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The Upstarts **The Upstarts** Disruptive Innovation Summary and Analysis of The Upstarts: How Uber, Airbnb, and the Killer Companies of the New Silicon Valley are Changing the World **Uber, Lyft, Airbnb, and the Sharing Economy** **The Sharing Economy. Airbnb and Uber as Business Models** **The Everything Store** **Wild Ride** **What's Yours is Mine** Crowdsourcing *The Sharing Economy in Europe* *The Uberfication of the University* *The Unofficial Guide to Uber, Lyft, and Airbnb, and the Shocking Stories That Happened Along the Journey* **The Unofficial Guide to Lyft, Uber,**

and Airbnb, and the Shocking Stories That Happened Along the Journey **Raw Deal** The Network Imperative **Brand Personalities of Sharing Economy Companies** *Secrets of the Sharing Economy* **Perspectives on the Sharing Economy** **What's Yours Is Mine** **Law and the "Sharing Economy"** **The Airbnb Story** *The Cold Start Problem* Raw Deal **Love Thy Neighbor** **The Sharing Economy** The Rise of the Sharing Economy **Environmental impacts and potential of the sharing economy** *Platform Revolution: How Networked Markets Are Transforming the Economy* *and How to Make*

Them Work for You Efficiencies and Regulatory Shortcuts **Airbnb, Uber, Tinder... the Undeniable Return of the Communism (Sharing Economy) Hustle and Gig Platform Strategy** *Unlocking the Customer Value Chain* *Demand Interactions in Sharing Economies* What's Mine Is Yours **Psyched Up After the Gig** **How to Be Human in the Digital Economy** **Uber and Airbnb**

Controversy shrouds sharing economy platforms. It stems partially from the platforms' economic impact, which is felt most acutely in certain sectors: Uber drivers compete with taxi drivers; Airbnb hosts compete with hotels. Other consequences lie elsewhere: Uber is associated with a trend toward low-paying, precarious work, whereas Airbnb is accused of exacerbating real estate speculation and raising the cost of long-term rental housing. While governments in some jurisdictions have attempted to rein in the platforms, technology has enabled such

companies to bypass conventional regulatory categories, generating accusations of “unfair competition” as well as debates about the merits of existing regulatory regimes. Indeed, the platforms blur a number of familiar distinctions, including personal versus commercial activity; infrastructure versus content; contractual autonomy versus hierarchical control. These ambiguities can stymie legal regimes that rely on these distinctions as organizing principles, including those relating to labour, competition, tax, insurance, information, the prohibition of discrimination, as well as specialized sectoral regulation. This book is organized around five themes: technologies of regulation; regulating technology; the sites of regulation (local to global); regulating markets; and regulating labour. Together, the chapters offer a rich variety of insights on the regulation of the sharing economy, both in terms of the traditional areas of law they bring to bear, and the theoretical perspectives that inform their

analysis. This book is published in English. - La controverse entoure les plateformes d'économie de partage, partiellement en raison de leur impact économique. Certains secteurs subissent des contrecoups de manière plus aigüe : les chauffeurs d'Uber font concurrence aux chauffeurs de taxi, ou les hôtes Airbnb rivalisent avec les hôtels. Par ailleurs, Uber exacerberait l'emploi précaire et mal rémunéré tandis qu'Airbnb amplifierait la spéculation immobilière et entraînerait, à terme, une hausse du coût de location. On a tenté de réglementer ce type de plateformes, mais la technologie est telle qu'elle permet aux entreprises d'aisément contourner la réglementation conventionnelle, si bien que les accusations de « concurrence déloyale » fusent de toutes parts, provoquant une remise en question du cadre réglementaire. En effet, de telles plateformes viennent brouiller les cartes, confondant les distinctions convenues entre personnel et commercial, infrastructure et contenu, autonomie contractuelle et contrôle

hiérarchique. Cette ambiguïté peut avoir d'importantes répercussions sur le bon fonctionnement de l'appareil réglementaire qui encadre les principes organisateurs du travail, de la concurrence, de l'impôt, de l'assurance, de l'information et de l'interdiction de la discrimination, sans parler de la réglementation sectorielle spécialisée. Cinq thématiques sont abordées dans cet ouvrage : les technologies de la réglementation; la réglementation de la technologie; les lieux de la réglementation (du local au mondial); la réglementation des marchés; et la réglementation du travail. Les chapitres se conjuguent pour offrir une réflexion d'une gamme d'experts sur la jurisprudence traditionnelle que sur les approches théoriques qui informent et façonnent la réglementation de l'économie du partage. Ce livre est publié en anglais. A thought-provoking exposé that shows why the tech leaders' vision and their Ayn Rand brand of libertarianism is a dead end for U.S. workers, the middle class, and the national

