VIA University College

BACHELOR PROJECT: BPRX2 ALIN GEORGE CORTEL

TaskMate.com – Dedicated for those in need of services or money

Global Business Engineering Programme

Authors: Alin George Cortel (164625*)*

Supervisors: Allan Henriksen, Elo Simoni

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2. Executive Summary

The project's primary purpose is to develop a business plan and an online platform which provides a fast and reliable way of connecting people with services (Task Doers) and people that require those services (Task Posters). The online platform is called TaskMate.

From a business point of view, main problem that arises is how to develop a proper marketing plan that ensures online traffic growth, competitive differentiation and profit generation. Other aspects such as developing a community based on ethical core values, seek to promote usage of the platform on a long term through users' engagement.

From a software point of view, delimitation and prioritization of requirements represent the main issues towards implementation. The implemented product stands as a prototype and not as a finalized product, even though future considerations are meant to give a better overview of how the finalized product might look.

The solution is created based on thorough market research using credible sources such as Office for Communication, Office of National Statistics, CIA Fact book and many more. The information is afterwards structured based on different marketing models such as Porter's five forces, 4P's etc.

The marketing plan is split in five main sections: screening analysis, situation analysis, strategy development, strategy implementation and marketing conclusion.

Screening analysis includes an overall view of key factors in Germany, UK, Denmark, Norway and France. From the analysis, UK is chosen as the main market for internalization.

The macro environmental analysis reveals that UK has optimal parameters for the platform to grow. Its population is 10th place world ranked based on internet access where more than 71% of devices are smartphones. From a competitive point of view, there is only one main direct competitor, Task Rabbit, and another startup company, taskpandas. Both of them charge a commission from 15 to 30 %, unlike TaskMate which focuses on a 10% commission.

Customer analysis reveals that expected Task Doers are mostly young people between 15-24. Those aged 25 and 44 are expected to provide higher quality services such as handyman work that requires a certain certificate.

Main Task Posters are expected to be of all ranges, but mostly those who are within 16-24 require trivial tasks, while those who are at a more advanced age require tasks which involve more time such as gardening, moving furniture and so on.

SWOT analysis reveals that there are three main strengths of the product: an improved rating system for both Task Posters and Task Doers, lower commissions and an optimized balance between freedom and control of Task Doers.

Weaknesses are caused by the company's lack of resources and knowledge as a startup. These weaknesses can be overcome with time.

Main opportunity for TaskMate is to expand in main urban areas where it is the easiest and fastest to develop a community and partnerships. Seniors who do not know how to access the internet, or lack internet access can represent another opportunity into promotion. Due to the fact that 71% of internet devices are smartphones, a future mobile app is considered to be essential.

Main threats are represented by direct competition, substitutes, low performance of Task Doers and an overall bad experience of Task Posters with the company. There is also the possibility for users to bypass the platform.

The competitive differentiation strategy focuses on charging a lower commission and keeping happy both Task Doers and Task Posters. This is done through a proper rating system and establishing the business's core values when building the community around the online platform.

The problem with bypassing the platform is solved by giving more advantages in paying the commission than rather bypassing it.

The promotion is active both online and offline. Offline promotion refers to distribution of flyers, networking and sponsoring events where the target group might be involved. Press release and company dating are other aspects of offline promotion.

Online promotion involves social media, SEO optimization, blogs, online forums along with a proper web design that will ensure a pleasant user experience.

Software development follows a linear path. It starts with knowing the stakeholders and their actions in relation to the business plan. After finding out the future stakeholders' requirements, next step involves creation of use case descriptions, activity diagrams, and database modeling. These are meant to give a better overview on how and what to implement as a product. A paper mockup of the website is done in relation to Task Rabbit for visual guidelines.

Next step is implementation of the website based on its delimitation and highest priority requirements. What is described as a requirement and not implemented is further noticed in future considerations as how a finalized product will look. Last step is comprised by testing the product in order to see at what level the website is, in relation to developer's expectations.

3. Introduction

The current century in which humanity resides, embodies the fast paced progress on social, cultural and technological aspects. Despite the fact 19th century is marked as being the century of the industrial revolution, the internet expands the potential of growth on all scales.

This era of capitalism which fastens the process of globalization makes it possible for humanity to advance at higher rates than ever before. This expansion however takes its toll on the environment, on lower developed countries and especially on the population which is in a lower economical class.

Those who are not able to keep up with the fast pace can end in a position with no point of further advancement. Greed, aggressive campaigning and unethical business conduct of companies can alter the outcome of the world through manipulation of the free market. In this way, small entrepreneurs or freelancers are unable to stay competitive or provide their services due to a high competition with professional companies.

This project aims at providing a solution for freelancers to provide their services when needed. The idea of an online platform where people demand services and other people provide such services bypasses big companies. Besides bypassing big companies, it gives the power back to the people through a process called "sharing economy".

The scope of the product is to provide fast, reliable means of connecting people with low to medium requirement jobs such as cleaning, delivery, handyman.

The risen problem from developing such a platform is finding ways to increase traffic, stay competitive on the market and generate profit. Another aspect is assuring the development of a community based on ethical core values.

The product itself does not address people who require higher services such as lawyers, doctors.

The project covers two main sections: one business related and the other one software related.

The business plan follows a global marketing strategy template. It is expected to include information related to screening analysis of potential countries, situation analysis, strategy development and strategy implementation followed by a marketing conclusion.

Software development consists of developing a product in relation to the marketing plan. The steps of the project follow a linear path. Firstly, the stakeholders from previous target groups must be analyzed to uncover their requirements. Requirements are further modeled for a better understanding.

The implementation is done based on the requirements uncovered. The implemented product will have its delimitations, which will be added in the future considerations for a fully developed

product. As any other software, the last step taken in consideration is testing, to understand at what level the current product is, in relation to the developer's expectations.

4. Methods and Tools evaluation

The topic of this bachelor revolves around the term called "sharing economy". Sharing economy is an economic model in which individuals can share their assets to others, most likely used when the price on the market for the particular asset is too high (Investopedia, n.d.).

For this project, the asset is not a physical product but a service from people to people. As how the common language is born, values and rules which set the definition of what we call normality are born. Sharing economy is created in the same manner, an aspect revealed in the current of philosophy called social constructivism.

What we define to be "general truth" is nothing but a set of common interpretations, definitions, which we use to build a common language within a community, thus establishing the same thinking pattern which allows communication to flow on the same path of understanding.

In 18th century, Immanuel Kant added himself that there is no direct interaction between the objective, independent world and our experience (Worth, n.d.).Thus, we can agree on the fact that a sharing economy exists as long as the peers involved in it exists.

This is one reason why establishing a long term community is seen as essential from the economical point of view. The community is established on the company's basic core values. It follows the same principles of the hermeneutic circle. In order to ensure that the community is properly developed on the common basis, firstly it must be developed from within, from peer to peer.

Due to the fact that a society does not exist as an independent entity but rather as a cluster of co-dependent individuals, most important aspect is to understand the individuals and their relation. Working in this manner, a society reveals itself as how a mathematical function reveals its expression. A function cannot be expressed unless it has a reference system in which its variables are defined. Compared to a society, a society cannot function unless it has a reference system in which its rules of functionality are defined and agreed upon by the individuals. These individuals represent the variables and constants of the function called society.

The information research is based on empirical evidence gathered by Office of National Statistics, Office for Communications, CIA Fact Book and so on. This information is afterwards interpreted in relation to the project's necessity. After the information is gathered, it is processed through certain models such as PESTEL, 4P's etc.

The overall project follows the global marketing strategy template which is split in three main sections: situation analysis, strategy development and strategy implementation. The software development section follows a linear path. It starts from understanding the individuals,

stakeholders to comprising their requirements. After having an overview on what functionality is required, the website's design is modeled and afterwards implemented in relation to the requirements. Last step involves an assessment of use case descriptions which are either implemented or not and on what degree they are finished.

In the situation analysis, the macro environmental factors are found through a PESTEL approach. The economical, socio-cultural, technological and legal factors are comprised within PESTEL model. The microenvironment constitutes both market factors and company factors.

Regards market factors, the models used are Porter's five forces and consumer decision making process.

SWOT analysis is the model that represents the conclusion on findings in the situation analysis. In the end, 4p's marketing mix comprises the strategy implementation.

The tools used are valuable due to the fact that they bring structure to the layout of the project and provide a clearer understanding of each step of the process. The downside of the methodology and used tools in relation to this project is that the assessment of certain information is biased. Being a person without another group member, I cannot say that my findings and conclusions are one hundred per cent accurate and objective, thus my weakness in results.

From the point of view of my assessments, I cannot say that I agree with positivism and rationalism. I believe that myself, as a human, cannot interpret gathered information pure objectively due to the fact that I do have a cultural background and a certain mindset which acts as a molding tool of what I perceive and believe.

5. Screening Analysis

In the world there are officially 195 countries (Us Department of State, n.d.). Each country stands as potential for a future business to be implemented. In order to select the most prosperous country for the online platform, it is required that the specific country meets certain requirements.

The company's headquarters is in Denmark and it affects the area from which the initial country can be selected.

Europe is seen as the best environment from where to choose a country due to its easy access to information (Banisar, 2006). The cultural sensitivity in Europe is not as high as in Middle – East (Khatib, 2015) or Asia region. Choosing a country from Europe increases the chances of the online platform to be risk averse due to an increased cultural awareness.

There are chosen five main requirements from which a country is selected.

5.1 Chosen Criteria:

5.1.1 GDP

GDP must range between 2.5% and 3.5% per year growth in order to assume that the country has a long -term healthy economy (Barnes, n.d.). There are exceptions for a GDP to reach 6-8 % due to the country's economy coming out of recession. From this point of view, developed economies represent the main target group.

5.1.2 Inflation

Inflation affects the price stability, currency and employment. The Federal Open Market Committee suggests that the optimum inflation rate is within 2% (Reserve, n.d.). A high inflation forces business to increase prices and drives people to spend their income due to the devaluation of the currency. If the inflation increases, banks increase interest rates, which affect the unemployment rate. Low inflation rates encourage debt due to falling prices, but in the long run can cause more instability when the inflation rises (Mcmahon, 2009).

5.1.3 Unemployment rate

The unemployment rate is relevant due to the fact that people will seek alternative means to sustain themselves. If they already have a job, they might not be as interested in the platform as someone who is in need of a steady income. The natural unemployment rate is estimated to be within 4.8% to 6%. Ideally for the online platform, the unemployment rate should be within this area or slightly higher. If the unemployment rate is too high, it can serve as a double edged sword. It attracts people to find alternative means for an income but it is influencing the economy in a negative aspect due its instability (Justin Weidner, 2011).

5.1.4 Country's population and population density.

The higher the population and its density the better. The online platform functions only if people demand and provide services. The country must have a minimum population of 5 million.

Density is relevant due to the fact that if the population is too widely spread, the sense of community can get lost and there would be a higher physical distance between providers and clients. World's average population density is 56.6 people per square kilometer of land. The higher the density the better. (Data World Bank, n.d.)

5.2 Overall Criteria Comparison Table

Table 1 Criteria Comparison Table

Countries	GDP rate	Inflation rate	Unemployment Rate	Population	Population Density
UK	2.2% (2015 est.) 2.9% (2014 est.) 2.2% (2013 est.)	0.1% (2015 est.) 1.5% (2014 est.)	5.4% (2015 est.) 6.2% (2014 est.)	64,088,222 (July 2015 est.)	269 per km^2
Germany	1.5% (2015 est.) 1.6% (2014 est.) 0.4% (2013 est.)	0.1% (2015 est.) 0.8% (2014 est.)	4.8% (2015 est.) 5% (2014 est.)	80,854,408 (July 2015 est.)	234 per km^2
Denmark	1.2% (2015 est.) 1.3% (2014 est.) -0.2% (2013 est.)	0.5% (2015 est.) 0.6% (2014 est.)	4.7% (2015 est.) 4.9% (2014 est.)	5,581,503 (July 2015 est.)	134 per km^2
Norway	1.6% (2015 est.) 2.2% (2014 est.) 1% (2013 est.)	2.2% (2015 est.) 2% (2014 est.)	4.4% (2015 est.) 3.5% (2014 est.)	5,207,689 (July 2015 est.)	14 per km^2
France	1.1% (2015 est.) 0.2% (2014 est.) 0.7% (2013 est.)	0.1% (2015 est.) 0.6% (2014 est.)	9.9% (2015 est.) 9.9% (2014 est.)	62,814,233 (July 2015 est.)	122 per km^2

(CIA, 2016), (Data World Bank, n.d.), (worldometers, 2016)

Based on the current information, when taking in consideration only the population, UK, Germany and France are left. The GDP rate of France and its low population density makes it unfit when compared to UK and Germany.

When comparing UK and Germany, UK stands better within GDP growth rate and its population density. Although their inflation rate is quite equal, UK's unemployment rate is a bit higher which is better for the company. Germany's population is higher with an average of 16,766,000 which might imply that there is a higher market share.

Despite UK stands better within GDP Growth rate, there is one more factor which is as essential as the GDP growth rate which has not been mention.

In the table below, there is new criteria for evaluating both UK, and Germany.

Table 2 Evaluation of UK and Germany

Country		Year 2014	Year 2015	Year 2016
UK	GDP, current prices (billions USD)	2,991.7	2, 849.3	2,761.0
Germany	GDP, current prices (billions USD)	3,874.4	3,357.6	3.567,8

(Anon., n.d.)

When analyzing the GDP of both countries, it can clearly be seen that Germany stands on a much better position than UK. It seems that both countries are suitable for the future development of the project.

When looking from a personal view, UK is more suitable initially due to easier access to information because of its national language being English. UK is chosen as the initial market, and afterwards, for a possible expansion is Germany.

6. Situation Analysis

6.1 Macro Environmental Factors

6.1.1   Economic factors

In order for the platform to succeed within services domain, countries which are more likely to be attracted towards services are developed countries such as UK. A country is put in the category of being developed based on key measures such as its GDP and income distribution, inflation rate, currency exchange rate fluctuations and balance of trade.

Main developed economies are part of international, and or economical regional agreements such as NAFTA, EU, EMEA etc...

UK is currently part of EU but the movement of UK is to withdraw from EU, yet the situation is currently unstable from that point of view. It is expected that the website will not be affected negatively under the condition that UK leaves EU because it operates within UK region.

6.1.1.1 UK's economic key measures

When analyzing previous key measures obtained for the screening process, there can be commented on UK's current situation.

From 2013 to 2015, it can be seen clearly that GDP rate has slightly increased and afterwards decreased to its original number of 2.2%. This means that its economy from a GDP rate point of view is quite stable and favorable.

Inflation rate stays within a good range of 1.5% to 0.1%. It suggests that the population will be guided into investing more money due to the fact that money has more power within a low inflation. This is an optimal condition for the online platform, considering that services can be seen as a luxury.

When Analyzing the unemployment rate, from 2014 to 2015 there is a decrease of 8%, leaving the unemployment rate at 5.4%. The optimal unemployment rate suggested by the Federal Reserve is within 4.8% to 6%. From this point of view, UK stands in within optimum parameters to be seen as a developed country.

Unemployment rate among youth (15-24) is slightly higher. In total it stands at 16.9% in average, from which male represent 18.9 % and female represent 14.8 %. (2014 est.) (CIA, 2016) . This means that there are many available youths which are eligible to become members of the platform ready to finish tasks.

Unemployment rate affects the online platform as a two edged sword.

If there are many people employed, then there are few people eager to have a part time job doing tasks for their neighbors. This will leave the platform with few people eager doing jobs and many people eager to pay for services.

From the other point of view, if the population suffers from a very high unemployment rate, then It means that there will be many people who are willing to provide their services for extra money. The other side of the coin is that there will be few people who are willing to pay due to lack of money.

The proper balance rate within unemployment is most likely the one suggested by the Federal Reserve. Such unemployment rate should be able to provide the information that there is a balance between people who are willing to work extra and people who are willing to pay for such tasks.

6.1.2   Social/Cultural factors

6.1.2.1 Population and Demographics

6.1.2.1.1   Population and growth

UK's national language is English. English language is used on an international level and it gives an advantage when developing the platform. Because English is widely spread globally, immigrants in UK are most likely able to speak the native language and therefore have an easier way to establish communication. Unlike in other countries where English is not the basis of communication, the barrier between immigrants and national citizens is increased and therefore it might create tension when agreeing on certain aspects of tasks.

Main language of the website will be in English due to its high appeal towards UK's population.

UK's current population stands at 64,430,428 (July 2016 est.) (CIA, 2016) . Based on the current numbers, UK is ranked approximately 18th place in the world (worldometers, 2016). Population is very important because the main resource and main customers are being represented by the population.

Population's growth stands at 0.53% (2016 est.) (CIA, 2016) . When compared to the world it remains on 157th place. When analyzing the numbers of births, there is a ratio of 12.1 births per 1000 population (2016 est.) (CIA, 2016). Based on this number, it can be assumed that main tasks will not revolve around babysitting or child related tasks due to a relative low birth rate.

6.1.2.1.2   Level of urbanization

When inspecting the level of urbanization, UK's urban population stands at 82.6% of total population (2015) (CIA, 2016) . This aspect is relevant due to the fact that population living in urban areas it is expected to have a higher income, require more services, and lack more time for trivial tasks.

Main urban areas are represented by LONDON (capital) 10.313 million; Manchester 2.646 million; Birmingham 2.515 million; Glasgow 1.223 million; Southampton/Portsmouth 882,000; Liverpool 870,000 (2015) (CIA, 2016) . These will be the main cities where the application will be released.

6.1.2.1.3   Population Density

UK's average population density stands at 269 per km square (Data World Bank, n.d.), which is expected to be higher within an urban area. This number is very important when taking in consideration the task's accomplishment. Because the density is very high, it implies that there is an increased chance of available people to perform tasks within a close proximity. This will ensure a high success rate, fast response time, and make the online platform suitable for future contact matchmaking due to its success.

6.1.2.1.4 Age Structure
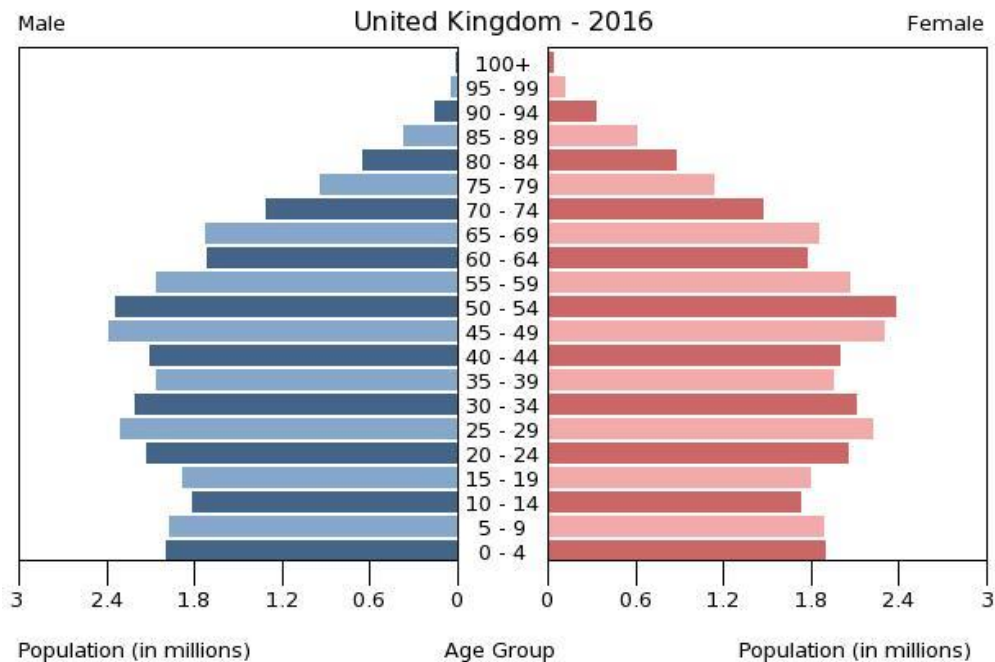
Figure 1 UK's age structure

(CIA, n.d.)

When looking at the graph, population within 15-24 years is represented by 12.15% (male 3,997,150/female 3,830,268). These are expected to be the people who will mainly be focused on accomplishing tasks. Between 25-54 years, there are 40.74% (male 13,367,242/female 12,883,674) which are expected to be both Task Doers and Task Posters (who require tasks to be done). The rest of the population aged above 55, which has access to internet and the necessary income is expected to be the main group which will require tasks to be done.

The population between 55-64 years is 11.77% (male 3,760,020/female 3,820,525) and the one above 65 is 17.9% (male 5,170,542/female 6,363,047) (2016 est.) (CIA, 2016).

