



A Market Definition Report

# The Collaborative Economy:

**Products, services, and market relationships have changed as sharing startups impact business models. To avoid disruption, companies must adopt the Collaborative Economy Value Chain.**

*Altimeter Research Theme: Digital Economies*

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Includes input from 69 ecosystem contributors

# Executive Summary

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## The Next Phase of Social Business Is the Collaborative Economy.

Social technologies radically disrupted communications, marketing, and customer care. With these same technologies, customers now buy products once and share them with each other. Beyond business functions, the Collaborative Economy impacts core business models.

## Customers Are Sharing Goods and Services — Redefining the Buyer-Seller Relationship.

Every car-sharing vehicle reduces car ownership by 9-13 vehicles; a revenue loss of at least \$270,000 to an average auto manufacturer.<sup>1</sup> The cascading impact to the ecosystem has far-reaching impacts to auto loans, car insurance, fuel, auto parts, and other services.<sup>2</sup> For corporations, the direct impact is revenue loss that results from customers sharing products and services with each other.

## Innovative Companies Are Already Moving Into Collaborative Economy.

Some companies have joined this movement. For instance, Toyota rents cars from dealership lots, and Patagonia partnered with eBay to encourage customers to buy and sell its used products. NBC has partnered with Yerdle, a startup founded by former Walmart executives to foster peer-to-peer sharing. This movement impacts every industry.

## Adopt the Collaborative Economy Value Chain.

Companies risk becoming disintermediated by customers who connect with each other. The Collaborative Economy Value Chain illustrates how companies can rethink their business models by becoming a Company-as-a-Service, Motivating a Marketplace, or Providing a Platform. The forward-looking company employs one model; the most advanced companies employ all three, with the corporation at the center.

## Methodology

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The Collaborative Economy is a broad trend that impacts every sector of society, business, and government. While we factor these impacts into our analysis of this disruption, our primary focus is the impact on corporations and defining the opportunities it creates.

This report is based on:

- Interviews with 35 startups, investors, brands, and thought leaders who are actively contributing to the definition of this nascent market. Altimeter conducted these interviews from February to May 2013.
- Analysis of industry trends across a database of 200 sharing startups in the space.
- In addition, Altimeter tested the thesis and assertions presented in this report with 34 executives and industry leaders.

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# The Collaborative Economy: Market Relationships Shift in Power

## From a Social Media-Driven Era to the Collaborative Economy Era, Customers Are Increasingly Empowered.

We are witnessing early indicators of an important shift. Hundreds of startups like Airbnb and Lyft have emerged to enable people to share goods and services. An influx of venture capital funding is accelerating this trend (See *Market Overview: The Collaborative Economy — Analysis of Over 200 Startups in the Space* on page 8).

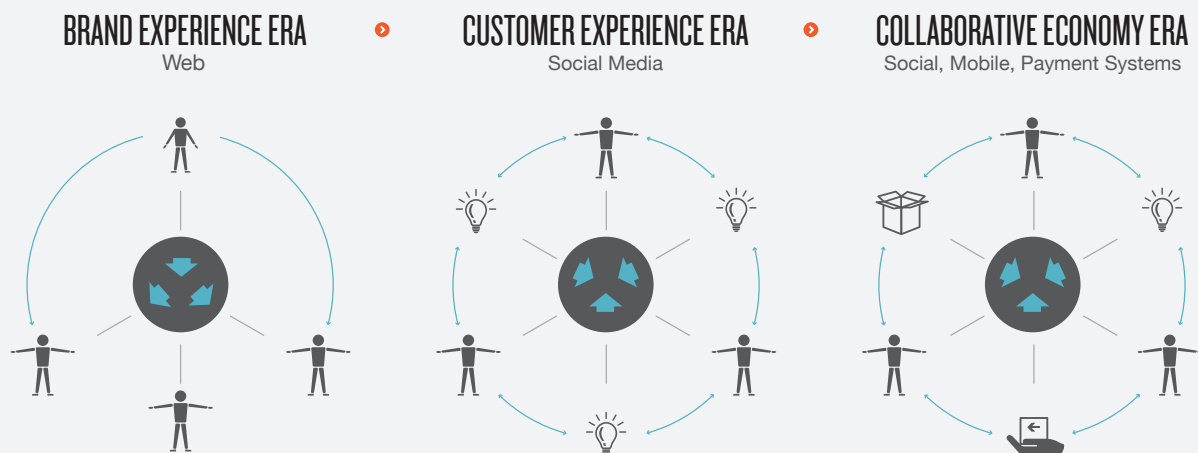
Customers are not just using social technologies to share their activities, opinions, and media, but also to share goods and services. In this evolution, companies risk being disrupted as customers buy from each other. We see the evolution of these market relationships in three phases, in part, driven by new technologies:

- **First Phase — Brand Experience Era (Web):** The internet makes information broadly accessible, but the ability to publish remains in the hands of media and corporations. This is a “one-to-many” model in which companies speak “at” customers through corporate websites. The power lies with a few, though many are impacted.
- **Second Phase — Customer Experience Era (Social Media):** New tools empower customers to publish themselves. This is a “many-to-many” model in which customers share their opinions, activities, and media, requiring brands to listen to and speak “with” customers. Customers and companies share power.
- **Third Phase — Collaborative Economy Era (Social, Mobile, Payment Systems):** Fueled by social, mobile, and payment systems, customers are now empowered to share goods and services. Companies are disrupted as consumers buy from each other over traditional institutions. Power shifts to the consumer.

Figure 01

## CUSTOMERS ARE EMPOWERED IN THE COLLABORATIVE ECONOMY ERA

A Social Media-Driven Era Evolves to the Collaborative Economy Era



Source: "The Collaborative Economy," Altimeter Group (June 4, 2013)



## Social Media Impacted Business Functions — The Collaborative Economy Impacts the Bottom Line

Social media disrupted many businesses, as business functions like communications, marketing, and customer care struggled to respond to increasing customer conversations on social channels.

Yet, beyond business functions, the Collaborative Economy impacts the bottom line and core business models. In our interviews with leading experts, startups, and brands, a common theme emerged: Businesses risk being disintermediated as customers are empowered to transact directly with each other.

We are seeing early indicators of this disruption, most notably in verticals like hospitality and transportation, which will be explored in the next few pages. Businesses that have mastered social must now master the Collaborative Economy.

### Market Definition: The Collaborative Economy

An entire economy is emerging around the exchange of goods and services between individuals instead of from business to consumer. This is redefining market relationships between traditional sellers and buyers, expanding models of transaction and consumption, and impacting business models and ecosystems.

We refer to this trend as the Collaborative Economy, defined as the following:

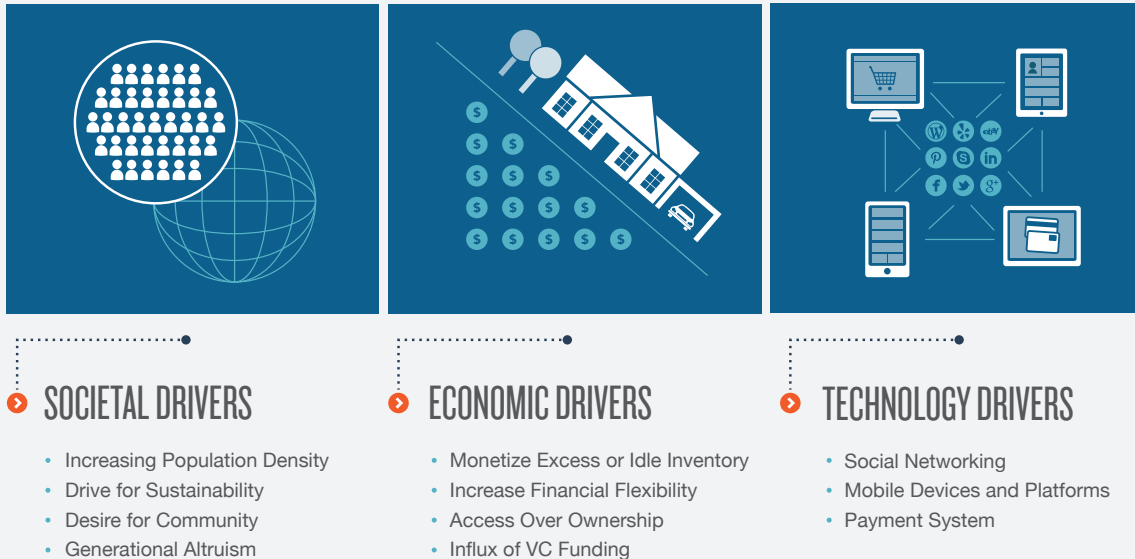
*The Collaborative Economy is an economic model where ownership and access are shared between corporations, startups, and people. This results in market efficiencies that bear new products, services, and business growth.*

Sometimes called the sharing economy or collaborative consumption, the movement toward peer-to-peer sharing is well-documented.<sup>3</sup> Our definition — and the premise of this report — focuses on the impacts to corporations and, more importantly, how these businesses can participate in this ecosystem.