economy New software platforms use modern information technology, including full-featured web sites and mobile apps, to allow service providers and consumers to transact with relative ease and increased trust. These platforms provide notable benefits including reducing transaction costs, improving allocation of resources, and information and pricing efficiencies. Yet they also raise questions of regulation, including how regulation should adapt to new services and capabilities, and how to correct market failures that may arise. We explore these challenges and suggest an updated regulatory framework that is sufficiently flexible to allow software platforms to operate and deliver their benefits, while ensuring that service providers, users and third parties are adequately protected from harms that may arise. Airbnb facilitates the booking of over 37 million overnight stays per year. Uber operates in 450 cities in 60 countries. Both claim to be part of the rapidly growing 'sharing

economy' -- but what does that actually mean? Here, Tom Slee offers a razor-sharp examination of the 'sharing economy': from its genesis in open-source software and media file sharing, through to the present day popularity of Uber, Airbnb, Taskrabbit, and similar services, which operate outside of normal business regulations, taking on none of the risk or responsibility when something goes wrong. He asks, how did we get from the generosity of what's mine is yours, to the self-interest and greed of what's yours is mine? Is access the alternative to ownership? In 2011, the sharing economy was dubbed by Time magazine as one of the 'Ten ideas that will change the world' and it has been widely hailed as a major growth sector, by sources ranging from Fortune magazine, to the World Economic Forum, to former President Obama. The sharing economy is a new economic model that focuses on access to assets or resources, instead of ownership. It has exploded in popularity over recent years and has disrupted a significant

number of mature industries such as accommodation, automotive, and entertainment. The total value of the global sharing economy is estimated to grow from \$14 billion in 2014 to \$335 billion by 2025. With limited resources, the desire to become more environmentally conscious, the high cost and burdens of ownership, and a rapidly growing population, living increasingly in densely populated cities, consumers are faced with greater challenges and opportunities to fill their consumption needs. People are experiencing a significant value shift with a desire to reconnect with products and services in a more meaningful way, are becoming more cost and environmentally conscious, and are prioritising experience over ownership. An organisation's ability to reimagine and reinvent its business model to offer unique opportunities for humanising technology and developing innovative sharing platforms, such as Uber and Airbnb, would be a game changer for them. While the Fourth Industrial Revolution

and COVID-19 pandemic are influencing and changing consumer behaviour, organisations are facing a dilemma that is affecting the future of their profitability, existence, and sustainability. In *The Rise of the Sharing Economy*, Kevin Govender shares his insights and expertise on the evolution of the sharing economy, consumer behaviour, and alternative business models, and empowers consumers to rediscover and realise the enormous benefits of access over ownership, and the potential savings in time, money, space and the opportunity. Access is a cultural and socio-economic phenomenon that is transforming businesses, consumers, the way we live, work, learn, consume, commute and play. Access is the new ownership. When the "sharing economy" launched a decade ago, proponents claimed that it would transform the experience of work -- giving earners flexibility, autonomy, and a decent income. But this novel form of work soon sprouted a dark side: exploited Uber drivers, neighborhoods ruined by Airbnb, racial

discrimination, and rising carbon emissions. Several of the most prominent platforms are now faced with existential crises as they prioritize growth over fairness and long-term viability. Based on nearly a decade of pioneering research, *After the Gig* dives into what went wrong with this contemporary reimagining of labor. The book examines multiple types of data from thirteen cases to identify the unique features and potential of sharing platforms that prior research has failed to pinpoint Closing the sale. Asking for a raise. Nailing the big presentation. Of the 2,000 hours you work every year, your success or failure is determined in the couple of dozen crucial hours when you need to bring your absolute best. Will you? The last few minutes before a major challenge can be terrifying. Ever wished you knew how to make sure you ace the make-or-break test, audition, or interview? We often feel the most powerless just before we're expected to act powerful. As you'll learn in this life-changing book, practice might

make perfect, but perfection is useless if you can't summon it when it counts. Pulling off a great speech or the pivotal at bat also requires the right kind of mental preparation. In *Psyched Up*, journalist Daniel McGinn dives into the latest psychological research and interviews athletes, soldiers, entertainers, and others who, despite years of practice and enviable track records, will ultimately be judged on their ability to deliver a solid performance when it's their turn to shine. For instance, he reveals... • How Jerry Seinfeld's jacket and Stephen Colbert's pen help them get laughs. • What General Stanley McChrystal said to Special Forces before they entered the battlefield. • Why the New England Patriots hired the DJ from the Red Sox to help them win. Among other counterintuitive insights, McGinn reveals why trying to calm your backstage jitters can be worse for your performance than channeling it into excitement; how meaningless rituals can do more to prepare you in the final moments than last-minute

