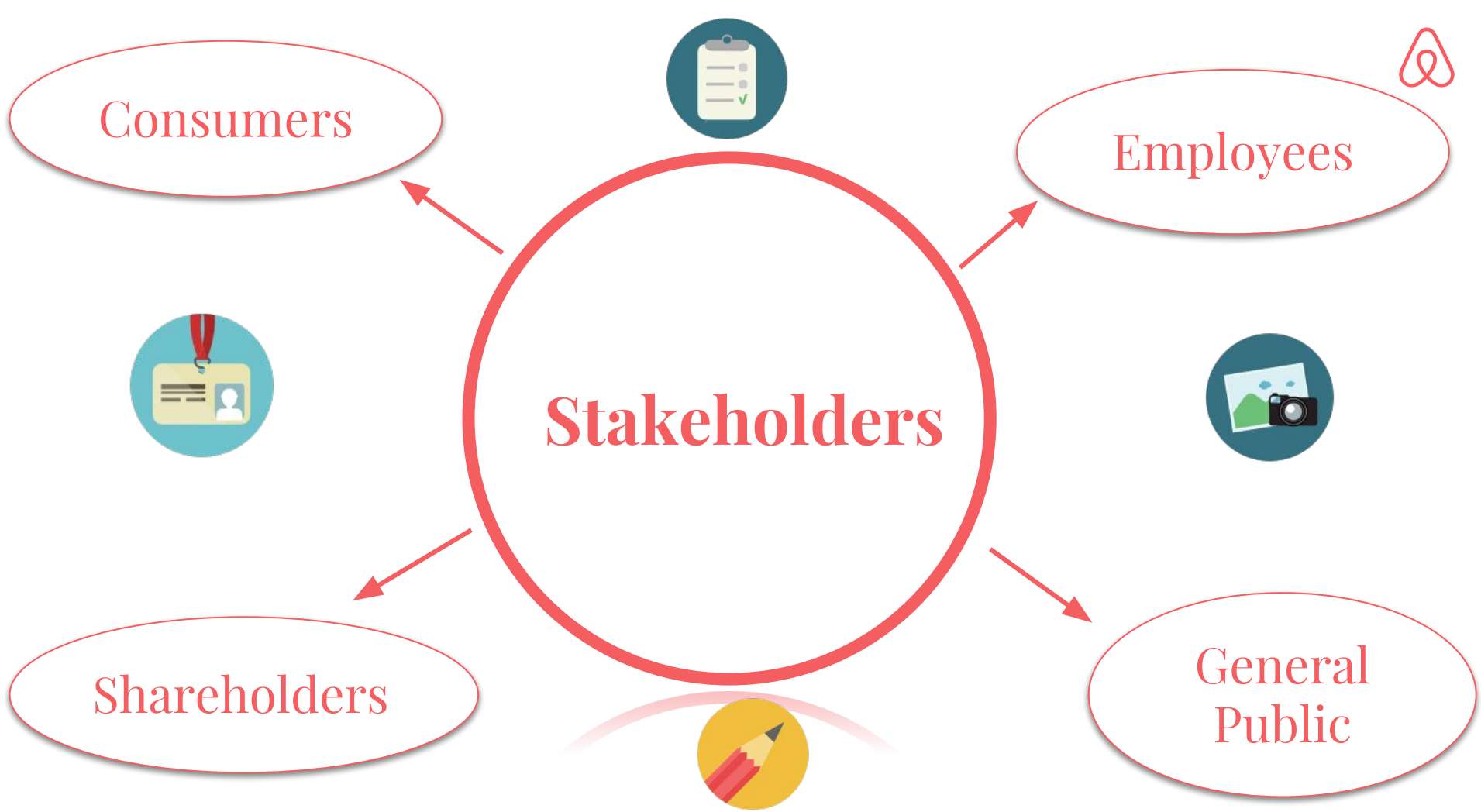




airbnb

Stakeholders



FOUNDERS:



Brian Chesky

CEO and head of
Community at
Airbnb



Nathan
Blecharczyk

Chief Strategy
Officer (CSO)
at Airbnb



Joe Gebbia

CPO. On the
Board of
Directors and
Executive staff

Shareholders

INVESTORS:

12
rounds

\$4,398,082,100
since January 1, 2009

45
investors



Stakeholders

EARLY STAGE E.E.*

BOARD MEMBERS:



Joe Gebbia
Board Member



Jeff Jordan
Board Member



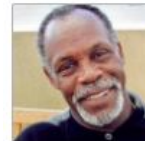
Casey Winters
Advisor
May 2016



Alfred Lin
Board Member
Nov 2012



Joel Cutler
Advisor



Danny Glover
Advisor



Reid Hoffman
Board Observer



Hadi Partovi
Advisor

Consumers



A) Hosting A Home



1. Rent out room/shared room/entire place
2. Host protection
3. \$1,000,000 Host Guarantee
4. Make \$\$\$

Stakeholders



Business:

1. Group travel
2. Extended trips
3. Relocations
4. WeWork day pass



Leisure:

1. Group travel
2. Extended trips
3. Relocations
4. WeWork day pass

B) Renting Home





Listings Worldwide

3,000,000+



General
Public



191+ countries



1,400+ castles



65,000+ cities



200,000,000+ guests

Stakeholders



Consumer

General
Public



City Bans:

Barcelona (\$30,000)

NYC (STR Illegal 17k fine on individuals)

Reykjavik (Rent Cap - 90 days)

Amsterdam (Rent Cap - 90 days, 4 max occupancy)

Paris (Rent Cap 120 days/yr)

New Orleans (Rent Cap - 90 days/yr)

Santa Monica (3 Regulations*)

Berlin (STR Ban - \$113k)

General
Public



Montreal, Canada



New Delhi, India



Tokyo, Japan



San Francisco, CA, USA



Paris, France

Stakeholders

Employees

+3,100 employees
+22 offices worldwide





Meeting Room - SF



Social Media Influencers & Bloggers

- Started social media (IG, YT, Bloggers) influencer marketing only in 2015 w/ Mariah Carey.
- Focus more on affiliate & referral partnerships rather than one-off campaigns
 - Referral partnerships more geared toward common consumer



AirBnB CSR



Self-Employed Women's
Association of India (SEWA)

Airbnb trains SEWA
members on home sharing,
hospitality and quality
standards,

Brand Culture



Overview

- Currently operates across **191** countries.
- **58%** of the listings on the site are situated in Europe.
- Projection of **1.5 million** customer numbers in Africa by the end of 2017.
- Brian Chesky said (in 2008) India could be Airbnb's largest market in the next **10 years**.
- According to the report, the number of trips taken inside China reached **4.1bn** in 2015, an average annual growth of **10.2%**.

