Table A1: Examples of representative quotations identified through coding

Experiencing product first-hand and constantly testing it	Staying with hosts	*'I am either a homeless entrepreneur, or a guy with 650 homes in San Francisco. Depends on your perspective.' (*Chesky, 2010) *'That's when the company hit the accelerator on growth and learned a bunch about their business. Chesky famously lived exclusively in Airbnbs for a few months in 2010 when their employees crowded out the bedroom space left in their apartment.'* (Aydin, 2019) *'You know in 2010 I literally gave up my home and I started living on Airbnb in San Francisco and I stayed in like 30 different homes and I think if a politician wanted to get to know their citizens not telling you to do this but anyone else like you know this is a great way to get to know them, this could be, I mean, maybe a new campaign thing.'* (Chesky, 2018)
	Physically visiting new markets	*'By contrast, in the markets they physically visited, teams of two to three people would talk to the few users already in that market to get an idea of what was going on. They'd also throw parties and info sessions, sets up booths around town, post flyers.'* (Brown, n.d.)
Identifying sticking points and jumpstarting network effects	Building the host-side of the platform	*'The company continued its scrappy business-building techniques. Channeling their design backgrounds, the founders launched an ambitious project to get its hosts to love the company.* (Aydin, 2019)

	Increasing the listings attractiveness	*'When we fixed the product in New York, it solved our problems in Paris, London, Vancouver, and Miami.' (*Chesky, 2012)
	Writing reviews for hosts	*'They visited all of their hosts in New York to personally stay with them, write reviews, and professionally photograph their places.'* (Aydin, 2019)
	Simplifying name to 'Airbnb'	*'In March 2009, the company finally scrapped the Air Bed & Breakfast name and simplified it to "Airbnb." No more confusing associations with air mattresses.'* (Aydin, 2019)
Following local strategy approach	Launching the Chinese brand 'Aibiying'	*'Airbnb is committed to succeeding in China, and we now have a Chinese name, 爱彼迎 (Aibiying), which means "to welcome each other with love."' (*Chesky, 2017) *'There's a whole new generation of Chinese travelers who want to see the world in a different way. (...) We hope that Aibiying and our Trips product strikes a chord with them and inspires them to want to travel in a way that opens doors to new people, communities and neighborhoods across the world. I'm really excited about our future here.'* (Chesky, 2017)
	Attempts to attract rural-orientated customer groups	*,Samara's ambition is to take the Yoshino Cedar House model – a listing run by and for the benefit of a community, designed as a shared space – and roll it out to similar struggling rural communities around the world to boost localised*

		tourism and reinvigorate economies. Essentially, it seems Airbnb would build its own listings. "Given the size and scale of the Airbnb community, the areas to explore are limitless," says Gebbia. So could they include cities?' (Perry, 2016)
	Local guerrilla marketing activities to grow brand awareness	*'Many of the challenges are cultural challenges. Because if you don't meet, you have a completely different point of reference and so the number one thing I learned is there is no such thing and arts of business as one-size-fits all. You don't just create a model and expect every policymaker embrace it. Everyone's got their own challenges, their own issues and you've got to go and you've got to do two things. It's really simple. You got to tell them about your business, make sure they understand it because half the time they don't and then there's a misunderstanding on our side and their side.'* (Chesky, 2018)
Category embedding acquisitions	Acquisition of several location-based providers	*'Since 2016, Airbnb has been expanding its services through a series of high-end launches and acquisitions adjacent to its main service.'* (Aydin, 2019)
	Acquisition of clone businesses	Airbnb just raised $100 million at a $1 billion valuation, and it's using some of that cash (and/or stock) to acquire a German 'equivalent' dubbed Accoleo. This move signals Airbnb's willingness to expand worldwide – the startup will establish its first European office in Hamburg, Germany. (Airbnb buys German clone