## Three Market Forces Drive the Collaborative Economy

Figure 02

### THREE MARKET FORCES DRIVE THE COLLABORATIVE ECONOMY



Source: "The Collaborative Economy," Altimeter Group (June 4, 2013)



The rise of the Collaborative Economy is driven and enabled by the market forces that are converging now. As these trends accelerate, so too will the Collaborative Economy. In our research, we found that the following drivers:

#### Societal

- 1. Increasing Population Density:** Population density enables sharing to occur with less friction. Lyft, RelayRides, and other car-sharing services thrive in urban areas like Boston and San Francisco. Access to more people mean more points of supply in the Collaborative Economy.
- 2. Drive for Sustainability:** There is growing awareness about the environmental impact of our consumption habits. Freecycle, a gifting website of used goods, states: "It's all about reuse and keeping good stuff out of landfills." Kristin Sverchek of Lyft told us: "Our long-term goal is not to disrupt taxis but the notion of individual car ownership." Reselling, renting, co-owning, or gifting maximizes usage and reduces the impact of physical goods that were once bought and discarded after limited use.
- 3. Desire for Community:** A latent desire to connect with people and communities is re-surfacing. Airbnb guests prefer the experience of staying in a home or a neighborhood. Kickstarter funders get to know the makers, inventors, and entrepreneurs behind projects. Antonin Leonard, founder of sharing economy nonprofit OuiShare, told us: "There is a cultural shift taking place — people want to rely on people, not just companies." Individuals can now bypass faceless brands as they transact with each other.
- 4. Generational Altruism:** A recent UCLA poll found that over 75% of incoming freshman believe it's "essential or very important" to help others in difficulty, the highest figure in 36 years.<sup>4</sup> Neal Gorenflo, at *Shareable Magazine* ([www.shareable.net](http://www.shareable.net)), said: "The internet is a persuasive technology — it teaches people the power of sharing and collaboration. Once people experience that power, it's natural for them to apply the same logic to every part of their lives." There is a longer-term trend in sharing finite resources or "paying it forward."

## Economic

5. **Monetize Excess or Idle Inventory:** Previously idle resources can now be shared and often monetized. In her iconic TED speech, Rachel Botsman, author of *What's Mine Is Yours: The Rise of Collaborative Consumption*, reported that the average total use of an electric drill is a mere 12 minutes.<sup>5</sup> Uber enables professional town car drivers to pick up customers when their cars are not already reserved. David Hornik of August Capital summed it up concisely: “Anytime there’s a resource that stays idle for much of its lifetime, there’s an opportunity to take advantage of it.”
6. **Increase Financial Flexibility:** As owners begin to find uses for idle inventory, the possibility emerges for earning income and gaining greater financial independence and empowerment. oDesk found that 72% of workers seek to “quit their jobs to be independent and would use online freelancing services as a way to move forward.”<sup>6</sup> Sites like Etsy remove the barriers for aspiring entrepreneurs. Vivian Wang of Sasson Capital shared the following insight: “We have entered the new world of the perpetual freelancer and micro-entrepreneur. Collaborative Economy companies are building new tools and platforms to help them lead the way.”
7. **Access Over Ownership:** Consumers also benefit in the Collaborative Economy. Individuals who can’t afford luxury goods can now rent them; businesses can hire on demand workers or rent on-demand space. An Airbnb-sponsored study found that nearly 6 out of 10 adults agree that “being able to borrow or rent someone’s property or belongings online is a great way to save money.”<sup>7</sup> Lisa Gansky, author of *The Mesh: Why the Future of Business is Sharing*, told us: “We’re moving from a world where ownership was something we aspired to, to a world where access to goods, services, and talent triumphs ownership.” This trend will likely increase as a generation of young adults reduces debt amid the current recession.<sup>8</sup>
8. **Influx of VC Funding:** Investors are key to the rise of the Collaborative Economy. In our analysis of 200 sharing startups, there has been an influx of over \$2 billion in funding, with the average funding per startup at \$29M. (See *Market Overview: The Collaborative Economy — Analysis of Over 200 Startups in the Space* on page 8). In other internet-related markets, VC funding has been a core force in accelerating the growth of an industry.


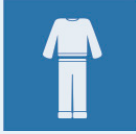



## Technology

9. **Social Networking:** Social networking facilitates peer-to-peer transactions by matching up supply and demand that wasn’t previously possible. Deborah Schultz, innovation strategist, told us: “Our hyper-connected world impacts the scale and speed of everything and is driving radical changes to supply and demand.” Further, in our analysis of 30 top sharing startups,<sup>9</sup> we found that nearly three-quarters (74%) have social profile and reputation features and over half (54%) have integrated Facebook Connect. Sites like Airbnb also use Facebook’s open graph so that users can identify ratings and rankings from their Facebook friends. These features help build trust between buyers and sellers.
10. **Mobile Devices and Platforms:** Many startups in the Collaborative Economy are mobile-driven. For example, Lyft has a thin website that directs users to download its mobile app to start using the service. The rise of smartphone adoption means that customers can increasingly offer or locate goods and services anytime, anywhere. Our analysis of the 30 top sharing sites found that many are focused on offerings in the app stores for iOS (53%) and Android (50%).
11. **Payment Systems:** E-commerce and payment platforms are required to broker transactions between buyers and sellers. We found that 27 of the 30 top sharing startups rely on online or mobile payment systems tied to credit cards. Yet there are also examples of gifting or swapping that do not require monetary exchange — but depend instead on digital reputation. In the future, expect new forms of value to include nontraditional currencies, like Bitcoin; or new forms of measurement that account for resale or multiple users in the total cost of ownership.



## The Collaborative Economy Disrupts Existing Institutions

The Collaborative Economy is disruptive to existing institutions as businesses become disintermediated by customers who are empowered to transact directly with each other. These examples illustrate disruptions that are already taking place:

	<p><b>Buy one car, share many times.</b> Commuters have long relied on “casual carpool” for informal, ad-hoc carpooling. This model has birthed a new crop of car-sharing businesses, from Lyft (peer to peer “taxis”), RelayRide (peer-to-peer car rental), and Carpooling.com (rideshare). A University of California study found that every car-sharing vehicle replaces 9-13 vehicles,<sup>10</sup> reducing the number of hours a car sits idle in a garage or parking lot and car ownership overall.</p>
	<p><b>Product rentals and exchanges over purchases.</b> Today, Chegg and Bookcrossing allow students to exchange or rent books with each other. Fashionistas can wear the latest trends by renting clothing and accessories through sites like Bag, Borrow or Steal, and Rent the Runway — or swapping clothes on 99dresses for an “infinite closet of free fashion.” From consumer electronics on UseSold.com to children’s toys on Toyswap, consumers can now rent or exchange any number of physical goods instead of buying them from traditional retailers.</p>
	<p><b>Homeowners displace hotels.</b> The oldest known hotel in Japan, the Nisiyama Onsen Keiunkan, which opened in 707 A.D., has been operated by the same family for 46 generations. Now, Airbnb users can “monetize their extra space” by renting out rooms or homes to travelers from around the world. For the luxury-inclined, onefinestay connects renters with owners of upscale homes in London. And members of HomeExchange swap their homes for a nominal fee. Travelers can now bypass hotels for more unique, affordable, or even convenient travel experiences.</p>
	<p><b>Companies offset costs by renting office space from and to each other.</b> Sites like LiquidSpace, OpenDesks, PivotDesk, or Desksurfing all help people easily locate and rent workspace around the world by the month, day, or even the hour, while allowing companies to offset the costs of their long-term leases. This growing marketplace of unused office space enables on-demand, ad-hoc workspace rental in a pay-as-you-go transaction.</p>
	<p><b>Hire on-demand — bypass traditional staffing solutions.</b> Labor marketplaces like oDesk or Elance empower independent workers to find virtual work and enable managers to quickly hire on-demand or temporary staff — sometimes bypassing costly third-party staffing solutions while streamlining workflow. Now, TaskRabbit brings the idea home — with “task and errand service” in our neighborhoods facilitated through its online and mobile marketplace. Businesses and individuals are connecting to employees on their own.</p>
	<p><b>Consumers skip the bank, lend to each other.</b> The modern banking system began in medieval and early Renaissance Italy, dominated by wealthy Italian families.<sup>11</sup> Fast-forward to today where peer-to-peer lending sites like Prosper and LendingClub enable consumers to lend directly to each other at lower rates. Etoro enables traders to share investment strategies, while Kickstarter helps entrepreneurs fund their businesses through crowdfunding. These services all help consumers bypass traditional financial services.</p>

