

November
19-21, 2025

Zürich, Switzerland



digital
marketplaces
association

eiv

Marketplaces and AI: Opportunities and Threats

european internet ventures.

European Internet Ventures.

who I am

Malcolm Myers

>15 years of marketplaces

former head of M&A at Naspers
former M&A advisor to Scout24

CEO of EIV

what we do

**advisory firm dedicated to
online classifieds + marketplaces**

M&A

capital raising

where we work



some of our transactions

real estate



automotive



jobs



horizontals



why do we LOVE marketplaces?

ONLINE MARKETPLACE LANDSCAPE

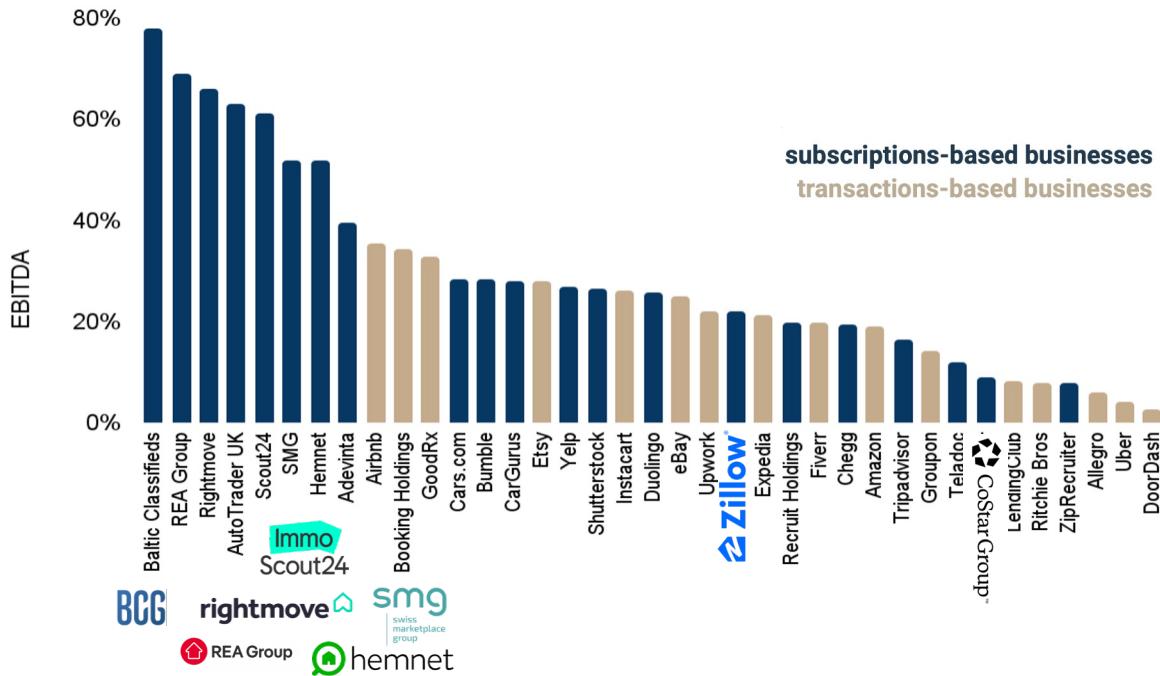
REAL ESTATE	MOBILITY	TALENT + TASKS	B2B / C2C
<p>Buy / Rent</p> <p>Classifieds Ibuyers</p> <p>Tech-enabled Brokerages</p> <p>Rentals</p> <p>Financial</p> <p>Buy before you sell enablers</p> <p>Rent to buy</p> <p>Equity release</p> <p>Property investment</p>	<p>Buy / Lease</p> <p>Classifieds</p> <p>C2B platforms</p> <p>Tech-enabled car dealers / ibuyers</p> <p>Car as a service</p> <p>Car crowd-sharing</p> <p>Parking places</p> <p>Transportation</p> <p>Ride hailing</p> <p>eBike + scooter</p> <p>Bus + train aggregators</p> <p>Carpooling</p> <p>Truck hailing / logistics</p>	<p>Recruitment</p> <p>Job classifieds</p> <p>Job aggregators</p> <p>Job matchers</p> <p>Job vertical specialists</p> <p>Services</p> <p>Home maintenance</p> <p>Building, gardening</p> <p>Home cleaning</p> <p>Auto repairs</p> <p>Beauty / wellness</p> <p>Medical</p> <p>On-demand</p> <p>IT, software</p> <p>Design, Creative,</p> <p>Retail, Hospitality</p> <p>Security</p> <p>Business consulting</p> <p>Photography</p> <p>Education</p> <p>Tutor</p> <p>Online learning</p> <p>B2C training</p> <p>B2B training</p>	<p>New Goods</p> <p>General</p> <p>Crafts</p> <p>Fashion</p> <p>Wine</p> <p>DIY materials</p> <p>Retail</p> <p>Agriculture + fish</p> <p>Financial services</p> <p>Industrial</p> <p>B2B materials</p> <p>Machinery</p> <p>Aircraft parts</p> <p>Used Goods</p> <p>Horizontals</p> <p>Crafts</p> <p>Fashion</p> <p>Wine</p> <p>DIY materials</p> <p>Food</p> <p>Delivery</p> <p>Meal kits</p> <p>Groceries</p> <p>Fintech</p> <p>Loans + credit cards</p> <p>Mortgaes</p> <p>Online trading</p>

ALL MARKETPLACES: supply in one
“place”, searchable, curated, trusted

TRANSACTIONAL: integrated check out, payments, delivery,
returns

at their best, marketplaces are amongst the most profitable businesses there are

TOP LISTED MARKETPLACES OF EUROPE + AMERICAS BY EBITDA MARGIN 2024



The elite of 7 publicly listed marketplaces generating EBITDA margins **above 40%** consists **exclusively of classifieds companies**

4 of the top 7 are pure real estate classifieds, and 2 are multi-verticals including real estate

The most profitable transactions-based marketplace is AirBnB with 36% EBITDA margin

In the US, Zillow generates an EBITDA margin of 22% and CoStar 10%

but where are they heading?

PRE-INTERNET



INTERNET

amazon

ebay

craigslist

Etsy

Zillow

StubHub

MOBILE

Uber

DOORDASH

POSHMARK

taskrabbit

instacart

whatnot

AI

?

contents

1. how are LLMs disrupting marketplaces?
2. AI native app challengers
3. how should marketplaces respond?

1

how are LLMs disrupting marketplaces?

LLMs can synthesize trust

Marketplaces rely on their own reviews, ratings, and verified sellers to build trust.

LLMs can go further, cross-verifying data from multiple sources, analyzing sentiment across forums and social media, and surfacing the most credible options in context.

Customer reviews

★★★★★ 4.6 out of 5
2,504 global ratings

Customers say

Customers like the color of the television. They say that the colors are bold and realistic, with deep blacks. Customers also appreciate the picture quality, quality, and value of the product. However, some customers have different opinions on brightness, sound quality, performance, and ease of setup.

AI-generated from the text of customer reviews

What's great

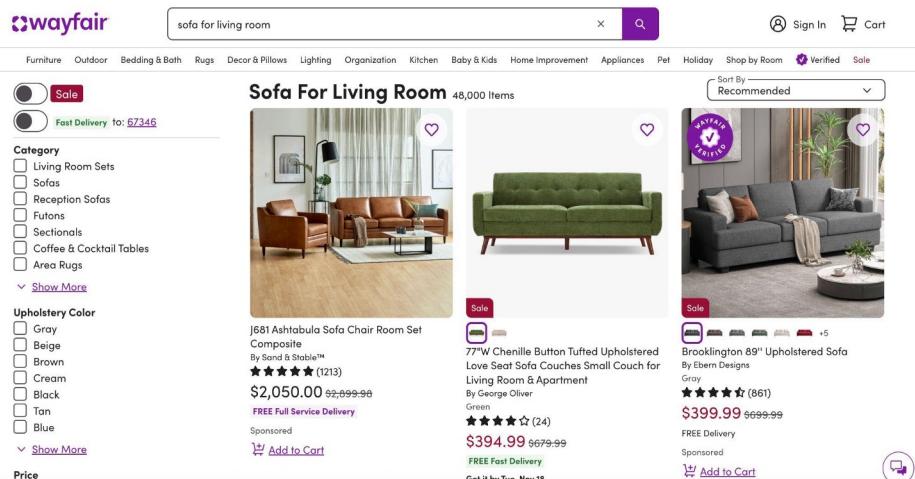
- The S95F uses a QD-OLED panel in most sizes which delivers **exceptional picture quality**, with very deep contrast (effectively "perfect blacks") and a very wide and accurate color gamut. RTINGS.com +2
- The brightness is significantly improved over previous Samsung models. For example, review testing recorded HDR peak brightness in excess of 2,000 nits in some cases. RTINGS.com +1
- It features a top-tier anti-glare/matte coating ("Glare Free" technology) that reviewers found to be very effective in bright rooms — reducing reflections and making daytime viewing much better. TechRadar +1
- On the gaming front: excellent support for high refresh rates (up to 165Hz in some sizes), low input lag, full HDMI 2.1 ports, VRR/ALLM support, etc. Reviewers highlight it as a very strong choice for console/PC gamers. RTINGS.com +1
- Premium build quality, sleek design, nice features like the One Connect box (in some regions) for cleaner cabling. RTINGS.com

What to consider / drawbacks

- It does not support Dolby Vision HDR — Samsung continues to lean on HDR10+/HDR10. For some users this might be a deal-breaker if you rely on Dolby Vision content. RTINGS.com +1
- In very bright rooms, while reflections are well controlled, the matte coating can raise the black level (i.e., blacks may appear less inky in bright ambient light) compared to some glossy panel TVs. In one review a reviewer said the darker scenes looked a bit "flat" compared to a competitor with a glossy finish. TechRadar
- As you might expect for a ton-kaoshin TV, cost is very high. If budget is a concern you might find

contextual recommendations are replacing static listings

TRADITIONAL MARKETPLACE



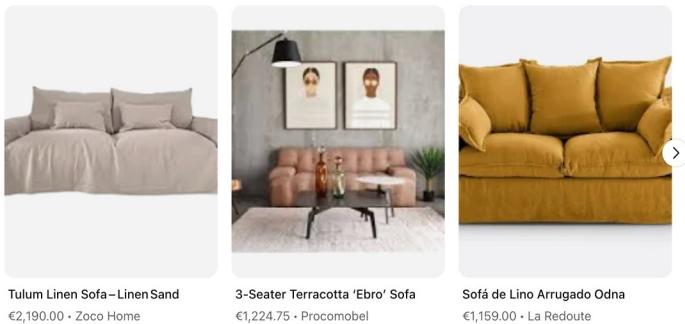
Wayfair search results for "sofa for living room". The interface shows a search bar, sign-in and cart buttons, and a navigation bar with categories like Furniture, Outdoor, Bedding & Bath, etc. A sidebar on the left includes filters for Sale and Fast Delivery, and dropdowns for Category (e.g., Living Room Sets, Sofas, Reception Sofas) and Upholstery Color (e.g., Gray, Beige, Brown, Cream, Black, Tan, Blue). The main content area displays three sofa products: a brown leather sofa, a green tufted sofa, and a grey upholstered sofa. Each product card includes the name, price, rating, and a "Add to Cart" button.

