1
00:00:10,969 --> 00:00:14,014
Welcome to another episode of In Your Shoes.

2
00:00:14,764 --> 00:00:15,807
I'm Mauro Porcini.

3
00:00:15,807 --> 00:00:17,976
PepsiCo's chief design officer.

4
00:00:18,560 --> 00:00:20,437
Our core values shape

5
00:00:20,437 --> 00:00:24,190
everything we do from how we do business
to our approach design.

6
00:00:24,607 --> 00:00:26,234
I'm calling my guest of today.

7
00:00:26,234 --> 00:00:28,278
You founded this business
in his living room.

8
00:00:28,361 --> 00:00:31,906
The idea of offering people
a place to stay in these apartments.

9
00:00:32,449 --> 00:00:36,911
This business, Airbnb, has gone on
to transform the hospitality industry.

10
00:00:37,037 --> 00:00:41,416
Airbnb was named company of the year
by Inc in 2014

11
00:00:41,458 --> 00:00:45,378
and has made the list of US companies
annual top 50 innovative companies.

12
00:00:45,378 --> 00:00:49,299
16 What makes our guest stand out
is that he's done

13
00:00:49,507 --> 00:00:53,136
all of these while giving back
and staying true to his belief

14
00:00:53,136 --> 00:00:58,683
that design is an expression
of our most deeply rooted internal values.

15
00:00:59,476 --> 00:01:02,771
Joe Gebbia, welcome to In Your Shoes.

16
00:01:03,146 --> 00:01:05,231
Thank you, Mauro. It's great to be here.

17
00:01:05,607 --> 00:01:08,068
So Gebbia, not Gabbia.

18
00:01:08,068 --> 00:01:11,738
That's the Italian pronunciation
of your last name, right?

19
00:01:11,738 --> 00:01:13,490
American will say Gebbia.

20
00:01:13,490 --> 00:01:15,909
I've been saying the wrong my whole life.

21
00:01:15,909 --> 00:01:20,080
Only recently that I go back and study
the roots of my family back to Sicily.

22
00:01:20,455 --> 00:01:24,501
My great great grandfather came to New
York City in 1900, and I'm in Palermo.

23
00:01:24,501 --> 00:01:27,420
in this village south of Palermo
called Mezzojuso.

24
00:01:27,837 --> 00:01:29,756
And I've everyone's saying Gebbia, Gebbia.

25
00:01:29,756 --> 00:01:32,675
I realized, Oh man, I've been saying wrong
this whole time. Yes.

26
00:01:32,801 --> 00:01:35,178
You got the pronunciation just right.

27
00:01:35,178 --> 00:01:40,308
The G E is Gebbia
is jam for Italian, say bruschetta.

28
00:01:40,308 --> 00:01:42,936
We say bruschetta. No bruschetta in Italy.

29
00:01:45,188 --> 00:01:47,565
So Airbnb, I mean, I think

30
00:01:47,565 --> 00:01:52,195
everybody in the planet
knows Airbnb right now.

31
00:01:52,654 --> 00:01:55,031
I want to start
without asking that question. Actually.

32
00:01:55,115 --> 00:01:59,494
When I start sharing a story about
the beautiful Airbnb experience that I had

33
00:02:00,995 --> 00:02:02,413
last year,

34
00:02:02,413 --> 00:02:05,250
it was April 2021,

35
00:02:05,250 --> 00:02:11,047
and I had to go back to Italy,
to Rome with my fiancee

36
00:02:11,089 --> 00:02:16,344
for reasons that were not very nice

for healthy for health reasons.

37
00:02:16,803 --> 00:02:20,557
And and so we had to stay a month in Rome.

38
00:02:20,557 --> 00:02:23,643
We didn't know
exactly how long we're going to stay.

39
00:02:24,310 --> 00:02:26,688
And again,
it was not a very nice situation

40
00:02:26,688 --> 00:02:30,859
because Rome was in total lockdown,
completely total lockdown.

41
00:02:30,984 --> 00:02:34,279
So you could go out from your apartment

42
00:02:34,279 --> 00:02:36,990
just to walk in your neighborhood,
that's all.

43
00:02:37,907 --> 00:02:40,827
And we had to stay inside for a month

44
00:02:40,827 --> 00:02:43,079
or whatever,
actually work in the neighborhood.

45
00:02:43,079 --> 00:02:45,748
So we didn't want to stay in a hotel.

46
00:02:45,748 --> 00:02:50,837
And obviously, we thank God actually
not obviously thank God there was Airbnb.

47
00:02:51,254 --> 00:02:55,216
And thanks to Airbnb,
we found this beautiful amazing apartment

48

00:02:55,216 --> 00:02:59,429
directly on Piazza Navona
with the beautiful little terrace,

49
00:02:59,429 --> 00:03:03,433
in Piazza Novona. Totally accessible,
I mean, really inexpensive.

50
00:03:03,725 --> 00:03:08,021
and we got to know the owner
and this being we are still in touch,

51
00:03:08,021 --> 00:03:09,647
a beautiful person.

52
00:03:09,647 --> 00:03:12,859
And you made through Airbnb
that experience.

53
00:03:12,859 --> 00:03:15,528
It was a difficult experience
a little bit better

54
00:03:15,528 --> 00:03:19,574
because we could live in a real apartment
instead of being barricaded

55
00:03:19,574 --> 00:03:23,828
inside the hotel room
and we could be in a unique location

56
00:03:23,828 --> 00:03:27,790
where essentially there is almost no hotel
to have that kind of experience.

57
00:03:27,790 --> 00:03:33,129
And I am sure you heard thousands
and thousands of stories like this, Joe

58
00:03:33,713 --> 00:03:36,382
and so I want to thank you on behalf
for so many people

59

00:03:36,382 --> 00:03:38,593
that are having this kind of experiences
thanks to you.

60
00:03:39,135 --> 00:03:40,386
Well, it's a beautiful story.

61
00:03:40,386 --> 00:03:42,013
I love hearing them every time.

62
00:03:42,013 --> 00:03:45,516
And you just really summarized
what our company is all about,

63
00:03:45,516 --> 00:03:49,729
which is helping people
find really authentic local experiences

64
00:03:49,729 --> 00:03:53,524
when they travel. Places
that they might not have had access to.

65
00:03:53,900 --> 00:03:55,193
Before a platform like ours.

66
00:03:55,193 --> 00:03:57,111
So I'm so happy to. Great. Stay in Rome.

67
00:03:58,905 --> 00:03:59,781
And now we

68
00:03:59,781 --> 00:04:04,035
we always always I was recently back again
is always, always Airbnb.

69
00:04:04,077 --> 00:04:05,745
And it was not my first experience.

70
00:04:05,745 --> 00:04:09,457
Obviously, for many people,
it's really an authentic way of of

71

00:04:09,457 --> 00:04:13,419
of enjoying traveling
and see these encounters and cultures.

72
00:04:13,878 --> 00:04:16,256
So how did it all start?
You are a designer.

73
00:04:16,589 --> 00:04:20,051
You know, we designers know this
very well because we're super proud of

74
00:04:20,051 --> 00:04:24,973
the designer was able to build what you did
but I'm sure that many people out there

75
00:04:24,973 --> 00:04:29,060
in the business world have no clue that
a designer was able to build something.

76
00:04:29,435 --> 00:04:33,773
So we'll talk about your design background
and it's been influencing what you do.

77
00:04:34,023 --> 00:04:38,778
But can you tell us quickly,
how did you come up with Airbnb,

78
00:04:38,861 --> 00:04:40,655
how did it all start?

79
00:04:40,655 --> 00:04:44,409
Well, I think to to know the story,
you have to actually go back a couple of

80
00:04:44,409 --> 00:04:48,371
years before the company even started
because it was at design school.

81
00:04:48,579 --> 00:04:51,499
As I studied industrial design
and graphic design

82

00:04:52,125 --> 00:04:55,211
where I met my co,
my future co-founder, Brian Chesky.

83
00:04:55,962 --> 00:04:59,799
And the reason this is important
is because I was on campus.

84
00:05:00,008 --> 00:05:02,260
I knew I wanted to start a company
one day.

85
00:05:02,260 --> 00:05:08,141
And even on the first day of of college
in orientation, the person presenting

86
00:05:08,141 --> 00:05:12,437
to all the young freshmen like me said,
look to your left, look to your right.