6.1.2.2 Social Trends and lifestyle

6.1.2.2.1 Overall Activities

In order to understand and approximate which possible tasks might be frequently asked, there is a need to understand firstly the lifestyle of the people. By understanding their lifestyle, there can be predicted future impediments which they have in their daily lives.

A lifestyle represents the way people choose to live their life. It mostly focuses on the individual's habits. This include the choices they make day to day, their preferences, their living standard and group adherence as well.

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Based on the report "Social Trends: Lifestyles and social participation" from Office for National Statistics, there can be concluded interesting facts related to UK's population.

England	16–24	25–34	35–44	45–64	65 and over	All aged 16 and over
Watching television	88	85	88	89	92	89
Spending time with friends/family	87	85	85	83	82	84
Listening to music	90	78	76	74	69	76
Shopping	71	73	74	69	69	71
Reading	53	62	65	72	73	67
Eating out at restaurants	66	71	70	72	65	69
Days out	54	65	68	67	59	63
Internet/emailing	79	77	71	57	24	59
Sport/exercise	63	63	60	55	35	54
Gardening	16	36	51	64	62	49
Going to pubs/bars/clubs	59	63	50	44	33	48
Going to the cinema	72	61	55	42	21	48

1 Respondents were shown a list of activities and asked to pick the things they did in their free time in the last year prior to interview. The most popular activities performed by all adults aged 16 and over are shown in the table.
Source: Taking Part: The National Survey of Culture, Leisure and Sport, Department for Culture, Media and Sport (2010)

Figure 2 Social activities performed during free time in 2009

(Statistics & Seddon, 2009)

For youth between 16-24, main activity is represented by listening to music. Shortly after, in second place is watching television, at 88 per cent, while on third place is spending time with friends and family, at 87 per cent. Fourth activity is going to cinema at 72 per cent and right after at 71 percent is shopping.

It can be clearly seen that only 53% of the youth spends time reading and only 63 per cent does sports. Activities such as gardening represent no interest in the youth but they are very actively involved within internet and emailing. 40 percent of adults who did not practiced any sport have added that they lack the necessary time to be involved in such activities (Statistics & Seddon, 2009). This is relevant because lacking the necessary time for sports implies that they lack the necessary time for other trivial tasks.

By analyzing these numbers related to the youth, it can be clearly seen that the online platform would be easily accessible by youth through internet. Lack of exercise implies sedentariness which

goes hand in hand with television and listening to music. If their focus can be changed from television to task awareness, they can do both exercises and earn extra money.

The lack of sports in youth is sustained by the obesity rate among adults of 29.8% (2014) (CIA, 2016).

Overall, when looking within activities to see different social trends that change with advancing in age, watching television slightly increases from 88 to 92 per cent. Spending time with family and friends occupies second place, even though it decreases as well from 87 to 82 per cent.

There is a substantial decline in listening to music, going out in pubs, to cinema and as well sports. Biggest decline so far is the usage of internet and emailing from 79 percent to only 24 per cent. This is very relevant because the online platform is not able to reach seniors aged 65 and above due to the fact there is no common channel of communication. For them to become customers, it is needed a different channel to approach seniors to use the platform.

There is an incline to reading and as well to gardening. From this, it can be assumed that gardening tasks might occur as well.

Because of one of top three activity is spending time with friends and family, word of mouth plays an important role into spreading news about the online platform. From user to user, it should increase the traffic and develop the sense of community as well.

6.1.2.2.2   Time spent on media devices
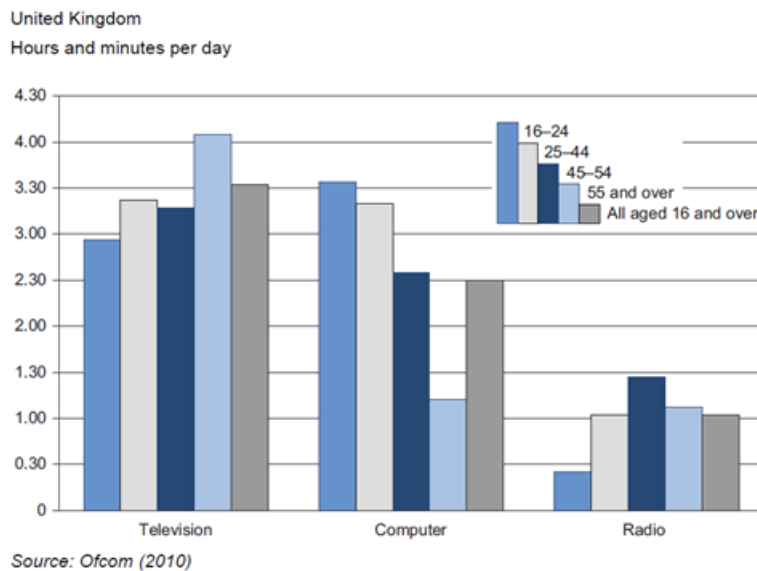
Figure 3 Hours spent online on different devices in UK

(Statistics & Seddon, 2009)

From the graph it can be seen that youth between 16-24 prefer to spend time on computer on an average of 3.3 hours while on television only 2.9 hours. Radio stands only at 0.20 hrs. For those among 25-44, there is a certain balance between computer and television of 2.8 hours. Radio is yet again rarely used within 1 hour.

Seniors aged 55 and above focus mostly on television on an average of 4.10 hours a day, while the usage of computer stands only on 1.10 hours. Radio usage once more is around one hour.

From this it can be said that television can be a good advertisement for the online platform. Unfortunately, seniors rarely use the computer so once more the website is not the best way to attract them into using the platform. For elder people, advertisement in newspapers should be more effective due to the fact that they are actively involved into reading. From the table below, The Sun and Daily Mail seem to be the most popular newspapers among its population for further advertisements.

Great Britain					Percentages
	1971	**1981**	**1991**	**2001**	**2010**
The Sun	17	26	22	20	16
Daily Mail	12	12	10	12	10
Daily Mirror	34	25	22	12	7
The Daily Telegraph	9	8	6	5	4
The Times	3	2	2	3	3
Daily Express	24	14	8	4	3
Daily Star	-	9	6	3	3
The Guardian	3	3	3	2	2
The Independent	-	-	2	1	1
Financial Times	2	2	2	1	1
Any national daily newspaper[2]	-	72	62	53	41

1 In the 12 months to June each year. Proportion of adults, aged 15 and over, who have read or looked at the individual newspaper for at least two minutes on the day before interview.

2 Includes the above newspapers and The Daily Record in 1981, and The Sporting Life and the Racing Post in 2001.

Source: National Readership Survey (2010)

Figure 4 Newspapers reading ratio

(Statistics & Seddon, 2009)

6.1.2.2.3   Sports activity

England
Percentages
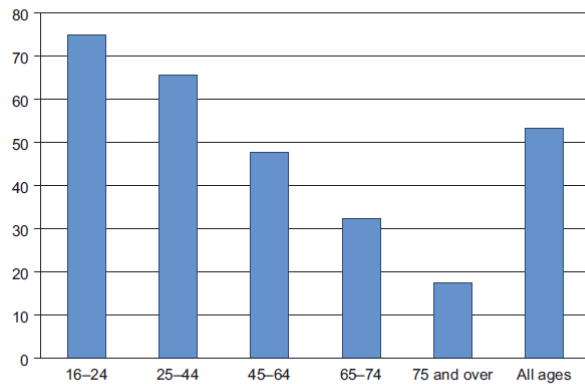
1 Adults aged 16 and over.
Source: Taking Part: The National Survey of Culture, Leisure and Sport, Department for Culture, Media and Sport (2010)

Figure 5 Proportion of adults involved actively in sports in 2009

(Statistics & Seddon, 2009)

When analyzing the graph, around 75 per cent of youth between 16 and 24 are actively involved in a sport. The numbers decline drastically from aged 25-44 to aged 45-64 up to 48 per cent. Lowest level of activity is for people between 75 and over at around 19 percent.

EU–27
Percentages
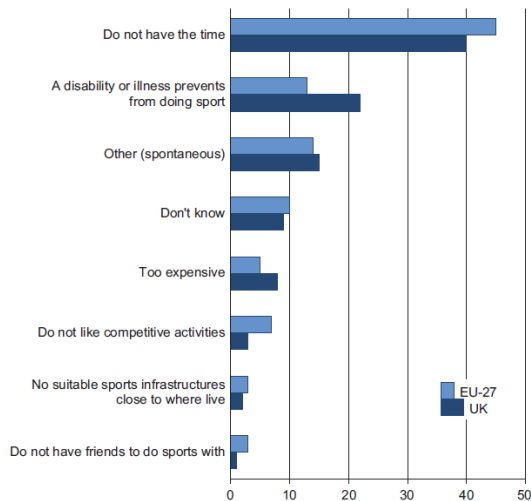
1 Respondents aged 15 and over were asked 'From the following reasons, what is currently preventing you the most from practicing sport more regularly?'.
Source: Eurobarometer (2009)

Figure 6 Reasons that prevent people from practicing sports in 2009

(Statistics & Seddon, 2009)

It seems that the main reason why people are not involved in sports is due to the fact they lack time, are disabled or have a certain illness. From a marketing point of view, this is good news when taking in consideration that if they lack time for sports they lack time for other tasks as well. When looking into people who are not active due to a certain illness, they can be transformed into cyclical customers for people who are willing to perform tasks which they cannot.

6.1.3   Technological factors

In UK, the total internet users are 58.961 million, which is 92 percent of population (July 2015 est.). UK, in comparison to the world is ranked 10th ((CIA, 2016). This is beneficial for the company because most of UK's population has access to the platform.

Only in Great Britain, 41.8 million use the internet on a daily basis. This stands for 82% of the population. In 2015 it stands at 78%, while in 2006 it is estimated at 35%
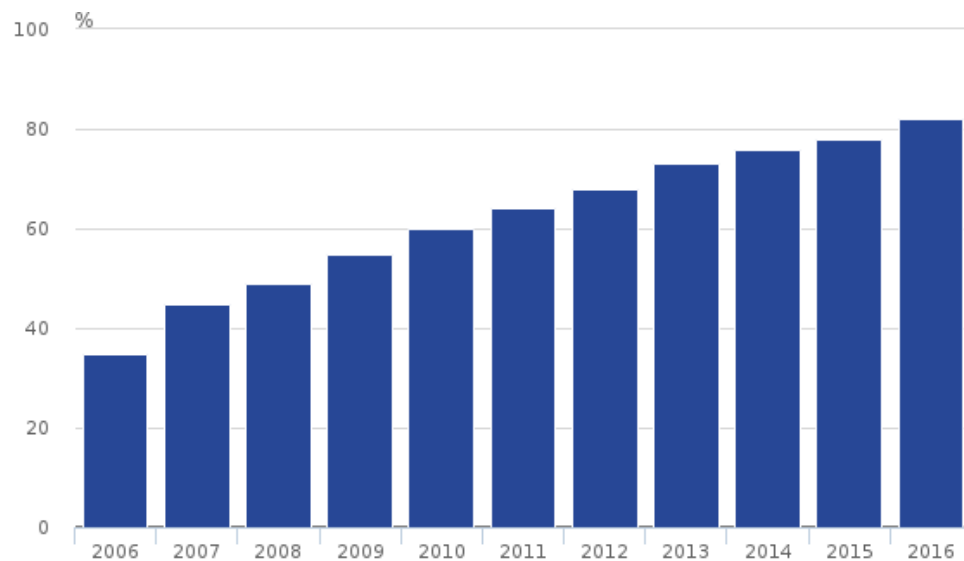
Figure 7 Daily Internet use by adults in Great Britain (2006-2016) (Base adults age: 16+)

(Office for National Statistics, 2016)

As described in the graph, daily internet usage is constantly increasing throughout UK's adult population. From an average of 35 % in 2006 (16.2 million) to an average of 82% (41.8 million) in 2016 (Office for National Statistics, 2016).

Proportion of internet users agreeing (%)
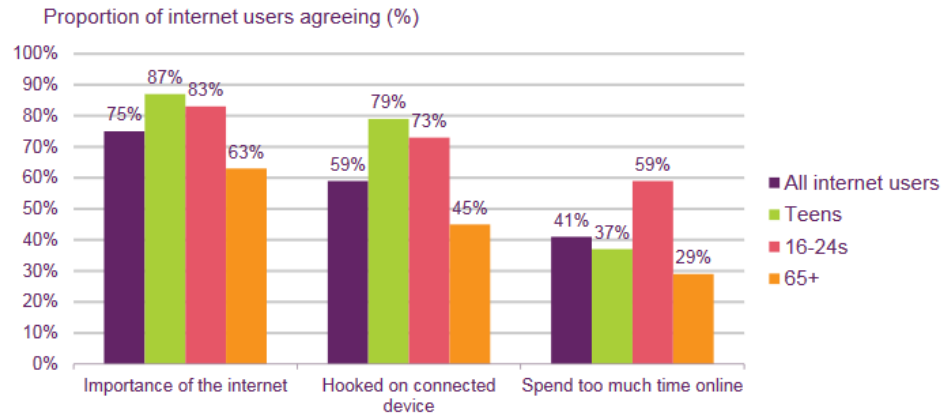
Source: Ofcom research 2016
Base: All going online at least once a month (All: 1861, 16-24: 275, 65+: 309, teens: 494)
Q.C1 How much do you agree or disagree with the following statements (I spend too much time online); Q.D1 On a scale of 1 to 10, how important is the internet to your daily life? Q.D2 If you had to choose a number between 1 and 10, where 1 represented 'I'm not at all hooked on my [device most likely to use to go online from b5] and 10 represented 'I'm completely hooked on my [device most likely to use to go online from b5]', which number would you choose for yourself?

Figure 8 Attitude towards the internet

(Office for Communications, 2016)

It can be seen clearly that teens and population between 16-24 is the most affected by internet. This addiction has its downside as any other addiction, making its users to neglect other relevant activities in their lives.
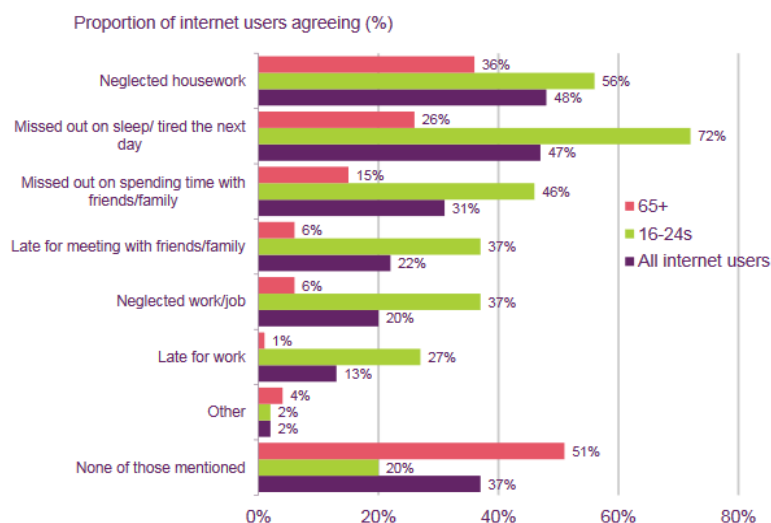
Figure 9 Negative side effects of internet usage

(Office for Communications, 2016)

From the graph above, it can see that most of teens are neglecting their housework, studies and sleep less time due to their activity on the internet. This information can open a new window to the fact that the population ranged 16-24 can be as well customers which will seek help with housework or homework.

Ownership of internet-enabled devices
Household take-up and year-on-year difference (2015 and 2016)

Smartphone 71% +5pp↑

Smart watch 5% +2pp↑

Tablet 59% +5pp↑

Smart TV 27% +7pp↑

Desktop 31% -3pp↓

Games console 42% -5pp↓
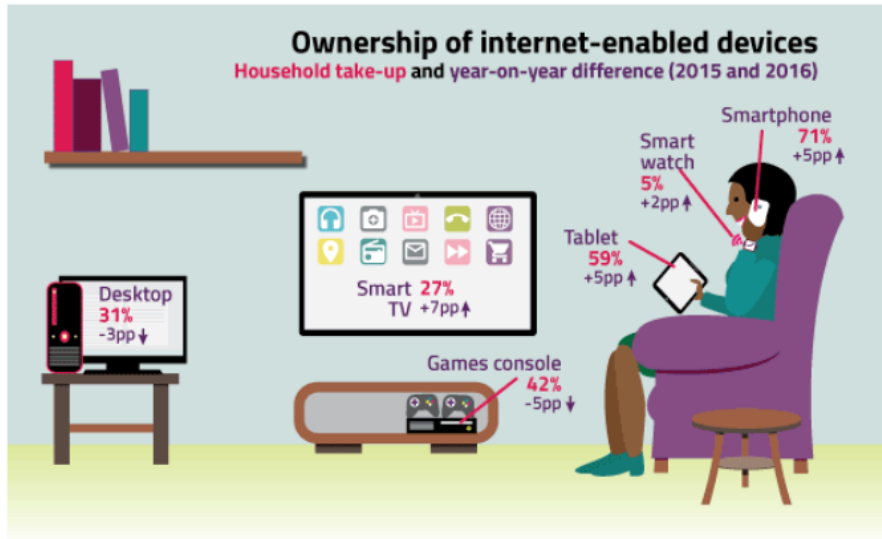
Source: Ofcom Technology Tracker, H1 2016
Base: Adults aged 16+ n = 3737
Note: IP-enabled devices include laptop, games console (Xbox 360, PS3, Wii/Wii U), desktop PC, smartphone, portable games console (Nintendo DS range, PlayStation Portable/Vita), VOD STB (all Virgin TV customers, Sky+ HD, BT TV, TalkTalk TV), e-reader, tablet, netbook, smart TV, and HDMI device (Roku, Chromecast, Now TV).
*E-reader and smart watch take-up stated here is per household, while elsewhere in the report we state figures by individual take-up. Smart watches were not included in the survey before 2015.
Significance testing: Arrows indicate any significant differences at the 95% confidence level between UK 2015 and UK 2016.

Figure 10 Overall of internet devices ownership

(Office for Communications, 2016)

From analyzing the information above, the highest ownership of an internet-enabled device is the smartphone topped at 71%, compared to the desktop which is at 31%. This information reveals the fact that a mobile app should be added on top of the online platform for further accessibility.
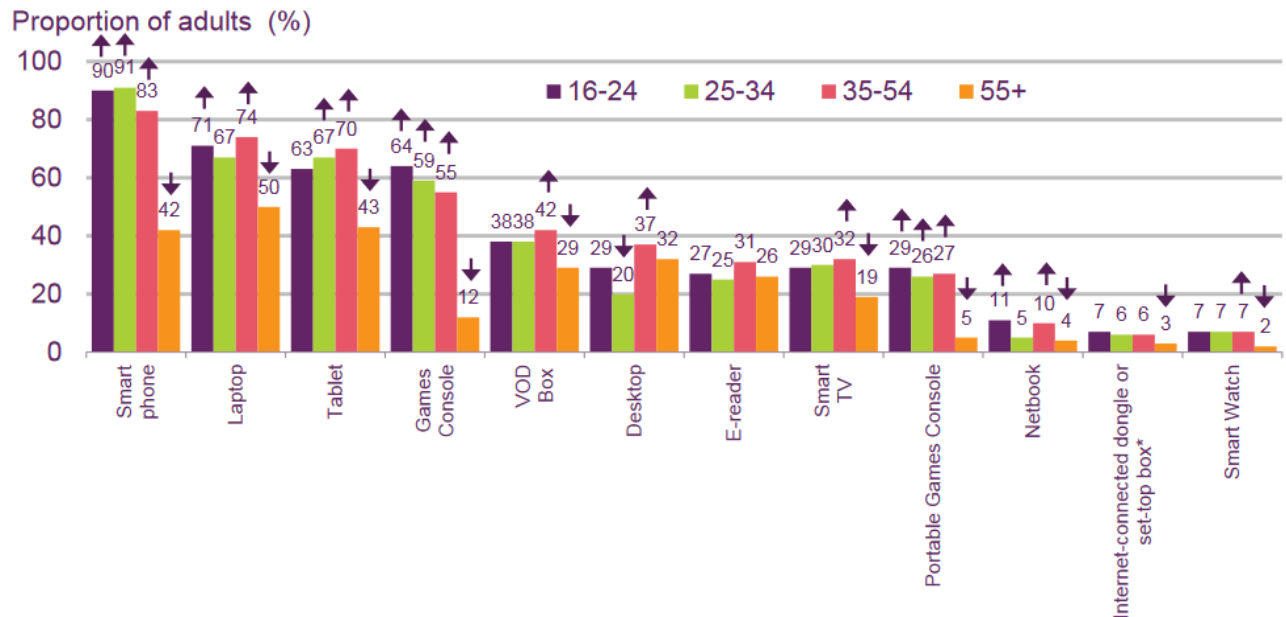
Source: Ofcom Technology Tracker, H1 2016
Base: Adults aged 16+, 16-24 n = 519, 25-34 n = 604, 35-54 n = 1172, 55+ n = 1442
Note: Ranked by overall household ownership
Internet-connected dongle or set-top box includes NOW TV set-top box, Roku, Google Chrome, Amazon Fire TV stick, Amazon Fire TV, Apple TV
Significance testing: Arrows indicate any significant differences at the 95% confidence level between UK 2016 and each age group

Figure 11 Internet devices usage

(Office for Communications, 2016)

Main device used by people between 16 and 54 is the smartphone which is topped at an average of 71 to 85 %. When compared with people whom are 55 and above, their main internet device is the laptop topped at 50%.