Static search and filters

Fixed supply

LLM POWERD MATCHMAKING

Great — here's a shortlist of 8 sofa options under €3000 that I think would pair beautifully with your teal wall and your bohemian style. I've included a mix of colour/texture styles (terracotta, warm neutrals, linen) so you can pick what direction you like. If one catches your eye I can pull delivery/return details too.



Three sofa options are shown in a grid:

- Tulum Linen Sofa – Linen Sand** (€2,190.00) by Zoco Home
- 3-Seater Terracotta 'Ebro' Sofa** (€1,224.75) by Procomobel
- Sofá de Lino Arrugado Odna** (€1,159.00) by La Redoute

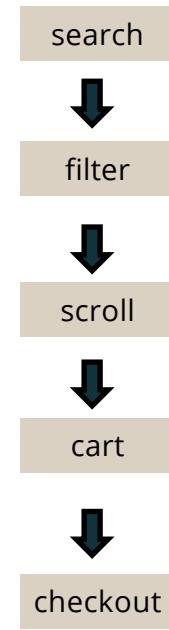
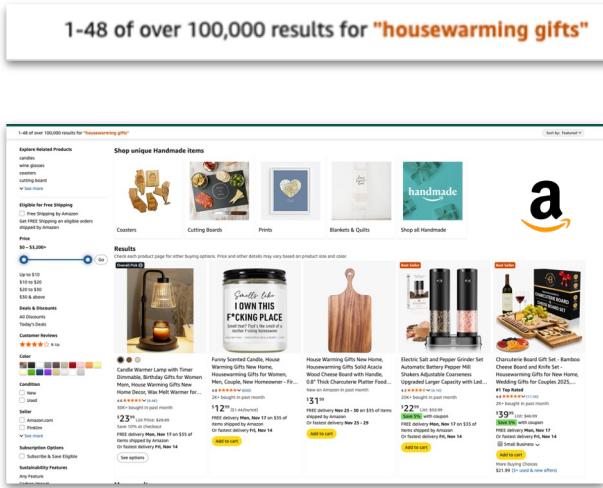
Here's a little summary of each:

Summarizes reviews

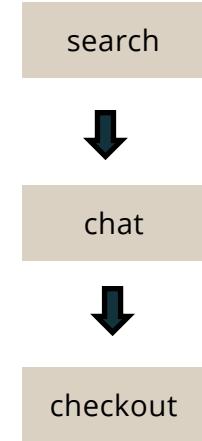
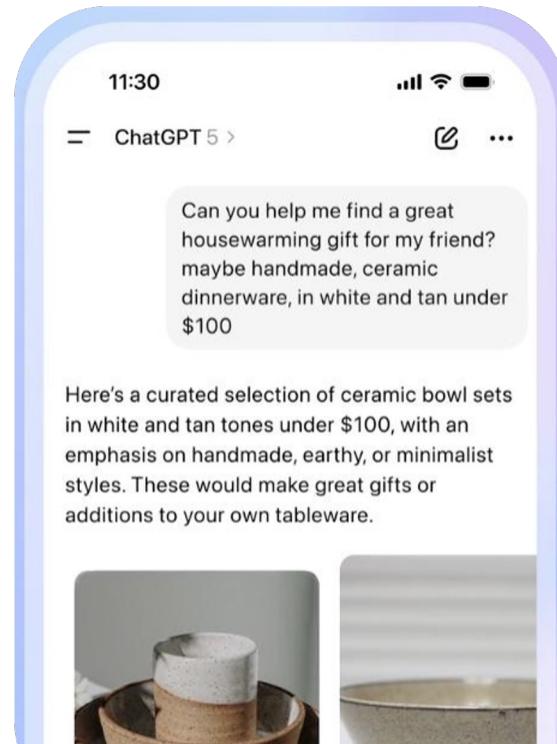
Remembers context and preferences

LLMs are already collapsing the traditional marketplace funnel

TRADITIONAL MARKETPLACE



LLM POWERED MATCHMAKING



if AI gives the answer, why visit the marketplace?

Google's algorithm is driven by advertising and ranking bias. Discovery and transaction remain **disconnected steps** across multiple pages.

Google search results for "handmade, ceramic dinnerware, in white and tan, under \$100".

Etsy listing for "Handmade Ceramic Dinnerware".

Amazon listing for "Amazon.com: Dinnerware Sets - \$50 To \$100".

AI Mode interface showing a user query: "can you help me find a great housewarming gift for my friend? maybe handmade, ceramic dinnerware, in white and tan, under \$100".

AI-generated response: "For a great handmade, ceramic housewarming gift in white and tan, consider options from online marketplaces like Etsy or retailers such as Amazon, which offer various affordable sets and individual pieces that fit your criteria and budget. ↗".

Specific ideas under \$100: "1. Curated Sets or Individual Plates".

Text: "Instead of a full dinnerware set (which often exceeds the \$100 budget for handmade items), focus on a smaller, curated selection of items like: A Set of Four or Six Salad/Quarter Plates: Smaller plates are generally less expensive than full dinner plates."

LLMs like **ChatGPT** understand user intent and context to deliver highly relevant, personalized results, enabling a search-to-checkout journey **within the chat**.



Dinnerware Set by BlancPottery

Place Setting: Pasta bowl

Etsy listing for "BlancPottery" with a "Buy" button.

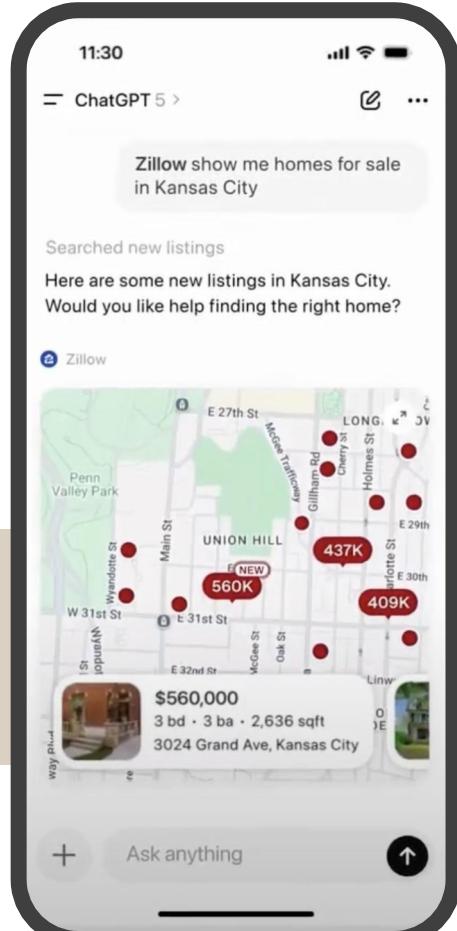
75.00

Checkout without leaving chat

Why you might like this

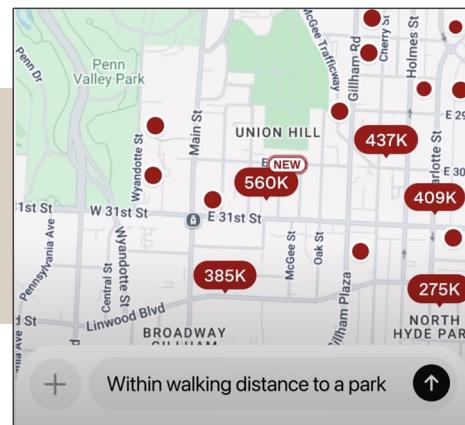
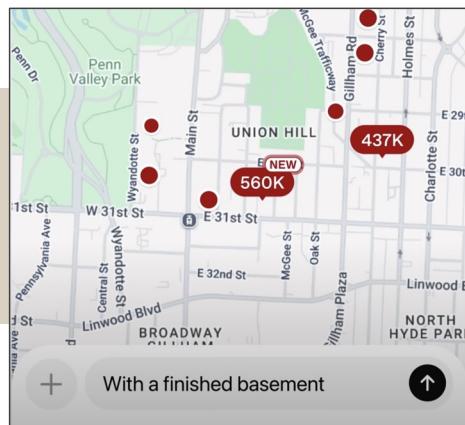
Hyper personalized recommendations

ChatGPT as the «mega app»?



Zillow's integration with ChatGPT allows users to search, filter, and explore live listings without leaving the chat.

Users are likely to spend less time browsing portals directly, moving engagement and user behavioural data acquisition from the platform to the AI interface – think WeChat by Tencent



elsewhere, LLMs are getting pushback

this is where the industry narrative is still unfolding...

Amazon sues AI startup over browser's automated shopping and buying feature

Amazon accuses Perplexity of covertly accessing customer accounts and disguising AI activity as human browsing



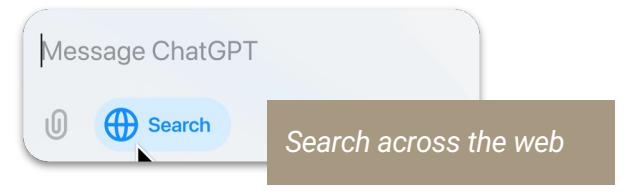
Perplexity ⚡
@perplexity_ai

We believe every user has the right to use the AI of their choice.

Amazon wants to block Comet users from using AI assistants to shop on their platform, and they are now using legal threats to do so. But we will not be intimidated.