rehearsal; and how a prescription from your doctor could help you unleash your best skills. Whether you're a sports person or a salesperson, an actor or an entrepreneur, one bad hour can throw away months of hard work. There's so much conflicting popular advice that we often end up doing the wrong things. McGinn separates the facts from the old wives' tales and shares new, research driven strategies for activating your talent, optimizing your emotions, and getting psyched up to take the spotlight. The authoritative account of the rise of Amazon and its intensely driven founder, Jeff Bezos, praised by the Seattle Times as "the definitive account of how a tech icon came to life." Amazon.com started off delivering books through the mail. But its visionary founder, Jeff Bezos, wasn't content with being a bookseller. He wanted Amazon to become the everything store, offering limitless selection and seductive convenience at disruptively low prices. To do so, he developed a corporate culture of relentless ambition and

secrecy that's never been cracked. Until now. Brad Stone enjoyed unprecedented access to current and former Amazon employees and Bezos family members, giving readers the first in-depth, fly-on-the-wall account of life at Amazon. Compared to tech's other elite innovators -- Jobs, Gates, Zuckerberg -- Bezos is a private man. But he stands out for his restless pursuit of new markets, leading Amazon into risky new ventures like the Kindle and cloud computing, and transforming retail in the same way Henry Ford revolutionized manufacturing. The Everything Store is the revealing, definitive biography of the company that placed one of the first and largest bets on the Internet and forever changed the way we shop and read. A startup executive and investor draws on expertise developed at the premier venture capital firm Andreessen Horowitz and as an executive at Uber to address how tech's most successful products have solved the dreaded "cold start problem"—by leveraging network effects to

launch and scale toward billions of users. Although software has become easier to build, launching and scaling new products and services remains difficult. Startups face daunting challenges entering the technology ecosystem, including stiff competition, copycats, and ineffective marketing channels. Teams launching new products must consider the advantages of “the network effect,” where a product or service’s value increases as more users engage with it. Apple, Google, Microsoft, and other tech giants utilize network effects, and most tech products incorporate them, whether they’re messaging apps, workplace collaboration tools, or marketplaces. Network effects provide a path for fledgling products to break through, attracting new users through viral growth and word of mouth. Yet most entrepreneurs lack the vocabulary and context to describe them—much less understand the fundamental principles that drive the effect. What exactly are network effects? How do teams create and build them

into their products? How do products compete in a market where every player has them? Andrew Chen draws on his experience and on interviews with the CEOs and founding teams of LinkedIn, Twitch, Zoom, Dropbox, Tinder, Uber, Airbnb, and Pinterest to offer unique insights in answering these questions. Chen also provides practical frameworks and principles that can be applied across products and industries. The Cold Start Problem reveals what makes winning networks thrive, why some startups fail to successfully scale, and, most crucially, why products that create and compete using the network effect are vitally important today. Seminar paper from the year 2020 in the subject Business economics - Offline Marketing and Online Marketing, grade: 1,3, University of Applied Sciences Essen, language: English, abstract: The thesis aims to answer the question of whether the sharing economy benefits society and who benefits most from it. At the beginning, the term sharing economy is defined and the

motives for participating in the sharing economy are analyzed. Then, the concept of the sharing economy is explained in more detail using the example of the technology companies Uber and Airbnb. Their business models and the controversies and scandals that surround both companies are presented. The Greek philosopher Heraclitus already knew 2500 years ago that the only constant in life is change. In a dynamic world that is oriented towards the free market economy, established companies regularly disappear or face new competition from innovative business models that meet the changing needs of consumers. Values and morals change, and people relocate. Nevertheless, it is guaranteed that there will always be providers who keep pace with the times and can react to current trends. One of these current trends is the sharing economy. This open access book considers the development of the sharing and collaborative economy with a European focus, mapping across

economic sectors, and country-specific case studies. It looks at the roles the sharing economy plays in sharing and redistribution of goods and services across the population in order to maximise their functionality, monetary exchange, and other aspects important to societies. It also looks at the place of the sharing economy among various policies and how the contexts of public policies, legislation, digital platforms, and other infrastructure interrelate with the development and function of the sharing economy. The book will help in understanding the future (sharing) economy models as well as to contribute in solving questions of better access to resources and sustainable innovation in the context of degrowth and growing inequalities within and between societies. It will also provide a useful source for solutions to the big challenges of our times such as climate change, the loss of biodiversity, and recently the coronavirus disease pandemic (COVID-19). This book will be

