience, long-term workforce development and direct employment pathways.

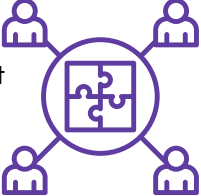
Features:

- 6-month paid program
- College & undergraduates
- Industry certifications and skill credentials
- Clear transition into full-time roles at Expedia or partner companies

Departments:

- Software & Data
- Marketing
- Product Management
- UX/UI (Graphic Design)

- Tech & IT
- Sustainability & Impact
- Business Operations
- Customer Experience



KEY PARTNERS

Schools



Specialized public STEM high schools

Colleges



Tech and business-focused regional community colleges

Nonprofits



World-class aerospace museum

Businesses



International hotel brand



YEARLY GLOBAL CSR CONFERENCE

To close the internal awareness gap identified in our research, Expedia will host the **international EXPLORE Conference at the Seattle Convention Center (SCC)**. This convention is a 2-day event bringing together employees, partners, and industry leaders.

EXPLORE will showcase innovation, CSR milestones, and annual growth while aligning stakeholders and encouraging participation in future initiatives. By bringing together internal teams and external partners, the conference expands Expedia’s CSR efforts from department-level to travel ecosystem-wide.

Employee Tailored Events	Partner Tailored Events	Joint Events
“CSR in Your Role” Workshops – Review real Expedia CSR initiatives tied to their job.	Partner Innovation Lab – co-develop sustainable solutions	Opening Impact Keynote – CSR progress, goals, and measurable outcomes
CSR Tools & Reporting Training – hands-on demos of internal tracking platforms	Product & Initiative Demos – live demonstrations of solutions	CSR Showcase Hall – interactive exhibits
CSR Deep Dive – walkthrough of how Expedia plans, funds, and measures CSR initiatives	Partner Strategy Roundtables – planning for pilots and long-term collaboration	CSR Recognition & Awards – company achievements between partners and employees
Employee CSR Q&A Forums – goals, accountability, and impact	Partner Recognition Awards – in responsible travel and CSR impact	Impact Reporting Sessions – guidance on sharing CSR metrics
Workplace Wellbeing Programming – sessions addressing ethics and inclusive leadership	Sustainable Product Workshops – identify where their abilities can support Expedia’s sustainability goals	“Local Impact Discovery Lab” – interactive session where participants explore key CSR issues in their region

EXPLORE CONFERENCE

Join us for an exclusive international conference where professionals will discuss ideas, strategies, and insights to showcase Expedia’s annual progress

THEME FOR '27

CORPORATE SOCIAL RESPONSIBILITY

Ariane Gorin
CEO of EG

Jason Chuei
Head of CSR

Aditi Mohapatra
VP of Global Social Impact and Sustainability

TOPICS COVERED

- Expedia Group CSR initiatives and progress
- Sustainable and responsible travel innovation
- Technology and AI supporting ethical growth
- Accessibility, inclusion, and community impact
- Future goals and strategic direction

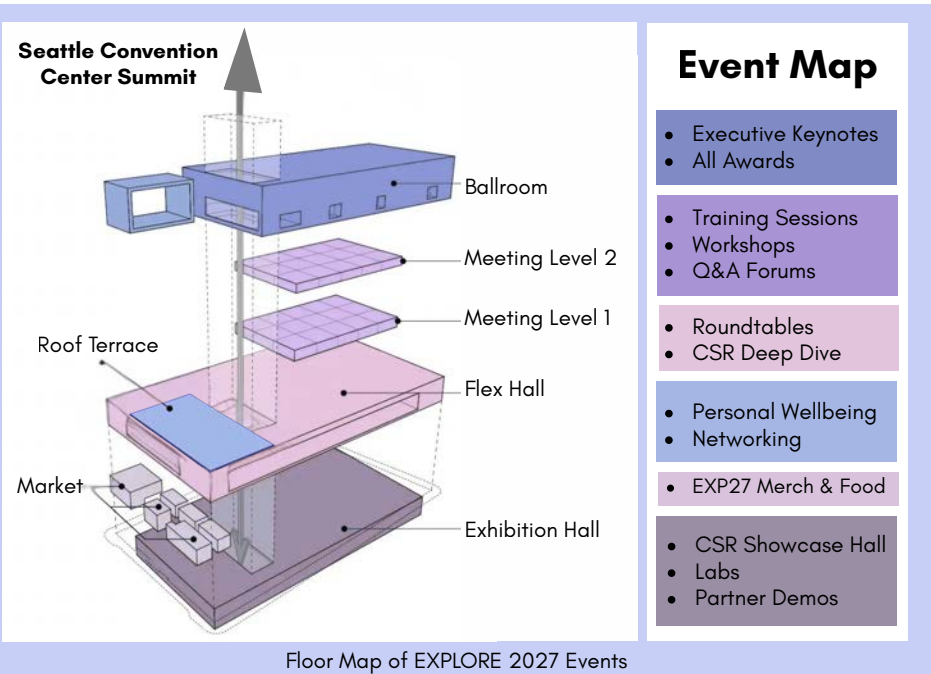
Registration: expediagroup.com/explore2027 Contact Us: +123-456-7890

