



don't go there. live there.

JAY CHIAT AWARDS 2017
GLOBAL STRATEGY

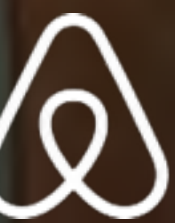
SUMMARY

In 2016, Airbnb told people everywhere to stop traveling.

Facing mounting market pressures and slowing brand growth, this is a story of Airbnb claiming its place on the global travel stage.

With global ambitions on a local budget, Airbnb had to appeal to dramatically different travelers across cultures, continents and lifestages. And we'd have to do it with just one, disruptive message.

By capturing the true experience of traveling on Airbnb and calling out the trouble with travel as we know it, we helped millions of travelers reimagine travel – achieving the most dramatic business results in Airbnb's history.





CONTEXT

In just 8 years, Airbnb turned travel upside down – making headlines from Silicon Valley to Sweden.

Airbnb generates a lot of conversation and column inches. Its commitment to disruption makes travel, tech and cultural news headlines on the daily.

All that attention helps Airbnb seem larger than life. And, it's contributed to Airbnb's extraordinary growth. Good news for a brand raising funds based on its momentum.

In early 2016, Airbnb seemed on top of the world, but was it really?



CONTEXT

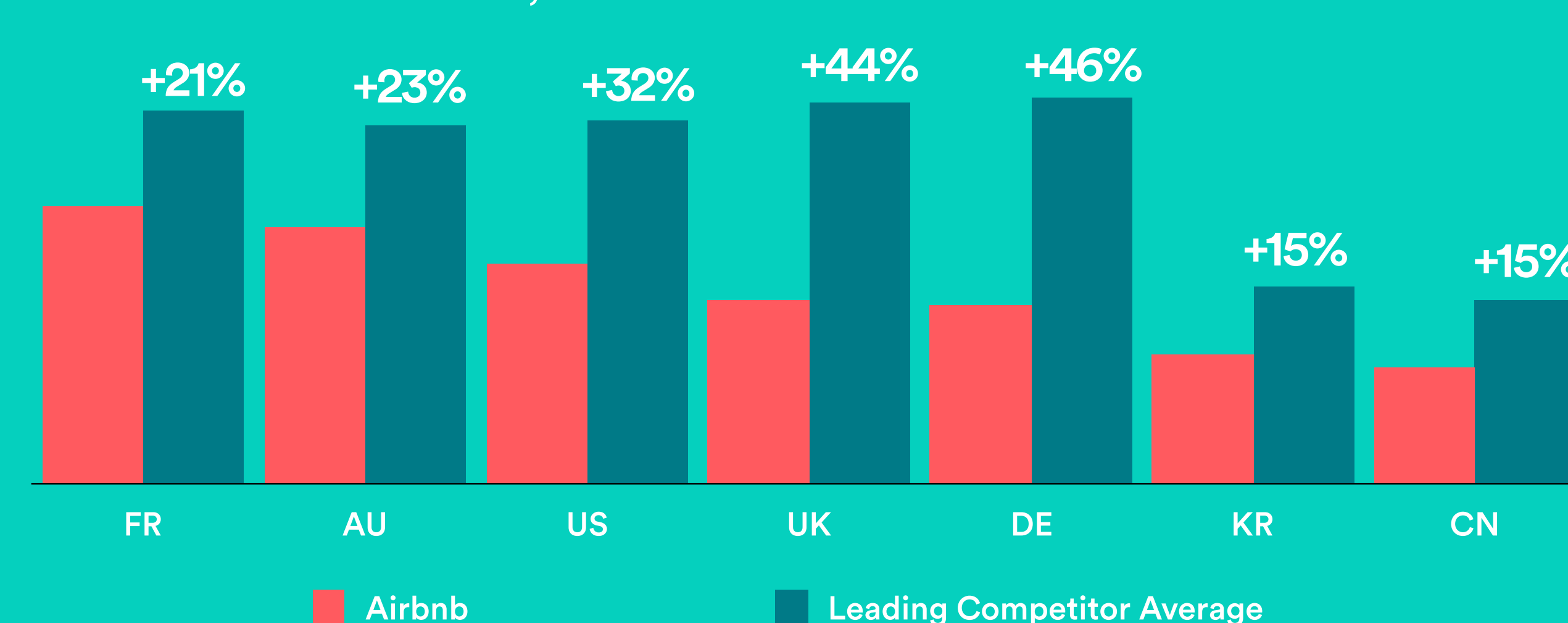
The Reality: More Regional Underdog Than Global Leader.