of interest to academics and students in economics and business, organisational studies, sociology, media and communication and computer science. “An insightful guide to the forces shaping our economy” that explores the far-ranging implications of the shift to crowd-based capitalism—with case studies on Uber, Airbnb, and others (Hal Varian, Chief Economist at Google) Sharing isn’t new. Giving someone a ride, having a guest in your spare room, running errands for someone, participating in a supper club—these are not revolutionary concepts. What is new, in the “sharing economy,” is that you are not helping a friend for free; you are providing these services to a stranger for money. In this book, Arun Sundararajan, an expert on the sharing economy, explains the transition to what he describes as “crowd-based capitalism”—a new way of organizing economic activity that may supplant the traditional corporate-centered model. As peer-to-peer commercial exchange blurs the lines between

the personal and the professional, how will the economy, government regulation, what it means to have a job, and our social fabric be affected? Drawing on extensive research and numerous real-world examples—including Airbnb, Lyft, Uber, Etsy, TaskRabbit, France’s BlaBlaCar, China’s Didi Kuaidi, and India’s Ola, Sundararajan explains the basics of crowd-based capitalism. He describes the intriguing mix of “gift” and “market” in its transactions, demystifies emerging blockchain technologies, and clarifies the dizzying array of emerging on-demand platforms. He considers how this new paradigm changes economic growth and the future of work. Will we live in a world of empowered entrepreneurs who enjoy professional flexibility and independence? Or will we become disenfranchised digital laborers scurrying between platforms in search of the next wedge of piecework? Sundararajan highlights the important policy choices and suggests possible new directions for self-

regulatory organizations, labor law, and funding our social safety net. In 1995, the term "disruptive innovation" was coined to describe innovations that disrupt and threaten existing markets and consumer habits. Since then, we've played witness to how new companies have altered, and threatened, key industries such as hospitality and the taxi industry. These articles explore the growth of two of the most prominent "disruptive" tech companies, Uber and Airbnb, and how competitors and regulators have responded to the changing tides. During the last decade, platform businesses such as Uber, Airbnb, Amazon and eBay have been taking over the world. In almost every sector, traditional businesses are under attack from digital disrupters that are effectively harnessing the power of communities. But what exactly is a platform business and why is it different? In Platform Strategy, Laure Claire Reillier and Benoit Reillier provide a practical guide for students, digital entrepreneurs and executives to

understand what platforms are, how they work and how you can build one successfully. Using their own "rocket model" and original case studies (including Google, Apple, Amazon), they explain how designing, igniting and scaling a platform business requires learning a whole new set of management rules. Platform Strategy also offers many fascinating insights into the future of platforms, their regulation and governance, as well as how they can be combined with other business models. Benoit Reillier and Laure Claire Reillier are co-founders of Launchworks, a leading advisory firm focused on helping organizations develop and scale innovative business models. Something remarkable emerged as a result of the Great Recession of the early twenty-first century: a sharing economy. Among the loss of jobs and mortgages and uncertainty about the future, people got creative with the way they earned and spent their money. Democratic platforms like Uber and Airbnb have skyrocketed in popularity,

prompting tighter government regulations. But are they the answer to an economy increasingly controlled by giant corporations? Or are they just a different way for people to profit from and exploit struggling workers? Learn more from viewpoints written by today's experts. Even after the 2008 financial crisis, neoliberalism has been able to advance its program of privatization and deregulation. The Uberfication of the University analyzes the emergence of the sharing economy—an economy that has little to do with sharing access to good and services and everything to do with selling this access—and the companies behind it: LinkedIn, Uber, and Airbnb. In this society, we all are encouraged to become microentrepreneurs of the self, acting as if we are our own precarious freelance enterprises at a time when we are being steadily deprived of employment rights, public services, and welfare support. The book considers the contemporary university, itself subject to such entrepreneurial practices, as one polemical site

for the affirmative disruption of this model. Forerunners is a thought-in-process series of breakthrough digital works. Written between fresh ideas and finished books, Forerunners draws on scholarly work initiated in notable blogs, social media, conference plenaries, journal articles, and the synergy of academic exchange. This is gray literature publishing: where intense thinking, change, and speculation take place in scholarship. Apps like Airbnb, Uber or Tinder, between others, are revolutionizing many aspects of daily living of the people. In this book we are showing how that sharing economy is contributing to develop a new economy nearer to the "communist ideas" than it was thought never before. Without wars, or social revolutions... just with help of internet and the spread of smart phones in the hand of almost every person in the world, the global population have found more efficient structures of economic relations between people without the "intermediation" of big economic influencers or

