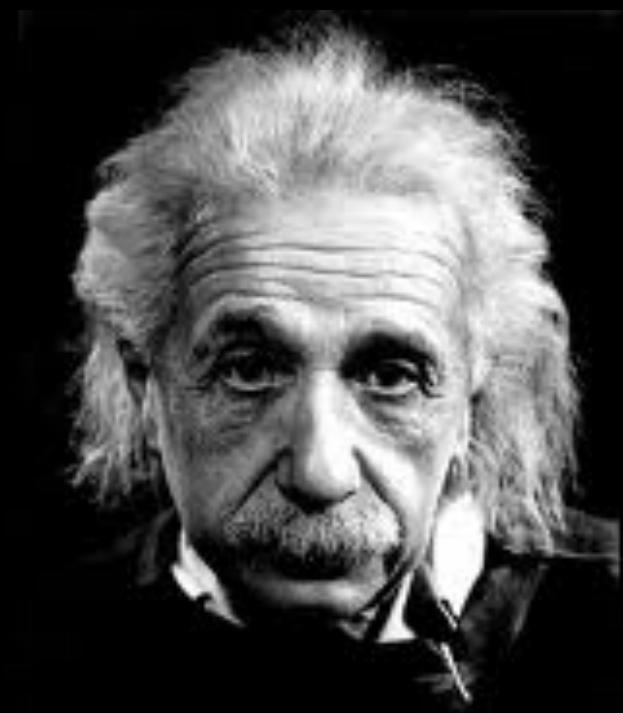


PLATFORM SCALE

REINVENTING CLASSIFIEDS FOR A
SHARING ECONOMY

@sanguit

*We cannot solve our problems
with the same thinking we used
when we created them.*



In 2015...

Uber, the world's largest taxi company, owns no vehicles. Facebook, the world's most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world's largest accommodation provider, owns no real estate. Something interesting is happening.

- Techcrunch, March 2015

craigslist

[post to classifieds](#)

[my account](#)

[help, faq, abuse, legal](#)

[search craigslist](#)

[for sale](#)

[event calendar](#)

S	M	T	W	T	F	S
22	23	24	25	26	27	28
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18

haiti earthquake relief

[avoid scams & fraud](#)

[personal safety tips](#)

[craigslist blog](#)

[craigslist factsheet](#)

[best-of-craigslist](#)

[craigslist \(h\)](#)

[craigslist movie & dvd](#)

[craigslist foundation](#)

hartford •

community

activities lost+found
artists musicians
childcare local news
general politics
groups rideshare
pets volunteers
events classes

personals

strictly platonic
women seek women
women seeking men
men seeking women
men seeking men
misc romance
casual encounters
missed connections
rants and raves

discussion forums

1099 gifts pets
apple haiku philos
arts health politic
atheist help psych
autos history queer
beauty housing recover
bikes jobs religion
celebs jokes rofo

housing

apts / housing
rooms / shared
sublets / temporary
housing wanted
housing swap
vacation rentals
parking / storage
office / commercial
real estate for sale

jobs

accounting+finance
admin / office
arch / engineering
art / media / design
biotech / science
business / mgmt
customer service
education
food / bev / hosp
general labor
government
human resources
internet engineers
legal / paralegal
manufacturing
marketing / pr / ad
medical / health
nonprofit sector
real estate
retail / wholesale
sales / biz dev
salon / spa / fitness
security
skilled trade / craft
software / qa / dba
systems / network
technical support
transport

for sale

appliances arts+crafts
antiques auto parts
barter baby+kids
bikes beauty+hlth
boats cars+trucks
books cds/dvd/vhs
business cell phones
computer clothes+acc
free collectibles
furniture electronics
general farm+garden
jewelry garage sale
materials household
nvs motorcycles
sporting music instr
tickets photo+video
tools toys+games

nearby cl

albany
boston
cape cod
catkills
central nj
eastern ct
glen falls
hartford
hudson valley
jersey shore
long island
new haven
new york
north jersey
northwest ct
oneonta
rhode island
south coast
western mass
worcester
[us cities](#)
[us states](#)
[canada](#)
[cl worldwide](#)

The original non-inventory model...



...facing increasing pressure in recent times

WAIT...

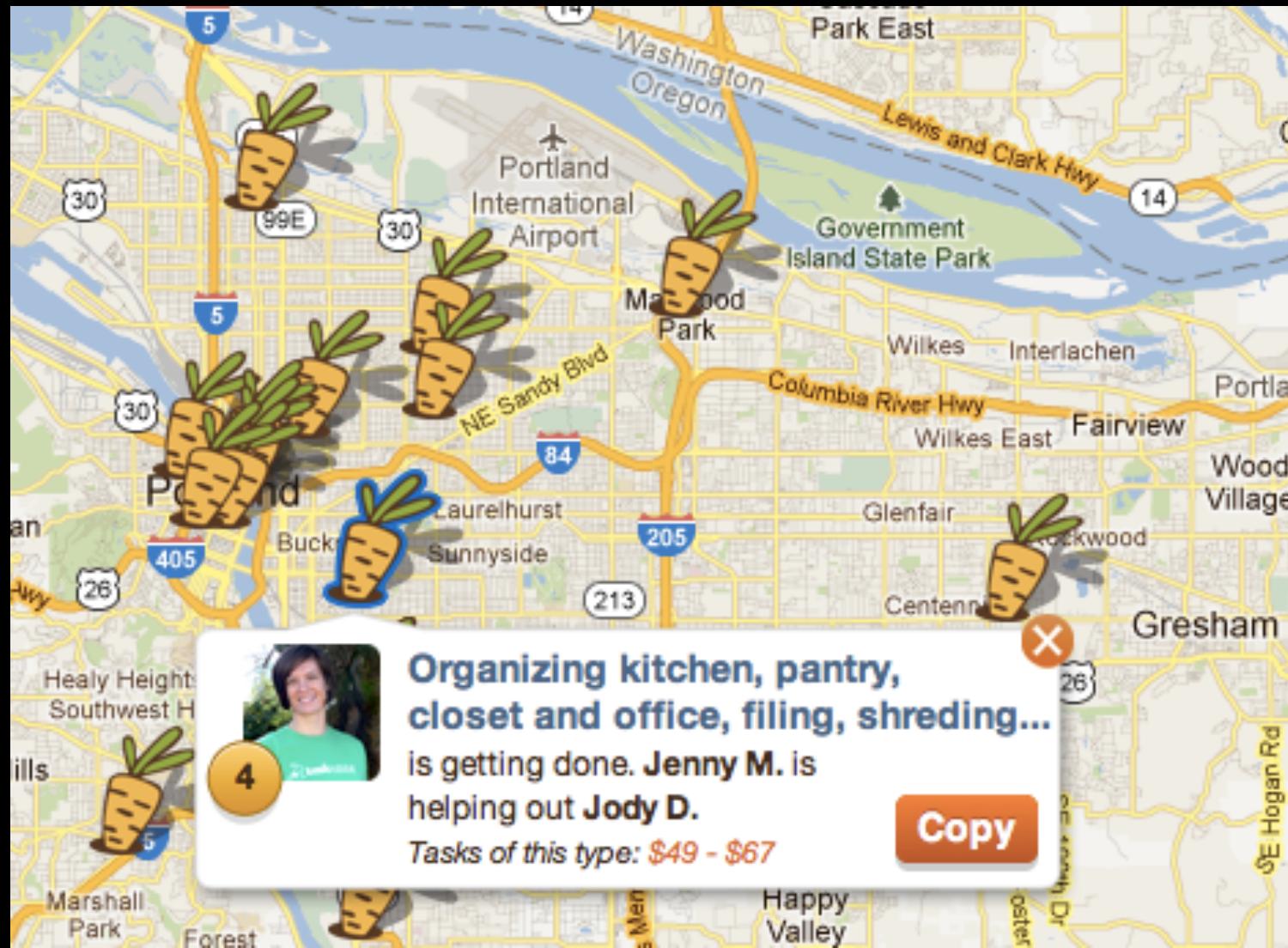
WHAT JUST HAPPENED?

