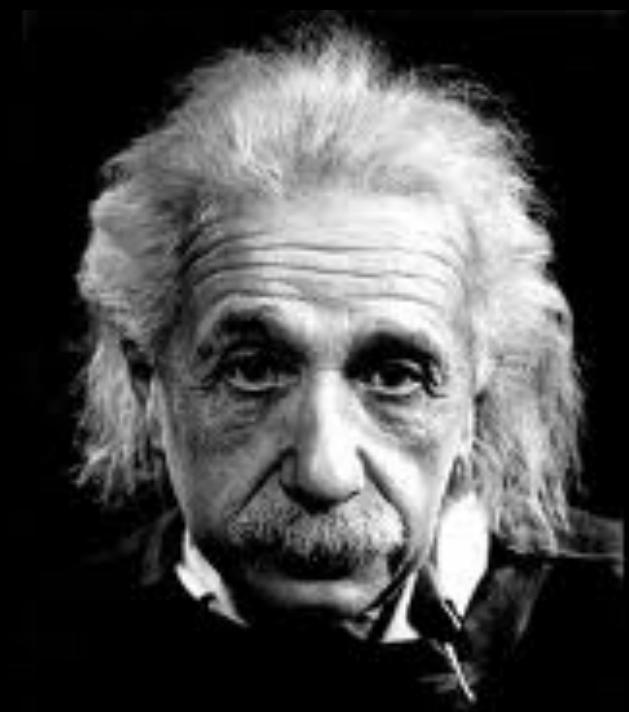


# PLATFORM SCALE

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	<b>24</b>	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...

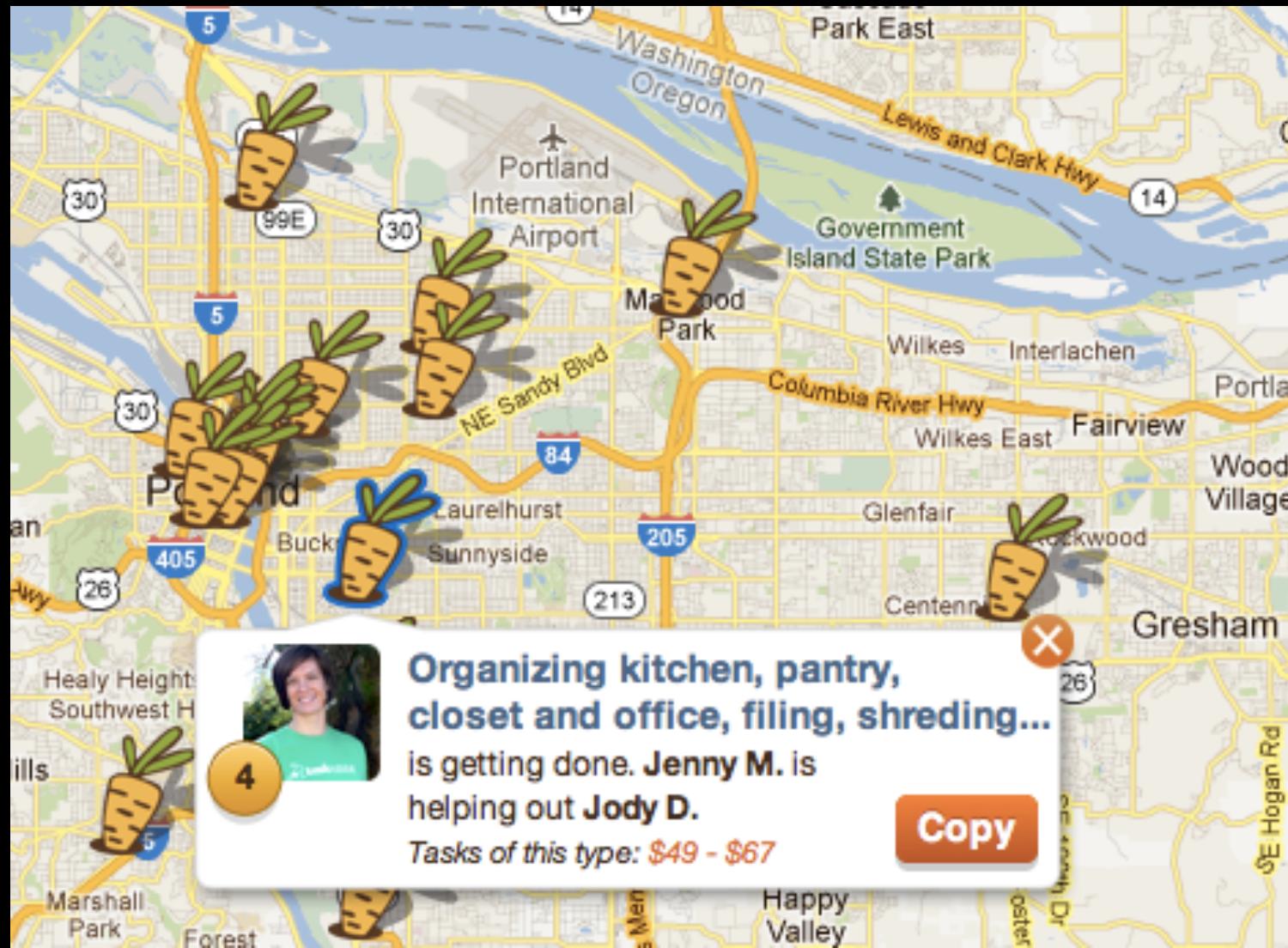
WHAT JUST HAPPENED?

