

# Leveraging Superhosts

Airbnb Chicago

SUSTAINABILITY AND PROFITABILITY

MGMT 683 - TEAM 13





# Team



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## **Executive Summary**

**Objective:** This project aims to enhance Airbnb listing performance by analyzing the dynamics of achieving Super host status. Utilizing advanced machine learning models and a rich panel dataset, we provide insights to improve guest experiences and boost overall platform success.

**Outcome:** Our comprehensive analysis and strategic recommendations aim to significantly improve host performance and guest satisfaction, reinforcing Airbnb's position in the market.

### **Key Focus Areas**

**Superhost Status Dynamics:** We explored factors influencing Super host status across property types, its business benefits, and identified critical metrics like guest ratings, cancellation rates, and response times.

**Performance Metrics Correlation:** Our investigation revealed a strong link between Super host status and key performance indicators such as booking rates, occupancy, revenue, and guest satisfaction.

**Improving Overall Ratings:** We assessed factors impacting host ratings, emphasizing the importance of consistent quality, responsiveness, and property features.

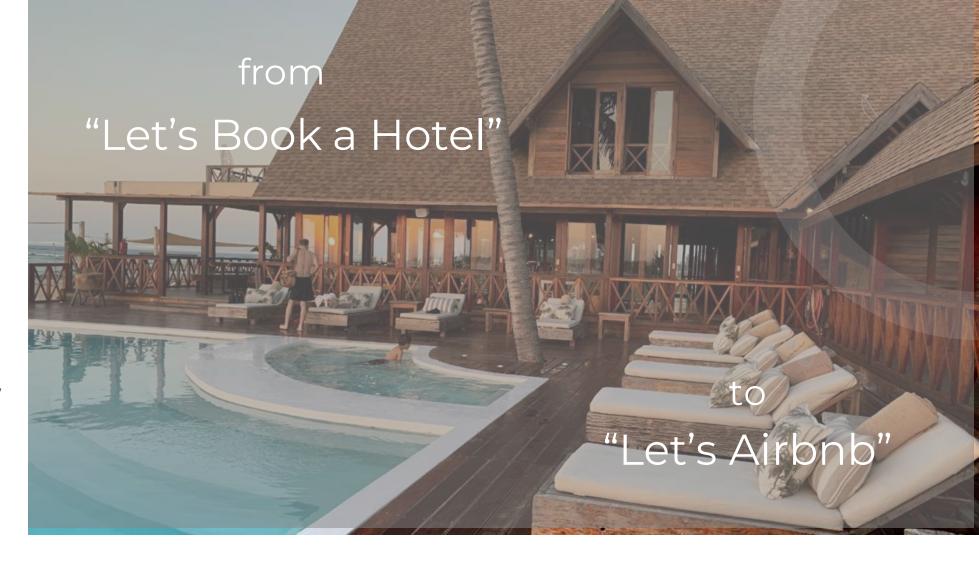
Market Trends and Seasonality: The study examined market dynamics and seasonal trends, offering strategic insights for pricing and marketing.

**Actionable Recommendations:** We provided strategies for hosts to enhance listing appeal and service quality, along with guidance for Airbnb to support its hosting community.

**Super Product Integration:** Integrated machine learning insights with the GPT API, facilitating real-time, data-driven decision-making for hosts and Airbnb management.



The Pinnacle of Popularity



A Verb Brand Status



# Competition





Airbnb Superhosts Chicago 10k+

superhosts as of 2018

97.2 property rating as of 2018

# Who are they?

Top-rated, most experienced hosts on Airbnb, committed to providing you with outstanding hospitality

# Superhost Criteria

10+

stays

overall rating

4.8+

<1%

cancellation rate 90%

response rate



# Revenue Comparison

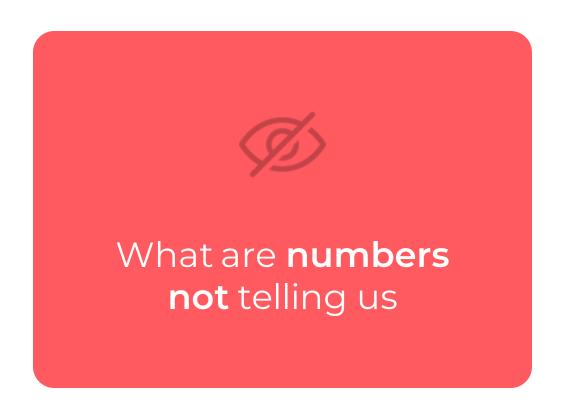




# Let's begin by breaking our analysis of Airbnb's superhost program into two parts



What are the **numbers** telling us





# ....to lay it down



What are the numbers telling us



Am I ever going to be a superhost in this lifetime?

Am I going to lose my superhost status?

3 out of 4 superhost requirements are in my control, but how do I increase my average rating?