Airbnb and Culture: China

- In China, Airbnb was being seen as a **hostile, foreign** idea
- Changed the name from **Airbnb** to **Aibiyong**
- Airbnb launched '**Trips**' platform in China, allowing visitors to **understand** and **immerse** in the culture of the city they're staying in.

However...

- The name **Aibiyong** isn't easy to say for **Mandarin** speakers, and many Chinese netizens have reacted negatively.
- Need to adapt to Chinese consumers way of using the **internet**.
- May be restricted by strict Chinese **regulations**.

Airbnb and Culture: India

- In India, listing have gone up by **115%** over the last year (2017)
- Airbnb is focused on **230 million** Indian millennials.
- One of the most typical consumer type (rental side) seen in India is a **single woman** who is trying to make ends meet.

However...

- **Expectations** for a travelling Indian may **differ** from Western expectations.
- Culture differences mean that for a single woman to host a male, it is **frowned upon**.

Top 5 Tips - Hosting Indian Guests



Jeet

Level 10 in Pune, India

01-22-2017 10:55 AM

Options ▾

Is the brand a clear message?

Lack of
transparency.

Promoting Travel.

Subjective
depending on
cultural values.

Experience
home in a
different city.

Belong Anywhere.

Undercurrent of
deceit.

Allowing traveller to
experience life in the
city as a local.

Brand Values

- Adventure
- Friendship
- Comfort
- Cozy
- Personal
- Belonging
- Accessibility

Reddit, Airbnb Hell etc



- Deceit
- Distrust
- Unreliable
- Dangerous

Focus Group



How are these values evolving?

August 2008

Functional Technology Brand

November 2017

Lifestyle Brand

Brand Extensions

“The home was a great first step,” says product head Joe Zadeh. “But it’s not enough to create that entire feeling of a sense of belonging to a city,” he said. “We see this as critical.”

Brand Positioning



Disruption

AirBnB

- Someone's home
- In a community
- Local recs (maybe)
- Not always disabled friendly
- no daily cleaning
- no upgrades

To make people around the world feel like they could "belong anywhere."

Classic Hotel Chain (Marriott)

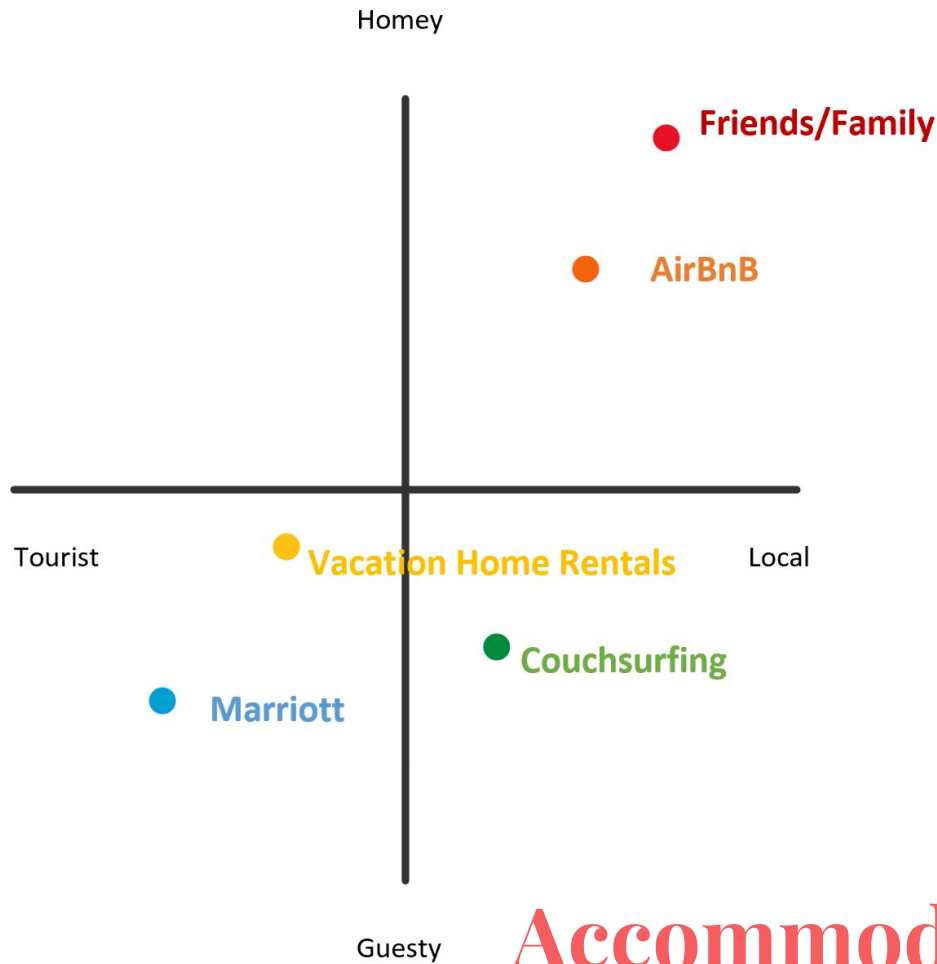
- A hotel
- Out of a community
- Concierge
- Always disability accessible
- Daily cleaning
- rewards points and upgrades

Marriott International does not have a mission statement; rather, we have a vision statement which is "To be the World's Favorite travel Company."



*“Airbnb and its competitors are more **like online dating** websites than they are hotel companies: They don’t provide accommodations; **they provide introductions**, connecting travelers with potential hosts, then charging a **service fee** when a property is booked.”*

-L. Cole for Consumer Reports Insights



Accommodation Comparison

What You Gain—and Lose— Choosing a Homestay Over a Hotel



FOR SOME TRAVELERS, staying in a home or an apartment rather than a hotel defies the very essence of vacation:

the complete liberation from daily tasks such as cleaning and cooking. True, there are certain conveniences and

services you lose in a home rental (unless you book through a high-end service such as Onefinestay.com), but

what you gain can more than make up for the loss of convenience. Here's a look at some of the trade-offs.

