



R O A D M A P

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1. Background

The US workforce is headed towards a new style of employment – the gig and freelancing workforce. Morgan Stanley reports that freelancers currently represent nearly 35% of the US working population and are expected to exceed more than half of the workforce by 2027 [1]. The Intuit 2020 Report estimates that 80% of large corporations are increasing freelance hiring in the coming year [3]. The current outsourcing and freelance matching process is diagrammed below. Many organizations are looking to outsource projects to freelancers in hopes of quicker iteration, cheaper development cost, and out of the box thinking.



Figure 1: Freelancing Hiring Process

2. Problem Space

The freelancing market is facing many challenges from both the client who is outsourcing projects and the freelancers hired. For the client, there is cognitive overload with the tools and services used to hire and manage freelancers. Specifically, 76% of freelanced projects fail because of lack of process. These problems include vetting, missed deadlines, freelancers disappearing, communication and misunderstandings, and payment issues [2]. There are many tools that focus on a few components of the freelancing workflow: freelancing hiring marketplaces like Upwork and Fiverr, payment platforms like Stripe and Transferwise, and legal services like LegalZoom and Dinghy. The disaggregation of tools and services is just a piece of the problem. Taking a deeper look into the space it is evident that there is a lack of structure and education on how each tool and service complements another. As companies continue to target the freelancing economy by developing new products and services, RoadMap positions itself to take advantage of the growing market.

3. Solution

3.1 Product Vision

RoadMap's vision is to empower organizations **to better utilize a freelance workforce**, by offering structured guidance through the ecosystem of freelancing tools and services. We seek to follow in the footsteps of companies like Intuit and Squarespace and simplify the complex, service-oriented process of hiring and managing a freelancer, into a streamlined, even pleasurable, user experience.

Aggregating existing tools and services into a single product experience will allow for a greater degree of freedom in how we educate and empower clients to more effectively manage the complexity of a typical freelance project. Just as a good travel guide gives tourists the confidence, support, and knowledge to manage a trip, RoadMap will act as your assistant, empowering you to turn your vision into reality.

This first version of RoadMap focuses on common web development projects, because it leverages the team's collective experience. However, our vision is to ultimately provide project road maps for whatever kind of project one might hire a freelancer to help with.

3.2 Product Value Proposition

Through our research, we discovered that successful freelancing experiences are built on three essential values: evaluating needs, aligning visions, and managing execution. While the industry is filled with solutions to individual pain points that arise throughout the process of working with a freelancer, there are few solutions that address the process, comprehensively. RoadMap is positioned as a client-first aggregator that can unify and expand this market of solutions.



Figure 2: RoadMap Platform Positioning

Evaluation

RoadMap evaluates client project needs through a combination of in-house industry expertise and historical data. During the onboarding process, the platform asks clients to answer simple questions that are mapped to predictive baseline cost, time, and freelance managerial estimations. This information introduces a transparent dimension to project scoping and introduces the kind of soft-guidance that will come to define the clients experience on the platform.

Alignment

The platform then breaks the project down into phases, and curates a bundle of freelancing tools and services that will be required at each. RoadMap's intelligent platform takes it a step further by providing context around how different tools and services complement each other, offering suggestions on how and why clients might use these in their project. It is important to state that the platform is not prescribing actions to be taken, but rather, illustrating options and educating the client on their choices.

Execution

RoadMap offers a centralized platform for clients freelancing tools and services needs by consolidating existing tools and services into one platform. Clients are able to access all their tools and services from one place, making supervising easier and freelancer

onboarding seamless. This integrated ecosystem promotes optimized use to save clients time and money.

4. Product Lifecycle

Overview

Roadmap as evolved as a product through extensive research, hypotheses validation and refinement of potential models to achieve the shape it has taken today. This section goes through each of those models in a chronological manner.

At its heart, RoadMap has always sought to improve the freelancing experience. However, how the product ultimately better aligns expectations, scopes projects, and simplifies execution has evolved over a year of continuous research and development. Throughout the lifecycle of the product, we experimented with three different models, each revealing new findings and insights into the freelancer experience, and informing the direction of subsequent product development efforts. Each model was tested with a similar approach: hypotheses were tested, findings synthesized, the model reevaluated.