		Accoleo, opens first European office in Hamburg, 2011)
Immediate Response to Criticism	Incremental security improvements	*'Previously, Airbnb has added other services to build trust among its users. It added a $1 million guarantee for hosts, a secure payment service and 24/7 customer service.' (*Geron, 2013*)*
	Compensating customers	*'The company started implementing a coverage policy, upping it to a $1 million "Host Guarantee" by summer 2012.'* (Aydin, 2019)
	Verification features	*,After all, you're staying in a stranger's home. To address this, Airbnb is adding identity verification so that users can feel more confident that hosts and travelers on the service are "real people."'* (Geron, 2013) *'For the online portion, people can use Facebook or LinkedIn authentication. Airbnb will analyze the profiles to make sure they are real people, based on things like how long the profiles have existed. (Airbnb already has Facebook integration). Then it will make sure that the online and offline identities match.'* (Geron, 2013) *'There's no reason to have an anonymous experience. Once people have their identity attached online, then they build a reputation. Suddenly you live in a world without strangers.' (*Chesky, 2013) *'Because people are staying in other people's homes, that trust and verification is*

Table A2: Examples of references of the used Archival Data Sources

Medium/ Creator	**Details and References**
Airbnb	References: Airbnb Inc. (2016a). *Airbnb - Don't Go There, Live There*. YouTube. https://www.youtube.com/watch?v=RDQCQBialcM Airbnb Inc. (2016b). *Airbnb Launches New Products to Inspire People to "Live There."* Airbnb Inc. https://news.airbnb.com/airbnb-launches-new-products-to-inspire-people-to-live-there/ Airbnb Inc. (2017). *#weaccept*. Airbnb Inc. https://de.airbnb.com/weaccept Airbnb Inc. (2018a). *The Airbnb Story*. Airbnb Inc. https://press.airbnb.com/wp-content/uploads/sites/4/2018/08/The-Airbnb-Story-Timeline-EN-GLOBAL.pdf Airbnb Inc. (2018b). *Airbnb is for Everyone*. Airbnb Inc. . https://news.airbnb.com/airbnb-for-everyone/ Airbnb Inc. (2020a). *About us*. Airbnb, Inc. https://news.airbnb.com/about-us/ Airbnb Inc. (2020b). *Airbnb's Talent Directory*. Airbnb Inc. https://de.airbnb.com/d/talen Airbnb Inc. (2020c). *Brian Chesky - Airbnb Newsroom*. https://news.airbnb.com/about-us/leadership/brian-chesky/
BBC	'The BBC is the world leader in global breaking news, providing trusted, accurate, impartial and independent news on TV, radio, online and social media to hundreds of millions of people worldwide each week.' (BBC News, 2020) References: *Airbnb offers free housing to those hit by Trump ban*. (2017). BBC. Retrieved from: https://www.bbc.com/news/38787374 Lee, D. (n.d.). *AirBnB racism claim: African-Americans "less likely to get rooms."* BBC. Retrieved from https://www.bbc.com/news/technology-35077448
Brian Chesky	Brian Chesky is CEO and Co-Founder of Airbnb. He regularly updates his community on Airbnb's activities (e.g. https://twitter.com/bchesky) References: Beckerman, M. & Chesky, B. (2018). *Brian Chesky, CEO of Airbnb Sits Down for a Fireside Chat*. Internet Association. Retrieved from: https://www.youtube.com/watch?v=ORSEkY3m1_U Chesky, B. (2014). *The Airbnb Blog – Belong Anywhere*. Retrieved from: https://blog.atairbnb.com/belong-anywhere