Despite its seemingly outsize presence, Airbnb was still relatively unknown, and it had yet to realize the challenge of becoming a truly global brand.

Globally, Airbnb faced some big brand challenges:

Airbnb awareness on the rise, but lagging the pack. Global awareness still significantly lagged major competitors. This was no minor matter. Airbnb's brand and business are inextricably linked – each awareness point increase is directly linked to bookings and Airbnb's valuation.

GLOBAL AIDED AWARENESS, APRIL 2016



Stagnating consideration. Airbnb's awareness gains are generally driven by positive news – but sometimes by not-so-positive news as well. Even as awareness grew, consideration didn't seem to be keeping pace.



CHALLENGE

Time to show up on a global scale.

Deep-pocketed competitors around the world were trying to “out-Airbnb” Airbnb.

Airbnb’s rise allayed fears of homesharing. The competition was benefitting and getting into the home sharing game.

With Airbnb’s competitive edge on the line, it was time to drive a stake in the ground. We needed to craft its first truly global campaign, and show up everywhere, including in distinctive cultures like China.

Despite Airbnb’s need for global growth, campaign localization was impossible within existing budgets.

That left us with one, daunting option – craft one, global message that would resonate with travelers around the world.

Expedia just bought an Airbnb competitor for \$3.9 billion

by Nick Statt | @nickstatt | Nov 4, 2015, 7:25pm EST



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Mike Coppola/Getty Images

Expedia, the parent company to some of the world's largest travel sites, [is buying short-term rental site HomeAway](#) for \$3.9 billion, a move that further solidifies its spot at the center of online travel. The deal,



