

Table 1

Name	Randstand (Recruitment Agency)	Word of Mouth Marketing	Upwork	Dribbble	Indeed	LinkedIn
Description	Global recruitment agency with Canadian branch, hired by an employer to fill open roles by identifying qualified people, screening the candidates, and providing support to employer.	An unpaid form of promotion where satisfied customers tell others how much they like a business, product or service.	A web-based platform to connect businesses with talent, where businesses post job ads and freelancers bid.	A self-promoting and networking worldwide platform for digital designers. Users can share their work and connect with designers and businesses worldwide, in addition to posted job advertisements.	A worldwide employment search engine that is free for businesses to post job ads, and free to candidates to apply.	A social networking website for professionals. The site enables "connections" similar to a real-world professional relationship. Users can also browse job opportunities and apply directly through the LinkedIn platform.
Platform	Web, iOS, Android		Web, iOS, Android	Web, iOS, Android	Web, iOS, Android	Web, iOS, Android
Feature Overview	<ol style="list-style-type: none">Business hiring managers hire a recruitment agency to find specialized, temporary, or part-time workers.The recruitment agency posts job ad describing the position without information regarding employer, or sources from their internal network.Job seekers signup with the agency and may search for a job or setup job alerts within their preferred criteria, and submit an application through the agency platform.Recruitment agency vets applicants and forwards the most suitable candidates to the business.	<ol style="list-style-type: none">Three types of word of mouth referrals may occur for our context:<ul style="list-style-type: none">Business hiring manager may seek freelancer recommendations from other hiring managers or local professional network.Freelancer may recommend a business unsolicited that they loved working with following a successful project.Freelancer may seek client introductions from freelancing network for their past or current clients.Freelancer and business hiring manager may then connect via LinkedIn or online portfolio/CV and move to email, call, or in-person meeting for further discussions.	<ol style="list-style-type: none">Business posts job ad.Upwork assigns a shortlist of likely candidates for review by business.Business can also search the freelancer database, and freelancers are able to bid on the posted project.Business vets candidates based on location, overview, skills, rate, reviews, and work history.Business schedules a chat.Once hired, business and freelancer communicate and send and receive files soeolu through Upwork platform.Upwork tracks billable time and completed work.Payment is secured over the platform and subject to a processing fee.	<ol style="list-style-type: none">Designers post visual work to their personal profile within the following categories:<ul style="list-style-type: none">AnimationBrandingIllustrationMobilePrintProduct DesignTypographyWeb DesignDesigners can view other designers work for inspiration, follow designers, and like or comment on their work.Businesses can view designers work and contact them directly via email or pay for a job board listing.Job board listings can include a curated talent pool service completed by Dribbble.	<ol style="list-style-type: none">Businesses create a job posting, they may opt to pay for promotion to reach more candidates and receive higher sorting order.Job seekers browse jobs based on location, job title, keywords, or company.Job seekers may also upload their resume to their profile for business with paid accounts to browse.Job seekers and businesses may also view salary data for reported jobs.Interested job seekers apply for a position through Indeed by uploading their resume to the job ad.	<ol style="list-style-type: none">Professionals recreate a profile similar to their CV.Business hiring managers may directly message those they share a personal connection with if using a free account, and may message someone outside of their network with a paid account.Former and current colleagues may leave recommendations of professional accomplishments and work performance of others.Employers can post a job listing, which is public to all users on the platform.Homepage behaves as a first destination landing page, highlighting daily top news stories.
Strength	<ol style="list-style-type: none">Fast hires and reach of candidates that employer may not have access to.Experts in the local market; able to discern specialized and quality talent.	<ol style="list-style-type: none">Credibility and trust facilitated through peer to peer recommendation.Free.Enhanced service from freelancer to business because a referral is relied upon for future work.	<ol style="list-style-type: none">A well-known and trusted platform with secured payment.Positioned in a growing industry (increase of 3 million in the US in last 5-years).Low cost structure results in affordability to customers.	<ol style="list-style-type: none">Highly visual platform which is engaging to users.Platform is used by top performers and talent.Users can easily stay up to date on latest design trends while using the platform.	<ol style="list-style-type: none">Global presence; number one job search engine in the world.High ranking SEO; top result when searching jobs.Aggregates from various job sources for many listings.Minimal and clean interface.	<ol style="list-style-type: none">Global well-established and trusted presence (500M active users); the precedent for connecting professionally online.Many respected and influential businesses and corporations use the platform.Job seekers remain active on the platform; high level of satisfaction.Significant budget to deliver high value marketing content.
Weakness	<ol style="list-style-type: none">High cost.Lack of cultural fit awareness from employment agency.Limited control on branding and hiring messaging from business.	<ol style="list-style-type: none">Awareness spreads slowly and limited audience.Lack of control; left to chance.	<ol style="list-style-type: none">High fees placed on freelancers to use platform (20%).Perceived "race to bottom" and social unpopularity amongst established freelancers.Low pay and significant global competition for projects.	<ol style="list-style-type: none">Inability to showcase entire project; portfolio required. Originally designed for in-progress design feedback.Lack of engagement for beginners or those with a small following; lack of incentive to continue publishing.	<ol style="list-style-type: none">Many job openings are not advertised publicly or online.No frills or additional offerings aside from search engine only.Lack of quality control due to large quantity of listings.Job ads not kept up to date if filled (posted 30 days ago).	<ol style="list-style-type: none">Breach of privacy with collecting significant amounts of personal information.Cost of premium membership is high.Time investment for professionals to ensure profile is up to date.Lack of prediction regarding local market and industry trends.Ethical constraints for those not able to advertise or solicit information such as lawyers.
