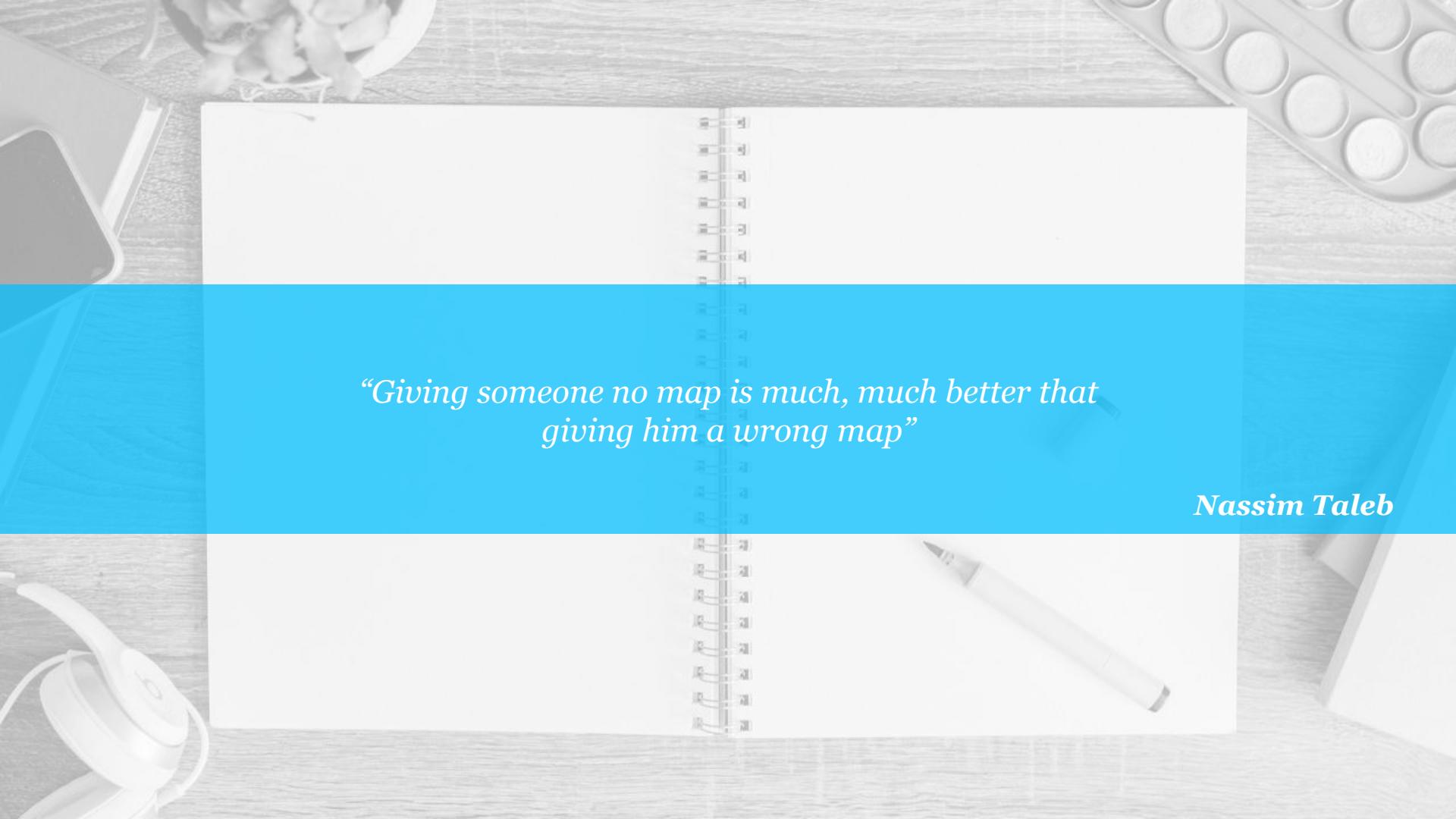




ICMA 2016 Business Operations Forum

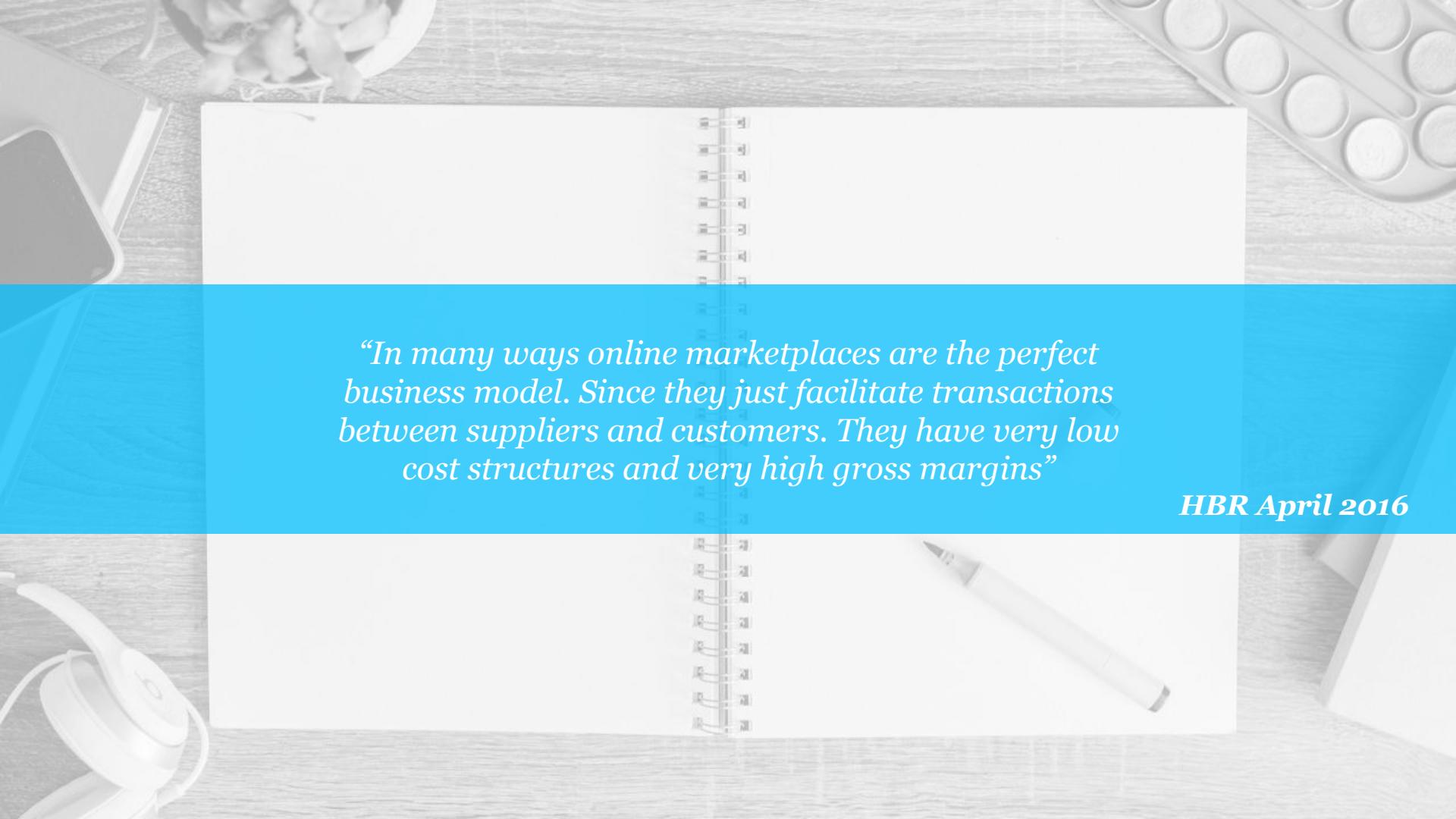


“Giving someone no map is much, much better than giving him a wrong map”

Nassim Taleb

“If we don’t create the thing that kills Facebook, someone else will. “Embracing change” isn’t enough. It has to be so hardwired into who we are that even talking about it seems redundant. The internet is not a friendly place. Things that don’t stay relevant don’t even get the luxury of leaving ruins. They disappear.”

Facebook’s Little Red Book



“In many ways online marketplaces are the perfect business model. Since they just facilitate transactions between suppliers and customers. They have very low cost structures and very high gross margins”

HBR April 2016

Global Top 10 Horizontal Classified

craigslist.org	766,554,680
avito.ru	291,146,821
ebay-kleinanzeigen.de	289,735,244
leboncoin.fr	164,505,049
milanuncios.com	141,018,712
olx.pl	119,167,298
sahibinden.com	111,908,993
quikr.com	105,886,678
kijiji.ca	90,374,802
olx.com.br	83,000,236

Source: SimilarWeb

Classifieds = Marketplaces?