TARGET

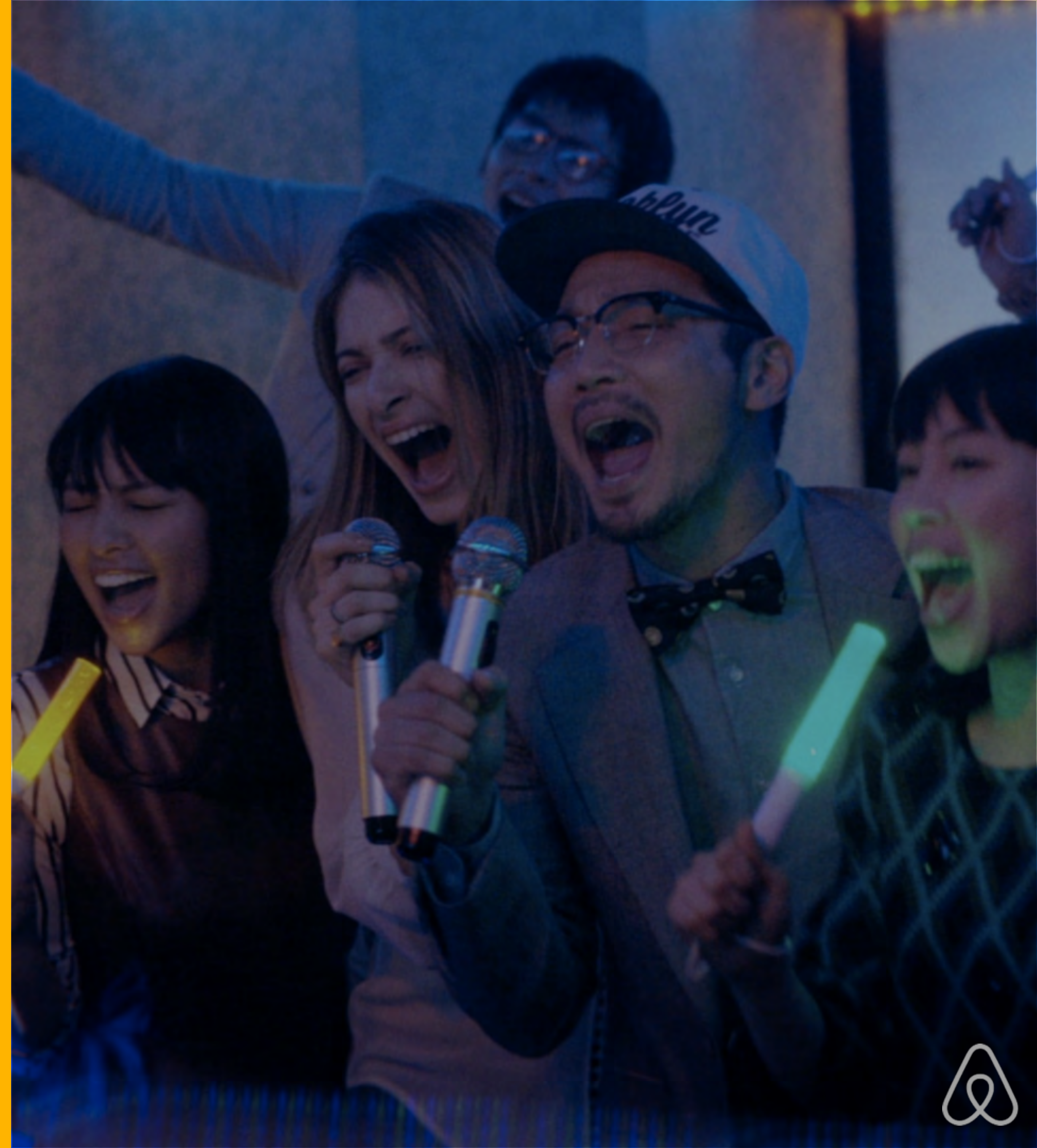
A world ready for a new way of travel

As Airbnb grew, so had the world's desire for more authentic travel experiences. In China, millennial travelers were painfully aware of the stereotypes of Chinese group travelers and actively sought to break away.

Globally, the tendency to value “experiences over things” had become a mindset that crossed boundaries and demos. More people considered travel a core part of their identity. We called them “Identity Voyagers.”

This global desire for authentic travel experiences was a unifier for Airbnb's audience globally, and would be key for creating a cohesive global campaign.

When we looked at this mindset globally, we noticed something unexpected.



TARGET

Globally, more than half had kids.

We'd anticipated connecting with single, young millennials, especially in emerging markets like China.

We hadn't anticipated that, in places like the US and South Korea, between 62-89% of Identity Voyagers had kids.

They represented a new set of challenges to staying on Airbnb. They loved travel, but valued safety, price, and other functional benefits above all.

In addition to different cultures, we'd have to talk to wildly different life stages – even more work for our single, global message.



MARKETING OBJECTIVES

How does Airbnb scale, without losing its soul?

How does Airbnb – known for inspiring millions to get off the beaten path – speak to both the risk-averse and the adventurous and not lose its edge? Play it safe, or bet big on our differences? It was a classic “founder’s dilemma.”

One thing was clear – Airbnb’s uncompromising CEO Brian Chesky wasn’t about to play it safe. Diluting his brand with functional advertising wasn’t an option.

We set out to scale Airbnb globally, with two main objectives:

Campaign Objectives:

GROW AWARENESS

directly correlated with nights booked on Airbnb.

- **KPI:** Increases equal to 2/3 or more of each market’s annual goal.
- **Goal:**
 - US: +9% (Annual goal, +12%)
 - FR: +10% (Annual goal, +15%)
 - KR: +10% (Annual goal, +14%)
 - CN: No precedent, since this was Airbnb’s first investment in CN

GROW CONSIDERATION

ensuring that people not only saw us, but would also actually consider traveling with us.

- **KPI:** Past campaign consideration shifts averaged 3%.
- **Goal:** 4% average global increase.



A person is seen from behind, standing on a stone balcony or ledge, looking down a narrow, historic street in a European city. The street is lined with multi-story buildings featuring varied architectural styles, including arched windows, balconies, and textured facades. The lighting is soft, suggesting late afternoon or early morning. The overall mood is contemplative and evokes a sense of travel and discovery.

WE STARTED WITH A TRUTH.

Travel is **literally** the most aspirational thing in the world.

Its importance in our lives can't be overstated. An Airbnb survey found that traveling was more important to people than buying a home or car, or paying off debt.



TRUTH

But the reality of travel makes us miserable.

48% say the crowds at tourist attractions are more stressful than going to the dentist.

50% wish they could redo a past family vacation.

Global social listening revealed a theme of people being let down by travel experiences.

Source: Airbnb & YouGov Proprietary Research, 2016; MasterCard, Americans Stressed out from Planning Family Vacations, 2015



Krina P.

Naperville, IL

11 friends

11 reviews



8/27/2015



1 check-in



The tour bus was filthy, the windows were all scratched up and foggy, the audio were not working at all. The live tour guide ummmm kept on ummmm saying "ummm" every other word, no exaggeration. The facts being spewed out were totally general and uninformative. UNREAL



WHY?

People travel like tourists, going and “doing” a city, following someone else’s list of must-do’s.

We found that travelers were so busy ticking off other people’s advice, they forgot to ask what they wanted from a trip. In the end, everyone goes to the same places, stands in the same long lines, and feels the same disappointment.

