

[TECHNOLOGY★★] THE DIFFERENCE BETWEEN UBER AND AIRBNB

(P1) In the tens of billions of dollars and make significant revenue, they connect the convenience of the Internet to the offline world, they are unpopular all over the world with **INCUMBENTS** and **REGULATORS** and they exist by **VIRTUE OF** the non-employees who do the real work of renting their homes and driving their cars.

(P2) But where **UBER** is increasingly seen as an **UNTRUSTWORTHY** company **DUE TO** its **CUTTHROAT** handling of pricing, drivers, passengers and critical press — **AIRBNB** is working to **CULTIVATE** a very different image.

(P3) This weekend, Airbnb invited 1,500 of its hosts to San Francisco for a **SUMMIT** called Airbnb Open to celebrate them, ask for feedback and connect them to one another. And also, to generate **GOODWILL** while its **LEGALITY** is being challenged in **MUNICIPALITIES** around the world.

(P4) On Friday, I **DROPPED IN** to the **HANGAR**-like space at Fort Mason. The **SPREAD** wasn't excessively fancy; the big room was divided up with **PLYWOOD** into temporary rooms and covered with hundreds of **THROW PILLOWS**.

(P5) Attendees came from 40 countries, the company said, and had an average age of 44. On Friday night, the hosts were **DIVVIED UP** into groups that dined in the homes of Airbnb employees, who have an average age of much younger than 44.

(P6) The scene felt like a new-agey life-coaching conference. Just a **SAMPLING** of positive **AFFIRMATIONS** from panels and speeches: "If all of our hearts were bigger, this world would be smaller." "You taught the entire world that people are fundamentally good." "A world where we could all live as one would be such a better world." "Airbnb helps me live the life I want to live."

(P7) The keynote on Friday came from Airbnb CEO **BRIAN CHESKY**, who was greeted with a **STANDING OVATION** and **PACED THE STAGE** and his speech **CADENCE** like a politician campaigning to a room of supporters. He said Airbnb now had 640,000 hosts with 975,000 listings in 34,000 cities.

(P8) Airbnb is not a movement. It's a company. And while Chesky was **PREACHING** to the **CHOIR**, it's a self-interested choir that **DOES THE GRUNT WORK** of actually hosting guests, some of whom are less than perfect.

(P9) Chesky told the crowd he acknowledged that hosts may not have felt that Airbnb listened to them in the past. Now, he said, it's committed to "breaking down that wall" between the company and the community, starting with this event.

(P10) "What I'm here to tell you, is that you are all here as leaders of this community. That's why you're here, you are all leaders," said Chesky, **REVVING UP** the crowd. "I know many of you have faced some hardships on Airbnb. Maybe it was a city that was giving you trouble, maybe a **LANDLORD**, neighbors. And at times you may have felt alone. But right now, as you look around, you are not alone."

(P11) Then he went in for the **CLIMAX**. "You know, **VICTOR HUGO** had a saying. He said, 'You can not kill an idea whose time has come.' And our time has come. So together, what I'd love for us to do, is to build this better world, and I'd love for us to do it one guest at a time." The applause, and another standing ovation, lasted almost a minute. Hard to imagine **TRAVIS KALANICK** getting that kind of a reaction from Uber drivers.

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DISCUSSION QUESTIONS

If you found the passage difficult to read or had problems understanding specific words or idiomatic expressions, please discuss them with your tutor. The following discussion questions should be answered in your own words and with your own arguments.

1. Briefly summarize the content of the article in your own words.
 2. What was the purpose of Airbnb Open (P3)?
 3. Describe the attendees. Who were they and what did they do at this summit (P5-6)?
 4. Why did the author compare Chesky's keynote speech as preach (P8)? What were the key messages that the CEO of Airbnb wanted to get across to the hosts around the world?
 5. "You cannot kill an idea whose time has come" Do you think Airbnb (in broader picture, shared economy) is 'an idea whose time has come'?
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WHAT / WHO / WHERE ARE THEY?

Uber

(Company) Uber is a ridesharing service headquartered in San Francisco, United States, which operates in multiple international cities. The company uses a smartphone application to arrange rides between riders and drivers.

Airbnb

(Company) global network of accommodations offered by locals

Brian Chesky

(Person) Brian Chesky (born August 29, 1981) is an American internet entrepreneur who is best known for being the founder and CEO of Airbnb, a hospitality exchange service.

Victor Hugo

(Author) Victor Marie Hugo was a French poet, novelist, and dramatist of the Romantic movement. He is considered one of the greatest and best known French writers. In France, Hugo's literary fame comes first from his poetry but also rests upon his novels and his dramatic achievements. Among many volumes of poetry, *Les Contemplations* and *La Légende des siècles* stand particularly high in critical esteem. Outside France, his best-known works are the acclaimed novels *Les Misérables*, 1862, and *Notre-Dame de Paris*, 1831. He also produced more than 4,000 drawings, which have since been admired for their beauty, and earned widespread respect as a campaigner for social causes such as the abolition of the death penalty. Though a committed royalist when he was young, Hugo's views changed as the decades passed, and he became a passionate supporter of republicanism; his work touches upon most of the political and social issues and artistic trends of his time. He was buried in the Panthéon. His legacy has been honored in many ways, including being placed on francs.

Travis Kalanick

(Person) Travis C. Kalanick (born August 6, 1976) is an American entrepreneur. He is the co-founder of the peer-to-peer file-sharing company Red Swoosh and the transportation network company, Uber.

VOCABULARY

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| Incumbent | (n) (공적인 지위의) 재임자; 현재 권력을 갖고 있는 사람 |
| Regulator | (n) 규제/단속 기관/담당자 |
| Virtue of | (expression) ~ 덕분에[때문에] |
| Untrustworthy | (adj) 신뢰할 수 없는 |
| Due to | (expression) ...에 기인하는, ...때문에 |
| Cutthroat | (n); 극악무도한 사람 |
| Cultivate | (v) (누구와의 관계를) 구축하다 |
| Summit | (n) 정상 회담 |
| Goodwill | (n) 친선, 호의 |
| Legality | (n) 합법성, 적법성 |
| Municipality | (n) (시·읍 등의) 지방 자치제; 지방 자치제 당국 |
| Drop in | (v) 잠시 들르다 |
| Hangar | (n) 격납고 |
| Spread | (n) 넓은 장소 |
| Plywood | (n) 합판, 베니어판 |
| Throw pillow | (n) 장식용 쿠션 |
| Divvy up | (expression) (특히 돈을) 분배하다 |
| Sampling | (n) 샘플 추출 |
| Affirmation | (n) 확인, 단언 |
| Standing ovation | (expression) 기립 박수 |
| Pace the stage | (expression) 여기서 pace는 걸어다니다로 해석; 무대위에서 연설을 하며 걸어다니다 |
| Cadence | (n) (말소리의) 억양 |
| Preach | (v) 설교하다 |
| Choir | (n) 합창단, 성가대 |
| Do the grunt work | (expression) (특히 아주 열심히·힘들게) 일을 하게 하다 |
| Rev up | (expression) 활성화되다, 활기 띠다 |
| Landlord | (n) (방·집·사무실 등을 빌려주는) 주인, 임대주 |
| Climax | (n) (어떤 일·시간상) 클라이맥스 |