	Chesky, B. & Gallagher, L. (2017). *Interview with Airbnb CEO Brian Chesky*. Fortune Magazine. Retrieved from: https://www.youtube.com/watch?v=GFMeuSIhIYg Chesky, B. (2017). Brian Chesky Launches Trips | Airbnb Open 2016. Airbnb Inc. Retrieved from: https://www.youtube.com/watch?v=efNyRmTLbjQ Chesky, B. (2017). Airbnb's Brian Chesky: I've Been Obsessed With 'A Better Way To Design Communities'. TODAY. Retrieved from: https://www.youtube.com/watch?v=KOrVkPSdeEg Chesky, B. (2020). *A Message from Co-Founder and CEO Brian Chesky*. Airbnb Inc. https://news.airbnb.com/a-message-from-co-founder-and-ceo-brian-chesky/
Businessinsider	'Business Insider is the largest business news site in the US and one of the fastest-growing news brands in the world.' (Business Insider, 2020) References: Aydin, R. (2019). *How 3 guys turned renting air mattresses in their apartment into a USD 31 billion company, Airbnb*. Business Insider Inc. Retrieved from: https://www.businessinsider.my/how-airbnb-was-founded-a-visual-history-2016-2 Hartmans, A. (2016). *Airbnb is extending an olive brand to landlords – but it means you'll make less on your listing*. Business Insider. Retrieved from: https://www.businessinsider.com/airbnb-friendly-building-program-2016-9?international=true&r=US&IR=T Hill, S. (2015). *The two faces of Airbnb*. Business Insider. Retrieved from: https://www.businessinsider.com/the-two-faces-of-airbnb-2015-10?international=true&r=US&IR=T Shontell, A. (2011). *Airbnb Horror*. Business Insider. Retrieved from: https://www.businessinsider.com/airbnb-not-safe-the-renter-stolen-identity-and-destroyed-her-life-2011-7?international=true&r=US&IR=T Shontell, A. (2013). *How A Box Of Cereal And Being Like A Cockroach Helped Airbnb Become A Billion-Dollar Business*. Business Insider. Retrieved from: https://www.businessinsider.com/how-a-box-of-cereal-and-being-like-a-cockroach-helped-airbnb-become-a-billion-dollar-business-2013-3?international=true&r=US&IR=T Sonnemaker, T. (2020). *Airbnb has reportedly dropped its internal valuation to $26 billion as the coronavirus halts travel worldwide*. Business Insider Nederland. Retrieved from: https://www.businessinsider.nl/airbnb-lowers-internal-valuation-to-26-billion-as-coronavirus-hits-bookings-ft-2020-4?international=true&r=US Thomas, O. (2012). *Airbnb appears to be getting into the massive local-advertising fight with Groupon, Google and Yelp*. Business Insider. Retrieved from: https://www.businessinsider.com/airbnb-local-advertising-2012-11?international=true&r=US&IR=T Price, R. (2018). *Airbnb is going mainstream and letting you book regular hotels*. Business Insider. https://www.businessinsider.nl/airbnb-adds-

	hotels-2018-2/
CNET	'CNET is the premier destination for tech product reviews, news, price comparisons and videos.' (CNET, 2020) References: Kerr, D. (2014). *Airbnb rebrands itself with a "people, places, love" motto*. CNET. Retrieved from: https://www.cnet.com/news/airbnb-rebrands-itself-with-a-people-places-love-motto/ Kerr, J. (2018). *Airbnb is getting all fancy*. CNET. Retrieved from: https://www.cnet.com/news/airbnb-is-getting-all-fancy/
Condé Nast	'Condé Nast is a global media company, home to iconic brands including Vogue, The New Yorker, GQ, Glamour, AD, Vanity Fair and Wired, among many others.' (Condé Nast, 2020) References: Cohen, B. (2013). *Airbnb Event focus on Hospitality, Mobile Apps, and that whole legal issue*. Condé Nast. Retrieved from: https://www.cntraveler.com/stories/2013-11-13/airbnb-event-focuses-on-host-hospitality-legaltiy
Content How	'Content How Focuses on bringing Small Business Owners Connections to Customers using Online Marketing.'(Content How, 2020) References: Robins, W. (2019). *How This Business Strategy Took Airbnb From 0 to (A LOT)*. Content How. Retrieved from: https://www.contenthow.com/seo-case-study/air-bnb-business-strategy/
Core77	'Since 1995, Core77.com has served a devoted global audience of industrial designers ranging from students through seasoned professionals. Core77 publishes articles, discussion forums, an extensive event calendar, hosts portfolios, job listings, a database of design firms, schools, vendors and services.' (Core77, 2020) References: Squirrelbait. (2007). *AirBed & Breakfast for Connecting '07*. Core77 Inc. Retrieved from: https://www.core77.com/posts/7715/airbed-breakfast-for-connecting-07-7715