

Airbnb - From authentic hero to mainstream zero

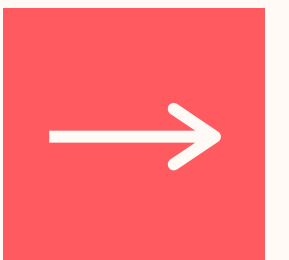
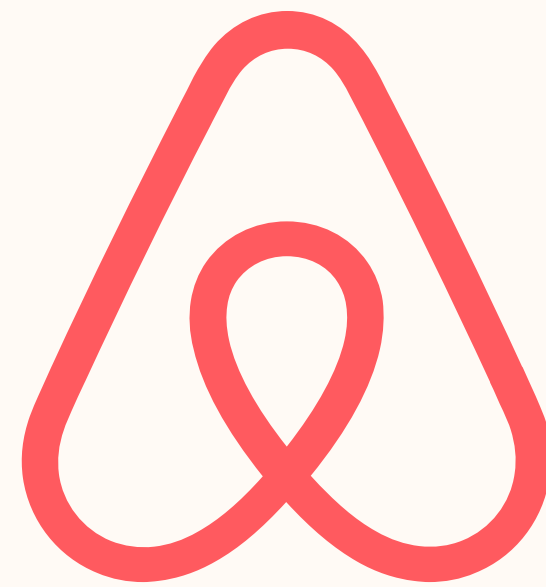
Corporate Brand Management
and Reputation

Group 3

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AGENDA

Introduction
Background
Discussion
Management decision
2nd question
Evaluation / Conclusion

AIRBNB'S MISSION AND VISION




To help create a world where you can belong anywhere and where people can live in a place, instead of just traveling to it.


HISTORY OF AIRBNB

2007



- Joe Gebbia & Brian Chesky turned their loft into a B&B during a big conference in San Francisco.
- Acting as tour guides. 
- Earned 80US\$ per guest per night.
- They realized this could be a big idea.
- Founded with Nathan Blecharczyk.
airbedandbreakfast.com

2009

- Paul Graham noticed them and invited them to join Y Combinator (prestigious startup accelerator).
- Name changed from Air Bed&Breakfast to Airbnb. 
- First investment; 600,000 US\$.

2008

- 3rd try to launch at SXSW = only 2 customers.
- They contacted 15 investors (8 rejections, 7 ignored them).
- Retry during the Democratic National Convention in Denver = no success.
- Then they sold personalised cereal boxes (Obama+McCain) + information about their company.



2010

- Launch of iPhone app and instant book feature.

HISTORY OF AIRBNB

2011



- 89 countries - 1 million nights booked
- First award - Break-out Mobile App Award
- New investment; 112 million US\$ (value of the company 1 billion US\$)
-> UNICORN
- First issues; places got trashed and destroyed by guests = implementation of coverage policy
- Cities started to get annoyed by the growth of Airbnb's rentals.

2015



- Spent more than 8 million US\$ in order to combat citizen led ballot initiative meant to limit the Airbnb rentals.
- Airbnb started to collect hotel taxes and remitting them to some cities.
- Provided some cities with data as part of a community compact.

2014

- Rebranding - new logo; Bélo
- Cities started to reject Airbnb
- New city laws that hosts need to stay at least 30 days per year at their apartment.