15-16 MAY 2027

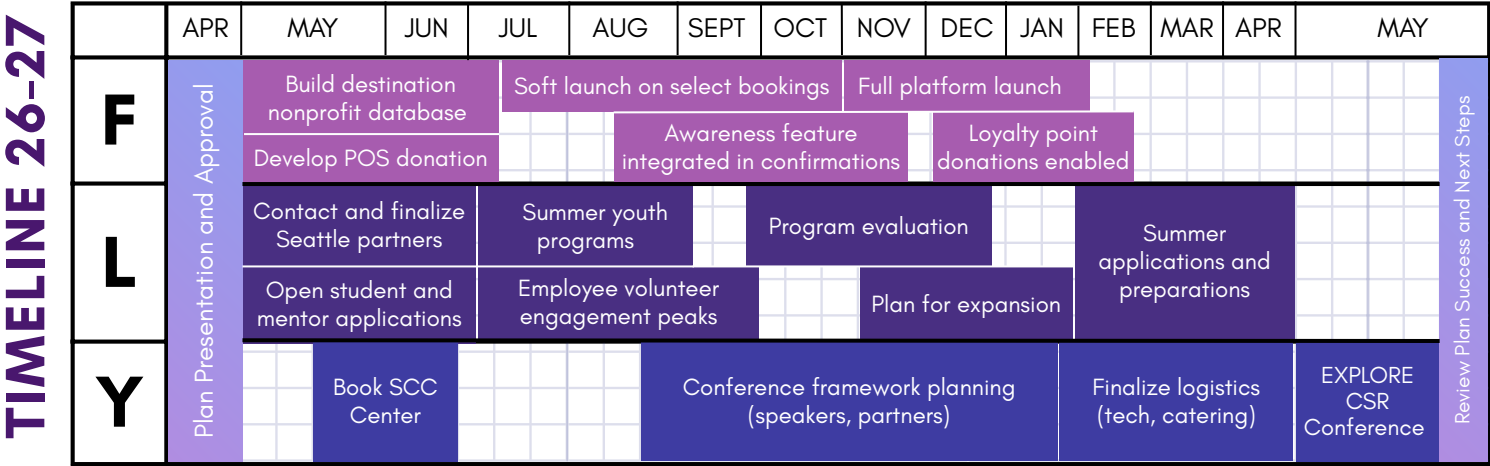
START FROM 8:00

15:00

SEATTLE CONVENTION CENTER



This timeline outlines the **1-year implementation of Project F.L.Y.** to launch it efficiently and effectively. This will officially begin in May 2026 and conclude in May 2027. We plan to conduct a meeting with Expedia CSR and leadership to evaluate project success and discuss the future of the initiative.



C. Proposed metrics or key performance indicators to measure plan effectiveness

To measure the effectiveness of **Project F.L.Y. Toward a Better World**, each activity is evaluated using measurable performance indicators to assess CSR impact and business value. The table below uses a **poor-to-excellent scale** to measure each initiative’s effectiveness after the first year of implementation. The chart highlights the box representing the **most likely predicted performance level**.

Activity	Metric	Effectiveness of KPI	Poor	Good	Excellent
 Flights to Give Back	Total funds donated	Annual Donation dollars to non-profits	< \$300K	\$300K-800K	\$800K+
	Customer participation rate	% of travelers donating at checkout	< 5%	5-8%	8%+
	Impact update engagement	Open/click rates on CSR impact updates	< 15%	15-30%	30%+
 Local Youth Development Initiatives	Student participation	# of students engaged across programs	< 300	300-550	550+
	Post-program outcomes	% placed in jobs or continued education	< 35%	35-50%	50%+
	Mentor to Mentee Engagement Ratio	Ratio of EG employee mentors to students	1:30+	1:25	1:20
 Yearly Global CSR Conference	Partner & Employee Attendance	% of employees & partners attending	< 5% <1k attendees	6-10% 1k-2.5k attendees	12%+ 2.5+ attendees
	CSR awareness improvement	% increase in CSR knowledge (survey)	< 20%	20-40%	40%+
	Media & Internal Reach	# of views, engagement, and press mentions	< 75K	100K-200K	250K+

Note: KPI outcomes can be affected by external factors like economic conditions, customer rates, regional variability, implementation constraints, and employee participation levels.