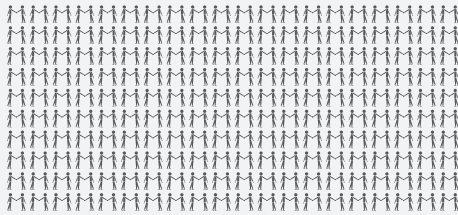


Infographic

## MARKET OVERVIEW: THE COLLABORATIVE ECONOMY ANALYSIS OF OVER 200 STARTUPS IN THE SPACE

The increasing maturity of the Collaborative Economy is validated by a growing startup ecosystem and infusion of venture capital. Altimeter collected a sample list of 200 Collaborative Economy startups, through Google searches and several existing directories, including Collaborative Consumption, and meshing.it (using a TaskRabbit, appropriately). Using this as a sample list, we conducted an analysis of funding and verticals.

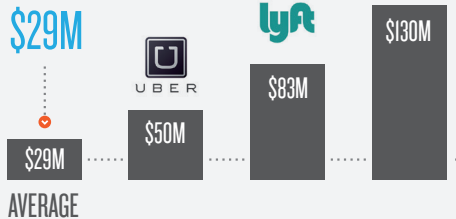
### 1 ALTIMETER LOOKED AT OVER 200 COLLABORATIVE ECONOMY STARTUPS



### 2 OVER 1/3 OF THESE STARTUPS HAVE RECEIVED VENTURE CAPITAL FUNDING



### 3 THE AVERAGE FUNDING PER STARTUP IS



### 4 THE TOTAL FUNDING ACROSS THESE 200 STARTUPS IS \$2B, SHOWING BROAD INVESTOR COMMITMENT

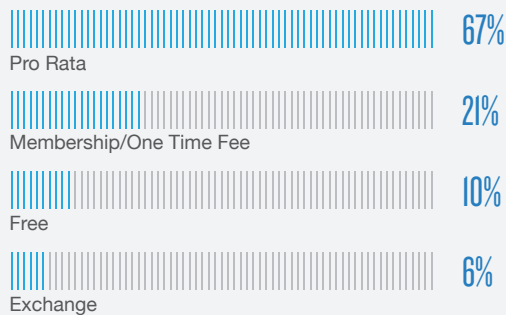


### 5 2/3 OF THESE STARTUPS FOCUS ON PEER-TO-PEER SHARING

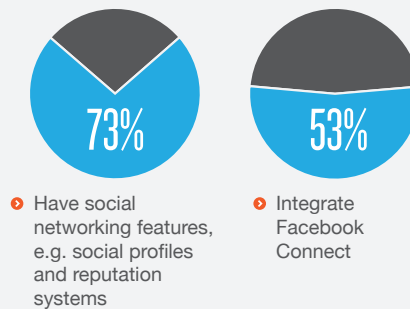


- Peer-driven sharing, like Airbnb or 99Dresses
- Business/brand-driven sharing, like co-working or BMW Drive NOW

### 6 2/3 OF THESE STARTUPS CHARGE ON A PER USAGE (PRO RATA)



### 7 OF THE TOP 30 STARTUPS, MOST HAVE SOCIAL NETWORKING FEATURES:



Source: "The Collaborative Economy," Altimeter Group (June 4, 2013); See the list of these 200 startups in the report appendix.



## Yet Opposing Market Forces Abound

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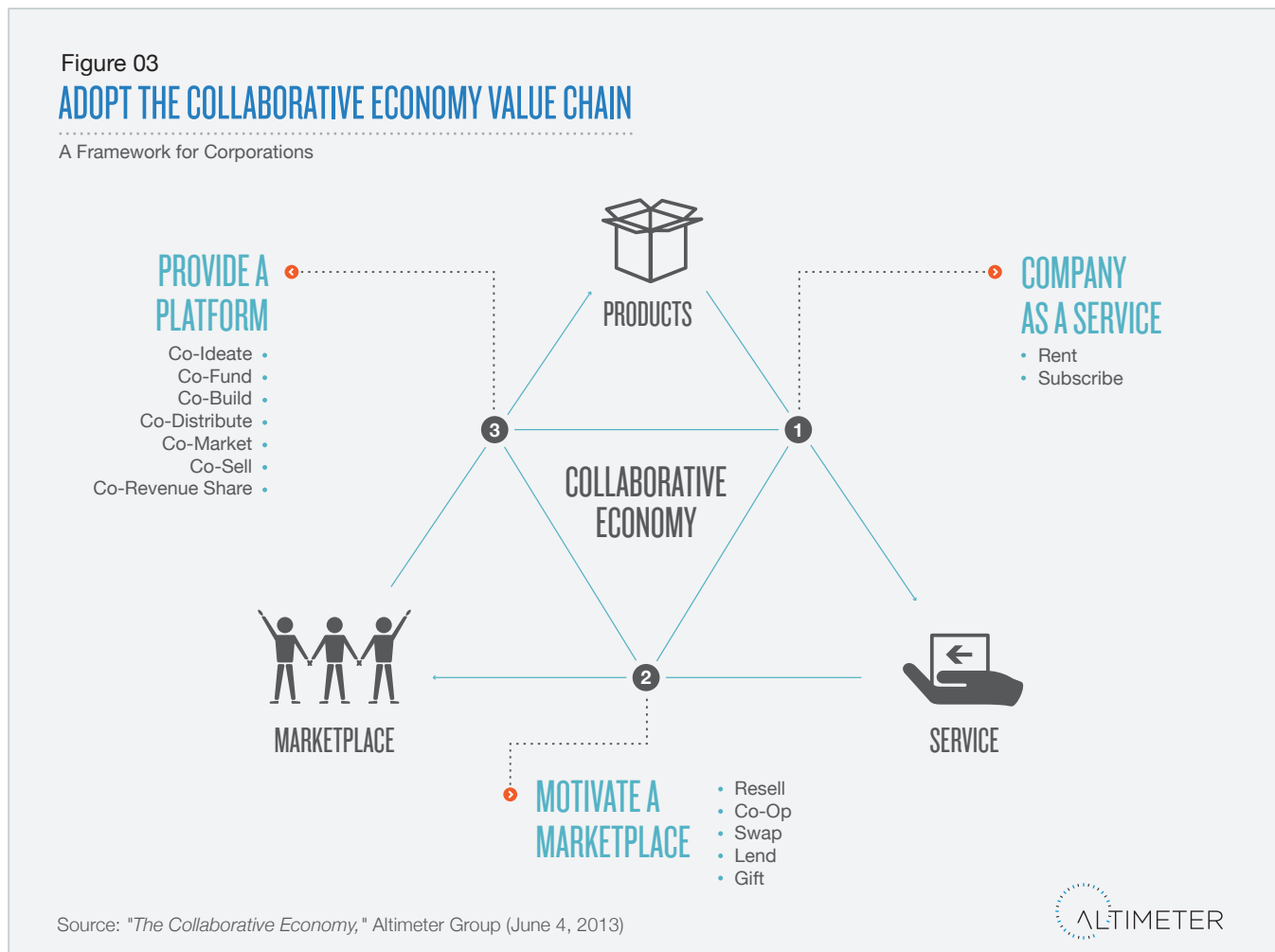
New markets are fraught with challenges as they disrupt the status quo. We found several challenges in this chaotic market, including:

- **Government officials oppose sharing that disrupts existing regulations.** Airbnb, and a host of car-sharing services, have struggled with regulatory barriers and legal battles. In May 2013, RelayRides received a cease-and-desist order in the state of New York for violating insurance laws.<sup>12</sup> These struggles will continue to plague Collaborative Economy startups as regulators contend with a growing market of peer-to-peer transactions that violate any number of existing laws, from hotel, transportation, tax, and insurance.
- **Lack of trust between peer-to-peer “buyers” and “sellers.”** For consumers, lack of trust will remain a challenge in the Collaborative Economy. An informal study conducted by FlightCar, which offers free airport parking in exchange for renting out cars to other travelers, found that 80% of San Francisco Airport travelers won't try the service.<sup>13</sup> Airbnb famously added insurance coverage to rentals after a San Francisco resident came home to a ransacked apartment.<sup>14</sup> Lack of trust in quality or reliability of service will be an ongoing challenge that must be tackled.
- **Lack of industry-wide reputation systems and data standards.** The currency in the Collaborative Economy is trust. HomeExchange founder Ed Kushins shared: “Very few transactions are more personal than sharing your home. You cannot improvise the feeling of trust and reliability without recommendations that come from a history of positive user experience.” While over half (53%) of startups in the Collaborative Economy have adopted Facebook Connect, mature startups stated that they'll rely on their own reputation systems — further fragmenting online identity within this larger ecosystem.
- **Incumbent players view sharing as a threat to their current business models.** We've witnessed this pattern before. Incumbent players are threatened by new business models and seek to squash the trend. Microsoft Xbox's rumored “always-on” DRM system prevents customers from playing used games. Other companies will likely follow suit. oDesk CEO Gary Swart warned: “It's hard for businesses to think of shooting their existing business model.”
- **Uncertainty about which startups will stand the test of time.** Like a Cambrian explosion, an overwhelming number of startups have emerged in each sector, many which offer similar solutions causing market confusion. In the car-sharing and service space, we counted 33 startups; in the fashion space, there are more than 10 startups. Only a few will survive after venture capital funds dwindle. This is a “winner take most business,” said David Hornik of August Capital.

## Framework: Adopt the Collaborative Economy Value Chain

In the Collaborative Economy, companies must evolve their business models to avoid becoming disintermediated by customers who connect with each other.

Our framework, the Collaborative Economy Value Chain, illustrates how companies can rethink their business models, becoming a Company-as-a-Service, Motivating a Marketplace, or Providing a Platform. These three models represent increases in maturity — requiring greater investment that results in greater benefit at each level. The forward-looking company employs one model; the most advanced companies employ all three, with the corporation at the center.



### First Model: Evolve Business Model to a Company-as-a-Service.

**What is it?:** Rather than sell goods in the traditional sense, offer products or services to customers on-demand or through a subscription model. This concept is not new: Enterprise Rent-A-Car rents cars, Netflix offers media-streaming subscriptions, and Salesforce provides its software as a service. Yet in the Collaborative Economy, new verticals will be disrupted as the market forces previously discussed accelerate this trend. All companies in all industries must evaluate a Company-as-a-Service model for their companies.

**Benefits:** Develop a long-term and repeat relationship with the customer, and get your products into the hands of new customers.

**Transactions:** Rent, Subscribe, Gift

**Examples:**

- BMW and Toyota rent cars from San Francisco dealerships.
- Rent the Runway allows fashion-forward fashionistas to rent new clothing and apparel on a regular basis.
- oDesk bills itself as a “talent-as-a-service company,” offering virtual workers on demand.
- Sponsoring a service is another option: Barclays, a financial services company, sponsors London’s public bike-sharing program. Citibank sponsors New York’s program, dubbed Citi Bike.

**What We Heard:**

- “Pushing products through a channel to anonymous customers is a 20th century form of business that doesn’t make sense anymore. Now that we’re always online, always connected, new innovations are launched as services.” –Tien Tzu, Zuora.
- “If a product is too costly or in a constant state of change, would offering it as service or subscription be the more viable solution?” –Vivian Wang, Sasson Capital.
- “Invest in longer-term customer relationships; go beyond winning on price, and incentivize repeat visits.” –Andy Ruben, Yerdle.
- BMW says this model allows them to “sell one car nine times” (to sharers). –Peter Dempster, BMW Technology Office.<sup>15</sup>
- Markus Barnikel, of carpooling.com, reminds businesses to think of the customer need, which can be more about access than ownership: “Today when people think of mobility, they don’t think of a vehicle. They’re looking for the best way to get from A to B. They’re looking for a solution to their mobility demand.”

**Vendors:** Brands that need to jump-start a Company-as-a-Service model can work with startups like Zuora, which specializes in subscription billing solutions, or ChargeBee for the small-to-medium-sized business market.<sup>16</sup> Emerging vendors will satisfy specific use cases by vertical. For example, Lockitron allows homeowners to lock and unlock their homes remotely using their iPhones, increasing the ease to share and rent homes in the hospitality space.

## Second Model: Connect P2P Buyers and Sellers by Motivating a Marketplace.

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**What is it?:** Companies must now foster a community around the brand by enabling customers and partners to resell or co-purchase products, swap goods related to the brand, or even enable lending or gifting for no monetary exchange. This focus shifts to ecosystem relationships, past the point of the first sale. In most cases, the marketplace or community has existed as long as the brand, if not longer. As a result, companies must tread cautiously into already-existing communities.

**Benefits:** Rather than stand by the wayside, add new value to transactions between your customers then take a cut or upsell new opportunities.

**Transactions:** Resell, Co-Own, Swap, Lend, Gift

**Examples:**

- Launched two years ago, Patagonia partners with eBay in an unusual campaign that urges its customers to “buy used and sell what you don’t need.”<sup>17</sup>
- Airbnb has real-world community managers involved in local and regional events that bring together hosts and travelers.
- Chrysler experiments with co-funding, helping prospects crowdfund a Dodge Dart through a “car registry” ([www.dodgedartregistry.com](http://www.dodgedartregistry.com)).
- HomeExchange powers white label sites for some European corporations, and alumni groups at the University of California, Rotary International, and YPO.
- Work Market is a marketplace for talent — businesses can manage contractors and freelancers.

**What We Heard:**

- “The secondhand market opens up [our] brand to a lot of young people who can’t afford to buy it first-hand. In a way, it opens up a market to us that we might not have otherwise had.” –Vincent Stanley, Patagonia.<sup>18</sup>
- “Being in a networked economy makes you more agile and more competitive.” –Joseph Fox, Ariba, An SAP Company.
- “Big companies should not see this as a threat, but an opportunity to provide a more meaningful experience to customers. When you connect to real people, you can provide more authentic experiences.” –Antonin Leonard, OuiShare.

**Vendors:** While we don’t see direct software players here, we expect a new SaaS startup to emerge to serve this space. Existing software players, like Bazaarvoice, Jive, Lithium, Oracle, Adobe, IBM, and SAP, may develop some or all of these features. We were briefed by Ariba, An SAP Company, which already has B2B marketplace software and could easily become a first market mover in the Collaborative Economy.

### Third Model: Let Them Build on You by Providing a Platform

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**What is it?:** Like software providers that tapped into an ecosystem of developers to build products on their software, brands must enable customers to build products and new services as partners — not just consumers. Deborah Schultz, innovation strategist, explained to us: “Our connected lives, increased comfort with sharing, growth of mobile and ability to analyze all this data, combined with the current economic climate has driven innovative new ways to share not just media but goods and services. This new world of always on, connected and open now means everything is a platform.”