4.1 Student Model

4.1.1 Overview

The Student Model was the first model in RoadMap's ideation process developed to tackle cost and deliverable expectations with outsourcing projects . In this model, university students replaced traditional freelancers hired over platforms like Upwork and Fiverr. The students were vetted and recommended through the RoadMap platform.

The value proposition of the student model for clients was reduced cost and guaranteed quality assurance through a managed service. The main component of the student model was the Junior Product Manager whose primary responsibility was to modularize projects to discrete and actionable tasks and supervise student tech leads.

4.1.2 Procedure

4.1.2.1 Interviews

A qualitative research approach was used to interview and analyze the hypothesis to prove or disqualify the student model. Students were reached through different channels such as BearX, flyers posted in Soda Hall, and word of mouth. The goals of the interviews were to determine clients pain points with outsourcing technical projects to students and freelancers.

Key Takeaways:

- Clients were comfortable outsourcing projects if they determine students are experienced enough.
- Clients value face to face connection over hiring freelancers online. Local student hiring provided clients this value proposition.

4.1.2.2 Pilot Study

The goal of the first RoadMap pilot was to test the capabilities of University of California undergraduate students to execute outsourced projects. The hypotheses for this pilot

were: 1. Junior Product Managers can scope and supervise projects. 2. Junior Designers have the skills to give shape to ideas with minimal support. RoadMap outsourced a design project to the Junior leads. One student was hired as a junior designer and the other as a junior product manager. The project was scoped for three weeks with the final deliverable being a write up with high fidelity designs.

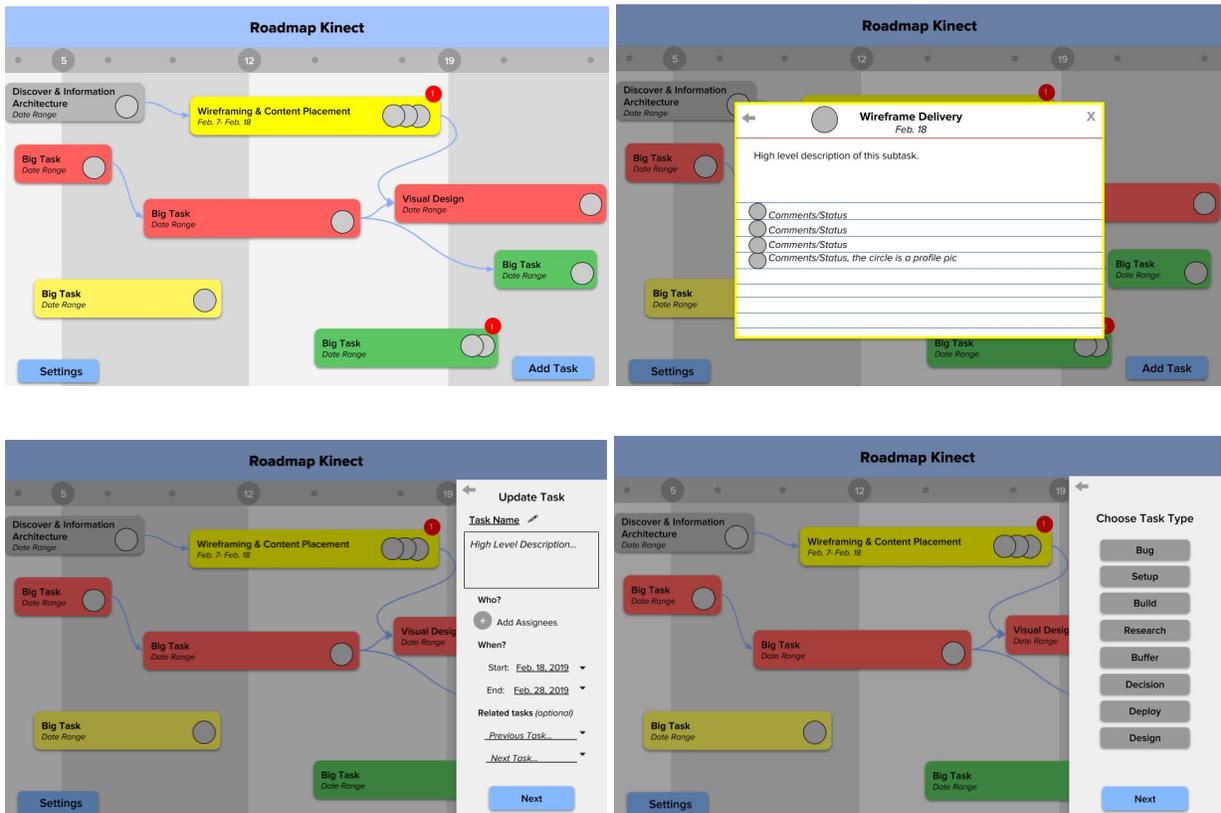


Figure 3: Final project deliverable by junior designer.