WHAT YOU GIVE UP

Predictability:

From aesthetics to amenities to daily housekeeping, you know what to expect at a hotel, especially the big chains.

Guest services:

You won't have a concierge on hand to book dinner reservations or recommend that perfect shop.

Housekeeping: Who doesn't like a freshly made bed and fluffy new towels? Only hotels offer this indulgence.

Room service:

Though you might be able to have food delivered, you'll have to give up ordering breakfast the night before.

Fitness center: Most hotels have gyms or workout rooms so that guests can stay fit while they travel, but they're relatively rare in vacation rentals.

WHAT YOU GET

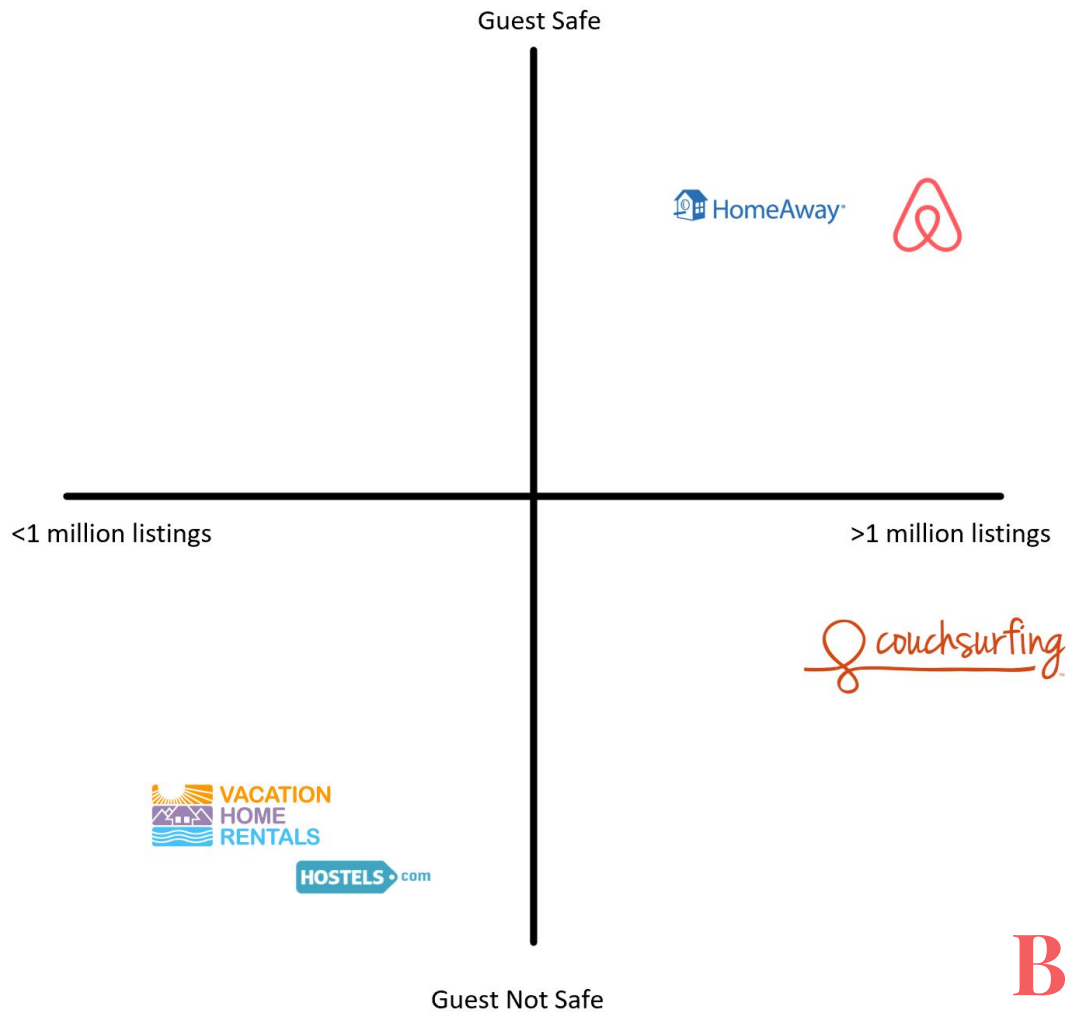
Uniqueness: From chic city apartments to castles to tree houses, the variety of accommodations is limitless.

Privacy: Renting a home or an apartment means freedom from having to deal with hotel staff—or anyone else, for that matter.

Comfort: Vacation rentals offer many of the conveniences you're used to at home, including more space to spread out.

A kitchen: You don't have to use it, but it's nice to have if you want to save some money and be able to invite new friends over for your famous paella.

Value: Vacation rentals can offer great value for the money. For instance, you can usually find one that will accommodate a large group for much less than a hotel.



Brand Comparison

Airbnb

Entire properties and private rooms, mostly in urban destinations.



NUMBER OF PROPERTIES IN THE U.S. & WORLDWIDE



KEY POLICIES

Guest Refund Policy protects travelers from losses due to a covered problem, like a property being misrepresented. Disputes settled through arbitration only.

FEES

6-12% service fee. Extra-guest fees and cleaning fees may apply.

PRICES

Average daily rate in the U.S.: \$150.

HomeAway

(includes VRBO)

Entire properties, primarily in traditional vacation destinations.



Book with Confidence Guarantee protects travelers for covered problems. Travelers are permitted to seek compensation in small claims court.

5-12% service fee. Additional cleaning fees often apply.

The average weekly rental is \$1,700 for a 2- to 3-bedroom home.