6 Kom



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- 美妆 / 洗护 / 保健品 >
- 珠宝 / 眼镜 / 手表 >
- 运动 / 户外 / 乐器 >
- 游戏 / 动漫 / 影视 >
- 美食 / 生鲜 / 零食 >
- 鲜花 / 宠物 / 农资 >
- 房产 / 装修 / 建材 >
- 家具 / 家饰 / 家纺 >
- 汽车 / 二手车 / 用品 >
- 办公 / DIY / 五金电子 >
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Classifieds or
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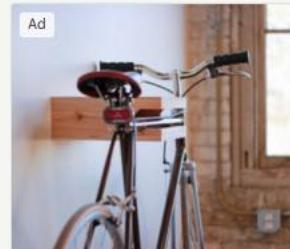
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ElevateWoodworks £56.19SAMPLE // ONE Medium USB Box - ...
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ECommerce?



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Bourgogne

Toutes 1 - 100 de 3630**Particulier, 3499****Professionnel, 131**[Afficher les photos](#) | [Trier par prix](#)

Aujourd'hui	19:36	 600 HORNET	5 000 €	Nièvre	Motos
Aujourd'hui	19:36	BATEAU	4 200 €	Côte d'Or	Nautisme
Aujourd'hui	19:32	 appareil photot plus zoom	150 €	Saône et Loire	Image & Son
Aujourd'hui	19:28	 GOLF 4 16V NOIR	7 000 €	Saône et Loire	Voitures
Aujourd'hui	19:15	TABLE DE PING PONG	60 €	Côte d'Or	Sports & Hobbies
Aujourd'hui	18:58	 Peugeot 205 TD 1992	2 000 €	Nièvre	Voitures
Aujourd'hui	18:52	 Renault 21 TI	1 450 €	Côte d'Or	Voitures
Aujourd'hui	18:51	nouvelle pocket bike cross modele 2007	180 €	Nièvre	Motos
Aujourd'hui	18:11	 volkswagen polo 1.4 matchII confort 5p	5 300 €	Nièvre	Voitures
Aujourd'hui	18:11	 honda varadero 125cc année 2003 12100km	3 400 €	Nièvre	Motos
Aujourd'hui	18:08	 FORD MONDEO CLIPPER 1.8L ESSENCE.	10 650 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 SEAT ALAMBRA TDI 115CH SIGNO.	13 995 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 MERCEDES COUPE SPORT 200 CDI BOITE AUTO	26 500 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 ALFA CROSSWAGON JTD 150CH	22 700 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 ALFA 147 JTD 140 CH DISTINCTIVE	13 990 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 ALFA 147 JTD 140CH DISTINCTIVE	13 850 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 ALFA 147 JTD 150CH DISTINCTIVE.	19 000 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:08	 ALFA 147 1.6 120CH ESEENCE 3 PORTES	17 700 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:07	 ALFA 147 JTD 115CH	15 090 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:07	 FIAT STYLO 1.9L JTD.DYNAMIC.	7 990 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:07	607 PACK HDI.	18 600 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:07	LAGUNA DCI 110CH.EMOTION	13 500 €	Côte d'Or	Voitures (pro)
Aujourd'hui	18:07	LAGUNA BREAK DCI 150CH PRIVILEGE.	14 300 €	Côte d'Or	Voitures (pro)