4.1.2.3 Findings

Hypothesis	Tools	Result	Insight	Validation
<p>Junior Product Manager can modularize tasks with enough detail to distribute to Junior Designer</p>	<ul style="list-style-type: none"> • Trello • Google Docs 	<ul style="list-style-type: none"> • Junior Product Manager required RoadMap intervention 4 times. • Designer tasks were generic leading to ambiguity in execution. 	<ul style="list-style-type: none"> • Junior Product Manager was ineffective in adding value at the project scoping level. 	<p>Invalidated</p>
<p>Trello is a useful tool to create and manage task breakdowns</p>	<ul style="list-style-type: none"> • Trello 	<ul style="list-style-type: none"> • Junior Product Manager created 45 Trello cards describing action items for project. • Trello was used for the first half of the project until the Junior Product Manager opted to transition. 	<ul style="list-style-type: none"> • Junior Product Manager was unfamiliar with Trello. • Junior Product Manager displayed a useful baseline design project timeline Trello board. • Junior Designer experienced cognitive overload. 	<p>Partially Validated.</p> <p>The initial use of Trello by the Junior Product Manager was effective. The Junior Product Manager needed assistance setting up Trello board in the start but quickly enjoyed the convenience of tagging Junior Designer to tasks and setting deadlines on Trello cards. However, the Junior Designer was not sold on the tool leading it to be ineffective for the majority of the project.</p>

<p>Slack is an effective form of communication between all stakeholders</p>	<ul style="list-style-type: none"> • Slack 	<ul style="list-style-type: none"> • Slack was used 10x more than Email and Google Docs to communicate design feedbacks and project progress. 	<ul style="list-style-type: none"> • Both Junior leads preferred communicating with each other and the RoadMap team via Slack. • Slack's undoubted popularity added quicker engagement from all stakeholders. 	<p>Validated</p>
<p>Google drive and docs add transparency to Junior Designer workflow through design iteration updates and daily progress tracker.</p>	<ul style="list-style-type: none"> • Google Drive • Google Docs 	<ul style="list-style-type: none"> • Google Drive and Doc was not used by both junior leads. 	<ul style="list-style-type: none"> • RoadMap's lack of providing guidance on usage of Google Drive and Google Doc led to junior leads to be less motivated to use tools. • Junior leads felt tools were a burden to learn and made them a hassle to use. 	<p>Invalidated</p>

4.1.3 Takeaways

The student model overall was not a viable model because students lacked experience leading to additional project time and need for extra RoadMap supervision. The lack of structure in project tasks and tool guidance led to extended deadlines and unmet project deliverables. This pilot validated that junior product managers were not a solution to improving the project outsourcing problems like management debt, cost, time and

project deliverable expectations. The pilot was beneficial in shedding light on the power of tools such as Slack, Google Doc, and Trello when provided with usage guidance.

This insight was integrated into the second pilot.

4.2 Senior Expert Model

4.2.1 Overview

The senior model was an extension of RoadMap's student model. Building off findings from the first pilot, RoadMap designed the senior model to include a structured project workflow for junior leads with an addition of senior industry professional oversight. This model provides clients access to a creative student workforce with the assurance of project quality deliverable through strategic senior professional collaboration. The goal of the model is to improve the experience of outsourcing projects through lower cost, increased collaboration, and transparency. Lower cost is achieved by hiring a junior lead whose rates are significantly lower than that of freelancers found on other platform and using senior industry professionals at strategic times to limit their cost on the project. Increased collaboration and transparency are achieved through the RoadMap structured workflow designed and tested in the first pilot.