What are numbers not telling us



I want to be the CEO of Airbnb one day what more can I do to leverage the superhost program and maximise profitability?





# What are the **numbers** telling us

# Hosting to Superhosting

1

2

3

4

5

## **Exploratory Data Analysis**

Class Imbalances

Identifying Missing Values, distributions, data types & data statistics

Superhost patterns -Geospatial pattern, Revenue trends

### Data Pre Processing

Manual removal of similar columns

Feature Transformation

Imputing missing values

Removing outliers

Encoding Categorical values

### Feature Selection

Gradient Boosting

Removal of highly correlated variables

### Modelling

Logit Regression

Polynomial Regression

Backward Regression

Adaptive Lasso

## Icing on the cake

State of the art business insights generator to integrate in the Airbnb app



# Model 1

Predicting superhost status

# Problem

Am I ever going to be a superhost in this lifetime?

## **Gradient Boosting**

Prediction

Accuracy

97.3% 96.9% Pre 96.2% Recal cision

## **Logistic Regression**

Interpretation

95.1% Accuracy

86.7% Precision

86.7%

Recall

# Top 15 features from boosting affecting your chances

- rating\_ave\_pastYear
- 2. numCancel\_pastYear
- 3. num\_5\_star\_Rev\_pastYear
- 4. superhost\_change\_gain\_superhost
- 5. numReviews\_pastYear
- 6. prev\_rating\_ave\_pastYear
- 7. prev\_num\_5\_star\_Rev\_pastYear
- 8. prop\_5\_StarReviews\_pastYear
- 9. prev\_prop\_5\_StarReviews\_pastYear
- 10. prev\_numCancel\_pastYear
- 11. hostResponseAverage\_pastYear
- 12. tract\_superhosts\_ratio
- 13. prev\_numReviews\_pastYear
- 14. tract\_prev\_superhosts\_ratio
- 15. Number of Reviews

Target: Predicting superhost status

## Features analyzed

-2.225%

cancellations past year

1.027%

superhost: host in a tract

0.44%

avg. rating for past year in the previous period

2.59%

avg. rating past year

0.05%

responses in the past year

0.301%

reserved days in the past year



# Business Implications

Quality of Service and Guest Satisfaction Market
Positioning and
Competitive
Environment

Operational Efficiency and Strategic Management



# Model 2

Superhost loss classifier

# Problem

Am I going to lose my superhost status?

## **Gradient Boosting**

Prediction

97.8%

Accuracy

86.4%

Precision

## **Logistic Regression**

Interpretation

95.8% Accuracy

# Top 15 features from boosting affecting your chances

- prev\_numCancel\_pastYear
- 2. prev\_numReviews\_pastYear
- 3. prev\_rating\_ave\_pastYear
- 4. hostResponseNumber\_pastYear
- 5. superhost\_period\_all
- 6. revenue
- 7. prev\_hostResponseAverage\_pastYear
- 8. numCancel\_pastYear
- 9. tract\_superhosts\_ratio
- 10. prev\_Number of Reviews
- 11. numReviews\_pastYear
- 12. scrapes\_in\_period
- 13. tract\_superhosts
- 14. prev\_hostResponseNumber\_pastYear
- 15. rating\_ave\_pastYear

Target: Predicting loss of superhost status

### Features analyzed

0.756%

Cancellations in past 1 year

-0.073%

**Annual Revenue** 

-0.575%

Number of Reviews past year

0.174%

Number of Super hosts in the tract



# Business Implications

Ensure clear communication and guest engagement to avoid cancellations

High Revenue may help the host retain super host status Focus on guest satisfaction for more reviews



# Model 3

Predicting Average Rating

# Problem

3 out 4 superhost requirements are in my control, but how do I increase my average rating?

## **Linear Regression**

Prediction & Interpretation

61.5% R2 Score

# Top 15 features from affecting your chances

- 1. Neighborhood\_River North
- 2. rating\_ave\_pastYear
- 3. Neighborhood\_Armour Square
- 4. prop\_5\_StarReviews\_pastYear
- 5. prev\_prop\_5\_StarReviews\_pastYear
- 6. Neighborhood\_Auburn Gresham
- 7. Neighborhood\_Washington Heights
- 8. prev\_rating\_ave\_pastYear
- 9. Neighborhood\_Calumet Heights
- 10. Property Type\_Room in aparthotel
- 11. Neighborhood\_Back of the Yards
- 12. Neighborhood\_Chatham
- 13. Zipcode\_60621
- 14. Neighborhood\_Belmont Cragin
- 15. prev\_Rating Overall

Target: Predicting Host Rating

## Features analyzed

-12.328%

Neighborhood in River North

-1.603%

Property Type - an apartment turned hotel.