This brand of misery even has its own name – “Paris Syndrome.”

Daily Mail

The bizarre psychological condition tourists suffer when the City of Lights does not live up to expectations: 'Paris syndrome' can result in hallucinations, convulsions and panic attacks

- Paris syndrome was first identified in the 1980s by psychiatrist Hiroaki Ota
- He found that tourists from Japan are more susceptible than other visitors
- Symptoms can include hallucinations, convulsions or panic attacks
- Previous cases include a man convinced he was French King Louis XIV



TENSION

modern
travel
is sick



ROLE OF BRAND

Airbnb users described a different travel experience.

homes: Feeling grounded in the comfort and familiarity of a real home.

'hoods: Staying in the heart of local neighborhoods, where real life is happening.

hosts: Having a welcoming host who helps unlock the city.

Almost as if you're not a tourist at all.

Their experience was our strategy:

**Airbnb lets you travel like
you live there.**

'hoods

STRATEGY



**AIRBNB LETS
YOU TRAVEL LIKE
YOU LIVE THERE**

homes

hosts



THE IDEA

don't go there

live there

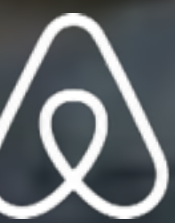


**Airbnb was a travel brand, telling people not to travel
with a rallying cry to quit the tour groups and travel like locals.**

**Don't go
to Paris.**

**Don't go
to Tokyo.**

**Don't go
to LA.**



Live There Anthem :60

Don't go to Paris.

Don't tour Paris.

And please, don't "do" Paris.

Live in Paris.

When you Airbnb in Paris, you have your own home.

Make your bed.

Cook.

You know, the stuff you normally do.

Don't go to LA, don't go to New York, don't go to Tokyo.

Live There.

Live in Malibu, live in the East Village, live in Shinagawa.

Feel at home, anywhere.

Do your regular routine.

Wherever you go, don't go there.

Live there.

Even if it's just for a night.

SUPER: airbnb. Belong Anywhere.

EXECUTION

We spoke to travelers' practical fears by equating the Airbnb experience to the familiarity of being at home.

We simultaneously appealed to their adventure-seeking side by surfacing insider experiences in local neighborhoods, with expert hosts.