"capitalist class". In the past, the communist societies failed just because the corruption and ineptitude of its politics. In this new edition of the communism XXI century there is no place to mistakes of leaders, just because the power is directly in the population. So much to read, so little time? This brief overview of The Upstarts tells you what you need to know—before or after you read Brad Stone's book. Crafted and edited with care, Worth Books set the standard for quality and give you the tools you need to be a well-informed reader. This short summary and analysis of The Upstarts: How Uber, Airbnb, and the Killer Companies of the New Silicon Valley Are Changing the World includes: Chapter-by-chapter overviews Character profiles Detailed timeline of events Important quotes Fascinating trivia Glossary of terms Supporting material to enhance your understanding of the original work About The Upstarts by Brad Stone: Brad Stone's The Upstarts: How Uber, Airbnb, and the Killer Companies of the New Silicon Valley Are

Changing the World is a detailed account of the founding of Uber and Airbnb, as well as each company's climb from small startup to transportation and hospitality powerhouse. The Upstarts provides insight into the early lives of entrepreneurs Travis Kalanick and Brian Chesky, including their forays into new business ventures, some successful, most of them not. Stone points out the amazing parallels between the two tech companies as they fight for startup capital, wrestle to find the right framework for their products and organizations, and bring in the talent and technology needed to support those offerings. The summary and analysis in this ebook are intended to complement your reading experience and bring you closer to a great work of nonfiction. The various sharing initiatives seen in the Nordic countries over the last years within transportation, housing/accommodation, sharing/renting of smaller capital goods and personal services could yield considerable benefits for consumers

due to better quality and/or lower prices of the services. They also have a potential for emissions reductions of CO2 and local pollutants. However, savings from lower prices could lead to increased emissions from increased demand of the services (particularly transport) and increased spending on other goods and services. Depending on how consumers spend their savings, these changes could partly, wholly or more than offset the initial emission reductions. The impacts on overall CO2 emissions depend on whether the emissions are taxed, part of the emissions trading system EU ETS or not regulated at all. This research investigated brand personalities of two sharing economy companies, Airbnb and Uber. Understanding how college students perceive the brand personalities of Airbnb and Uber helped to develop a set of recommendations these companies might consider. Since brand personality influences consumers opinions, brands which project a personality that both

connects to the products features and to their desired audience can help create a relationship. Focus groups were used, with the research consisting of two focus groups one about Airbnb and one about Uber. The findings revealed that participants views of sharing economy companies matched four dimensions of Aakers (1997) brand personality model. For Airbnb and Uber, excitement and competence were the most applicable dimensions. Participants revealed that the unique features Airbnb and Uber influenced their positive perception of these two dimensions. Results from this study suggest effective brand personalities for the future of the sharing economy, and large marketplace studies could further study this research. Secrets of the Sharing Economy will teach you how to make money in the new sharing economy, which according to authorities will be worth over \$300 billion by 2020. According to a number of studies, the sharing economy pays out millions of dollars per day to people all over the world,

just like you. You deserve to take your slice of the sharing economy pie, and this book is your first action step. Although many have heard of Uber and Airbnb, there are at least 50 other online platforms that you can leverage now to turn underused assets into income producing ones. In this book, you will learn the secrets of the new sharing economy, how it works, why it works, the income potential, and be provided with specific money-making action plans you can implement today. The new sharing economy has moved beyond ride-sharing and property, to things such as pet sitting, car-sharing, arts and crafts, clothing, and much, much more. *Secrets of the Sharing Economy* is the first book in the *Casual Capitalist Series*. As a newly minted *Casual Capitalist*, this and subsequent books will give you the tools to solve all of your financial problems. These include consumer debt, over-spending, and lack of income. Advice for users of Uber, Lyft, and Airbnb from set up instructions as a user, driver, and/or host and what to do

when all you can expect is the unexpected. Information given from a user/driver/host with years of experience with the sharing economy. New York Times bestselling author of *The Everything Store* Brad Stone takes us deep inside the new Silicon Valley. Ten years ago, the idea of getting into a stranger's car, or walking into a stranger's home, would have seemed bizarre and dangerous, but today it's as common as ordering a book online. Uber and Airbnb are household names: redefining neighbourhoods, challenging the way governments regulate business and changing the way we travel. In the spirit of iconic Silicon Valley renegades like Steve Jobs and Bill Gates, a new generation of entrepreneurs is sparking yet another cultural upheaval through technology. They are among the Upstarts, idiosyncratic founders with limitless drive and an abundance of self-confidence. Young, hungry and brilliant, they are rewriting the traditional rules of business, changing our day-to-day lives and often

sidestepping serious ethical and legal obstacles in the process. The Upstarts is the definitive account of a dawning age of tenacity, creativity, conflict and wealth. In Brad Stone's highly anticipated and riveting account of the most radical companies of the new Silicon Valley, we find out how it all started, and how the world is wildly different than it was ten years ago.