Second and third level devices which have internet access are tablets and game console.

This information is very relevant when developing the website. It is clear that the online platform should be accessible from a smartphone, tablet. Most important fact is that the usage of smartphones is highly ranked, therefore a mobile app is very useful, besides having an online platform, as a website stand alone.
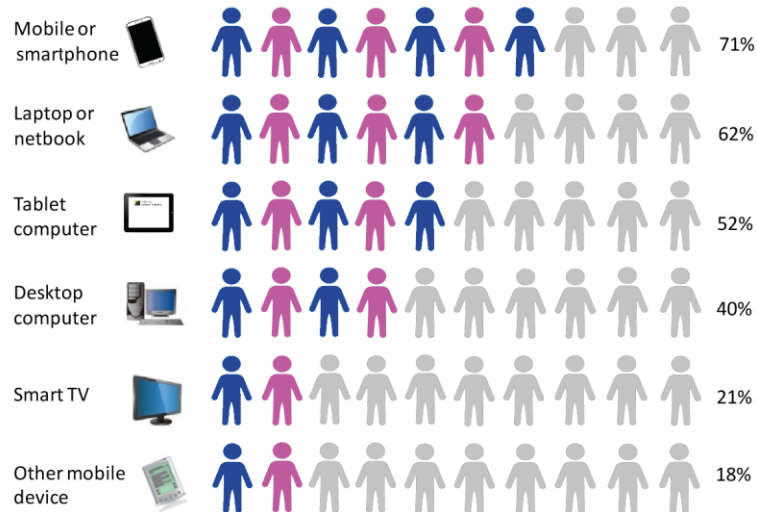
Figure 12 Internet devices usage 2

(Office for National Statistics, 2016)

The Office for National Statistics provides the same information related to internet devices usage. Mobile or smartphones is 71%, while secondary is the laptop (62%) followed by tablet at 52 %.

Surprisingly the desktop computer is only at 40% based on the ONS source.
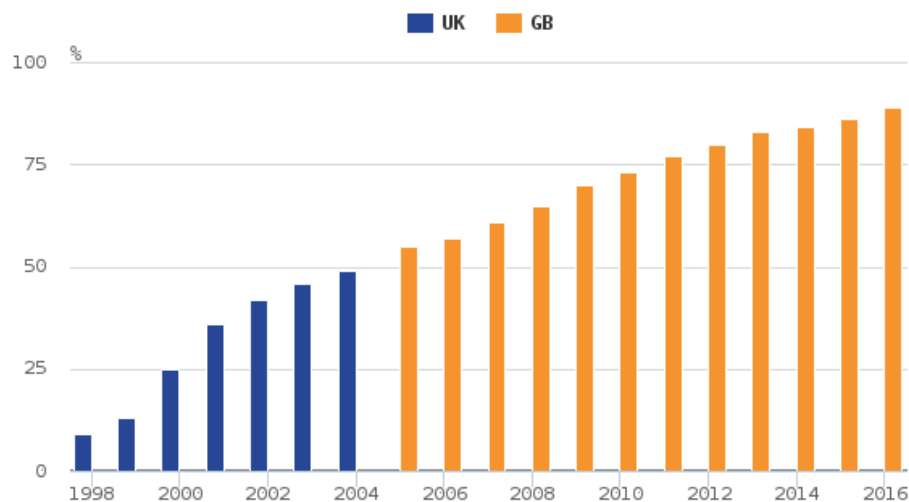
Figure 13 Household Internet Access

(Office for National Statistics, 2016)

As it can be seen from the graph, 89 % of Great Britain's population has access to internet. This is around 23.7 million people.

6.1.4 Legal factors

There are many factors which affect an e-business. One of the most known is "The Sale of Goods Act". This act ensures that a certain quality of the service of product is delivered to the consumer. Contrary, the consumer has the right to complain. In this specific case, when a consumer applies for a task, either to accomplish or to be accomplished and one of the party does not comply to the initial agreement (UK Gov, 1979).

The E-Commerce Regulations require additional information from an e-business. The business owner must provide to the recipient of the service and any legal authority the following information:

General information to be provided by a person providing an information society service

6.—(1) A person providing an information society service shall make available to the recipient of the service and any relevant enforcement authority, in a form and manner which is easily, directly and permanently accessible, the following information—

    (a)   the name of the service provider;

    (b)   the geographic address at which the service provider is established;

    (c)   the details of the service provider, including his electronic mail address, which make it possible to contact him rapidly and communicate with him in a direct and effective manner;

    (d)   where the service provider is registered in a trade or similar register available to the public, details of the register in which the service provider is entered and his registration number, or equivalent means of identification in that register;

    (e)   where the provision of the service is subject to an authorisation scheme, the particulars of the relevant supervisory authority;

    (f)   where the service provider exercises a regulated profession—

        (i)   the details of any professional body or similar institution with which the service provider is registered;

        (ii)   his professional title and the member State where that title has been granted;

        (iii)   a reference to the professional rules applicable to the service provider in the member State of establishment and the means to access them; and

    (g)   where the service provider undertakes an activity that is subject to value added tax, the identification number referred to in Article 22(1) of the sixth Council Directive 77/388/EEC of 17 May 1977 on the harmonisation of the laws of the member States relating to turnover taxes—Common system of value added tax: uniform basis of assessment(**1**).

    (2) Where a person providing an information society service refers to prices, these shall be indicated clearly and unambiguously and, in particular, shall indicate whether they are inclusive of tax and delivery costs.

_____

(**1**)   O.J. L145, 13.6.77, p.1. Directive as last amended by Directive 2002/38/EC; O.J. L128, 15.5.2002, p.41.

Figure 14 E-Commerce regulations

(UK GOVERNMENT, 2003)

Other regulations such as "The Privacy and Electronic Communications Regulations 2003", focus on protecting the users' privacy online (UK GOVERNMENT, 2003). The company must take this in consideration while operating with data, to protect the user's anonymity within his boundaries.

When operating with online data, there is the "Data Protection Act "which must be taken in consideration as well in case of an SQL injection and other possible hacks (UK Government, 1988) .

Because the website will handle credit card transfers, it must comply to PCI DSS standard, which is an acronym for Payment Card Industry and Data Security Standard. It is required that the website has a certain level of encryption, focused on a more secured protocol (IT Governance, 2016).

6.2 Market Factors

6.2.1 Market Size

As written above in technological factors: "in UK, the total internet users are 58.961 million, which is 92 percent of population (July 2015 est.). UK, in comparison to the world is ranked 10th ((CIA, 2016). This is beneficial for the company because most of UK's population has access to use the platform.

Only in Great Britain, 41.8 million use the internet on a daily basis. This stands for 82% of the population. In 2015 it stands at 78%, while in 2006 it is estimated at 35% ".

Internet usage is doubled in 2016 when compared with 2011, where the usage of internet stands at 35 % (16.2 million) (Office for National Statistics, 2016).

6.2.2 Market Structure

The market structure can be divided into the online devices that people access the internet. From previous graphs, it is concluded that the main device used is smartphones at 71%, laptop at 62% and tablet at 52% (Office for National Statistics, 2016).

Within smartphone users, 85 % is represented by people between 16 and 54. People who are 55 and above prefer to use the laptop (50 %) as the main device to access the internet.

6.2.3   Market Trends
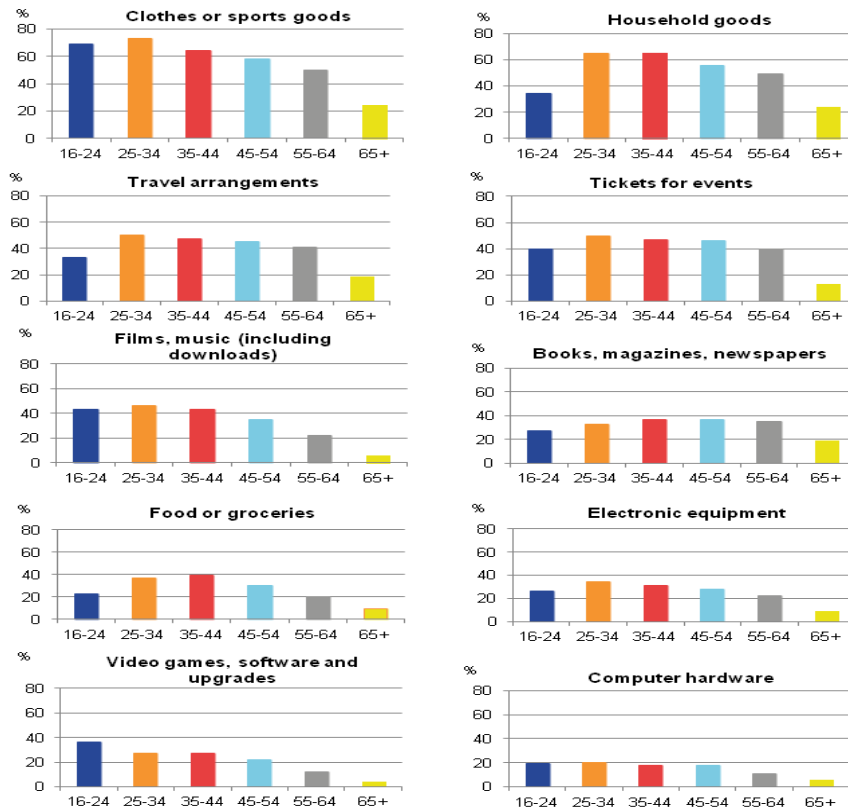
Figure 15 Online purchases in UK in 2016

(Office for National Statistics, 2016)

From analyzing the graph, it is seen clearly that over 77% of adults bought goods or services online (Office for National Statistics, 2016).

Most favorite items online are clothing articles which stand at 54% of adults purchases. Main group of people which focused on buying clothes online are those between 25 and 34 years old. (Office for National Statistics, 2016)

Household goods represent the second most popular items bought online, topped at 48%. This information can be used into taking in consideration future tasks which involve moving furniture, assembling of furniture and other miscellaneous tasks related to household goods (Office for National Statistics, 2016).
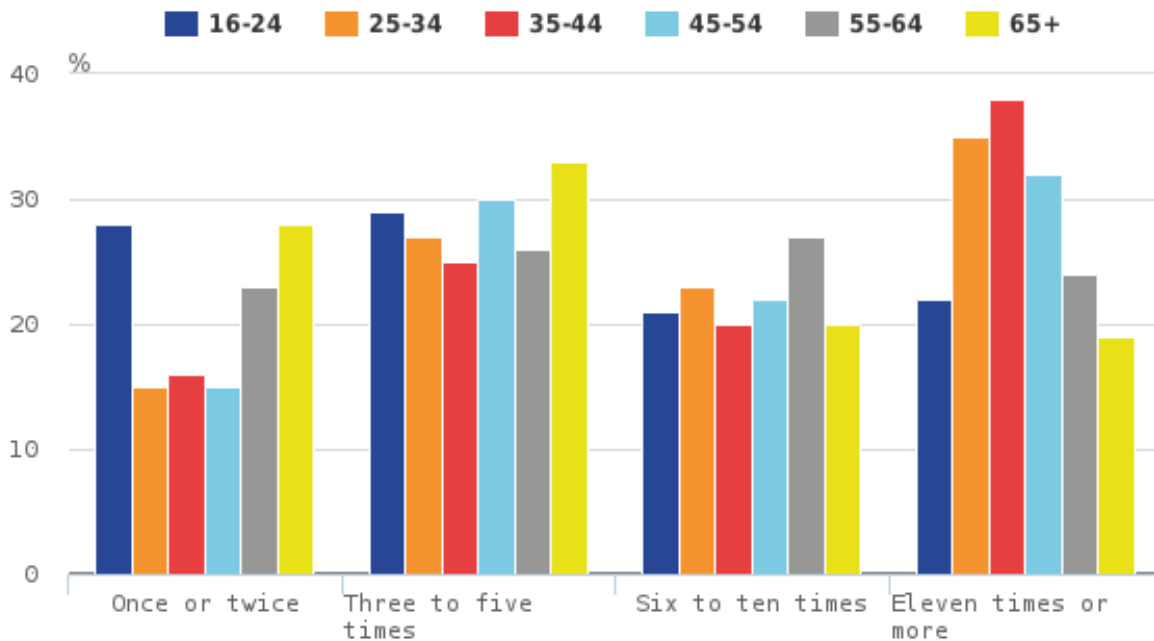
Figure 16 Frequency of online shopping during last 3 months

(Office for National Statistics, 2016)

Most purchases online are being dealt by those aged 35-44, up to eleven times or more. They represent up to 38 %. In second place, with a high frequency of online shopping (35%), stand people aged 25-34, followed by those who are 45-54 at 32%.

Those who buy once or twice are mainly represented by youth within 16-24 (28 %), followed by those aged 65 and above (28 %).

Those who purchased three to five buys during last 3 months of the survey are aged 65 and represent 35 % of the surveyed people.

Despite the fact the youth is more connected to the internet, they are not as active in online shopping as those who are older. This can be due to the lack of money within those aged 16-24.

6.2.4   Competition

6.2.4.1 Direct Competition

www.taskrabbit.com

6.2.4.1.1   Short History and activity area

Figure 17 Task Rabbit's Timeline

(Ajay, n.d.)

Task Rabbit represents the strongest competitor that is currently on the market. It operates in 18 cities across the USA (Task Rabbit, n.d.), and since 2013 they have launched their app in UK, London. Initially launched in Boston, USA, Task Rabbit represents a mature company that operates since 2008 (Deep, n.d.).

6.2.4.1.2 Task Rabbit Business Model

Figure 18 Task Rabbit's business model

(Nextjuggernaut, n.d.)

Their first business model is based on an auction model where Task Posters (those who wish to have a task accomplished) post their jobs. Afterwards, Task Doers (does who accomplish tasks) would bid on task.

The problems they encountered with this initial model is that Task Posters would post an underpaid task, including false information regarding the necessary time to complete the task.

Task Doers would bid on such tasks ignoring difficulty levels and getting paid much less than they deserve for their work. Due to the fact that that Task Doers might work extra for what they are paid, in the new model Task Posters are charged on an hourly rate set by Task Doers.

The new test model was launched in UK, where Task Doers bid their hourly rates, and Task Posters hire them for their jobs. They have applied this change to their business model in other 18 cities in which they are active and have quadrupled their profits.

On the other hand, it pushes the Task Doers to work on an hourly rate in a blind bid on competition. Task Doers no longer have the opportunity to choose a certain task but rather it is given to them a random task which they can accept or not. The process of biding for tasks is no longer present therefore Task Doers would have automatically assigned tasks (Deep, n.d.).

It seems that it is fairly easy and fast for a client to access a Task Doer. He must firstly register, select a section (ex. Cleaning), write his address and about his task. Afterwards he will have to select a date and time, and taskers will be available to him to select, or choose a quick assign option.

Task Rabbit for a certain period has opened business portals in which local businesses could hire workforce from Task Rabbit. Charging price for the local business was 26%. They have closed their business portals (Deep, n.d.) .

From December 2012, the company is valued at 150 million dollars, and they make around 5 million dollars in monthly revenue (Deep, n.d.).

From the initial point of view, Task Rabbit provides the occasion to hire high quality Task Doers, which were background and skilled checked in order to ensure that the job is done properly.

Based on many users' reviews (Anon, 2016), Task Rabbit takes a fairly high percentage amount, 30% initially, and afterwards 15% on a repeated basis. As a person that is eager to work and do tasks in the name of Task Rabbit, the process itself is more tedious. The fact that Task Doers have to wear a specific uniform and have to use a certain mobile app for scheduling, chatting and booking tasks can seem to take a certain freedom from such freelancers.

A big problem which Task Rabbit's rating system has is that Task Doers can be reviewed whether Task Poster cannot, unable to ensure the safety of Task Doers as well (Deep, n.d.).

www.taskpandas.com

Task Pandas is a startup which is self-entitled "eBay for small jobs" (O'Hear, 2012) . Task Pandas run since July 2012. They state that most of the posted tasks are written by women who seek assistance in assembling IKEA furniture, dog sitting, local deliveries or sorting the household laundry. The typical job paying is within 5 and 250 pounds. The commission of Task Pandas' is 15% (O'Hear, 2012).

As Task Rabbit, Task Pandas focus as well on background checks, in order to ensure no altercations or accidents with their Task Doers.

They are currently active in London, Birmingham, Bradford, Bristol, Edinburg, Glasgow, Leeds, Liverpool, Manchester and Sheffield (Task Pandas, n.d.). In total, now they have over 1500 active pandas (active Task Doers).

Their approach on the system matchmaking is the same as the initial model of Task Rabbit. There are Task Posters who post certain jobs. Task Doers bid on the task and afterwards Task Posters select the bidder based on the review or other personal criteria. The match is made after the online payment is on hold. After the task is completed, the transfer is made.

This process takes more time than the new business model used by Task Rabbit and therefore not as stable as their competitor.

6.2.4.2 Indirect Competition
www.Facebook.com

It operates worldwide. It is seen as a competition due to the fact that people can provide and demand services within selected Facebook groups; therefore, some users do not require another third party to bring suppliers and customers together. Facebook is not seen as a strong competitor due to the fact that most of its users do not look for specific services on Facebook.

Unique audience (millions) and reach as % total digital audience
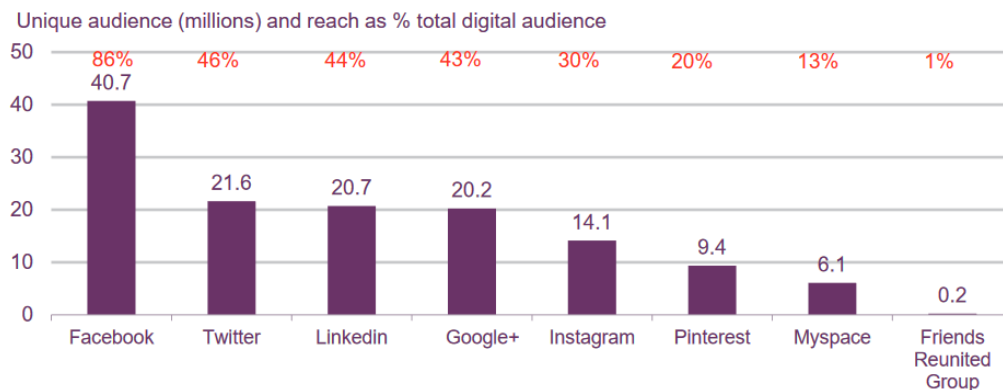
Source: comScore MMX-MP, UK, April 2015
Note: Entities cited from comScore MMX Multi-Platform: FACEBOOK.COM [M], TWITTER.COM [P], LinkedIn [P], Google Plus [C], INSTAGRAM.COM [M], PINTEREST.COM [P], MySpace [P], Friends Reunited Group [P]. MMX Multi-Platform includes laptop/desktop browsing, laptop/desktop video streams and mobile use. Mobile use includes Android smartphones and iOS smartphones and tablets. Only those entities that have been tagged as part of the census network report Android tablet usage data.

Figure 19 Digital Audience in UK among social media

(Office of Communications, 2015)

Facebook reaches 30.1 million unique users and from this point of view, in the long run, it can pose as a direct competitor whether a certain business model changes within Facebook.

www.craiglist.com

It operates worldwide. Craigslist provides the option of its users to provide and demand services but it is not used in the mainstream due to trust issues among people. The platform itself is quite vague, and not very environmentally friendly regarding its ads.

www.Freelancer.com

It is worldwide available. Freelancer gives the opportunity to its users to demand and provide services. The way that freelancer works is that users post projects, and the highest, most qualified bidder gets qualified to obtain the job. This is used mostly for a higher professional level, such as programming, ghost writing, and does not focus on mundane tasks. It is a more tedious project, but it is assumed it provides a higher quality per service as well.

www.fiverr.com

It is worldwide available. On Fiver, users create posts of what services they provide for a minimum sum of 5$. Usual jobs remain in the 5$ range and do not go above it. The services that people provide are mostly within video- animations, presentations, songs, ghost writing, translations and so on. They do not compete directly due to the fact that they are not a 3rd party in which people meet physically to finish certain tasks.

