

# Karju

**Proposed By:**

Ilia Fazeli  
Messiah Gord  
Nima Najar  
Amirhossein KeyvanMehr

*20<sup>th</sup> of October 2025*

# 1. Executive Summary

Throughout Iran, employment suffers from a lack of modern and technological integrations. The primary methods of job hunting and employment remain through word of mouth and inefficient CV distributions. Moreover, it remains difficult to find and manage part-time jobs and fit work into a busy schedule, especially for university students.

Karju, the first shift-based work marketplace in Iran is made to solve exactly these issues and more. Inspired by the proven success of international platforms, Temper (Netherlands), YoungOnes (Netherlands/UK), and Indeed Flex (UK), Karju addresses critical inefficiencies in Iran's labor market while capitalizing on substantial untapped opportunities. As a business, if you need the services of a worker, you can post a shift on Karju. Karju users can then swiftly respond to your offer through the platform. Once a response is received, you may view the user's profile, which includes information about experience, expertise, and references from other businesses. Next, you may select one or more prospective workers and get in touch with them to discuss the terms and conditions of your collaboration. This agreement will be formalized in a contract of engagement. Karju can provide sample contracts and assist both users at all points of this process wherever needed.

Karju places a transparent platform fee of 200,000 IRR per each working hour while enabling workers to set competitive rates, choose shifts freely, and receive timely payment. The platform leverages mobile-first technology, integrating with Iran's existing payment infrastructure (Shetab/Shaparak networks) to provide seamless transactions within regulatory constraints. Karju's competitive positioning rests on four pillars:

- (1) Localized platform optimized for Iranian regulatory and banking environment
- (2) Focus on underserved segments—particularly) **and youth (22.75% unemployment)**
- (3) Transparent pricing disrupting opaque traditional staffing agency models
- (4) Mobile first design matching **Iran's 166% mobile penetration** and high smartphone adoption.

## 2. Problem Statement

Traditional employment models (long-term contracts, rigid working hours, and fixed hierarchies) no longer meet the needs of the new generation of professionals who value **flexibility, independence, and diversity of experience**. At the same time, thousands of Iranian businesses from cafés and logistics firms and event organizers struggle to find **reliable, skilled, and short-term workforce solutions** when demand spikes or when an unforeseen shortage of staff is faced. Despite this growing need, **no centralized, transparent, and tech-driven platform** currently enables businesses and independent professionals to easily connect, instead hiring often happens through **informal channels**, social media groups, or personal networks leading to inefficiencies, lack of accountability, and missed economic opportunities on both sides.

Platforms like Jobinja and Iran Talent provide job listings but do not facilitate shift-based work, real-time matching, or transaction processing.

No platform currently offers a comprehensive flexible work marketplace combining realtime shift matching, transparent pricing, reputation systems, verified workers, and integrated payment processing for Iran's hospitality, retail, logistics, and events sectors. This represents a substantial first mover opportunity

## 3. Proposed Solution

### 3.1 Overview

Karju collaborates with businesses in the hospitality, retail, logistics, and events sectors, offering to fix their short-term labor shortage problems through a tech-driven platform, working similarly to Snapp! Once both parties are verified, they are granted access to the platform marketplace, where the businesses post shifts with job descriptions, requirements, hours, and wage, and the workers can apply, providing a small text reflecting on their suitability for the occupation. A job offer created on the platform is provided with the respective qualifications and preferences of a "karju" within our platform. All information needed to fulfill a job contract, including personal identification documents and KYC procedures, are done internally on the platform and are not things the contractor needs to worry about.

Once candid workers apply to the posted shift the firm can view their profiles, which include ratings, expertise, and all other required information in order to select the most suitable candidate for the position. When a candidate is selected, both parties are granted access to contact each other to prepare for the shift and share information. Upon shift completion both parties may rate each other and write a review.

### 3.2 Additional Services

- Rating & Reputation System: Builds trust between businesses and workers.

- Payment Solutions: Rial-based transactions via secure Iranian payment gateways (Zarinpal, IDPay).
- Insurance Options: Partnerships with local insurers to offer short-term coverage for workers.
- Business Dashboard: Workforce management tools for frequent employers (analytics, history, worker pools).
- Suggestion functionality: Karju employs an AI powered software solution to select relevant job postings based on work location, relevant qualifications, preferred wage, and the employee's job preferences and suggest these relevant shifts to them. The applications marketplace of each employee will thus be sorted based on relevance unless chosen otherwise.

### 3.3. Target demographics

- Workers:
  - University students.
  - Underemployed youth.
  - Freelancers seeking supplementary income.
- Businesses:
  - Restaurants, cafés, catering services.
  - Event organizers and venues.
  - Retail stores and shopping malls.
  - Logistics and delivery companies.

## 4. Economical & International Benchmarks

Globally, flexible work platforms have reshaped how short-term labor is organized, matching verified workers to businesses in real time. In countries such as the Netherlands, the UK, and France, these platforms have proven commercially viable, scalable, and socially impactful, connecting millions of workers with flexible job opportunities while helping businesses address fluctuating staffing needs.

Country	Workforce	Part-Time Employment	Leading Company	Year Founded	Active Workers / Users	Partner Companies
Netherlands	~10 million	~40% of workers are part-time (highest in OECD)	Temper	2015 (Amsterdam)	450,000+ (Globally)	10,000+ (Globally)
United Kingdom	~34 million	~25% part-time; ~4 million in flexible or zero-hour contracts	Indeed Flex (formerly Syft)	2015 (acquired by Indeed in 2019)	190,000+ verified users	"Thousands of active employers"
Canada	~21 million employed	~19% part-time	Instawork	2016	8 million+ globally	100,000+ businesses
France	~30 million employed	~16.5% part-time	Brigad	2016 (Paris)	15,000+ active professionals	10,000+ partner companies
Iran	~28.6 million labor force					

These benchmarks highlight a clear global trend: **flexibility and technology** now define modern labor markets. Across these countries, platforms such as Temper and Indeed Flex have succeeded by building ecosystems that combine transparent pricing, verified worker ratings, and integrated digital payments providing an alternate option for employers and a better solution for young part-time workers. Iran has several concurrent trends that create a favorable condition for flexible work platforms in its market:

1. Growing Gig Economy: Iran's gig economy and freelance sector are expanding rapidly, with high demand for flexible work arrangements particularly among youth. The Middle East gig economy is projected to grow at 14% annually, reaching \$30 billion by the end of 2025, with Iran likely to follow regional patterns.
2. Digital Adoption Acceleration: Internet penetration reached 81.7% in January 2024, with 73.14 million internet users. Mobile connections totaled 152 million in early 2025 equivalent to 166% of population—with 93.1% connecting via 3G, 4G, or 5G networks.
3. Services Sector Growth: The services sector accounts for 53.1% of employment (September 2025), with industries like hospitality, retail, logistics, and e-commerce ideally suited to flexible staffing models.