87
00:05:12,979 --> 00:05:14,981
These are your future collaborators.

88
00:05:14,981 --> 00:05:20,111
They're your future partners, co-founders,
employees, even. So, spend these next

89
00:05:20,111 --> 00:05:23,114
couple of years building relationships,
getting to know your classmates,

90
00:05:24,073 --> 00:05:26,617
and creating a creative network of sort

91
00:05:26,993 --> 00:05:30,496
and so all throughout RISD, I went to
the Rhode Island School of Design.

92
00:05:30,955 --> 00:05:33,583
I was looking for that partner,
looking for

93
00:05:33,666 --> 00:05:39,422

that future business co-founder
and at the end of the five years

94
00:05:39,422 --> 00:05:43,801
I was on campus, there was one guy
at the top of the list, Brian.

95
00:05:44,677 --> 00:05:47,513
And I knew because we had worked together
on some projects

96
00:05:48,264 --> 00:05:51,476
and we
we came up with the most innovative,

97
00:05:51,476 --> 00:05:55,605
wackiest, craziest ideas
out of anybody else in the group.

98
00:05:55,605 --> 00:05:58,691
And I remember thinking to myself,
if you put him and I

99
00:05:58,691 --> 00:06:01,694
in the same room,
we can think of big ideas together.

100
00:06:02,570 --> 00:06:06,699
So fast forward, it's graduation
the night before I invite him out to slice

101
00:06:06,949 --> 00:06:10,453
a slice of pizza and I,
I tell him a premonition that I have.

102
00:06:10,453 --> 00:06:13,790
I said, Brian,
I have a really strong feeling that

103
00:06:14,123 --> 00:06:16,167
we are going to start a company one day.

104
00:06:16,959 --> 00:06:19,128

And they're going
to write a book about it.

105
00:06:20,421 --> 00:06:21,005
He laughed

106
00:06:21,005 --> 00:06:24,175
and I
laughed and it seemed so far fetched,

107
00:06:24,175 --> 00:06:27,220
but it turned out that

108
00:06:27,220 --> 00:06:30,098
not only has there been a book, there's
been two or three books written about it.

109
00:06:31,474 --> 00:06:34,018
And so, you know,
I moved to San Francisco.

110
00:06:34,018 --> 00:06:35,812
He moved to Los Angeles.

111
00:06:35,812 --> 00:06:37,313
I wanted to be in the tech scene.

112
00:06:37,313 --> 00:06:40,400
I, I had the bug for the internet

113
00:06:41,025 --> 00:06:44,404
since I was in high school
making websites on my own or an HTML

114
00:06:45,279 --> 00:06:49,325
and seeing the power of the internet
that you could publish an idea

115
00:06:50,034 --> 00:06:52,495
and the world could have access to it
within seconds.

116

00:06:52,995 --> 00:06:55,123
And I was completely enthralled by it.

117
00:06:55,331 --> 00:06:57,250
By the Internet for that reason.

118
00:06:57,250 --> 00:07:00,795
And so in 2006, when I was in
San Francisco, I moved there.

119
00:07:01,796 --> 00:07:03,714
The Internet was starting to come back
and more.

120
00:07:03,714 --> 00:07:06,801
You may remember 2001,
of course, the dot com crash

121
00:07:07,969 --> 00:07:09,554
funding evaporates.

122
00:07:09,554 --> 00:07:12,932
People sort of,
you know, evacuated San Francisco,

123
00:07:13,975 --> 00:07:17,395
but by 2006, it started to come back.

124
00:07:17,937 --> 00:07:19,897
Entrepreneurs were starting to move back.

125
00:07:19,897 --> 00:07:22,066
VCs were starting to put more money
into companies.

126
00:07:22,483 --> 00:07:27,029
The kind of media engine was starting
to ramp back up again around startups.

127
00:07:27,738 --> 00:07:30,074
It was such an exciting time to be there.

128

00:07:30,074 --> 00:07:32,368
And so I started recruiting.

129
00:07:32,368 --> 00:07:33,035
I get on the phone,

130
00:07:33,035 --> 00:07:34,036
I go, Brian,

131
00:07:34,036 --> 00:07:34,871
I don't know what you're doing in

132
00:07:34,871 --> 00:07:36,998
Los Angeles,
but you've got to come to San Francisco.

133
00:07:36,998 --> 00:07:38,958
This is where the action is.

134
00:07:38,958 --> 00:07:43,421
And so finally,
after a year of trying to convince him

135
00:07:43,963 --> 00:07:47,758
he miraculously said yes,
very courageously said yes,

136
00:07:48,342 --> 00:07:51,554
quit his job, packed his life
into his Honda Civic, drove

137
00:07:51,554 --> 00:07:54,640
from Los Angeles to San Francisco, arrives
late at night.

138
00:07:54,640 --> 00:07:57,435
One evening, I help him
bring his bags up to the apartment.

139
00:07:58,019 --> 00:07:59,228
And there we were.

140

00:07:59,228 --> 00:08:01,606
The band was reunited.

141
00:08:01,606 --> 00:08:03,649
And now it was time
to think of the big idea.

142
00:08:03,649 --> 00:08:06,861
And there was all this excitement
in the room, all this energy

143
00:08:06,861 --> 00:08:09,947
that we had of like, oh, my God,
what kind of music are we going to create?

144
00:08:10,573 --> 00:08:12,700
And so very quickly,

145
00:08:14,160 --> 00:08:15,620
things went the opposite direction.

146
00:08:15,620 --> 00:08:18,706
We get a letter from the landlord,
it tells us, I remember opening it

147
00:08:18,706 --> 00:08:22,710
said, Dear Joe,
your rent is now 25% higher.

148
00:08:23,294 --> 00:08:24,420
Next month.

149
00:08:24,420 --> 00:08:26,464
And I look at this,
I'm thinking my heart sinks.

150
00:08:26,464 --> 00:08:29,592
I go, uh oh, we have a problem
here, a math problem.

151
00:08:29,592 --> 00:08:31,719
I run them out my bank account,

152
00:08:31,719 --> 00:08:34,847
I'm looking at Bank of America,
and I'm seeing that I've got, you

153
00:08:34,847 --> 00:08:37,934
know, roughly a thousand
or so dollars in my bank account.

154
00:08:37,934 --> 00:08:39,769
Rent is now 1500 dollars.

155
00:08:39,769 --> 00:08:42,021
Brian has the same problem

156
00:08:42,021 --> 00:08:44,357
And suddenly all the excitement

157
00:08:44,357 --> 00:08:46,275
vanished like that.

158
00:08:47,068 --> 00:08:49,403
Now it's like,
Oh man, we're going to get evicted

159
00:08:49,403 --> 00:08:52,990
if we don't figure out how to make some
extra cash in the next couple of weeks.

160
00:08:52,990 --> 00:08:55,034
This was a major problem.

161
00:08:55,034 --> 00:08:56,869
And so our backs were against the wall.

162
00:08:56,869 --> 00:08:58,788
But, you know, RISD.

163
00:08:58,788 --> 00:09:01,332
You know, they teach you
how to how to create under pressure

164

00:09:02,041 --> 00:09:05,920
and so we pulled out our sketchbooks
and we got to dreaming, thinking of ideas.

165
00:09:06,462 --> 00:09:09,590
And it was around this time
when I'm sitting in the living room

166
00:09:09,799 --> 00:09:14,178
and I pull my laptop and I'm
looking at a conference, which I think

167
00:09:14,178 --> 00:09:17,223
you've been to probably many times,
the IDSA conference,

168
00:09:17,682 --> 00:09:21,644
which in 2007 was the biggest one
they've done in 20 years.

169
00:09:21,644 --> 00:09:24,397
It was the international version,
which meant not a thousand, but

170
00:09:25,022 --> 00:09:27,441
thousands of people
were coming to San Francisco

171
00:09:27,441 --> 00:09:32,113
and all the hotels
were completely sold out and it's said in

172
00:09:32,113 --> 00:09:37,577
big red letters on the IDSA website,
no more hotel rooms, hotels sold out.

173
00:09:37,577 --> 00:09:39,704
And I look at this and I think

174
00:09:39,704 --> 00:09:42,456
where people going to stay coming
last minute to the conference

175

00:09:43,082 --> 00:09:45,668
and in that moment over
the top of my laptop,

176
00:09:45,668 --> 00:09:48,588
I see the vastness of our living room,
which actually wasn't that big.