KEY SHIFTS

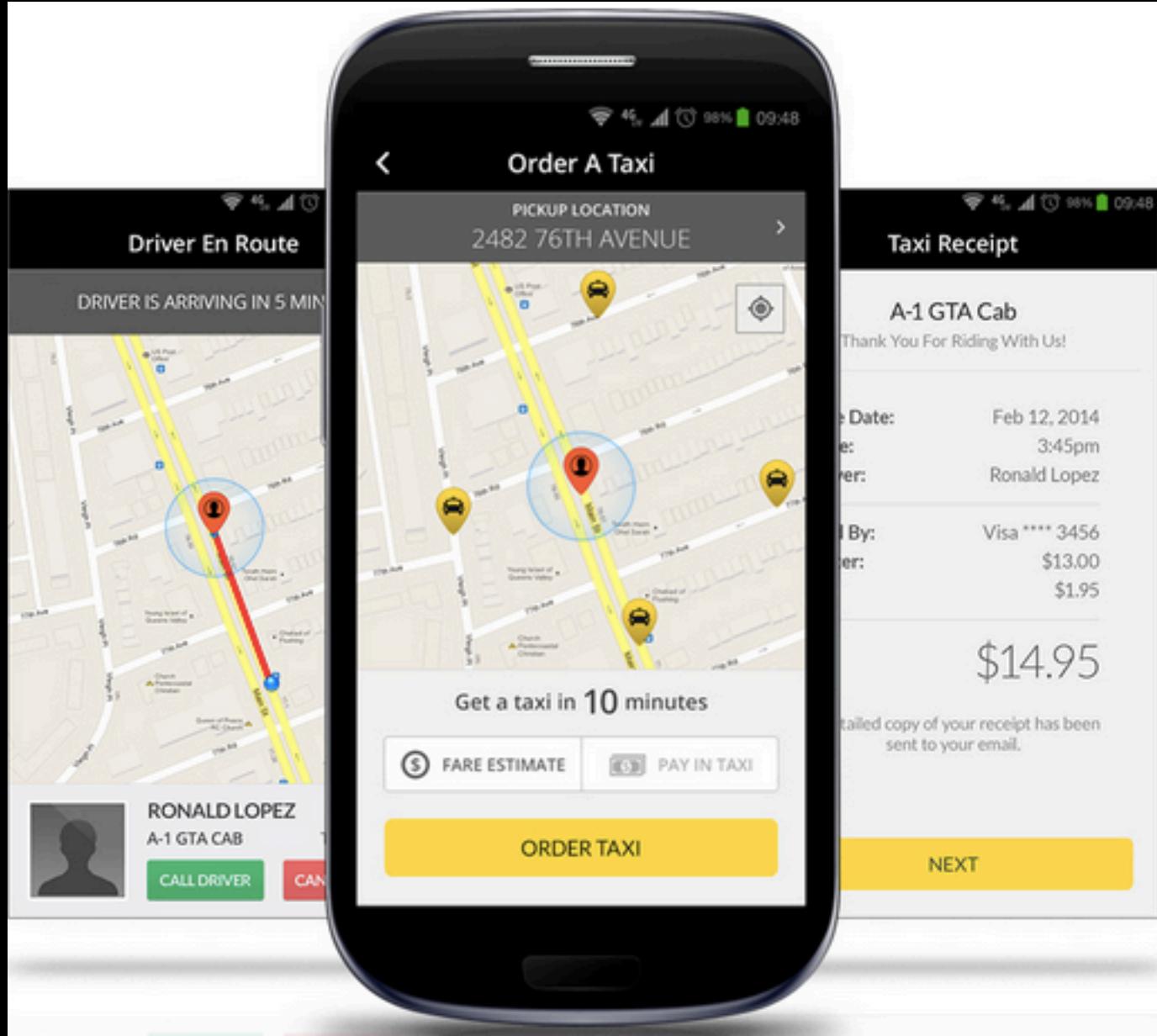
MOBILE BIG DATA SOCIAL

MERE BUZZWORDS?

LET'S UNPACK THIS FURTHER



MOBILE - Interaction Tracking



MOBILE - End-to-End Enablement



MOBILE - Falling Multi-Homing Costs

 Login with Facebook

SINGLE SIGN ON - Falling Multi-Homing Costs

facebook 

Search for people, places and things 

 Jamie Igniso | Find Friends | Home | 

 Jamie Igniso
Edit Profile

FAVOURITES

-  Welcome
-  **News Feed**
-  Messages
-  Events
-  Photos
-  Find Friends

ADVERTS

-  Adverts Manager

PAGES

-  Wavestreaming 3
-  cdnify.com
-  Work Testing
-  Wavestreaming FL... 1
-  Example Radio Page
-  Pages feed 8
-  Like Pages

APPS

-  App Centre
-  Dexter's Disciples
-  Games Feed
-  Links

MORE 

 Friends on Chat

 Update status 

What's on your mind? 

 **cdnify.com**
After employing a CDN to speed up your website...try using these simple tips to improve your user experience...<http://www.rubyrobot.org/article/5-tips-for-faster-loading-web-sites>
Like - Comment - Share - 4 hours ago - 

 **LUMI** · Suggested Page 
LUMI Pioneering dance act
Moody electronic beats wrapped around velvety vocals. Live light show. Respect the drop
1,462 people like this. - Sponsored

 **cdnify.com**
The top 10 most happiest US states were published last week. They are all locations served by CDNify. Coincidence?
<http://ow.ly/iKqg5>
 **The 10 Happiest States In The U.S.**
ow.ly/iKqg5
Editor's NoteFor a more global view, see the 10 happiest cities in the world. Live in Hawaii, Colorado, or Minnesota? Chances are, you're happier...
Like - Comment - Share - Yesterday at 13:02 - 

Sponsored  Create an advert

Sprout Social Challenge
sproutsocial.com
Sign up for a free 30 day trial anytime. All it takes is 3 steps. Start your trial today!

 **Aged 16-21?**
nationalcareerservice.direct.gov.uk
On the hunt for your dream career? Sign up today & we'll help you on your way!

£600 Referral Fee
 **£600:**
ASK Solicitors will pay £600 in commission for every injury claim that you refer to us
64 people like ASK Solicitors.

UK Based Web Hosting
denhosting.co.uk
£5 / month. 1GB storage, 5GB traffic, 1 DB (e.g. Wordpress). inc daily backups. SORTED.

 **Waste**
wirralmetals.com
Need Waste Management specialist? Try WIRRAL METALS LTD!

Flying to Asia?
finnair.com

SOCIAL FEEDS - More Usage Triggers



SOCIAL PLATFORMS - Rapid Viral Acquisition



Trust
is the key
to sharing rides!



Julie C.
07537 404475

 Verified number

Verify your mobile No.

It's free!

SOCIAL + MOBILE - Better trust mechanisms

I want to get a loan for £ 6300

£

+

Term	APR	Monthly cost
<input type="radio"/> 2 years	5.7%	£278.09
<input checked="" type="radio"/> 3 years	  	£190.58
<input type="radio"/> 4 years	6.4%	£148.68
<input type="radio"/> 5 years	6.7%	£123.34

Get a quote today

A loan of £6,300 over 3 years will cost you £190.58 per month. The APR is 5.8%.
The total cost after 3 years is £6,860.84, which includes £450.84 interest at 4.6%
fixed and a £110.00 fee. The total amount of credit is £6,410.00. This is a
representative example.