"Amidst a thousand tirades against the excesses and waste of consumer society, What's Mine Is Yours offers us something genuinely new and invigorating: a way out." —Steven Johnson, author of *The Invention of Air* and *The Ghost Map* A groundbreaking and original book, *What's Mine is Yours* articulates for the first time the roots of "collaborative consumption," Rachel Botsman and Roo Roger's timely new coinage for the technology-based peer communities that are transforming the traditional landscape of business, consumerism, and the way we live. Readers captivated by Chris Anderson's *The Long Tail*, Van Jones' *The Green*

Collar Economy or Malcolm Gladwell's *The Tipping Point* will be wowed by this landmark contribution to the evolving ecology of commerce and sustainability. We examine whether and how ride-sharing services influence the demand for home-sharing services. Our identification strategy hinges on a natural experiment where Uber/Lyft exited Austin in May 2016 in response to new regulations. On a 12-month longitudinal data spanning 11,423 Airbnb properties, we find Uber/Lyft's exit led to a decrease of 17.8% in Airbnb demand in Austin. On the supply side, the nightly rate went down by 4.02% and the supplied listings decreased by 6.64%. Further, the geographic demand dispersion of Airbnb decreased and became more concentrated in areas with access to better public transportation. The absence of Uber/Lyft reduced demand more for lower-end properties—whose customers may be more price-sensitive. Further analysis leveraging individual hotel data reveals an increase in Austin hotels' occupancy

in the absence of Uber/Lyft, with a greater increase for hotels that are more substitutable with Airbnb. These results indicate ease of access to transportation in residential areas is critical for the success of home-sharing services. Any policies or regulations that negatively affect ride-sharing services may also negatively affect demand for home-sharing services. A practical guide to the new economy that is transforming the way we live, work, and play. Uber. Airbnb. Amazon. Apple. PayPal. All of these companies disrupted their markets when they launched. Today they are industry leaders. What's the secret to their success? These cutting-edge businesses are built on platforms: two-sided markets that are revolutionizing the way we do business. Written by three of the most sought-after experts on platform businesses, Platform Revolution is the first authoritative, fact-based book on platform models. Whether platforms are connecting sellers and buyers, hosts and visitors, or drivers with people who need a ride, Geoffrey

G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary reveal the what, how, and why of this revolution and provide the first "owner's manual" for creating a successful platform business. Platform Revolution teaches newcomers how to start and run a successful platform business, explaining ways to identify prime markets and monetize networks. Addressing current business leaders, the authors reveal strategies behind some of today's up-and-coming platforms, such as Tinder and SkillShare, and explain how traditional companies can adapt in a changing marketplace. The authors also cover essential issues concerning security, regulation, and consumer trust, while examining markets that may be ripe for a platform revolution, including healthcare, education, and energy. As digital networks increase in ubiquity, businesses that do a better job of harnessing the power of the platform will win. An indispensable guide, Platform Revolution charts out the brilliant future of platforms and

reveals how they will irrevocably alter the lives and careers of millions. "The Golden Rule: whoever had the gold made the rules. No longer. Now anyone with an idea can start a company. Anyone with a free couch can operate a hotel. Anyone with a car can be a taxi. Crowdsourcing has rewritten the economics of capitalism, and the repercussions are profound"--Back cover. Choose your hours, choose your work, be your own boss, control your own income. Welcome to the sharing economy, a nebulous collection of online platforms and apps that promise to transcend capitalism. Supporters argue that the gig economy will reverse economic inequality, enhance worker rights, and bring entrepreneurship to the masses. But does it? In *Hustle and Gig*, Alexandra J. Ravenelle shares the personal stories of nearly eighty predominantly millennial workers from Airbnb, Uber, TaskRabbit, and Kitchensurfing. Their stories underline the volatility of working in the gig economy: the autonomy these young workers

expected has been usurped by the need to maintain algorithm-approved acceptance and response rates. The sharing economy upends generations of workplace protections such as worker safety; workplace protections around discrimination and sexual harassment; the right to unionize; and the right to redress for injuries. Discerning three types of gig economy workers—Success Stories, who have used the gig economy to create the life they want; Strugglers, who can't make ends meet; and Strivers, who have stable jobs and use the sharing economy for extra cash—Ravenelle examines the costs, benefits, and societal impact of this new economic movement. Poignant and evocative, *Hustle and Gig* exposes how the gig economy is the millennial's version of minimum-wage precarious work. An argument in favor of finding a place for humans (and humanness) in the future digital economy. In the digital economy, accountants, baristas, and cashiers can be automated out of employment; so can

