S. P. MANDALI'S
PRIN L. N. WELINGKAR INSTITUTE OF MANAGEMENT DEVELOPMENT &
RESEARCH

SUMMER INTERNSHIP PROJECT REPORT

ON

RESEARCH ON SERVICE PROVIDERS DIS-INTERMEDIATING UC PLATFORM

BY

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TRIMESTER IV

SPECIALISATION: Marketing

ROLL NO.: 12

AUTHORIZATION

CERTIFICATE OF INTERNSHIP

To

Charu Takkar

UrbanClap Intern

Subject: Internship Experience Letter

With reference to your internship with UrbanClap Technologies India Pvt. Ltd., we would like to confirm the below mentioned details:

Team	Business Development
Date of Joining	May 1, 2019
Relieving Date	June 30, 2019

We wish you all the best for your future endeavors!

Warm Regards,

Abhiraj Singh Bhal

Co-founder and Director

REGD. OFFICE: UrbanClap Technologies India Pvt. Ltd.
Sewa Tower, Udyog Vihar Phase- IV, Near MG Road Metro Station-122002

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Acknowledgement

The time I spent as an intern with UrbanClap from May to June 2019 is one of the most significant experiences of my life. I learnt a lot during these past two months from not only my guide but also from friends and Partners of UrbanClap. I am extremely privileged to have got this opportunity to work with people from very different backgrounds that I personally believe will forever shape and influence my professional life. I would like to thank **Mr. Abhiraj Singh Bhal** who gave me this opportunity.

I respect and thank Ms. Sakshi Mathur (Category Manager) for always supporting and encouraging me to deliver my best. Without her supervision and assistance I would have never completed my project on time and with such detailing.

I owe my deep gratitude to my project guide Dr. D N Murthy for his valuable suggestions, comments, feedback and support throughout the internship. It has been great to work under his guidance.

This report would not have been possible without the contribution and collaboration of others. My sincere gratitude-

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- To our Dean Ms. Madhavi Lokhande for her support and guidance which helped me to overcome the challenges I faced during my internship period.
- To Other staff of Welingkar Institute of Management, Bangalore for always being there to assist in any way possible.
- To Academic Deliverable Cell (ADC) and Career Management Cell (CMC) Welingkar Institute of Management, Bangalore for guiding and constant support.
- To other staff in UrbanClap, Gurgaon who spared no effort in ensuring my social and professional integration in Urbanclap staff.
- To Learning Resource Centre for their assistance in writing this report.

Charu Takkar

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1.Executive Summary

The main goal of the research was to find the professionals disintermediating the Urbanclap platform and contacting customers directly. The research was done for woman professionals in beauty & wellness category in Chandigarh and the same was done for Mens grooming category in Delhi & Ncr region. Chandigarh Quality Mystery audits took place in the month of May covering 48 pros got 98 responses. A google form was created comprising of questions highlighting UC rules which should be followed by a pro while delivering service (including behavioural, hygiene & grooming skills and service wise separate sections).Based on the responses collected, a general analysis was done by using pivot tables and also a pro-wise analysis highlighting problem areas was performed based not only on data collected but also including monthly ratings and reviews. Around 4% pros were found who offered to be contacted directly not through UC. And 16 pros were found having one or the other issues. Customers served by all 4 pros who have said yes to question about pros offering to be contacted directly without UC were contacted to cross-check and know exactly what happens during the service delivery. And accounts of 16 pros with issues was blocked and they had to undergo retraining to be reactivated on the platform again. Similarly Mens grooming Quality Mystery audits were conducted for the month of June covering 61 pros. 7% pros were found who offered to be contacted directly without UC. And 20 pros were founded who had to undergo retraining for behavioural, hygiene, grooming or skill issues. I suggested my mentor to use whatsapp instead of emails to send feedback form links for a higher response rate, which also increased the authenticity of responses received. I had recommended to send detailed feedback form message like "Win Rs 200 Cashback from UrbanClap" instantly after service delivery to all first time users by embedding a code for it in system, it will save both labour cost and time.