6.255%

Avg rating of the past year

3.425%

previous proportion of 5 Star Reviews in the past year

3.190%

Being in the Neighborhood Auburn Gresham 2.296%

Being in the neighborhood Washington Height



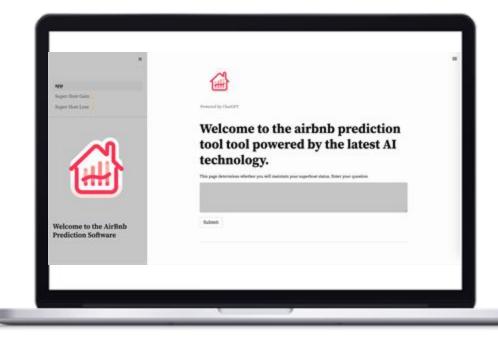
# Business Implications

Location Influence and Neighborhood Characteristics

Property Type and Guest Expectations

Quality of Service and Past Performance





Our "Super" Product

As a host, imagine you could know on how to become a superhost or where you're going wrong!

Our website is a cutting-edge platform designed for Airbnb hosts, integrating three specialized machine learning models with the GPT API for enhanced business insights. Additionally, our site employs GPT's advanced AI capabilities to answer business-related questions, providing hosts with a comprehensive, data-driven approach to optimize their Airbnb operations.





# What are the **numbers not** telling us



Trade off between the motivation to become a Superhost and Exclusive Status of a Superhost

# Dynamic Metrics to become a superhost based on regional performance

매 후 📟

9:41

Optimize the Superhost Program by creating custom metrics so that hosts never miss an opportunity and Airbnb never misses an extra buck from the superhost premiums

- Little Rock, Arkansas
- 🕯 3 years of hosting experience
- Myranda's house is rated ★4.96



### **Motivation**

There are several psychological and cognitive factors that contribute to the decrease in motivation when faced with an overly difficult task:

- 1. Perceived competence
- 2. Goal discrepancy
- 3. Extrinsic vs. intrinsic motivation

### **Exclusivity**

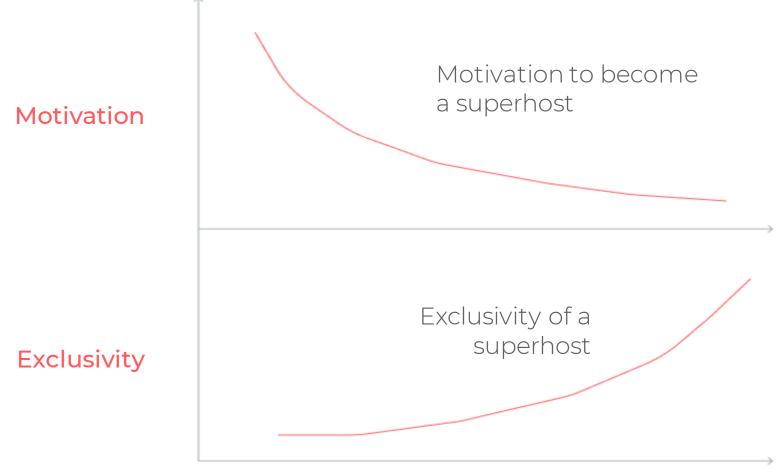
An exclusive membership or exclusive status can lose its exclusivity in many ways:

- 1. Overgrowth
- 2. Accessibility
- 3. Loss of differentiation



Representation Based on Qualitative

Research



Difficulty in Criteria



Leveraging a hidden player in the value chain

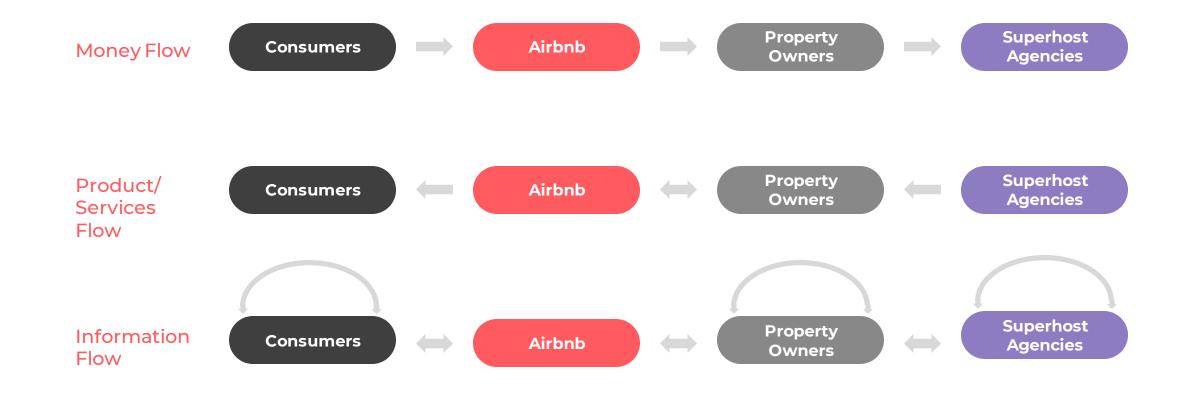
# Airbnb Certified Property Management Agencies

(MOU)

Increase your odds of getting perks for a property being managed by a superhost!