Brand Inventory

Brand Inventory



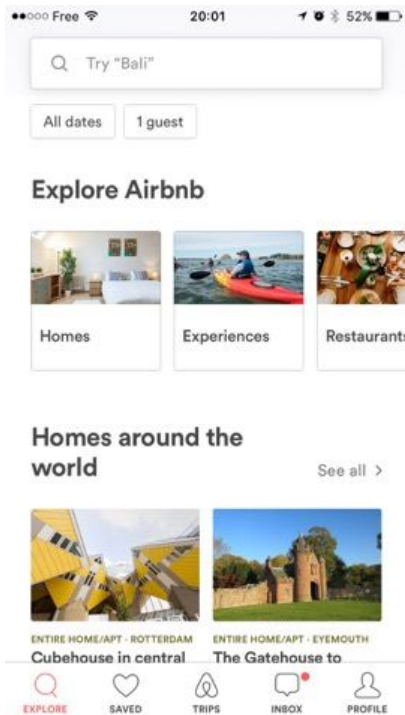
Belong anywhere



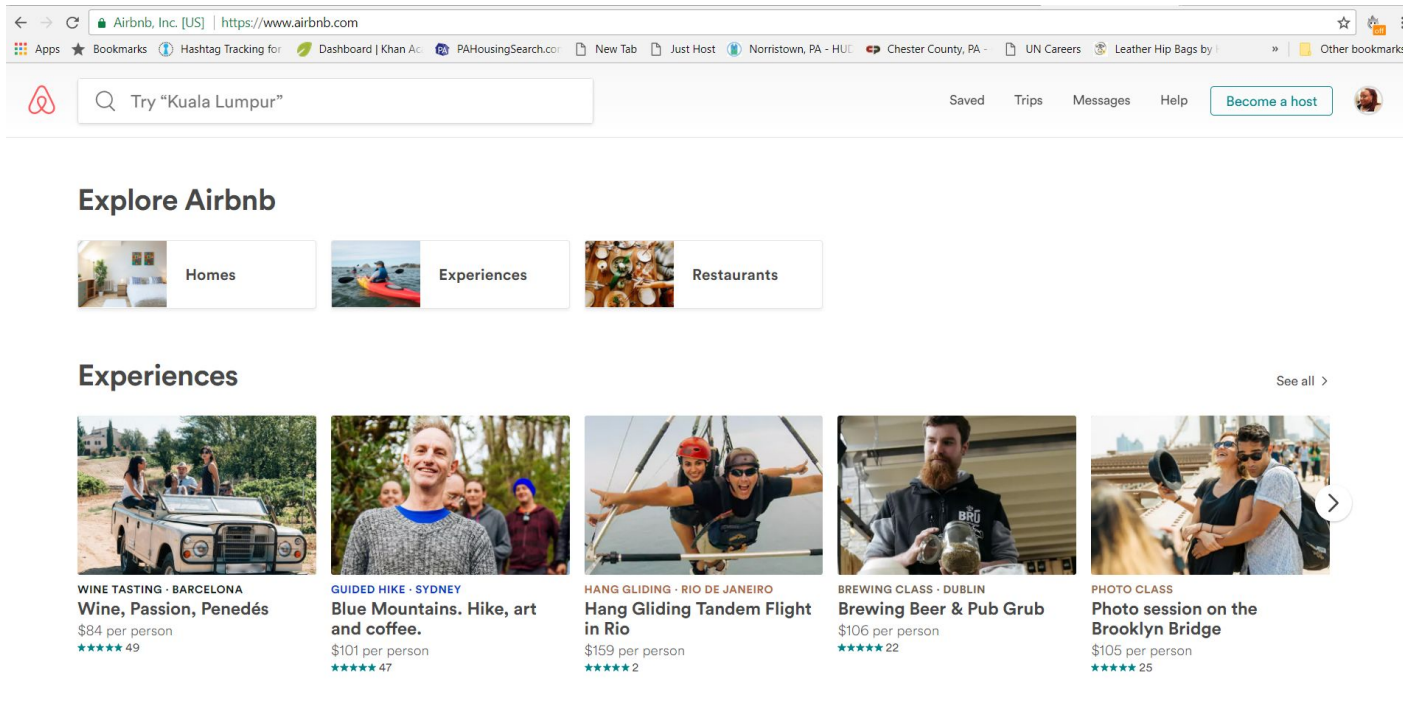


Websites and Apps

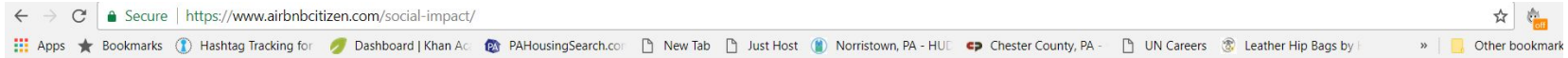
Mobile:



Web:



Website: AirBnB Citizen



Social Impact



Social Impact

At Airbnb, we strive to leverage our company's unique assets for social good. From philanthropy to employee volunteerism, to our host community and the use of our technology, we are always working to embody our mission of creating a world where you can belong anywhere.

Global volunteerism

Airbnb employees receive four hours of paid time off every month to volunteer in their local communities. Our host communities are regularly invited to volunteer alongside our employees, too. In 2013, we launched our Global Citizenship Champion program so we can be good neighbors in the cities we have offices. Our Champions organize volunteer activities for employees and hosts, lead charitable drives and make charitable contributions to causes important to their local communities in 20 cities around the world. The Champions have helped the



Print and Billboard



We imagine
a world where
you can belong
anywhere.



We imagine a world where
you can belong anywhere.





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Photos



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Invite your friends to like this Page

9,678,558 people like this


9,681,014 people follow this

Ellen Richardson and 23 other friends like this

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Local & Travel Website - Travel & Transportation - Company



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airbnb

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1,589 posts 2.5m followers 1,479 following

Airbnb Airbnb opens the door to interesting homes and experiences, even if it's just for a night. Share your stories with #Airbnb. Book from our feed: abnb.co/insta





