

Case Title: Airbnb, Inc.

Unique ID: MHE-FTR-058-126026128X

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Abstract

The case is set in early 2019; and the protagonist of the case is Brian Chesky, co-founder and CEO of Airbnb, Inc.—an online platform that offers global hospitality services. The co-founder and CEO wonders when he should take Airbnb public, and perhaps more importantly, how going public would change the community-based company. In 2019, Airbnb had 5 million listings in over 81,000 cities in 190 countries. Airbnb offers more accommodations than the three biggest hotel chains combined: Marriott, Hilton, and InterContinental. In the same year, Airbnb was valued at \$31 billion, making it the third most valuable private company in the world, behind Uber (\$72 billion) and Didi Chuxing, a Chinese ride-hailing service, (\$56 billion). Airbnb's \$31 billion valuation was just shy of that of Marriott, the world's largest hotel chain, that was valued at \$37 billion (in early 2019). Airbnb's revenues reached \$4 billion (in 2018), while being profitable for the past few years.

Concepts

Strategic Leadership; Mission, Vision, Values; Stakeholder Strategy; Internal Analysis; Business Model; Platform Strategy; Entrepreneurial Ventures and Growth; Organizational Culture and Structure; Implementation

Context

- Ticker Symbol: private, pre-IPO
- Protagonists: Brian Chesky (co-founder and CEO)
- Country: USA and worldwide (81,000 cities and 190 countries)
- Sector: Online platform offering global hospitality services
- Company Employee Count: ~ 11,000
- Company Revenue: > \$4 billion (2018)
- Market Cap: private pre-IPO, but worldwide, third most valuable startup at \$31 billion
- Event Year: 2019

Teaching Note: Available