**Benefits:** Tap into the crowd to improve all your business functions and products — while reducing costs and creating new market offerings.

**Transactions:** Co-Ideate, Co-Fund, Co-Build, Co-Distribute, Co-Market, Co-Sell, Co-Revenue Share

**Examples:** Current platforms are mostly communities outside of the brand:

- eBay, Etsy, and Kickstarter allow buyers and sellers to connect. Newly launched site Yerdle, founded by Walmart and Zipcar veterans, enable networks of friends to find and give free stuff.

- Quirky.com is essentially a consumer products company, but it relies on user-submitted ideas that are brought to market by its community and eventually produced by Quirky's in-house engineering team.
- Homejoy created a platform around house-cleaning services. It's a mobile app that consumers use to find and schedule house cleaning services.

**What We Heard:**

- “Dyadic relationships are unstable. The best way to stabilize your relationship to customers is by creating a triad connecting you to customers and customers to each other. Empower your customers to create value together on your platform, under the banner of your brand. That’s the new face of brand loyalty.” –Neal Gorenflo, *Shareable*

**Vendors:** UserVoice, Get Satisfaction, Crowdtap, and Quirky allow companies to collaborate with customers to build new products. Market insights can be derived by companies like Communispace, Spigit, Think Passenger, and Vision Critical. Mashery, now part of Intel, provides an existing market of developers who can build on your company’s APIs.

## What it Means to Corporations: Relationships with Customers Have Changed

### All companies are impacted; some will be severely disrupted.

1. **Companies with high cost, low usage, or easily transferable goods are most disrupted.** Of the 200 startups we analyzed, we found that industries first impacted are travel, auto, media, and electronics. We believe all markets will be impacted — at varying degrees of disruption depending on which market forces previously discussed come into play.
2. **There are many ways collaboration can occur.** We identified multiple transaction models in the Collaborative Economy, including resell, rent, subscription, co-own, swap and gift. (See *Appendix: Transaction Models in the Collaborative Economy* on page 16.) We also expect customers to adopt new forms of payment that do not involve traditional money, such as virtual or peer-to-peer currency (Bitcoin) or social capital (Klout) that can be accumulated and exchanged for goods and service.
3. **Startups seek to enable customers to buy once, share many.** The biggest disruption we found is that customers can increasingly meet their needs or identify buyers from these collaborative platforms, purchasing goods and then sharing it multiple times among themselves, reducing the need to purchase new products.

### Companies risk being disintermediated as customers monetize their assets and compete directly.

1. **Crowds will act like companies — providing and consuming goods and services amongst each other.** The model of “consume and throw away” will give way to “consume and collaborate.” With new platforms and increasing consumer adoption, individuals will more easily find ways to monetize their goods or services and buy directly from one another at lower costs and, sometimes, more convenience. Crowds will also assert buying power over companies — for example, Carrotmob empowers “mobs” who demand sustainable products and then promise to patronize the company.
2. **Customers will seek products that are more durable or maintain their value.** The resale value of a car will be extended to all segments of products as consumers seek to buy products that can be resold or shared easily in the Collaborative Economy. This will create an increase in demand for goods that are more durable, maintain their lifetime value, or are easily transferred from one owner to the next. Expect a new rating to emerge that helps customers measure the “Total Product Life Value.”

### The customer experience will extend past the first purchase, as customers share their goods.

1. **Customer experience extends on re-usage market.** As products are passed across multiple owners, the brand experience extends. The “Total Product Life Value” will be rated and reviewed by collaborative consumers, potentially demanding brand attention to marketing and customer service after the first sale.
2. **Customers trust each other more than brands — putting advocates center stage.** Communities will emerge around corporations focused on re-usage of products and goods, led by key influencers who will be measured by their online social reach and reputation in their community transactions and knowledge. Wendy Lea of Get Satisfaction told us: “Reputation model matters, because business models will be built around reputation.”



## Internally, companies will also adopt these same on-demand and sharing services.

1. **A porous workforce redefines employer and employee roles.** Companies can quickly assemble teams on-the-fly and deploy using sites like oDesk, Elance, or Crowdspring; Scripted for writers; or 99designs, CrowdDesigns, and Visual.ly for creatives. “The workplace is no longer a dictate of the employer; it’s an active choice of the employee,” said Mark Gilbreath, CEO of LiquidSpace. In the future, as these communities gain more influence, expect new IP and revenue-sharing models to emerge.
2. **Offices can be anywhere, enabling the “pop-up company.”** Employees are not just on demand; physical office space or retail shops will also be on demand. This encompasses a broad spectrum of business, from popup restaurants to retail stores. Mark Gilbreath of LiquidSpace shared: “People are leaving work to get work done,” highlighting that an increasingly mobile workforce will accelerate the rise of pop-up offices, co-working spaces, or on-demand office or meeting room rentals.
3. **The difference between employees and customers blurs.** As companies tap into online customer communities to help get work done, it will be difficult to distinguish their roles from traditional employees. New business models will emerge: Already GiffGaff, a UK telecom company, leverages its customer community to provide customer support, rewarding helpful customers with free services. In the future, expect the next evolution of the Kickstarter model, where the crowd funds and shares revenue from new products or companies share revenue with customer advocates.

## Let Go of Your Company to Gain the Market

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Ultimately, companies will have to join the Collaborative Economy by meeting customers where they already are. Charlene Li’s book *Open Leadership* suggests that leaders must “let go,” citing the “King’s Dilemma.” As power shifts to consumers in the Collaborative Economy, companies that share ownership and access to products, services, and core business functions will enable new business growth.

## Appendix: Transactions in the Collaborative Economy

The transfer of goods and services in exchange for money is the transaction between a buyer and seller. In the Collaborative Economy, customers are empowered to transact directly with each other in new models of production, distribution, and consumption. The following forms of “collaboration” underpin the Collaborative Economy:

Model	Description	Example	Ecosystem Impacts
Sell	Not new — but more and more individuals are empowered to provide goods and services directly to consumers online.	Crafters sell their wares on Etsy; virtual workers get hired on oDesk and Elance.	Traditional selling as we know it has morphed as disintermediation has occurred.
Resell	For payment, a seller offers used goods for purchase.	Craigslist and eBay are household names, but Apple’s refurbished products also count.	Most non-consumable goods
Rent	For payment, a provider offers a product for use.	RelayRides enables consumers to rent cars from anyone. Rent-a-Toy allows parents to rent toys for their children.	High-cost or low-usage goods
Subscribe	For a recurring payment, a provider offers repeat products or services.	Zipcar offers a month-to-month subscription plan with tiered pricing.	Renewable goods, goods that require seasonal storage, repeat services
Co-Own/ Co-Op	Two or more own or share a product or service together. Applies to individual and business.	Sharing babysitting services on Sitting Around.	High-cost or low-usage items
Invest/ Loan	Consumers become investors or banks, or invest in or lend directly to each other.	Kickstarter enables the crowd to fund and help products to market. Lending Club, Zopa, FundingCircle, and Prosper facilitate peer-to-peer lending.	Financing at reduced rates
Swap	For no payment or a nominal fee, two parties trade goods or services directly.	99dresses allows women to trade fashion. HomeExchange facilitates home swaps.	All goods and many services fit into this category.
Lend	For no payment or a nominal fee, a provider offers a product that will be returned.	NeighborGoods facilitates loaning of household items, and more.	Most non-consumable goods
Gift/ Donate	For no payment or a nominal fee, a “gifter” provides a product or service to a receiver. Reciprocation may be a requirement.	Freecycle facilitates gifting of goods. GiffFlow’s mantra says it all: “Give what you can. Ask for what you need. Pay it forward.”	Most non-consumable goods; excess inventory

## Appendix: Sample List of Collaborative Economy Startups

Altimeter used this list of 200 startups to develop findings presented in the Market Overview section of this report.