Tweets	Following	Followers	Likes	Lists
35.7K	21.9K	630K	23.5K	3

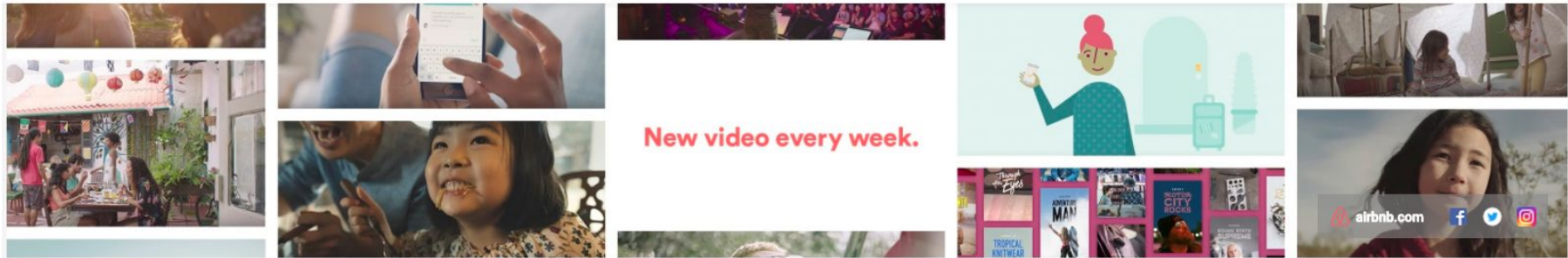
Following

Tweets Tweets & replies Media

Who to follow Refresh View all



YouTube



Airbnb ✓
93,110 subscribers

SUBSCRIBE 93K



Brand Exploratory



Online Survey Results



- Sample size - 30 respondents
- 63% female
- Majority below the age of 30

European 47%

USA 37%

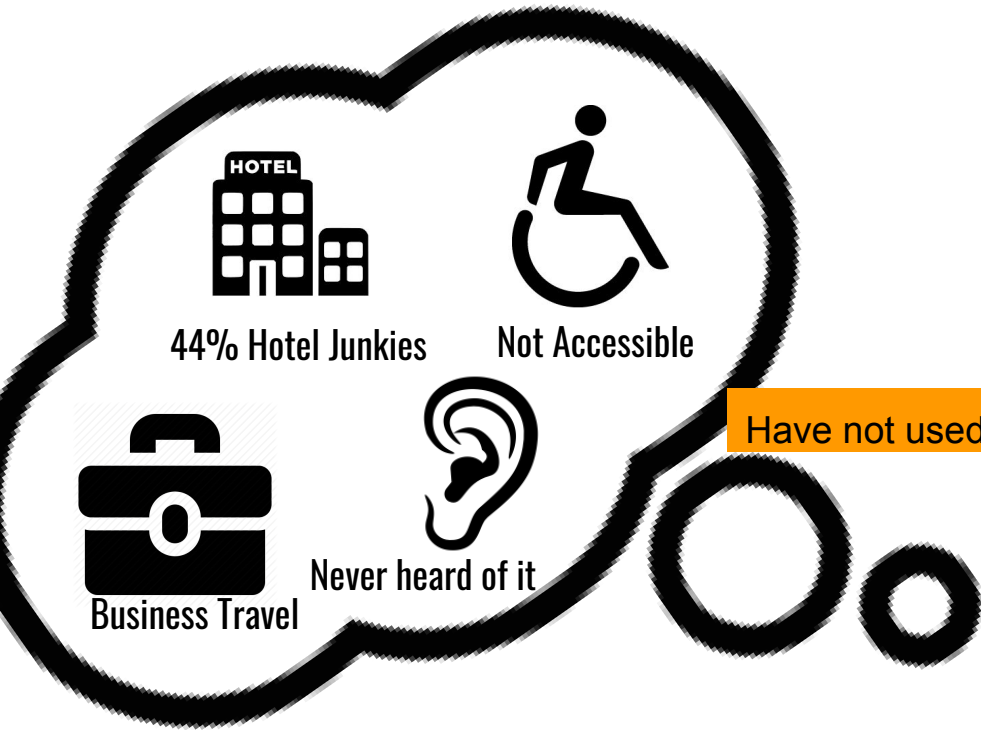
South African 16%

Expedia and TripAdvisor are seen as Airbnb's biggest competitors

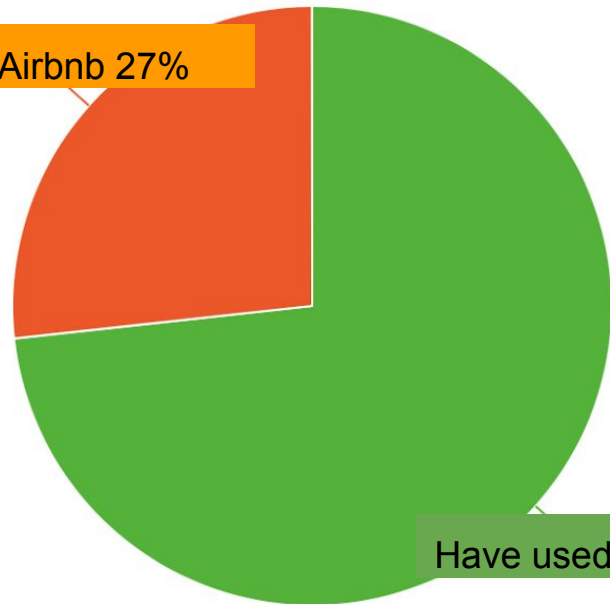


Average overall Airbnb Experience → 8/10





Have not used Airbnb 27%



Have used Airbnb 74%

Two reasons respondents would choose Airbnb:



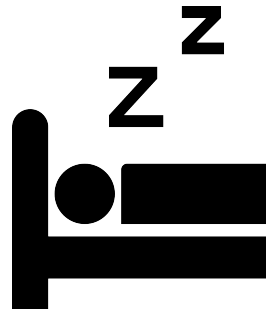
Homeliness, space and feeling like a local (58%)



Can be cheaper than hotels (42%)



71% rent the entire apartment



Average of 3 Airbnb stays.

70% as guest only



68% use Airbnb for Vacation



75% have not used Airbnb experience and restaurant feature.
22% do not know what these are.





Word Association Map





Benefits and Drawbacks

- Access to kitchen
- Cost effective
- Size and living room
- Live like a local
- Privacy
- Gracious hosts



- Hidden Costs/Airbnb costs
- No hotel benefits
- Not safe
- Not accessible
- Not always cleaned
- Can be deceiving

Focus Group



Duration 1 hour. 10 participants. November 28th 2017.



Video Link: www.dropbox.com/cs.focusgroup

Focus Group Results



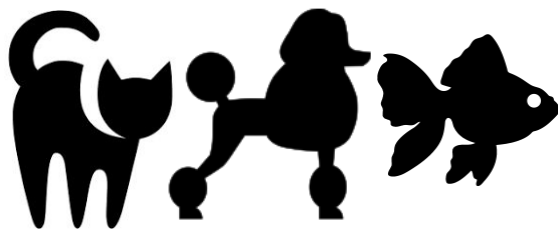
If Airbnb was an animal...

Flight/Travel



- Travel
- Movement
- Fly
- Nest
- Freedom
- Word travels (parrot)
- Pest/obnoxious (seagull)

Household Pets



- Luxury
- Comfort
- Lounging
- Homely
- Stylish
- Trendy

Wild/Free/Outdoors



- Hibernation and movement of habitat (bear)
- Checkout
- Burrowing
- Nesting
- Lazy

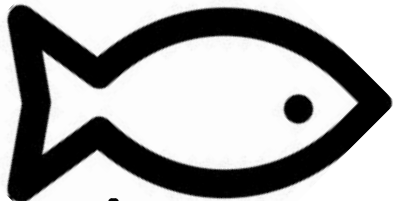


The Airbnb World

Typical Airbnb guest...