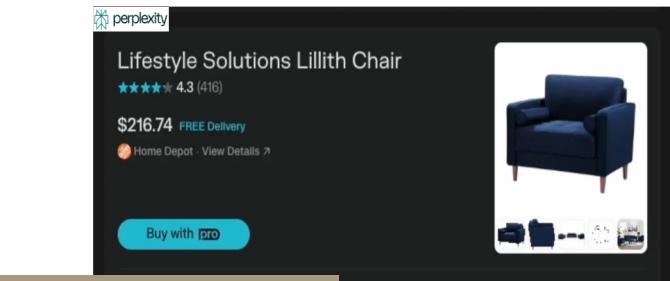
a power struggle is emerging over who controls the user journey and data

LLMs



Message ChatGPT

Search across the web



perplexity

Lifestyle Solutions Lillith Chair

★★★★★ 4.3 (416)

\$216.74 FREE Delivery

Home Depot · View Details

Buy with pro

Checkout within the chat

Marketplaces



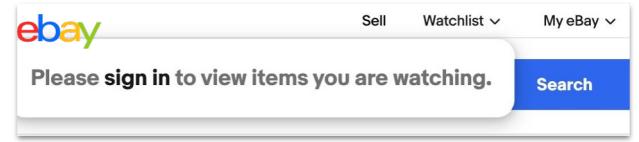
www.zoopla.co.uk

Verify you are human by completing the action below.

Verify you are human

CLOUDFLARE
Privacy • Terms

Limit bot crawling



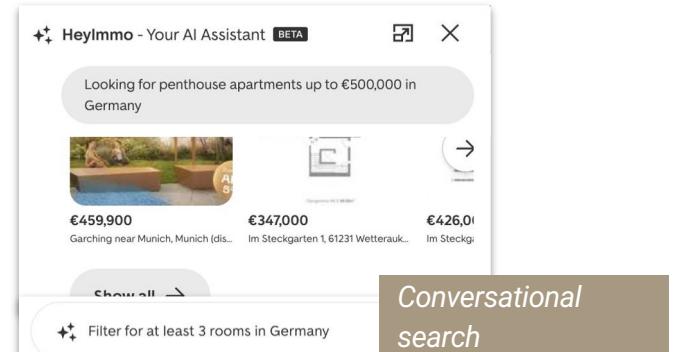
ebay

Sell Watchlist My eBay

Please sign in to view items you are watching.

Search

Login gates



HeyImmo - Your AI Assistant BETA

Looking for penthouse apartments up to €500,000 in Germany

€459,900 Garching near Munich, Munich (dis...
€347,000 Im Steckgarten 1, 61231 Wetterau...
€426,01 Im Steckg...

Show all →

Filter for at least 3 rooms in Germany

Conversational search

LLM's are on the attack to own the transaction; marketplaces are playing defense

LLMs on the offensive

Becoming the first touchpoint for inspiration and product research

Learning user intent across contexts outside the marketplace

Harnessing the behaviour that powers personalization

Replacing marketplace filters with conversational discovery

Synthesizing trust from the entire web, not just one platform

Offering search to checkout in chat

Marketplaces' defense

Limiting third party crawling to avoid LLMs training on their data

Adding login gates to protect content and behavioral signals

Building in-platform personalization so recommendations happen onsite, not in an LLMs

Keeping richer features behind authentication

Strengthening proprietary trust, ratings, reviews to remain the trusted entry point

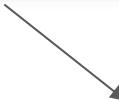
Pushing users into native apps where they can capture full journey

the agentic future?



What's on your mind today?

+ Book me a flight to NYC next Tuesday, non-stop, under \$400, aisle seat.



Do agents go to marketplaces for liquidity and trust?

Or do they transact peer-to-peer via open protocols and APIs?



model
context
protocol

2

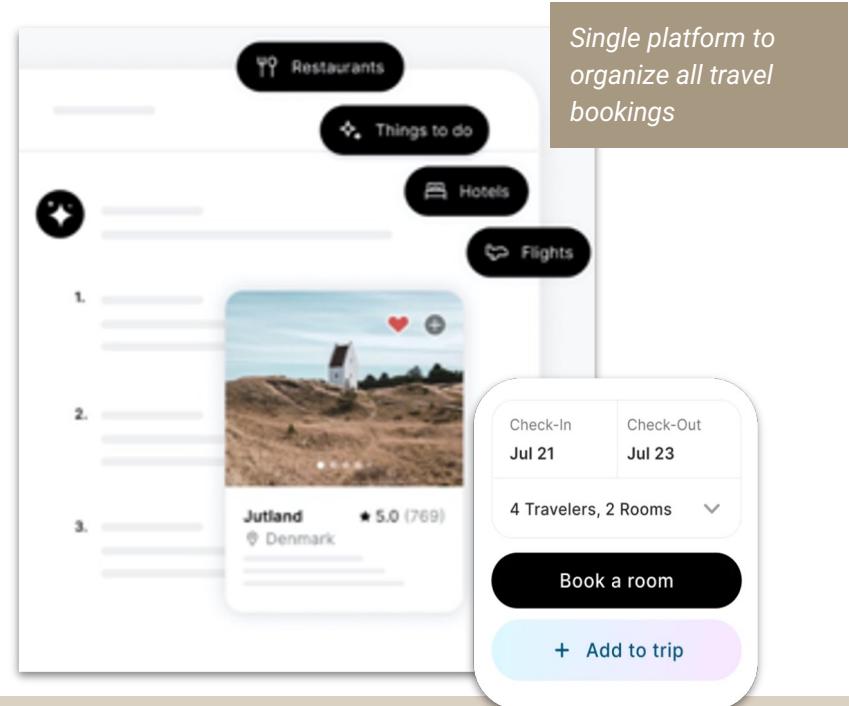
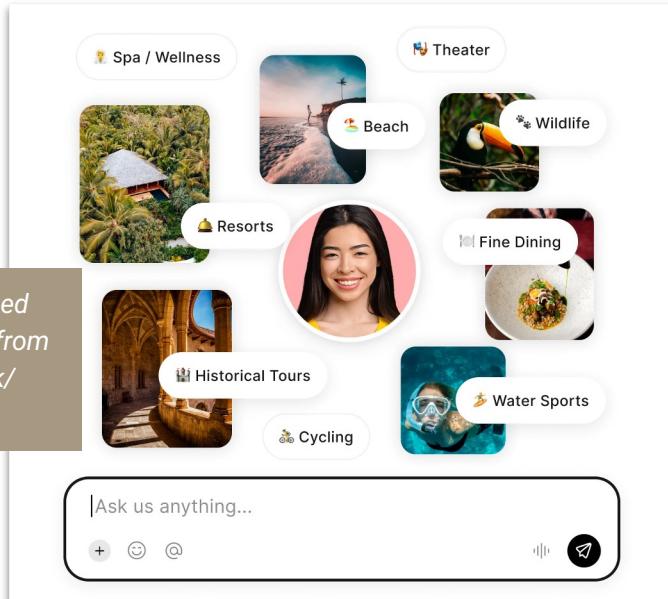
AI native app challengers

**AI innovations across
marketplace verticals**

AI innovations enabling
smarter matching

AI innovations creating new
marketplace models

✨ mindtrip. is turning travel inspiration into itineraries



Mindtrip shifts the user interface from search, to **conversation + inspiration** → **itinerary**

Launched 2023
Raised \$20M

hireEZ is redefining how companies find and engage talent

EZ Agent Searches the entire web beyond job boards

Found 200 Prospects

What next? Would you like to engage with the Best Matches from your list of 200 prospects?

Engage with Best Matches

Enter prompt here

EZ Agent AI Ranking & Fit Scoring

Review complete! Here's the breakdown

Match Type	Candidates
Best match	362 Candidates
Good match	212 Candidates
Partial match	32 Candidates

Review your campaign plan

I'd like to confirm the campaign plan with you:
Number of steps: 6
Frequency: Every 3 weekdays
Job posting link: Included

Once you confirm the plan, I'll draft the campaign messages for your review. You'll have the opportunity to edit and make any necessary updates before the campaign is sent out.

Would you like to proceed with this plan?

Looks good

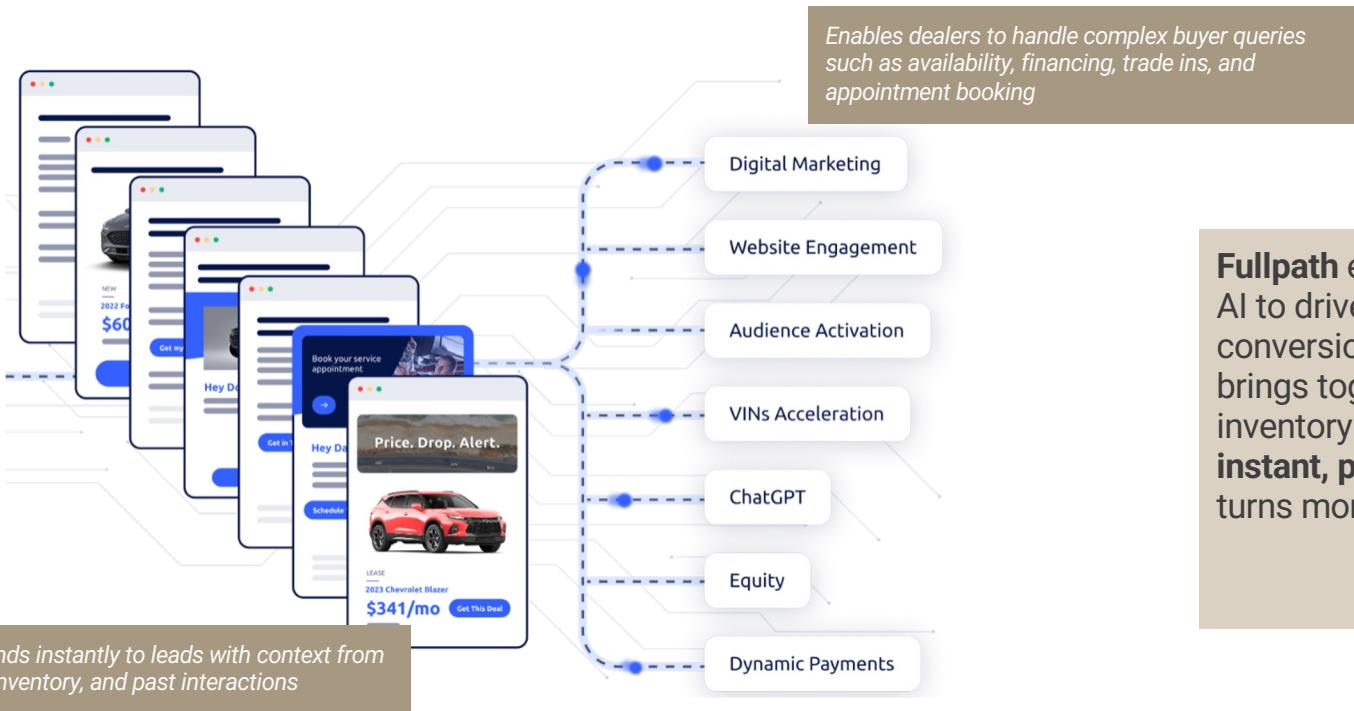
I want to make some changes

Re-engages past applicants and personalizes outreach

While on traditional job portals candidates apply for jobs, **HireEZ searches for talent** across the entire web, LinkedIn, GitHub, Twitter, personal websites, and portfolios, helping companies **proactively find and engage** qualified people instead of waiting for applications.