surgeons, airline pilots, and cab drivers. Machines will be able to do these jobs more efficiently, accurately, and inexpensively. But, Nicholas Agar warns in this provocative book, these developments could result in a radically disempowered humanity. The digital revolution has brought us new gadgets and new things to do with them. The digital revolution also brings the digital economy, with machines capable of doing humans' jobs. Agar explains that developments in artificial intelligence enable computers to take over not just routine tasks but also the kind of "mind work" that previously relied on human intellect, and that this threatens human agency. The solution, Agar argues, is a hybrid social-digital economy. The key value of the digital economy is efficiency. The key value of the social economy is humanness. A social economy would be centered on connections between human minds. We should reject some digital automation because machines will always be poor substitutes for humans in roles that

involve direct contact with other humans. A machine can count out pills and pour out coffee, but we want our nurses and baristas to have minds like ours. In a hybrid social-digital economy, people do the jobs for which feelings matter and machines take on data-intensive work. But humans will have to insist on their relevance in a digital age. Advice for users of Uber, Lyft, and Airbnb from set up instructions as user, driver, and/or host and what to do when all you can expect is the unexpected. Information given from a user/driver/host with years of experience with the sharing economy. Digital networks are changing all the rules of business. New, scalable, digitally networked business models, like those of Amazon, Google, Uber, and Airbnb, are affecting growth, scale, and profit potential for companies in every industry. But this seismic shift isn't unique to digital start-ups and tech superstars. Digital transformation is affecting every business sector, and as investor capital, top talent, and

customers shift toward network-centric organizations, the performance gap between early and late adopters is widening. So the question isn't whether your organization needs to change, but when and how much. The Network Imperative is a call to action for managers and executives to embrace network-based business models. The benefits are indisputable: companies that leverage digital platforms to co-create and share value with networks of employees, customers, and suppliers are fast outpacing the market. These companies, or network orchestrators, grow faster, scale with lower marginal cost, and generate the highest revenue multipliers. Supported by research that covers fifteen hundred companies, authors Barry Libert, Megan Beck, and Jerry Wind guide leaders and investors through the ten principles that all organizations can use to grow and profit regardless of their industry. They also share a five-step process for pivoting an organization toward a more scalable and profitable business

model. The Network Imperative, brimming with compelling case studies and actionable advice, provides managers with what they really need: new tools and frameworks to generate unprecedented value in a rapidly changing age. Airbnb facilitates the booking of over 37 million overnight stays per year. Uber operates in 450 cities in 60 countries. Both claim to be part of the rapidly growing 'sharing economy' — but what does that actually mean? Here, Tom Slee offers a razor-sharp examination of the 'sharing economy': from its genesis in open-source software and media file sharing, through to the present day popularity of Uber, Airbnb, Taskrabbit, and similar services, which operate outside of normal business regulations, taking on none of the risk or responsibility when something goes wrong. He asks, how did we get from the generosity of what's mine is yours, to the self-interest and greed of what's yours is mine? "What's going to happen to my job?" That's what an increasing number of anxious

Americans are asking themselves. The US workforce, which has been one of the most productive and wealthiest in the world, is undergoing an alarming transformation. Increasing numbers of workers find themselves on shaky ground, turned into freelancers, temps and contractors. Even many full-time and professional jobs are experiencing this precarious shift. Within a decade, a near-majority of the 145 million employed Americans will be impacted. Add to that the steamroller of automation, robots and artificial intelligence already replacing millions of workers and projected to "obsolesce" millions more, and the jobs picture starts looking grim. Now a weird yet historic mash-up of Silicon Valley technology and Wall Street greed is thrusting upon us the latest economic fraud: the so-called "sharing economy," with companies like Uber, Airbnb and TaskRabbit allegedly "liberating workers" to become "independent" and "their own CEOs," hiring themselves out for ever-smaller jobs and

wages while the companies profit. But this "share the crumbs" economy is just the tip of a looming iceberg that the middle class is drifting toward. *Raw Deal: How the "Uber Economy" and Runaway Capitalism Are Screwing American Workers*, by veteran journalist Steven Hill, is an exposé that challenges conventional thinking, and the hype celebrating this new economy, by showing why the vision of the "techno sapien" leaders and their Ayn Rand libertarianism is a dead end. In *Raw Deal*, Steven Hill proposes pragmatic policy solutions to transform the US economy and its safety net and social contract, launching a new kind of deal to restore power back into the hands of American workers. ONE OF AMAZON'S BEST BOOKS OF 2017 A look deep inside the new Silicon Valley, from the New York Times bestselling author of *The Everything Store* Ten years ago, the idea of getting into a stranger's car, or a walking into a stranger's home, would have seemed bizarre and dangerous, but today it's as common as ordering