Personal Services		
Rent a Friend	Rent a friend for family events, social, business, workout, companionship	rentafriend.com
Hire A Boston Wingwoman	Your WingWoman will put YOU in the spotlight (help you meet women in a social scene)	hireabostonwingwoman.com/why.php
Airtime	The platform for great video conversation	airtime.com
Miscellaneous Services		
Nanny in the Clouds	Changing the way young families fly by connecting them with an in-flight nanny	nannyintheclouds.com
Wello	Bye Bye Gym, Hello Convenience	wello.com
GetMaid	Instant booking, effortless payments, and exceptional home cleaning at your door within two hours.	getmaid.com
Car Sharing		
Uber	Everyone's Private Driver	uber.com
Zipcar	Wheels when you want them	zipcar.com
Sidecar	Connects people with space in their car to those who need a ride	side.cr
Lyft	Your Friend with a Car	lyft.me
Enterprise	24/7 member service, supported by the award-winning customer service of Enterprise Rent-A-Car	enterprisecarshare.com
GoGet	Get going fast. Never look back.	goget.com.au
WhizzCar	Wheels on Demand (Singapore)	whizzcar.com
Autoshare	Keys to Wonderful (Toronto)	autoshare.com
Stattauto	CarSharing - Munich Germany	Stattauto.com
CarSharing	CarSharing Austria (operated by Zipcar)	carsharing.at
Zazcar	Car Share Brazil	zazcar.com.br
City Car Club	Book, jump in, drive away...	citycarclub.co.uk
Cambiocar	CarSharing	cambio-carsharing.com
Autolibre	Car Share - very small cars, maybe electric with battery packs and stations around France to recharge. No English translation	eloges.fr.free.fr
Car Sharing (from auto companies)		
BMW Drive NOW	Premium Car Sharing by BMW i, Mini, and Sixt	drive-now.com
Volkswagen Quicar	Car Share by VW (Hanover)	quicar.de
Peugeot Mu	Mobility Services Rentals	mu.peugeot.co.uk
Daimler Car2Go	Sponteneity on Wheels	car2go.com
Peer-to-Peer Car Sharing		
Whipcar	Rent cars from real people in your neighborhood	whipcar.com

Peer-to-Peer Car Sharing		
RelayRides	Rent Cars from People in Your Community	relayrides.com
Drivemycar Rentals	Rent Out Your Car	drivemycarrentals.com.au
Getaround	Rent a car from someone nearby	getaround.com
Tamyca	Take My Car	tamyca.de
Buzzcar	Borrow the Car Next Door (Europe)	buzzcar.com/en
SnappCar	The Ideal Car Loan - Netherlands	snappcar.nl
Nachbarschaftsauto	German Neighborhood Car Share	nachbarschaftsauto.de
Autonetzer	Car Rentals Near YOU	autonetzer.de/car2share
Bike Sharing		
Velib	Parisian Bike Share	velib.paris.fr
Bixi	Canadian Bike Share (Montreal)	montreal.bixi.com
Barclays Cycle Hire	Transport for London	tfl.gov.uk/roadusers/cycling/14808.aspx
B-Cycle	Pedal it Forward.	bcycle.com
Call-A-Bike	Call A Bike - Munich	callabike-interaktiv.de
CyclOcity	Bicycle Freedom (Europe and starting in Japan)	cyclocity.com
Niceride	Twin-Lakes Bike Sharing System (Minnesota)	niceridemn.org
HZ Bike	China Bike Share	hzbike.com
Social Bicycles	GPS-enabled Bikes	socialbicycles.com
Spinlister (rebranded as Liquid)	Peer to peer bike rental	doliquid.com
Ride Sharing		
Zimride	Grab a Seat. Save money and meet people heading your way.	zimride.com
Nuride	Get rewards for greener trips	nuride.com
Liftshare	Travel Together UK	liftshare.com/uk
Jayride	Travel A to B with Jayride - UK/Ireland, AUS, NZ	jayride.com
GoCarShare	Life's a journey...share it	gocarshare.com
Carpooling	Join the leading Global carpooling network!	carpooling.com/us
Caronetas	Smart Rides - Brazil	caronetas.com.br
DuckSeat	Ridesharing for Events	duckseat.com
Avego	Welcome to Avego, your ride sharing network	avego.com
Amovens	Find ridesharing partners	amovens.com/en
Tickengo	Click to get a ride	tickengo.com
Solar Power		
Solar City	America's leading full service Solar provider	solarcity.com

Solar Power		
Solar Century	Intelligent generation - UK	solarcentury.co.uk
PretaSol	Renewable energy for homeowners in Spain	pretasol.com/en
CitizenRe	Renewable energy	citizenre.com/portal
One Block Off The Grid	Save money on solar energy.	1bog.org
Toy Rental		
Dim Dom	Save time, space, and money	dimdom.fr
BabyPlays	Committed to fun not clutter!	babyplays.com
Rent-a-toy	Singapore toy rental	rent-a-toy.biz
Speelotheken	Netherlands toy lending	speelotheken.nl
Brinquedoteca	Brazil Toy and book lending	brinquedoteca.org.br
Textbook Rental		
Chegg	Your Academic Hub	chegg.com
CampusBook Rentals	You Textbook Alternative	campusbookrentals.com
Zookal	Save HUNDREDS of dollars	zookal.com
BookRenter	Rent your textbooks, save a bundle	bookrenter.com
Art Rental		
Art.sy	Learn about and collect the world's greatest art	artsy.net
Artsicle	What's Your Art Style?	artsicle.com
TurningArt	Art that speaks for you	turningart.com
Fashion Rental		
Bag Borrow or Steal	Heart-Stopping Style	bagborroworsteal.com
Fashionhire	Why Buy When You Can Hire	fashionhire.co.uk
Shopittome	Your favorite brands. Yours sizes. 40-70% off.	shopittome.com
Love Me and Leave Me	Rent or buy designer fashion	lovemeandleaveme.com
Rent The Runway	Like Netflix, but with fantastic dresses and accessories	renttherunway.com
The Outnet	The most fashionable fashion outlet	theoutnet.com
Movies		
Netflix	Watch TV shows and movies anytime, anywhere	netflix.com
Quickflix	Smart Movies	quickflix.com.au
LoveFilm	Out of the world films	lovetfilm.com
General Online Rental		
Getable	Equipment rental from your mobile phone	construction.getable.com

General Online Rental		
AnyHire	Your hire and rental marketplace	anyhire.com
Toolspinner	Find tools in your area	toolspinner.com
Snapgoods	Want it. Get it. Give it back.	snapgoods.com
Peer-to-Peer Rental		
Zilok	Zilok - Rent anything, On-line! Rentals from Businesses and Individuals.	us.zilok.com
Neighborgoods	Save money and resources by sharing stuff with your friends	neighborgoods.net
Rentoid	The place to rent anything	rentoid.com
Ecomodo	The marketplace of good returns	ecomodo.com
HireThings	Hire in what you need, hire out what you have	hirethings.co.nz
Rentalic	Rent anything anywhere (site under construction for another month)	rentalic.com
RentStuff	A RentalCompare Company	rentstuff.com
Open Shed	Why buy when you can share?	openshed.com.au
Neighborhood Rental/Share/Market		
Share Some Sugar	Why buy when you can borrow?	sharesomesugar.com
Neigh*borrow	Things people need to use but don't need to own	beta.neighbor.com
The Sharehood	Meet your neighbors, share with them...	thesharehood.org
Frents	Collect and share	frents.com
Friends With Things	Connect with your neighbors. Borrow things from them or share things with them. Share skills, expertise, local knowledge and more. It's free.	friendswiththings.com.au
Hey Neighbor!	Create your neighbor network!	heyneighbor.com/pages/home
Toolzdo	Connect with neighbors. Life gets easier.	toolzdo.com
Streetbank	Sharing in your neighborhood	streetbank.com/splash
Garage Sale Trail	Find sales via your phone	garagesaletrail.com.au
Unique Experiences		
Gidsy	Find Unique things to do	gidsy.com
Vayable	Book an experience when you travel	vayable.com
Sidetour	Challenge the Ordinary	sidetour.com
Peer-to-Peer Travel		
Airbnb	Find a Place to Stay	airbnb.com
Home Exchange	The #1 Home Exchange Club	homeexchange.com
Globetrooper	Globetrooper helps you find travel partners	globetrooper.com
Zozi	Explore the Zozi Lifestyle...	zozi.com
Roomorama	Quality accommodations for the discerning traveler	roomorama.com
One Fine Stay	Live like a local	onfinestay.com