The rate you are offered will depend on your individual circumstances

BIG DATA - New mechanisms for interaction success

Home Browse Deals Add Invite You 3660 To Women's

Bond Shell Dress by Soft Joie KateS + 564

Happy Pills Vases by Fabio Novembre doljkang + 147

H&M Racer Satin Dress smgome + 72

Trompe L'Oeil Door Decals by Christophe Koechlin thekwanzdirector + 152

Tibi Arizona Print Draped Blouse | SHOPBOP dancordova + 3

Raoul Panelled Blouse | SHOPBOP dancordova + 1

Rosé Silk Terry Poncho Dress at Free People Clothing Boutique dancordova + 4

Steven Zaitz Gallery | Peter Ophain | Forest dancordova

Celine Trapeze Stamped Leather Shoulder Bag ChristiBrose + 308

Added Trompe L'Oeil Door Decals by Christophe Koechlin to Home

Added Tibi Arizona Print Draped Blouse | SHOPBOP to Women's

Added Raoul Panelled Blouse | SHOPBOP to Women's

Added Rosé Silk Terry Poncho Dress at Free People Clothing Boutique to Women's

Added Steven Zaitz Gallery | Peter Ophain | Forest to Art

Added Celine Trapeze Stamped Leather Shoulder Bag to Women's

Added Goro's x PLAY Comme des Garçons Etage | Highsnobiety.com to Food

Added Coca-Cola x PLAY Comme des Garçons summer-garcons-play-coca-cola-3 - Highsnobiety.com to Food

Added Buy BALENCIAGA Lariat classic Work Bag from Matches Fashion to Women's

Added Buy MOG ALEXANDER MOSQUEH Chokerwell shoulder bag from Matches Fashion to Women's

Added Buy MARC BY MARC JACOBS Top handle messenger bag from Matches Fashion to Women's

Added Dhandi and Lis Flores Patched Blouse | Pipeline to Women's

BIG DATA - Creating new interaction opportunities



Reid Hoffman

Entrepreneur. Product Strategist. Investor.

San Francisco Bay Area | Internet

Current Greylock, LinkedIn, Airbnb

Previous College Eight, UCSC, Six Apart, Tagged

Education Oxford University

Follow



Know Reid?
[Connect](#)

BIG DATA - Move from Channel to Infrastructure

REINVENTING CLASSIFIEDS FOR A SHARING ECONOMY

TWO KEY PRIORITIES:

Own end-to-end interactions

Move focus from listing-centric to
user-centric

UNDERSTANDING INTERACTIONS BETTER

3 items exchanged in all
interactions

INFORMATION

GOOD/SERVICE

CURRENCY

**Ownership of flows determines
business model and
competitiveness**

DISCOVERY
VS.
EXCHANGE

craigslist

post to classifieds

my account

help, faq, abuse, legal

search craigslist

for sale >

event calendar

S	M	T	W	T	F	S
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1

avoid scams & fraud

craigslist factsheet

best-of-craigslist

job boards compared

san francisco bay area = stc sbv eby pen nbj

community		housing		jobs	
activities	lost+found	apts / housing	rooms / shared	accounting+finance	admin / office
artists	musicians	sublets / temporary	housing wanted	arch / engineering	art / media / design
childcare	local news	housing swap	vacation rentals	biotech / science	business / mgmt
general	politics	packing / storage	office / commercial	customer service	education
groups	ndeshare	classes	real estate for sale	food / bev / hosp	general labor
pets	volunteers			government	government
events				human resources	human resources

personals

strictly platonic

women seek women

women seeking men

men seeking women

men seeking men

misc romance

casual encounters

missed connections

rants and raves

discussion forums

1099 gifts pets

apple haiku philes

arts health politic

atheist help psych

autos history queer

jewelry games+toys

material garage sale

rvs household

sporting motorcycles

tickets music instr

farm+garden

electronics

real estate

retail / wholesale

sales / biz dev

salon / spa / fitness

security

skilled trade / craft

software / qa / dba

usa	canada	countries
alabama	alberta	argentina
alaska	brit columbia	australia
arizona	manitoba	austria
arkansas	n brunwick	bangladesh
california	newf & lab	belgium
colorado	nova scotia	brazil
connecticut	ontario	canada
delaware	quebec	caribbean
dc	saskatchewan	chile
florida		china

okcupid

Find a user Profile Settings Sign Out

Profile Photos Questions

My self-summary

Long story short, I moved to New York with two suitcases, mistakenly thought I was moving to (sigh, but I was done), opened an office and never looked back.

Now I'm a tech editor, and new media columnist. I get to write about my view of new technologies as they influence digital commerce.... So yes it's kind of geeky but much like this site it's the way things are headed!

On to the laundry list...
I'm from the Midwest officially but absolutely love New York.
I write for a living (and actually get paid for it).
I love to venture out and try new places in the city... Have any suggestions?
I've been told I have a "Midwest" accent, but still not sure what that is exactly.
I'm American and this is me.

My Details

Last Online Online now!

Ethnicity White

Height 5' 7" (1.75m)

Body Type Athletic

Diet Mostly anything

Smokes —

Drives Socially

Drugs —

Religion Christianity but not too serious about it

Hobbies Sagittarius and it's fun to think about

Education Graduated from college/university

Jobs Artist / Musical / Writer

Discovery-dominant

KICKSTARTER

Discover great projects

Start your project

BLOG HELP Me

Elevation Dock: The Best Dock For iPhone

A Product Design project in Portland, OR by Casey Hopkins · [send message](#)

PROJECT HOME

UPDATES 7

BACKERS 6518

COMMENTS 294

REMIND ME



PLAY VIDEO

3,043 people like this. Be the first of your friends.

43 SHARED

<http://kickstarter.com/projects/10476>

6,518
BACKERS

\$646,675
PLEDGED OF \$75,000 GOAL

25
DAYS TO GO

THIS PROJECT WILL BE FUNDED ON SATURDAY FEB 11, 3:01PM EST.