# KEY SHIFTS

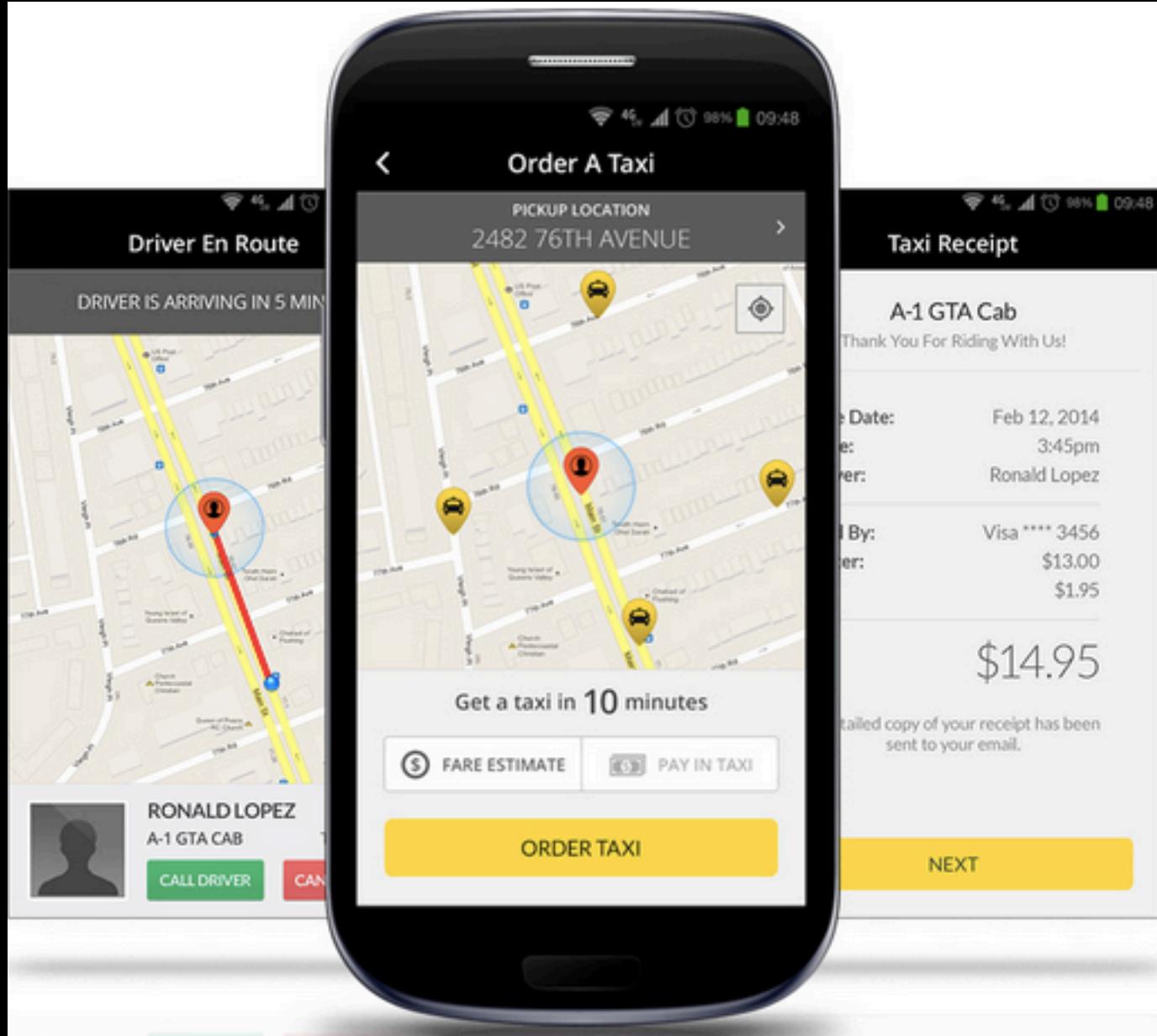
# MOBILE BIG DATA SOCIAL

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
Find Friends
Home
Logout

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
Add Photos/Video

What's on your mind?

Post

**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.**

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?**
[nationalcareersservice.direct.gov.uk](#)

On the hunt for your dream career? Sign up today & we'll help you on your way!

**£600 Referral Fee**

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

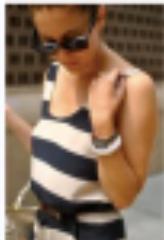
Get a quote today

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 3690 



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 Koeuf  
thekwanzdirector + 152



Tibi Arizona Print Draped Blouse | SHOPBOP  
clancordova + 3



Raoul Panelled Blouse | SHOPBOP  
clancordova + 1



Raoul Silk Terry Poncho Dress at Free People Clothing Boutique  
clancordova + 4



Steven Zavits Gallery | Peter Ophain | Forest  
clancordova



Celine Trapeze Stamped Leather Shoulder Bag  
ChristiBrose + 308

To Women's

-  Added Trompe L'Oeil Door Decals by Christophe Koeuf to Women's
-  Added Tibi Arizona Print Draped Blouse | SHOPBOP to Women's
-  Added Raoul Panelled Blouse | SHOPBOP to Women's
-  Added Raoul Silk Terry Poncho Dress at Free People Clothing Boutique to Women's
-  Added Steven Zavits 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
artists	musicians	rooms / shared
childcare	local news	sublets / temporary
general	politics	housing wanted
groups	ndeshare	housing swap
pets	volunteers	vacation rentals
events	classes	packing / storage
		office / commercial
		real estate for sale
personals	for sale	
strictly platonic		
women seek women		
women seeking men	baiter	arts+crafts
men seeking women	bikes	auto parts
men seeking men	boats	baby+kids
misc romance	books	cars+trucks
casual encounters	business	cds/dvd/hs
missed connections	computer	clothes+acc
rants and raves	free	collectibles
	furniture	electronics
	general	farm+garden
	jewelry	games+toys
	material	garage sale
	rvs	household
	sporting	motorcycles
	tickets	music instr
		music instr