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(pro) Voitures

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7 490 €

Aujourd'hui, 14:08



Hayon arrière Opel corsa b

Equipement Auto

Migennes / Yonne

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Aujourd'hui, 14:07



Sigma EX DC HSM 10-20 mm f/3.5 monture Canon

Image & Son

Annonces A la Une

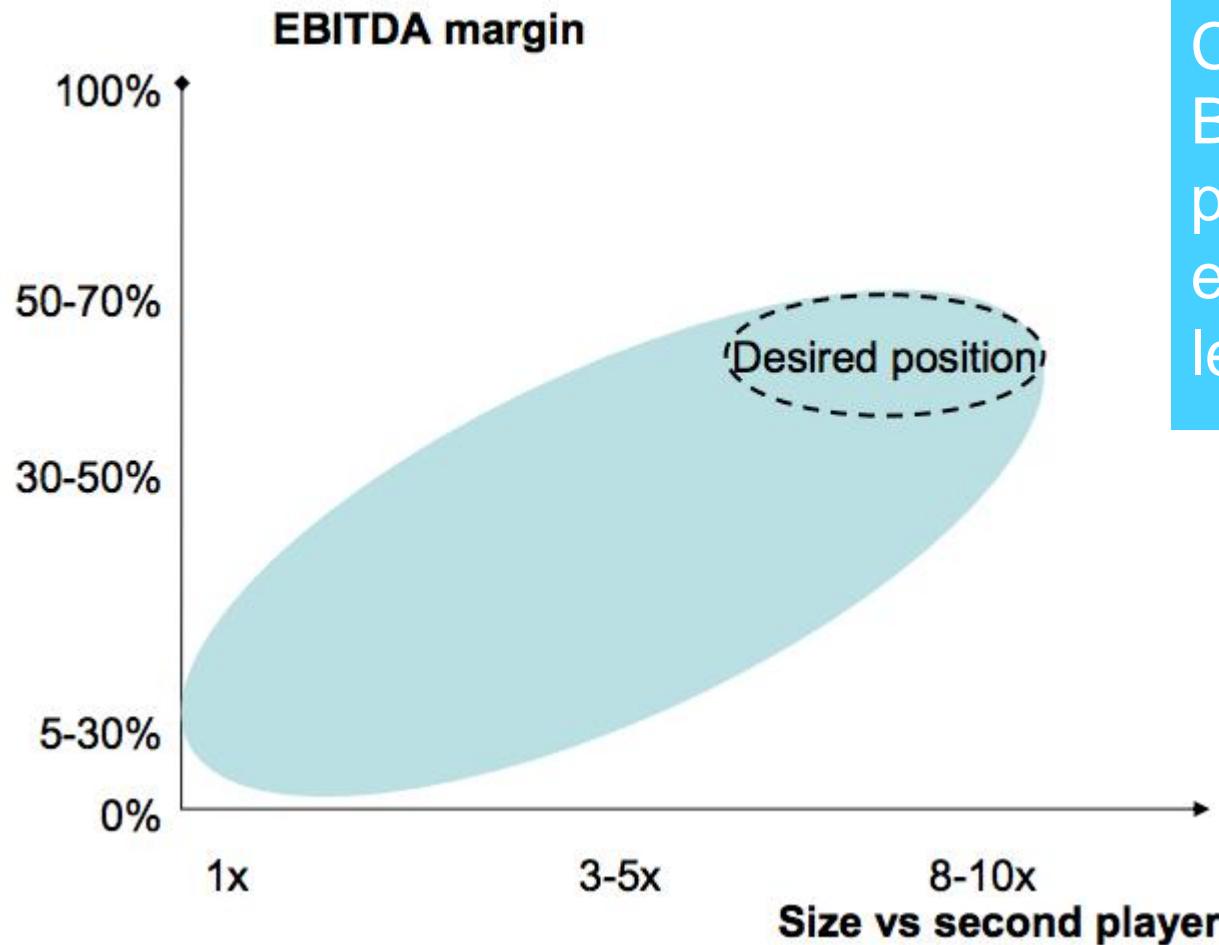


Salle Wengué complète

1 915 €

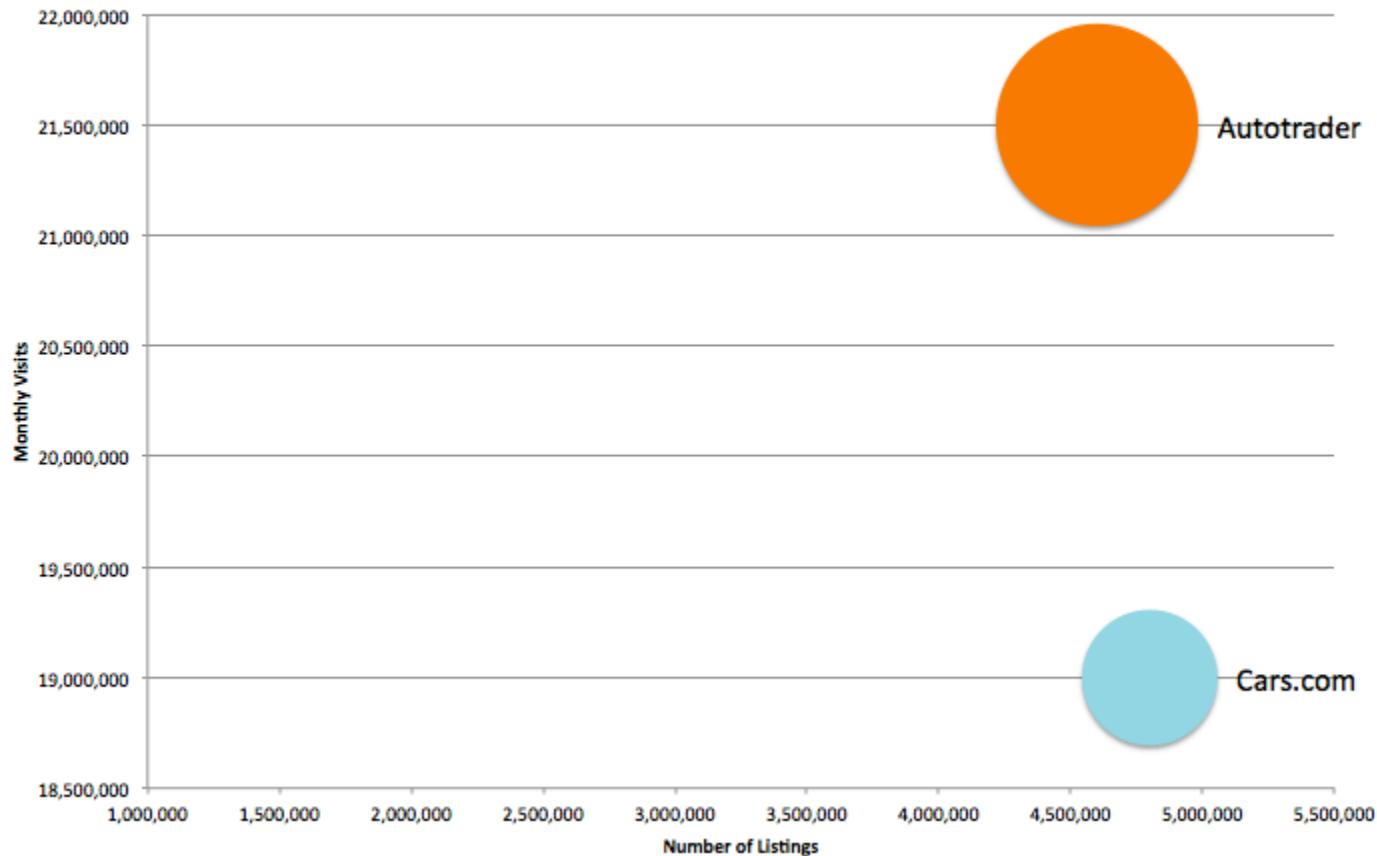
Disruption?