Launched 2017
Raised \$57M

fullpath aims to replace much of the marketplace's value-added funnel

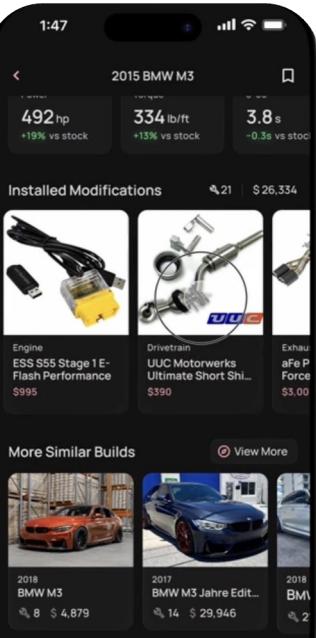
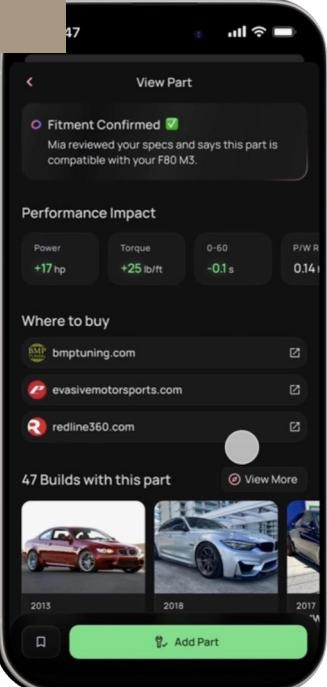
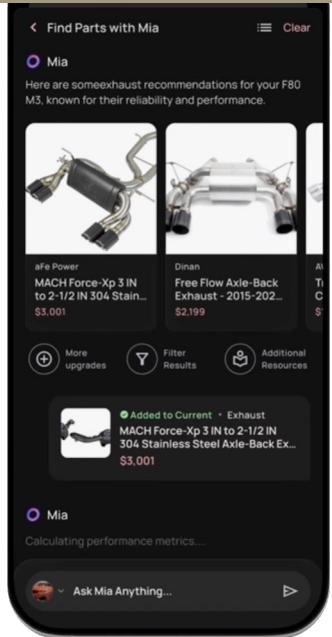


Fullpath enables auto dealers to use AI to drive discovery, trust, and conversion on their own website. It brings together customer and inventory data, so dealers can deliver **instant, personalised guidance** that turns more shoppers into buyers.

Founded 2015
Raised \$56M

MOTORMIA is helping car enthusiasts plan and visualize upgrades with AI

Uses computer vision to understand the vehicle from a single photo



Allows instant side by side comparisons of upgrade options

Motormia shows car owners which upgrade parts will actually fit their vehicle in real life. Users can upload a photo, try different modifications, see how they would look side by side, and get ideas from other enthusiasts.

Founded 2023
Raised \$8M

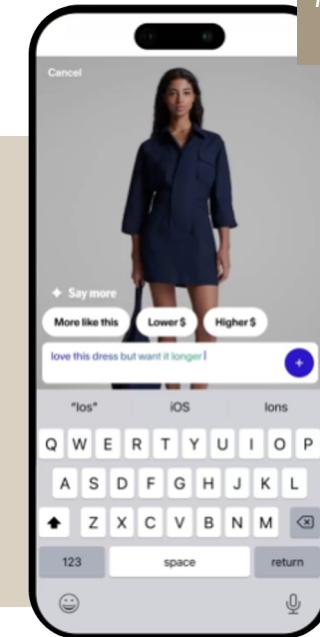
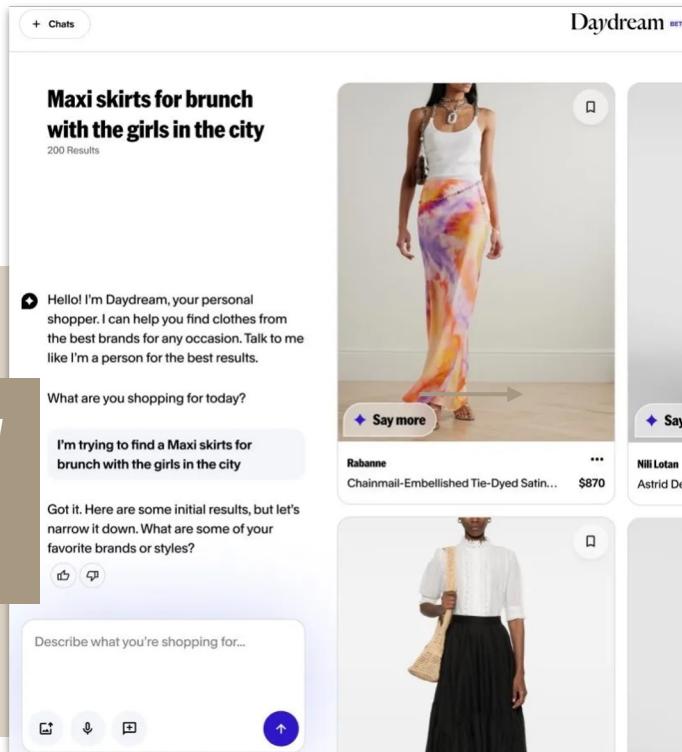
AI innovations across
marketplace verticals

AI innovations enabling
smarter matching

AI innovations creating new
marketplace models

Daydream is turning chats into shopping journeys

A shopper can chat with the AI as they would to a personal stylist: "I'm looking for a maxi skirt for brunch in the city."



AI understands attributes (length, fit, color, silhouette) and can find visually similar products accordingly.

Daydream uses AI to understand a shopper's style, and instantly find pieces across thousands of brands, instead of making them scroll through endless listings

Founded 2023
Raised \$50M

Hayy.ai turns buyer behavior into match scores

Talk, type or upload

Hey! I'm actually looking for an apartment in Al Barsha

Nice choice—Al Barsha has some great spots! Let's find the perfect place for you.

Could you tell me a bit more about what you're looking for? Bedrooms, budget, any must-haves?

I need a 2-bedroom apartment, preferably semi-furnished. Access to a gym and parking would be great. My budget is around AED 90,000 per annum

AI ranks listings with match score

80% Match

Balqis Residence, Kingdom of Sheba, Palm Jumeirah, Dubai

80% Match

Smart insights

Gross Rental Yield

Gross yield is annual rent divided by property price; useful for quick investment comparisons. Use in tandem with mortgage rates to gauge net affordability.

Dubai Marina
Price: 18,000 AED/sqm
Rent: 120 AED/sqm/month
Yield: 7.6% gross
Transactions: 490

Top Communities by Sales Activity

A ranked list and price/sqm overlays to quickly identify hot spots and uprends.

Price (AED/sqm)

Price (AED/sqm)	Change (%)
24K	+20.0%
21K	+20.0%
18K	+20.0%
15K	+20.0%
12K	-2.6%

Hayy.ai's Smart Match Engine understands user wants from how they view photos, dwell time, what they text or voice message, and ranks listings by how well they fit each requirement. It assigns a personalized **“match score”** and delivers insights like sales trends to help buyers make smarter, faster decisions.

Quest is creating an AI-native on-demand workforce

Natural language search

Activity

Offered Posted

Open In Progress Completed Deleted

Hiring Content Creators S\$400.00

Posted 18 days ago View offers View questions

Kai S. Preferred Hero 4.9 ★ (32)

Zhii H. 5.0 ★ (22) 91% Hero completion rate

Sok Y. 4.8 ★ (37) 87% Hero completion rate

Enyang P. Preferred Hero 4.8 ★ (37)

John D. Preferred Hero 4.9 ★ (32)

Melody C. 5.0 ★ (22) 91% Hero completion rate

Hire multiple heroes with a single prompt

Quest lets users “Hire a Hero” for any task by just explaining it in simple language. The AI figures out what you want, suggests a fair price and **connects you to the right hero** who can get it done.

A user could query “I need someone to set up chairs and manage guest check in for our office event at 6 pm,” and multiple heroes bid to take the job.

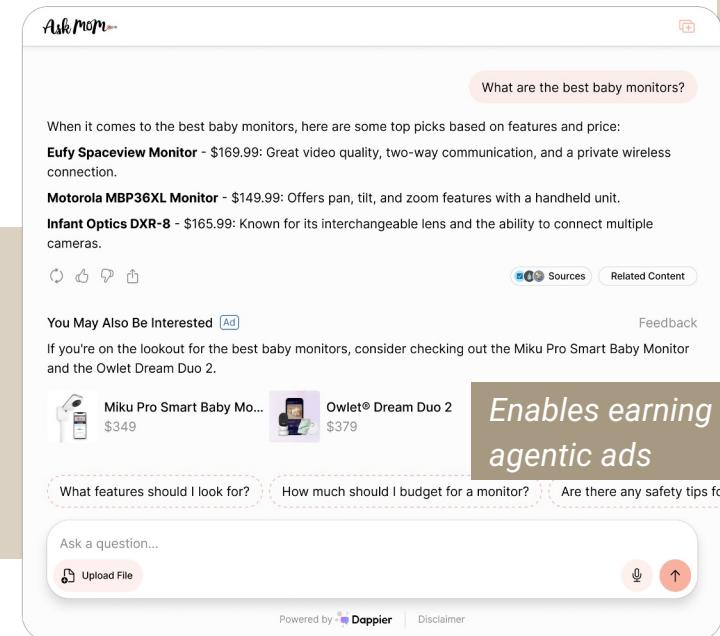
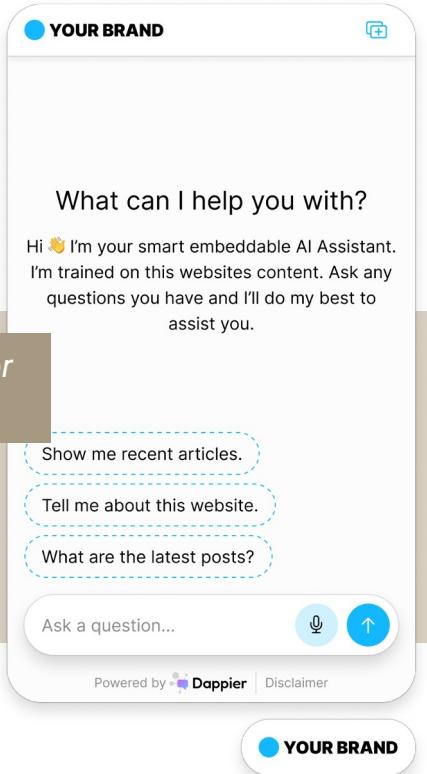
Founded 2021
Raised \$0.7M