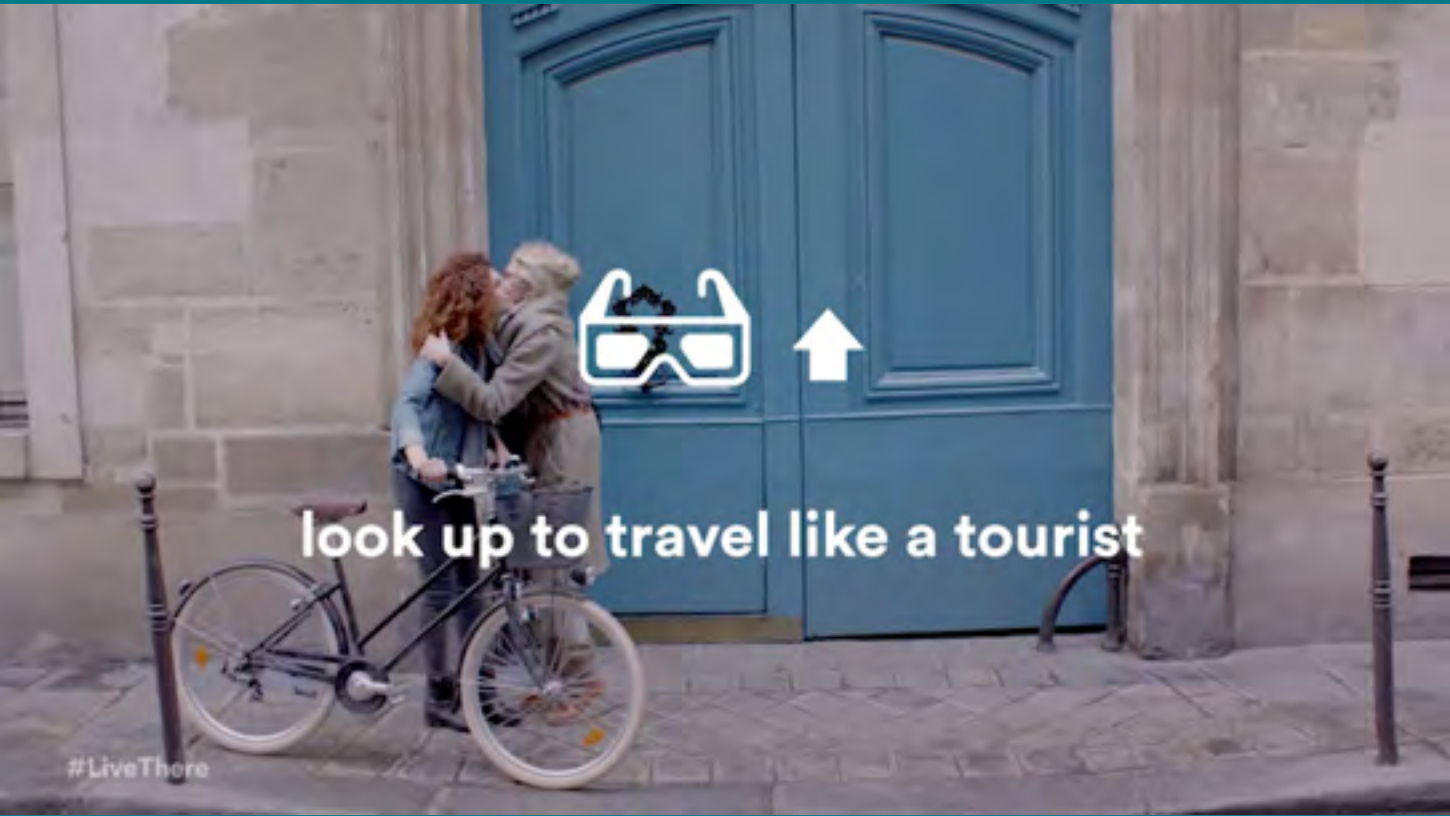
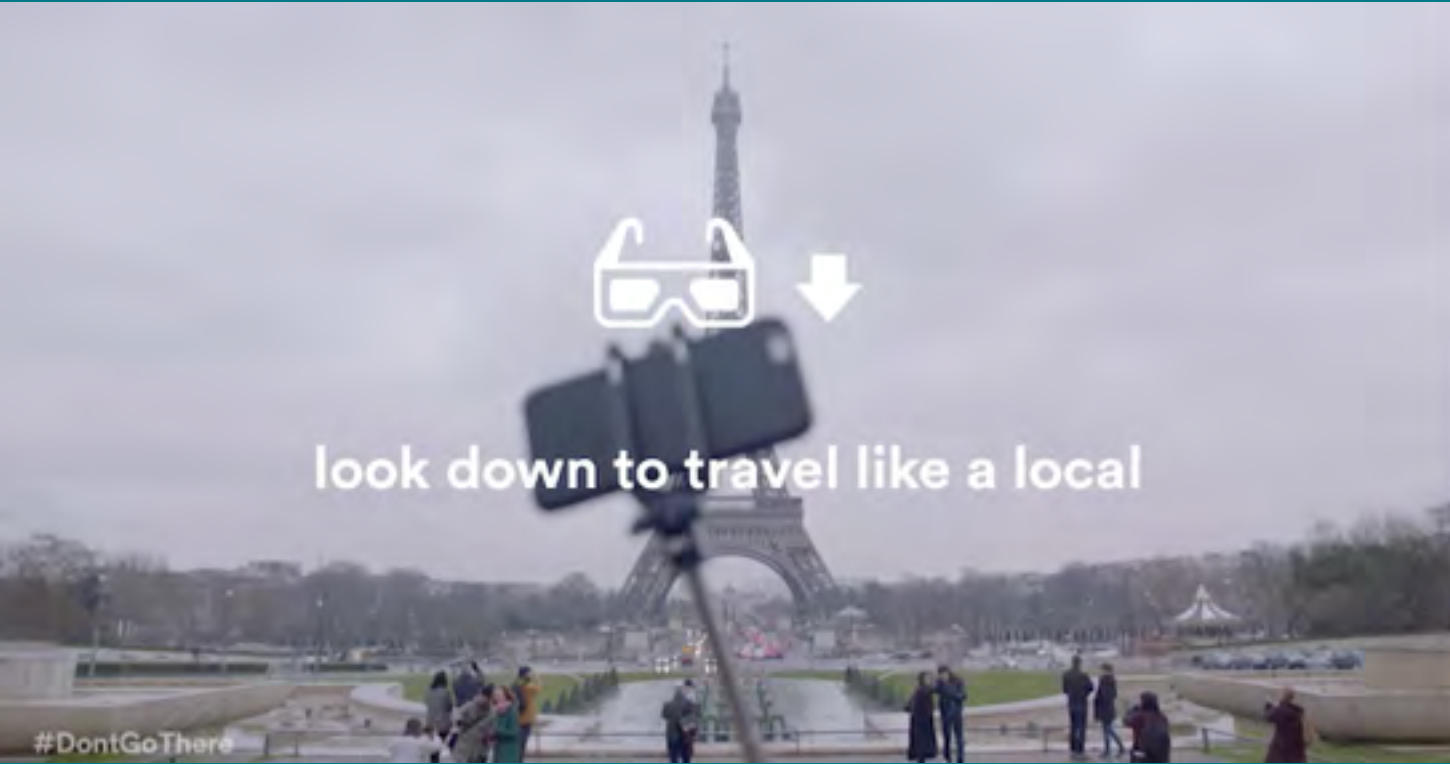
EXECUTION