177
00:09:49,171 --> 00:09:53,593
And I think what if, what
if we pulled out my Airbed from college

178
00:09:54,260 --> 00:09:56,387
where I used to host friends
coming to stay with me

179
00:09:56,387 --> 00:09:58,556
and we could inflated on the floor
of this living room

180
00:09:59,056 --> 00:10:02,393
and actually got the tape measure out
and realized we have room for

181
00:10:02,393 --> 00:10:06,230
not just one, not two,
but three air beds on the living room.

182
00:10:06,772 --> 00:10:10,026
I email Brian and say, Brian,
what if we hosted designers you know,

183
00:10:10,610 --> 00:10:12,278
we could go to the conference together
with them.

184
00:10:12,278 --> 00:10:14,947
They could they could stay with us.
We could eat breakfast together.

185
00:10:14,947 --> 00:10:18,326
We could, you know, go to the city,
take them to our favorite restaurants.

186
00:10:18,326 --> 00:10:20,620
I mean, the idea
started to get a lot of momentum.

187
00:10:21,287 --> 00:10:22,580
Brian writes back, I love it.

188
00:10:22,580 --> 00:10:26,626
Let's do it so that I falling
asleep in bed thinking we call this thing.

189
00:10:26,626 --> 00:10:30,671
It's a it's like a bed and breakfast
kind of sort of thing.

190
00:10:30,671 --> 00:10:34,383
It's a designer bed and breakfast that's
a little bit narrow, a little niche.

191
00:10:34,967 --> 00:10:39,972
Well, what if it's just an air bed and
breakfast I write it back the next day.

192
00:10:39,972 --> 00:10:40,514
What do you think?

193
00:10:40,514 --> 00:10:41,223
Oh, that's great.

194
00:10:41,223 --> 00:10:44,060
So I get the domain air
bed and breakfast dot com.

195
00:10:44,310 --> 00:10:46,937
I guess I should be
surprised it was available,

196
00:10:48,105 --> 00:10:49,940
but you know,

197
00:10:49,940 --> 00:10:54,737
we start to have this

this sort of cycles of we design

198
00:10:54,737 --> 00:10:56,947
the website,
we take pictures of ourselves, pictures

199
00:10:56,947 --> 00:10:58,616
of the air
bed, pictures of the living room.

200
00:10:58,616 --> 00:11:03,120
We're showing it off and we publish
this website air better breakfast dot com

201
00:11:04,246 --> 00:11:05,414
and crickets.

202
00:11:05,623 --> 00:11:06,123
Nobody knew

203
00:11:06,123 --> 00:11:09,251
and existed, of course, like who's
no one's going to search that domain.

204
00:11:10,211 --> 00:11:12,672
So we emailed the IDSA and we said, Hey,

205
00:11:13,339 --> 00:11:17,343
we have a solution for this
housing problem for the conference.

206
00:11:17,343 --> 00:11:18,260
And they said, Oh, we love it.

207
00:11:18,260 --> 00:11:21,430
We're going to email
all of the attendees to IDSA.

208
00:11:22,014 --> 00:11:23,766
We go, Yes.

209
00:11:24,100 --> 00:11:25,976

So before we knew it,

210
00:11:25,976 --> 00:11:29,397
we had over a dozen people emailing us

211
00:11:30,064 --> 00:11:34,276
trying to convince us why they should be
the guests on these earbuds.

212
00:11:34,276 --> 00:11:38,239
They sent us their LinkedIn profiles,
their resumes, they emailed us

213
00:11:38,614 --> 00:11:41,701
their design portfolios
trying to say like, pick me, you pick me.

214
00:11:42,702 --> 00:11:43,661
And so we picked

215
00:11:43,661 --> 00:11:45,705
three guests, Cat, Imull and Michael,

216
00:11:46,497 --> 00:11:48,999
they were our original three guests
they stayed on our air beds.

217
00:11:49,709 --> 00:11:51,794
They showed up as strangers,
they left as friends.

218
00:11:51,794 --> 00:11:54,046
We went to the conference every day
together.

219
00:11:54,046 --> 00:11:57,883
They came back to the
the warmth of our apartment every night.

220
00:11:58,259 --> 00:12:00,928
Cooking meals together, sharing

221

00:12:00,928 --> 00:12:03,889
stories, getting to know each other
by building relationships.

222
00:12:04,390 --> 00:12:06,976
And it just we'll never forget

223
00:12:08,102 --> 00:12:10,479
how much it meant to them. It meant to us.

224
00:12:10,479 --> 00:12:11,689
You know, picture this.

225
00:12:11,689 --> 00:12:13,315
You've been on a lot of business trips.

226
00:12:13,315 --> 00:12:14,358
The people listening to this

227
00:12:14,358 --> 00:12:18,070
or watching this. Everyone has done business
travel before you go to a city or town,

228
00:12:18,738 --> 00:12:21,574
you know, you wake up in a hotel room,
you're not maybe really sure

229
00:12:21,574 --> 00:12:23,576
where you are in the world
because they all kind of

230
00:12:23,576 --> 00:12:25,161
are so much generic
and kind of look the same.

231
00:12:26,370 --> 00:12:28,372
Now, imagine that you go to a conference
in San Francisco

232
00:12:28,789 --> 00:12:31,542
and instead of retreating back
to one of those,

233
00:12:32,418 --> 00:12:37,047
you know, more generic hotel rooms,
you come back to an apartment, a home

234
00:12:37,423 --> 00:12:41,051
that's alive
that's full of friends coming through

235
00:12:41,051 --> 00:12:45,264
food stories, you know, socially
connecting with each other.

236
00:12:45,639 --> 00:12:47,808
It was a completely different experience
for them.

237
00:12:48,642 --> 00:12:52,646
You know,
I I'm listening to you fascinated.

238
00:12:52,646 --> 00:12:54,690
I can imagine that moments.

239
00:12:55,274 --> 00:13:00,446
And then realizing also what a wonderful
storyteller you are. How important

240
00:13:00,446 --> 00:13:05,242
it is to tell stories in the same way
you are telling this story right now?

241
00:13:05,242 --> 00:13:09,497
When you build a startup,
when you try to inspire your investors

242
00:13:09,497 --> 00:13:14,210
and your potential customers
and partners, How important is storytelling?

243
00:13:14,210 --> 00:13:17,046
Well, I learned very early on,
even at RISD

244
00:13:17,379 --> 00:13:21,258
that design is 50% product
and 50% story.

245
00:13:22,301 --> 00:13:22,968
I mean that

246
00:13:22,968 --> 00:13:25,054
it really is.
If you just focus on the product

247
00:13:25,054 --> 00:13:27,348
but you don't have the story
to wrap around it,

248
00:13:27,348 --> 00:13:29,767
you haven't really finished the design.

249
00:13:29,767 --> 00:13:32,770
And so it all started in that way.

250
00:13:33,229 --> 00:13:35,898
And today, how big is the company today?

251
00:13:36,857 --> 00:13:39,568
Wow. Well, by certain metrics

252
00:13:39,568 --> 00:13:41,987
we have now from our living room

253
00:13:42,613 --> 00:13:47,201
that one weekend in October,
2007 has expanded to living rooms

254
00:13:47,201 --> 00:13:50,412
and homes
all over the world in 190 countries.

255
00:13:51,080 --> 00:13:55,125
And it's about 4 million hosts worldwide
who've opened up their homes including,

256
00:13:55,209 --> 00:13:57,753
of course,
the one you stayed with in Rome.

257
00:13:57,753 --> 00:13:59,922
From a guest standpoint,

258
00:13:59,922 --> 00:14:02,800
we've had over a billion guest arrivals

259
00:14:03,342 --> 00:14:05,636
since the founding of the company in 2008,

260
00:14:06,387 --> 00:14:08,681
which is just astounding.

261
00:14:09,139 --> 00:14:12,309
I still pinch myself
when I hear these numbers, and this thing

262
00:14:12,351 --> 00:14:15,312
started as like a,
you know, a way to make a rent check.

263
00:14:15,312 --> 00:14:19,191
And now it's it's turned into an economic
engine for people around the world.