a book online. Uber and Airbnb have ushered in a new era: redefining neighborhoods, challenging the way governments regulate business, and changing the way we travel. In the spirit of iconic Silicon Valley renegades like Steve Jobs and Bill Gates, another generation of entrepreneurs is using technology to upend convention and disrupt entire industries. These are the upstarts, idiosyncratic founders with limitless drive and an abundance of self-confidence. Led by such visionaries as Travis Kalanick of Uber and Brian Chesky of Airbnb, they are rewriting the rules of business and often sidestepping serious ethical and legal obstacles in the process. *The Upstarts* is the definitive story of two new titans of business and a dawning age of tenacity, conflict and wealth. In Brad Stone's riveting account of the most radical companies of the new Silicon Valley, we discover how it all happened and what it took to change the world. Uber is one of the most fascinating and controversial businesses in the

world, both beloved for its elegant ride-hailing concept and heady growth, and condemned for CEO Travis Kalanick's ruthless pursuit of success at all cost. In *'Wild Ride'*, Adam Lashinsky, veteran Fortune writer and author of *'Inside Apple'*, traces the story of Uber's meteoric rise: from its murky origins to its plans for expansion into radically different industries. Based on eight years of research visiting dozens of startups, tech companies and incumbents, Harvard Business School professor Thales Teixeira shows how and why consumer industries are disrupted, and what established companies can do about it—while highlighting the specific strategies potential startups use to gain a competitive edge. There is a pattern to digital disruption in an industry, whether the disruptor is Uber, Airbnb, Dollar Shave Club, Pillpack or one of countless other startups that have stolen large portions of market share from industry leaders, often in a matter of a few years. As Teixeira makes clear, the nature of

competition has fundamentally changed. Using innovative new business models, startups are stealing customers by breaking the links in how consumers discover, buy and use products and services. By decoupling the customer value chain, these startups, instead of taking on the Unilevers and Nikes, BMW's and Sephoras of the world head on, peel away a piece of the consumer purchasing process. Birchbox offered women a new way to sample beauty products from a variety of companies from the convenience of their homes, without having to visit a store. Turo doesn't compete with GM. Instead, it offers people the benefit of driving without having to own a car themselves. Illustrated with vivid, in-depth and exclusive accounts of both startups, and reigning incumbents like Best Buy and Comcast, as they struggle to respond, *Unlocking the Customer Value Chain* is an essential guide to demystifying how digital disruption takes place - and what companies can do to defend themselves. "An

engrossing story of audacious entrepreneurship and big-industry disruption, [this] is a tale for our times." —Charles Duhigg, New York Times—bestselling author of *The Power of Habit* An investigative look into a beloved, disruptive, notorious start-up, this is the remarkable behind-the-scenes story of the creation and growth of Airbnb, the online lodging platform that is now the largest provider of accommodations in the world. At first just the wacky idea of cofounders Brian Chesky, Joe Gebbia, and Nathan Blecharczyk, Airbnb has become indispensable to millions of hosts and travelers around the globe. Fortune editor Leigh Gallagher presents the first nuanced, in-depth look at the Airbnb phenomenon—the successes and controversies alike—and takes us behind the scenes as the company's young CEO steers into increasingly uncharted waters. "A fast-paced, fun dive into one of the seminal firms of our time; through the tale of Airbnb, Leigh Gallagher shows us how the sharing economy can be a force for emotional

connection—as well as for social and business disruption.” —Rana Foroohar, Financial Times columnist and CNN global economic analyst

Sharing instead of owning is one of the major trends in modern (business) life. By changing how people consume, the rise of the sharing economy has the potential to redefine the role of owners, consumers and producers, change their mode of transaction, create innovative business models, disrupt existing industries, and challenge political and regulative institutions. In addition to these practical implications, the sharing economy phenomenon represents a novel playground for theoretical advancement, attracting a multitude of research and researchers from different disciplines. While this can potentially open up new avenues for practice and theory to stimulate each other, they do not seem to go hand-in-hand at the moment. This volume brings together research from a wide variety of theoretical backgrounds and disciplines to encourage academic discourse on

the sharing economy phenomenon. It comprises contributions that are grounded in different theoretical perspectives, including business history, economics, strategic management, organization studies, information systems, political science, legal studies, linguistics, and semantics. While all contributions focus on the sharing economy phenomenon, they examine the subject from different disciplinary angles. Together, they provide a coherent and comprehensive overview of research on the sharing economy.

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