BACK THIS PROJECT
\$1 MINIMUM PLEDGE

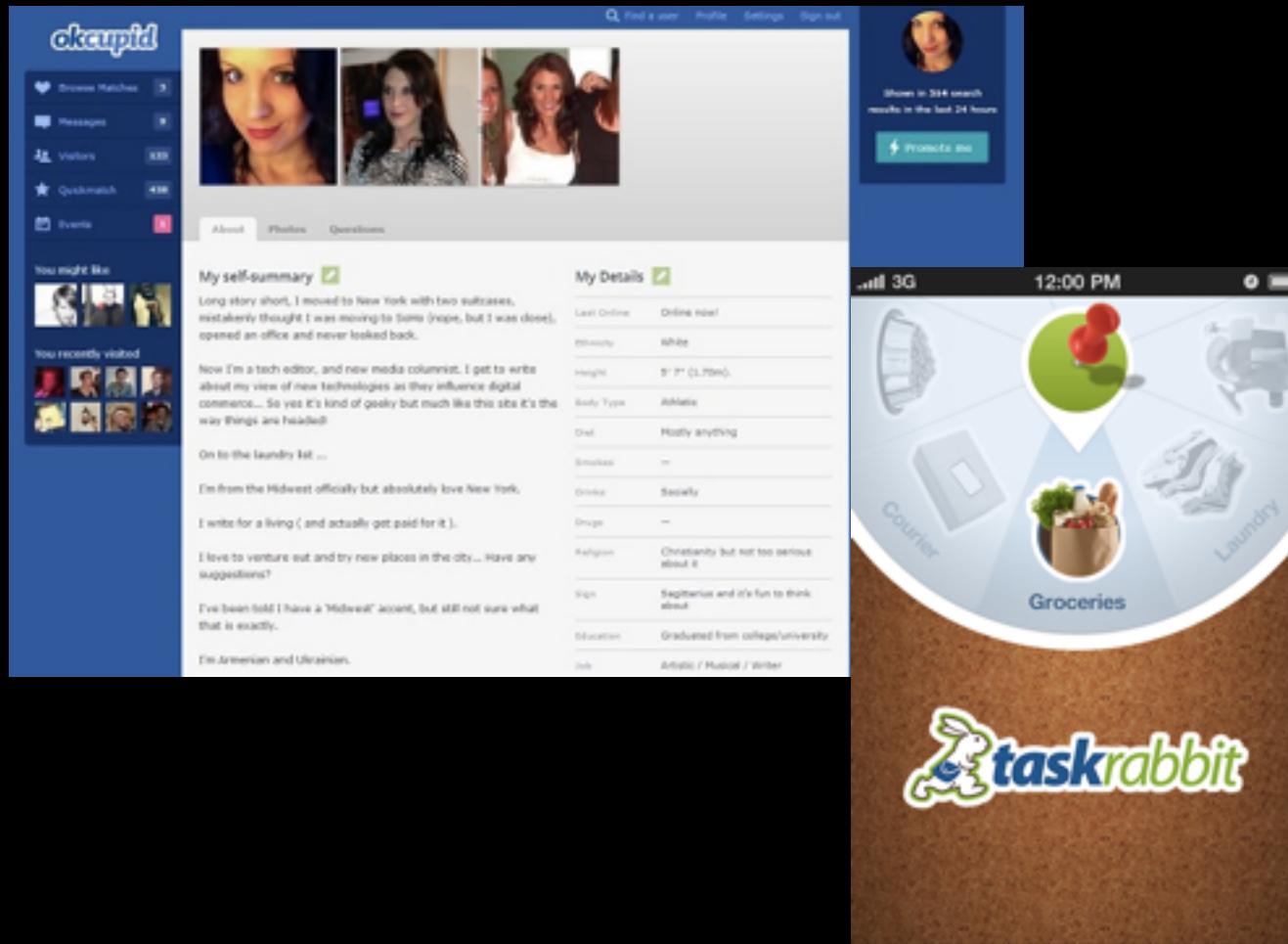
PLEDGE \$59 OR MORE

2366 BACKERS

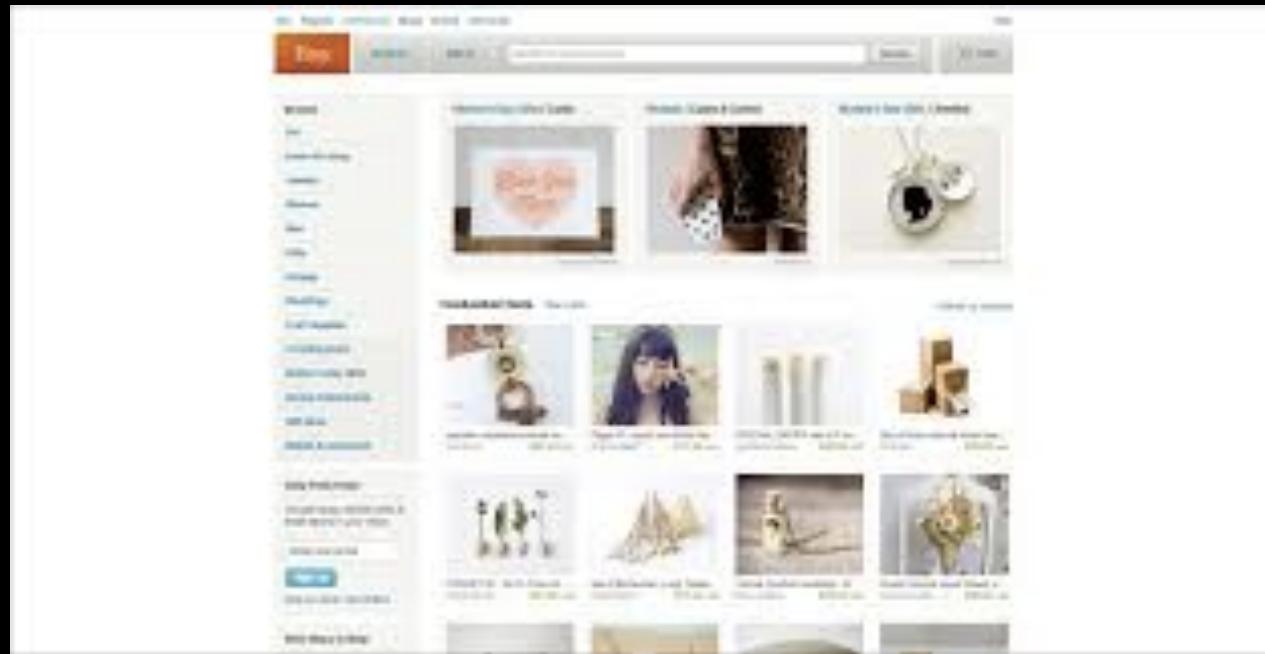
Get your own Elevation Dock in glass bead blasted finish (like on Apple unibody Macs). These will later retail for \$90 if the project gets funded. CNC'd from solid aircraft aluminum, low friction connection, USB out. [US shipping included, add \$20 for international]