4.2.2 Procedure

4.2.2.1 Interviews

A qualitative research approach was used to interview and analyze the hypotheses to prove or disqualify the senior expert model through customer interviews. Seniors were contacted via channels such as Facebook and LinkedIn. One of the goals for this model was to determine senior industry professionals value in supervising and mentoring students on real world projects. Additionally from the client side, to understand if RoadMap can provide a better outsourcing experience through a redesigned project execution workflow consisting of predefined baseline milestones, tool guidance, and design project specific tips.

4.2.2.2 Pilot Study

The second pilot was executed with client, Portcast.io, a Singapore based shipping analytics startup and a University of California student hired as a junior designer. The goal of the second pilot was to improve issues experienced with the first pilot, specifically communication, transparency, and quality failures. A key difference from the first pilot is that we removed the junior project manager. Instead RoadMap provided suggestions on designing project milestones, designing best practices to both parties and a structured workflow. Alongside the new processes, RoadMap hired a senior industry professional with seven years of experience working as a designer with companies such as Facebook. The senior designer helped the junior designer

understand the clients mission, suggested a workflow for the junior, and provided design feedback. The final deliverable for the Portcast project was a redesign of their analytics dashboard. The project was scoped to be completed in three weeks (February 12,2019 - March 11,2019). The success criteria for RoadMap was to determine if senior collaboration benefits the junior designer and continue to test and iterate on RoadMap's structured workflow.

4.2.2.3 Findings

- Senior industry professionals wanted full creative control, unlimited timeline, and cost of materials covered when joining a project.
- Senior industry professionals are interested in providing junior leads two models of feedback: 1. Critique of work. 2. Defining work processes.
- Client does not know what questions/answer to ask/tell when outsourcing a project.
- IP scare, older, small business owners worry about who has had access to IP, where that data goes
- Problem of tracking and onboarding freelancers onto all platforms

4.2.3 Takeaways

Hypothesis	Tools	Result	Insight	Validation
Paying Client is willing to outsource project to student contingent upon	N/A	<ul style="list-style-type: none"> • Client provided verbal and written approval of 	<ul style="list-style-type: none"> • The client valued the structured process and the collaboration 	Validated

<p>having senior supervision.</p>		<p>deliverable and is offered two other projects.</p>	<p>between the expert and the student</p>	
<p>Senior designer is a helpful asset to the junior designer</p>	<ul style="list-style-type: none"> • Slack • Google Doc • Sketch 	<ul style="list-style-type: none"> • Number of feedback messages via Slack in a 1 week period: 33 	<ul style="list-style-type: none"> • Senior designer took notes down during meetings to better review meeting with junior designer. • Senior designer formulated clarifying questions for junior designer to ask client. • Provided feedback on Sketch drawings. 	<p>Validated</p>
<p>Junior designers can manage a client project without RoadMap's intervention</p>	<ul style="list-style-type: none"> • Slack • Google Docs 	<ul style="list-style-type: none"> • Number of times RoadMap had to check in with junior throughout duration of project: 4. 	<ul style="list-style-type: none"> • RoadMap's structured workflow promoted a transparent and efficient by having very detailed deadlines and milestones. • Creating a slack channel for all stakeholders involved in the projection increased communication and feedback. This ensured everyone met deadlines and deliverable goals. 	<p>Invalidated</p>

<p>RoadMap's structured workflow creates a better freelancing experience through improving freelancer hiring, increasing communication, and ensuring project deliverable goals.</p>	<ul style="list-style-type: none"> ● Slack ● Google Hangout ● Google Docs 	<ul style="list-style-type: none"> ● Portcast pilot deadline was met. ● RoadMap's projected senior designer to be hired for 3 hours. The actual number at the end of the project was 5 hours. 	<ul style="list-style-type: none"> ● RoadMap providing a template on when milestones should be met with specific design project goals using Google Doc, preset meeting times and rooms using Google Hangout, and a project Slack channel aided in setting project expectation between all stakeholders. 	<p>Validated</p>
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The pilot validated the value of adding a senior industry professional to help ensure project quality. Do to Non Disclosure Agreements with the client we cannot show images of the final dashboard. However, the quality and style choice of the final deliverable exceeded the client's expectation. It also validated the value of providing clients and freelancers a structured workflow with a baseline project scope outlining milestones. This finding was key in displaying RoadMap's two values, a platform based and service based value. The platform is a scalable technology that needed minimal number of people involved. In contrast, the service based value is very costly and needed greater engagement in the project from RoadMap. The addition of a senior shrunk the profit margins and made it less of an attractive scalable business model.