2. Introduction

2.1 About the company

Urbanclap was founded by the trio Varun khaitan, Abhiraj bhal and Raghav Chandra in December 2014. Abhiraj bhel and Varun khaitan are batch mates from IIT Kanpur, who decided to quit their jobs at the US office of Boston Consulting Group (BCG) in 2013 to find a place in the then rising wave of Indian start-ups. "The idea was to build an enduring business, no matter what it takes,".Bhal and Khaitan launched their first venture, Cinemabox that made entertainment devices for buses, trains and planes.

Around the same time, Raghav Chandra, who later join Bhal and Khaitan's venture as the third co-founder leading technology, was building Buggi.in—a mobile application to book on-demand autorickshaws.

A computer science graduate from the University of California, Berkeley, and Chandra previously worked with Twitter. He had also moved to India in 2013 to become a part of the growing club of entrepreneurs in the country. By May 2014, both Cinemabox and Buggi had to shut shop after operating for six and eight months, respectively. But the entrepreneurial spirit was very much alive. While Bhal and Khaitan wanted a tech co-founder, in another part of the world Chandra was looking for a business co-founder. A mutual friend brought them together. The three of them pooled in Rs10 lakh each to set up UrbanClap, which was incorporated in December 2014.

The idea was to redefine how local services and servicemen were being hired in India. The founders saw opportunity in the broken system of how the country connected with various service providers.

"Their personal experiences made them realize that even in 2014, hiring local service providers was actually extremely hard and difficult—whether it is a reliable plumber or a reliable yoga trainer or a reliable wedding photographer."

The company began with a vision of going beyond being a mere search and discovery platform by building a business model that encompasses on-boarding service providers, training them, managing quality control while at the same time giving users the assurance of standardized services and prices on a platform where they could make payments and write reviews.

By the end of 2015, UrbanClap had already become the most funded start-up in the hyperlocal segment. Out of the total of $77.5 million raised in the segment across 27 rounds

in 2015, UrbanClap raised $36.6 million in three rounds, according to Tracxn, a start-up data tracker.

Among the top categories by contribution to revenues, services such as beauty, home repairs, electricians, plumbers and carpenters form a significant chunk.

UrbanClap monetizes by way of charging a percentage commission of the value of services rendered. In case of beauty services as the company's anchor and the most important category its take rate is 20% of the value of services rendered. As a result, beauticians are able to see a three-four times increase in earnings vis-à-vis working in a beauty salon. "If you see the economics in a beauty parlour—the beautician keeps 15-20% and the parlour keeps 80%. But here on UC platform from earlier making 15%, now (they) make 80% and this is from where they get 3-4x jump in their monthly earnings,". With a team of 1,301 the company clocks about 10,000 + service request daily.

Mission
UrbanClap's vision is to empower 1 million+ service professionals to become micro service entrepreneurs. Prior to joining UrbanClap, most of these professionals, be it plumbers, beauticians, carpenters etc., would typically earn INR 10-15k per month, working for a local shop, aggregator or as a freelancer.

Vision
The UrbanClap platform enables these professionals to become micro-entrepreneurs by helping them in 5 key areas – Customer Access & Brand
● Opening bank accounts, access to loans for upfront kits, 2-wheelers, home etc.
● Life and Accidental Insurance Programs Tech-Led Standardization
● Standardizing the service - creating SKUs, fixed and transparent pricing, clear service deliverables, defined SOPs, delivery tracking, payment systems, reviews etc., to help remove friction from the service experience Training & Certification
● Soft and Core Skills Training imparted in our training centers and via the app Product Procurement
● Purchasing consumables (Cosmetics, paints etc.) needed for service delivery in bulk .This helps service professionals become more organized, and multiplies their earnings.
E.g. - Our beauticians typically earn INR 40 to 50k per month with no upper ceiling (Many earn > INR 100k per month), while in the local salons, they would earn between INR 8 to 15k per month.