AI innovations across
marketplace verticals

AI innovations enabling
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AI innovations creating new
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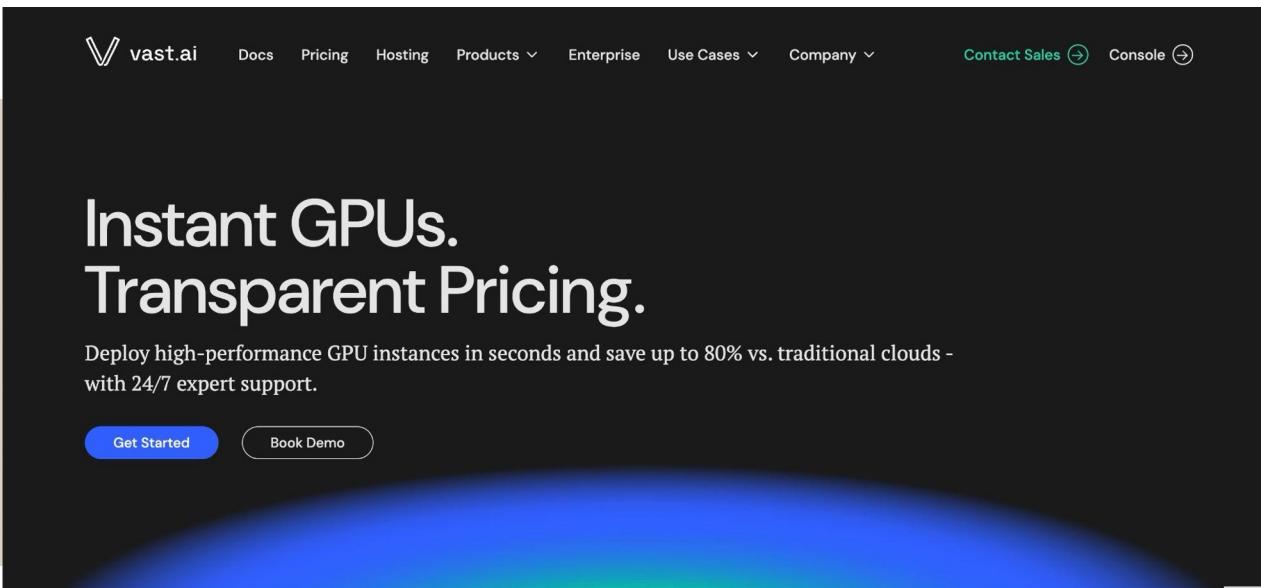
Dappier is enabling real-time content AI workflows



Dappier connects content owners (publishers and platforms) with AI developers (anyone building AI models, chatbots, or agentic apps) through a **marketplace for live, licensed data**, rather than relying on outdated or scraped web data.

Founded 2024
Raised \$2M

VAST.AI is turning idle GPUs into active supply

A screenshot of the Vast.ai homepage. The header features the Vast.ai logo, navigation links for Docs, Pricing, Hosting, Products, Enterprise, Use Cases, Company, and two buttons for Contact Sales and Console. The main section has a dark background with white text: "Instant GPUs. Transparent Pricing." Below this, a subtext reads: "Deploy high-performance GPU instances in seconds and save up to 80% vs. traditional clouds - with 24/7 expert support." At the bottom are two buttons: "Get Started" and "Book Demo".

vast.ai

Docs Pricing Hosting Products  Enterprise Use Cases  Company 

Contact Sales  Console 

Instant GPUs. Transparent Pricing.

Deploy high-performance GPU instances in seconds and save up to 80% vs. traditional clouds - with 24/7 expert support.

[Get Started](#) [Book Demo](#)

Unlike traditional platforms that rely on a fixed set of suppliers, **Vast.ai's** GPU marketplace uses AI to discover and allocate unused computing resources on demand, turning idle capacity into active supply for machine learning tasks

Founded 2018
Raised \$4M



MERCOR has scaled into a \$10B company in two years

I want a full-time python developer, with computer vision experience,
6k/month



The screenshot shows a search interface for a full-time Python developer with Computer Vision experience, offering 6k/month. Three candidates are listed:

- D.P.** Python, NLP, Computer Vision, Azure, SQL
Request intro Shortlist Hire instantly
The candidate is a recent graduate with internship experience in computer vision at Microsoft, focusing on developing object identification models.
Show details ▾
Resume and interview \$1100/month Starts part time immediately \$2300/month Starts full time immediately
- V.V.** Python, NLP, Computer Vision, AWS, SQL
Request intro Shortlist Hire instantly
Having worked on entry-level projects in Apple's machine learning team, the candidate has gained practical skills in computer vision and object identification.
Show details ▾
Resume and interview \$1400/month Starts part time immediately \$2800/month Starts full time immediately
- B.L.** Python, NLP, Computer Vision, AWS, SQL
Request intro Shortlist Hire instantly
The candidate, a junior developer at IBM, has contributed to early-stage computer vision projects, particularly in enhancing object identification algorithms for surveillance.
Show details ▾
Resume and interview \$1800/month Full time immediately

I was able to find this candidate who meet your requirements. Would you like to refine the search with additional criteria, such as work availability, skills, or start time?

automates sourcing,
vetting, and performance
tracking

Hires experts for training,
labelling and evaluating
LLMs

Mercor is an AI-native RL talent marketplace that supplies vetted professionals to train, label and evaluate models for global AI labs. Its demand is structurally tied to AI growth curves, not traditional hiring cycles

Founded 2023
Valued \$10B

Built-in AI interviewer,
qualifies candidates
with perfect context

3

how should marketplaces respond?

incumbent marketplaces need to play a high speed game of catch up

2000

2023



rightmove.co.uk

properties

conveyancing...

contents

- find a home
- find an agent
- personal file
- tips for buyers
- tips for sellers
- contact us
- moving terms

Our mission is to provide honest, clear and useful information that will help you make the right move. To find a home use the property search below.

property search

To search an area, please enter your choice of town, city or village

Place Name: London W1

OR

Enter all or part of the postcode

Postcode:

Search:

Help-fuel hints: click here for mover's tips on energy providers.

- managing your property information

This tool enables you to store quickly and easily all the properties that appeal to you. Details add you can submit your details to all the estate agents and action will be taken according to your ins

click here to sell your home

rightmove

Buy Rent House Prices Find Agent Commercial Inspire Overseas [Sign in](#)

Find your happy

Search properties for sale and to rent in the UK

e.g. 'York', 'NW3', 'NW3 5TY' or 'Waterloo Station'

For Sale To Rent

UK HOUSE PRICES Sold house prices Check what a home sold for plus photos, floorplans and local area insights.

PROPERTY NEWS The 5 cheapest cities for first-time buyers Take a look...

MOVING STORIES We stumbled upon a London neighbourhood with community at its heart

Create alerts and save properties & searches

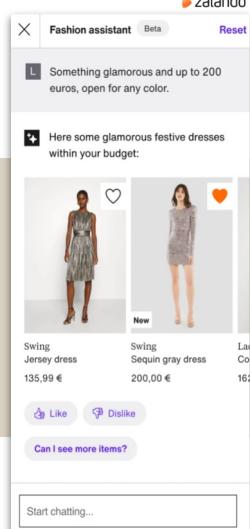
Create an account

Sign in

Legacy tech infrastructure abounds, after > 2 decades of merely incremental improvement

today's vision of an AI-native, incumbent marketplace might include these

Conversational interface



zalando

Fashion assistant Beta Reset

Something glamorous and up to 200 euros, open for any color.

Here some glamorous festive dresses within your budget:

Swing Jersey dress 135,99 €

Swing Sequin gray dress 200,00 €

La...

Like Dislike

Can I see more items?

Start chatting...

Voice commerce

Voice commerce



Walmart

Mary Add organic milk

Siri You can get your usual Great Value Organic Milk for \$4.97.

Add a carton to your cart?

Customer reviews

amazon

4.6 out of 5 2,504 global ratings

Customers say

Customers like the color of the television. They say that the colors are bold and realistic, with deep blacks. Customers also appreciate the picture quality, quality, and value of the product. However, some customers have different opinions on brightness, sound quality, performance, and ease of setup.

AI-generated from the text of customer reviews

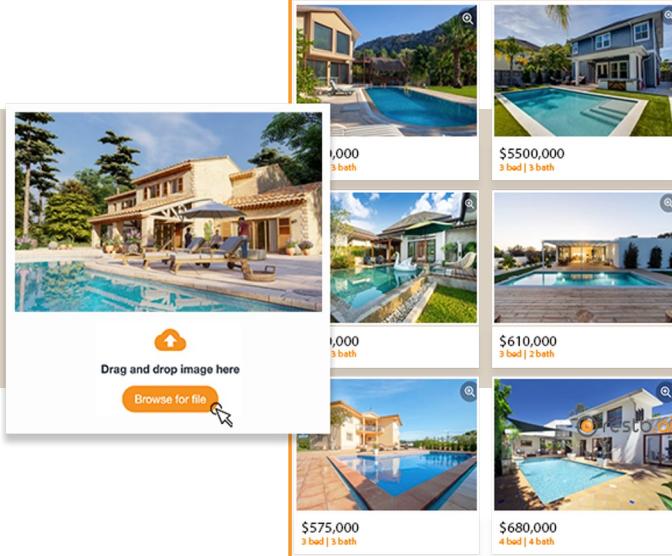
Picture quality Quality Color

Value Performance Ease of setup

Brightness Sound quality

Summary sentiment scores

Deep image analysis



1,000 \$550,000 3 bed | 3 bath

1,000 \$610,000 3 bed | 2 bath

\$575,000 3 bed | 3 bath

\$680,000 4 bed | 4 bath

Drag and drop image here

Browse for file

AI-native blueprint for the next generation of marketplaces

SMARTER SEARCH & DISCOVERY

Conversational interface to best understand what the buyer wants

Dynamic, **personalized recommendations** / matches based on behavior, style, or budget

Marketplace identifies well matching **sellers** or creators **off platform** (social, e-commerce, niche forums)

AI provides option to have a sought- after item **created**

LISTING & CONTENT ENHANCEMENT

AI-generated / **enhanced content** e.g. sizes, tech specs, compatibility, "best for families with young children etc."