Peer-to-Peer Travel		
Bed and Fed	...Be our guest!	bedandfed.co.uk
9Flats	The alternative to hotels	9flats.com
Errand/Task Networks (general and professional)		
RedBeacon	Trusted Pros for a Better Home	redbeacon.com
Expert Bids	Submit your bids. Get proposals and reviews. Save time and money.	ExpertBids.com
Crowdfunder	The World's Largest Workforce - large, data-heavy projects broken into small tasks, distributed to < 1.5 million on-demand global contributors	crowdfunder.com
TaskRabbit	Outsource Errands or Tasks at the Touch of a Button	taskrabbit.com
Zaarly	Life is short. Do what you love.	zaarly.com
Airrun	It's everyone's personal assistant.	airrun.com
Mytaskangel	An online marketplace where people connect to get everyday tasks done in their local communities	mytaskangel.co.uk
Gigwalk	Gigwalk connects businesses with the best people to get work done anywhere	gigwalk.com
Airtasker	Find people to help you around the home and office.	airtasker.com
Social Food Networks		
Gobble	Personalized Dinners Delivered	gobble.com
Grubwithus	Never eat alone on Grubwithus	grubwithus.com/listings
Eatwithme	Food. Photos. Writing.	eatwithme.com
Wok+Wine	Wok+Wine is the world's most effective serendipity machine	wokwine.com
Storage Networks		
Storpod	Your storage search begins here	storpod.com
Spaceout	Your one-stop place for space	spaceout.com.au
Sharemystorage	Find a place to store	sharemystorage.com
Parking Spots		
Parkatmyhouse	Smarter Parking	parkatmyhouse.com
Parkcirca	Take your parking space with you	parkcirca.com
Park on my Drive	Find a parking space	parkonmydrive.com
Shared Studios/Workshops/Workspaces		
3rd Space Studios	3rd Space Studios benefit from large spaces and studio members with a range of disciplines	nottinghamvisualarts.net/directory/3rd-space
Techshop	Build your dreams here	techshop.ws
Newworkcity	Working for yourself doesn't have to mean working by yourself.	nwc.co
Studiomates	STUDIOMATES is a collaborative workspace of designers, illustrators, bloggers, writers, and developers.	studiomates.com
Bees Office	Work alongside amazing people!	beesoffice.com



Shared Studios/Workshops/Workspaces		
Coloft	LAs startup hub	coloft.com
Desksnearme	Need a space to work?	desksnear.me
Deskwanted	Find your ideal working community	deskwanted.com
Opendesks	OpenDesks helps you find, share, and manage places to meet and work	opendesks.com
Desksurfing	Coworking spaces around the world	desksurfing.net
LiquidSpace	On-demand workspaces and meeting rooms nationwide	liquidspace.com
Social Lending		
Zopa	Get a loan today	uk.zopa.com
Prosper	We connect people who want to borrow money with people who want to invest money	prosper.com
Lending Club	Investors earn better returns, borrowers pay lower rates	lendingclub.com/home.action
Enterprise Den	The marketplace for success	enterpriseden.com
Qifang	P2P Lending for Chinese Student Loans	qifang.cn
Social Currencies		
Ven	It's time for a new kind of money	vencurrency.com
The Liquidity Network	Developing a complementary currency for Ireland	theliquiditynetwork.org
Timebanks	Building equality and caring community economies through inclusive exchange of time and talent	timebanks.org
Letsystems	Local exchange trading system	gmlets.u-net.com
Taxi Sharing		
Taxi2	Share. Get there.	taxi.to
Taxistop	More with less...	taxistop.be/4index.html
Weeels	More riding, less driving, no parking	weeels.com
Bartering		
Ourgoods	A barter network for the creative community	ourgoods.org
Itex	Connect. Trade. Save.	itex.com
Bartercard	The card that works for you	bartercard.com.au
Tourboarding	How to stay and play in China for Free	tourboarding.com
Crowdfunding		
Kickstarter	Fund and follow creativity	kickstarter.com
Startsomegood	Igniting Ideas, Investment, and Impact	startsomegood.com
Pozible	Crowdfunding creative projects and ideas	pozible.com
Crowdcube	Raising business finance through online investments	crowdcube.com
Catarse	The first crowdfunding platform from Brazil	catarse.me/en

Crowdfunding		
Dodge Dart Registry	New rules for buying your car	dodgedartregistry.com
Gardens		
Urbangardenshare	Urban Garden Share pairs together eager gardeners with eager gardens	urbangardenshare.org
Landshare	Connecting growers to people with land to share	landshare.net
Yardshare	Front yard, side yard, & backyard landscaping ideas & garden design pictures shared by homeowners and landscape contractors.	yardshare.com
Servicevines	Cherry pick the best landscapers from your back yard	servicevines.com
Skill Sharing		
Brooklyn Skill Share	Community-based, community-led, & community-building learning events organized and taught by Brooklyn residents	brooklynskillshare.org
Skillshare	Learn differently	skillshare.com
Tradeschool	Helps people find a trade school	tradeschool.com
Weteachme	Be interesting	weteachme.com
Floqq	What do you want to learn?	floqq.com
Optini	Social Discovery platforms	optini.com
Big Marketplaces		
Craigslist	Online bulletin board	craigslist.org/about/sites
Gumtree	UK's #1 Classifieds site	gumtree.com
Free/Gift Exchanges		
Freecycle	Changing the world one gift at a time	freecycle.org
Giffflow	Give what you can. Ask for what you need. Pay it forward.	giffflow.org
Ziilch	Where good stuff goes free	ziilch.com
Exchango	Welcome to the freeconomy!	exchango.com
Freally	An online community that help you save money and environment.	freally.com
Used Electronics		
Gazelle	Sell your smartphone, iPad, tablet or Mac	gazelle.com
Ebay Instant Sale	Cash in your electronics	instantsale.ebay.com
Apple Recycling Program	Reuse and recycling program	apple.com/recycling
Swap Sites for Books/Media		
Paperbackswap	Your source for swapping and buying books online!	paperbackswap.com/index.php
Bookmooch	Give books away. Get books you want.	bookmooch.com
Swap/Netcyclor	Swap, buy and sell kids' items	valet.swap.com
Swapsity	Canada's #1 Swapping Community	swapsity.ca/landing

Swap Sites Baby Goods/Toys		
Toyswap	Swap, Buy, and Sell New and Gently Used Toys	toyswap.com
Thredup	Just Like a Consignment Shop - But All Online!	thredup.com
Kinderado (formerly Tauschteddy)	Second hand children's clothes for parents. From parents.	kinderado.de
Clothing Swaps		
The Clothing Exchange	Imagine a giant clothing store where everything is free...	clothingexchange.com.au
99dresses	Gain access to an infinite closet	99dresses.com
Poshmark	A fun and simple way to buy and sell fashion	poshmark.com
Sass	The new attitude in fashion, swap clothes in your closet using your iPhone!	sass.me
Dig N'Swap	Swap, fashionably!	dignswap.com
Pets		
Rover	Find your perfect dog sitter	rover.com
Dogvacay	Board your dog in a real home	dogvacay.com
Education/Language		
EduFire	A social learning community	edufire.com
Udemy	Udemy helps students make moves	udemy.com
Myngle	Language lessons that come to you	myngle.com
Glovico	A social network where people from developing countries can offer their services as language teachers	glovico.org
Livemocha	Creating a world without barriers	livemocha.com