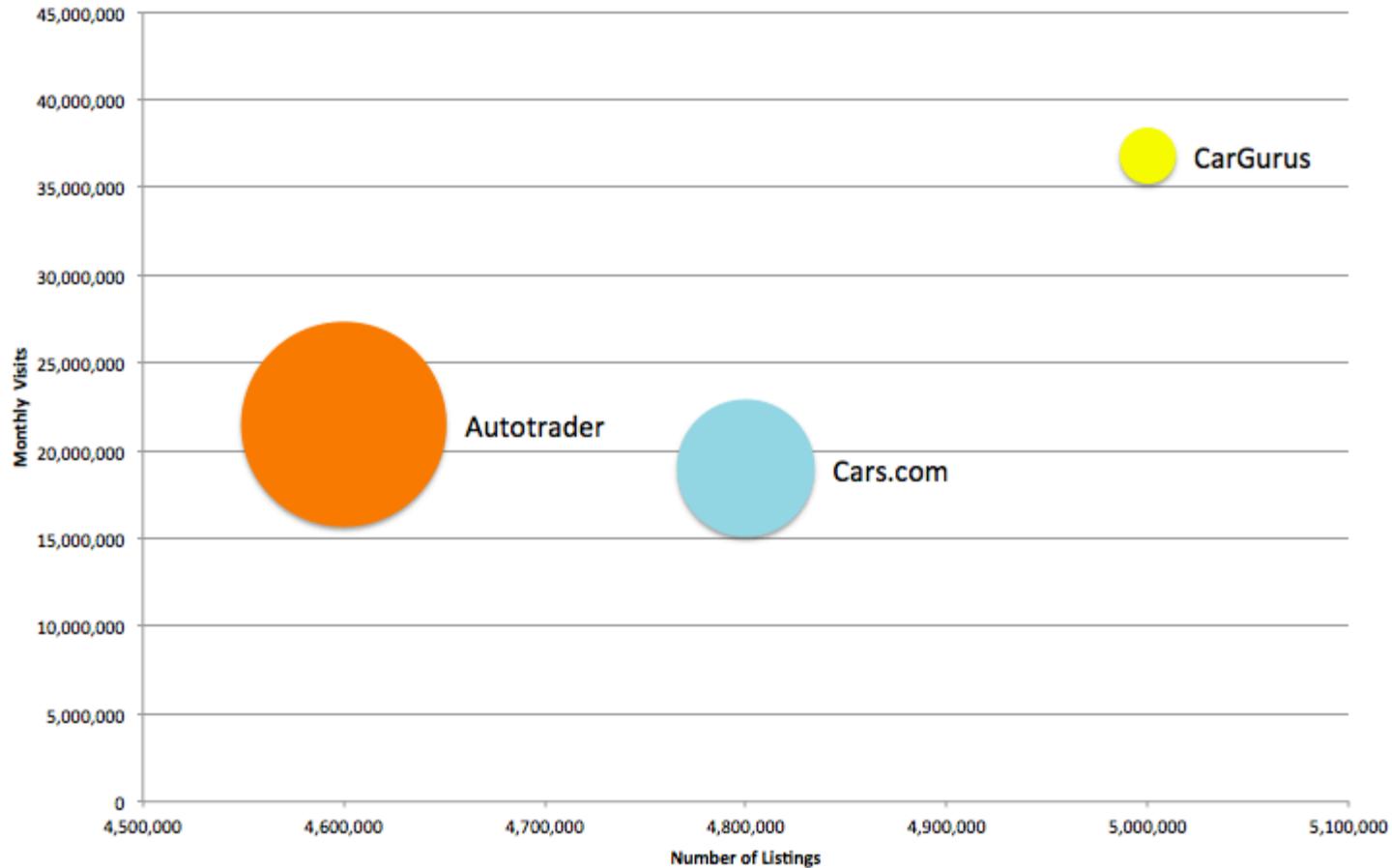


Classifieds
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US Car Classifieds



US Car Classifieds



Used Cars for Sale in Inwood, IA

New Search

By Car By Body Style By Price

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All Models

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Price: \$16,999 \$308/mo est.

Mileage: 34,339 mi

Location: Canton, SD 7 mi

Dealer rating: 



2003 Chevrolet Tahoe LS 4WD

Good Deal

\$1,113 BELOW

Instant Market Value of \$6,013

135 days on CarGurus

Price: \$4,900 \$5,400

\$89/mo est.

Mileage: 194,000 mi

Location: Brookings, SD 70 mi

Dealer rating: 



2015 Chevrolet Cruze 1LT

Good Deal

\$812 BELOW

Instant Market Value of \$14,802

342 days on CarGurus

Price: \$13,990 \$254/mo est.

Mileage: 17,676 mi

Location: Yankton, SD 55 mi

Used Cars for Sale in Inwood, IA

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All Models

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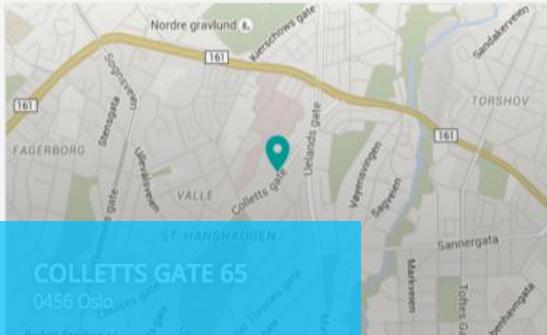
Disintermediation