264
00:14:19,191 --> 00:14:21,735
I mean, our hosts have earned
in the history of the company

265
00:14:22,194 --> 00:14:25,239
a collective $130 billion

266
00:14:25,531 --> 00:14:27,867
of income that's gone into their pocket.

267
00:14:28,450 --> 00:14:33,247
And so it's it's an economic engine
for a large number of people in our site.

268
00:14:33,706 --> 00:14:36,333
It's a way for guests to experience
new places when they travel and get a

269
00:14:36,876 --> 00:14:39,169
local authentic experience.

270
00:14:39,837 --> 00:14:43,340
And, you know, for me it's just been it's
been the wildest ride to see.

271
00:14:44,383 --> 00:14:45,259
really a dream come true.

272
00:14:45,259 --> 00:14:46,385
You know, you have an idea

273
00:14:46,385 --> 00:14:49,638
and the entrepreneur, you're sitting a
living room or your garage and you tinker

274
00:14:50,097 --> 00:14:52,808
and you try to come up with something
that people will fall in love with.

275
00:14:53,142 --> 00:14:54,226
And that solves a real problem.

276
00:14:54,226 --> 00:14:59,356
And I just feel so fortunate, so grateful
that I had the right team of co-founders

277
00:14:59,356 --> 00:15:02,860
with me and eventually the right team of
in our company to help scale this thing.

278
00:15:03,319 --> 00:15:06,530
And so there are so many designers, known

279
00:15:06,530 --> 00:15:10,367
designers, dreamers,
that dream of building a startup.

280
00:15:10,910 --> 00:15:13,996
And at the beginning it's
so exciting, right?

281
00:15:13,996 --> 00:15:16,290
Because you have the idea
you need to make it happen.

282
00:15:16,665 --> 00:15:21,045
Then at a certain point when it happens
and you start to be successful,

283
00:15:21,128 --> 00:15:25,549
things start to change and scale.

284
00:15:25,841 --> 00:15:30,346
Success and scale, they go hand-in-hand
in many, many different cases.

285
00:15:30,346 --> 00:15:33,641
And therefore your job change
and what you need to do change.

286
00:15:33,641 --> 00:15:36,852
And so how did your job change
with scaling?

287
00:15:36,894 --> 00:15:41,273
And think about all the people
are listening to us

288
00:15:41,315 --> 00:15:43,943
eventually are starting their startups
and they need to understand

289
00:15:43,943 --> 00:15:48,489
at a certain point how to evolve
from visionary dreamers, designers

290
00:15:48,489 --> 00:15:52,451
of these dreams, to managers
and people able

291
00:15:52,451 --> 00:15:56,705
to manage operations and scale and people
and many of the things.

292
00:15:57,122 --> 00:15:59,833
Starting a company is like as a designer,
you've got

293
00:15:59,833 --> 00:16:01,418
you've got to do two things
simultaneously

294
00:16:01,418 --> 00:16:03,170
you've got
to keep your head in the clouds.

295
00:16:03,170 --> 00:16:06,799
And if the dream is think about that
has which hasn't been imagined before,

296
00:16:07,633 --> 00:16:09,718
but you've also got to keep your feet
on the ground.

297
00:16:09,718 --> 00:16:14,306
You've got to be able to prioritize,
say no to things and execute and ship.

298
00:16:15,015 --> 00:16:17,935
And so that's a it could be very hard,

299
00:16:17,935 --> 00:16:21,438
I think, sometimes for creatives
to to walk that fine line.

300
00:16:21,438 --> 00:16:24,483
But it's a prerequisite, I think, for
starting the company as a designer.

301
00:16:25,275 --> 00:16:27,277
Now, I feel lucky.

302
00:16:27,277 --> 00:16:30,864
In college
I read a biography about Andrew Carnegie

303
00:16:31,699 --> 00:16:34,785
and one thing about his life,
there was one section

304
00:16:34,785 --> 00:16:38,163
that I remember distinctly
which is imprinted in my brain,

305
00:16:38,706 --> 00:16:43,168
which was the part that talked about how
he hired people who were better than him,

306
00:16:44,086 --> 00:16:47,381
and specifically
his approach to leadership was to be,

307
00:16:47,840 --> 00:16:50,509
you know, to have smarter people
in the room than him

308
00:16:51,301 --> 00:16:54,930
and so I've thought about that
ever since the beginning of the company.

309
00:16:54,930 --> 00:16:58,726
And and sure enough, you know,
as the company grew and scale,

310
00:16:59,810 --> 00:17:03,230
most of my job was actually recruiting
as much as it was designing

311
00:17:03,981 --> 00:17:06,650
and building out the design team
and trying to find the best designers

312
00:17:06,650 --> 00:17:09,611
in the world, the best design managers
out there, the best design leaders

313
00:17:10,237 --> 00:17:12,823
the best design researchers and so on.

314
00:17:12,823 --> 00:17:15,993
And so, you know, over the course of many,
many years, I built that team out,

315
00:17:16,410 --> 00:17:17,953
found those leaders,

316
00:17:17,953 --> 00:17:18,912
which freed me up to think

317
00:17:18,912 --> 00:17:20,956
about other other problems
to solve inside the company.

318
00:17:21,874 --> 00:17:23,959
I will go back to that.

319
00:17:23,959 --> 00:17:25,335
I wrote a book about that.

320
00:17:25,335 --> 00:17:27,212
I want to ask you what you think
are the key

321
00:17:27,212 --> 00:17:30,215
characteristics of these leaders,
but we get there in a second.

322
00:17:30,549 --> 00:17:32,968
But before that,
we mentioned multiple times

323
00:17:32,968 --> 00:17:36,388
the fact that you are a designer
and that's your background that.

324
00:17:36,764 --> 00:17:39,892
How did being a designer help you

325
00:17:39,933 --> 00:17:43,312
in building an enterprise, a startup,

326
00:17:43,479 --> 00:17:46,398
a business of the people think
that designers are not able

327
00:17:46,398 --> 00:17:47,566
to do something like this?

328
00:17:48,609 --> 00:17:50,819
How did it help you?

329
00:17:51,153 --> 00:17:53,989
Well, I think that one of the biggest

330
00:17:53,989 --> 00:17:58,285
misconceptions about designs,
it's the way that something looks.

331
00:17:58,285 --> 00:17:59,328
I would disagree with that.

332
00:17:59,328 --> 00:18:01,663
I think design is actually the way
something works.

333
00:18:02,623 --> 00:18:06,794
Its design, its thinking about the end
to end experience of something.

334
00:18:07,586 --> 00:18:13,467
And so for us, we thought
about our service from end to end,

335
00:18:13,967 --> 00:18:19,681
not just as a web interface or a
search UI or a place to list your home,

336
00:18:20,265 --> 00:18:24,019
but as an experience

that unfolds over time.

337
00:18:24,520 --> 00:18:26,230
And I'll give you a quick analogy here.

338
00:18:26,230 --> 00:18:28,941
Something in front of me,
this is the case from my AirPods.

339
00:18:29,566 --> 00:18:31,318
You know,
these are kind of fixed in time, right?

340
00:18:31,318 --> 00:18:33,612
It's a piece of hardware
that's not going to change.

341
00:18:34,571 --> 00:18:37,282
And a lot of people think that's design
actually design

342
00:18:37,991 --> 00:18:40,369
is thinking all about all the steps
that came before this

343
00:18:40,369 --> 00:18:41,662
and all the things that happened
after this.

344
00:18:41,662 --> 00:18:42,121
From the time

345
00:18:42,121 --> 00:18:45,374
people first hear about AirPods,
what's the idea that lives in their mind

346
00:18:45,916 --> 00:18:46,667
with the experience?

347
00:18:46,667 --> 00:18:50,129
Walk into the store where they see them
on a shelf, opening the packaging,

348
00:18:50,629 --> 00:18:54,007
turn them on, the first time
user experience, the durability of these

349
00:18:54,007 --> 00:18:55,425
how is designed to last over

350
00:18:55,425 --> 00:18:58,262
time to withstand,
you know, being dropped or being lost?

351
00:18:58,262 --> 00:18:58,971
How do you find them

352
00:19:00,013 --> 00:19:00,389
all the way

353
00:19:00,389 --> 00:19:03,433
to what happens at the end of the life
for this device?

354
00:19:03,433 --> 00:19:04,143
Where does it go?