This fully integrated campaign shared assets globally, and challenged conventions across TV, print, OOH, cinema, digital and social.

Print and OOH celebrated real moments of living, not traveling (Global).

Social content broke platform conventions (Global).

First of its kind split-screen cinema juxtaposed living there and touring (US, UK, AU).



CREATING A GLOBAL IDEA

**Our strategic anchors,
“homes, ‘hoods and hosts”
allowed our idea to scale and
flex globally.**

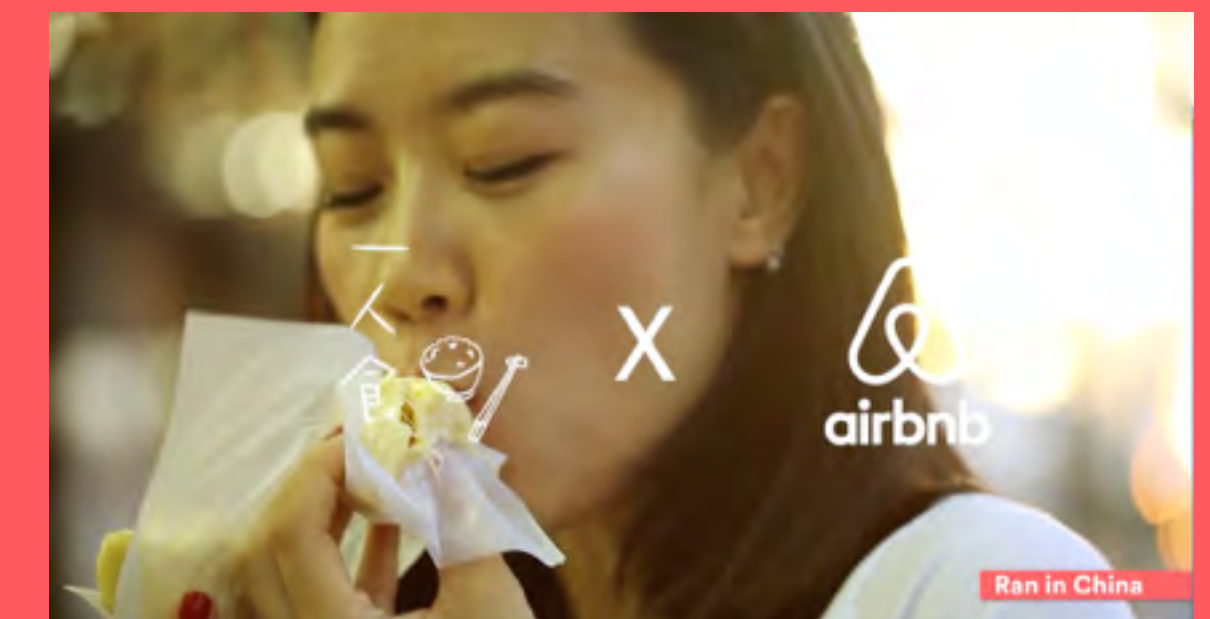
For each market we determined how open guests were to each of these “3 H’s.”

In South Korea, safety and security were key concerns. Getting them comfortable with homes and ‘hoods would be a big step. So, airbnb asked the community for real photos from Airbnb homes. The photography was featured in OOH across the country.

In China guests were just getting used to the idea of local hosts. Short-form video created in partnership with Eat Solo introduced the market to welcoming hosts through the universal language of food.