LEILIGHET

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COLLETT'S GATE 65

0456 Oslo

VURDERES SOLGT INNEN

1 ÅR

57 m²

3,0-4,0 MNOK



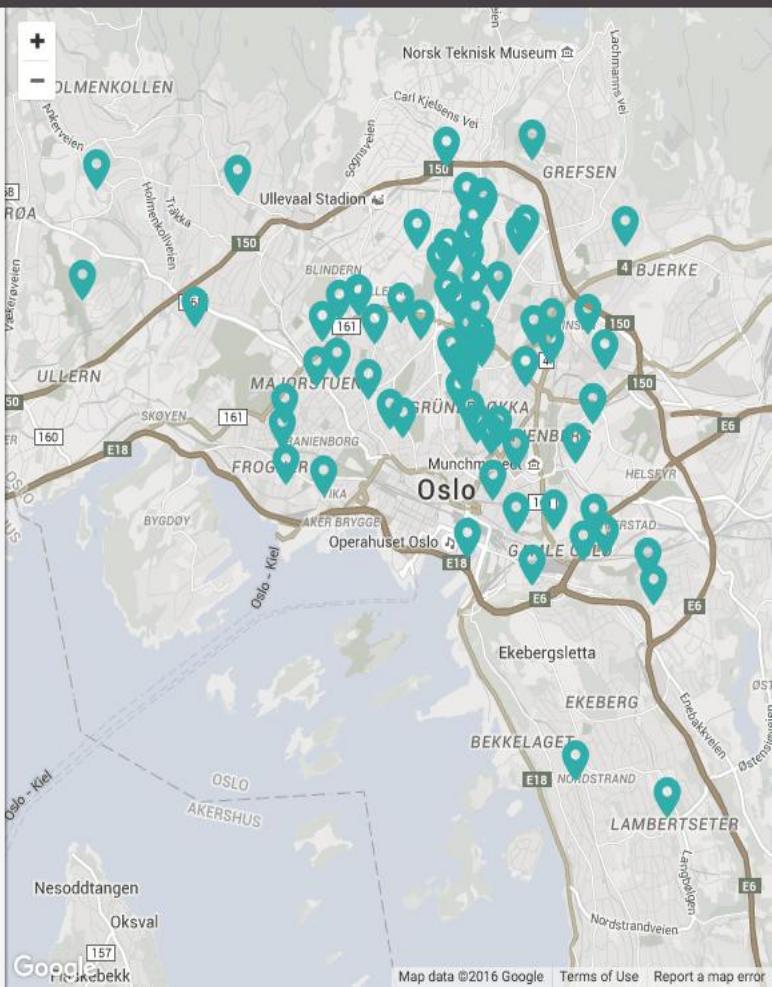
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Big Data



Intent + Persona

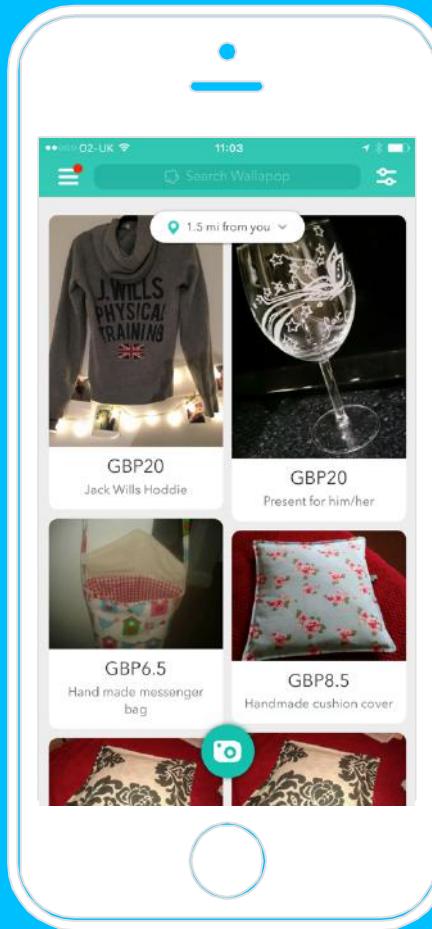


Promise vs Reality

The image shows a LinkedIn search results page with a blue header bar that says "Top job picks for you". Below the header, there are five sponsored job posts:

- Rainmaker Consulting** (Sponsored): Client Partner, London, United Kingdom - 5 days ago. 112 alumni.
- Pearson**: Marketing Director - NEW, United Kingdom - 12 hours ago. 112 alumni.
- Atos**: IoT Executive/Principal Consultant - Digital Business Operations, United Kingdom - 7 days ago. 21 alumni.
- Siemens**: Lead Sales Manager - Ultrasound, General Imaging, London & South East, Siemens, United Kingdom - 14 days ago. 34 alumni.
- Hays**: Director - Building Surveyor, Hays, United Kingdom - 4 days ago. 29 alumni.

Un Appy?