355
00:19:04,143 --> 00:19:08,689
How does it get back
into some kind of circular sort of system,

356
00:19:09,356 --> 00:19:11,441
hopefully
to turn to new AirPods at some point?

357
00:19:12,568 --> 00:19:13,902
And so that's design.

358
00:19:13,902 --> 00:19:16,196
And we thought about Airbnb at that level.

359
00:19:17,072 --> 00:19:19,158
And we took at one point,

360

00:19:19,867 --> 00:19:22,327
we decided to storyboard

361
00:19:22,327 --> 00:19:24,329
each of these key moments

362
00:19:25,122 --> 00:19:27,583
through the guest journey
and through the host journey,

363
00:19:27,583 --> 00:19:30,919
taking inspiration from Walt Disney
and Snow White, which in the 1930s

364
00:19:31,420 --> 00:19:34,131
he invented color animation.

365
00:19:34,339 --> 00:19:36,133
The first 90 minute animation

366
00:19:36,133 --> 00:19:38,177
that brought people to tears
because they were moved so much.

367
00:19:38,760 --> 00:19:41,221
And in doing so he had this team
of hundreds and hundreds of people

368
00:19:41,221 --> 00:19:44,683
and said, All right,
I need a new way to, to, to align

369
00:19:44,683 --> 00:19:47,853
everybody to get them on the same page
to see what it is we're making.

370
00:19:48,437 --> 00:19:50,981
And so he also invented the storyboard.

371
00:19:50,981 --> 00:19:55,694
We literally frame by frame
up on the wall, every animator writing ink

372
00:19:55,694 --> 00:19:59,072
artist, lighting set designer could see
what as they were making together.

373
00:19:59,907 --> 00:20:03,118
And so for the inspiration,
we created our own project, we called it

374
00:20:03,410 --> 00:20:05,495
Snow White was the codename for it.

375
00:20:05,495 --> 00:20:08,624
And it was a really powerful project
because it showed us and

376
00:20:08,624 --> 00:20:09,583
actually the whole company,

377
00:20:10,667 --> 00:20:12,461
you didn't have to be a designer
to understand it.

378
00:20:12,461 --> 00:20:14,922
It's illustrated storyboards

379
00:20:14,922 --> 00:20:17,382
what it is we were building together.

380
00:20:17,382 --> 00:20:20,385
And so to me, design is about designing
the holistic experience.

381
00:20:21,011 --> 00:20:23,805
So Airbnb,
we got into this incubator program

382
00:20:24,181 --> 00:20:29,228
in in Silicon Valley in 2009,
and on the entry to the program

383
00:20:29,228 --> 00:20:32,564
they give you a t shirt and on the t shirt

it has one phrase, which is the motto

384
00:20:32,564 --> 00:20:36,735
for the entire program
it says, Make something people want.

385
00:20:37,611 --> 00:20:39,780
And for us,

386
00:20:40,197 --> 00:20:41,740
there couldn't be a better sentence

387
00:20:41,740 --> 00:20:45,118
to encapsulate what is design. Like, what does design do?

388
00:20:45,118 --> 00:20:46,495
It solves a problem for people, right?

389
00:20:46,495 --> 00:20:48,705
Like that's the point of design.

390
00:20:48,705 --> 00:20:50,958
And so making something people want,

391
00:20:50,958 --> 00:20:54,169
it forces you think, well,
we have to go figure out what they want.

392
00:20:54,670 --> 00:20:56,380
And so it forced us to go out to the world

393
00:20:56,380 --> 00:20:59,758
to talk to our early hosts
or early adopters, guests and hosts.

394
00:21:00,342 --> 00:21:03,720
And we learned so much about
what was wrong

395
00:21:03,720 --> 00:21:06,139
with our product and what we needed to fix
to make it better.

396
00:21:06,974 --> 00:21:12,312
And so I think design really requires
this balance between having a vision

397
00:21:12,312 --> 00:21:15,315
and understanding within yourselves,
your own inspiration, your own.

398
00:21:15,315 --> 00:21:18,944
You're an imagination balanced
with understanding what people want.

399
00:21:18,944 --> 00:21:23,073
And to me, the magic is is combining
those two things as a designer,

400
00:21:23,573 --> 00:21:27,327
so if you can think holistically
as designer and then

401
00:21:28,453 --> 00:21:30,706
match your imagination with

402
00:21:30,706 --> 00:21:33,583
what people want, to me
that is that is design.

403
00:21:34,376 --> 00:21:36,628
I love this definition

404
00:21:36,628 --> 00:21:41,091
listening to people,
and then you need your imagination

405
00:21:41,091 --> 00:21:44,511
to come up with solutions
and I love also the word want.

406
00:21:45,012 --> 00:21:48,724
Because it embeds the need
plus the desire.

407
00:21:48,849 --> 00:21:51,977
And this is really,
I think, what we do as designers.

408
00:21:52,561 --> 00:21:57,316
And you just described one of
the super power of design thinking.

409
00:21:58,442 --> 00:22:01,778
For the people listening to us,
especially for the non designers

410
00:22:02,696 --> 00:22:06,658
this is really how we can leverage
that approach in every business.

411
00:22:06,825 --> 00:22:08,827
Design thinking is that

412
00:22:08,952 --> 00:22:11,913
lives are the crossroad between
empathy, understanding

413
00:22:11,955 --> 00:22:12,372
the people

414
00:22:12,372 --> 00:22:16,084
who are served in strategy, understanding
how to build the business around that,

415
00:22:16,335 --> 00:22:20,088
but then the power of prototyping,
that has a super power

416
00:22:20,088 --> 00:22:24,593
within the power of aligning people,
the power of co-creation

417
00:22:24,593 --> 00:22:27,512
because you can have simultaneously

418
00:22:27,721 --> 00:22:30,849

different people with different
backgrounds co-creating with you

419
00:22:31,391 --> 00:22:35,228
and then the power
I call it the power of the shiny objects,

420
00:22:35,270 --> 00:22:39,274
the shiny object that inspire others,
to follow you, to believe in

421
00:22:39,358 --> 00:22:42,444
your idea and really build with you

422
00:22:43,236 --> 00:22:46,698
whatever you want that you
want to create. It's fascinating

423
00:22:46,698 --> 00:22:51,703
that that was a big component
of our Airbnb started.

424
00:22:52,537 --> 00:22:52,954
Well.

425
00:22:53,121 --> 00:22:55,290
You could say if a picture is worth
a thousand words,

426
00:22:55,832 --> 00:22:57,709
a prototype is worth a thousand pictures.

427
00:22:57,709 --> 00:22:59,920
I love that.

428
00:22:59,920 --> 00:23:01,171
It's it's it's true.

429
00:23:01,171 --> 00:23:05,425
I mean, there's nothing more convincing
than rather than saying,

430

00:23:05,425 --> 00:23:06,385
oh, there's this concept

431
00:23:06,385 --> 00:23:10,180
they have, we're going to love it
versus saying, I built it, now try it out.

432
00:23:10,180 --> 00:23:12,224
I mean, those are two completely
different conversations

433
00:23:12,224 --> 00:23:15,102
that you have as a designer with somebody
that you're trying to inspire.

434
00:23:16,395 --> 00:23:19,606
Look,
I am I've been thinking a lot, obviously,

435
00:23:19,606 --> 00:23:23,360
about the value of design all over my life
because of my different roles.

436
00:23:23,360 --> 00:23:26,405
And recently I publish a book

437
00:23:26,405 --> 00:23:29,533
that is about design and innovation
and leadership in this field.

438
00:23:29,533 --> 00:23:34,246
But then I finished talking about
how to design your happiness.

439
00:23:34,704 --> 00:23:37,249
And I mentioned it because there is a

440
00:23:37,666 --> 00:23:40,502
there are three steps in this journey.

441
00:23:40,961 --> 00:23:44,381
And especially the third one reminds me

442
00:23:44,381 --> 00:23:46,633
a lot of you, especially,
you know, in general

443
00:23:46,633 --> 00:23:50,137
from what I knew about you
and then rereading your bio,

444
00:23:50,470 --> 00:23:53,265
I was fascinated by many things
that you're doing right now.

445
00:23:53,473 --> 00:23:55,600
So what are these three steps
very quickly?

446
00:23:55,600 --> 00:23:58,311
The first one is about self-expression.