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

Shown in 204 matches in the last 24 hours

Protect me

Browse Matches

Messages

Visitors

Quickmatch

Events

About Photos Questions

You might like

You recently visited

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/1476>

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

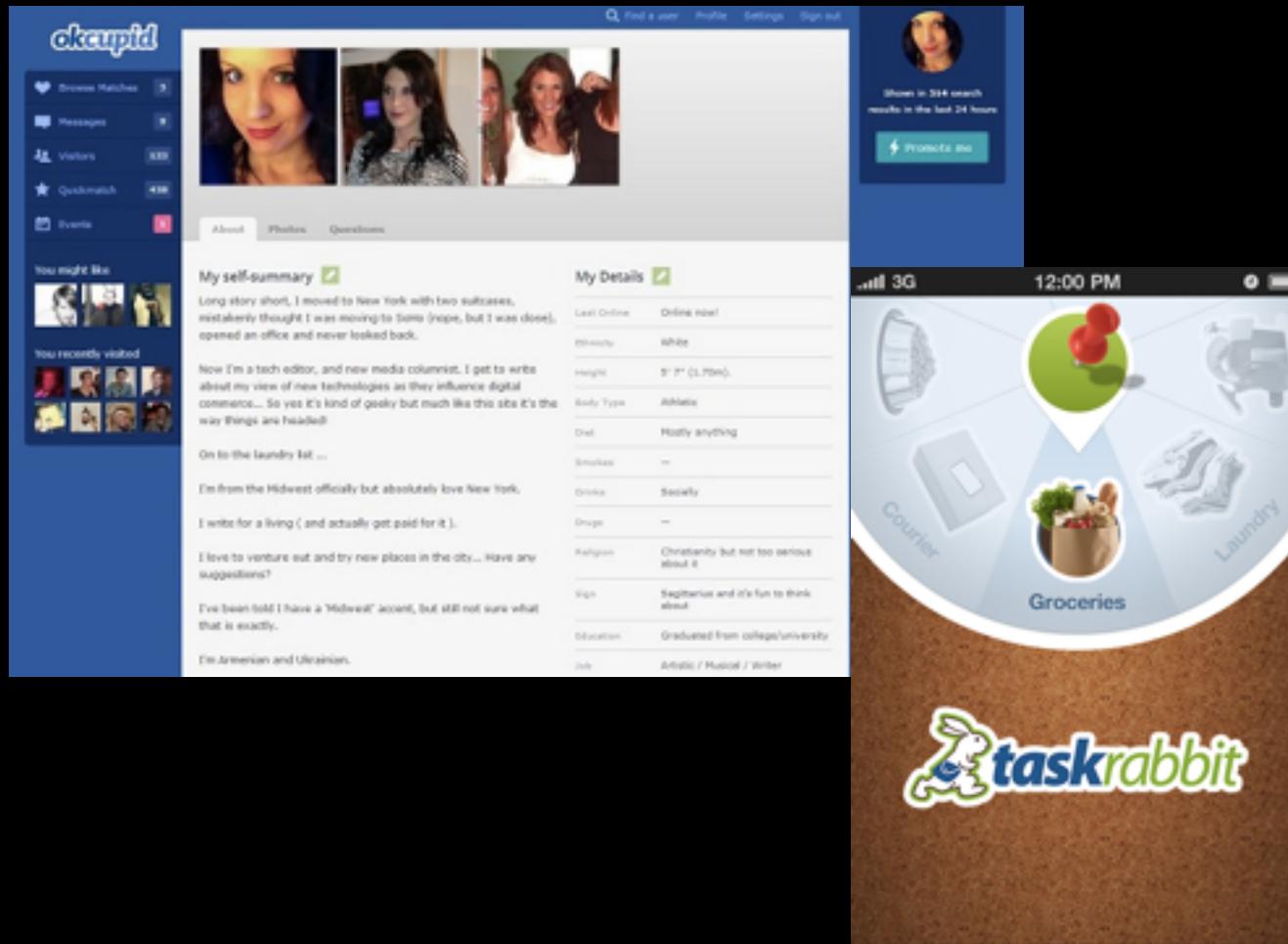
PLEDGE \$59 OR MORE

2366 BACKERS

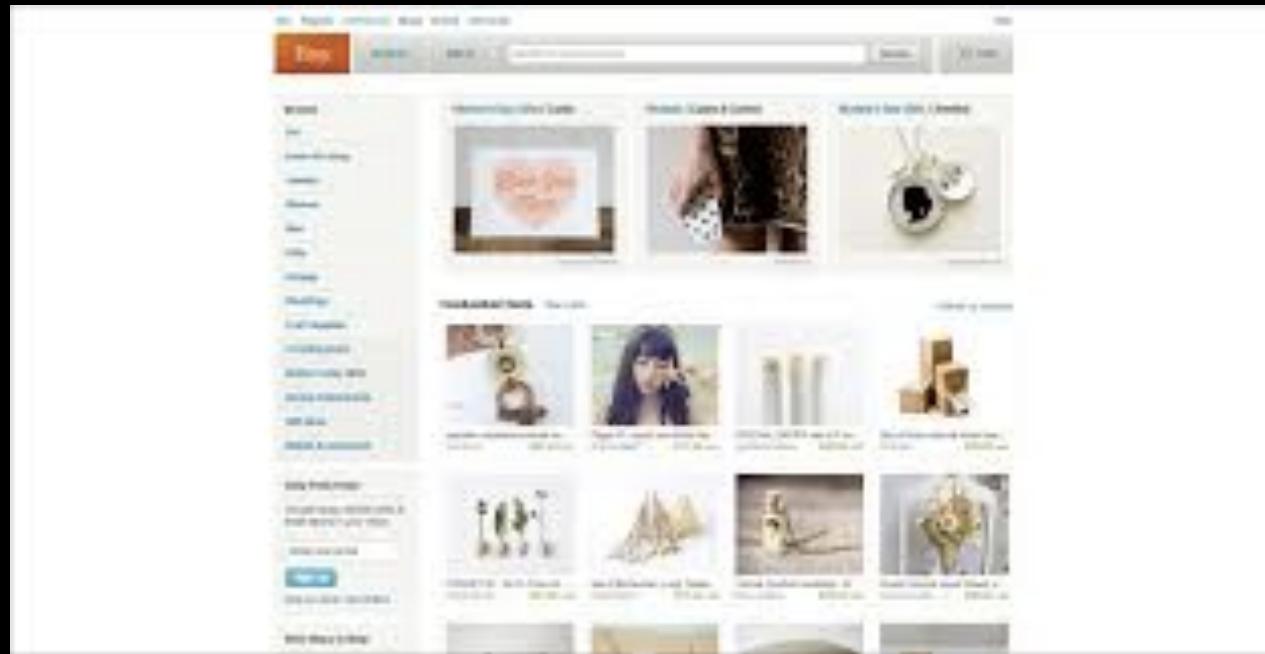
Get your own Elevation Dock in glass bead blasted finish (like on Apple unibody Macs). These will later retail for \$90 if the project gets funded. CNC'd from solid aircraft aluminum, low friction connection, USB out. [US shipping included, add \$20 for international]