# Airbnb Value Chain





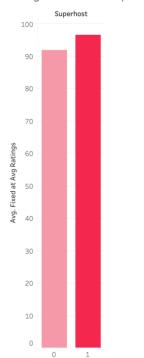
Thank you Happy Hosting!

### Superhost VS Host Analysis

### Avg Available Dates

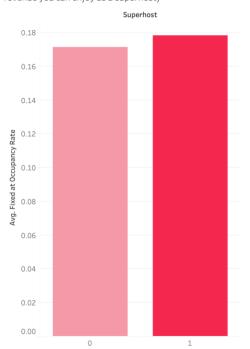


### Ratings for Host vs Superhost



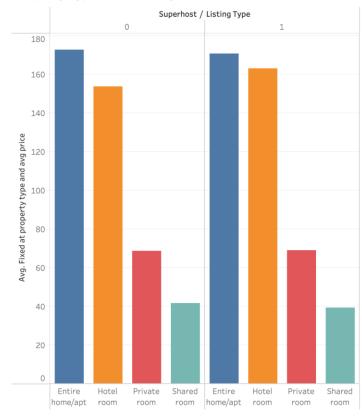
### Occupancy Rate

(can say small differences, but these small margins can soemtimes just be the difference to have that extra share of revenue you can enjoy as a superhost)

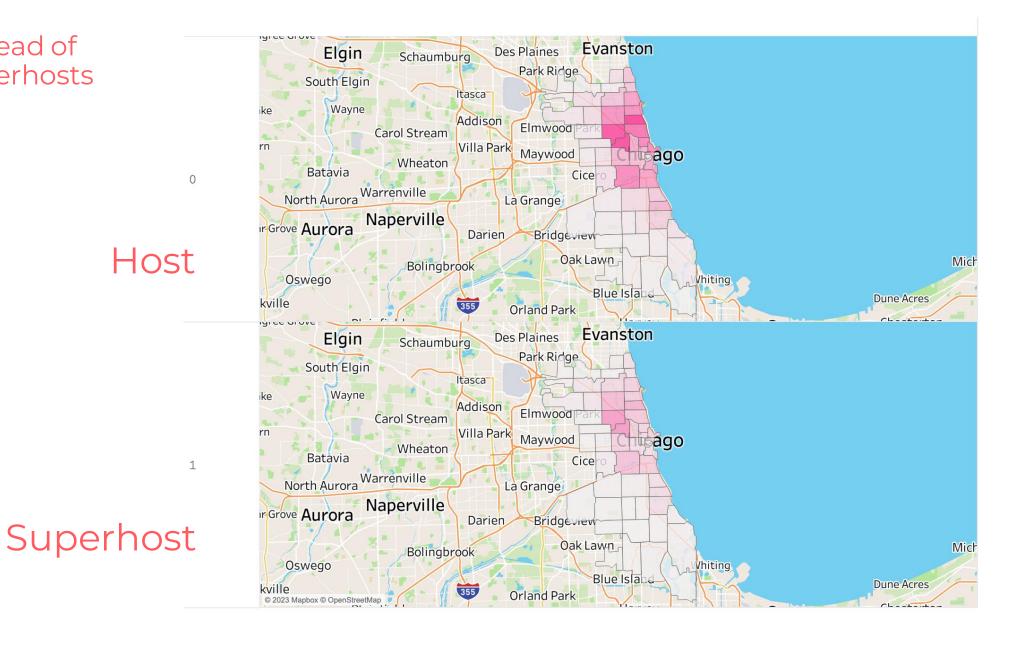


# 0 – Host 1 - Superhost

### Property Type and Booking Prices



# Geospatial Spread of Hosts and Superhosts



### Model 1 Summary

Optimization terminated successfully (Exit mode 0)

Current function value: 0.24343313218582469

Iterations: 94

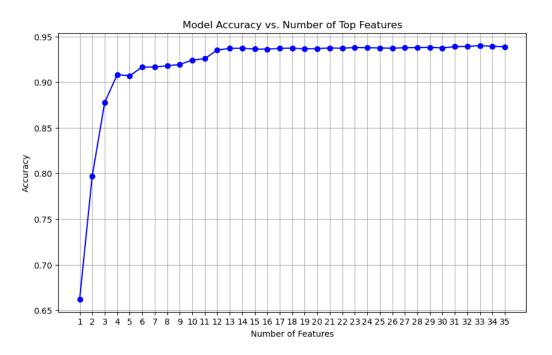
Function evaluations: 95 Gradient evaluations: 94