6.2.4.3 Conclusion on Competition

Among indirect competitors, a real threat might pose Facebook in the future due to its high traffic and possible trust among its users within Facebook groups.

Craiglist lacks the trust which people look for, when looking for services and it does not provide the specific platform which people seek within this niche.

Both Freelancer and Fiver cover different section of tasks. Freelancer focuses more on a higher proficiency therefore they do not compete into stealing future clients. Fiver is focused as well on another different level of tasks, which yet again, cannot be fully classified as a future competitor.

Among direct competitors, a SWOT table of the competitors in relation to the online platform reveals the conclusion on direct competitors.

Table 3 SWOT in relation to competition

	Task Rabbit	taskpandas
Strengths	1. It is already a profitable, mature company. 2. Has many human and economic resources.	1. Startup which expanded in many areas. 2. It has an advantage point being second in the market, with over 1500 active people.

	3. Strong brand, yet new to UK market.	
Weaknesses	1. The process of hiring Task Doers is tedious and takes more time to be processed. 2. They lack a rating system for Task Poster. 3. It seems that Task Doers seem to lack the freedom of a freelancer.	1. It lacks the resources of a mature company. 2. It has not expanded yet properly and build the community which they seek. 3. Their business plan seems to be as the old business model of Task Rabbits.
Opportunities	1. For the future online platform, there is the opportunity to expand in main urban areas in UK due to the fact the market is not over flooded. 2. The commission of Task Rabbit starts at 30% and afterwards stays steady at 15%. A lower commission might attract more Task Doers. 3. The rating system lacks a rating for Task Posters.	1. In relation to task pandas, the future online platform can be on the same competitive level, being a startup as well. 2. Task Pandas business plan does not seem to be innovative. There is a possibility to improve the algorithm of the future platform to overcome both taskpandas and Task Rabbit. 3. On their website, there seem to be not so much activity, therefore the areas they covered are not fully under their market share. 4. Their commission is as well stacked at 15%.
Threats- Competitiveness	1. The future platform can focus firstly on creating a large community, creating traffic on website. By having a lower commission such as a minimum of 5% can attract future Task Doers. 2. Although Task Rabbit failed with business Portals, there is an opportunity within that area if there is a certain commission which makes it profitable for all parties (task doers, online platform and the helped business) 3. Focus of the online platform can be on Task Doers initially by providing them better conditions for work environment such as: better	

	rating system for task posters as well, a better algorithm for task sorting and an improved background check.
	4. An important aspect is building trust among users, both within clients (Task Posters) and Task Doers. If trust is build, there is no need for them to appeal on another platform to outsource jobs or seek for jobs.
	5. It seems that both Task Rabbit and Task Panda have not build any system to ensure that future clients will not bypass their online platform. This can be another aspect regards competitiveness.

6.2.5 Porter's five forces

Figure 20 Porter's Five Forces

(Mind Tools Editorial Team, n.d.)

6.2.5.1 The bargaining power of suppliers

When discussing sharing economy, the online platform itself does not respect the basic framework regards suppliers and buyers. There are no actual outside suppliers to keep the process running (with exception to web hosting). The main suppliers represent the group of people engaged to become Task Doers, who are eager to earn extra money.

Because they represent the backbone of the process, they have a very high bargaining power. They are the ones that set their hourly rates and can accept or deny tasks. Their number is essential as well as their commitment.

The higher the number of the suppliers, the better for the company. As the number of suppliers rises, the power is distributed among them. In regards to power, the higher the numbers, the lesser the power they have to charge higher hourly rates due to inside competition.

Their uniqueness stands in their skills and in the jobs which they are willing to get involved. Those who have higher skills and involvement are harder to be replaced. This is another aspect to take in consideration regards suppliers.

6.2.5.2 The bargaining power of buyers

In the sharing economy process, buyers represent those who benefit from a service. In this specific case, buyers represent the people who need a task to be a done. They have a fairly medium to high bargaining power.

Because this is a specific niche, there are not many competitors from which they can chose, limiting their option. They do have the power to choose what supplier is most fit for their task, yet they are limited to a certain price set by suppliers, which most likely is unnegotiable.

6.2.5.3 Competitive Rivalry

As discussed previously within Competition, there is one main indirect competitor, Facebook and two direct competitors, Task Rabbit and Task Pandas.

Because of the fact that there are not many competitors, the market is not oversaturated by such online platforms.

Among competitors, the differences regarding quality, business model and overall strategies have been stated in Competition.

One important thing to notice is that once a customer is part of a certain platform that grants him the trust and sense of community which he seeks, it is less likely he will abandon the platform.

The customer loyalty is essential in building a strong competitive advantage. The community represents the pillar of both buyers and suppliers.

6.2.5.4 Threat of substitution

There is a certain level of threat from substitutes. Those who can act as substitutes represent other people within the circle of the buyer (Task Poster) which are eager to either help for free with tasks, either they work for an exchange of benefits.

Examples of such substitutes:

1. Family members helping their elderly;
2. Neighborhood children doing errands within their neighborhood for spare change or other benefits (food, games, etc.);
3. Close friends who help each other;

The threat rises depending on the level of networking of the buyer.

Other substitutes are being represented by professional companies who perform a certain service, but lack in diversity. Cleaning companies represent a substitute for Task Doers who perform cleaning tasks.

The cost of switching between competitors and substitutes is very low, therefore customers have a high advantage when selecting different options which they consider more attractive.

6.2.5.5 Threat of new entry

The threat of new entry is high. Time which is required to entry the market is related to development of the marketing plan and adjacent software, such as a website or an app. Being competitive is once more time and quality related. The entry itself is not costly when taking in consideration financial resources and time.

There is no need for a certain specialist knowledge which is hard to obtain. It is required that when developing the website, there is a need for lawyers that know e - commerce laws, for IT specialists and so on. Special entry barriers that might narrow the possibility for competition to arise do not exist.

Only barrier that seems to exist is the actual competition, which in time could have already acquired most of the market share, therefore leaving none for other competitors.

6.2.6 Customer Analysis

6.2.6.1 Segmentation

From a marketing point of view, the customers of the online platform are both suppliers (Task Doers) and consumers (Task Posters).

In order to succeed with the business model, both suppliers and consumers must be actively involved in the platform. The following affirmations regarding possible Task Doers and Task Posters are strictly related to information gathered from the situation analysis on Market Factors.

It is expected that main clusters of activity regards supply and demand take part within main urban areas in UK. These areas are represented by:

Table 4 Main urban areas in UK

City	London	Manchester	Birmingham	Glasgow	Southampton/ Portsmouth	Liverpool
Population(mil.)	10.313	2.646	2.515	1.223	0.882	0.87

(CIA, 2016)

6.2.6.1.1   Task Doers (suppliers)

Most of the people who will be interested in performing tasks, are those who have a low income, or no income at all. They are assumed to be part of the 5.4 percent of the unemployed population, which is in total of 3,460,763.988 people (CIA, 2016).

Unemployment rate among youth (15-24) is approximately 16.9 % which is around 584869.114 unemployed youth. Male represent 18.9 % (110540.2625) and women 14.8 % (86560.6289) (CIA, 2016).

It is expected that most of Task Doers will be unemployed youth, both male and female. Those who are underpaid are expected to be a target as well for being a supplier.

By analyzing data from Office for National Statistics, from 2009 (Statistics & Seddon, 2009), youth between 16-24 spend mainly their time on listening music, watching TV and afterwards spending time with their family.

On a daily basis, they spend around 3.3 hours on computer and 2.9 hours on television. This time can be used to accomplish tasks.

The population aged between 25 and 44 which is unemployed, or interested in a part time job, can be classified as possible skilled Task Doers.

If certain individuals within this age range decide to do part time jobs, it is expected that they will have higher skills in carpentry, plumbing or other miscellaneous activities such as these mentioned above.

6.2.6.1.2   Task Posters (consumers/clients)

People that might be interested in being consumers range within all ages. Main reasons for why people would require a task to be completed is either the lack of time or lack of experience in doing certain craftsmanship.

Average jobs posted on Task Pandas are related to dog sitting, assembling IKEA furniture, home deliveries and sorting laundry (Steve-O'Hear, 2012).

Population between 16-24 years

Those who are in-between 16-24 years old and might require certain tasks to be solved, might be due to their lack of time.

Their profession is expected to be on an educational level, implying that they are currently studying. They are either in high school, or active students who have a part time job.

The lack of time during spare time is due to their focus on watching television, listening music either spending time with friends and family. Only 63% percent of youth practice sports, and the other percentage which is not involved in similar activities claim that lack of time prevents them to exercise (Statistics & Seddon, 2009). The obesity rate among youth stands at 29.8 % (2014) (CIA, 2016).

From the analysis of negative side effects of internet usage, it can be seen that the population ranged between 16-24 years' old neglect their sleeping patterns (72%), housework (56%) and their job/work (37%) (Office for Communications, 2016).

Based on these facts, it is expected that this segment of population will seek assistance with housework, job related/homework tasks and other miscellaneous tasks which they neglected due to abuse of internet devices and wrong distribution of their free time. High obesity levels imply future tasks which will consist of home deliveries or other activities which resemble sports.

Population between 25-44 years

This population is expected to be involved in a fulltime job. It is a possibility for them to be newly married, with a young child. Minimum one of the partners it is expected to have a full time job. If there is no couple, it is still expected that those within this range are working full time.

During free time, main events revolve around watching television and staying on computer, within a range of 2.8 hours for each activity (Statistics & Seddon, 2009). 65 % of the population between 25 and 44 years are actively involved in sports. Those who are not involved claim that lack of time is the reason for such (Statistics & Seddon, 2009).

These people are expected to demand tasks related to household activities such as doing the laundry or cleaning. In case there is a baby involved, babysitting can be an option as well.

For single women, assembling IKEA furniture or moving furniture in the house can be one of the tasks as well.

Population between 45-54 years

Those within this range are most likely married with children. As mentioned above for those between 25 and 44, it is expected that people within this range work full time as well. Same criteria

are applied to them with the only exception that the higher the age, the lesser time spent on sports and internet.

Compared with those aged 25-44, main activity is represented by watching television at around 4.10 hours a day, while spending time on the computer is timed at approximately 1 hours and 20 minutes (Statistics & Seddon, 2009).

Main issue with elderly population is that they demand tasks but the lack of experience using the internet makes them a harder target to be persuaded into using the platform.

Population which is 55 + years

This certain range of population is special compared to the other ones. They are the most demanding regarding their needs. They may be married, single or widows. It is possible for them to have grandchildren as well. Of those who are aged 65 +, only 35% practice any sport. Lack of such activities can be caused by certain disabilities or illnesses.

Their overall activities during free time include watching television (89-92 %), spending time with family and friends (83-82%), reading (73%) and gardening (62 %) (Statistics & Seddon, 2009).

From this point of view, they can demand either tasks related reading or gardening, yet if they are alone they can demand tasks in which someone spends time with them.

Unfortunately, only 24% of this population uses internet on a daily basis (Statistics & Seddon, 2009).

From this point of view, it is recommended that a different marketing strategy should be created in order to persuade elder people to use the online platform for certain benefits which they desire.

6.2.6.2 Consumer decision-making process

6.2.6.2.1   Need recognition

Needs are divided into two main forms, internal stimuli (intrinsic) and external stimuli (extrinsic). "A need becomes a motive when it is aroused to a sufficient level of intensity to drive us to act in order to reach a desired goal" (Kotler, 2009).

Based on information gathered from competitors, Office of National Statistics, OFCOM and certain reviews from customers, main needs of the population are within external stimuli.

It seems that the population ranged within 16-24 years old needs to do household work and as well study activities. Household work might include doing the laundry, dishes, cleaning, gardening if there is the case and other miscellaneous tasks.

The population between 25 and 44 years old, might have the need for someone to babysit their child if they have one. If they do not have, they still might lack the time for others tasks during free time due to the fact they work full time. Mainly, household activities represent the primordial tasks which they might consider in hiring someone.

From analysis of Task Pandas, it seems that many women are clients who seek help in assembling IKEA furniture and other household activities (Steve-O'Hear, 2012).

The population between 16 and 44 years old mainly focuses on external stimuli regarding future tasks. The older the population gets, there is a possibility for intrinsic needs as well. These intrinsic needs might be developed into tasks where they require people to spend time with them. There are also external stimuli such as household, home delivery and garden maintenance.

Nevertheless, an important intrinsic need of future clients and future Task Doers is the existence of trust and respect. From this point of view, both Task Rabbit and Task Pandas focused on thorough background checks on their Task Doers.

These background checks are meant to ensure that people working through their platform represents a trustworthy person which is a part of a community developed on trust and respect. A key in developing the community is maintaining the same line of respect and trust from clients who seek tasks to those who provide services as well.

Besides the sense of community, people demand services of high quality and done within a specific timeframe which suits their schedule.

6.2.6.2.2   Information search

After users realize they have a need with the proper intensity to be transformed into a motivation to act upon it, they start searching for a solution to fulfill their desire. Before searching into the external environment, firstly people will seek if they have the inner motivation and conditions to do the tasks alone.

 Intrinsic motivation that boosts the sedentary life is required for them to finish tasks alone. Not only intrinsic motivation is required, but proper conditions such as knowledge in relation to certain tasks can be detrimental into choosing to do the task alone or whether seek help outwardly. If such motivation and conditions do not exist, they will seek help from other sources.

In the case of trivial tasks which might not seem complex, people initially tend to look within their neighborhood for help. Tasks such as doing the laundry, small cleaning, Ikea furniture assembly or home deliveries can be done through the help of friends or neighbors.

People with a small network have a higher chance to find assistance from competitors such as Task Rabbit, Task Pandas or professional companies who work strictly within one specific task.

Besides the competitors, if there is not enough trust developed within future clients, they will seek specialized companies for certain tasks.

In case of tasks related to full house cleaning, plumbing, electrical work or other activities which require a certain professional education, people might be in doubt appealing to an online platform which they might have never used before.

If the future clients need more information related to certain employees, it means that they lack the confidence, trust or experience choosing a service. That is the reason why some people tend to choose specific cleaning companies and not cheaper freelancers that could do the same job at a higher price-quality ratio.

6.2.6.2.3   Alternative evaluation

After gathering information regards possible sources to solve their tasks, clients develop a sorting system in order to choose their best option. They will seek reviews related to the certain service provider in order to get different views (Perreau, 2014). Afterwards, the future client compares his sorting system with his perception in relation to the service providers.

This sorting system is embedded in their thinking pattern. Not all aspects are necessarily taken in consideration by future clients.

Scorecard (1 is the lowest, 5 is the highest):

Table 5 Scorecard of alternative options

Alternative Options Criteria		Professional companies	Task Rabbit	Task Pandas	TaskMate	Friends	Family
Technical	Reliability	5	4	3	4	2	4
	Performance	5	4	4	4	3	3
	Delivery	4	5	5	5	1	3
	Comfort	5	3	3	3	0	0
	Diversity	1	4	4	5	3	2
Social	Status	5	4	4	4	1	3
	Social Belonging	0	3	3	3	5	5
Economic	Price (1=high price)	1	2	3	5	5	5
	Value for money	3	3	4	4	5	5

Personal	Self- Image	5	4	4	4	1	1
	Ethics	5	4	4	4	1	3
	Emotions	5	3	3	3	1	1
Total		41	43	44	48	28	35

6.2.6.2.3.1 Notes on Scorecard:

1. Comfort criteria is related to how comfortable is the customer in in relation to using a certain service. The higher the score, the higher the level of comfort. For example, when appealing to friends and family for services, the comfort is not as high as appealing to a specific company.
2. Diversity criteria is related to the diversity of tasks that can be accomplished by one provider. Higher diversity of tasks implies a higher score.
3. Status is related to the persons place in society. A person with a high status it is expected to use specific services and not appeal to friends and family for his personal affairs. A high score in status implies that the person's status is not affected by appealing to that certain service provider.
4. Social belonging is transformed into the sense of community which is built between client and provider. Higher score in social belonging means that a higher sense of community is built.
5. Related to the price, the higher the price, the lower the scorecard.
6. Value for money is translated into how much the customer received based on the acquisition of the service. Higher value for money implies a higher score.
7. Ethics is related to the ethical involvement when picking a certain service provider. If certain ethics are breached, then a lower score will be displayed. It depends on the tasks as well.
8. A high involvement of emotions triggers a lower score in the scorecard. The lesser emotions the better for the client.

6.2.6.2.3.2 Short Summary of Scorecard:

When choosing professional companies, they seem to be most reliable both in performance and possible delivery. It is comfortable to choose a service from them but they are limited within one area of work. One's status remains unaffected yet there is no sense of community involved. It is most costly service with a proper value for the price. It does not affect the self- image, ethics, and it implies no emotions within the process.

Online platforms seem somewhere in the middle. They have a certain degree of performance, reliability and a higher delivery due to a more flexible schedule. Comfort is not as strong due to the fact that the client has to pick a certain tasker willing to do his job. Indeed, there is a higher diversity of tasks and communicating with people at a higher level implies an increased social belongingness.

Technically the price should be lower than professional companies but higher than friends and family. Among platforms, the price varies depending on the commission and the hourly rates of the Task Doer. The value for money should be higher due to a higher ratio of quality – price. Self-image, ethics and emotions are more likely to be involved within this process. Because the client has to pick a certain Task Doer, he can get emotionally involved. This can have implications on his self-image and ethics.

When choosing Friends or Family, most important aspects that are relevant are social and personal aspects. Technical points score low due to possible involvement with low quality. Because there is no certain contract it is not reliable to ask for friends or family. From an economic point of view, there is no payment so therefore they get a high value for their money.

Biggest upside down is that appealing to friends of family for services, it can trigger negative self-perception on oneself. The status of the person can be affected, relations between them can deter due to money issues or related to task performance. The self -image clearly is affected by a high degree of emotions and possible ethical issues as well.

6.2.6.2.4   Purchase decision

After evaluating the possible alternatives, the future customer is ready to purchase a certain service. There are certain triggers which might affect the purchase decision.

The consumer decision process is affected by his shopping experience, both past and present. Besides the shopping experience, a possible promotion and a return policy with proper terms and conditions of the sale can incline the decision (Perreau, 2014).

In relation to professional companies, if the buyer has a bad experience with them, he will most likely search for a competitor or a substitute. Likewise, it can go with online platforms. A bad experience with one Task Doer can incline the buyer to ask help from his family, friends, or another professional company.

A proper return policy of the online platform, which ensures that the task is done properly no matter what can maintain a good relation with his customer.

The search itself is another factor which affects the purchase decision. If it takes too much to access the requested service, the client will more likely be attracted to a fast service which he perceives to be more reliable at the moment.

6.2.6.2.5   Post-purchase behavior

Main trigger that will make the customer to conclude that his purchase is successful comes after comparing the product with his initial needs. If the customer perceives that the value for money is inexistent, and his needs remain unfulfilled, he will most likely repeat the 5 steps of the consumer buying decision process (Perreau, 2014).

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A bad experience will make the client to exclude services from his previous provider and share his opinion of the brand on blogs, in family or by word-of-mouth (Perreau, 2014).

This can affect the decision of other future clients in stage 3 of the process, which is related to the analysis of alternatives by reviews.

A good experience will make the client fasten the process and make him skip few steps related to the consumer decision buying process (Perreau, 2014). Likewise, he can influence on a positive scale other future clients' decision in step 3 when evaluating alternatives.

 If he is happy with his service, he is happy with his service provider and therefore he will continually appeal to his service provider. This process can continue until there is a need for an alternative evaluation due to a bad experience or changes within his sorting system.

In this case, it is very important that Task Doers are committed and provide high quality services. The sense of community is another way to ensure that the client is part of a loophole both emotionally and socially. In this way, it is harder to appeal to other service providers due to a higher connection with Task Doers than instead of a company.

6.3 Company Factors

6.3.1 Competences for internalization

6.3.1.1 Internal Factors

Currently, the company is competing from a startup point of view. Internal factors such as the firm size and its international experience affect the strategy development and the company's possibility to internationalize either in a hierarchical or export way. It must be taken in consideration the nature of the company as well, which provides an electronic device, therefore does not require a physical distribution.

The firm's size is small, and lacks international experience. From these two internal factors it is suggested to approach a more externalized entry decision.

6.3.1.2 Product

Product analysis and development will be discussed further within competitive strategy development. It is expected that the product will reach a higher complexity than its competitors due to the fact that the company will approach a differential advantage strategy.

Such factors incline the company to focus on a hierarchical internalization.