AI-generated / enhanced product **imagery** incl. "this is how it would look in your home"

Product quality and authenticity **checks** via image or metadata analysis

PRICING, REVIEWS & TRUST INSIGHTS

AI-driven **value for money** guidance

Summarized, sentiment-scored **reviews** for faster buyer confidence

Seller **authenticity** detection e.g. via prior history, reviews, 3P data

Personalized **financing**, instalments options, or affordability insights for high-value items

today's vision of an AI-native, incumbent marketplace might include these

indeed

Smart matching

Candidate highlights ^

Powered by AI ⓘ

- The candidate indicated they have experience in EMR Systems, which fits the needs for this role.
- The candidate does not have a bachelor's degree. However, this does not mean they are not qualified. Most experience in nursing is learned on the job.
- You are requiring 5 years of experience for this job but the candidate's resume indicates they only have 4 years. Research shows that a difference of 1 year is typically insignificant.

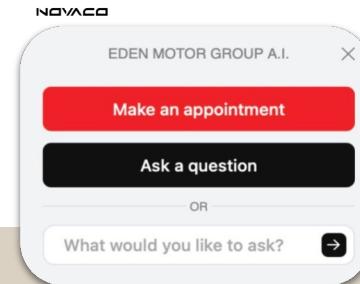
Enhance Product Details



Check out our AI-powered content suggestions for item name, description, and key features.

Generate content

SEO-optimized, auto-generated product descriptions



AI appointment scheduling / support

Lead qualification

Motivated buyer



2.4x

more likely to convert than the average lead

15%

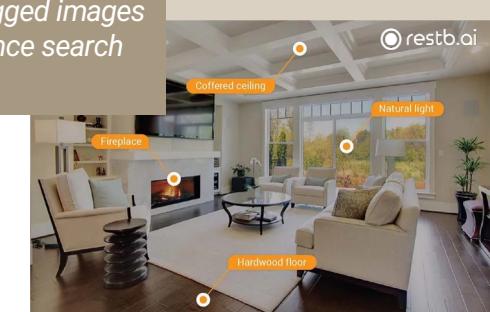
faster purchase timeline – they close sooner, not later



AI-generated, enhanced imagery

ICLAID. AI

Auto-tagged images to enhance search



restb.ai

AI-native blueprint for the next generation of marketplaces

HELP SELLERS FIND MORE TO SELL

Predictive tools help pro sellers **locate inventory** / private sellers / creators **off-platform** e.g. (social, e-commerce, niche forums)

AI tools enable sellers to **acquire new vendor mandates** (e.g. CMA reports and mandate templates for real estate), or used car inventory

AI agents **onboard new suppliers** seamlessly with pricing, catalog setup, and content templates

CREATE STANDOUT LISTINGS

Product titles, descriptions, and tags **auto-generated from photos** or videos for peer to peer or pro sellers

AI-generated images or virtual product mock-ups (e.g., clothing viewed from different angles, try-ons, colorways)

Price recommendations based upon item supply, demand and liquidity

OPTIMIZE CONVERSION & GROWTH

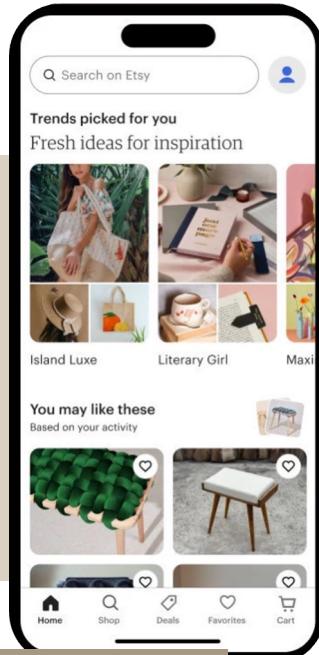
Smart **matching** of listings to buyers using behavioral and contextual data

Chatbots **pre qualify buyer** intent e.g. when do you need item?

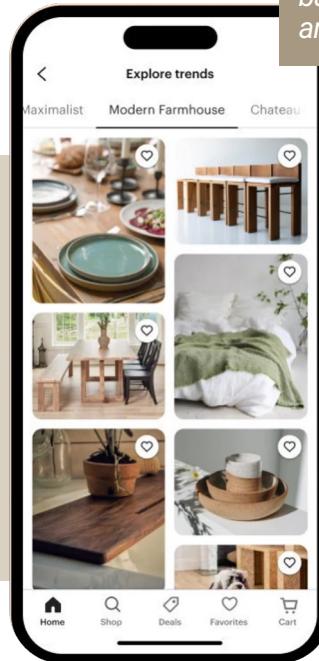
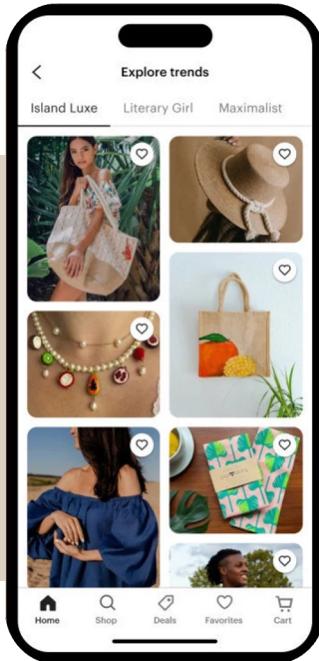
Buyer scoring based on engagement on site, browsing / shopping history, and repeat purchase likelihood

Dynamic pricing to reduce cart abandonment

Etsy is leveraging AI to understand buyer style and behaviour



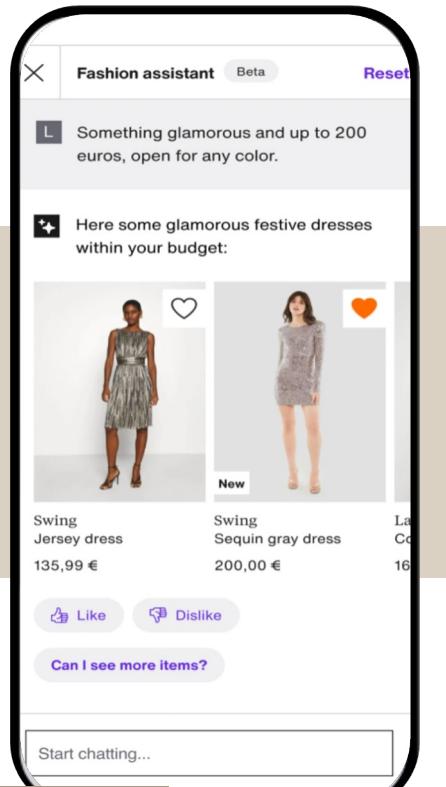
Inspirational, image-based search



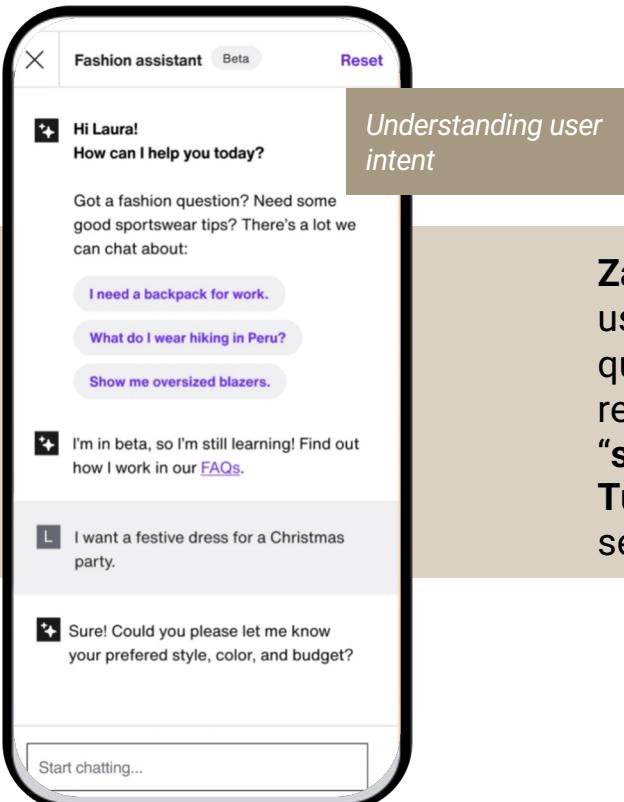
Personalized home page based on browsing habits and engagement

Etsy uses AI to interpret buyer intent and style through semantic search, personalizing homepages and recommendations in real time