4.3 Educational Bootcamp Model

4.3.1 Overview

The educational bootcamp model was designed to offset the small profit margin issue faced with the senior model. With the educational bootcamp model, RoadMap would connect students at educational bootcamps with client looking to outsource projects. The underlying assumption was that educational institutions see the opportunity to work on industry projects as a means to increase employability. The students in this setting would act as freelancers.

4.3.2 Procedure

4.3.2.1 Interviews

Members of educational bootcamp with positions such as Director of Curriculum development and founders of educational bootcamps were contacted via email and interviewed by video or phone call. The goal of the user research was to determine educational bootcamps need for real world projects.

4.3.2.2 Pilot Study

The third pilot was executed with an early stage startup called Dinner@Work in collaboration with a bootcamp called Board Infinity. The goal of the third pilot was to test the execution of projects through students taking courses through educational institutions. Specifically, we wanted to test if we can achieve the same level of quality

with similar, if not less management effort. The final deliverable for project was a full fledged prototype design for a mobile app that serves as a food delivery app for lunches at workplaces. The project was scoped to be completed in two weeks (April 20, 2019 - May 3, 2019).

4.3.2.3 Findings

- Finding industry partners is not a problem for educational bootcamps, but **curating quality of mentorship** for their students is.
- Educational bootcamps' main goal is high engagement and **job conversion for their students.**
- Educational bootcamps have predefined curriculum for their students with the first half being skills training and the second part being applied, with the expectations that students work on a project to demonstrate their skills.
- They highly value "Triple Crown" projects, where the same project can be worked on by students in 3 different courses (UX, Engineering, data science)
- One of the major pain points is the scalability of grading, especially non-code courses. Right now it's all done through course instructors, but their altruism (and \$50/hour) isn't enough.

4.3.4 Takeaways

The educational bootcamp model was invalidated due to numerous reasons. Firstly, educational bootcamps do not have the capacity to supervise their students development and execution of projects. For RoadMap, this meant being heavily

involved in managing freelancers which was not a viable business model. Secondly, the bootcamps had predefined timelines for when their students can work on industry projects. This was a problem because RoadMap would not be able to offer clients the flexibility to outsource their projects year round.

4.4 Final Takeaways

The lessons learnt from each of the models through RoadMap's product lifecycle gave shape to its current form- (1) enabling companies to optimise freelancing through freelancing tool aggregation, (2) smart recommendations on how to use each of them as a proxy for seamless project management.

Iteration	Key Findings	Incorporations in The Final Form
Student freelancing	Vetting the right students is a crucial process	<ul style="list-style-type: none"> ● Do not replace Fiverr/Upwork ● Rather, make the freelancer selection process straightforward through smart recommendations
Senior expert integration	While experts succeed in offering oversight, the business model is not scalable as each project needs considerable manpower	<ul style="list-style-type: none"> ● Move to a platform based model to improve scalability ● Reduce training time for clients and freelancers to learn another onboarding tool. Instead, offer them most

		widely tools that fit their use case
Educational bootcamp testing with an early stage startup	Clients do not know what information to share as they make freelancing decisions	<ul style="list-style-type: none"> • Nudge clients to think about relevant questions and help them make educated decisions

In a combination of user research, pilots, and market research, RoadMap took form into the product it is today. As a product, RoadMap sees other existing freelancing tools and services as potential collaborators and not competitors. This ties in well into RoadMap as a scalable business model because it is strictly a platform based company.

5. Accomplishments

5.1 Business Metrics

Through the course of this project, we created a freelance network of students, industry experts and enthusiasts. The table below shows our concrete achievements in this regard.

S. No.	Description	Accomplishment
	Customer interviews	55 user interviews were conducted. <ul style="list-style-type: none">• 24 interviews with startups, NGO, and nonprofit industries.• 13 interviews with educational bootcamps (founders, directors, and instructors).• 8 interviews with University of California students.• 10 interviews with senior industry professionals from organizations like Asana, Apple, and Parsley Health.
	Hours of work	Total of ~400 hours of work was put in through our

		pilots
	Pilots	3 pilots were successfully conducted end to end, each based on a different hypothesis
	Gross Transaction Value	\$1950 were transacted through these pilots
	Freelancer acquisition	Our talent pool network today has 26 freelancers consisting of industry experts and student specialists
	Project Leads	7 clients projects are in the pipeline for future
	Customer Satisfaction	Based on our post pilot surveys, RoadMap is currently at an NPS of 90+

5.2 Technical Progress

The platform has been built with a very strong focus on user workflow and usability. The core idea for the platform is to nudge users to share project goals with minimum cognitive overload and give them access to the best combination of freelancing tools.