Economical and environmentally friendly, drives Tesla



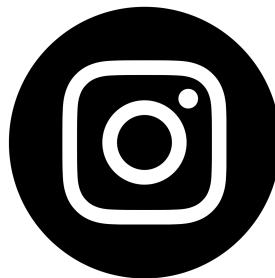
Pescaterians and against animal abuse



Practices yoga and mindfulness



Against labels but maybe wears Levi's jeans.



Instagram lovers, trendy, slightly hipster



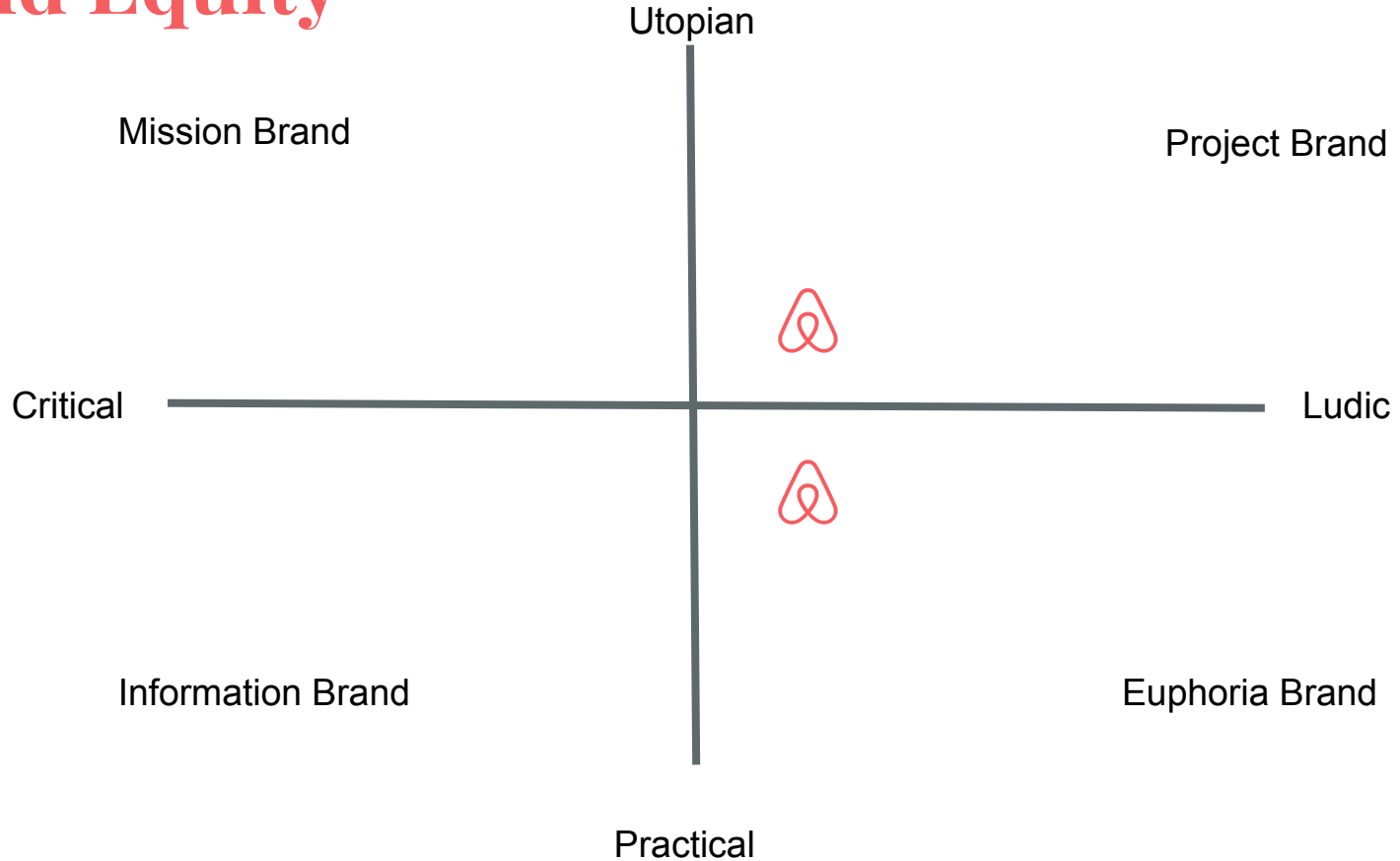
Millennials in startups and emerged in the digital world

The Logo



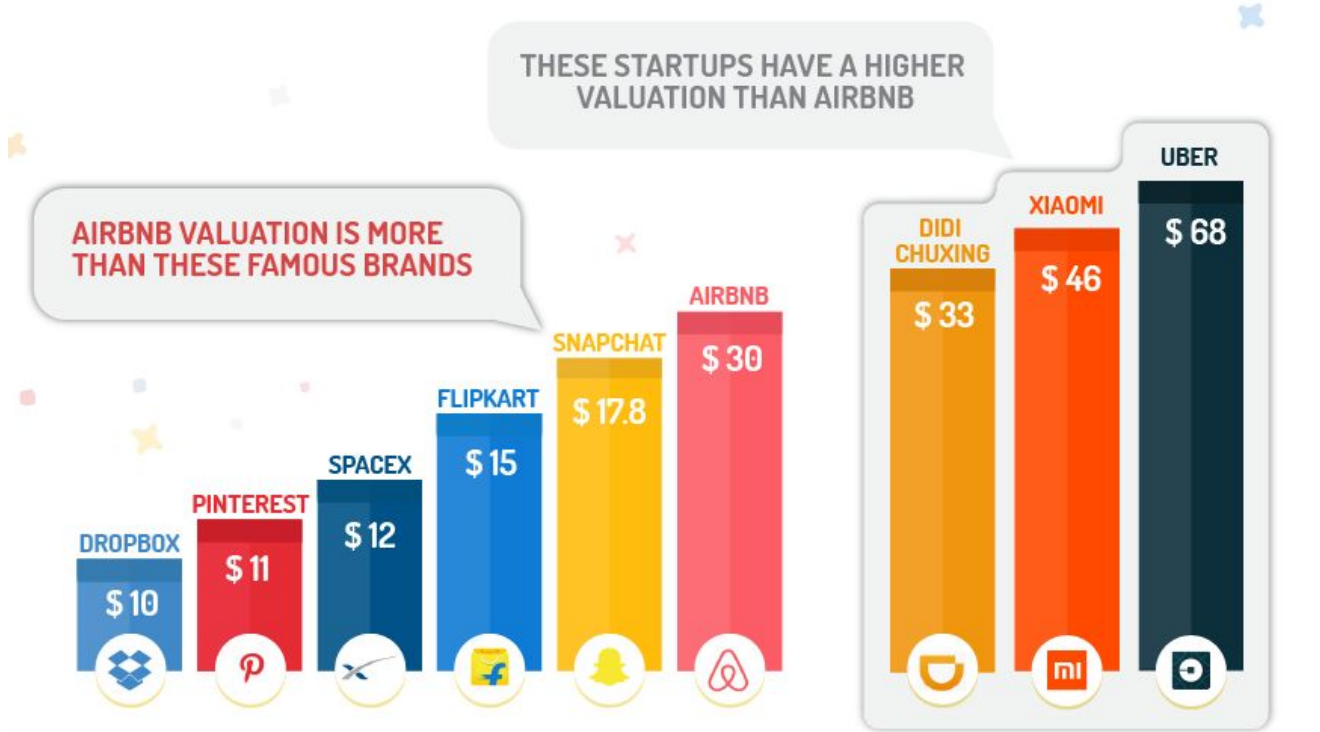
Words associated: Shapes - triangle, synergy, fire → coming together → people → community