447
00:23:58,311 --> 00:24:02,149
You know, you need to define yourself
and your identity in society, and often

448
00:24:02,149 --> 00:24:05,735
you do it through your job
and not necessarily just through your job.

449
00:24:06,027 --> 00:24:09,573
Sometimes we're not lucky enough
to do what we love, but you

450
00:24:09,573 --> 00:24:14,161
you can still define yourself in relation
to others through something you do.

451
00:24:14,411 --> 00:24:18,290
The second level is
when you give something to others

452
00:24:18,290 --> 00:24:19,958
you give love to others.

453

00:24:19,958 --> 00:24:22,294
Essentially, you care about the others.

454
00:24:22,294 --> 00:24:25,130
And usually it's family,
it's otherpeople close to you

455
00:24:25,630 --> 00:24:27,883
and your close community as well.

456
00:24:28,091 --> 00:24:31,094
You give something
and somehow you receive something back.

457
00:24:31,094 --> 00:24:33,847
You don't give to receive something
back, but you

458
00:24:33,847 --> 00:24:36,850
In exchange,
something is coming back as well.

459
00:24:37,184 --> 00:24:38,894
And then there is a third dimension.

460
00:24:38,894 --> 00:24:41,480
Often
it comes later in life for many of us,

461
00:24:41,480 --> 00:24:43,940
not for all of us,
but for many come later in life.

462
00:24:44,107 --> 00:24:46,902
And this is what I'm talking about
when thinking about you

463
00:24:47,694 --> 00:24:51,239
and is the dimension of transcendence

464
00:24:52,532 --> 00:24:54,367
something that transcend yourself?

465
00:24:54,367 --> 00:24:59,748
You create something, you do something to
give back, you give something to society.

466
00:25:00,040 --> 00:25:03,585
And the reality is, once again,
you're doing it for you.

467
00:25:03,585 --> 00:25:05,754
In the long run. You're building a legacy.

468
00:25:05,921 --> 00:25:07,589
You are defeating that's true.

469
00:25:07,589 --> 00:25:09,758
That's because you want to be remembered,

470
00:25:09,758 --> 00:25:13,011
you know, for the good that you did
to the world.

471
00:25:13,512 --> 00:25:16,389
I I'm
I have goose bumps when I describe you

472
00:25:16,389 --> 00:25:20,769
because I wish that everybody was driven
by this kind of purpose,

473
00:25:20,977 --> 00:25:24,439
no matter the means that you have
and probably would have a better society.

474
00:25:24,814 --> 00:25:27,984
But again, you you you reach that point.

475
00:25:27,984 --> 00:25:32,405
I don't know when you started, but for
sure there is plenty of evidence of this.

476
00:25:32,405 --> 00:25:37,160
I'm talking about your, everything

you do from a social standpoint.

477
00:25:37,202 --> 00:25:40,205
Both using your Airbnb platform, but

478
00:25:40,205 --> 00:25:42,916
also using your personal resources.

479
00:25:43,333 --> 00:25:47,504
Can you tell tell us a little bit
about this effort,

480
00:25:47,921 --> 00:25:51,383
you know, from a social standpoint
that you have? You are doing so

481
00:25:51,383 --> 00:25:52,425
many different things.

482
00:25:54,010 --> 00:25:54,511
Well, thank you.

483
00:25:54,511 --> 00:25:55,637
I love those three points,

484
00:25:55,637 --> 00:25:58,390
by the way, self expression giving in
and then doing something

485
00:25:58,390 --> 00:25:59,933
that is bigger than you.

486
00:25:59,933 --> 00:26:01,518
So I've been very lucky in life.

487
00:26:01,518 --> 00:26:02,561
I've been very fortunate in my life.

488
00:26:02,561 --> 00:26:06,189
And I feel that along with
that comes a responsibility to give back

489
00:26:06,815 --> 00:26:08,233
and I certainly done things personally

490
00:26:08,233 --> 00:26:11,987
and I've done things through the company
to make sure that, you know,

491
00:26:12,195 --> 00:26:15,991
we are giving back to those those
who are in need

492
00:26:16,741 --> 00:26:19,119
and I've had a couple of experiences
that have informed that

493
00:26:21,913 --> 00:26:24,916
we got involved in Airbnb

494
00:26:25,250 --> 00:26:28,003
and thinking philanthropically in 2012

495
00:26:28,878 --> 00:26:31,464
when Hurricane Sandy hit New York City

496
00:26:32,215 --> 00:26:36,261
and if you rewinding remember
back to those moments in October of 2012

497
00:26:37,220 --> 00:26:39,848
people were stranded
tens of thousands of people

498
00:26:40,098 --> 00:26:43,059
lost their homes
and there was nowhere to go

499
00:26:43,893 --> 00:26:46,062
that the very next day we get an email

500
00:26:46,187 --> 00:26:50,150
from Shell one of our hosts in Brooklyn,
a super host

501
00:26:50,984 --> 00:26:54,988
she says, Dear Airbnb,
I would love to volunteer

502
00:26:54,988 --> 00:26:58,241
my extra guest rooms
to those displaced by Hurricane Sandy.

503
00:26:58,241 --> 00:26:59,159
How do I do that?

504
00:27:00,285 --> 00:27:01,411
At the time you had to

505
00:27:01,411 --> 00:27:04,414
have a transaction with a credit card
to book a reservation

506
00:27:05,290 --> 00:27:08,752
and we quickly discussed in the company
and said, Well, why?

507
00:27:08,877 --> 00:27:13,548
Why not reconfigure our entire system
to allow Shell and many others like her

508
00:27:14,132 --> 00:27:16,343
to volunteer their homes
for free to those in need?

509
00:27:17,344 --> 00:27:18,970
So we did exactly that.

510
00:27:18,970 --> 00:27:22,599
It was an engineering marathon,
the pizza boxes and Red Bulls.

511
00:27:22,891 --> 00:27:25,143
48 hours straight,
all nighters, the whole thing.

512

00:27:25,977 --> 00:27:29,230
And two days later, we emailed Shell and
every other host in New York and said,

513
00:27:29,898 --> 00:27:33,860
if you'd like to join in this effort,
you can host those displaced.

514
00:27:34,319 --> 00:27:37,238
The next day, we get a call
from Mayor Bloomberg's office saying

515
00:27:37,781 --> 00:27:40,158
we want to partner with you to help

516
00:27:40,241 --> 00:27:43,912
promote this because we need resources
on where to send people.

517
00:27:44,329 --> 00:27:47,415
And that was really the beginning
of what is today Airbnb.org,

518
00:27:47,832 --> 00:27:48,249
Which is where

519
00:27:48,249 --> 00:27:51,795
we're able to leverage our platform
to house people in times of crisis.

520
00:27:52,587 --> 00:27:56,800
So if you think about what you can say,
our superpower as a company, well,

521
00:27:57,759 --> 00:28:00,136
we have this global network of hosts.

522
00:28:00,136 --> 00:28:02,931
We have this robust Internet platform,

523
00:28:03,598 --> 00:28:05,725
and we know how to connect strangers.

524
00:28:06,685 --> 00:28:08,895
You know, fairly quickly.

525
00:28:08,895 --> 00:28:13,483
And so if we were to leverage that
and take the same booking technology

526
00:28:13,483 --> 00:28:15,610
that makes it easy
to match to a great vacation,

527
00:28:15,819 --> 00:28:20,865
what if we were to match people
to a shelter, to a home as

528
00:28:20,865 --> 00:28:24,369
they're being evacuated from a hurricane
or from a wildfire, fill in the blank?

529
00:28:24,828 --> 00:28:25,829
And so

530
00:28:26,329 --> 00:28:29,040
over the years,
we've now housed 100,000 people

531
00:28:29,124 --> 00:28:31,209
in over 70 countries worldwide,

532
00:28:32,502 --> 00:28:35,046
largely based on the generosity
of our host community

533
00:28:36,131 --> 00:28:38,466
to take in people who really need shelter.

534
00:28:39,259 --> 00:28:40,760
And so it's been

535
00:28:41,261 --> 00:28:45,348
one of the most unexpected
but fulfilling elements of

536
00:28:45,640 --> 00:28:49,853
of the last 14 years
is building a great business of obviously.

537
00:28:49,853 --> 00:28:53,148
But on the back of that also happened
to be building

538
00:28:53,356 --> 00:28:57,277
one of the largest humanitarian housing
platforms that exists on the planet.