VI. PROPOSED BUDGET

The following budget includes all costs associated with the 1-year implementation of *Project F.L.Y. Toward a Better World* at Expedia Group. Our team used a combination of industry benchmarks, publicly available salary data, comparable programs/events, and Washington-based averages (where applicable) to make realistic projections.

Flights to Give Back		\$1.92M	Local Youth Dev.		\$6.03M	Yearly Global CSR Conf.		\$4.52M
New Checkout Software		\$500k	Management Finances		\$440k	EXPLORE Planning		\$600k
Social Impact Team Research		\$1.3M	Internship Salaries		\$750k	Venue & Facility Costs		\$1M
Awareness Impact Updates		\$120k	Apprenticeship Salaries		\$2.34M	Conference Tech & Equipment		\$350k
Project F.L.Y. Cost Distribution \$12.47M TOTAL COST to implement F.L.Y. initiatives			Meal Coverage		\$581k	Exhibit and Showcase Setup		\$190k
			Mentor Training & Stipends		\$64k	Guest Speakers/Workshop/Lab Development		\$1.6M
			Partnership Fees		\$175k	Catering/Hospitality		\$550k
			Program Events Budget		\$200k	Data and Feedback Collection		\$50k
			Program Marketing		\$26k	TOTAL COST		\$12.47M
			Program Software		\$1.45M			

Activity Cost Breakdown:

Flights to Give Back - \$1.92M

- *New Checkout Software*: Six software developers with \$70k salaries each and \$80k in one-time legal compliance verification.
- *Social Impact Team Research*: **5** research team members with **\$100k salaries each** and an **\$800k** one-time fee for data warehouse setup.
- *Awareness Impact Updates*: **4** quarterly updates at **\$30k each**.

Local Youth Development Initiatives - \$6.03M

- *Management Finances*: **Three** managers with **\$120k salaries each** and **\$80k** for legal compliance.
- *Internship Salaries*: An initial maximum of **150** interns at \$20/hr for 25 hr/week × 10 weeks.
- *Apprenticeship Salaries*: **150** apprentices at \$25/hr × 25 hr/week × 25 weeks.
- *Meal Coverage*: Apprentices receive \$75/week × 25 weeks × **150** apprentices, and students in summer programs receive \$75/week × 10 weeks × **400** students.
- *Mentor Training & Stipends*: **30** mentors at **\$1800/class** plus **\$10k** for training.
- *Partnership Fees*: Seven partners at **\$25k** each.
- *Program Events Budget*: **20** events with a budget of **\$10k** each.
- *Program Marketing*: Estimated at **\$26k** for all marketing efforts.
- *Program Software*: Maintenance costs **\$250k** and one-time \$1.2M for the platform’s development.

Yearly Global CSR Conference - \$4.52M

- *EXPLORE Planning*: **5** event managers with **\$60k** salaries each and **\$300k** in contracts and legal.
- *Venue & Facility Costs*: Booking the Seattle Convention Center costs **\$1M**.
- *Conference Tech & Equipment*: Equipment rental, livestream, and tech support total **\$350k**.
- *Exhibit & Showcase Setup*: **20** Expedia booths at **\$9500 each**.
- *Guest Speakers / Workshop / Lab Development*: **20** speakers at **\$14k each**, **10** developers at **\$100k each**, and **4** tech support at **\$80k each**.
- *Catering & Hospitality*: Food catering, EXPLORE merchandise, and sustainable sourcing for the conference totals **\$550k**.
- *Data & Feedback Collection*: Survey development and analysis cost **\$50k**.

ROI & Projected Cash Flow of Revenue

Revenue projections do not include any customer donations, as 100% of POS contributions are distributed to the nonprofit organizations. Revenue is driven by the **incremental business growth** generated by *Project F.L.Y.* This includes new customer acquisition (**F + L**), higher retention and loyalty (**F + L**), partner growth and co-marketing value (**Y**), and long term brand equity.