## End Notes

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- <sup>1</sup> Forbes reported TrueCar data on the average cost of a new car is around \$30K. (<http://www.forbes.com/sites/moneybuilder/2012/05/10/average-price-of-a-new-car>)
- <sup>2</sup> A 2010 UC Berkeley survey of 6,281 North American car-sharing members found that car sharing reduces ownership needs. *Shareable*. November 13, 2012 (<http://www.shareable.net/blog/the-city-as-network-and-commons>)
- <sup>3</sup> Here, we acknowledge leading experts in this space: Neal Gorenflo of online magazine *Shareable*, Rachel Botsman and Roger Roo who authored *What's Mine Is Yours: The Rise of Collaborative Consumption*, and Lisa Gansky, who authored *The Mesh: Why the Future of Business is Sharing*
- <sup>4</sup> Gorenflo, Neal. "Share or Die: A Challenge for Our Times." *Shareable*. October 8, 2012 (<http://www.shareable.net/blog/share-or-die-a-challenge-for-our-times>)
- <sup>5</sup> Rachel Botsman iconic TED Speech kicked this category off, with a memorable story about how many items like power drills are infrequently used. See: [http://www.ted.com/talks/rachel\\_botsman\\_the\\_case\\_for\\_collaborative\\_consumption.html](http://www.ted.com/talks/rachel_botsman_the_case_for_collaborative_consumption.html)
- <sup>6</sup> oDesk conducted a May 2013 study of workers to find out their work preferences. See: <https://www.odesk.com/info/Spring2013OnlineWorkSurvey/Infographic>.
- <sup>7</sup> "Many See Sharing One's Belongings Online as a Great Way to Earn Extra Money." Ipsos. May 20, 2013 (<http://www.ipsos-na.com/news-polls/pressrelease.aspx?id=6116>).
- <sup>8</sup> Fry, Richard. "Young Adults After the Recession: Fewer Homes, Fewer Cars, Less Debt." Pew Research Center. February 21, 2013 (<http://www.pewsocialtrends.org/2013/02/21/young-adults-after-the-recession-fewer-homes-fewer-cars-less-debt>)
- <sup>9</sup> Altimeter analyzed the following 30 startups: Airbnb, Artcycle, Barclays Cycle Hire, Bartercard, Chegg, Coloft, Dogvacay, EduFire, Gazelle, Getable, Grub With Us, Kickstarter, Lyft, Neighborgoods, Netflix, Parkcirca, Prosper, Red Beacon, RelayRides, Rent a Friend, Rent the Runway, Share Some Sugar, Skillshare, Storpod, TaskRabbit, Taxi2, Thredup, Uber, Wello, and Zipcar.
- <sup>10</sup> Buczynski, Beth. "Does Car Sharing Really Reduce Vehicle Ownership?" *Shareable*. August 6, 2011 (<http://www.shareable.net/blog/does-carsharing-really-reduce-vehicle-ownership>)
- <sup>11</sup> "History of Banking." *Wikipedia*. See: [http://en.wikipedia.org/wiki/History\\_of\\_banking](http://en.wikipedia.org/wiki/History_of_banking)
- <sup>12</sup> Ludwig, Sean. "Car-sharing startup RelayRides halts NYC service after cease and desist." *VentureBeat*. May 16, 2013 (<http://venturebeat.com/2013/05/16/relayrides-halts-nyc-service/#wr5LDozMyMtU46HI.99>).
- <sup>13</sup> Johnston, Katy. "FlightCar brings peer-to-peer car sharing to Logan." *The Boston Globe*. May 16, 2013 (<http://www.bostonglobe.com/business/2013/05/15/baby-you-can-rent-car-flightcar-brings-peer-peer-car-sharing-logan/gLDAP2xpQNUqeMzDSx9vM/story.html>).
- <sup>14</sup> "Our Commitment to Trust & Safety." *Airbnb Blog*. August 1, 2011 (<http://blog.airbnb.com/our-commitment-to-trust-and-safety>)
- <sup>15</sup> Peter Dempster shared this finding at a panel "Collaborative Consumption" hosted by Stanford University's MIT Enterprise Forum, VLAB on May 21, 2013
- <sup>16</sup> A number of subscription vendors are available listed here: [venturebeatprofiles.com/company/profile/zuora/competitors](http://venturebeatprofiles.com/company/profile/zuora/competitors)
- <sup>17</sup> Smedley, Tim. "Can Patagonia and eBay make shopping more sustainable?" *The Guardian*. May 13, 2013. <http://www.guardian.co.uk/sustainable-business/patagonia-ebay-making-shopping-more-sustainable>
- <sup>18</sup> Smedley, Tim.

## Ecosystem Input

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### Research Interviews (35)

Airbnb, Molly Turner, Public Policy  
Arbor Advisors, Dean Callas, Investment Banker  
Ariba, An SAP Company, Joseph Fox, VP of Strategy  
August Capital, David Hornik, Investor  
Bazaarvoice, Stephen Collins, CEO  
carpooling.com, Markus Barnikel, CEO  
Cisco, Carlos Dominguez, SVP, Office of the COB and CEO  
ConnectMe 360, Brian Hayashi, Founder  
Decide.com, Shauna Causey, VP, Marketing  
Enterprise Holdings, Ryan Johnson, Vice President of Enterprise CarShare  
eToro, Yoni Assia, CEO and Founder  
eToro, Nadav Avidan, PR and Communications Manager  
eToro, Adi Yagil, Head of Social Media  
Gazelle, Israel Ganot, CEO  
HomeExchange, Ed Kushins, Founder  
Jive Software, Christopher Morace, Chief Strategy Officer  
LiquidSpace, Mark Gilbreath, CEO/Founder/Skipper  
Lithium, Rob Tarkoff, President and CEO  
Lyft, Kristin Sverchek, General Counsel  
MuckerLab, William Hsu, Co-Founder, Partner  
Sasson Capital, Vivian Wang, Venture Capitalist  
oDesk, Gary Swart, CEO  
oDesk, Shoshana Deutschkron, Director, Communications  
OuiShare, Antonin Léonard, Co-Founder  
Oversee.net, Gene Chuang, CTO  
PivotDesk, Alex Newman, Director, Customer Development  
Sass.me and Oversee.net, Min Chan, GM of Mobile  
SCOTTEVEST, Scott Jordan, CEO and Founder  
*Shareable* Magazine, Neal Gorenflo, Founder  
Shasta Ventures, Rob Coneybeer, Managing Director  
Collaborative Lab, April Rinne, Chief Strategy Officer  
Collaborative Lab, Lauren Anderson, Chief Knowledge Officer  
The Mesh, Lisa Gansky, Author, *The Mesh: Why the Future of Business is Sharing*  
Zuora, Tien Tzuo, CEO  
Zuora, Brian Bell, CMO  
Deborah Schultz, Innovation Strategist

### Research Input (34)

The following people provided guidance, reviewed content, tested ideas, or, most importantly, challenged the thesis during the project:

David Armano, David Berkowitz, Richard Binhammer, Mel Blake, Erik Boles, Michael Brito, Noelle Chun, Steve Farnsworth, Lyle Fong, Ian Greenleigh, Shel Holtz, Noah Karesh, Kevin Kelley, Matt Krebsbach, Wendy Lea, Evelyn Lee, Geoff Livingston, Jacob Miller, Marcus Nelson, Ben Parr, Jeff Richards, Andy Ruben, Jim Rudden, Ben Smith, Aaron Strout, Carmen Taran, Rob Tarkoff, Ed Van Siclen, Mike Walsh, Sharon Weinbar, Adam Werbach, Susan Williams, Vladimir Mirkovic, Anita Wong, and the entire Altimeter Group research and consulting team.

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## About Us

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### Jeremiah Owyang, Altimeter Partner, Digital Strategy Analyst

Jeremiah Owyang (@jowyang) focuses on social business and disruptive technologies for customer strategies. Previously, Jeremiah was a Senior Analyst at Forrester Research, Director of Corporate Media Strategy at PodTech Network, and Manager of Global Web Marketing at Hitachi Data Systems, where he launched its social media program from 2005–2007. He writes the *Web Strategy* blog (<http://www.web-strategist.com>).



### Christine Tran, Senior Researcher

Christine Tran is a Senior Researcher at Altimeter Group, responsible for research operations, and research on social business. She has over 10 years of program management experience, at organizations ranging from the nonprofit to technology sectors.



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Chris Silva is an Industry Analyst focusing on Mobile, where he helps end-user organizations understand how to effectively manage mobile strategies in their organizations for increased brand impact, worker efficiency, and revenue. A 10+ year veteran of the research industry, Chris has led research, events, and consulting operations for IANS Research, Forrester Research, IDC, and two other small boutique research firms. Chris blogs at [makemobilework.wordpress.com](http://makemobilework.wordpress.com).

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