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



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]
```

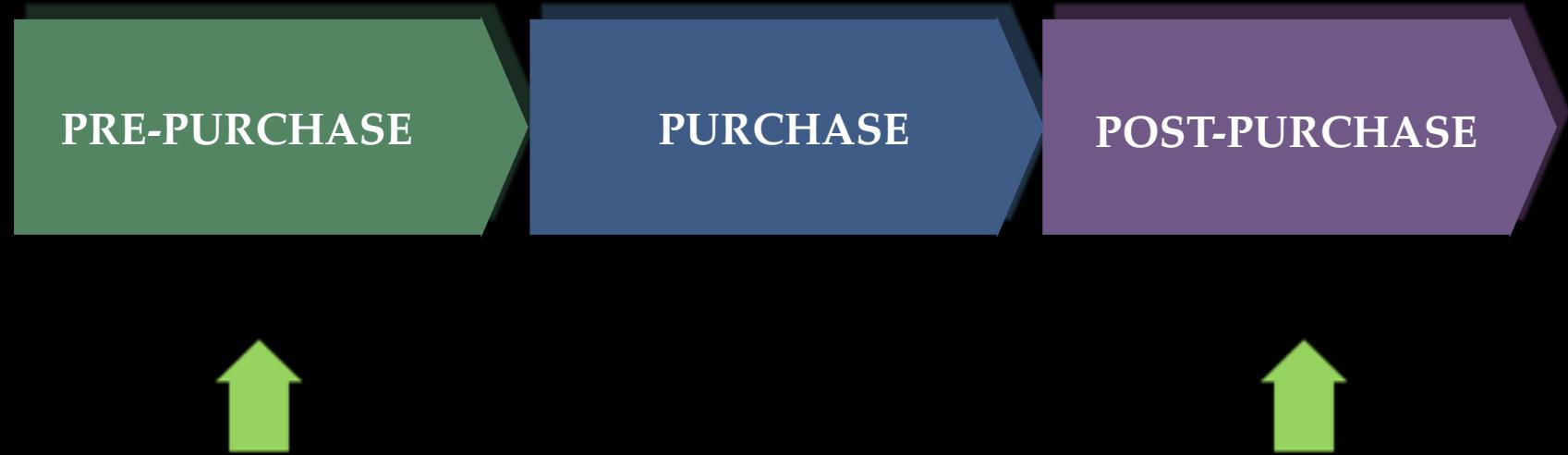
PRE-PURCHASE

PURCHASE

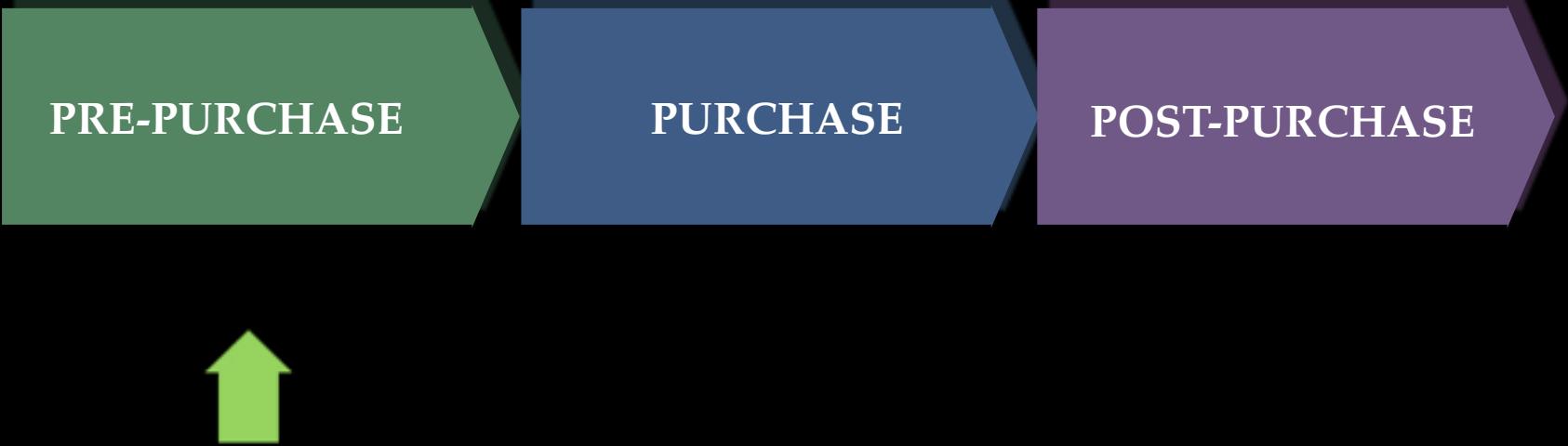
POST-PURCHASE



Traditional focus of  
marketplaces



Focus of emerging  
competitors



PRE-PURCHASE

PURCHASE

POST-PURCHASE

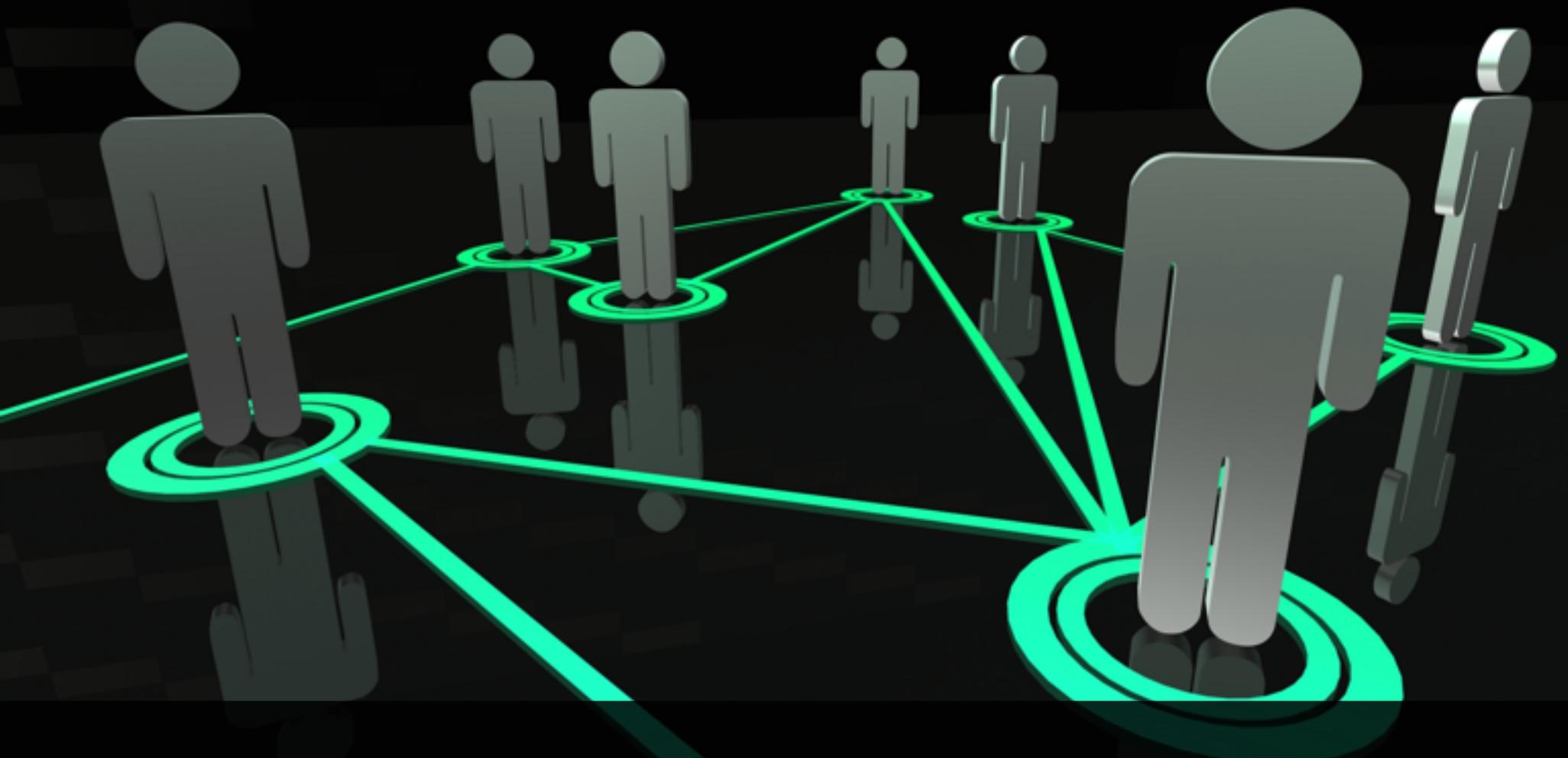


Gather upstream data to  
identify buying opportunities



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

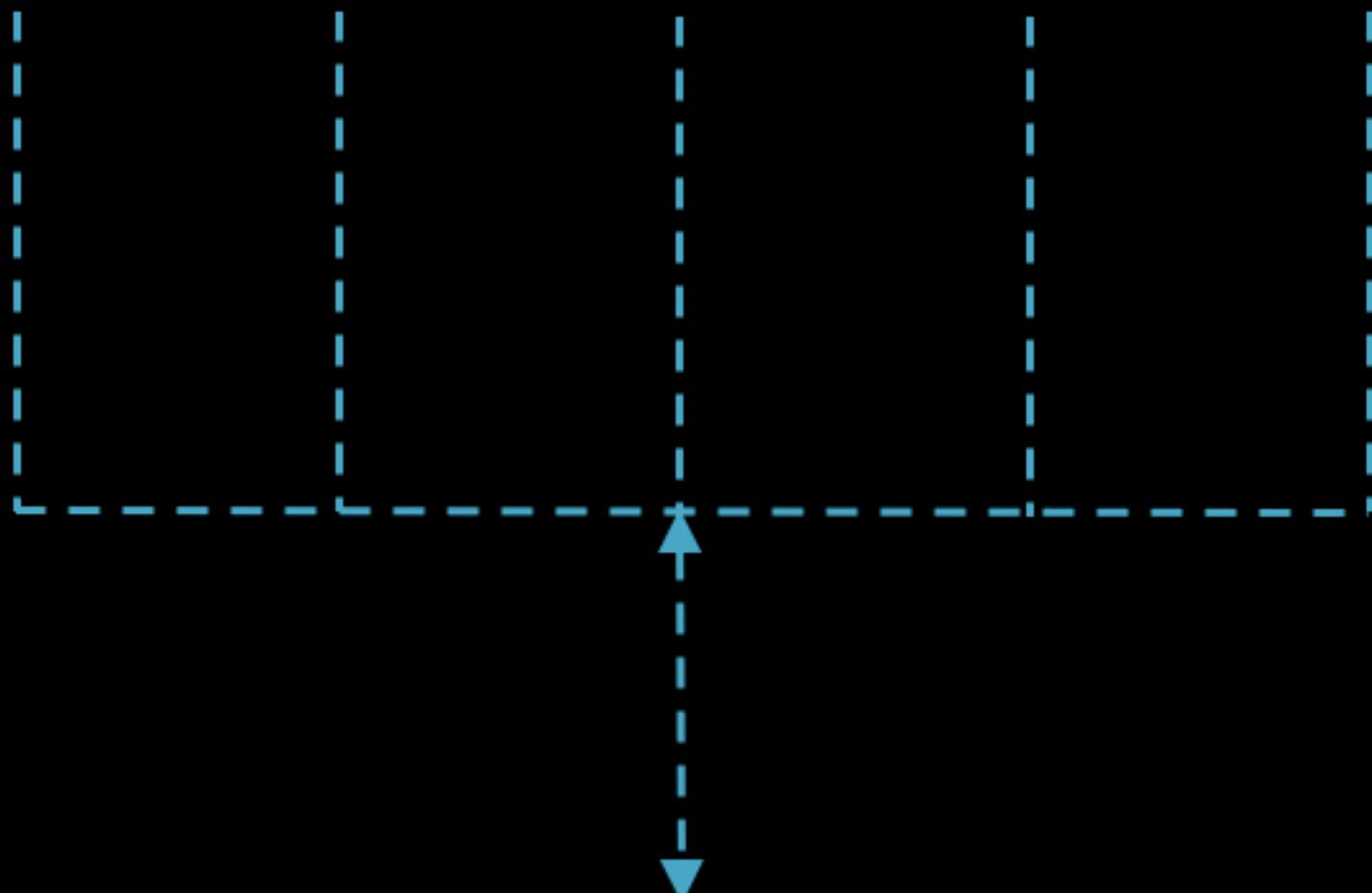