6.3.1.3 Desired Characteristics

The company is ready to assume a certain degree of risks due to the fact that it operates within a "blue ocean" strategy. There will be certain risks discussed in the following SWOT analysis within weaknesses and threats of the strategy.

It is expected to have a high degree of control of how the company develops in UK. These two factors contribute to the assessment that a hierarchical mode of internalization is more useful within this case.

Flexibility and fast development in relation to competitors and consumers is one factor that must be taken in consideration. For such, high commitment and involvement is required.

6.3.2 Resources

6.3.2.1 Financial Resources

As added previously, the company lacks proper financial resources for further development of its market strategy. Due to the fact it is a startup, it cannot compete on the same level with its mature competitors.

6.3.2.2 Technological Resources

Main technological resources the company is required to have is a proper website and smartphone application. Due to lack of financial and human resources, these two factors are either missing or in a current stage of development.

6.3.2.3 Human Resources

The company lacks human resources because it is in the stage of development of its business model. Main human resources the company will need after it reaches a certain maturity are within these departments:

Table 6 Human resources overview

Marketing:	IT:	Financial:	Legal:
Management	Management	Management	Management
Development	Development		Advisors
Promotion			

Note: This is a basic draft of possible departments required for the company to work properly. It is not a clear description of a further developed plan but a mere insight on human resources.

6.3.2.4 Overall Market knowledge

There is not enough market knowledge regards the possibility of the company to develop prosperously. Main gathered knowledge which is considered accurate and relevant is found through portals such as CIA FACTBOOK (CIA, n.d.), UK's ONS (office for national statistics) (UK Government, 2016) and UK's OFCOM (The Office of Communications) (Office of Communications, 2016).

7. Strategy Development

7.1 SWOT Analysis

Table 7 SWOT Analysis

Strength (S)	Weaknesses (W)
- Charge a lower commission (5-10 %) to increase traffic online among Task Doers - Rating system for clients as well to optimize Task Doers' experience - Optimize balance between freedom and control regards Task Doers	- Not established on the market - Low financial resources - Low technological development - Low human resources - Small Social Network - Insufficient knowledge regards e-commerce laws
Opportunities (O)	Threats (T)
- Expansion in main urban areas - Create a community among dense population - Partnerships - Senior population access to the platform - Future mobile app related to the website - B-2-B Strategic business unit	- Direct competition and substitutes - Low performance from Task Doers - Bypassing the online platform - Fraud that goes both ways - Users' experience with the platform

7.1.1 Strengths

7.1.1.1 Lower Commission

Main strength that can increase the competitive advantage is lowering the commission to attract more Task Doers. The average commission charged by both Task Rabbit and Task Pandas ranges within 30% and 15 %. Most important aspect is to increase the community, build its foundation on trust and take over the market share owned by competitors.

7.1.1.2 Rating system for clients

Based on reviews of Task Rabbit on Glassdoor (Anon, 2016), many Task Doers feel they have no control on choosing their Task Poster. An improved rating system which helps Task Doers to take more control regards their future employee would be beneficial for them.

7.1.1.3 Better support for Task Doers

Balance between freedom and control regards Task Doers is essential. Based on many reviews regards Task Rabbit, it seems that Task Doers lack information in many ways. They do not have the knowledge of a job before accepting it. If they accept the job and refuse right after, they are penalized.

It seems that Task Doers lack proper online support regards certain jobs and are obliged to work within certain parameters. Many feel that they are actual employees of Task Rabbit and not an independent contractor.

Essential is to keep the balance between the online platform and Task Doers. Main issue is to control the vetting process regards background checks. Afterwards, it is essential that Task Doers should be able to act more freely on which tasks they should be able to accept.

It must be taken in consideration as well that the online platform cannot be liable on certain behavior which Task Doers and Task Poster shows.

7.1.2 Weaknesses

7.1.2.1 Not established on the market

Main weakness related to the online platform is that it is not established on the market. Because of this factor, competition has a great advantage at attracting many customers into their own community.

7.1.2.2 Low resources and low technological development

As a small company, there is not enough human and financial resources to compete at the same level with Task Rabbit. There is a need of human resources in further development of the website and its maintenance, marketing human resources, financial and legal advisors. Customer support and as well Task Doers support is required for a proper communication.

Financial support is necessary for future salaries of employees and for the upkeep of the website as well.

Low technological development goes along with financial and human resources. Lacking proper staff, it is difficult to improve algorithms regards sorting tasks, taskers, and clients. Technology development affects as well the design of the website.

7.1.2.3 Small social network

Not being part of the community in UK, it is rather difficult to penetrate as an outsider and campaign for a community within an online environment. It is necessary to build up a social network to attract more customers and Task Doers to take a part of the online community.

7.1.2.4 Insufficient legal knowledge

There are many legal factors that must be met in relation to e-commerce and working with sensitive data of customers. It is necessary to have proper lawyers that are active within e-business to overcome this situation.

7.1.3 Opportunities

7.1.3.1 Urban Areas expansion

As stated above in the market analysis in 6.1.2.1.2 under Level of Urbanization, "Main urban areas are represented by LONDON (capital) 10.313 million; Manchester 2.646

million; Birmingham 2.515 million; Glasgow 1.223 million; Southampton/Portsmouth 882,000; Liverpool 870,000 (2015) (CIA, 2016) . These will be the main cities where the application will be released.

7.1.3.2 Developing a community within a high dense population

Urban areas represent also the main clusters of the population, which implies that there is a high population density. This means that it is much more beneficial to create communities within urban areas.

7.1.3.3 Future Mobile Application

A mobile app is highly recommended due to the use of smartphone being topped as the main device used for accessing internet (Office for Communications, 2016). The mobile application can be considered as a separate project due to its complexity but it remains as an opportunity for the further development of the company.

7.1.3.4 Senior Reach

It is essential to reach elderly who do not have access to internet or are rather within a comfort zone to not use internet. Reaching elderly first, before the competition is an important aspect for the competitive advantage. They are an important part for the community, they are the ones with possible highest demand for tasks and are socially active among their peers, therefore word-of-mouth can be used to spread the idea of the online platform.

Within strategy implementation, under promotion, the possibility to reach the elderly will be discussed.

7.1.3.5 Partnerships

Partnerships can be developed along with retail stores. These partnerships are focused on creating advertisement for the online platform and for the retail stores. As an example, for certain Task Doers or clients, based on their behavior, performance, they are able to receive certain gift cards, or discounts to certain partners.

This will boost both the online customers (clients and Task Doers) and as well the retail stores.

7.1.3.6 B-2-B strategic business unit

There is a possibility for the company to expand and develop a separate strategic business unit. This unit will focus on becoming a business portal for companies that seek part-time employees to work for them through the platform.

The strategic business unit will have to develop a separate business model to assess market factors, competition and other relevant information related to its development.

7.1.4   Threats

7.1.4.1 Direct competition and substitutes

Main threat is the direct competition and specific professional companies which act as substitutes. Direct competition is made by Task Rabbit and Task Pandas, where substitutes are professional cleaning companies, professional household companies which work with moving furniture, deliveries, plumbing, electricity and so on.

If they gain too much of the market share and develop the sense of community among clients, there is a small change to take their clients away from them.

7.1.4.2 Low performance

Low performance from the online platform's staff related to online support and bad sorting algorithm can affect the company in a negative manner. Besides inner quality, Task Doers' performance is essential to keep clients from choosing another company.

If the quality performed on tasks is low, most likely clients will repeat their 5 step decision buying process and bypass the online platform in search for a competitor.

7.1.4.3 Bypassing the online platform

Bypassing the online platform is one of the main threats along with competition. After Task Doers proceed with a client and finish a task, they can discuss and proceed with further tasks bypassing the online platform. In this way, both the clients and Task Doers do not need to repeat the process on the online platform and they can come to a cheaper agreement without taking in consideration any commission. This threat will be taken in consideration further along the project on how it can be solved.

7.1.4.4 Fraud

Besides low performance, many clients can be frauds and abuse their Task Doers. Likewise, many Task Doers can be low performers or abuse their future clients.

 A background check is essential regards Task Doers due to the fact that they can be either sexual predators, thieves or other type of criminals which can use the website to inflict harm on clients.

7.1.4.5 Users 'experience with the platform

An important key aspect is to make the buying experience a three step process to ensure it does not take too much time. If the users will feel that it is hard to find a Task Doer, or is unreliable, they will abandon the platform and lose their confidence and trust in the platform.

This will backfire and spread to other future clients which are in connection with the unsatisfied customer.

7.2 Competitive differentiation strategy
(Matching Strengths to Opportunities/ Converting Weaknesses and Threats)

7.2.1   Competitive Advantages

7.2.1.1 Lower commission -> larger community

By charging a lower commission than Task Rabbit and Task Pandas, there is a higher chance of more Task Doers to be part of the online platform. This action can affect the competition in such a way that it can lose its main Task Doers which without, it cannot operate.

This strength helps the community expand faster within the main targeted urban areas. Currently, Task Rabbit operates only in London, and Task Pandas are yet a startup company that has not oversaturated the market share.

7.2.1.2 Improved rating/vetting system -> stronger and safer community

As many Task Doers feel that they lack knowledge regards their future clients (Anon, 2016), it is necessary to create a rating system which classifies both customers and Task Doers.

It is relevant for Task Doers to know if their client is fair, trustworthy and for customers it is relevant to know the experience of Task Doers; which is translated into how many tasks he has accomplished and at what success rate. This should improve the communication between both sides.

The rating system can be accessed only after a transaction is finished successfully. Likewise, it goes for reviews. A Task Doer can rate or review only the clients who he has worked for through the platform. Same principle applies for clients towards Task Doers, or Task Doers towards Task Doers.

A vetting system can be added within the beta released version. This vetting system can allow Task Doers to perform a certain number of tasks a day. After performing at a certain level, they receive unlimited tasks per day. It can be considered as a trial period in which they can show their skills, commitment and who they are as a person within the community.

It is necessary that the platform has only high performance Task Doers in order to ensure that clients have a pleasant experience with the company. Adding a vetting system diminishes the chances of possible frauds and criminals.

7.2.1.3 Friendly environment for both Task Doers and clients -> better transparency

There is the need for a proper optimization regards balance between freedom and control of Task Doers. In many aspects, many feel they act as employees based on Task Rabbit's business model (Anon, 2016). A certain background check is necessary in order to avoid fraud or other unpleasant incidents.

If the background check is too harsh, it can pursue many Task Doers to decline the online platform. Many reviewers commented they had no knowledge about the task but only after they accepted. If

they would decline, they would get penalized. It is recommended that Task Doers have access to further details regarding the task after and before accepting it.

Furthermore, depending on the human and financial resources, two online support centers must be created for both Task Doers and clients to ensure that the community is growing together efficiently from both ways.

7.2.1.4 Partnerships -> Incentives and advertisement

Partnerships represent an incentive for Task Doers and clients. By partnering with certain retail stores, clients and Task Doers might have access to certain benefits. As an example, if a Task Doer accomplishes a certain number of tasks, he might be eligible for free gift cards, discounts at certain shops or other incentives. Same principle applies for clients who have reached a certain number of successful transactions.

In order to avoid certain scammers, conditions such as the total amount of income gathered through transactions can become one criteria as well.

Partnering with other companies increases the company's credibility, brand and success perception. This method represents one of the cheapest advertisements because it goes both for the platform and partnering companies.

7.2.1.5 Reach out towards senior population

There are many seniors who have access to internet devices. Mainly those who are over 55+, 50% prefer laptops and 43% to 42 % prefer tablets and smartphones (Office for Communications, 2016).

It is essential to reach out to elderly population who might be demanding tasks at a high level but lacks the knowledge to contact any online platform of such.

A differential promotion strategy is required in order to pursue senior citizens to be a part of the online community.

7.2.1.6 Ensuring long-term relation with customers and Task Doers (no bypass)

One important aspect regards the online platform and its relation with the community is that people are able to bypass the platform. After a client is satisfied with one Task Doer, they are able to come to an agreement without having the online platform as a third party.

In this way, the Task Doer will get a higher pay by bypassing the commission and for the client it will be more comfortable not to go through the website's process.

In order to pursue both clients and Task Doers not to do such, many incentives are given to them.

Clients and Task Doers will have no online support regards outbound tasks. Their activity on the website cannot be registered as well. The only way to get rated or reviews is to have successful transaction through the website.

Bad ratings, or no ratings will affect the image they create on the online platform. As added previously, through partnerships and high quality performance or active involvement in the platform, they are able to receive certain benefits.

Having a much lower commission than the competition ensures that there is no greater advantage into bypassing the online platform. On contrary, there are many disadvantages due to loss of above mentioned benefits.

7.3 Target groups

7.3.1 Possible B-2-B strategy business unit

Based on the fact that the company will generate high traffic of people who are willing to work, it creates the opportunity of a strategy business unit to emerge. This strategy business unit has to develop its own business model in order to link Task Doers to future associated companies.

This action is currently limited, and main focus of the current business model is business to consumers.

7.3.2 B-2-C

The target groups are selected from 6.2.6.1 Segmentation. Please visit that section for further information related to segmentation and profiling of viable Task Doers and Task Posters.

7.3.2.1 Task Doers (suppliers of services)

It cannot be said exactly that a certain range of people based on age, race or gender represents the target group. Main target group regards Task Doers is represented by those who wish to perform tasks in order to get a higher income.

7.3.2.1.1 Unskilled Task Doers

It is expected that most of Task Doers to be unemployed youth. Such performers cannot be involved in tasks with higher difficulty due to possible health risks or low performance. They are necessary for trivial, fast tasks which do not require certain skills. This does not imply that they cannot develop further skills to advance as performers.

7.3.2.1.2 Skilled Task Doers

Certain individuals with carpentry, plumbing or other professional backgrounds are seen as higher quality performers due to their increased skills within one certain domain. They represent an important target group for being a Task Doer. High quality performance is necessary in order for the company to survive.

7.3.2.2 Task Posters (consumers of services)

The target group of task posters represent all the segments of Task Posters within 6.2.6.1.2 Task Posters. Please visit that section for further information regards Task Posters target group.

All the people targeted have needs they wish to fulfill yet lack certain resources that stops them from achieving what they wish. A short review of segmented Task Posters is described in the table below:

Table 8 Overview of target groups as task posters

Age	Occupation	Spare Time Activities	Needs	Lack of Resources
16-24	1. Students 2. Unemployed 3. Part-time Employed	1. Television 2. Listening music 3. Time with friends/family 4. 63% do sports	1. Housework 2. Moving furniture 3. Homework 4. Home Deliveries	1. Time 2. Enough sleep 3. Motivation
25-44	1. Fulltime job 2. Newly married (with or without a young child) 3.	1. Television 2. Computer 3. Time with friends/family 4. 65% do sports	1. Housework 2. Moving furniture 3. Home Deliveries 4. Babysitting	1. Time 2. Motivation
45-54	1. Fulltime job 2. Married with children	1. Television 2. Computer 3. Time with friends/family 4. Less active sports, more involved into reading, gardening	1. Housework 2. Moving furniture 3. Home Deliveries 4. Gardening	1. Time 2. Motivation 3. Physical condition
55+	1. Fulltime job 2. Retired	1. Television 2. Time with friends/family	1. Housework 2. Moving furniture 3. Home Deliveries	1. Time 2. Motivation

3. With Grandchildren 4. Possible widow	3. 35% practice sports 4. Reading (73%) 5. Gardening (62%)	4. Gardening 5. Someone to talk with	3. Physical condition

7.4 Marketing Objectives

7.4.1 Brand Awareness

Brand awareness is essential to attract customers and solidify the position on the market. In order to increase the value endowed on provided services, it is required that the company builds a strong brand equity.

Brand associations, such as future partnerships help develop a proper brand equity in which customers will feel comfortable to appeal to.

In regards to brand awareness, the brand's name, mission statement and values represent the base of the foundation.

7.4.1.1 Business Name and Logo

For further information, regards the process of selecting the business name, please read the process report found in Appendix 1.

A proper business name must have a positive association, must be easy to pronounce, distinctive and if possible, to remind of product benefits.

The chosen name of the business is TaskMate, and the future website will be www.TaskMate.com.

The word "Task" makes the user think that the company is involved with certain tasks and the word "mate" brings a comfortable, relaxed and trustworthy feeling. Adding them both together brings the subliminal message of "a trustworthy person who is willing to do certain tasks for them".

A business Logo is required for promotion of the company. This Logo will be further developed within the technical aspects of this project.

7.4.1.2 Business core values

Setting a certain business conduit based on selected values is essential for the company's brand development and its consistency. Core values support the vision and shape the culture of the company (Wendy, 2013).

TaskMate's core values:

7.4.1.2.1 Responsible

Everyone within the company, being either a core employee, Task Doer or Task Poster should assume full responsibility of his actions (Wendy, 2013).

He must be responsible both ethically and performance wise. One must act with honesty and honor without compromising truth (Wendy, 2013), fairness and trust.

7.4.1.2.2 Balance

It is essential that the company creates a balance regards its strategy. It must take in consideration the balance between control and freedom of those who work through the platform.

Same principle of balance is applied for the development of community, where both Task Posters and Task Doers must be treated on the same degree of fairness.

7.4.1.2.3 Excellence

Excellence of the company is reflected in its high quality performance of achieving great results. Excellence stands for further innovation of the company's business development as well.

7.4.1.3 Business mission statement and vision

7.4.1.3.1 Business mission statement

A business mission statement is a short written statement which includes business's goals and its philosophies (Entrepreneur staff, n.d.).

"At TaskMate, our mission is to connect and ensure your needs are satisfied by neighbors eager to help you. By reaching people close to you, we encourage development of a closer community based on trust and fairness. Together, we can do it! "

7.4.1.3.2 Business vision

A business vision is a vivid mental image of what one wants of their business to be at a certain point in future based on their goals and aspirations. It helps to keep the business on a clear focus and not set astray (Australian government, 2016).

"TaskMate aims at becoming a global leader regards connecting people with needs and people with services".

7.4.2 Gain market share

7.4.2.1 Initial establishment in the UK market

One of the marketing objectives is to establish in the UK market and consolidate its position based on its business core values.

7.4.2.2 Implementing differentiation strategy

After the initial establishment, it is important that TaskMate implements its differentiation strategy in order to gain a fair amount of market share. Second step is to secure the market share and gradually increase it until the market becomes closer to a monopoly of TaskMate.

7.4.3 Take advantage of market gap

Currently, there are only two main competitors. Task Rabbit operates only in London and Task PandasS represents a startup which tries to operate in main cities within UK.

Because there is a market gap in relation to the competitor's development, TaskMate focuses on developing its strategy within UK's most highly populated cities.

Besides place, there is a certain target group of elderly who might not have been informed by such online platforms due to their lack of activity online. By being the first company with whom they might have contact, it is highly possible that they will remain loyal clients of the company.

7.4.4 Community development

Forming a community is essential for the TaskMate's prosperity. The community is made up of TaskMate's clients which can be both Task Posters and Task Providers. The community's foundation is represented by the core values of the company and the glue is the exchange of services among its peers.

The community is a mixture of men, women, young and senior members. It is important that seniors who are not actively online become aware of TaskMate and thus be a part of the community.

7.4.5 Generate profit

Profit is seen both financially wise and traffic wise. Main objective regards profitability is to increase traffic online. Through an increased traffic, the amount of possible transactions among people substantially increases as well, thus generating profit.

Initially, in the short run, it is expected that the company will not be profitable due to low traffic and costs regards human resources and web development.

7.5 Market Entry Strategies

The market entry strategy is affected by the nature of TaskMate's business, its product characteristics, requirements for customer support and customization needs (Ojala & Tyrväinen, 2006).

If the Uppsala model is taken as a reference, best entry strategy in this case is based on foreign direct investment. Due to the nature of the product, which is similar to that of AirBnB (Cardwell, 2015), it is safely to presume that such type of business is a born global and it does not require specific market entry strategies as when dealing with physical products for export.

8. Strategy Implementation

8.1 Marketing mix

8.1.1 Product

8.1.1.1 Platforms

The future product, in its final form is expected to be available on www.TaskMate.com. Furtherly, in the long run, the application will be available for both IOS and Android users besides Windows.

Due to the fact that smartphones cover a higher market share compared to desktops or laptops (For further information check 6.1.3 Technological factors), it is necessary for the service to be available on smartphone platforms.

There is the possibility to branch out the product through a strategic business unit that will seek to create matchmaking between companies and Task Doers as well.

8.1.1.2 Customer related content

8.1.1.2.1 Registration

The final version of the product is expected to include the possibility of registering both as a Task Poster and Task Doer. Both users will have their personal profile where they can modify data, and as well have a public profile to share with people among the community.