5.2.1 Tech Stack

The platform is built with a React Frontend, integrated with bootstrap. The backend is built on python Flask which connects to Mongo DB for data storage. Google's firebase is used to host the platform.

Separately, a React based public website is built using the gatsby framework.

5.2.2 User Experience

5.2.2.1 Design Principles

As a technology platform that mediates the services offered by third-party products, it was important to imbue confidence, simplicity, and the unlimited power of multiplicity into the DNA of the brand. Users need to be able to trust the information we are providing and because the nature of freelance management is already so complex, we needed to ensure that the user's experience is unambiguous and clear. Finally, we sought to communicate the power of diversity that RoadMap can leverage. The world of freelancing is filled with resources, tools, and processes, but it is the structured integration that RoadMap offers that differentiates our product in the marketplace.

5.2.2.2 Logo

The foundation of the RoadMap logo is the third design principle of multiplicity. Early iterations attempted to communicate this concept through heavy use of small multiples and the gestalt principle of closure [4] to create a sense of unity through a sum of parts. However, these designs were perceived by users as resolved and grounded. To the RoadMap team, the brand should act as a force multiplier, unleashing potential and empowering clients to turn their dreams into reality. The logo needed more inspirational conviction, and so an open-ended aesthetic was introduced in the form of crossing spotlights. The spotlights were designed to be intentionally ambiguous – are they focusing in on a central idea, or illuminating a future exploration? The wonder that such unresolved tension brought to the logo resonated with the team and was ultimately chosen.

5.2.2.3 Typeface

The multiplicitous nature of the brand also influenced the typeface chosen for the platform. Projects on the platform will often include a significant volume of content, and when it comes to technical terminology, that content can often become very dense. So as to not overwhelm users, a typeface was sought that would allow the system to be legible, modern, and while not overly aggressive, it should impart a distinctive style.

Technically, open sourced Google Fonts are performative, ubiquitously available, and easy to work with. Within that archive, a number of combinations were put together and tested with users. Khula immediately stood out as the preferred system font for its ample spacing, roundness, and modern sans-serif aesthetic. Khula was then paired with eight header fonts and, of the six users tested, every single one preferred the Muli / Khula combination.