539
00:28:58,278 --> 00:28:59,571
And so,

540
00:28:59,988 --> 00:29:01,948
you know, we've gotten involved

541
00:29:01,948 --> 00:29:06,077
in things beyond natural disasters
so the refugee crisis in 2016

542
00:29:06,077 --> 00:29:09,789
when that really hit the headlines
and became a worldwide topic

543
00:29:10,248 --> 00:29:13,042
we said well how can we
how can we possibly help with this.

544
00:29:14,002 --> 00:29:16,171
And it turns out there was one area

545
00:29:16,171 --> 00:29:18,590
which is when asylum seekers land
in a new country

546
00:29:19,424 --> 00:29:22,260
before they've got a lease on a long term
place, they need a place to stay.

547

00:29:23,219 --> 00:29:24,971
So from the time they land
at the airport,

548
00:29:24,971 --> 00:29:28,641
we are able to match them with host
on our site for short term accommodations.

549
00:29:29,267 --> 00:29:32,437
And so that got us involved
in the topic of refugees.

550
00:29:32,437 --> 00:29:36,232
And so since then we've refined
our product, we've established incredible

551
00:29:36,232 --> 00:29:40,487
partnerships with different government
agencies and others.

552
00:29:41,279 --> 00:29:45,408
And so recently in the summer of 2021,

553
00:29:46,367 --> 00:29:49,204
as the Afghan situation was unfolding

554
00:29:49,788 --> 00:29:52,540
with all the evacuations,
the very next problem that they have

555
00:29:52,540 --> 00:29:55,335
as they come to United States
and where are they going to stay?

556
00:29:55,335 --> 00:29:58,838
And so we were able to partner
with different parts of the government,

557
00:29:58,838 --> 00:30:03,802
with all the resettlement agencies, and
we made a commitment as a company to help

558
00:30:04,511 --> 00:30:07,639

And so our commitment was to house
20,000 Afghan families

559
00:30:08,807 --> 00:30:10,850
coming to the United States.

560
00:30:10,850 --> 00:30:13,311
And just in the last couple of months

561
00:30:13,311 --> 00:30:15,605
we are already up to 15,000 people

562
00:30:16,397 --> 00:30:19,275
who found shelter
through through Airbnb.org.

563
00:30:19,984 --> 00:30:23,154
So it's been just one of the most

564
00:30:23,738 --> 00:30:28,827
beautiful expressions of generosity
at scale from our host community.

565
00:30:29,661 --> 00:30:31,913
And it's been fun to see how our company

566
00:30:33,248 --> 00:30:34,541
does what I think most companies

567
00:30:36,125 --> 00:30:38,211
are doing
or will need to do in the future,

568
00:30:38,211 --> 00:30:42,340
which is to participate in society,
to find ways to be beneficial

569
00:30:42,841 --> 00:30:46,511
to society around us
and not just operate in the silo.

570
00:30:46,719 --> 00:30:49,013

You know, we're just the business
and that's all we do.

571
00:30:49,013 --> 00:30:51,099
But I think more and more it will be,

572
00:30:52,141 --> 00:30:53,101
you know,

573
00:30:53,726 --> 00:30:57,105
employees, customers,
maybe one or even investors

574
00:30:57,522 --> 00:31:01,067
will more and more will demand
the companies actually

575
00:31:01,860 --> 00:31:04,612
do more to benefit the societies
that we operate in.

576
00:31:05,196 --> 00:31:08,366
And and do it in an authentic way.

577
00:31:08,366 --> 00:31:11,494
I mean, what you're doing is authentic.

578
00:31:11,494 --> 00:31:12,704
I mean, you didn't mention it,

579
00:31:12,704 --> 00:31:16,249
and that's very elegant from you,
but you you're also investing

580
00:31:16,249 --> 00:31:19,794
in your personal wealth
in a variety of different ways.

581
00:31:20,169 --> 00:31:25,341
I was reading that you are one of the
younger members to join the giving pledge

582

00:31:25,383 --> 00:31:30,930
of of Bill and Melinda Gates, Warren
Buffett, essentially a commitment to

583
00:31:31,931 --> 00:31:32,724
give more than

584
00:31:32,724 --> 00:31:35,268
half of your wealth in philanthropy.

585
00:31:35,894 --> 00:31:38,479
This is one of the many examples of

586
00:31:38,479 --> 00:31:41,858
of that authenticity I'm talking about.

587
00:31:41,858 --> 00:31:46,195
And now I'm thinking about the many
business leaders that are listening to us.

588
00:31:46,195 --> 00:31:49,240
And now we're one of the trendy words

589
00:31:49,240 --> 00:31:53,953
in the world of com
business, big and small is purpose

590
00:31:53,953 --> 00:31:58,625
right? And purpose makes sense
when it's done in an authentic way.

591
00:31:58,666 --> 00:31:59,667
Purpose makes sense

592
00:31:59,667 --> 00:32:03,296
whether there are business leaders
behind those brands that really believe

593
00:32:03,296 --> 00:32:07,425
in what they're doing and they do it
consistently, authentically for real.

594

00:32:07,842 --> 00:32:11,679
So I think is a beautiful example
of what you're doing that in Airbnb

595
00:32:11,721 --> 00:32:13,514
from that standpoint.

596
00:32:13,514 --> 00:32:17,101
By the way,
I have to thank you through the Design

597
00:32:17,101 --> 00:32:20,229
Vanguard Joe and Tim Brown,

598
00:32:20,939 --> 00:32:23,650
the former CEO of Ideo,

599
00:32:24,442 --> 00:32:29,614
put together this initiative, designed
Vanguard and a series of design leaders

600
00:32:29,614 --> 00:32:33,743
with different backgrounds to brainstorm

601
00:32:33,743 --> 00:32:36,454
about how design can give back to society.

602
00:32:36,788 --> 00:32:40,124
And so thanks to you, I met my counterpart

603
00:32:40,458 --> 00:32:43,920
at the Coca-Cola Company,
Jane Sommerville, the former

604
00:32:43,920 --> 00:32:49,467
head of design there. We got together
in the moment thinking really how

605
00:32:49,467 --> 00:32:55,181
we could work together even if we come
from competing companies to give back.

606

00:32:55,181 --> 00:32:56,599
And then we became friends.

607
00:32:56,599 --> 00:32:58,935
But can you tell us more about Design Vanguard?

608
00:32:59,143 --> 00:33:00,645
What what is it?

609
00:33:00,645 --> 00:33:03,731
Was I love that story
because that's so summarizes

610
00:33:03,731 --> 00:33:06,859
that and captures the spirit of what
the Vanguard is all about, which is that

611
00:33:07,443 --> 00:33:11,656
there are problems in the world
that are bigger than any single company

612
00:33:12,240 --> 00:33:13,157
has in front of them.

613
00:33:13,157 --> 00:33:17,036
And so what if we align our expertize

614
00:33:17,036 --> 00:33:22,083
and our networks and our capabilities
to to go after bigger problems?

615
00:33:22,917 --> 00:33:26,838
And so I think if the two of you ever
collaborate on something,

616
00:33:26,838 --> 00:33:30,049
let me know, because I think that would be
an incredible conclusion.

617
00:33:30,049 --> 00:33:31,968
Or outcome of the Design Vanguard.

618

00:33:33,261 --> 00:33:35,263
But really, it's it's bringing together

619
00:33:35,263 --> 00:33:38,933
creative leaders from from business,
from tech, from social sectors,

620
00:33:39,600 --> 00:33:42,645
and trying to leverage our resources
and influence to

621
00:33:44,022 --> 00:33:47,567
create more of a
just a safe and beautiful world

622
00:33:47,859 --> 00:33:51,696
to find ways
we're design can be beneficial to society.

623
00:33:51,946 --> 00:33:55,158
And so the event
we hold it twice in Northern California.

624
00:33:55,491 --> 00:33:59,245
And it's been a wonderful moment
to bring together people

625
00:33:59,912 --> 00:34:02,957
from these different backgrounds
of business and tech and social

626
00:34:03,624 --> 00:34:08,004
social sectors to truly find opportunities
to to come together

627
00:34:09,130 --> 00:34:11,049
And so those who have signed on to
the Vanguard

628
00:34:11,049 --> 00:34:14,135
designers are being held
to higher ethical standards.