8.1.1.2.1.1 For Task Doers:

Step 1:

The Task Doer must agree with the terms of agreement and afterwards include information related to his area of activity, contact and personal details.

Step 2:

The Task Doer must include his ways of transportation and how he found out about TaskMate.

Step 3:

When a Task Doer registers, he will have the possibility to select his skills from 7 main sections:

1. Cleaning Activities
2. Handyman Activities
3. Events Activities (planner, staffer, organizer, assistant)
4. Delivery and Shopping Activities
5. Furniture Activities (move and assemble)
6. Moving Activities (pack and transport)
7. Miscellaneous activities (waiting in line, decorations etc.)

Step 4:

For each added and selected skill within a certain section, the user should be able to add his level of experience within the certain activity (not experienced, has certain experience, part-time, full time, professional certified experience).

When selecting skills, he should be able to set an hourly rate for his activities.

Step 5:

The Task Doer must register his credit card for further transactions.

Step 6:

The Task Doer must complete his profile and include his schedule on the website regards when he is available to perform tasks.

Step 7:

The Task Doer must wait to be contacted for an activity. He is allowed to perform a certain number of tasks a month, based on his initial performance, behavior. If his overall performance is of high quality based on the Task Posters review, then his tasks a month are increased.

8.1.1.2.1.2   For Task Posters:

Step 1:

The Task Poster must agree with the terms of agreement and afterwards include information related to his area of activity, contact and personal details.

Step 2:

In step 2, the Task Poster must include his credit card information.

8.1.1.2.1.3   Requesting and Selecting Tasks

Requesting a task in 3 steps:

Step 1:

Pick Task Activity Section (cleaning etc.).

Step 2:

Write task location or select default location based on profile and task information.

Step 3:

Select schedule: time and date.

Based on the selected schedule, available Task Doers will become available. The user can choose personally or select a quick assign.

Step 4:

Confirm booking. If the booking is canceled within 24 hours of the scheduled start time, the Task Poster might be sanctioned with a fee of 1 hourly rate of Task Doer.

Selecting Task in 1 step:

Step 1:

Task Doers wait for a certain Task Poster to contact them, and receive information related a certain task. They have 30 minutes to reply if an activity is scheduled as immediately. They have an hour otherwise. The information is sent on their schedule either via Website platform, or via smartphone app.

8.1.1.3 Differential Advantages

The product has the following differential advantages:

1. Rating system for Task Posters to optimize Task Doers experience as well
2. Rating system for Task Doers
3. Optimized balance between freedom and control regards Task Doers
4. Expansion in all main urban areas, afterwards with the possibility of expansion in another country.
5. Easier access for seniors with low knowledge related to internet.
6. Trust worthy community based on the Task Mate's core values.
7. Partnerships with companies to strengthen the product's brand and motivate employees through incentives.

8.1.2 Price

In order to gain high traffic, Task Doers must feel that they pay less and gain more, than rather working through other online platform. The charged commission should be lower than 15%, as how Task Rabbit and Task Pandas charge.

The main revenue streams are generated through online ads and commissions. It is expected that per transaction, only 10% will be subtracted from the Task Doer's income. This will lower the price payed by Task Posters as well.

Google AdSense represents a free method that can be used to generate money based on how many clicks one ad gets. It is expected that in the future, the company will have a high traffic, so therefore Google AdSense is necessary for a steady profit.

8.1.3 Place

Based on the analysis from 6.1.2.1.1. Population and growth, these are the main targeted cities:

Table 9 Main urban areas in UK

City	London	Manchester	Birmingham	Glasgow	Southampton/ Portsmouth	Liverpool
Population(mil.)	10.313	2.646	2.515	1.223	0.882	0.87

The product will be found online at www.TaskMate.com on the platforms listed above in the Product Section at 8.1.1.1.

8.1.4 Promotion

Promotion is used to achieve marketing objectives. Main marketing objectives accomplished through a proper promotion are:

1. Improve Brand awareness
2. Gain market share
3. Develop a community based on the business's core values
4. Generate profit

8.1.4.1 Offline Promotion

8.1.4.1.1 Flyers distribution

There are 2 main different target groups, youth and seniors. In order to increase the awareness of the website's existence, flyers are distributed within most circulated areas of the target groups. The flyers will contain short information of the website's purpose, including a link.

In order to attract youth, main areas of flyers distribution are represented by:

1. Educational institutions (schools, universities etc.)
2. Different youth activity centers (gyms, pools, basketball, football courts etc.)

In order to attract seniors, main areas of flyers distribution are represented by:

1. Church communities
2. Senior inside communities

Flyers are used to target activity areas as well. By partnering with a distribution company, they can deliver fliers to everyone's mail within a certain area.

8.1.4.1.2 Networking

Networking is essential when it comes to promotion. As seen within the consumer's decision buying process, if the client is satisfied or not with the provided service, he will spread the word.

It is essential that the word of mouth is used in a positive manner to increase the awareness of the brand in the direction that it is trustworthy, highly effective and efficient.

Within networking, the developed community holds a sensitive spot. It is necessary that is created based on the business's core values, to ensure that only high quality members are part of it. In this way, it creates a cycle that serves as a vetting system for members.

8.1.4.1.3   Hosting / sponsoring events

Depending on the budget, the company can host or sponsor certain events in which the target group is involved. The purpose is to gather a cluster of target groups together, to network, and possibly choose the application later.

Such events can include bingo nights for elderly, sport activities for the youth and so on.

8.1.4.1.4   Press Release

In order to reach those who are actively involved in reading newspapers, a press release is highly welcomed before launching the application. A one-page article with information regards the website's location and purpose is enough for the press release. The information must be written in an unbiased approach to increase its credibility.

Main newspapers, based on the analysis from "6.1.2.2.2 Time spent on media devices", are The Sun, Daily Mail, Daily Mirror, The Daily Telegraph, The Times, Daily Express, The Guardian, The Independent and Financial Times.

Most viewed are the first three, in which the press release will be announced. Based on the costs, the press release will be extended to all newspapers.

8.1.4.1.5   Company Dating

Company dating represents a promotional move to increase awareness among other companies that TaskMate is currently on the market. It has nothing to do with customer promotion. Company dating can be used to improve networking in relation to future partnerships and possible exchange of information between non-competitors.

8.1.4.2 Online Promotion

8.1.4.2.1   Social media

Social media is important to communicate and maintain a relation with customers online. There are over 52 main social media networks that help to maintain and improve a company's image and presence online (Turner, n.d.).

Main networking sites that will be used are Facebook, LinkedIn, Google+ and Tweeter. On each, daily activity is required to increase the company's credibility and presence online.

Updates, features and other relevant news related to the company represent the main content that will be distributed online.

YouTube can be another effective channel to improve the image of the website. Content such as talking about TaskMate's future activities and overall feedback gathered from the community can be included.

8.1.4.2.2 Blogs, forums and discussion boards

8.1.4.2.2.1 Blogs

There are 2 types of blogging platforms that can be used to improve the image and add SEO value to the company. One type of a blogging platform comes in a simpler form and the other one is used mostly by more serious bloggers (Turner, n.d.).

Simpler blogging platforms: Blogger, Tumblr, Vox or Xanga.

More serious platforms which add value to SEO of the website: Joomla, Drupal, Typepad or WordPress (Turner, n.d.).

Choosing a writer for Tumblr and WordPress makes the company present in the blogging community as well.

8.1.4.2.2.2 Online Forums and discussion boards

Online forums and discussion lists help the company develop the community online and maintain the contact with them on a daily basis. Members of the community can interact with each other regards their services, interests, tasks and other miscellaneous activities (Turner, n.d.).

Available platforms for such are: Lefora, Zoho, Drupal, PhpBB, Vanila, JavaBB and vBulletin (Turner, n.d.).

One platform is enough for the website, and it requires that the company stays actively involved on a daily basis.

Reddit is a popular social bookmarking service where people can up vote or down vote the website by tagging an article, blog or the website itself. In order to have a great impact, it needs to have high traffic to be on the radar (Turner, n.d.).

8.1.4.2.3 Search Engines Optimization

SEO stands for search engines optimization (Mcgee, 2011). Most important aspect when it comes to online promotion is optimizing the website to enhance its visibility among search engines. Main used search engines are Google, Bing, Yahoo and DuckDuckGO.

Actions (Mcgee, 2011):

1. Web Analytics software must be implemented in order to keep track if certain changes have a positive outcome or not.
2. Website must have a sitemap page for the search engine spiders to index pages easily.

3. Use of Google's AdWords Keyword Tool improves the chances of the website to appear when certain keywords are searched.
   Unfortunately, in order for the website to appear, there is a competition based on keywords. The company which is more willing to pay Google AdWords more, every time a searcher clicks the add is more likely to have its advertisement (Ratcliff, 2014).
4. Make SEO- friendly URL. For example, www.TaskMate.com/Cleaning.aspx , should redirect users to the cleaning section.
5. Create link exchange partnerships with non- competitors that target the same target group. For example, senior clubs' website can redirect people on TaskMate.

8.1.4.2.4   Website design

8.1.4.2.4.1   Website Incentives

In relation to the website content, in order to pursue users to be more actively involved or perform on a higher quality, certain discounts, gift cards can be offered.

Based on possible partnerships, it is possible to distribute give away cards, gift cards from the partnering company. The partnering company will receive new customers and TaskMate will keep its clients satisfied and eager to work harder.

8.1.4.2.4.2   Website design

The website will have to follow certain usability guidelines in order to ensure that it is easy to use, comfortable and attractive for the viewers. There can be found online, both Web Standards and usability guidelines as well (U.S. Department of Health & Human Services, n.d.).

Creation of a Logo that is easy to understand and that can stand out is another tool to be used for promotion of the website.

9. Marketing Conclusion

The initial market research conducted to evaluate the potential of UK within the screening analysis showed that UK is a developed country which provides means for business development.

Through the macro environmental analysis, it is revealed that the GDP, Inflation, unemployment rate are within optimal parameters. The level of urbanization in Great Britain stands at 82.6%, in which main urban areas are represented by London, Manchester, Birmingham, Glasgow, Southampton and Liverpool.

Analysis of the lifestyle reveals that the main activities within spare time are watching television, internet devices usage and spending time with family and friends. Daily internet usage is constantly increasing throughout UK's adult population.

In 2006, only 35% of the population is involved in internet usage. The current market size in 2016 approaches 92% of UK's population and is 10th place world ranked. The structure of the media devices is divided in 71% smartphones, 62% laptops and 52% tablets, with an increase in

smartphones.   The trend of buying online shows that over 77% of adults bought goods or other services online and the frequency fluctuates in relation to the age.

Regards competition, there is one main mature competitor, Task Rabbit, which is established in US and expanded only in London. Another direct competitor, Task Pandas, is a startup that has potential to pose a threat. Indirect competitors are mostly composed of Facebook and substitute companies which can offer the services which other Task Doers might offer.

From the customer analysis, it is expected that most of Task Doers, suppliers of services, are expected to be young people, between 15-24. Those aged between 25 and 44 are expected to be qualified as Task Doers which do high level tasks, which require a certain degree, such as electrician, plumber, carpenter etc. Task Posters, the clients, represent everyone who has a need for a service. They are within all age ranges, from 16-24, to 55 +.

By going through the consumer decision-making process, it is concluded that most essential thing is that future clients have a good first time experience with those who perform their tasks. A high level performance alongside with mutual respect is essential for promotion of TaskMate and expansion of its community.

Regards competences for internalization, the company lacks resources in the financial, human and technological sector. Overall market knowledge is limited due to lack of experience as a startup, but the product's complexity can help the business penetrate the market more easily. TaskMate is ready to assume a certain degree of risks in order to have high degree of control of the company, and is ready to show flexibility in its development.

From the SWOT analysis, there are three main strengths of the product: an improved rating system for both clients (Task Posters) and suppliers (Task Doers), lower commission and an optimized balance between freedom and control regards Task Doers.

Weaknesses are mostly related to the fact that the company is a startup and lacks knowledge, experience, resources and is within a small social network.

Opportunities reveal that there is a great potential in expanding in main urban areas where it is the easiest and fastest to develop a community and partnerships. There is a certain segment of the senior population which lacks knowledge on how to use the internet. They represent another pylon for the development of the community and promotion through word of mouth among their peers. If TaskMate expands first to them, and teaches them how to use the platform, is expected that they will be the most loyal to the company.

An essential action is to develop a mobile application to ease the booking, but is seen as a side project due to its complexity. If the business is developed properly, another business strategic unit can be created to work only on B-2-B level.

Threats are represented mainly by direct competition and substitutes. Low performance from Task Doers, fraud that goes both ways and a bad user's experience with the platform increase the risk of the business to gain no market share. Another aspect is bypassing the online platform due to payment of commission.

The competitive differentiation strategy focuses on matching strengths to opportunities and converting weaknesses and threats. A lower commission attracts a larger number of people eager to work, thus increasing the community. An improved rating and vetting system ensures that the quality of the people involved within the community are of high quality, moral and performance wise.

Another aspect is creating a friendly environment for both Task Doers and Task Posters in order to ensure mutual respect and a better transparency. To motivate people into using the platform, incentives such as discounts through partner companies can be developed through partnerships.

To ensure a long term relation with customers and Task Doers and to avoid bypassing the company, they are given a higher number of advantages compared to paying no commission. If the company is bypassed, users cannot be helped if something goes wrong, they will not receive incentives or reviews due to the fact there is no online transaction that can be monitored.

The target group is broad in relation to the segmentation. All of the people who seek to earn money represent a future Task Doer and all of the people who seek services are Task Posters.

Main Task Doers are grouped in 2 main categories: unskilled Task Doers which are between 16-24 years old and skilled Task Doers which are within 24-45 years old.

Task posters can range, but is expected that mainly they are within 20-40 and 55+, based on different needs.

Marketing objectives are: create business awareness, gain market share, take advantage of the market gap, focus on community development and generate profit.

Regards the market entry strategies, the company is seen as a born global. It cannot be said that it follows Uppsala model by the book, but when used as a reference, due to the nature of the product, best entry strategy is foreign direct investment.

Final aspect to take in consideration is strategy implementation. The product is available on main platforms such as Windows, IOS and Android. It is expected to have a rating system for both Task Doers and Task Posters and an optimization of freedom and control of Task Doers.

Other aspects related to the product is that it will function as a trust worthy community based on TaskMate's core values, it will have partnerships for trust, brand awareness and incentives for the people involved. Easier access for seniors is another future aspect to be implemented.

Regards price, it will have only 10% commission compared to 15 or 30 % of its competitors. Place of expansion is within main urban areas and found online at www.TaskMate.com.

Promotion is both online and offline, and used to achieve main marketing objectives. Offline promotion includes flyers distribution based on the target group's activity and age. Networking, hosting and sponsoring events are all means of offline promotion. Press release and company dating are two other aspects of offline promotion.

Regards online promotion, social media activity is essential. Daily activity on Facebook, LinkedIn, Google+ Tweeter increases the company's credibility and presence online.

Blogs, online forums and discussion boards are meant to develop and unite the future community of TaskMate. In relation to the website, search engine optimization tools are required to be implemented to increase the presence in online searches.

The website design and its content should follow guidelines of usability in relation to its target group to ensure an easy and pleasant graphical user interface experience.

10. Software Development

This part of the project covers technical aspects of developing the online platform in relation to its target group and competition mentioned above. The website itself represents the virtual gathering place of the community, where people are able to make transactions based on the creation of tasks from Task Posters and acceptance of providing services from Task Doers.

Within this project, it will not be possible to create a fully finished product. The system is implemented through tools such as Microsoft Visual Studio Express for Web 2012 and modeled using Astah.

10.1 Stakeholders

Stakeholders represent people or organizations which can influence directly or indirectly the requirements in system development. Mainly, prime stakeholders are those actively involved with the website. A broad view of the stakeholders is those described in section 7.3 Target Groups. Besides those mentioned previously, there are other stakeholders as well including software programmers which work with the website and the owners. These are the current stakeholders based on the market research and situation assessment:

1. Guests (anonymous users without login)
   They can browse the website and have access only to information which is unrestricted of login status. They have the possibility to create an account either for a Task Poster role, or Task Doer role.

 Logged in users with different assigned roles:

Logged in users have common functionalities and different ones as well in relation to their assigned roles.

2. Task Posters (those who wish to have a task accomplished)
   Their distinctive functionality is that they can demand a task to be accomplished, and chose a certain Task Doer to comply. Their profile differs from a Task Doer and Administrator.
3. Task Doers (those who wish to accomplish tasks)
   Their distinctive functionality is that for them there can be assigned tasks and they can add skills. Their profile differs from a Task Poster and Administrator
4. Administrators
   Their purpose is to keep in touch with the community and assure there are no problems. They should be able to edit tasks, edit other users' profiles, and so on.

10.2   Identification of website requirements

The identification of the website's requirements is in relation with the user's reviews based on the main competitor (Anon, 2016) and main competitor's website analysis-www.taskrabbit.com.

Even though, user's reviews imply more functionality, this state of development is a prototype and will not be able to implement all the requirements. The finished version of product will take all the information in consideration, but for now, the main requirements are those which are feasible. Forth priority requirements are meant to be taken as future considerations for the fully developed product.

10.3   Requirements Category

10.3.1 Functional Requirements

Table 10 Functional requirements

Nr.	Functional Requirements	Priority (1 high, 4 low)
1.	The product shall allow guests to register according to their desired role (Signup function).	1
2.	The product shall implement 4 roles: Anonymous, Task Poster, Task Doer and Admin.	1
3.	The product shall allow users to Log in.	1
4.	The product shall display content in relation to the role of the users.	1
5.	Users in the role of Task Poster are able to create a task with information related to task location and task activity.	2
6.	Users in the role of Task Poster have a personal account.	2
7.	Logged in users are able to see the public profile of other users.	4
8.	Users in the role of Task Doer are able to see a task which was assigned to them.	4

9.	Users in the role of Task Doer are able to decline or accept a task assigned to them.	4
10.	Users in the role of Task Poster can choose which Task Doer they want manually if their schedule is free.	3
11.	Users in the role of Task Poster can choose a Task Doer automatically, based on the vetting system created by the automatic schedule.	3
12.	Users in the role of Task Doer have a personalized profile.	3
13.	The product shall implement 7 main activity sections for task creation: Cleaning, Handyman, Events, Delivery and Shopping, Furniture, Moving and Miscellaneous activities.	4
14.	Users in the role of Task Doer have a possibility to add their skills within the 7 main activity sections.	3
15.	Users in the role of Task Doer have the possibility to add their level of experience within the certain activity (not experienced, has certain experience, part-time, full-time, professional certified experience)	3
16.	Users in the role of Task Doer are able to add Criminal record.	4
17.	Users in the role of Task Doer are able to add CV, Criminal record.	4
18.	Users in the role of Task Doer have the possibility to set an hourly rate for their activities.	3
19.	The product shall implement an online payment system with a 10 to 15 % commission payed by Task Doers per transfer.	4
20.	The product shall include a future smartphone application.	4
21.	The product shall include algorithms related to sorting Task Doers.	4
22.	The product shall include synchronized schedule between Task Doers free time and Task Posters required tasks.	4
23.	The product shall include functionalities of an Administrator related to removing tasks and users, and undoing removals due to mistakes.	4
24.	The product shall allow Task Doers to perform a certain amount of tasks per week based on their performance. The number increases weekly based on their performance.	4
25.	The product shall include a rating system for both Task Posters and Task Doers to rate Task Posters either Task Doers.	4
26.	The product shall allow ratings only among peers which had a transaction in between each other.	
27.	The product shall include the possibility for Task Doers or Task Posters to cancel agreed or posted tasks within 24 hours.	4

28.	The product shall include the functionality of sanctioning Task Posters with a fee of 1 hourly rate of agreed Task Doer when canceling a task within 24 hours.	
29.	The product shall include incentives, bonuses, based on the number of transactions, performance, sum involved, for both Task Doers and Task Posters.	4
30.	The product shall include the possibility for registered users to see transactions.	4

10.3.2 Non-Functional Requirements

Table 11 Non-Functional requirements

Nr.	Non-functional requirement category	Non-Functional Requirements	Priority (1 high, 4 low)
1.	Look and Feel	The product shall be tested on users in order to see if it is user friendly.	1
2.	Look and Feel	The product shall have its content displayed in English language.	1
3.	Usability	The product shall be usable by customers with limited experience of using computers.	1
4.	Usability	The product shall have an easy to use sitemap.	1
5.	Usability	The product shall comply to usability guidelines related to texts, colors.	1
6.	Usability	The product shall display main content related to its target group.	1
7.	Performance	The product shall support over 500.000 concurrent users.	4
8.	Performance	The product shall have an index page that loads within 1.5 seconds on a 2 Mb/s.	2
9.	Performance	The product shall need to have a database able to store a large amount of data.	2
10.	Operational	The product shall be available online 24/24.	4
11.	Maintainability	The product shall be readily portable to Windows.	3
12.	Security	The product shall be able to store the users' passwords encrypted.	2
13.	Security	The product shall have a decent security against SQL injection.	2
14.	Cultural/Political	The product shall not have content which can create cultural, political clashes.	3
15.	Maintainability	The product shall be readily portable to IOS, Android.	4

16.	Security	The product shall comply with legal laws and regulations such as: "The Sale of Goods Act", E-Commerce Regulations, "The Privacy and Electronic Communications Regulations 2003", "Data Protection Act", Payment Card Industry and Data Security Standard.	4

(Anon., n.d.) (Robertson, n.d.)