► zalando is turning chat into a personal fashion assistant



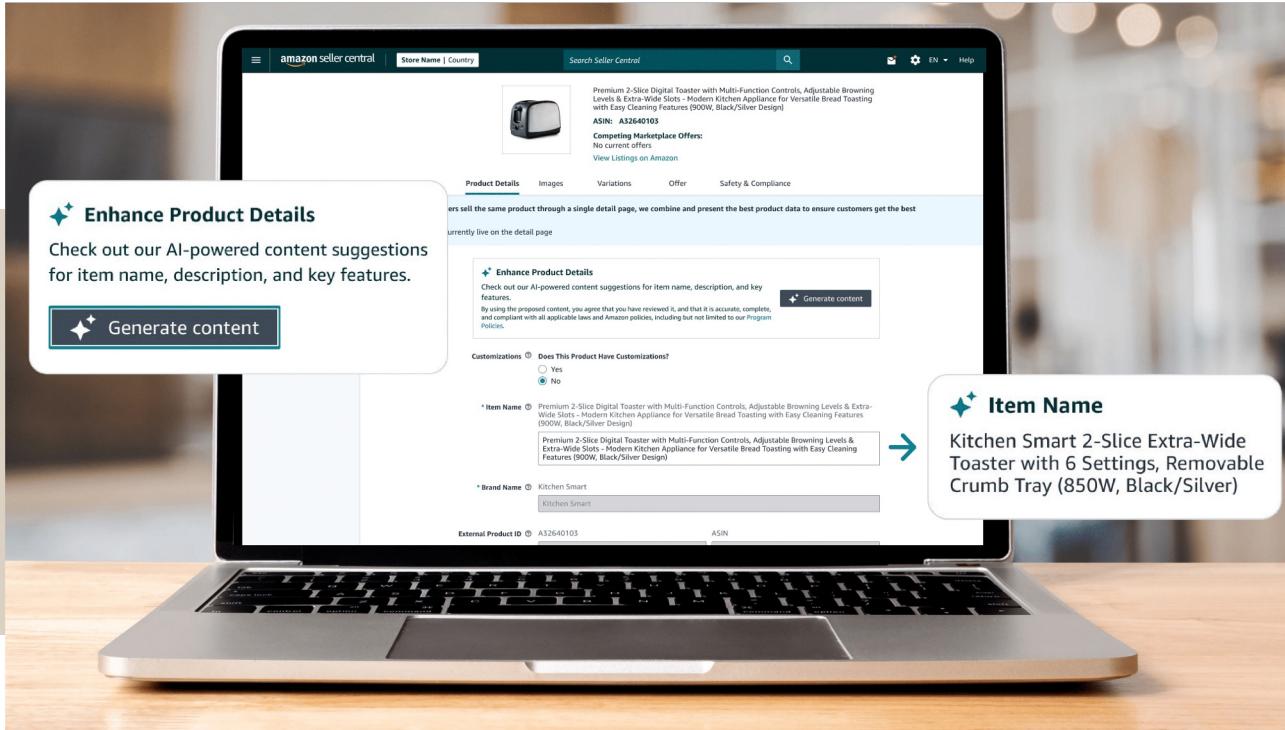
Chat-based search



Zalando's AI fashion assistant analyzes user intent and context from natural queries to deliver personalized outfit recommendations.

"show me outfits for a summer wedding in Tuscany," delivers curated looks based on season, occasion, and weather.

amazon is helping sellers list products instantly

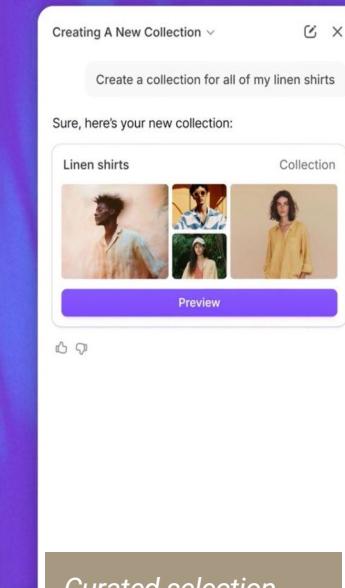
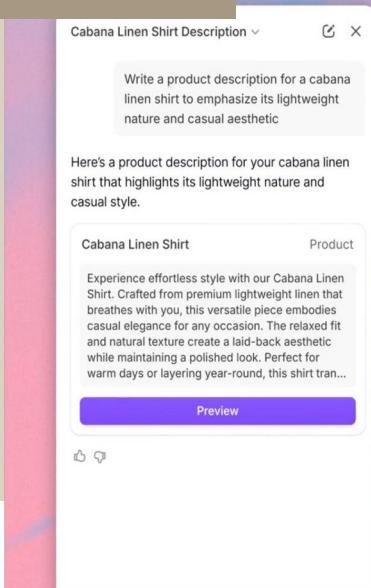


Amazon's AI assistant helps sellers write product descriptions, titles, and SEO tags instantly from just an image or a few details.

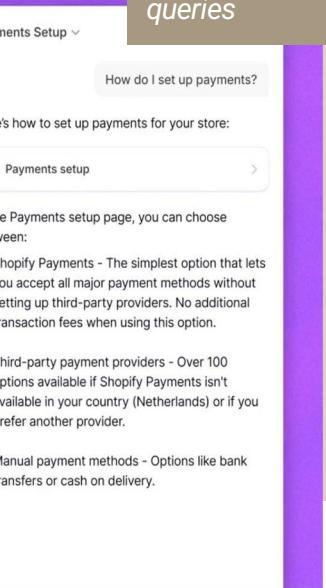


shopify is making content creation effortless for sellers

Auto-generated product description

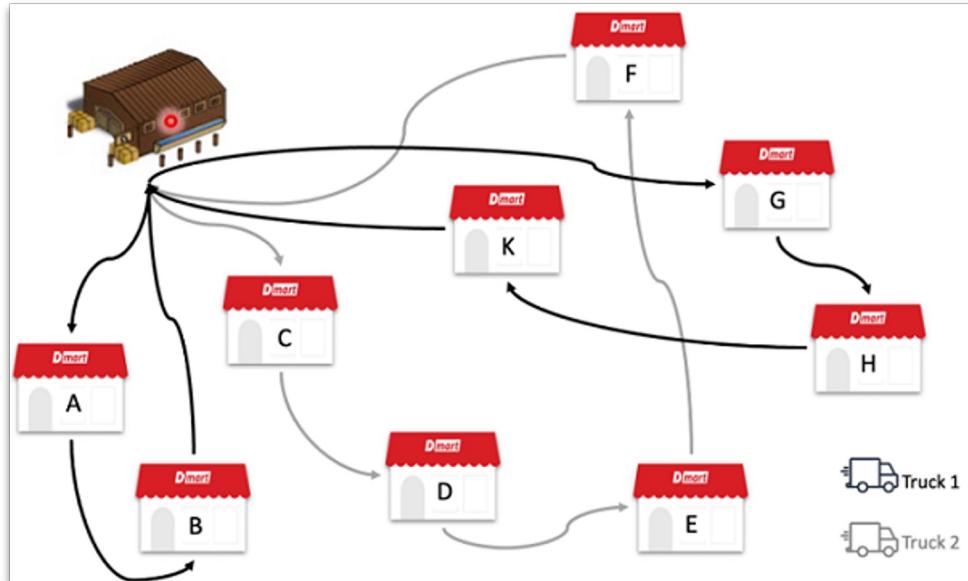


Chabots handle queries



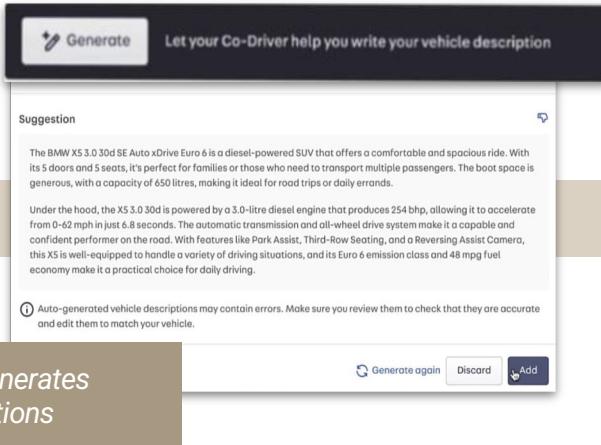
Shopify Magic helps merchants instantly **write product titles, descriptions, and SEO tags** from a few lines of input, allowing sellers to launch faster and maintain consistent quality even across massive catalogues.

Delivery Hero is cutting costs through smarter routing



Delivery Hero uses AI to **plan routes**, optimize vehicle loads, and forecast demand across its network, thus improving route density and reducing empty miles,

AutoTrader is enabling smarter, faster listings for sellers



The screenshot shows the AutoTrader Co-Driver interface. At the top, a button says "Generate" and a placeholder text reads "Let your Co-Driver help you write your vehicle description". Below this is a "Suggestion" section for a "BMW X5 3.0 30d SE Auto xDrive Euro 6". The description text is: "The BMW X5 3.0 30d SE Auto xDrive Euro 6 is a diesel-powered SUV that offers a comfortable and spacious ride. With its 5 doors and 5 seats, it's perfect for families or those who need to transport multiple passengers. The boot space is generous, with a capacity of 650 litres, making it ideal for road trips or daily errands." Under the description, a note says: "Auto-generated vehicle descriptions may contain errors. Make sure you review them to check that they are accurate and edit them to match your vehicle." At the bottom are buttons for "Generate again", "Discard", and "Add".

Auto-generates descriptions



AutoTrader's **Co-Driver** toolkit offers a suite of AI-powered tools (pricing recommendations, demand trends, listing improvements), which understands key features of a vehicle likely to matter most to buyers.



CARS 24 is using AI to deliver smarter pricing

The image shows a mobile application interface for CARS 24. At the top, there is a search bar with the placeholder "Enter your car number" and a field containing "DL 01 AB12XX". Below the search bar is an orange button labeled "evaluate car price". To the right of the search bar, there is a circular badge with the text "GREAT DEAL" and a rupee symbol. To the right of the badge is the CARS 24 logo. The background of the app shows a smiling man in a blue shirt with the text "Used Car Valuation Online" and "Know Your Old Car's Resale Value for Free". Below the app interface, there is a large callout box with the text "Great price" and "Largest dealer network + Smart AI Pricing Engine = great deal for your car".