Logit Regression Results

| Dep. Variable:   | Superhost        | No. Observations: | 55808   |
|------------------|------------------|-------------------|---------|
| Model:           | Logit            | Df Residuals:     | 55788   |
| Method:          | MLE              | Df Model:         | 19      |
| Date:            | Thu, 07 Dec 2023 | Pseudo R-squ.:    | 0.6312  |
| Time:            | 14:43:58         | Log-Likelihood:   | -13586. |
| converged:       | True             | LL-Null:          | -36840. |
| Covariance Type: | nonrobust        | LLR p-value:      | 0.000   |

| Covariance Type:             | nonrobust | LLR    | p-value: |         | 0.000 | )      |        |
|------------------------------|-----------|--------|----------|---------|-------|--------|--------|
|                              |           |        |          |         |       |        |        |
|                              |           | coef   | std err  | Z       | P> z  | [0.025 | 0.975] |
|                              |           |        |          |         |       |        |        |
| const                        | -2        | 2.3016 | 0.027    | -86.244 | 0.000 | -2.354 | -2.249 |
| prev_rating_ave_pastYear     | 6         | .4386  | 0.038    | 11.536  | 0.000 | 0.364  | 0.513  |
| tract_superhosts_ratio       | 1         | 1.0221 | 0.021    | 48.634  | 0.000 | 0.981  | 1.063  |
| Minimum Stay                 | 6         | .1321  | 0.017    | 7.948   | 0.000 | 0.100  | 0.165  |
| numCancel_pastYear           | -2        | 2.2497 | 0.042    | -53.191 | 0.000 | -2.333 | -2.167 |
| tract_total_pop              | 6         | 0.0050 | 0.016    | 0.308   | 0.758 | -0.027 | 0.037  |
| hostResponseAverage_pastYear | 6         | 3.5592 | 0.038    | 14.534  | 0.000 | 0.484  | 0.635  |
| hostResponseNumber_pastYear  | 6         | 0.0498 | 0.023    | 2.135   | 0.033 | 0.004  | 0.096  |
| Period Category              | -6        | 3.2382 | 0.018    | -13.076 | 0.000 | -0.274 | -0.202 |
| prev_num_5_star_Rev_pastYear | -6        | 3.1632 | 0.030    | -5.505  | 0.000 | -0.221 | -0.105 |
| rating_ave_pastYear          | 2         | 2.5570 | 0.049    | 52.688  | 0.000 | 2.462  | 2.652  |
| numReservedDays_pastYear     | 6         | 3.3006 | 0.031    | 9.854   | 0.000 | 0.241  | 0.360  |
| prev_Number of Reviews       | 6         | .1940  | 0.027    | 7.136   | 0.000 | 0.141  | 0.247  |
| scrapes_in_period            | -6        | 0.0577 | 0.029    | -2.000  | 0.045 | -0.114 | -0.001 |
| prev_scrapes_in_period       | -6        | .1651  | 0.031    | -5.300  | 0.000 | -0.226 | -0.104 |
| prev_numCancel_pastYear      | 6         | 0.0041 | 0.031    | 0.131   | 0.896 | -0.057 | 0.065  |
| num_5_star_Rev_pastYear      | 2         | 2.2578 | 0.039    | 57.495  | 0.000 | 2.181  | 2.335  |
| prev_hostResponseAverage_pas | tYear -0  | 0.0477 | 0.032    | -1.498  | 0.134 | -0.110 | 0.015  |
| Number of Reviews            | 6         | 0.0640 | 0.026    | 2.435   | 0.015 | 0.012  | 0.116  |
| prev_numReserv_pastYear      | -6        | 0.0187 | 0.022    | -0.832  | 0.406 | -0.063 | 0.025  |
|                              |           |        |          |         |       |        |        |

### Elbow Graph for feature selection



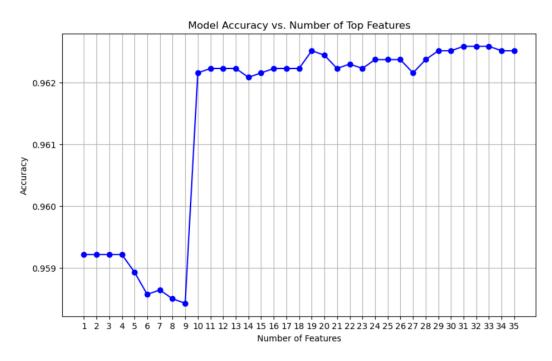
### K fold cross validation:

Fold Accuracies: [0.9635321100917431, 0.9587155963302753, 0.9572247706422018, 0.9576834862385321, 0.9583715596330276, 0.9592889908256881, 0.9591743119266055, 0.9589449541284404] Mean Accuracy: 0.9591169724770643