Estimated Delivery: Apr 2012

Exchange-dominant



One-time discovery



Repeated discovery

MARKETPLACE VIABILITY

Ownership of Interaction Flows

+

Discovery vs. Exchange

Ownership of Interaction Flows

HIGH



elance.com | odesk.com



shutterstock



airbnb

Etsy

eBay



craigslist

LOW

One-time
Discovery

Repeated
Discovery

Repeated
Exchange

END-TO-END INTERACTIONS

```
graph LR; A[PRE-PURCHASE] --> B[PURCHASE]; B --> C[POST-PURCHASE]
```

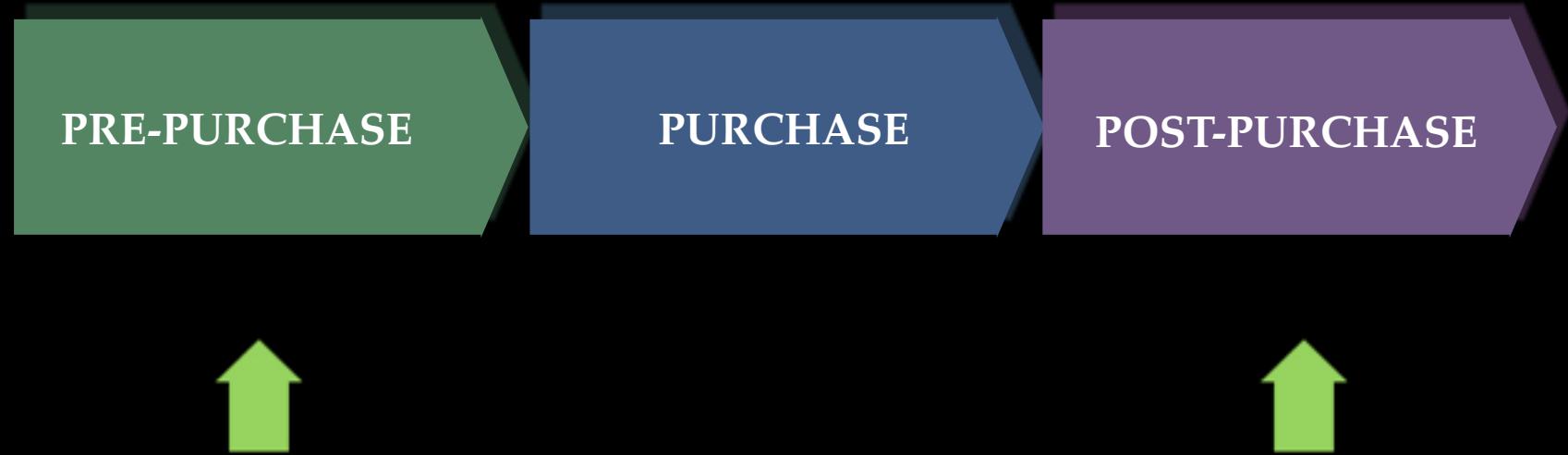
PRE-PURCHASE

PURCHASE

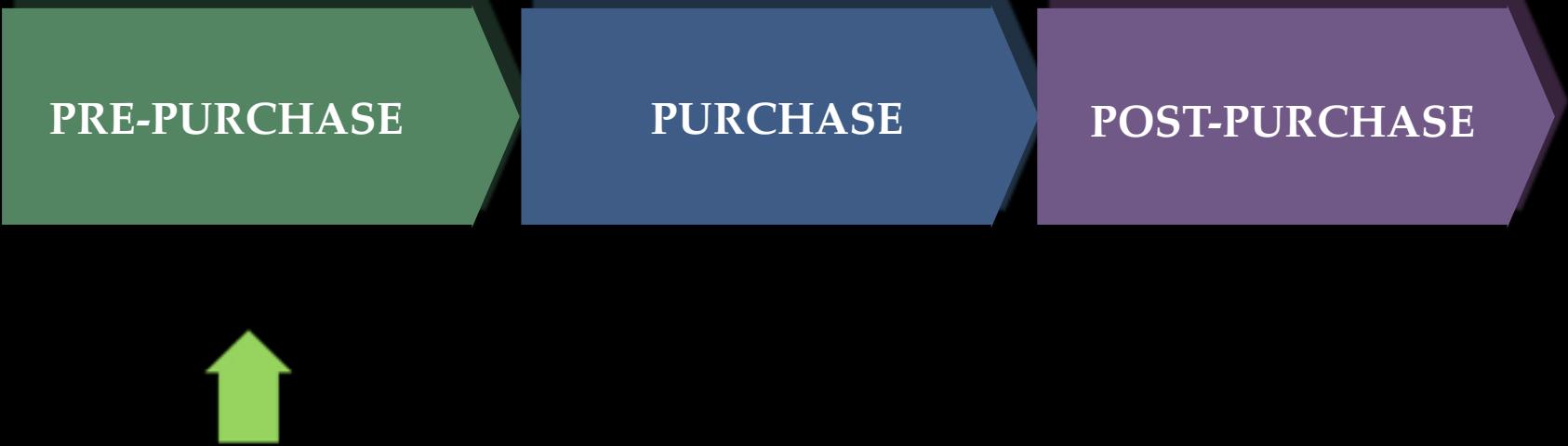
POST-PURCHASE



Traditional focus of
marketplaces



Focus of emerging
competitors



PRE-PURCHASE

PURCHASE

POST-PURCHASE

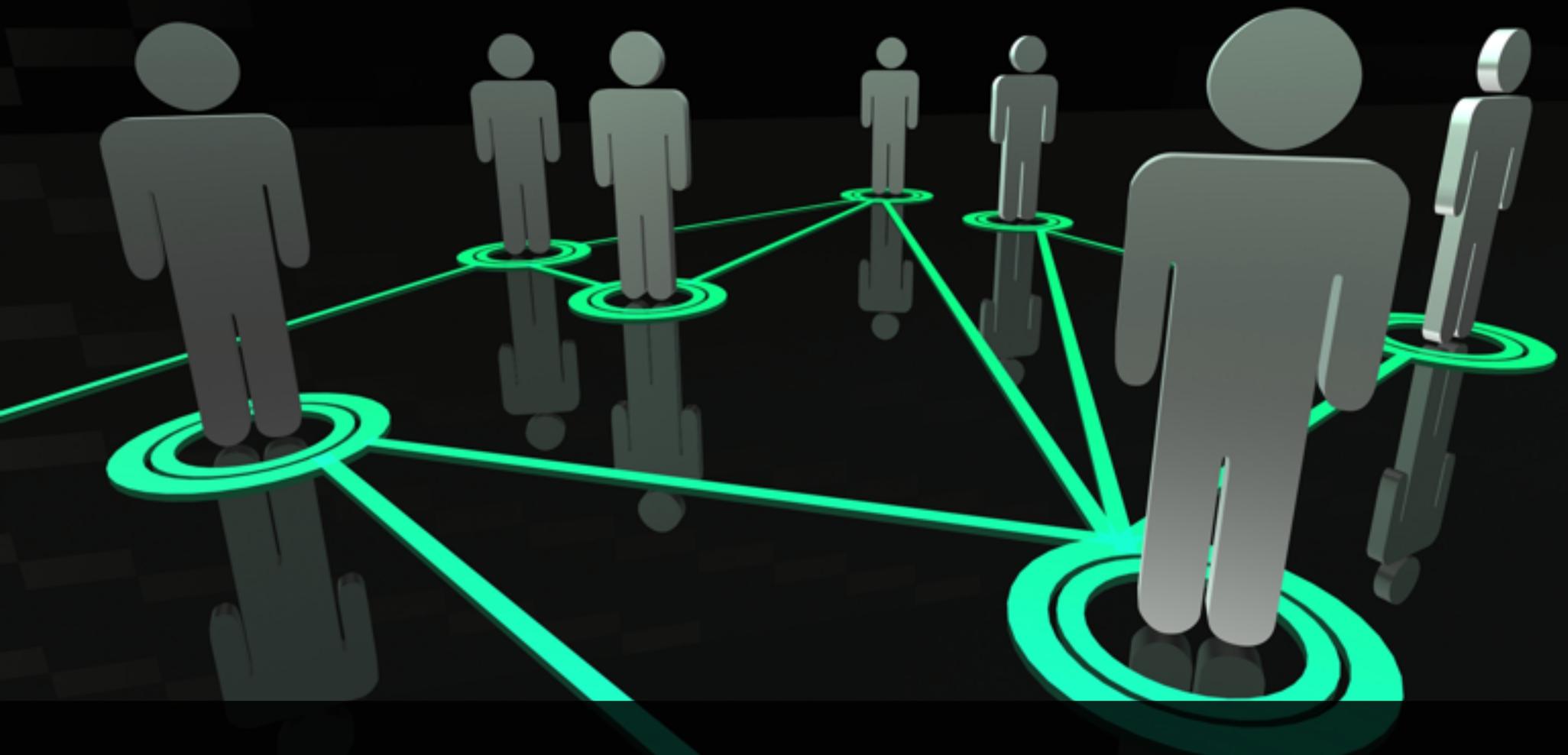


Gather upstream data to
identify buying opportunities



Gather downstream data to
improve relevance of
subsequent recommendations

MANAGING END-TO-END INTERACTIONS



Shift focus from
listing-centric to user-centric

Usage Triggers

Destination vs. Distribution

Intent vs. Context

Data Acquisition

Usage Triggers

Destination vs. Distribution

Intent vs. Context

Data Acquisition

Social Networking 1.0

vs.