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USA % users installed

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3.00%

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Skina

Stuffle

Mercari

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0.02%

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Shpock Germany 9.27%

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Mercari Japan 16.7%

Wallapop Spain 18.6%



Mobile should mean Richer, not Limited



Personal



Security



Payment



Camera



Location



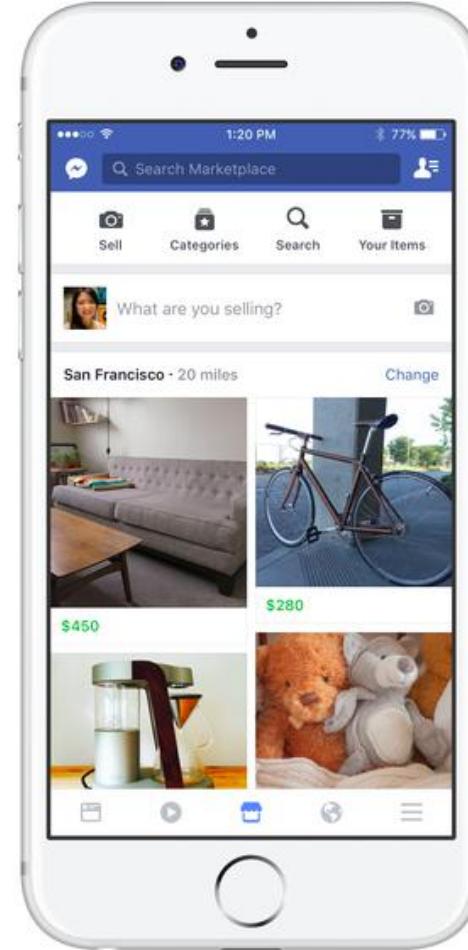
Social
Integration



Mobile ate the world



Can Facebook make Marketplace work?



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William Bratton: Praised chief
of troubled LAPD

Fri Jul 6, 3:23 PM ET

MIAMI (Reuters) - An 11-year-old girl was charged with drunken driving after leading police on a chase at speeds of up to 100 mph that ended when she flipped the car in an Alabama beach town.

A video camera in the police car captured the look of surprise on the officer's face when he approached the wrecked car and got a look at the motorist.

The Mobile Press-Register newspaper said the patrolman saw the Chevrolet Monte Carlo speeding and flashed his lights to signal the driver to stop. Instead, the car sped faster, traveling at up to 100 mph (160 kph) before sideswiping another vehicle and flipping over in the Gulf Coast town of Orange Beach, Alabama, on Tuesday night.

The young driver, who lived nearby in Perdido Key, Florida, was treated at a hospital for scrapes and bruises and released to relatives. Police also charged her with speeding, leaving the scene of an accident and reckless endangerment.

The car belonged to a relative and police were still trying to find out where she got the alcohol. There was none in the vehicle but her blood alcohol level was over the limit for adult motorists, police told the newspaper.

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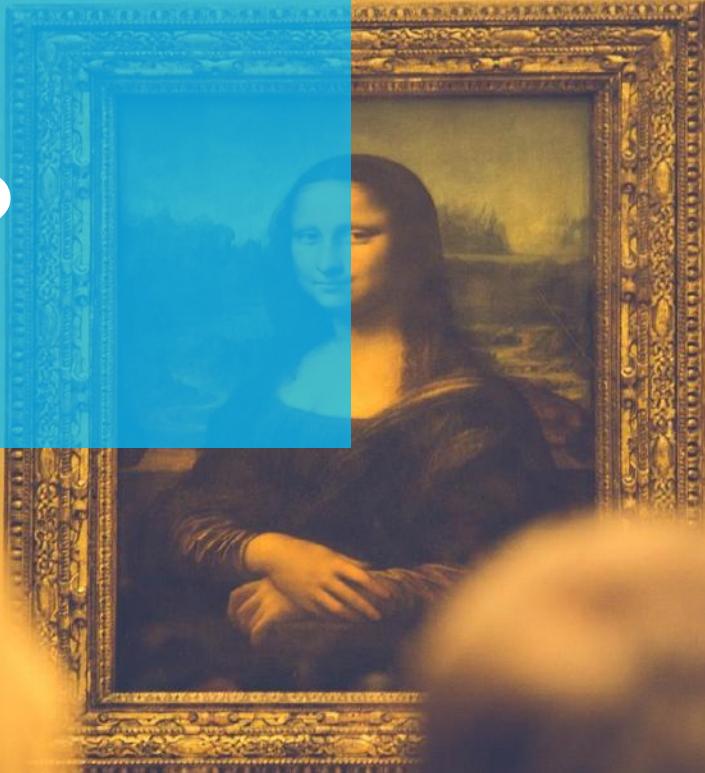


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User Acquisition?



Curation?



Revenue Models?



Problem 1 - Business Model Change?

Background:
Niche Classified Business
Market leading in terms of traffic
All listings are free
Revenue from adsense and display

Problem 2 - An aggressive challenger?

Background:
Horizontal Classified Business
Current market leader
Private business
Strong in auto and jobs

Problem 3 - A fragmented market?

Background:
Niche Classified Business
Local and European opportunity
Inertia in the market
Well funded

Thanks!

Any questions?

You can find me at:

@robpaterson

robp@aimgroup.com