10.4   Website Modeling

10.4.1 Design

The website's design is influenced by the main competitor's website -www.taskrabbit.com. It takes in consideration common usability guidelines, such as color compatibility, text compatibility, screens resolutions and reviews of Task Rabbit's users (Anon, 2016).

Please visit Appendix 3 "Website initial design" folder for pictures of the competitor's website, paper mock up design and a document which shows thoroughly how they are all linked together.

10.4.2   Homepage paper mockup
Description:

Includes in the header a Logo, sign up, how it works, log in. The content shows with 3 pictures the 3 step process of assigning a task. In the footer there is an about us link, how it works, contact us, terms and privacy and social media such as Facebook, twitter, and Instagram.
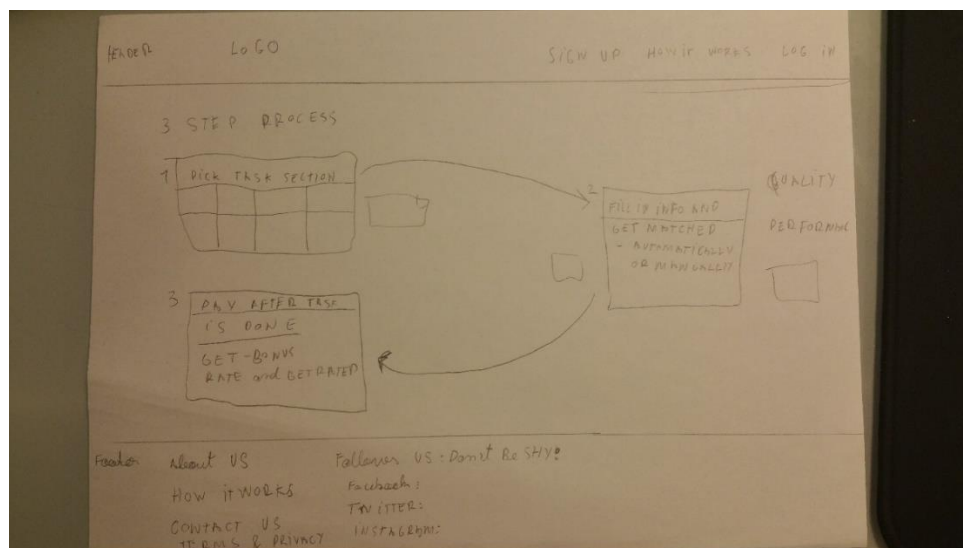

Figure 21 Homepage paper mockup

10.4.2.1 Task Poster's dashboard paper mockup

Description:

Includes in the header Task Poster's Dashboard, dashboard and account. The content shows the three step process of assigning a task. The initial process of assigning a task is shown with the seven main task sections: Cleaning, Handyman work, Delivery & Shopping, Furniture, Moving, Events, Miscellaneous.
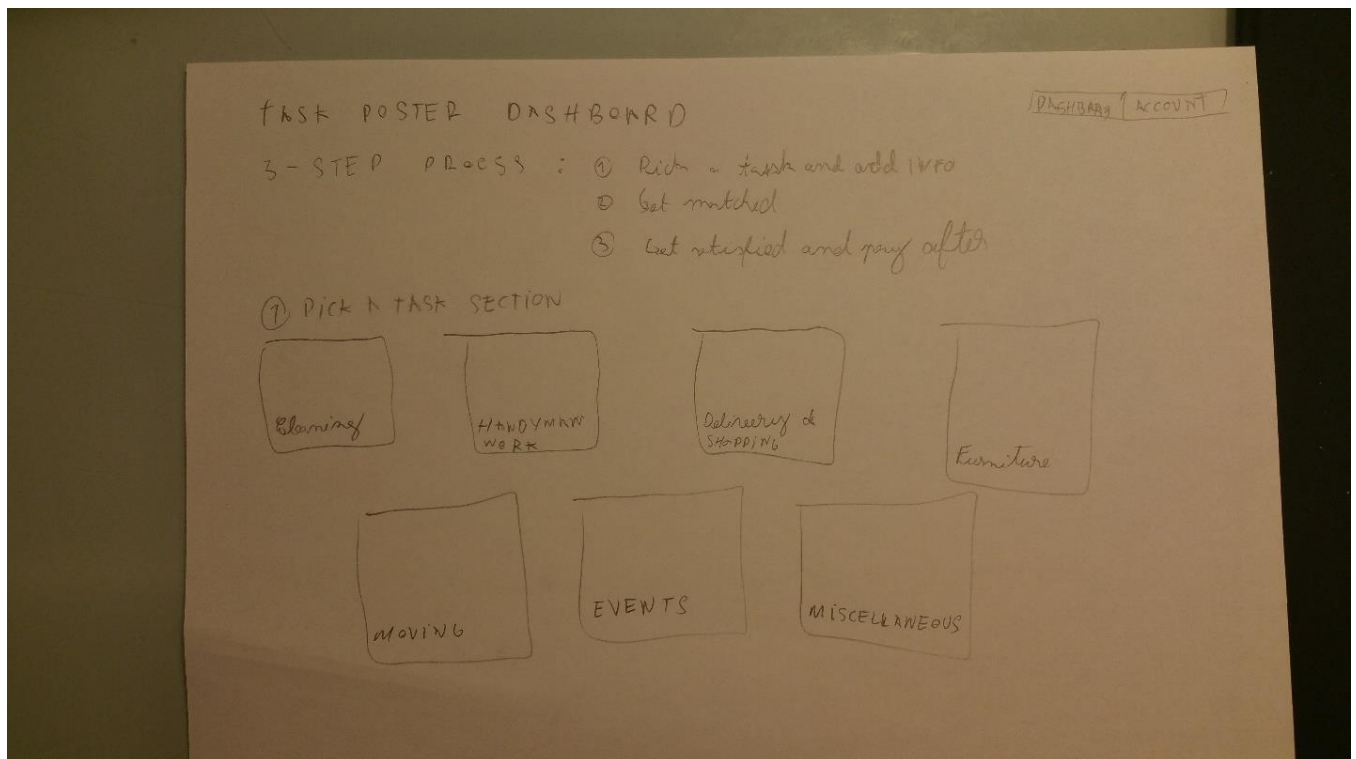

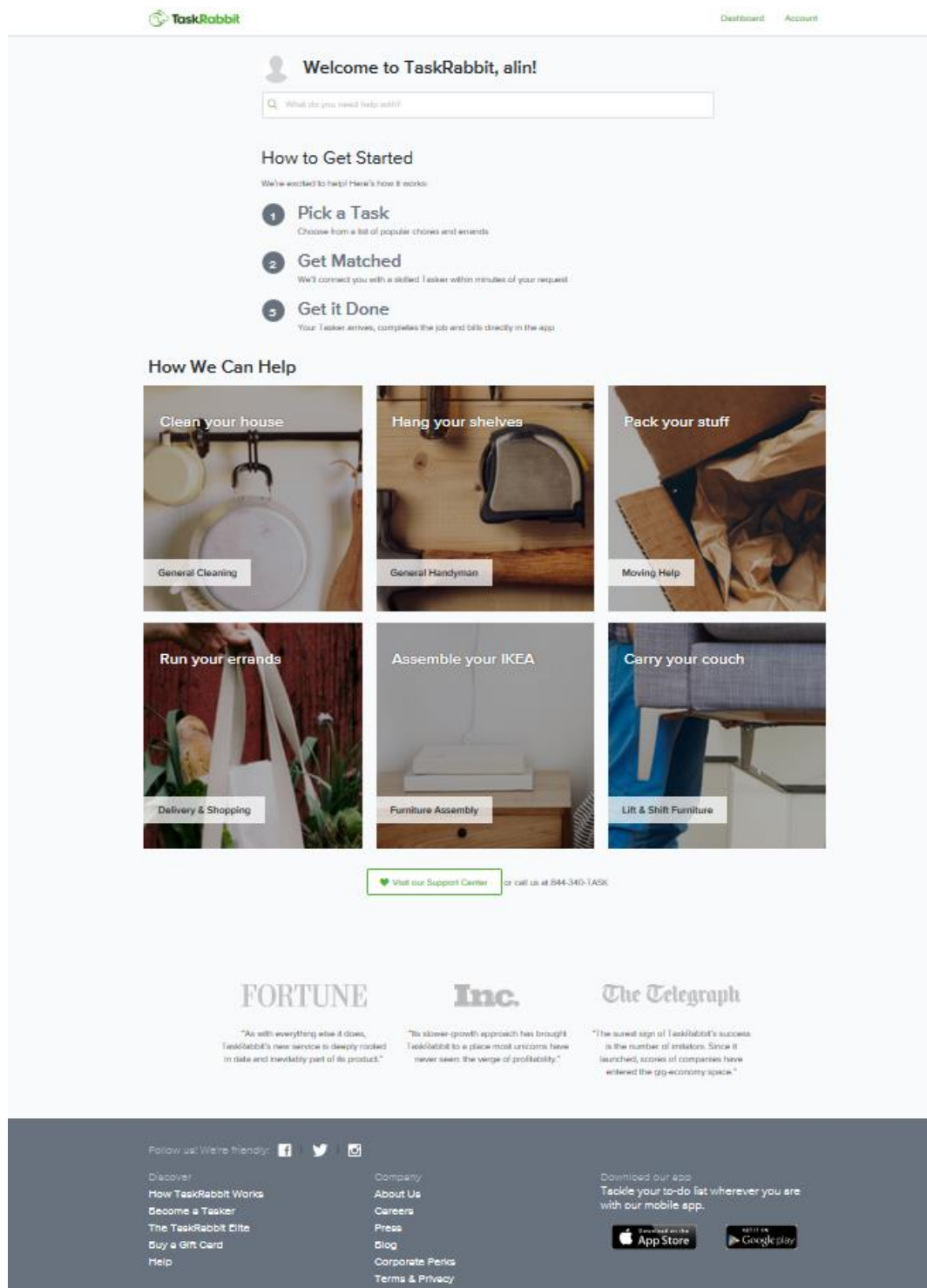Figure 22 Task Poster's dashboard paper mockup

Figure 23 Competitor Dashboard after Task Poster Logs in

10.4.3 Use-Case Diagram

The use case diagram presents an overall view of the use cases presented in the system. There are 4 main actors: anonymous, Task Poster, Task Doer and administrator.

An anonymous user can create an account as a Task Doer or a Task Poster and he can login.

A Task Poster can create a task, rate a Task Doer, cancel a task.

A Task Doer can accept a task, deny a task, add CV, add Criminal record and rate a Task Poster after he finished a task.

Both Users can log in, log out, deactivate their account, edit their accounts and profiles.

An administrator can remove tasks, users, and can search users in his control panel. He can undo previous actions of removal due to possible mistakes.
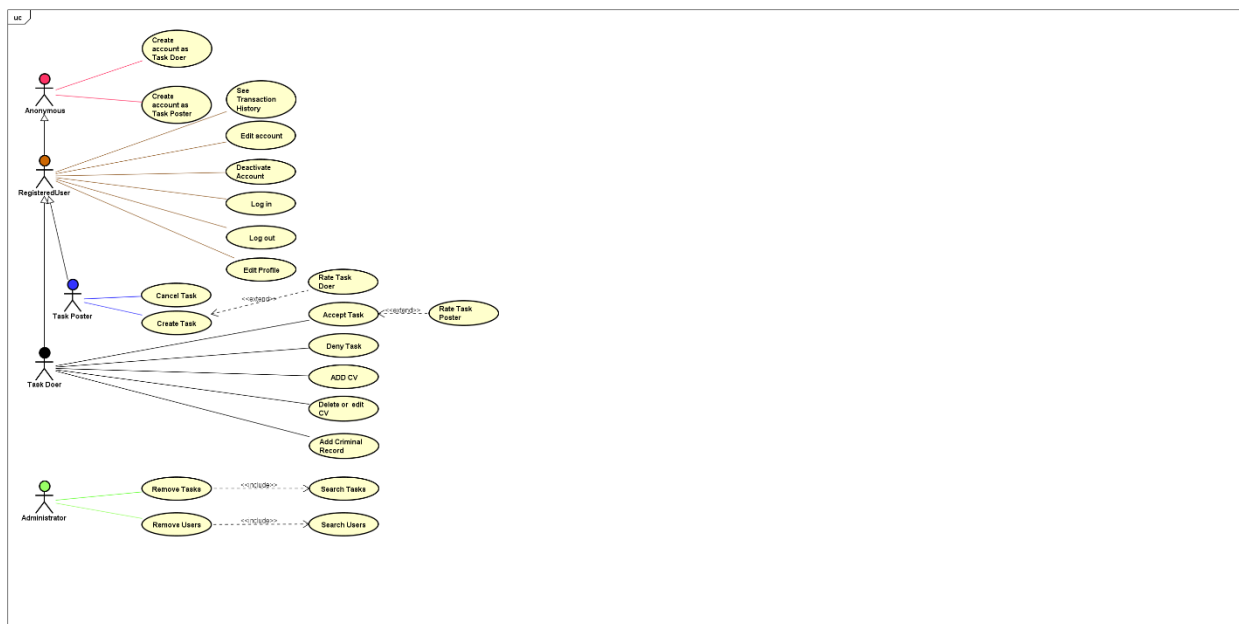

Figure 24 Use Case diagram of the system

10.4.4 Use-Case Descriptions

A use case represents a functionality seen from an actor's point of view. For more details of all use-case descriptions within this project, please visit Appendix 4, "Use Case Descriptions "folder and "Astah Diagrams "folder. Below, there is a use case description for when a Task Poster wishes to create a task.

Create Task use case description

Table 12 Create Task use case description

Use Case	Create Task
Summary	The Task Poster is able to create a task which he requires of Task Doers to complete. After filling the required information, he will assign the task automatically or manually to a Task Doer. Afterwards, he can accept or decline his transaction. If he accepts and the task is done, he can get rated by the Task Doer and he can rate the Task Doer as well.
Actor	Task Poster
Pre-condition	Login as Task Poster.
Post-condition	Accept the transaction and pay online
Base Sequence	1. User selects a task section from the dashboard: Cleaning, Handyman, Delivery & Shopping, Furniture, Moving, Events, Miscellaneous and is redirected to the next page. 2. User fills in information regarding the task such as: location and brief details in each of its boxes and afterwards clicks continue to advance to next page. 3. User selects the time and date for the task from the calendar. 4. Based on the schedule, he can Quick Assign by clicking Quick Assign Task Doer and he will be redirected to next page. 5. User can also manually assign by clicking: Available Task Doers and after wards click continue to advance to next page. 6. User must add his credit card information. 7. User must agree by clicking confirm and book.
Branch Sequence 1	1. User can decline the transaction by not confirming anything.
Note	When choosing Task Section, filling information, and choosing the time and date, the User is capable to change them as how he desires. He can choose to modify the Task in the last moment before confirming and booking.

10.4.5 Activity Diagrams

An activity diagram represents the invocation of an operation, a step in a business process or an entire business process (Agile Modeling, n.d.). For more details, please visit Appendix 4 to see another activity diagram which is not included in the main project.

Below, there is the activity diagram which describes the process of creating a task as a Task Poster. The user must be logged in as a precondition. He has to select a task, add task location and information, select a date and time. Afterwards, he can quick assign or manually assign a Task Doer. He can cancel the booking or change the settings he previously chose. If the credit card is accepted, the Task Poster's task is created.
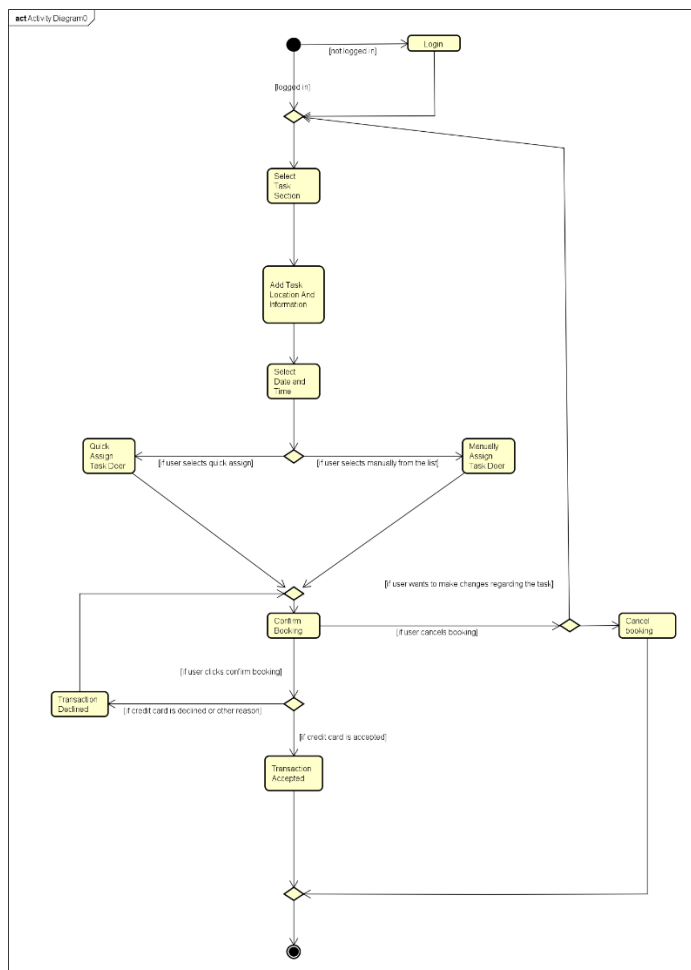

Figure 25 Create Task Activity Diagram

10.4.6 Database Modeling
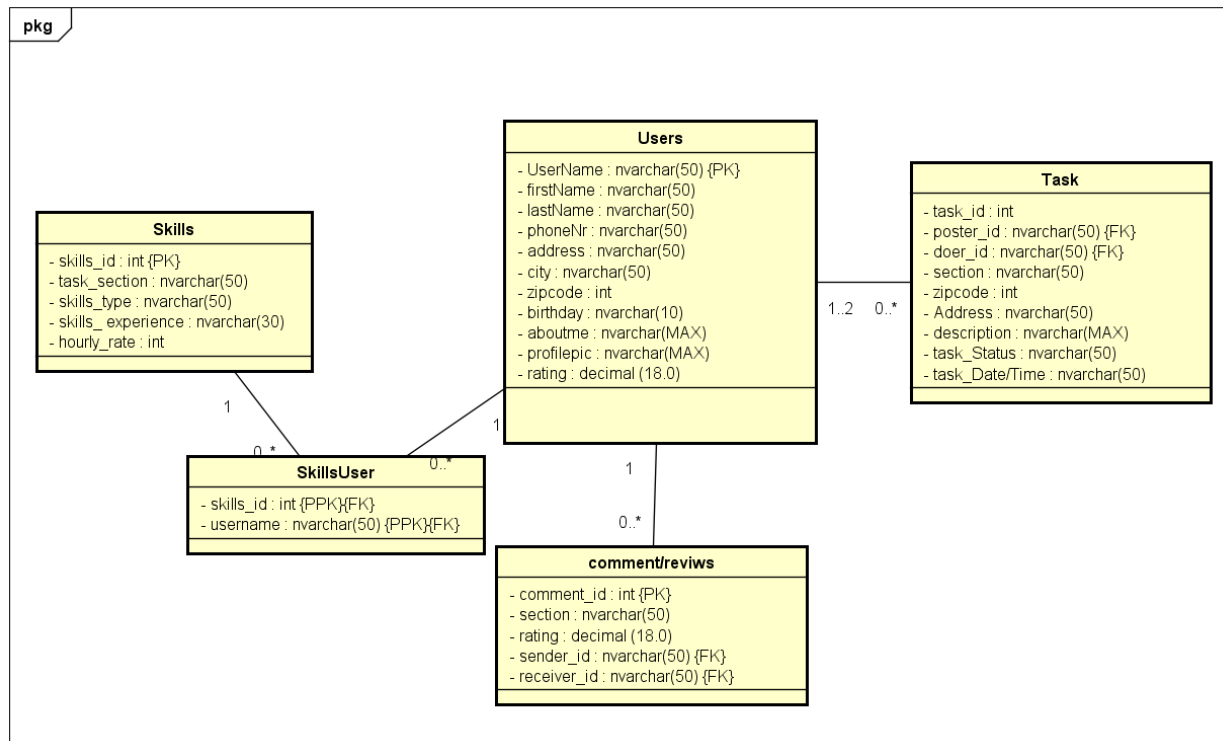
10.4.6.1 Database overview

Figure 26 Database Modeling

The database modeling represents an overall idea of how the database might look depending on the final project. It is found in Appendix 4 both as an image and as an Astah file.