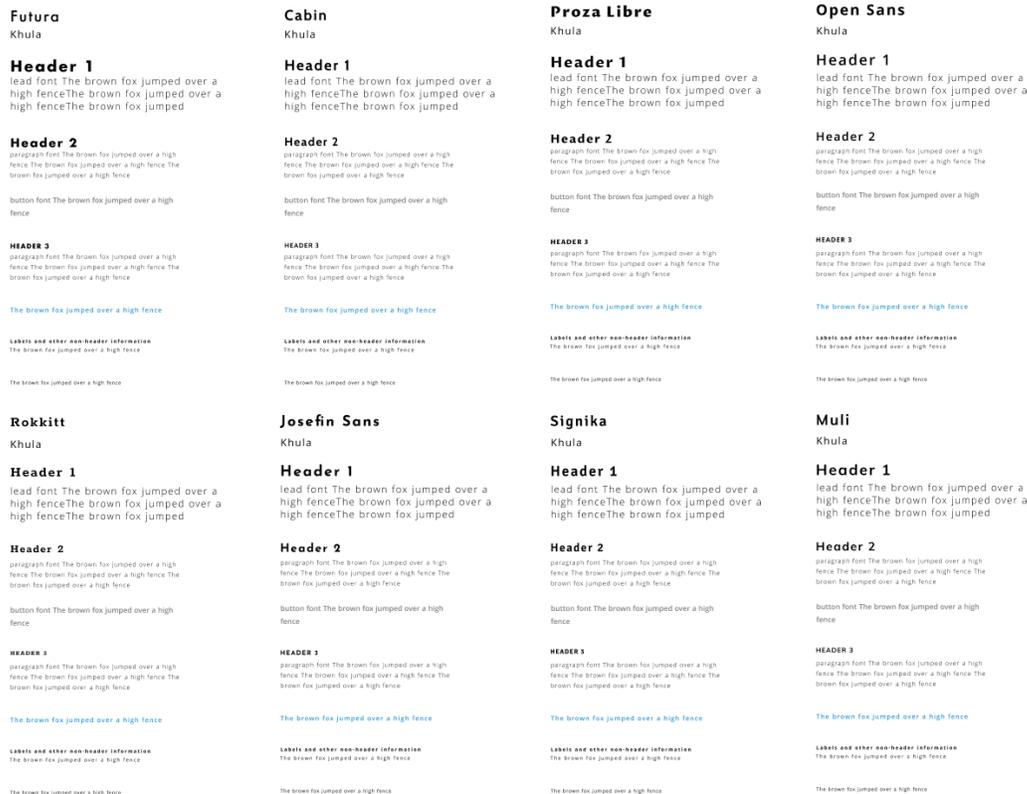


Figure 4: Experiment in typeface to select final system/header fonts for the platform. The winning selection was the Muli/Khula combination on the bottom-right

5.2.2.4 Color

While the logo and type intended to facilitate a multiplicitous aesthetic, a monochromatic color palette was chosen to instill confidence and simplicity. As the color of the sky and the sea, blue has strong cultural connotations with openness, intuition, freedom, and trust [5]. It is for precisely this reason that many high-technology companies have chosen blue, and used it monochromatically, for their branding. While we sought to reference such a Silicon Valley look and feel, we also wanted RoadMap to feel grounded, and exciting. The challenge became how to use color in a way that felt

exciting, but trustworthy. An earthy-orange was therefore selected that brings a complimentary “pop” to the predominantly monochromatic blue, while still imparting a feeling of grounded connection.

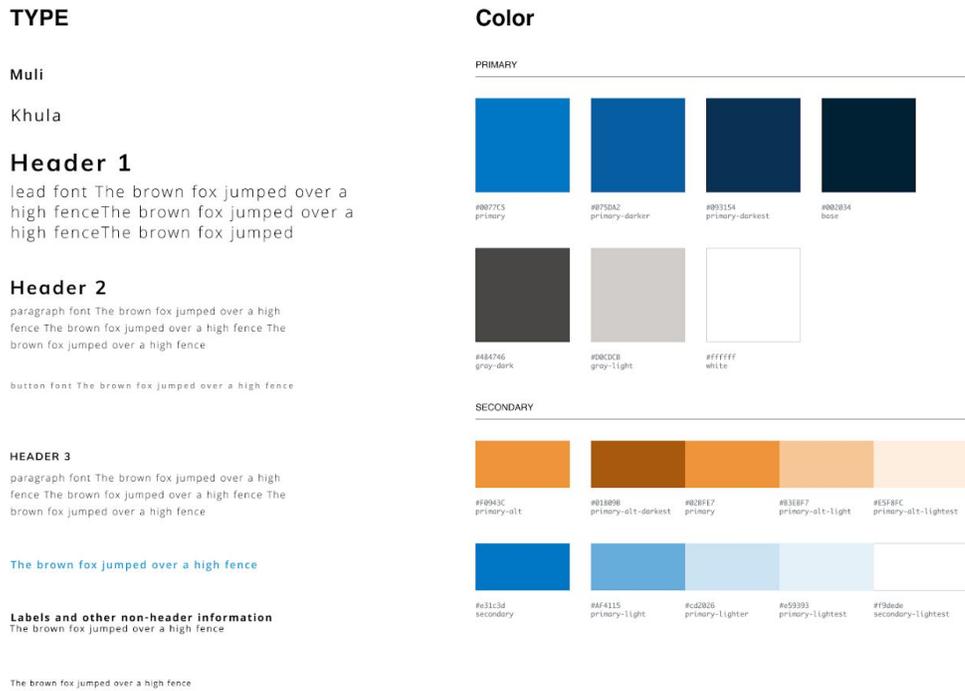


Figure 5: RoadMaps basic style guide

5.2.2.5 User Interface Design

The design of platform interfaces was driven by the functionality required to facilitate RoadMap’s three value propositions: project evaluation, vision alignment, and project execution. To first evaluate a project, the platform needs to quickly identify the client’s project type, in order to tailor the information requested. The final design borrows heavily from companies like Intuit, who have successfully approached this challenge from the perspective of a wizard. However, unlike Intuit, the content in question (project details) has subjective details (“How much experience in this area do you have?”). To

design for this kind of decision-making-under-uncertainty, we looked to checkout processes that put trust and flexibility at the center of the experience. Specifically, we built upon AirBnB's "checkout card" that sticks to the side of the client's screen, continually reloading when slight adjustments are made. This keeps the final project details at the top of mind, while the user explores and browses various project alternatives.