Messenger



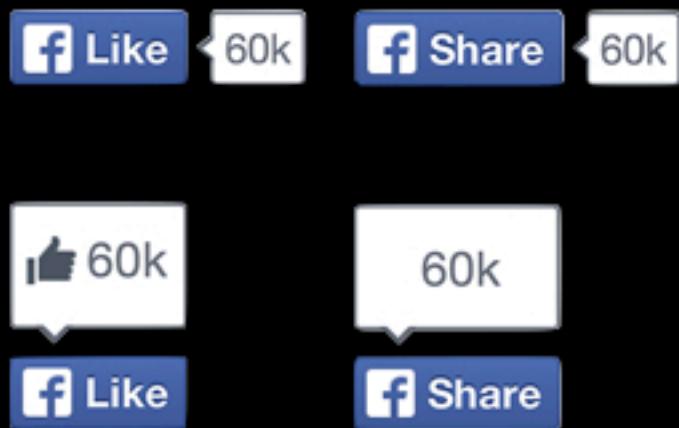
Instagram

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

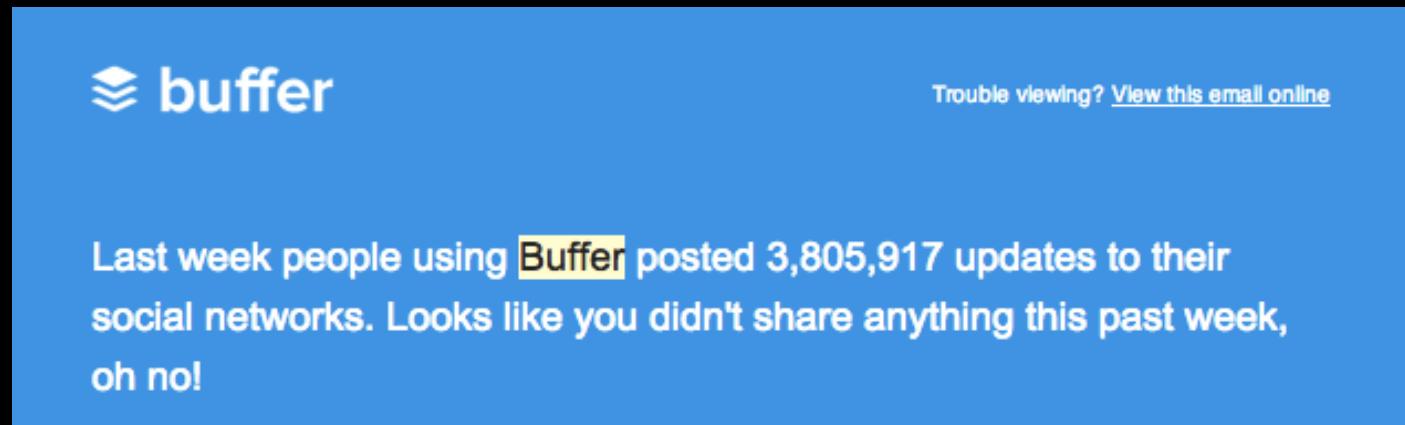
-  **Gopal Srinivasan**, Chairman, TVS Capital Funds Limited ×  
[Connect](#)
-  **Puneet Vasavada**, Regional Manager Services at Asian ×  
[Connect](#)
-  **Rebecca Lynn**, Digital optimisation consultant at ANZ ×  
[Connect](#)

[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 the text 'Have a great day!'. To the right of the empty queue message is a large, stylized text block: 'Need a hand filling up?'