Customer Growth Revenue – Assuming:

- Expedia annual gross bookings ≈ \$120B
- 15% increase in bookings annually
- Revenue is about 10% of gross profit

Customer Revenue = **\$18M**

Partner & Conference-Driven Revenue

Assuming EXPLORE Conference leads to:

- New preferred partner agreements
- Expanded inventory
- CSR pilot programs with partners

Partner Revenue = **\$6.5M**

TOTAL
Revenue after
1 year:

\$24.5M

5 Year Return on Investment (ROI):



102.6%

Sources of 8% Annual Growth Rate



Customer
Loyalty
+21%

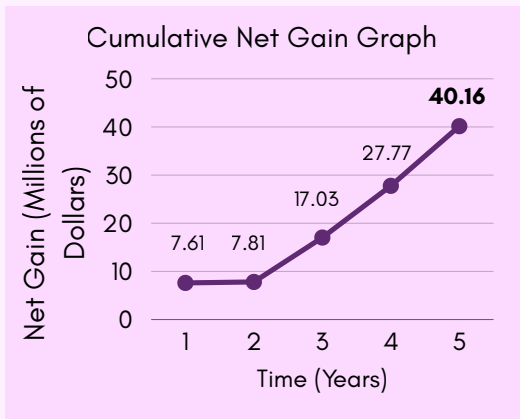


B2B
Partnerships
+12%
Inventory



Employee
Retention
+15%
Talent

Projected 5 Year Cumulative Net Gain



Year 1: Highest cost year due to one-time expenses being included
Years 2-5: Lower operating costs due to one-time costs being eliminated (**\$9.8M annually** after removal) + 8% annual growth rate



Project F.L.Y. is designed as a **long-term CSR investment** rather than a revenue-generating product. Projected net gains are **intentionally** conservative, and success will be mainly measured through the KPIs outline in Section V.C.

Strategic Plan Summary

Flights to Give Back empowers travelers to support social causes directly at booking, increasing CSR awareness and engagement.

Local Youth Development Initiatives create equitable career pathways through paid opportunities and workforce exposure in the Seattle region. The **Yearly EXPLORE Conference** encourages innovation, accountability, and shared impact from employees and partners.

Project F.L.Y. Toward a Better World presents a cohesive CSR strategy designed to strengthen Expedia Group’s social impact while supporting long-term business goals and brand value.



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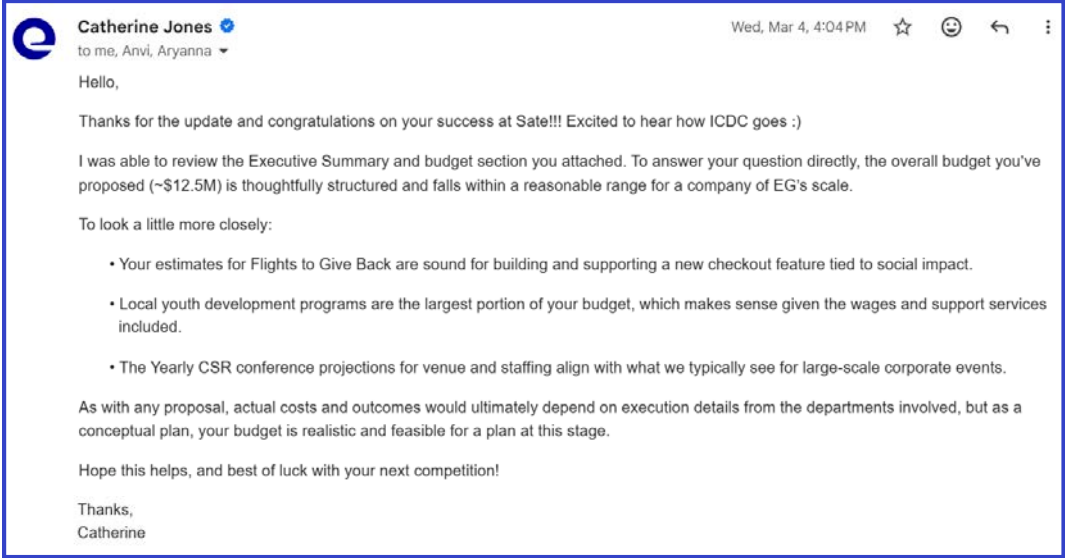
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VIII. APPENDIX

Scan this QR code to view the *Flights to Give Back* checkout Mockup!



The image above is an email response from Expedia Group’s Global Social Impact lead confirming the feasibility of Project F.L.Y.’s budget and financial projections.