Context Shift:
Social



Context Shift:
Social



Context Shift:
Mobile



Usage Triggers

Destination vs. Distribution

Intent vs. Context

Data Acquisition



Website

f Share



Share buttons

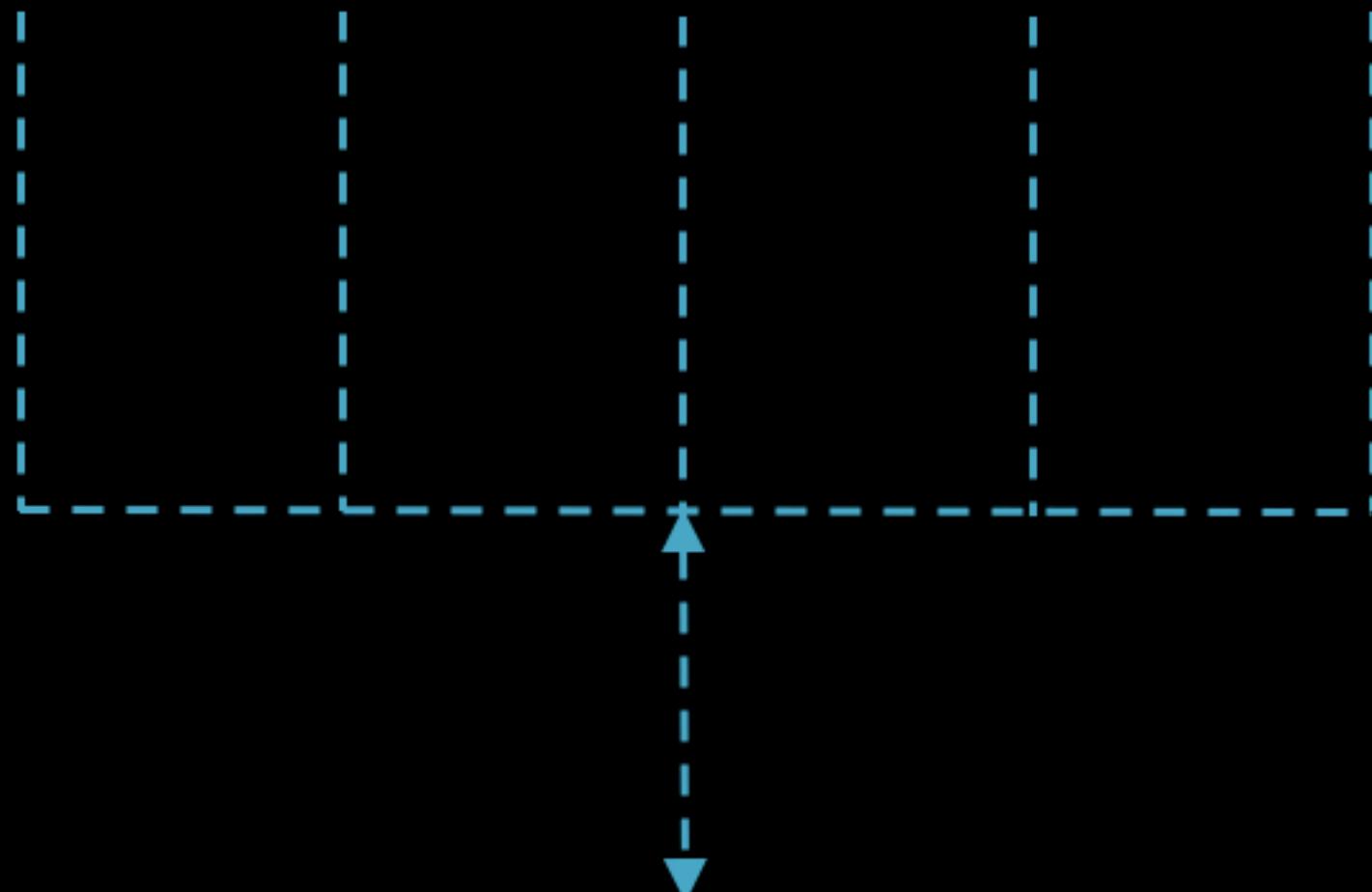


Messenger



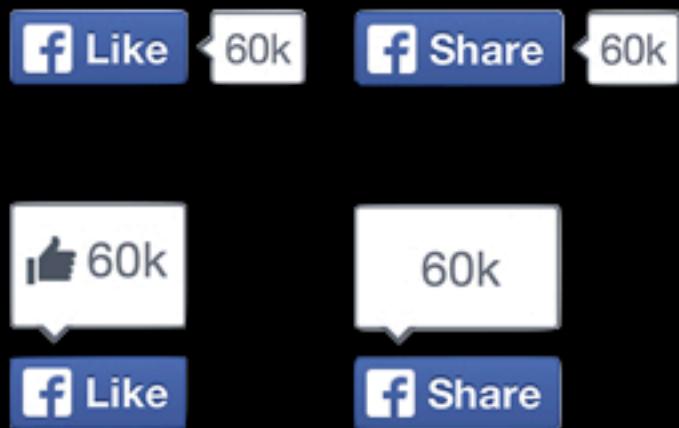
Instagram

Paper



DATA





VS.



Distribution

Destination

**STOP THINKING ABOUT
APPS AND WEBSITES**

**STOP THINKING ABOUT
APPS AND WEBSITES**

**THINK ABOUT
DISTRIBUTION**

BROWSE

BUY

CONSUME



DATA

Usage Triggers

Destination vs. Distribution

Intent vs. Context

Data Acquisition



vs.



Usage Triggers

Destination vs. Distribution

Intent vs. Context

Data Acquisition

Would it bother you to discover a partner likes to cross-dress?

- Yes.
- No.

How would your Ideal Match answer this question?

- Yes.
- No.

How important is their answer to you?

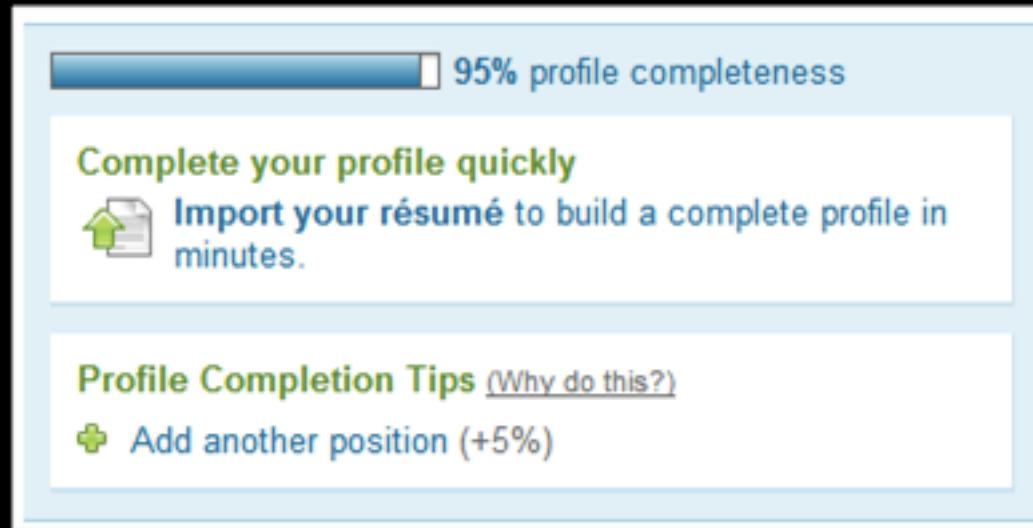
- Irrelevant
- A little important
- Somewhat important
- Very important
- Mandatory

SUBMIT ANSWER

[skip this one](#)

[Discuss it](#)

Ask them for their data



Gradual progression on a
large goal

IN SUMMARY...