Brand Equity





Contribution to Shareholders Value



Didi Chuxing, is a major ride-sharing company, providing transportation services for more than 450 million users across over 400 cities in China.

Xiaomi, is a high-end, Android smartphone establishment.



Brand Asset Assessment

Over +24 billion dollar worth

Airbnb controls the interface between the consumer and the provider of the goods or services are in an incredibly valuable position. They carry none of the costs of providing the service but take a cut from the millions of consumers that buy from them. The interface is where the profit is.

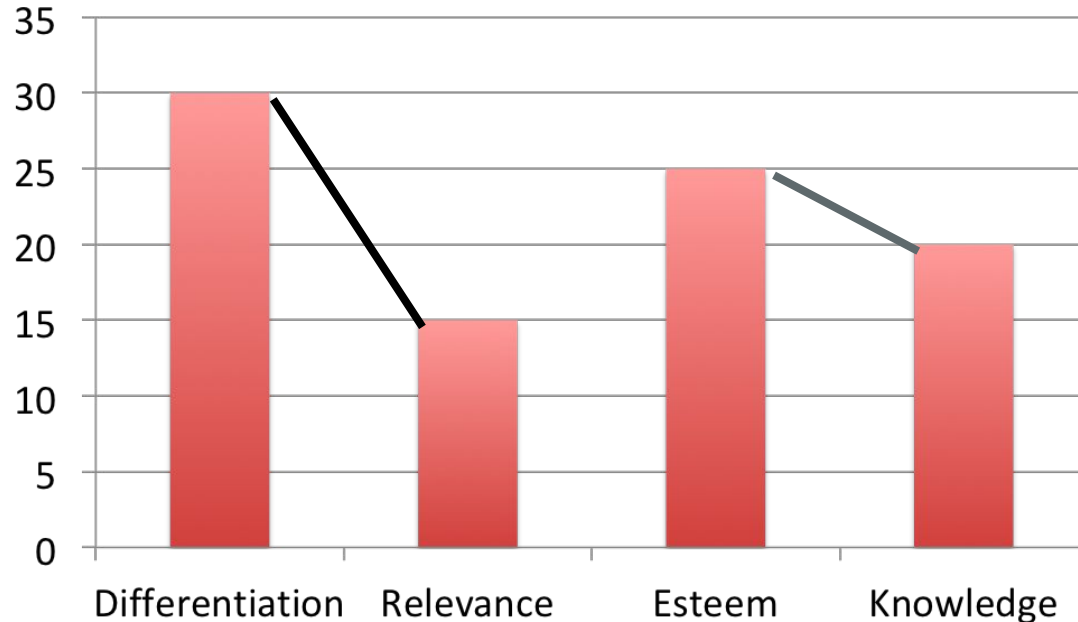
Shared Economy where asset owners use digital clearinghouses to capitalize the unused capacity of things they already have, and consumers rent from their peers rather than rent or buy from a company.



Differentiation > Relevance + Esteem > Knowledge

Airbnb has room to grow and is better liked than known

Airbnb Four Pillars



Knowledge: The culmination of brand building efforts. Relates to consumer experience.

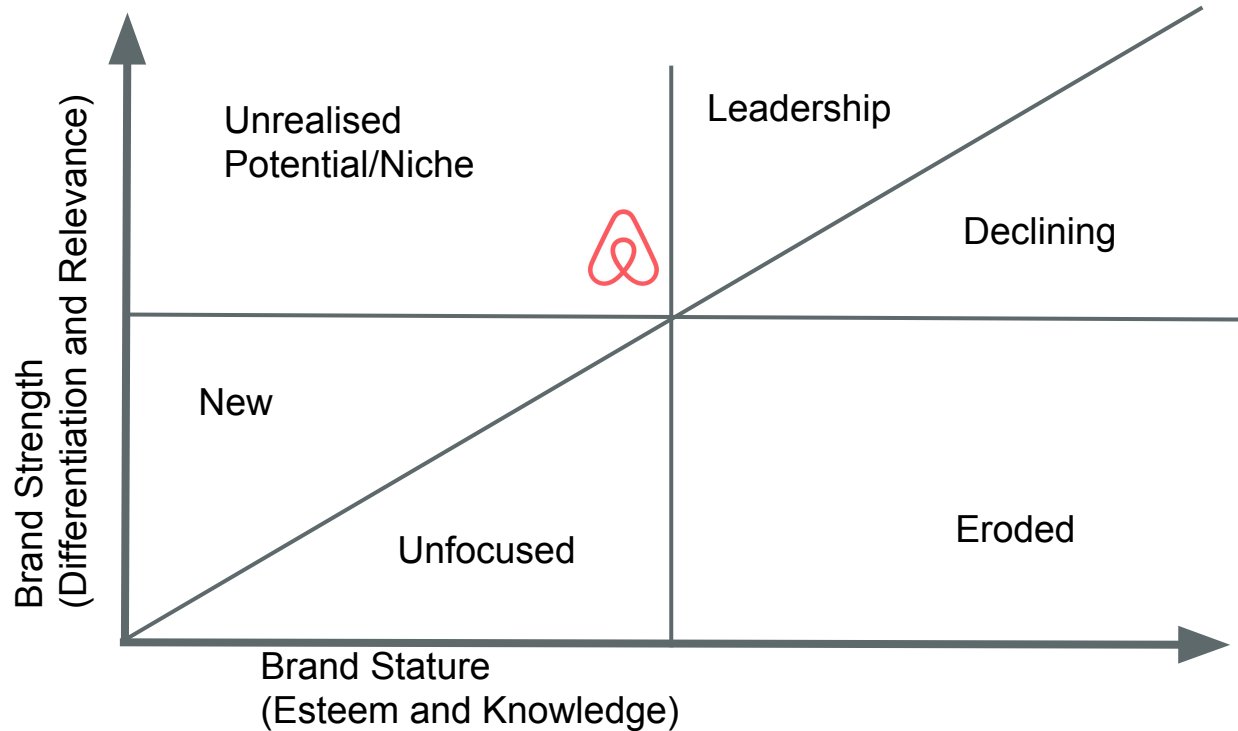
Esteem: Consumer respect, regard and reputation.