629

00:34:15,219 --> 00:34:17,680
We want to shape a generation of designers
that reflects

630
00:34:17,764 --> 00:34:20,475
rich diversity of the world
that we actually live in

631
00:34:21,309 --> 00:34:25,354
and push to the edges
of what design means for humanity.

632
00:34:26,355 --> 00:34:26,731
Thinking about

633
00:34:26,731 --> 00:34:29,734
individuals, communities and even systems

634
00:34:29,734 --> 00:34:32,445
For example,
I know Design Vanguard was pretty active

635
00:34:32,445 --> 00:34:35,448
as COVID 19 started up in 2020 I think.

636
00:34:35,448 --> 00:34:37,408
How can design help?

637
00:34:37,408 --> 00:34:41,329
You know, this global problem.

638
00:34:41,329 --> 00:34:43,664
I want to close talking about people.

639
00:34:44,165 --> 00:34:47,126
I profoundly believe that

640
00:34:47,710 --> 00:34:51,464
this idea of the circle from people

641
00:34:51,464 --> 00:34:55,218
to people or people in love with people

as I like to define them,

642
00:34:56,385 --> 00:34:58,387
is the most important driver of everything

643
00:34:58,429 --> 00:35:03,142
we can have processes, tools, strategies,
all those kind of tech platforms.

644
00:35:03,142 --> 00:35:06,521
But at the end of the day
is always an idea coming from somebody

645
00:35:06,938 --> 00:35:09,273
to, to help somebody else.

646
00:35:09,649 --> 00:35:14,529
And so we talk a lot about the receiving

647
00:35:15,071 --> 00:35:18,407
side of it. The people
we serve, the social impacts.

648
00:35:18,699 --> 00:35:21,202
But earlier
you mentioned the people in your team.

649
00:35:21,202 --> 00:35:25,957
The people thinking. Surrounding yourself
with people that are even better than us.

650
00:35:26,582 --> 00:35:29,710
What are the key
traits, the key characteristics

651
00:35:29,710 --> 00:35:33,673
of these leaders
that you search for your own organization?

652
00:35:34,507 --> 00:35:37,009
The first thing that comes to mind
and the first thing we look for is

653
00:35:37,009 --> 00:35:38,928
they have to be
passionate about our mission.

654
00:35:40,680 --> 00:35:41,806
We, they

655
00:35:41,806 --> 00:35:46,060
have to be passionate about the world
of travel around connecting people, around

656
00:35:46,060 --> 00:35:46,853
what what does it look like

657
00:35:46,853 --> 00:35:50,022
if we made the world a little bit smaller
where we all understood each other

658
00:35:50,022 --> 00:35:54,443
a little bit more because we were able
to connect people in a home somewhere else

659
00:35:54,443 --> 00:35:58,406
in the world where they could understand
the other that much more.

660
00:35:58,489 --> 00:36:00,658
And of course, that doesn't happen
every time on Airbnb.

661
00:36:00,658 --> 00:36:04,036
But in our peak moments, that's
that's what unfolds on our site.

662
00:36:05,121 --> 00:36:07,540
So passion to forward a mission

663
00:36:07,707 --> 00:36:10,668
like that, it's it's second, it's
creativity

664
00:36:10,668 --> 00:36:13,921

people who have a creative mindset,

665
00:36:14,088 --> 00:36:17,300
you know, people who think very openly,

666
00:36:17,300 --> 00:36:19,719
they're curious in their approach.

667
00:36:21,095 --> 00:36:22,930
And then third, I would say has

668
00:36:22,930 --> 00:36:26,475
to do with work
ethic of people who just love to work,

669
00:36:26,809 --> 00:36:30,521
people who find passion in
their work, people who find

670
00:36:32,106 --> 00:36:35,359
self discovery
in their work, people who are just,

671
00:36:35,776 --> 00:36:38,070
you know, students of their own craft.

672
00:36:39,280 --> 00:36:42,283
And Joe you look like a very nice person.

673
00:36:42,450 --> 00:36:46,454
How important is kindness in a company?

674
00:36:46,913 --> 00:36:47,663
Come on.

675
00:36:47,663 --> 00:36:48,456
And for your leaders.

676
00:36:48,456 --> 00:36:49,707
I think that's a prerequisite.

677

00:36:49,707 --> 00:36:51,667
Come on. Right.

678
00:36:51,667 --> 00:36:53,920
There's there's a famous

679
00:36:53,920 --> 00:36:56,839
Simon Sinek, famous author and TED Speaker

680
00:36:57,673 --> 00:37:00,301
that studies the best high
performing teams on the planet.

681
00:37:00,760 --> 00:37:04,096
And he presents he spent time with

682
00:37:04,096 --> 00:37:06,766
companies and corporations
and governments and militaries

683
00:37:07,183 --> 00:37:11,020
and within the militaries,
he spent time with the highest performing

684
00:37:11,312 --> 00:37:15,316
Navy SEAL team of all SEAL Team six,
and he shows a diagram.

685
00:37:15,358 --> 00:37:19,570
And on one axis, there's performance
and on the other axis, there's trust.

686
00:37:20,154 --> 00:37:22,657
And what he's shown in
these learned from them is that

687
00:37:23,532 --> 00:37:26,160
if you have high performance
but low trust,

688
00:37:26,744 --> 00:37:28,788
you don't
you don't make the SEAL Team six,

689
00:37:28,788 --> 00:37:30,915
you could be the best
in the world at what you do.

690
00:37:31,874 --> 00:37:33,584
But if you don't have the ability

691
00:37:33,584 --> 00:37:37,838
to create trust with those around you,
you don't get on the team.

692
00:37:37,838 --> 00:37:41,384
They'd rather have somebody
with high trust and slightly

693
00:37:41,384 --> 00:37:44,762
lower performance on SEAL Team six.

694
00:37:44,762 --> 00:37:50,643
And I think that's just one vignette
of of that summarizes how important trust,

695
00:37:50,935 --> 00:37:54,021
kindness and camaraderie are on teams.

696
00:37:54,689 --> 00:37:58,609
I love, by the way, this speech of Simon
that I know very well.

697
00:37:58,609 --> 00:38:01,779
I, I've been started out of kindness
because I

698
00:38:02,405 --> 00:38:05,283
profoundly believe
that this is very important.

699
00:38:05,449 --> 00:38:08,327
No matter your business,
no matter your performance,

700

00:38:08,327 --> 00:38:12,581
you should be just the condition.
Sine qua non as they say in Latin.

701
00:38:12,581 --> 00:38:16,168
a condition to operate
just because of an ethical reason.

702
00:38:16,419 --> 00:38:17,712
But beyond that, you're right.

703
00:38:17,712 --> 00:38:21,549
I mean, is it also a does drive
better performance, better

704
00:38:21,549 --> 00:38:25,636
efficiency, better synergy inside
these organization is so powerful.

705
00:38:25,845 --> 00:38:30,433
I do think that the opposite of trust
and kindness is an invisible cancer.

706
00:38:30,433 --> 00:38:33,436
And they call it cancer
because you don't see it

707
00:38:33,519 --> 00:38:36,105
when you realize it is often too late.

708
00:38:36,480 --> 00:38:40,067
And so anyway, look, I will keep

709
00:38:40,067 --> 00:38:43,904
talking with you for hours,
but we need to wrap up.

710
00:38:43,904 --> 00:38:47,199
I just want to thank you for the time
you dedicated to us today,

711
00:38:47,742 --> 00:38:51,203
but mostly also for the inspiration

712
00:38:51,203 --> 00:38:54,707
that I'm sure you gave
with your stories to so many people.

713
00:38:54,915 --> 00:38:58,502
And thanks for everything
you're doing with Airbnb, not just for the

714
00:38:58,919 --> 00:39:02,381
magic experiences
you are gifting all around the world.

715
00:39:02,381 --> 00:39:03,674
To people like me.

716
00:39:03,674 --> 00:39:07,511
I started sharing one of those,
but also for everything

717
00:39:07,511 --> 00:39:10,681
you are doing through your platform
to give back to society.

718
00:39:10,723 --> 00:39:11,891
Thank you Joe.

719
00:39:12,641 --> 00:39:13,392
Thank you Mauro.

720
00:39:13,392 --> 00:39:14,435
It's a pleasure seeing you.