Usage Triggers

Destination vs. Distribution

Intent vs. Context

Data Acquisition

STARTING AND SCALING NETWORK EFFECTS

User Activation

Feedback Loops

Cumulative Value

User Activation

Feedback Loops

Cumulative Value

ACTIVATING USERS

Who to follow - Refresh - View all

-  **javi creus** @javicreus ×
Followed by Michel Bauwens...
[Follow](#)
-  **FiveThirtyEight** @FiveThi... ×
Followed by Scott Anthony a...
[Follow](#)
-  **Vinaya Naidu** @oldfox004 ×
Followed by Next Big Twat
[Follow](#)

[Find people you know - Popular accounts](#)

People You May Know

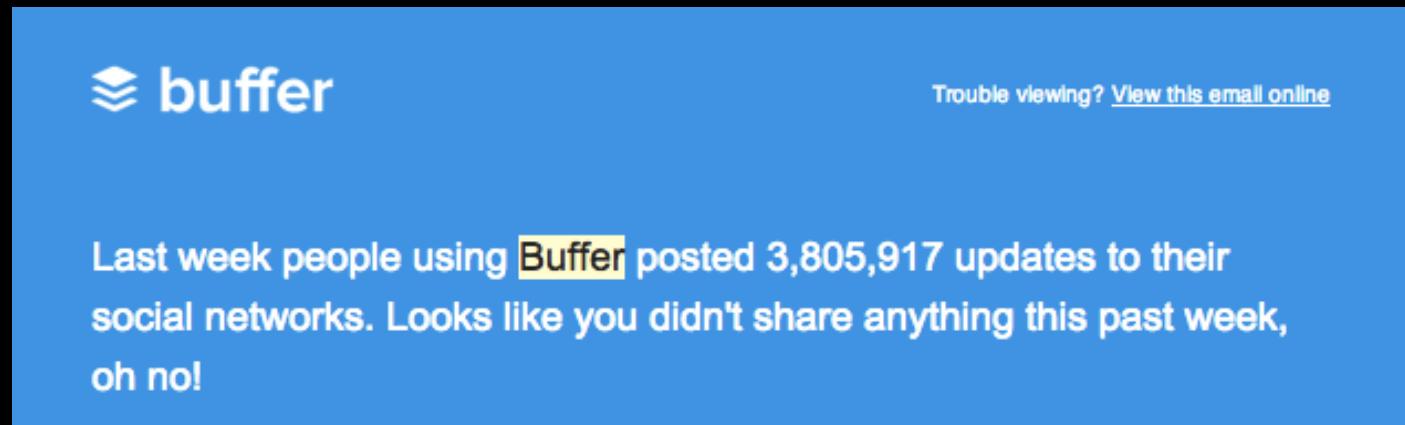
-  **Gopal Srinivasan**, Chairman, TVS Capital Funds Limited ×
[Connect](#)
-  **Puneet Vasavada**, Regional Manager Services at Asian ×
[Connect](#)
-  **Rebecca Lynn**, Digital optimisation consultant at ANZ ×
[Connect](#)

[See more »](#)

User Activation

Feedback Loops

Cumulative Value



System Feedback

The image shows the Buffer app's dashboard. At the top left is the Buffer logo with a gear icon. At the top right is a 'My Dashboard' link. Below the header is a large, bold text message: 'Oh no, it looks like your Buffer is empty!'. To the left of this message is a text block: 'It seems there are no tweets queued for @veroapp at the moment. This is just a friendly reminder to top up!'. Below this is another text block: 'Check out our [Apps & Extras](#) page for loads of different ways to easily add to your Buffer.' At the bottom left is a 'Have a great day!' message. To the right, there's a large, stylized text 'Need a hand filling up?' with a list of social media and Buffer integration icons below it. At the bottom left of the dashboard is the text 'The Buffer Team'.

Network Feedback

Hi sanguit,

Congrats! Your documents on SlideShare have had 10,000 views. Wow! You must be doing something great. Only a very few SlideShare users achieve this milestone.

Hello again, sanguit,

The content you uploaded on SlideShare is **becoming popular on twitter**. Congratulations! Here is the link to the latest tweet:

<http://twitter.com/slideshare/status/288329416982011904>

Most viewed this week



Startup Growth and Traction: How to get users to contribute on your platform

Views Favorites Downloads
26K ▲89 41 0

M

Ned Nadima recommended **Why Online Business Models Fail** and left the following comment:



Ned Nadima

Every entrepreneur should read this

Network Feedback

[Otar Chekurishvili recommended "Building the next Instagram or WhatsApp: The Network Effect Playbook".](#)



[View Story](#)

It looks like "Building the next Instagram or WhatsApp: The Network Effect Playbook" is getting popular! Medium respects your inbox. We won't email you every time your story gets recommended, but you can check your stats page to view your activity.

M

James Sugrue recommended **Stealing Traction: How Youtube, Paypal, StumbleUpon and AirBnB Grew Through Piggybacking** and said the following



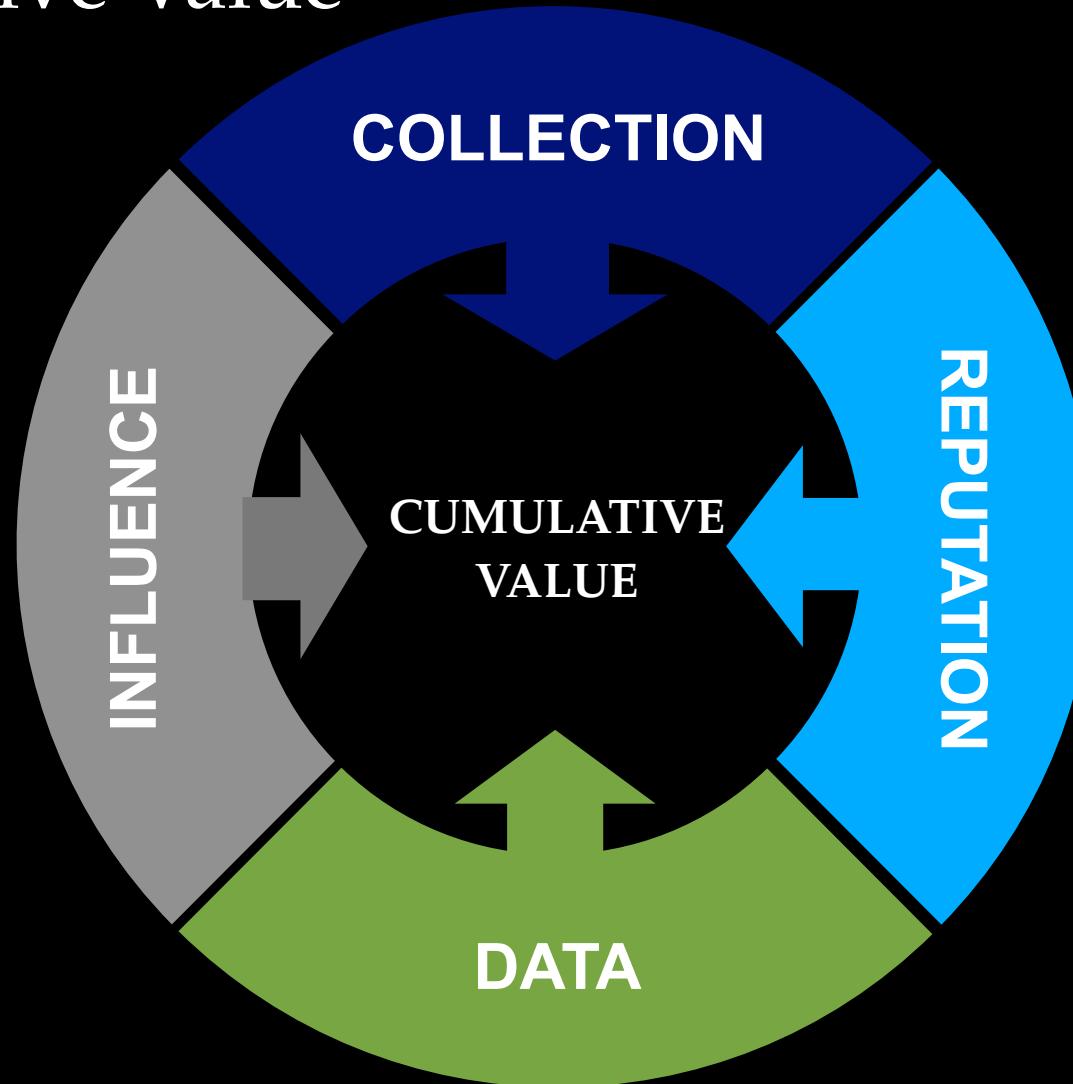
James Sugrue
Growth hacking gold.