TRANSLATION
Uploaded on Instagram by Kim Je Hye
Cozy home in between stonewall walkways
Airbnb host Doo Na Mo
“Travel as if you’re living there”
Belong Anywhere



TRANSLATION
EatSolo x Airbnb

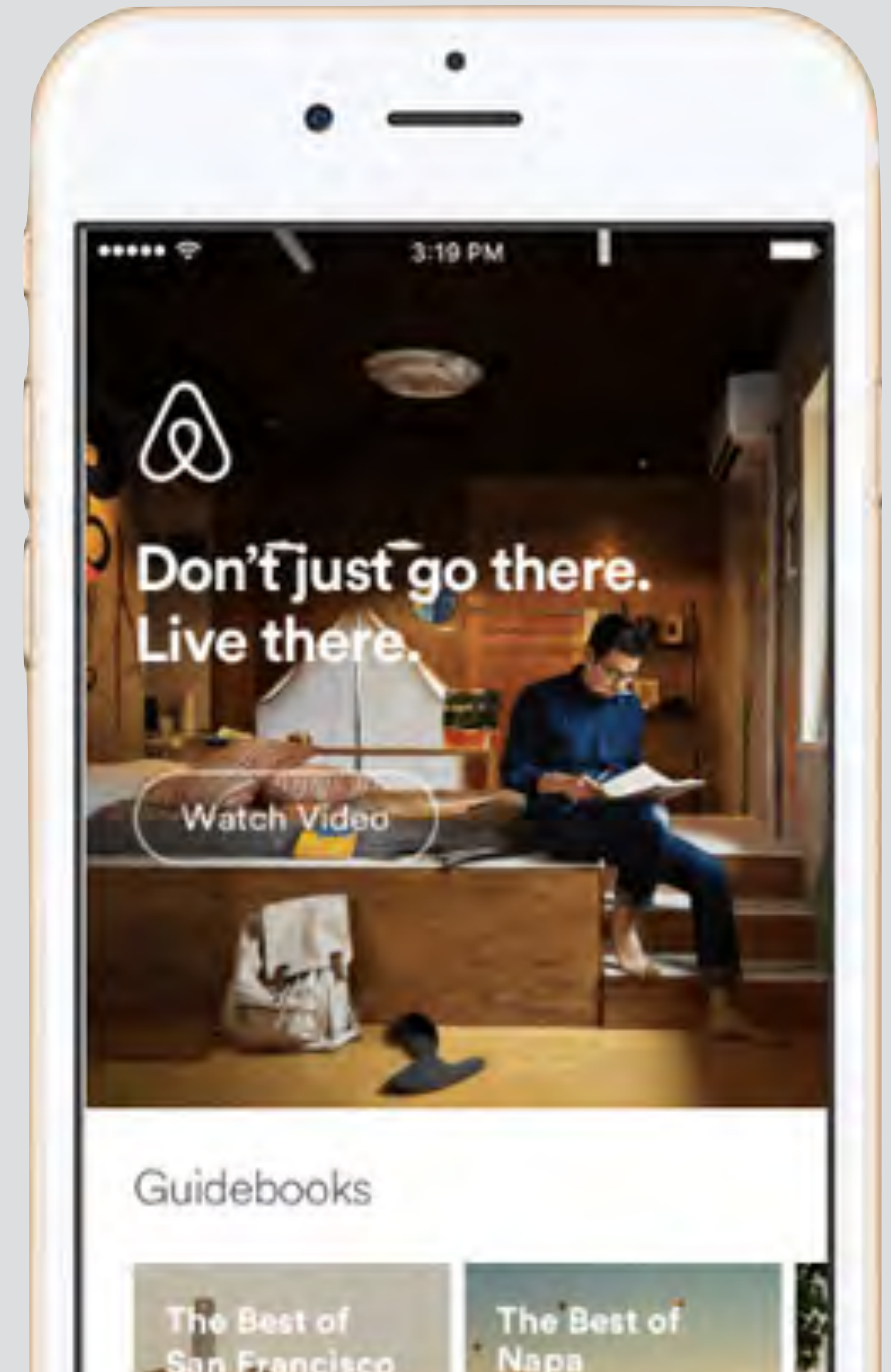


PRODUCT INTEGRATION

This global idea extended beyond marketing by seamlessly integrating with product.

Live There became a guiding principle for Airbnb's app and website.

In an industry where product and marketing rarely see eye to eye, this was a major success.





CEO EVANGELISM

At a global launch event, Airbnb's uncompromising CEO Brian Chesky championed 'Live There' as a tenet of the brand's future.



RESULTS

The single, global message drove the biggest brand health increases Airbnb had ever seen.