SEGMENTING:
Urbanclap has segmented its market basically by housewives, Old couples and working families in order to understand their accessibility and availability for the salon, spa, massage, healthcare, homecare services etc. Such business model in the market is keeping UC sustainable and long run in the market.

TARGETING:
Smartly UC is targeting people who wants to save their time with best quality and affordable prices on which they can trust. Therefore, UC is selling such services to retain its target customers and gain maximum profits.

POSITIONING:
Providing best quality services with trained professionals and trust which makes UC services its unique selling point in the market.

Marketing Mix

Product

The company mainly intends to connect customers with all service professionals in all the fields. So far, it has done well for the last two years of its life as it boasts of the following professional services:

- 12 Home repair services
- 6 Health & wellness services
- 13 Home care and design services
- 11 Business services
- 7 Academic tutor services
- 13 Wedding & events services
- 14 Personal services and
- 8 Hobbies & Interest services among others

Price

At the moment, UrbanClap uses the third model and forth model to price its services. The third model is essential the direct buying or booking of services. On the other hand, the fourth model involves the introduction of clients to professionals. It is, however, important to note that as it stands out now, UrbanClap's goal is not the revenue but rather to establish comfort as well as building user trust as this is exactly what will later on drive sustainable revenue. The company projects that it will start to get real revenue by around the year 2019. Individual professionals will be able to take control of their own businesses without frustrations from middlemen. In return, the professionals will be able to pay UrbanClap some revenue to register on to the platform as clients also pay something small for being connected to professionals.

Place

Since its inception, it has been helping consumers throughout the country to access reliable services at the press of a button. For the shortest time it has been in existence, the company is one of the largest service marketplaces in India with a full-swing

functioning in Pune, Mumbai, Delhi, Chennai and Bengaluru. The target marketplace is the mobile based marketplace. Any person using an internet connected mobile phone can be able to access and a service provision professional via UrbanClap.

Promotion

The company believes more on growing as you delicately balance between supply & demand at every single growth stage. It is, therefore, the purpose of UrbanClap to know and champion only the customer interests with a focus on justifiable economics as they sustain growth. The team, therefore, creates seamless innovation engines upon learning and knowing the broad customer base contours. Upon attracting customers, these customers are asked to be the company's ambassadors. Personal connects are therefore important at this stage. Customers are asked to spread the word as the company also directly contacts the potential customers. This was specifically more important to the company at its very initial stages. Today, Facebook, Google Search, and Instagram are some of the most important social media platforms that have helped the company to sell their agenda.
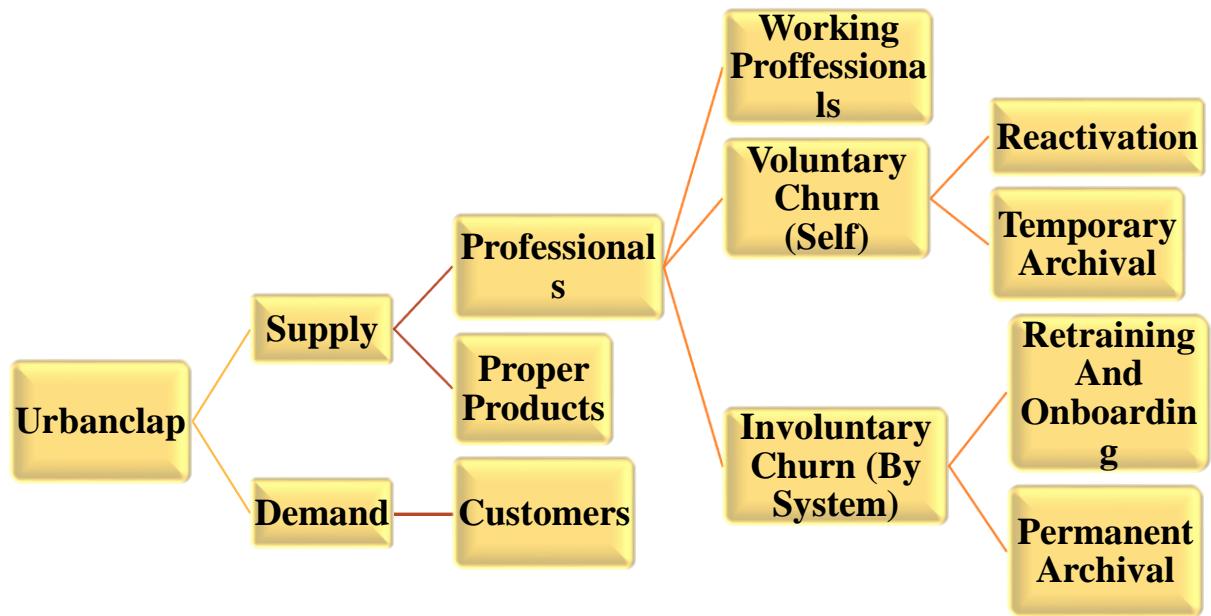
Working in UrbanClap