NAME AND LOGO



AirBed&Breakfast™

2007



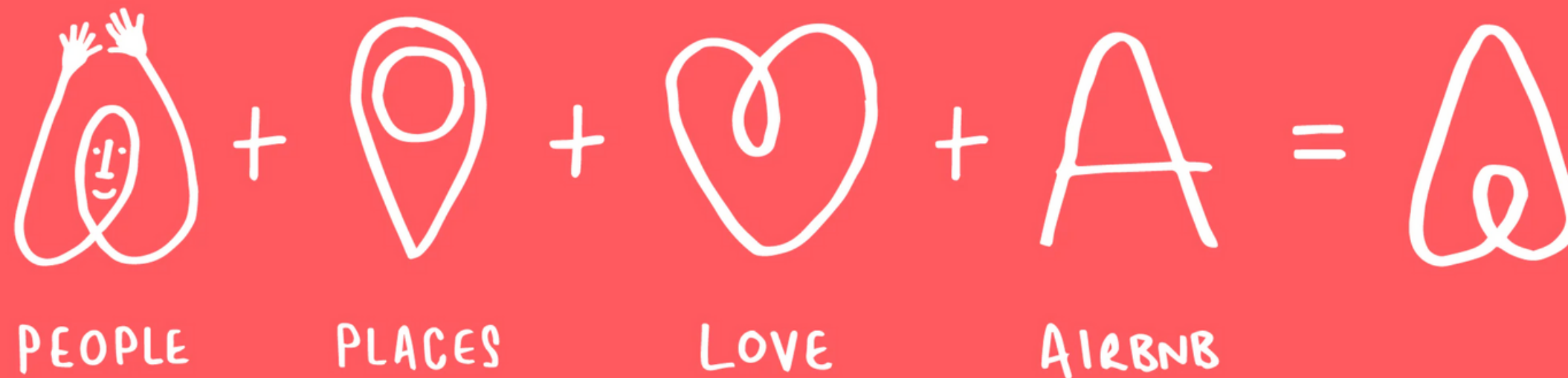
airbnb

2009

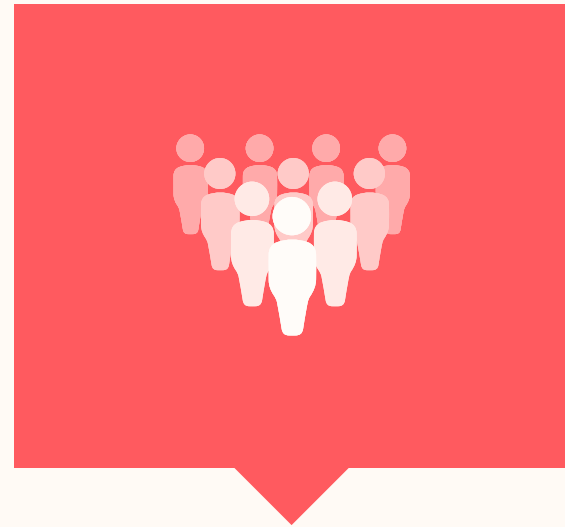


 airbnb

2014



FACTS ABOUT AIRBNB



80 million
guest arrivals
all-time



+34,000 cities
with listings



+190 countries
and regions
with listings

AIRBNB'S VALUES

Being a cereal
entrepreneur

Be a host

Every frame
matters

Simplifying

Championing
the mission

ORIGINAL IDEA



Airbnb

"Airbnb is about so much more than just renting space. It's about people and experiences. You're not getting a room, you're getting a sense of belonging."

Brian Chesky, Co-Founder Airbnb



Sharing economy

an economic system in which assets or services are shared between private individuals, either free or for a fee, typically by means of the Internet.



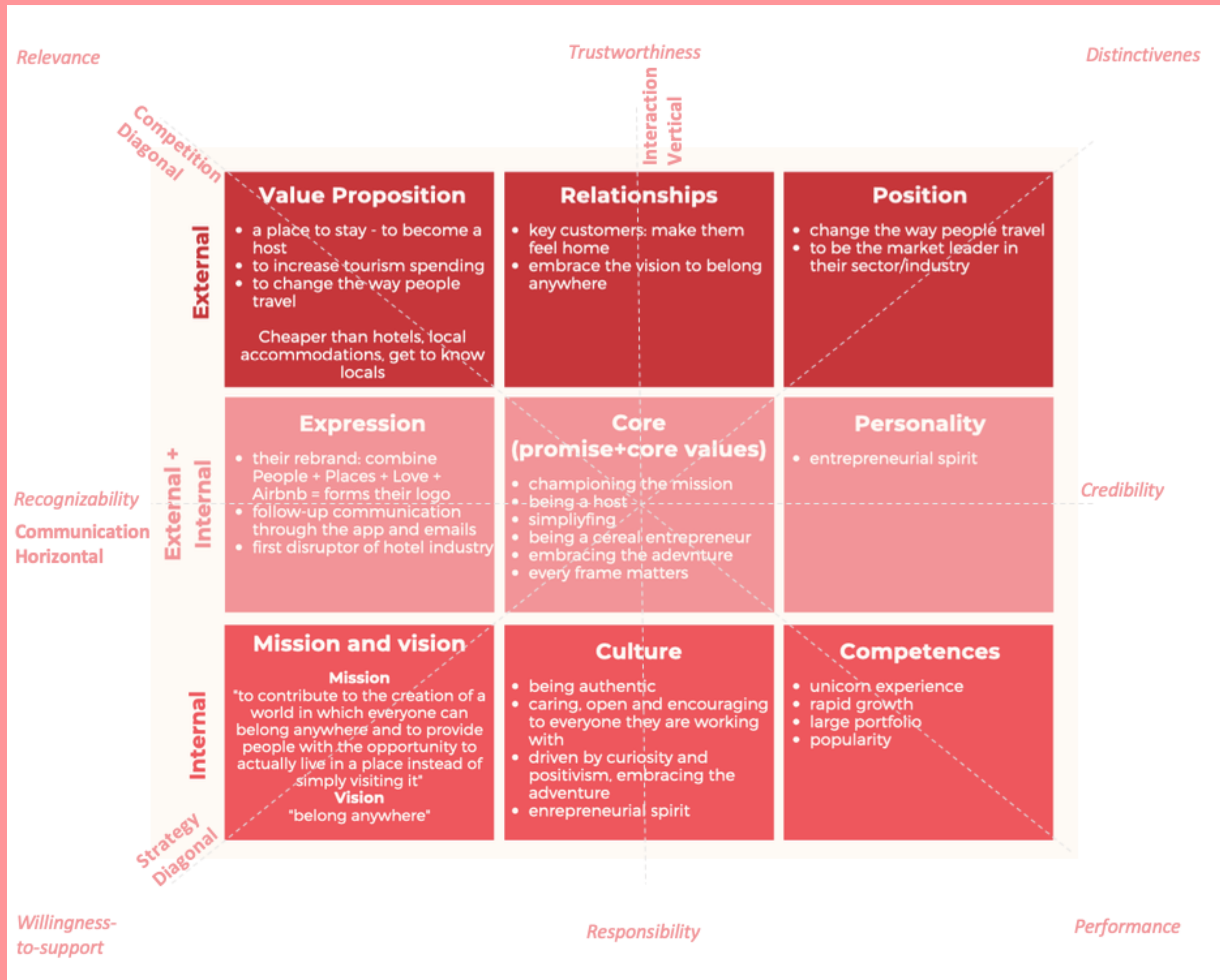
Authentic

of undisputed origin and not a copy; genuine.