. Below this are several small icons representing different social media and productivity apps: a star, a Twitter bird, a speech bubble, a 'T' for Tumblr, a blue diamond, a WordPress logo, an elephant, a 'N' for Ning, a person with a bowler hat, and a red and black triangle.

# 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 &#9650;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



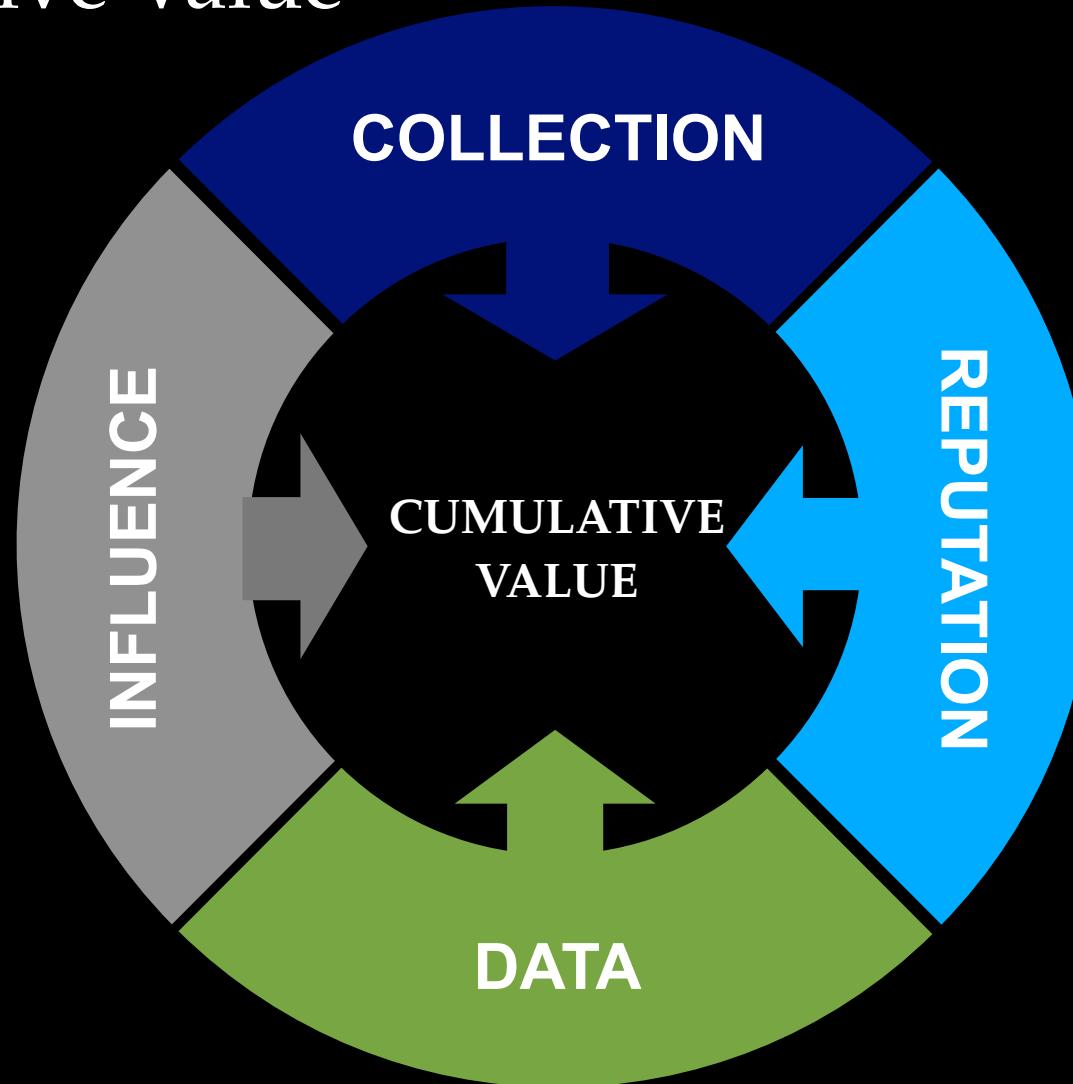
**James Sugrue**  
Growth hacking gold.

User Activation

Feedback Loops