2.2 Statement to the problem

The biggest issue of concern for the company are service providers who are disintermediating the business by contacting customers directly without UC.

2.2.1 Objectives of study

- To ensure high quality service delivery in Salon Category in Chandigarh and Mens Grooming Category in Delhi and Ncr.
- To find the professionals who are offering customers to be contacted directly without UrbanClap.

2.3 Background to the problem

UrbanClap is an online marketplace for local services, where the performance of the platform depends majorly on service providers like electrician, plumber, carpenter, salon professionals etc. Each professional goes through trials and trainings before on-boarding on the platform. It has been found in some cases that professional after working for 2-3 months with UC, offered customers to be contacted directly, without using UC. And also in other cases professionals tend to deliver lower quality services.

3.Research Design

3.1 Study to find out professionals who are disintermediating the business in beauty and wellness(Salon at Home Category) in Chandigarh

It has not been a long time since UrbanClap launched its services in Chandigarh .The research was to find out women professionals who are offering customers to be contacted directly without UC and highlight the ones who are having issues either related to skills, behavior or hygiene. The idea was to conduct Quality Mystery Audits. The customer was informed beforehand so she will be more alert while taking services, resulting in a more detailed and honest response. A feedback form was created highlighting UC rules and sent to all first time users after the service is delivered. Each customer can earn a Rs.200 cashback from UC on filling the form. It took place in the month of May covering 48 professionals got 98 responses. Each professional was audited by at least 2 customers. There was a fixed budget and time period allotted for the project.

3.2 Study to find out professionals who are disintermediating the business under Mens Grooming Category in Delhi-Ncr

It's a new category, which is right now only present in Delhi-Ncr. The research was to find out men professionals who are offering customers to be contacted directly without UC and highlight the ones who are having issues either related to skills, behavior or hygiene. The idea was to conduct Quality Mystery Audits. The customer was informed beforehand so he will be more alert while taking services, resulting in a more detailed and honest response. A feedback form was created highlighting UC rules and sent to all first time users after the service is delivered. Each customer can earn a Rs.200 cashback from UC on filling the form. It took place in month of June covering 61 professionals. Each professional was audited by at least 2 customers. There was a fixed budget and time period allotted for the project.

4. Data Analysis

1. In each of the before mentioned research ,the tool used for general analysis was pivot tables, answering questions like-
    How polite was your professional?
    Were her nails cut short with no polish applied?
    Did you opt for this service (cleanup/facial)?
    Areas of improvement, if any?
    Did the pro offer to be contacted directly and not through UC?
    Would you like to repeat the professional?

2. After that a pro-wise analysis was also done based on feedback form responses, past two months reviews and ratings.

3. The professionals who were found to be offering customers to be contacted directly and not through UC were cross-checked by calling the related customers to be accurate.