CORPORATE BRAND IDENTITY MATRIX

<p>External</p>	<p>Value Proposition</p> <ul style="list-style-type: none"> • a place to stay - to become a host • to increase tourism spending • to change the way people travel <p>Cheaper than hotels, local accommodations, get to know locals</p>	<p>Relationships</p> <ul style="list-style-type: none"> • key customers: make them feel home • embrace the vision to belong anywhere 	<p>Position</p> <ul style="list-style-type: none"> • change the way people travel • to be the market leader in their sector/industry
<p>External + Internal</p>	<p>Expression</p> <ul style="list-style-type: none"> • their rebrand: combine People + Places + Love + Airbnb = forms their logo • follow-up communication through the app and emails • first disruptor of hotel industry 	<p>Core (promise+core values)</p> <ul style="list-style-type: none"> • championing the mission • being a host • simplifying • being a cereal entrepreneur • embracing the adventure • every frame matters 	<p>Personality</p> <ul style="list-style-type: none"> • entrepreneurial spirit
<p>Internal</p>	<p>Mission and vision</p> <p>Mission "to contribute to the creation of a world in which everyone can belong anywhere and to provide people with the opportunity to actually live in a place instead of simply visiting it"</p> <p>Vision "belong anywhere"</p>	<p>Culture</p> <ul style="list-style-type: none"> • being authentic • caring, open and encouraging to everyone they are working with • driven by curiosity and positivism, embracing the adventure • entrepreneurial spirit 	<p>Competences</p> <ul style="list-style-type: none"> • unicorn experience • rapid growth • large portfolio • popularity

CORPORATE BRAND IDENTITY AND REPUTATION MATRIX



2015 NEGATIVE HEADLINES



DRIVING UP REGULAR RENTAL PRICES

Through illegal operations.

BREACHING TOURISM LAWS

Airbnb had to pay high fines to cities.
For example; Barcelona - 30,000 €

UPSET HOSPITALITY INDUSTRY

Since they have to operate under different laws, which are not as easily regulated as the ones Airbnb has to follow.

INTERRUPTING COMMUNITIES

Dissatisfied locals.

How can Airbnb
adjust their portfolio
to tackle the negative
headlines?

AIRBNB'S STRATEGIC LAUNCHES AND ACQUISITIONS

○ **2019**

HotelTonight

10 years
Airbnb

○ **2018**

Airbnb Plus

○ **2017**

Luxury Retreats and Niido

○ **2016**

Airbnb Experiences



AIRBNB EXPERIENCES

"One-of-a-kind activities"



+1,000

cities with experiences

+40,000

experiences worldwide

NIIDO SPONSORED BY AIRBNB



Niido is expected to bring significant value to all parties, including tenants who can earn extra money sharing their spaces and guests who will have access to unique listings that come with a set of amenities and conveniences specifically designed for travellers.

LUXURY RETREATS

-

AIRBNB LUXE

"From airbeds in an apartment to castles to villas, Airbnb has always been focused on providing a broad range of amazing experiences and trips."



+2,000

homes around the world

At least

1,000 US\$

a night

AIRBNB PLUS

"Provides a quality experience with beautiful homes."



100

points checklist in order to be verified as a Plus home

26

cities around the world

+75,000

homes across (2018)

HOTELTONIGHT

"Making last-minute trips easier, offering guests seamless and on-demand booking."

"Together, HotelTonight and Airbnb can give guests more choices and the world's best boutique and independent hotels a genuine partner to connect them with those guests."

Sam Shank, Co-founder & CEO of HotelTonight

*"A big part of building an end-to-end travel platform is serving every guest, whether they plan their trip a year or a day in advance."
Brian Chesky, Co-Founder Airbnb*

Do you think these launches and acquisitions align with Airbnb's core values?

BRAND IDENTITY PRISM

Physical facet

- Airbnb's pink logo
- Airbnb's listings

Personality

Entrepreneurial spirit

Relationship

- Loyal and returning customers
- Important as people are often not returning to the same place twice to use their services
- Travel partner

Culture

Authentic | Caring | Curiosity
| Positivism | Embracing the adventure

Do you think these launches and acquisitions align with Airbnb's core values?

Reflection

- Suitable for everyone
- Travellers who seek authentic experiences

Self-image

- Attractive to authenticity
- Seeking as well as open-minded travellers and hosts



**Sail towards a
different
direction?**

**Keep core
values?**



Belong Anywhere

**THANK YOU
FOR YOUR
ATTENTION**



airbnb

Belong Anywhere

End