Revenue Model	<ul style="list-style-type: none">Recruiting agencies are free to use for talent and are paid by the business seeking talent.		<ul style="list-style-type: none">Businesses do not pay to signup on Upwork, view freelancers and receive quotes. They are charged a 3% payment processing fee for jobs completed through the platform.To post a job ad there is a \$50 membership fee for businesses, and a \$850 fee per month for premium service and talent sourcing assistance.Freelancers can create an Upwork profile for free but pay to bid on work (15-90¢ per bid). They may opt for a \$15/month plus account for more connects (bids), view competitor bids, and hide earnings from profile.A service fee on earnings done on Upwork is charged to the freelancer based on earnings of:<ul style="list-style-type: none">20% for first \$500 billed to a client across all contracts10% for \$500.01-\$10,0005% for Billings with the client that exceed \$10,000	<ul style="list-style-type: none">Designers use and post work on the platform for free, businesses pay between \$250-\$700 per month to post a job.Fees vary based on the amount of filters established for a search and the level of support offered by Dribbble's team to curate designers for the job.	<ul style="list-style-type: none">Indeed is free for job seekers to use and free for businesses to post ads. A business may choose to pay for a sponsored job ad, which can range from .10¢ to \$5 per job ad click, and the total cost can be limited to a budget.	<ul style="list-style-type: none">Business hiring managers pay to post a job with dynamic pricing based on reach; a daily budget can be set to control cost of job ad.Free basic membership is available to both hiring managers and job seekers, but is limited by browse and messaging features.Business hiring managers can opt for a premium membership (\$60/month), with in-service messaging, company insights, viewers, and unlimited browsing.Job seekers can opt for premium membership (\$30/month) for application insights, viewers, in-app messaging, and learning courses)
Marketing Profile	<ul style="list-style-type: none">Blog of "workforce insights" covering market trends, HR innovation, and employment issues.@randstandcanada; 2.8K followers; encouraging both business and employers with 5-7 posts per week with stock photo employee shots with randstad branding.#WomenWholnnovate podcast from randstad featuring the stories of women in their workplace, currently 8 episodes@RandstadCanada Twitter; 7K followers, cross promoting Instagram content.LinkedIn Randstand Canada; 137K followers; cross promotion of Instagram content.Newsletter for job seekers with latest career tips		<ul style="list-style-type: none">Weekly blog posts on Upwork directed towards freelancers improving their skillset, and pro-remote work articles directed to businesses.Facebook 640K followers<ul style="list-style-type: none">Daily content is directed towards businesses, including highlighting freelancers, and sharing pro-freelancing informational posts.Twitter 171K followers; multiple posts per day sharing varied business content.Instagram 53k followers; daily content<ul style="list-style-type: none">Question/answer format posting directed to both businesses and freelancers.Majority of freelancer and business registrations come from direct and non-paid channels.Promote benefits of hiring remote work on major media outlets to drive awareness.Deploy email and life cycle marketing initiatives to retain, cross-sell, and up-sell existing clients.Some offline marketing in metro market.	<ul style="list-style-type: none">Blog posts on Dribbble "Stories", featuring personal essays by designers, tips for portfolios, and resources/tools, 5-7 posts per week.Instagram 466K followers; posts 3-5 times per day<ul style="list-style-type: none">Features "shots" by designers, promotes blog posts and podcast.Targets millennial customer.Weekly Podcast Overtime features design news and tips, 67 current episodes.LinkedIn 100K followers; weekly posts; crossover posting from Dribbble blog posts.Twitter 250K followers; daily posts; cross promoting from Instagram.Facebook 1.8M followers; 3-5 posts per week; cross over promoting from Instagram.Periodic Dribbble newsletter with news, announcements, and product updates.Weekly Replay newsletter with featured designs, news, and meetups each week.	<ul style="list-style-type: none">Weekly blog posts on Indeed<ul style="list-style-type: none">Posts are targeted towards business with hiring tips and labour market insights.Instagram 82K followers; posts 3-5 per week<ul style="list-style-type: none">Posts target job seekers.Profiles feature predominately feel good stories of users who have changed careers, immigrants/refugees, war veterans, etc. under the hashtag #JobsChangeUs.Post-grad heavy marketing material in during graduation season (April/June)Partnerships with feminist, LGBTQ+ communities including question and answer style content.LinkedIn 271K followers; weekly posts<ul style="list-style-type: none">Targeting inspiring job seekers based on industry stats.Twitter 250K followers; daily posts; targeted towards job seekers.Facebook 1.8M followers; 3-5 posts per week; crossover marketing from LinkedIn	<ul style="list-style-type: none">Weekly blog posts on Official LinkedIn Blog<ul style="list-style-type: none">Posts are targeted towards job seekers with hiring tips and inspirational content.Instagram 421K followers; posts 1 per week<ul style="list-style-type: none">Features career profiles of users globally under hashtag #WorldOfWorkTwitter 1.2M followers; 3-5 posts per week<ul style="list-style-type: none">Content targeted towards job seekers, featuring those who have changed careers and other career tips.Facebook 2.2M followers; daily posts<ul style="list-style-type: none">Promotes "fireside chats" in LinkedIn Studios (with streaming option) with celebrity guestsHello Monday Podcast<ul style="list-style-type: none">30 minute format, weekly episodes; 35 episodesOften features successful professionals (i.e. Melinda Gates, former Google employees, etc.)LinkedIn Editors page; 1.7M followers; 43 million reach.<ul style="list-style-type: none">Cross promotes Hello Monday Podcast and video interviews with well known celebrities and entrepreneurs.