

Contents

Introduction	3
PART I: SIDE PROJECTS	
CHAPTER 1: THE TROUGH OF SORROW The Early Years of Airbnb	17
CHAPTER 2: JAM SESSIONS The Early Years of Uber	39
CHAPTER 3: THE NONSTARTERS SeamlessWeb, Taxi Magic, Cabulous, Couchsurfing, Zimride	65
CHAPTER 4: THE GROWTH HACKER How Airbnb Took Off	89
CHAPTER 5: BLOOD, SWEAT, AND RAMEN How Uber Conquered San Francisco	107
PART II: EMPIRE BUILDING	
CHAPTER 6: THE WARTIME CEO Airbnb Fights on Two Fronts	131

Contents

CHAPTER 7: THE PLAYBOOK	
Uber's Expansion Begins	153
CHAPTER 8: TRAVIS'S LAW	
The Rise of Ridesharing	179
CHAPTER 9: TOO BIG TO REGULATE	
Airbnb's Fight in New York City	211
PART III: THE TRIAL OF THE UPSTARTS	
CHAPTER 10: GOD VIEW	
Uber's Rough Ride	241
CHAPTER 11: ESCAPE VELOCITY	
Fights and Fables with Airbnb	269
CHAPTER 12: GLOBAL MEGA-UNICORN DEATH MATCH!	
Uber versus the World	295
Epilogue	325
Acknowledgments	333
Notes	337
Index	359