CARS 24 has trained its model on >1M cars traded through the platform to create their proprietary used car value calculator

Used Car Valuation Online

Know Your Old Car's Resale Value for Free

Enter your car number

evaluate car price

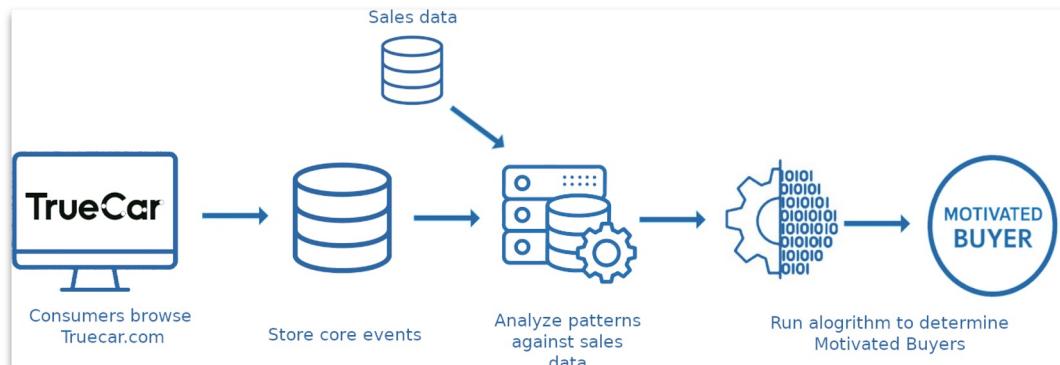
GREAT DEAL

CARS 24

Great price

Largest dealer network + Smart AI Pricing Engine = great deal for your car

TrueCar[®] uses AI to qualify better leads



TrueCar is using **AI for qualification of leads** using years of proprietary consumer browsing data, market data, and historical sales data

 **Motivated buyer**

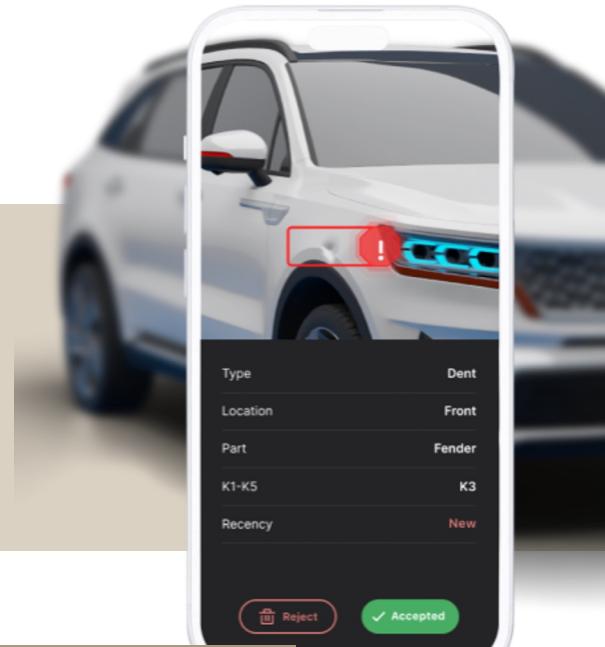
 **2.4x**

more likely to convert than the average lead

 **15%**

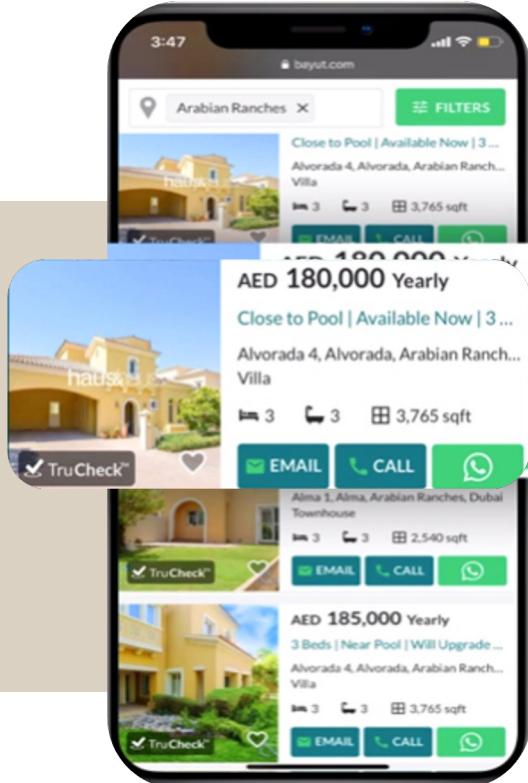
faster purchase timeline – they close sooner, not later

focalx enables transparency in vehicle reconditioning



FocalX.ai offers an AI-powered vehicle inspection system that marketplaces can integrate to automate condition assessment

bayut provides listings verified with AI



TruCheck™ is Bayut's AI backed listing authentication badge. It uses image recognition models, **prescriptive shot sequencing**, **GPS verified agent location** and **anomaly detection** to validate that a property is genuinely available and accurately represented.

tinder is using AI to improve personalization, trust and safety

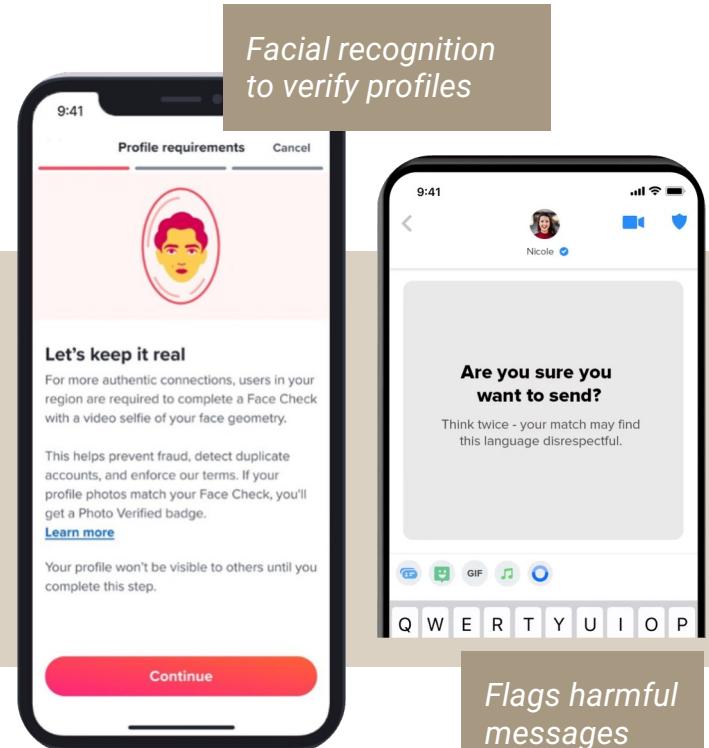
Tinder's Face Check is an AI-powered facial verification tool to ensure users are **real**, and match their profile photos.

It detects and flags potentially harmful images

Tinder's "**Chemistry**" feature learns more about users through their camera roll and personalizes matches based on their personality



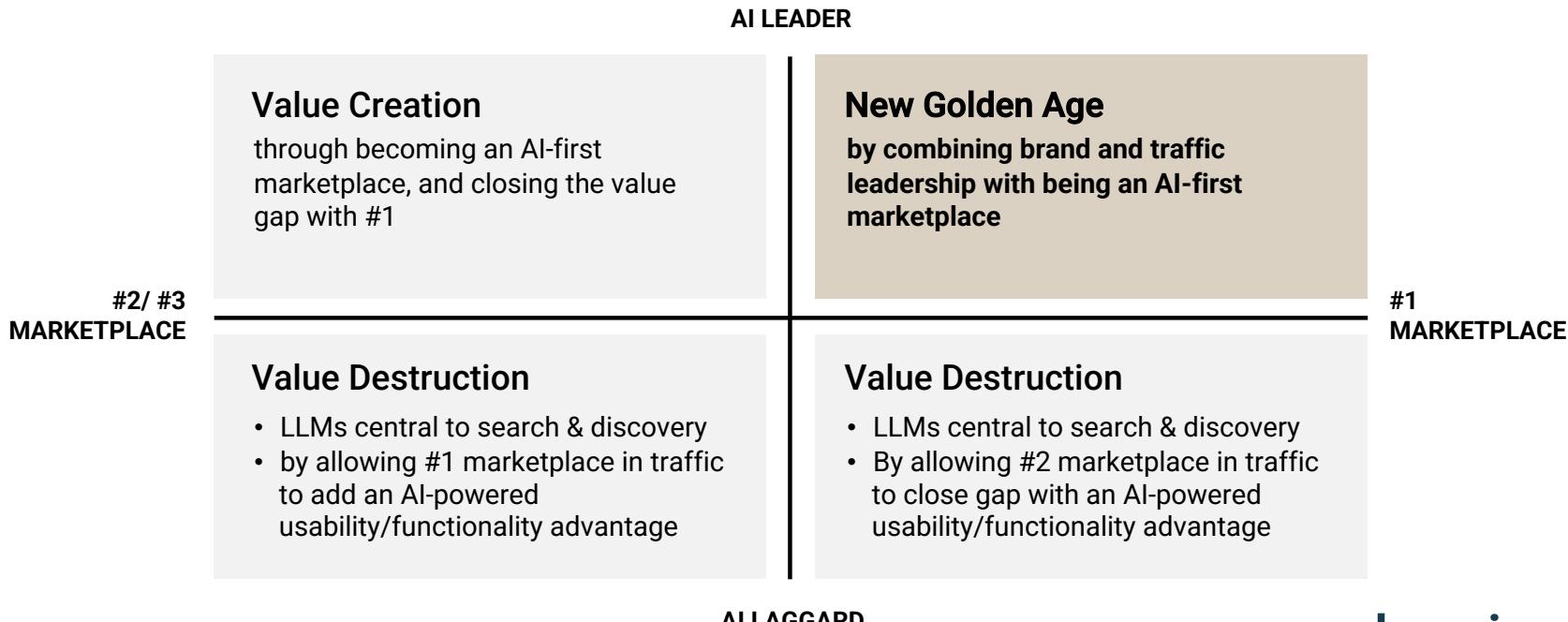
Suggests matches based on personality



AI strengthens marketplaces' 7 Powers

POWER	WHAT IT MEANS	WITHOUT AI	WITH AI
Scale Economies	Unit costs decline as volume increases	Manual operations; linear cost leverage	Automated operations lower labor costs per transaction faster
Network Effects	Value increases with more users	Broad matching; gradual liquidity growth	Hyper-personalized matching amplifies liquidity
Counter-Positioning	New business model incumbents can't adopt	Hard to aggregate non-traditional supply	Automate supply discovery / creation
Switching Costs	High cost of changing to competitor	Account history; saved searches	Personalized AI experience ; behavioral models embedded e.g. Spotify playlists
Branding	Trusted reputation	Manual verification (pre ML)	Fraud detection and content moderation at massive scale
Cornered Resource	Exclusive access to valuable asset (data, talent, IP)	Transaction data	Proprietary AI models trained on intricate marketplace data and behavioral insights
Process Power	Superior operational processes that are not easy to copy	Basic workflows e.g. CRM, dashboards	End-to-end automation ; predictive operations; intelligent routing

AI enhancement is the new competitive dynamic



... where is your
marketplace?

conclusion.

It is existential

Speed of execution is key

Content marketplaces cannot afford to lose **content authority**, and will need to change business models to match LLMs' ability to connect users to the entire market

All must re-engineer interfaces to becoming **intelligently conversational**

Move from a listings platform to an insight and **personalized matching platform**

Rethink monetization away from premium ads

Clear leaders have potential to enhance their position, but will need to **invest in product, tech and branding**

Distant #2's and #3's under the most pressure (e.g. jobs, cars, real estate)

Duopolies have new dimensions across which to compete

Days of >60% EBITDA margin subscription models are over

But a **golden age** is there for #1 content or transactional marketplaces who are committed to invest and adapt at the speed of a **Silicon Valley start up**.



thank you

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