### Model 2 Summary

| Logit Regression Results          |               |           |               |          |            |         |  |  |
|-----------------------------------|---------------|-----------|---------------|----------|------------|---------|--|--|
|                                   |               |           |               | =======  | ========   |         |  |  |
| Dep. Variable: superhost_chang    | ge_lose_super | rhost No  | . Observation | s:       | 55808      |         |  |  |
| Model:                            | l             | Logit Df  | Residuals:    |          | 55788      |         |  |  |
| Method:                           |               | MLE Df    | Model:        |          | 19         |         |  |  |
| Date:                             | Thu, 07 Dec   | 2023 Ps   | eudo R-squ.:  |          | 0.1823     |         |  |  |
| Time:                             | 14:5          | 58:09 Log | g-Likelihood: |          | -7918.5    |         |  |  |
| converged:                        |               | True LL   | -Null:        |          | -9684.0    |         |  |  |
| Covariance Type:                  | nonro         | obust LLA | R p-value:    |          | 0.000      |         |  |  |
|                                   | coef          | std err   | ========<br>Z | P> z     | <br>[0.025 | 0.9751  |  |  |
|                                   |               | 3 CU EII  |               | 17121    |            | 0.5/5]  |  |  |
| const                             | -4.4170       | 0.063     | -70.196       | 0.000    | -4.540     | -4.294  |  |  |
| prev_numCancel_pastYear           | -2.5219       | 0.098     | -25.609       | 0.000    | -2.715     | -2.329  |  |  |
| prev_numReviews_pastYear          | 0.9206        | 0.055     | 16.671        | 0.000    | 0.812      | 1.029   |  |  |
| prev_rating_ave_pastYear          | 1.1947        | 0.045     | 26.558        | 0.000    | 1.106      | 1.283   |  |  |
| hostResponseNumber_pastYear       | 0.1681        | 0.050     | 3.384         | 0.001    | 0.071      | 0.265   |  |  |
| superhost_period_all              | 0.1396        | 0.026     | 5.473         | 0.000    | 0.090      | 0.190   |  |  |
| revenue                           | -0.0726       | 0.022     | -3.375        | 0.001    | -0.115     | -0.030  |  |  |
| prev_hostResponseAverage_pastYear | 0.1579        | 0.030     | 5.333         | 0.000    | 0.100      | 0.216   |  |  |
| numCancel_pastYear                | 0.7532        | 0.026     | 28.906        | 0.000    | 0.702      | 0.804   |  |  |
| prev_numReserv_pastYear           | 0.0422        | 0.054     | 0.777         | 0.437    | -0.064     | 0.149   |  |  |
| prev_scrapes_in_period            | -0.0295       | 0.045     | -0.652        | 0.514    | -0.118     | 0.059   |  |  |
| Property Type_Serviced apartment  | 0.0270        | 0.021     | 1.283         | 0.199    | -0.014     | 0.068   |  |  |
| tract_superhosts_ratio            | -0.6263       | 0.039     | -16.077       | 0.000    | -0.703     | -0.550  |  |  |
| prev_Number of Reviews            | 0.2072        | 0.036     | 5.688         | 0.000    | 0.136      | 0.279   |  |  |
| numReviews_pastYear               | -0.5765       | 0.046     | -12.400       | 0.000    | -0.668     | -0.485  |  |  |
| numReserv_pastYear                | -0.0143       | 0.057     | -0.252        | 0.801    | -0.126     | 0.097   |  |  |
| scrapes_in_period                 | 0.1136        | 0.041     | 2.773         | 0.006    | 0.033      | 0.194   |  |  |
| tract_superhosts                  | 0.1737        | 0.034     | 5.072         | 0.000    | 0.107      | 0.241   |  |  |
| prev_hostResponseNumber_pastYear  | -0.1501       | 0.039     | -3.860        | 0.000    | -0.226     | -0.074  |  |  |
| rating_ave_pastYear               | -0.7674       | 0.034     | -22.579       | 0.000    | -0.834     | -0.701  |  |  |
|                                   |               |           |               | ======== |            | ======= |  |  |

### Elbow Graph for feature selection



### K fold cross validation:

Fold Accuracies: [0.9599770642201835, 0.959059633027523, 0.9576834862385321, 0.9596330275229358, 0.9576834862385321, 0.9616972477064221, 0.9569954128440367, 0.9547018348623854]