4. Under pro-wise analysis, each professional problem areas/status was described to get a clear and detailed view.

5. Results

5.1 Study to find out professionals who are disintermediating the business in beauty and wellness(Salon at Home Category) in Chandigarh

- **Disinter-mediating**-4% of professionals offered to be contacted directly.
-33% (16 pros) were found having problems either with skill, behaviour or hygiene.
-**15% of customers wouldn't like to repeat the beautician.**

 The complete Chandigarh Salon at Home analysis report is provided in Appendix A.

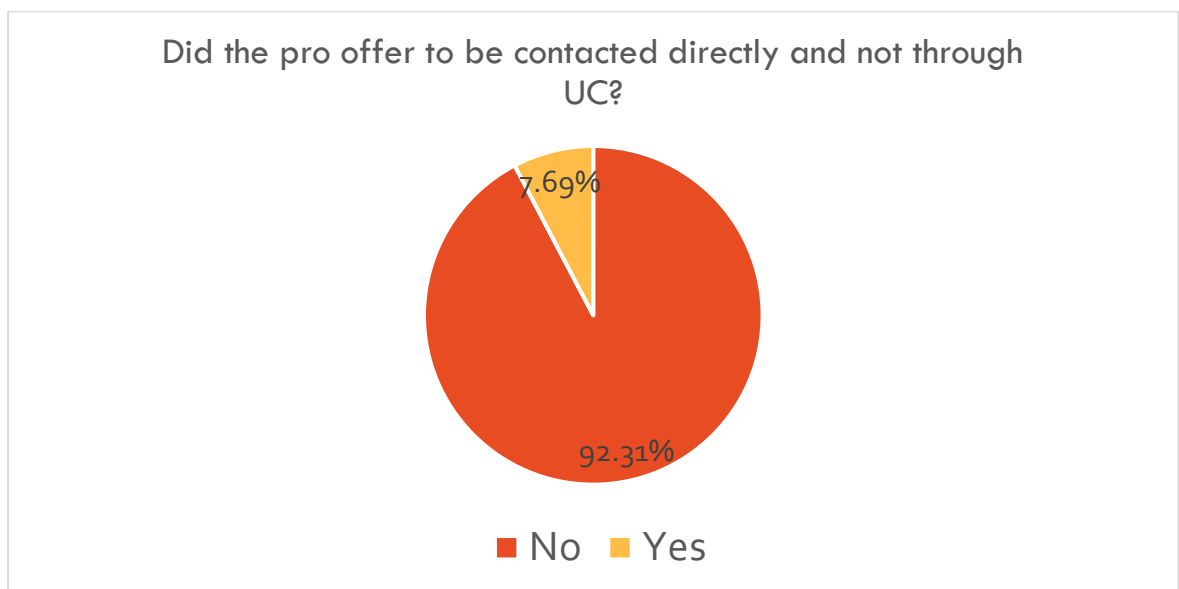Did the pro offer to be contacted directly and not through UC?