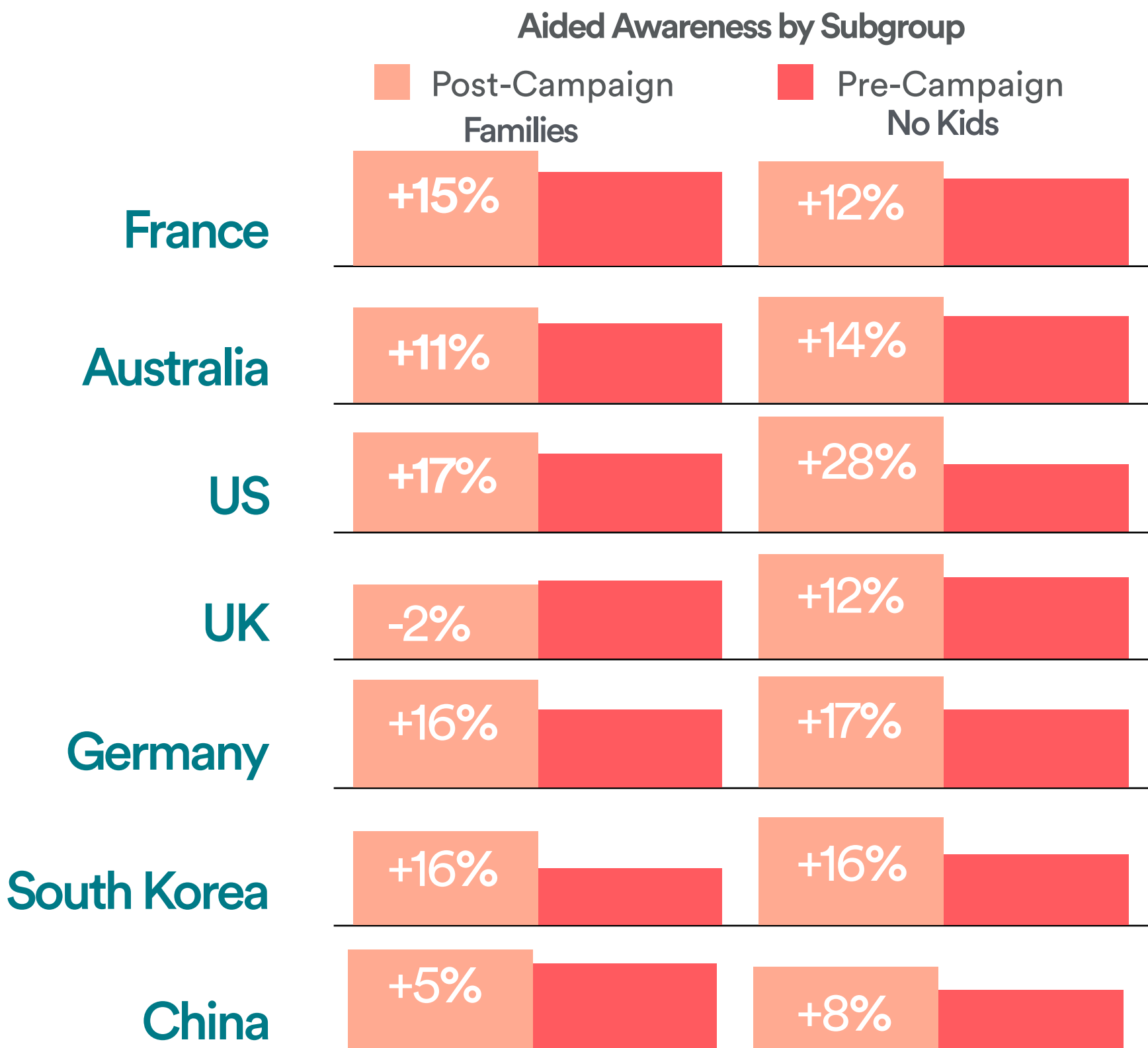
Surpassed almost all annual awareness goals globally – by midyear.

In China, our most challenging market, we saw a 6% increase – sizable in a market where awareness growth usually crawls.



Made major family inroads.

The campaign proved that Airbnb could capture the attention of a broad group of travelers – even those motivated by functional concerns like value and safety – while staying true to itself.



The biggest consideration increases in Airbnb’s history.

Increases in South Korea and China even met or surpassed those of our Western markets. At a 7% global average increase, we had beat our goal, and more than doubled past campaign averages.

+7% global increase in consideration



This was Airbnb's most successful campaign to date, and its first truly global message.

We proved it was possible to scale Airbnb globally, without losing its soul.

And a new global audience of travelers learned what it means to live there.
.....

Even if it's just for a night.





airbnb

Belong Anywhere