Mean Accuracy: 0.9584288990825688

# Model 3 Summary

#### OLS Regression Results

| Rating Overall   | R-squared:  | 0.632  |  |  |  |  |  |
|------------------|---|--|--|--|--|--|--|
| 0LS              | Adj. R-squared:   | 0.631  |  |  |  |  |  |
| Least Squares    | F-statistic:  | 359.3  |  |  |  |  |  |
| Thu, 07 Dec 2023 | <pre>Prob (F-statistic):</pre>  | 0.00   |  |  |  |  |  |
| 21:20:06         | Log-Likelihood:   | -1.3221e+05  |  |  |  |  |  |
| 53540            | AIC:  | 2.649e+05  |  |  |  |  |  |
| 53284            | BIC:  | 2.672e+05  |  |  |  |  |  |
| 255              |   |  |  |  |  |  |  |
| nonrobust        |   |  |  |  |  |  |  |
|                  | OLS<br>Least Squares<br>Thu, 07 Dec 2023<br>21:20:06<br>53540<br>53284<br>255 | OLS Adj. R-squared:<br>F-statistic:<br>Thu, 07 Dec 2023 Prob (F-statistic):<br>21:20:06 Log-Likelihood:<br>53540 AIC:<br>53284 BIC:<br>255 |  |  |  |  |  |

|                                 | coef       | std err  | t      | P> t  | [0.025    | 0.975]   |
|---------------------------------|------------|----------|--------|-------|-----------|----------|
| const                           | 0.1587     | 12.020   | 0.013  | 0.989 | -23.400   | 23.717   |
| superhost_period_all            | 0.1666     | 12.074   | 0.014  | 0.989 | -23.498   | 23.832   |
| scrapes_in_period               | 0.0004     | 0.001    | 0.425  | 0.670 | -0.001    | 0.002    |
| prev scrapes in period          | -0.0065    | 0.002    | -4.283 | 0.000 | -0.009    | -0.004   |
| Superhost                       | 0.0509     | 0.040    | 1.266  | 0.205 | -0.028    | 0.130    |
| superhost change lose superhost | -9.361e-09 | 4.28e-07 | -0.022 | 0.983 | -8.47e-07 | 8.29e-07 |
| superhost_change_gain_superhost | -0.1614    | 0.055    | -2.931 | 0.003 | -0.269    | -0.053   |
| rating ave pastYear             | 6.2753     | 0.245    | 25.581 | 0.000 | 5.794     | 6.756    |
| numPeviews pastVear             | _0 0210    | 0 001    | _5 //1 | a aaa | -0 030    | _0 014   |

Linear regression Target: Rating

# Linear regression with Backward Selection Target: Rating

#### OLS Regression Results

| Dep. Variable:    | Rating Overall   | R-squared:          | 0.631       |
|-------------------|------------------|---------------------|-------------|
| Model:            | 0LS              | Adj. R-squared:     | 0.629       |
| Method:           | Least Squares    | F-statistic:        | 484.7       |
| Date:             | Thu, 07 Dec 2023 | Prob (F-statistic): | 0.00        |
| Time:             | 20:54:20         | Log-Likelihood:     | -1.3232e+05 |
| No. Observations: | 53540            | AIC:                | 2.650e+05   |
| Df Residuals:     | 53351            | BIC:                | 2.667e+05   |
| Df Model:         | 188              |                     |             |
| Covariance Type:  | nonrobust        |                     |             |

|                                  | coef       | std err | t       | P> t  | [0.025   | 0.975]  |
|----------------------------------|------------|---------|---------|-------|----------|---------|
| const                            | 34.6874    | 323.247 | 0.107   | 0.915 | -598.880 | 668.255 |
| superhost_period_all             | 40.5795    | 378.086 | 0.107   | 0.915 | -700.472 | 781.631 |
| Superhost                        | 0.0407     | 0.040   | 1.016   | 0.309 | -0.038   | 0.119   |
| superhost_change_lose_superhost  | -1.653e-05 | 0.000   | -0.107  | 0.915 | -0.000   | 0.000   |
| superhost_change_gain_superhost  | -0.1669    | 0.055   | -3.031  | 0.002 | -0.275   | -0.059  |
| rating_ave_pastYear              | 6.2550     | 0.245   | 25.554  | 0.000 | 5.775    | 6.735   |
| numReviews_pastYear              | -0.0220    | 0.004   | -5.488  | 0.000 | -0.030   | -0.014  |
| numCancel_pastYear               | -0.0892    | 0.034   | -2.596  | 0.009 | -0.157   | -0.022  |
| num_5_star_Rev_pastYear          | 0.0313     | 0.005   | 6.135   | 0.000 | 0.021    | 0.041   |
| prop_5_StarReviews_pastYear      | -4.0764    | 0.354   | -11.522 | 0.000 | -4.770   | -3.383  |
| prev_rating_ave_pastYear         | -2.2485    | 0.272   | -8.262  | 0.000 | -2.782   | -1.715  |
| prev_numReviews_pastYear         | 0.0135     | 0.004   | 3.111   | 0.002 | 0.005    | 0.022   |
| prev_numCancel_pastYear          | 0.0748     | 0.039   | 1.930   | 0.054 | -0.001   | 0.151   |
| prev_num_5_star_Rev_pastYear     | -0.0201    | 0.005   | -3.661  | 0.000 | -0.031   | -0.009  |
| prev_prop_5_StarReviews_pastYear | 3.4248     | 0.381   | 8.993   | 0.000 | 2.678    | 4.171   |
| numReservedDays_pastYear         | 0.0010     | 0.000   | 3.663   | 0.000 | 0.000    | 0.002   |

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# Interpreting Coefficients – Regression Models

### **Linear Regression (Model A)**

- ullet Formula:  $Y=b_0+b_1X$
- Impact with d units:  $b_1 \times d$  units increase in Y.