User Activation

Feedback Loops

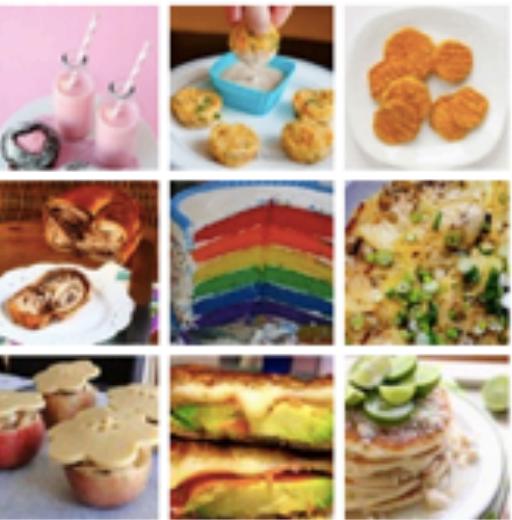
Cumulative Value

Four routes to Cumulative Value

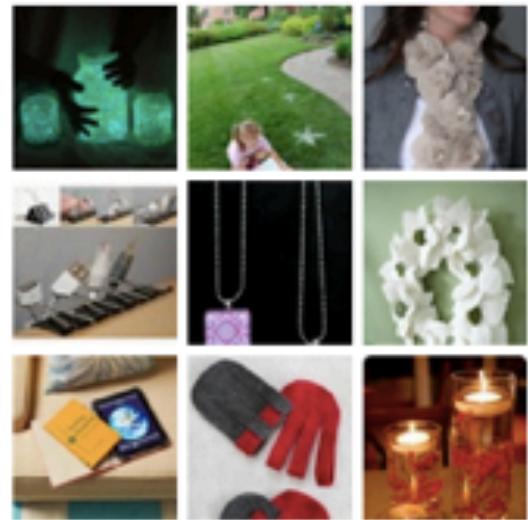


2 Boards · 236 Pins · 1 Like

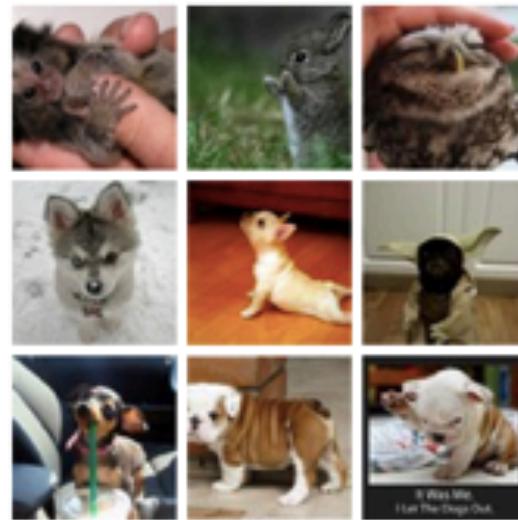
Foodage

[Edit](#)

Crafty

[Edit](#)

Just plain cute

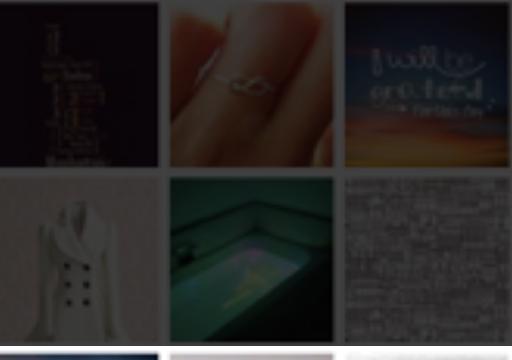
[Edit](#)

Funnies



I hate it
when I'm
making a
milkshake
and boys
just show
up in my
yard.

My Style



Entertaining

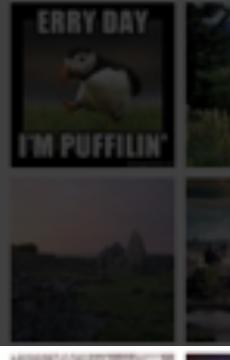


COLLECTION

Want



All-time favs



Reviews (92)

Friends (2)

OVERALL GUEST
SATISFACTION



ACCURACY



COMMUNICATION



CLEANLINESS



LOCATION



CHECK IN



VALUE



REPUTATION

Reviews

5

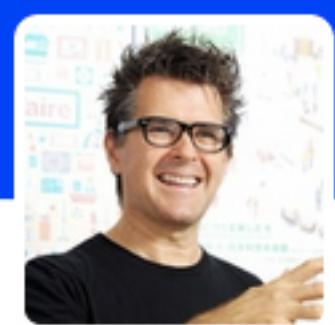
Reviews From Hosts



Lukas

Lizzie was the awesomest guest, we were lucky to have hosted her. We cooked tasty vegetarian meals together, and enjoyed a Czech film with her. Lizzie was curious about the Czech culture, so we were glad we could tell her one or two things. We would be glad to have her back anytime!

April 2012

A Twitter profile card for Mark Frauenfelder. The card features a blue header with a white circular profile picture of Mark Frauenfelder, a man with dark hair and glasses, smiling. Below the header is a white section containing his statistics: TWEETS 6,674, FOLLOWING 638, and FOLLOWERS 26.9K. The text is in a sans-serif font, with the numerical values in a larger, bold font.

Mark Frauenfelder
@Frauenfelder

INFLUENCE

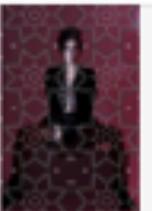
Post

SORT ▾

cdnify.com

After employing a CDN to speed up your website...try using these simple tips to improve your user experience...<http://www.rubyrobot.org/article/5-tips-for-faster-loading-web-sites>

Like · Comment · Share · 4 hours ago · [@](#)

[LUMI · Suggested Page](#)[Like Page](#)[LUMI Pioneer dance act](#)

Moody electronic beats wrapped around velvety vocals. Live light show. Respect the drop

1,462 people like this. · Sponsored

cdnify.com

The top 10 most happiest US states were published last week. They are all locations served by CDNify. Coincidence?
<http://ow.ly/iKqg5>

DATA

[The 10 Happiest States In The U.S.](#)[ow.ly](#)

Editor's Note For a more global view, see the 10 happiest cities in the world. Live in Hawaii, Colorado, or Minnesota? Chances are, you're happier...

Sprout Social Challenge
sproutsocial.com



Sign up for a 14-day trial and see what it takes to grow your trial.

Aged 16-21?nationalcareersservice.direct.gov.uk

On the hunt for your dream career? Visit us today & we'll help you on your way.

£600 Referral Fee

ASK Solicitors for £600 in cash for every client that you refer to us.

64 people like ASK Solicitors.

UK Based Web Hosting
denhosting.co.uk



£5 / month storage, 100GB DB (e.g. MySQL), inc daily backups, SORTED.

Waste Management
wirralmetals.com



Need Waste Management? Wirral Metals are specialists in the collection and recycling of METALS & PLASTICS.

Flying to Asia?

IN SUMMARY...

User Activation

Feedback Loops

Cumulative Value

SHIFT FROM...

We are in the business of
BRINGING BUYERS AND SELLERS
TOGETHER

TO...

We are in the business of

ENABLING EFFICIENT END-TO-END
INTERACTIONS

THANK YOU!