4%

96%

■ No ■ Yes
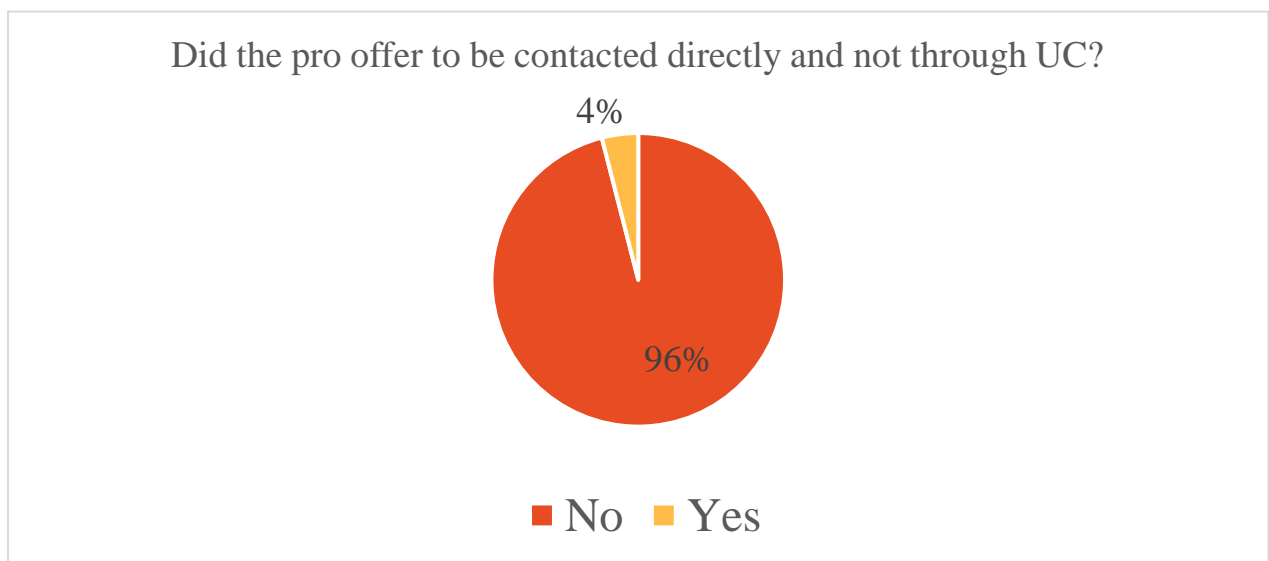
Pie-chart A

5.2 Study to find out professionals who are disintermediating the business under Mens Grooming Category in Delhi-Ncr

- **Disinter-mediating-** 8% of professionals offered to be contacted directly.
-30% (18 pros) were found having problems either with skill or behavior.
-.**21% of customers wouldn't like to repeat the beautician.**

-15 % of professionals are not wearing UC apron while doing services

The complete Mens Grooming analysis report is provided in Appendix B.

Did the pro offer to be contacted directly and not through UC?

7.69%

92.31%

■ No ■ Yes

Pie-chart B

6. Conclusions

1. The Professionals who were found offering the customers to be contacted directly and not through UC, were also check on other parameters like skill and behavior under pro-wise analysis to check if they are the same ones who insisted on cash payment, forced customers for good ratings or have skill issues to take appropriate actions in terms of blocking from the platform or made them go under retraining.

2. The professionals who were not likely to be repeated by customers due to skills, behavioral or hygiene issues were called for retraining.

3. Based on general analysis, the major issues like pros saving on product, not using common kit and skill wise problems were addressed.

4. Pros kit audits were conducted to check if the pros tools are in proper working condition or if any equipment is missing or replaced.

7. Recommendations

1. I suggested my mentor to use whatsapp instead of emails to send feedback form links for a higher response rate, which also increased the authenticity of responses received.

2. I had recommended to send detailed feedback form message like "Win Rs 200 Cashback from UrbanClap" instantly after service delivery to all first time users by embedding a code for it in system, it will save both labour cost and time.

8. References

- https://yourstory.com/2015/04/urbanclap

- https://www.livemint.com/Companies/ck6h9KKDL9Aw1SCgzvMLRM/The-building-of-UrbanClap-one-ondemand-service-at-a-time.html

9. Annexures

9.1 Questionnaires

1. Mens Grooming Mystery Audits Feedback Form-
   https://docs.google.com/forms/d/e/1FAIpQLSdXzne_1c-lHt-QqtitFMpt8hbnVod4rC5pRZaSVVwjfuuagA/viewform

9.2 Appendices

Appendix A-Chandigarh Salon at Home Analysis Report

Chandigarh Mystery audits took place in the month of May covering 48 Pros got 98 responses

Some insights found were-

1 **Common kit**-51% of professionals are not using a new common kit. They reuse the old one that to in pieces e.g. gave one customer a gown and garbage bag & the second customer napkin and towels also **2**% customers did not receive the common kit.
2 **Hand sanitize** -19% of professional don't use a hand sanitizer
3 **Nail maintained**- 7% of professional nail were not cut short & had nail paint.
4 **Bad breath**- 6% of professional had bad breath and body odor.
5 **Disinter-mediating**-4% of professionals offered to be contacted directly.
6 **-11% of customers said that disposable kit was not sealed/opened in front of them.**
7-**15% of customers wouldn't like to repeat the beautician.**