### **Linear-Log Regression (Model B)**

- Formula:  $Y = b_0 + b_1 \ln(X)$
- \* Impact with d% change:  $\ln(1+rac{d}{100}) imes b_1$  units increase in Y .

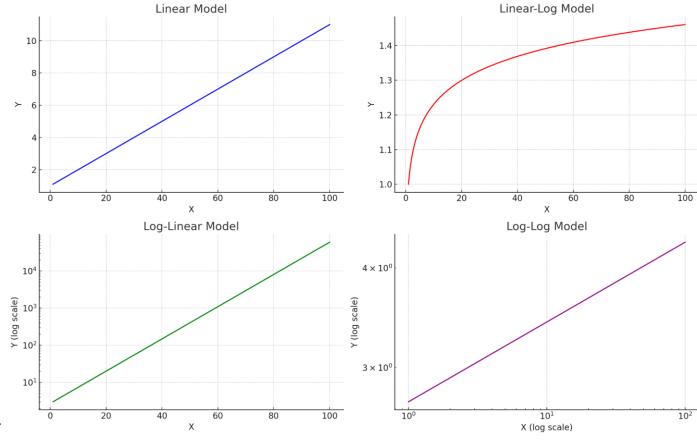
### **Log-Linear Regression (Model C)**

- Formula:  $ln(Y) = b_0 + b_1 X$
- Impact with d units:  $(e^{b_1 \times d} 1) \times 100\%$  increase in Y.

### **Log-Log Regression (Model D)**

- Formula:  $\ln(Y) = b_0 + b_1 \ln(X)$
- Impact with d% change:  $(e^{b_1 imes \ln(1+rac{d}{100})}-1) imes 100\%$  increase in Y.

### Generalized Graphs for Regression Models





## Model Links

### Superhost classifier:

https://drive.google.com/file/d/1jfziQv5-KHHcYnFBNj-kk1O01GXdQkvy/view?usp=sharing

### Superhost loss predictor:

https://drive.google.com/file/d/19n6QO-nXUCa3CO-oSb5XdVWku33cuUyO/view?usp=sharing

### Overall rating 1:

https://drive.google.com/file/d/1FntfRQDY8vegqRjQIzbu9vx3gceML7ep/view?usp=sharing

### Overall rating 2:

https://drive.google.com/file/d/1A7S3dTpEtiKwY0s-Kv3HqM3o3026xFbY/view?usp=drive\_link

### Entire project link:

https://drive.google.com/drive/folders/1ghfZSWS389OFqudRu6anNp08G7A9AZi-?usp=sharing

# References for recommendations

### **MOTIVATION**

- 1. Perceived competence: Bandura, A. (1997). Self-efficacy: The exercise of control. W. H. Freeman and Company. Schunk, D. H., & Pajares, F. (2002). Self-efficacy theory and conceptions of learning. In Educational psychology: An introduction (pp. 308-339). Routledge.
- **2. Goal discrepancy:** Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. American Psychologist, 57(9), 705. Higgins, E. T. (1998). Promotion and prevention: Regulatory focus as a motivational principle. Advances in experimental social psychology, 30(1), 1-46.
- **3. Extrinsic vs. intrinsic motivation:** Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior. Plenum Press. Ryan, R. M., & Deci, E. L. (2017). Self-determination theory: Basic psychological needs in motivation, development, and wellness. Guilford Publications.

### **EXCLUSIVITY**

- 1. Overgrowth: Source: Schriver, K. (2012). The secret lives of clubs: Inside the rituals and rivalries of the world's most exclusive memberships. St. Martin's Press. (Chapter 3: The Perils of Popularity)Quote: "Once a club reaches a certain size, it becomes difficult to maintain the same level of intimacy and exclusivity. New members dilute the sense of belonging, and the club can start to feel more like a generic social gathering place."
- **2. Accessibility:** Source: Veblen, T. (1899). The theory of the leisure class. Dover Publications. (Chapter 4: Conspicuous Consumption)Quote: "As the goods or services associated with a particular status become more accessible, they lose their power to signal exclusivity. What was once a symbol of distinction for the wealthy elite becomes attainable by the masses, and its prestige diminishes."
- **3. Loss of differentiation:** Source: Thompson, C. J. (2005). Strategies for competing in global markets. Routledge. (Chapter 8: Branding and Differentiation) Quote: "In today's competitive landscape, exclusivity alone is not enough to sustain a competitive advantage. Consumers are constantly bombarded with choices, and they are likely to gravitate towards brands or experiences that offer unique value propositions beyond mere exclusivity."