Relevance: Relates to usage and 5 Ps of marketing.

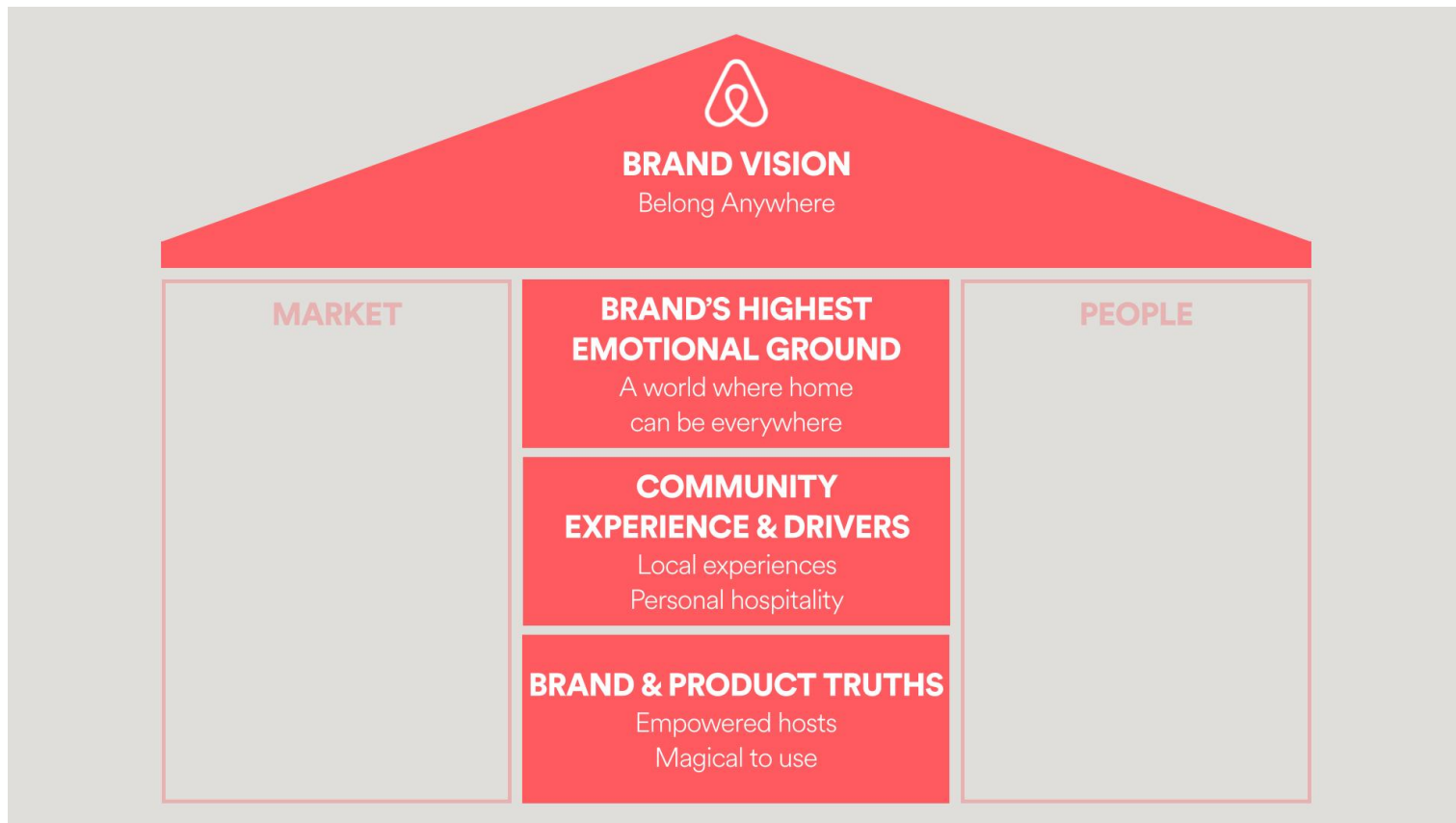
Differentiation: The basis of consumer choice. The essence of the brand.



Brand Strength vs Brand Stature



Brand's Vision and Disruption





Brand Vision – Analysis

The reality of the Airbnb brand is it wants you to believe that “everyone and anyone can belong everywhere and anywhere” but the brand cannot exist everywhere due to many murky issues.

Airbnb presents a sense of cultural imperialism where it expects countries and cities to be part of this Western imposed global network. This presents the problem where eastern and typically underdeveloped countries are expected to be ‘Westernised’ and comply to Western regulation.

However, Airbnb provides many beneficial factors such as digital connection made physical, easy travel and many ‘microjobs’ in the gig economy.

The Goal

To make people around the world feel like they could "belong anywhere."

Orientation

Objective: Orientation

Description:

Help customers feel confident and safe in their new surroundings.

Success?

Not quite. AirBnB Experiences help but need more.

Suggested Tactics:

Small printable brochure with information about the location including emergency contacts, the consulate, local etiquette, and cultural quirks.

Create different policies for each city taking into account different cultures, languages and customs. Policies to ensure disability access.