Service wise split

Eye brows
-**83% of customers opted for the service**
- 64% of customers were satisfied with the service 13% had a problem in service skill.
 - 11% had a rating of 3 or below.
Mani/Pedi
- 44 % opted for service and 93% of customers found the service mess free.
-19% did not carry any nail paints
11% were not happy with the nail paint application.
-12% did not find the massage satisfactory.
Waxing
71 % opted for the service.
69% of customers were satisfied with the service and 17% had a problem in service skill.
-14% of professionals were using steel spatula instead of wooden.
-54% of pros didn't inform about not using Rica (Chocolate Wax) on Face, Underarms, Bikini and Brazilian area.
Clean-up/Facial
50% opted for the service.
-39% professional did not consult about customer's skin before starting the service.
-29% of customer were not given steam at all.
-24% of customers were given steam in lying position.
-53%- of professionals used a steel black head remover.
-14% had service skill issues.

Hair Services

-8% of customers opted for hair services

- 75% opted head massage

End of service

-14% of pros did not carry out the leftovers/garbage bag with her.
-5% of pros insisted on cash payment.
-5% of pros forced customers to give good rating.

Appendix B- Mens Grooming Overall Analysis Report

MG Mystery audits took place in the month of June covering 61 Pros got 91 responses-
Some insights found are-
Hygiene and grooming-
1.   **6.41% professional's hair and beard is not well groomed.**
2.   **40% professionals are not cleaning the tools with antiseptic in front of customer**.
3.   **Disinter-mediating-** 8% of professionals offered to be contacted directly.
4**. 15 % of professionals are not wearing UC apron while doing services**
 5.   **21% of customers wouldn't like to repeat the beautician.**

Service wise split

Hair Services-

Haircut
-89% of customers opted for the service
-26% professionals are not opening afresh disposable kit (barber kit for haircut)
- 95% of customers were satisfied with the service 6% had a problem in service skill.

Head Massage
-**63% opted for the service**
-22% professionals are not using specified brand's product (UC seer secrets/parachute hair oil)
-12.50% customers said the head massage/neck & shoulder massage given by professionals is 10 min or less.
35% customers said the head massage/neck & shoulder massage given by professionals is 10- 15 min.
30% customers said the head massage/neck & shoulder massage given by professionals is 20 min.
10% customers said the head massage/neck & shoulder massage given by professionals is 20-30 min.
12.50% customers said the head massage/neck & shoulder massage given by professionals is 30-40 min.

Beard Grooming/Shave
-59% opted for this service.
-**34% professionals are not using the specified brand's product for the service**
-33% customers said mirror r mirror was not available during the service
-17% customers said mirror used for the service was shattered
-86% customers are satisfied with the service and 13% had a problem with service skill

Mani/Pedi
- **23% opted for service and 87% of customers found the service mess free.**
- 9% professionals are not using specified brand's product for the service
-17% did not find the massage satisfactory.

Clean-up/Facial

36% opted for the service.

- 25% professionals are not using specified brand's product for service

-**38% of customer were not given steam at all**

-18% of customers were given steam in lying position

-39% of professionals used a steel black head remover

End of service

-5% of pros insisted on cash payment.

Glossary

Some abbreviations used in report:

Pros: Professionals
UC: UrbanClap

Learnings

- It is very important to be patient at all times to get best out of any situation. Being patient help me a lot while interacting with either customers or professionals at UC. It helped me better understand both customer and professional issues, and leads to better decisions.

- It is equally important to be bold at times depending on situation to get your work done. The most important lesson I learned during Mens Grooming research, while talking to professionals I had to mold according to situation like calling them for retraining, trials, Kit audits and organizing pro referral drives.

- It is ok to experiment and learn from your own mistakes.