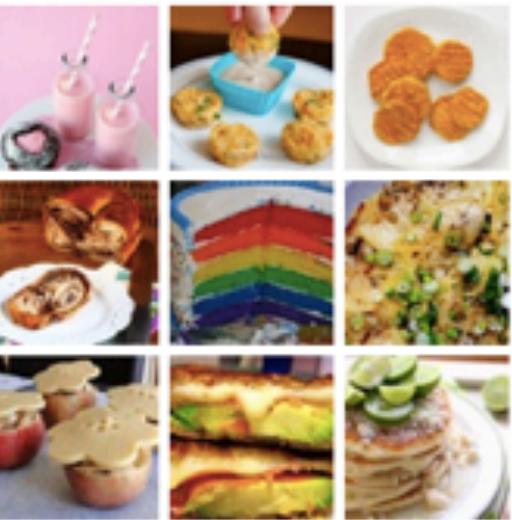
Cumulative Value

# Four routes to Cumulative Value

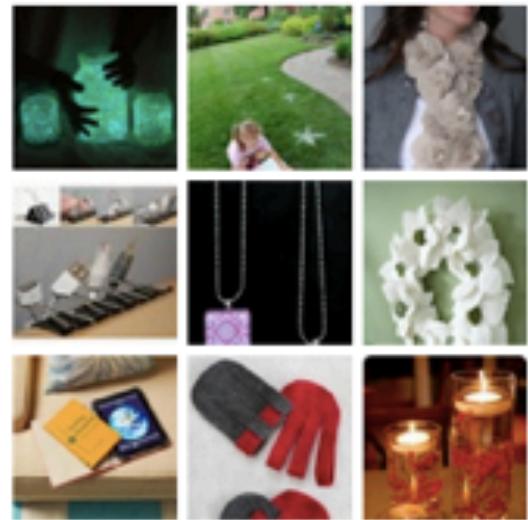


2 Boards · 236 Pins · 1 Like

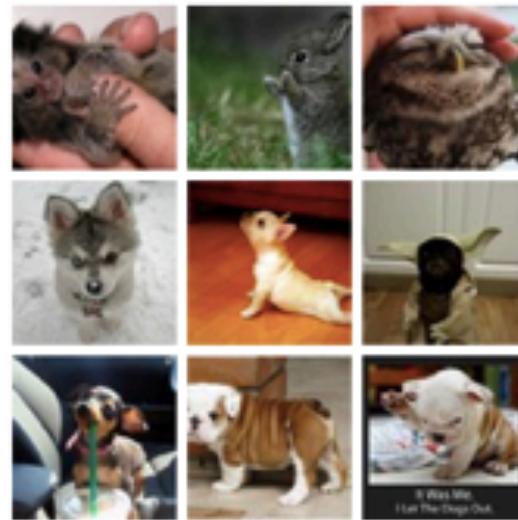
Foodage

[Edit](#)

Crafty

[Edit](#)

Just plain cute

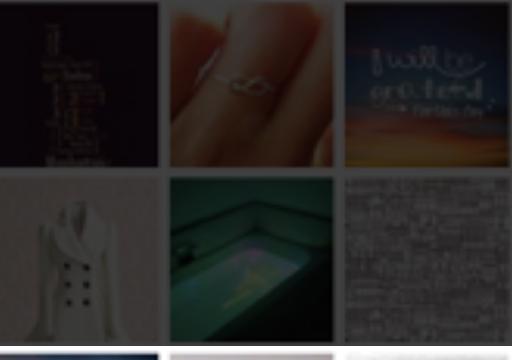
[Edit](#)

Funnies



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

My Style



Entertaining

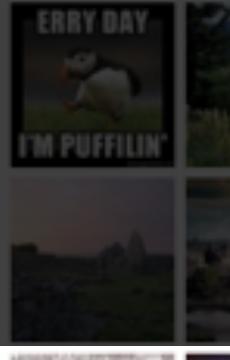


# COLLECTION

Want



All-time favs



Reviews (92)

Friends (2)

OVERALL GUEST  
SATISFACTION



ACCURACY



COMMUNICATION



CLEANLINESS



LOCATION



CHECK IN



VALUE



# REPUTATION

## Reviews

5

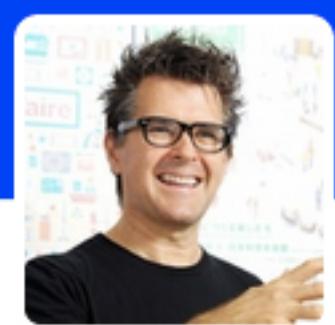
### Reviews From Hosts



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, bolder font.

**Mark Frauenfelder**  
@Frauenfelder

# INFLUENCE

Post

SORT ▾

[cdnify.com](http://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](http://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...

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**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!**