In the user table, there is all the information related to the user's account and public profile. Basic credentials are related to the account, and to the public profile there is the "about me" section, profile picture, rating, schedule. The Task Doer besides the Task Poster has skills. The skills themselves have an id, task section, skills type and skills experience.

The task itself has the basic information which is required for Task Doer to write and Task Poster to see. Besides the basic information, it is linked to a Task Poster id and a Task Doer id if it is given one. It also has a status whether it is done or not.

Due to the fact the public profiles have possibility to be reviewed, there is another table labeled comment. It has a comment ID to be uniquely identified and a sender with a receiver.

10.4.6.2 Database relations

1. A user can have zero to many tasks, but a task can have a one to two users, which means it can have minimum a Task Poster and maximum one Task Poster and one Task Doer at the same time.

2. A user can have many comments but a comment is made only by one user.
3. A skilled user is one user with many skills. There can be many users, and many skills as well.

10.4.6.3 Primary and Foreign Keys

1. Users table has one primary key called UserName.
2. Task table has one primary key called task_id and two foreign keys, poster_id and doer_id which reference the UserName from Users table.
3. Comment/reviews table has one primary key called comment_id and two foreign keys called sender_id and receiver_id which reference the UserName from Users table.
4. Skills table has one primary key called skills_id.
5. SkillsUser table has two foreign keys. One foreign key called username which references the UserName from Users table and one foreign key called skills_id which references skills_id from Skills table.

10.5   Implementation of the Application

The current version of the application represents a prototype which can be further improved technically and visually. For further details, please visit Appendix 5 – Website, where you can find both sources which inspired the layout of the website and the application itself.

The overall view of the implemented items and database tables:
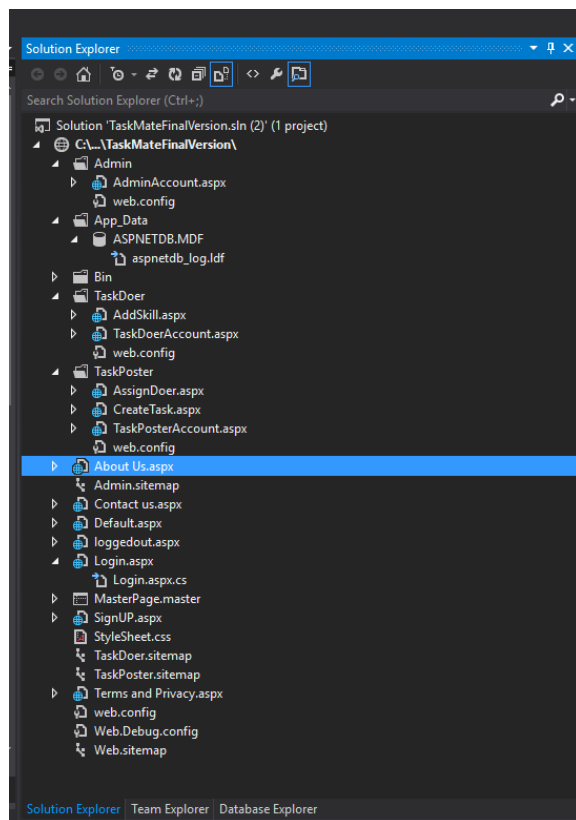
Figure 27 Overview website items

Figure 28 Overview of database tables

10.5.1 Roles

There are three main roles implemented: Admin, Task Doer and Task Poster. Each has different access rules based on their role.

Role Name	Add/Remove Users	
Admin	Manage	Delete
TaskDoer	Manage	Delete
TaskPoster	Manage	Delete

Figure 29 User Roles

10.5.2 Pages

Currently, there are thirteen aspx pages. This is how the homepage looks, which its content is related to how the system should work. The image is cropped, therefore is not centered. It inherits the masterpage which includes the header, menu, content and footer framework.
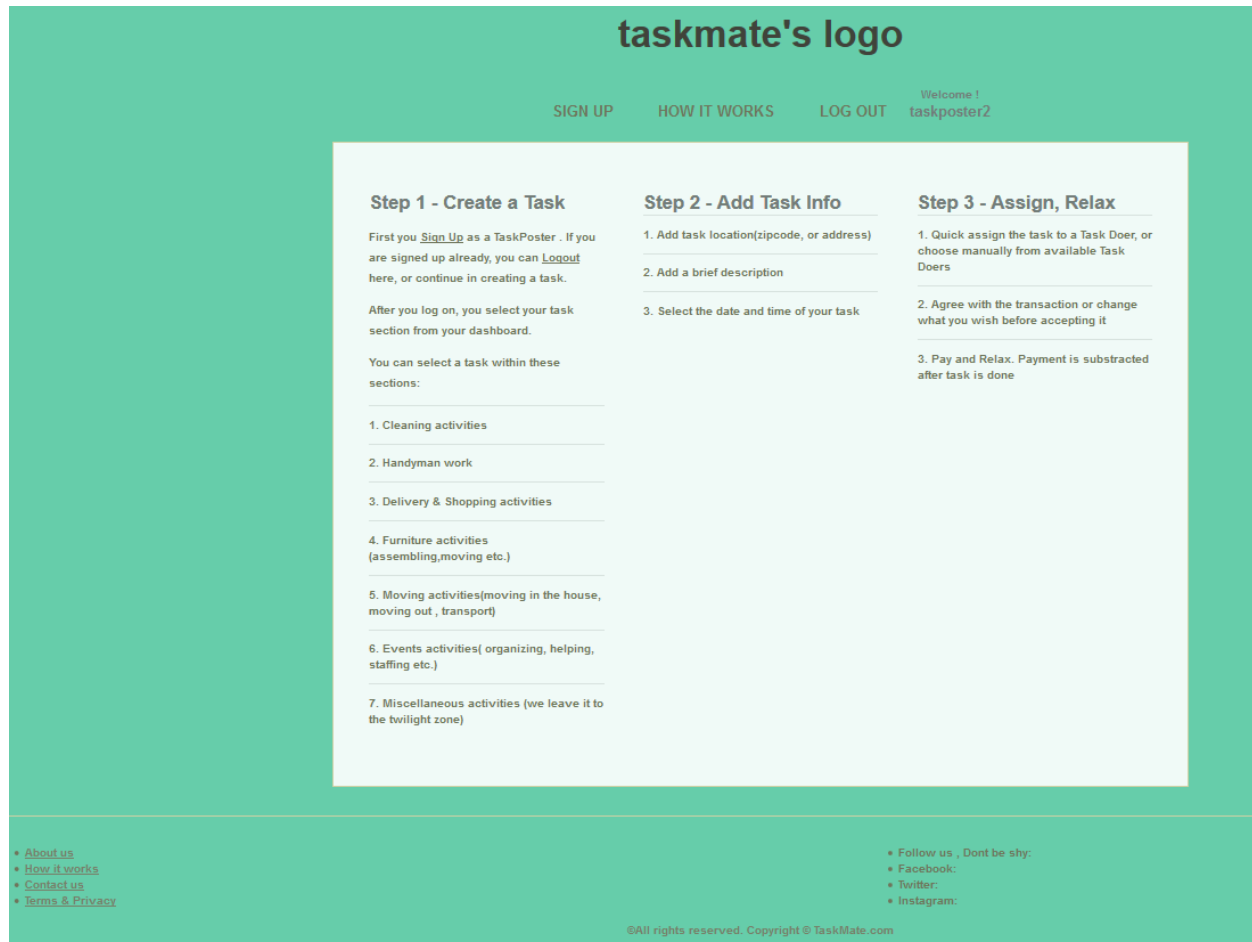
Figure 30 Homepage

10.5.3 Sign-up / Log-in

Logging in works for all three roles, but signing up is only for the role of Task Doer and Task Poster. This is a short preview on how it looks on the website:

Figure 31 Sign up

10.5.4 Task Doer's page with adding skills

When the Task Doer logs in, he is redirected to his TaskDoerAccount.aspx page. He has the possibility to edit his account and add new skills.

Figure 32 Task Doer's Account page

Figure 33 Add Skill as a Task Doer

Figure 34 Added Skill in the account page

10.5.5 Task Poster's page with task creation

A Task Poster has the possibility to edit his account information. Unlike the Task Doer, he has no option of adding new skills, but he can create tasks and assign to a Task Doer only. The process requires further improvements related to sorting Task Doers automatically and not only manually. The system requires an improved synchronized schedule and many more functions which are noted in future considerations.

Figure 35 Step 1 Add Task Information

Figure 36 Step 2 Assign Task Doer

Figure 37 Step 3 Task is updated in account

10.6 Future considerations for implementation

There are many aspects which need to be taken in consideration for the product to become available in the real world. Nonfunctional requirements need to be taken in consideration at utmost priority, especially those which describe security and legal aspects. In the future considerations, there are many of the lower priority requirements which could not be met within the current version of the website.

10.6.1 Forum

A forum could have been created for the community to develop further relations with each other and discuss common interests and other miscellaneous aspects. There is also the option to rent a forum and adapt it to the company's needs.

10.6.2 Android, IOS app

One important aspect is to implement an application that will replace the need to visit the website for future transactions between Task Doers and Task Posters. This is also related to the fact that the smartphone market is increasingly rapidly and most internet devices are being represented by smartphones, afterwards laptops, tablets, and desktops.

10.6.3 Real-time customer support platform

Depending on the resources, a real-time customer support platform that will provide assistance for both customers and Task Doers would be helpful in order to keep all stakeholders satisfied with the current business model

10.6.4 Speed – connect side app

Depending yet again on the resources, besides the normal app, it would be relevant to create a side-app which would increase the matching time to almost instantaneous. A speed match that would put in contact Task Doers and Task Posters within less than 2 minutes would be very helpful for tasks which require urgent feedback.

10.6.5 Online Payment

The online payment will be most likely outsourced to a secured page which deals with online transactions due to the level of complexity within security, coding and financial resources involved in creating such a system. Nevertheless, this is a must priority to be implemented. The online payment itself must include the commission charged by the company as well.

10.6.6 Improved algorithm related to sorting Task Doers

One important aspect to be taken in consideration is the automatization of sorting Task Doers. They will have to be sorted based on their overall performance and behavior. The system must be able to provide only the best people willing to help others. As seen in the customer buying process, if the initial purchase is a disappointment for the buyer, the customer will seek assistance in other directions. This algorithm must take in consideration as well information such as task section, task

brief information, location, time and date and the Task Doer's skills, performance, behavior, ratings.

10.6.7 Improved algorithm related to payment

Besides creating or outsourcing the online payment, further market research is needed to understand which is a healthy commission for the company and for the other stakeholders. It is possible to add a minimum commission of 10-15 percent, and allow the users to pay more if they wish.

10.6.8 Synchronized Schedule for Task Doers and Task Posters

In order for the task to be handed in to a Task Doer, it is required that the time chosen by the Task Poster synchronies with the free date and time of Task Doer. In this way, a schedule must match the free time of Task Doers with available tasks in order to have a functional website.

In this way, it is possible that a Task Doer can be automatically assigned or chosen manually from a list of available Task Doers at the specific date and time, with the specific skills required for the task.

10.6.9 Rating system for both Task Doers and Task Posters

As seen previously, a rating system helps the vetting process of Task Posters and Task Doers as well. For Task Doers, the vetting system is included either in a limited amount of tasks per week based on performance, either their criminal record or their overall ratings.

The competition however has no actual rating system for the Task Posters which can be people who treat Task Doers unfairly. Thus, creating a rating system for both, it is possible to create a community based on the company's core values.

10.6.10   Redeem System

A system in which Task Posters and Task Doers can redeem gift cards, discount codes is another aspect to be taken in consideration. If they will receive extra benefits based on the number of transactions and the income flow, they will be more likely attracted to use the same platform than rather chose a competitor. Task Doers are more likely as well to do more tasks and perform on a higher quality than usually. Business partners will be satisfied as well due to the fact that the company will send customers to them as well.

10.6.11   Website design

Besides the aspects mentioned above, the website can become more interactive with the user. It would be relevant to have a google maps implemented where users can see the clusters of Task Doers, Task Posters, tasks accomplished and so on.

It would be relevant to have the website deemed as safe by Trust Pilot. If the users would have access in the front page on the rate of success of tasks, the amount of tasks accomplished they would feel much safer and would incline further to use the website.

The website currently still lacks a sitemap, which shows content based on the roles signed in.

The website lacks customized error pages, a site path, social media links, and pages which tell the user when he logs in or logs out. For the admin role, the website must have implemented a control panel along with the sitemap mentioned previously.

10.6.12 Security and Law

Regards security, all legal and security requirements must be met without a doubt in order for the site to function on a legal basis.

10.6.13 Public profile

Users must benefit from having a public profile in which people can view their skills, rating, comments, reviews, performance and overall activity related to tasking.

10.6.14 Task creation

Users must be able to create a task at ease, which requires further development on top of what the current system can offer. Another aspect is that it must be the possible for anonymous users to demand tasks without making an account. It is necessary for them to write the required information which will be stored temporarily, but it is not necessary for them to undergo through all of the process of registration.

10.7 Testing

Testing represents an important aspect regards correlation between diagrams, use case descriptions and implementation. Testing can be done on many levels which can ensure that the product is successful. In relation to the project, it is considered that applying CMMI level 3 structure benefits the outcome of the final product. Implementation of CMMI is another future consideration.

Automatic tests can be further used in advancement of the project in order to see any discrepancies in the functionality and usability of the system.

Besides future considerations regards testing, currently there are 2 types of tests applied for this project: design testing on users, and test cases.

10.7.1 Design Testing on users

The website is tested on possible users in order to receive any feedback related to the aspect of the website. One person replied that the green color of the background is too strong and is bad for the eye. It suggested me if I can make it more transparent or choose a color easier for the eye.

Based on that feedback, I modified the green color to a more suitable one which is much smoother for navigation.

Another person suggested me the same thing with the initial green color, which I changed afterwards. This person also added that I can make a nicer header, add an image or two, and make the menu bar a little different than the rest so it pops out.

I took notice of it, and if possible, I will reconsider on modifying if other people would suggest as well.

Other persons agreed that the menu is simple, easy to use, and it involves easy steps to go from a to b.

10.7.2 Test Cases

The test cases are based on the user case descriptions and how well they function on the website.

Table 13 Test Cases

Nr.	Name	Status	Result
1.	Create account as Task Doer	Implemented	100% functional
2.	Create account as Task Poster	Implemented	100% functional
3.	See transaction history	Not Implemented	Pending
4.	Edit Account	Implemented	100% functional
5.	Deactivate Account	Not Implemented	Pending
6.	Log in	Implemented	100% functional
7.	Log out	Implemented	100% functional
8.	Edit Profile	Implemented	90% functional
9.	Create task	Implemented	100% functional but it does not follow the same plan as in use case description. It is possible to assign a Task Doer as well.
10.	Rate Task Doer	Not Implemented	Pending
11.	Cancel Task	Not Implemented	Pending
12.	Accept Tasks	Not Implemented	Pending
13.	Rate Task Poster	Not Implemented	Pending
14.	Deny Tasks	Not Implemented	Pending
15.	Add C.V.	Not Implemented	Pending
16.	Delete or edit C.V.	Not Implemented	Pending
17.	Add skills as Task Doer	Implemented	100% functional, even though the

			skills do not appear public for others
18.	Add Criminal Record	Not Implemented	Pending
19.	Remove Tasks	Not Implemented	Pending
20.	Remove Users	Not Implemented	Pending

11.   Final Conclusion

The final conclusion encompasses a summary of the marketing conclusion along with results from the software development. For a more thorough understanding of marketing findings, please visit section 9, Marketing Conclusion.

The situation analysis reveals that UK has optimal factors to develop a business. The macro environmental evaluation leads to the conclusion that UK is within healthy standards from an economical point of view.

Based on its population, UK is ranked 18th place. With approximately 92% of its population having access to internet, UK ranks 10th in the world. The structure of media devices is divided in 71% smartphones, 62 % laptops and 52 % tablets, smartphones increasing steadily.

Regards competition, there are two main direct competitors from which one is called Task Rabbit and the other one Task Pandas. Task Rabbit is a mature company with headquarters in Boston that expanded in London, and Task Pandas is a startup from UK.

Customer analysis and segmentation reveals that everyone who requires services can be included in the target group of Task Posters. It is expected that the age range is from 16-24 up to 55+. The differences between age range can be associated with the differences of demanded tasks. Seniors are expected to demand tasks related to their activities due to their lack of physical ability or social comfort. Such activities involve gardening or spending time with them. Youth are expected to demand services due to their lack of time or motivation, such as delivery services or house work.

Those who perform tasks, Task Doers, are expected to be mainly youth, between 15-24. Those within 25-44 are expected to be qualified as Task Doers with a higher performance proficiency due to the possibility that they might own certificates for being a plumber, electrician, etc.

The competitive differentiation strategy is based on the SWOT analysis of the situation analysis and target groups. Developing a community founded on proper business and moral conduit is an essential step in the long run for the business development.

Another main competitive advantage the company has is its low commission of 10% in comparison with 15 or 30% of its competitors. The strategy focuses on keeping both Task Doers and Task Posters happy by providing a rating system for both of users.

The product is promoted both online and offline in order to expand its reach towards its future customers based on available channels.

When software development is taken in consideration, the steps involved follow a linear path. Firstly, stakeholders are reviewed in relation to the customer segmentation from the market analysis. Second step is assessing their requirements in relation to future demands and activities on the website. In relation to the website's design, a paper mockup is created versus the main competitor's design.

Afterwards, certain functional requirements constitute use case descriptions. Main use case descriptions are: creating account as a Task Doer and Task Poster, Log in, Log out, Edit Profile, Add Skills as a Task Doer and Create Task as a Task Poster.

These are considered main use cases due to the fact they embody the requirements with the highest priority.

Next step is creation of activity diagrams of more complicated use case descriptions for a visual expression of the activity flow. Created activities are:" Create a Task as a Task Poster" and" Create an account as a Task Doer".

Last step before implementation is modeling the database. It is structured in 5 main tables: Skills, SkillsUser, Users, Task and comment/reviews.

Regards implementation, the website includes several different pages. For example, there is the "how it works" page in which the user can see how the system works or the "about us" where the user can find information on who is behind the website.

Main assigned roles are Admin, Task Doer and Task Poster. These roles are able to log in without any inconvenience. An anonymous user can create an account as a Task Doer or a Task Poster.

Both roles can edit their account, but only a Task Doer can add new skills and only a Task Poster can create and assign a task to a Task Doer.

The website requires further improvements from both technical and visual points. Further development will ensure that the user will have a comforting experience while using the website

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13.   Appendix 1 – Project Description

In Appendix 1, the project description can be found, both in a pdf and a word format. Besides those two documents, there is a separate bachelor schedule pdf, to be seen more clearly.

14.   Appendix 2 – Process Report

In Appendix 2, the process report can be found both in a pdf and a word format. It includes the project's planning, weekly log, minutes of meetings with supervisors and personal reflections.

15.   Appendix 3 – Website initial design

In Appendix 3, competition pictures and paper mockup pictures can be found. Besides these two folders, there is a pdf and a word format document called Website Design. In this folder, there is a thorough analysis of the website design in relation to the paper mockup and competitor's design.

16.   Appendix 4 – UML Diagrams

In Appendix 4, there are 3 main folders: "Astah Diagrams", "UML Diagrams" and "Use Case Descriptions". In "Astah Diagrams" there are "activity diagram create task", "activity diagram signup as a Task Doer", class diagram and use case diagram.

In the "UML Diagrams" there are these diagrams in a png format.

In "Use Case Descriptions", there is a document in pdf and word format. It contains all the user case descriptions and the overall view of the use case diagram.

17.   Appendix 5 – Website

In Appendix 5, the implemented website can be found. Along with the implemented website, other sources that inspired the stylesheet or the other content can be found.

18.   Appendix 6 – Marketing Pdf Sources

In Appendix 6, it is possibly to see few pdf sources used for the marketing research. They are noted as sources in the project, but in the situation that the sources cannot be accessed, they are put separately to make sure they are accessible.