During the vision alignment step of the user flow, we needed an organizing principle and debated whether it should be chronological (a calendar timeline of your project) or process-specific (based on where you are in the project). We realized that chronological-based product management solutions already exist and are used frequently (Asana, Instagant, etc). While the mechanics of such interface patterns are logical and sound, the users end experience is often mired in details and can be overwhelming and confusing. It is for this reason that we decided to structure the project overview page around a process timeline.

The challenge presented by the execution phase was that while a standard interface pattern was obviously required, that pattern needed to support the variety of knowledge needs, third party integrations, scheduling, and action items required of the diverse projects on the platform. Initial designs broke these requirements out into differentiated cards, but this was found to be excessively complicated for users, and required too much onboarding to use.

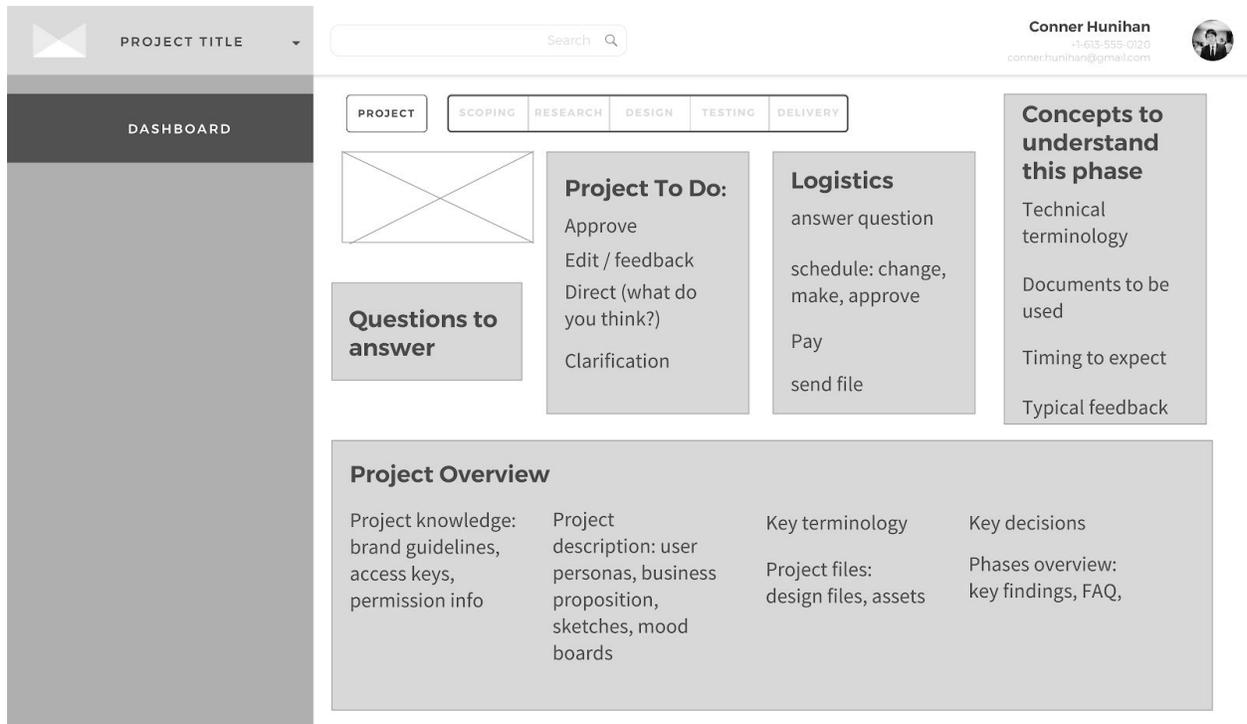


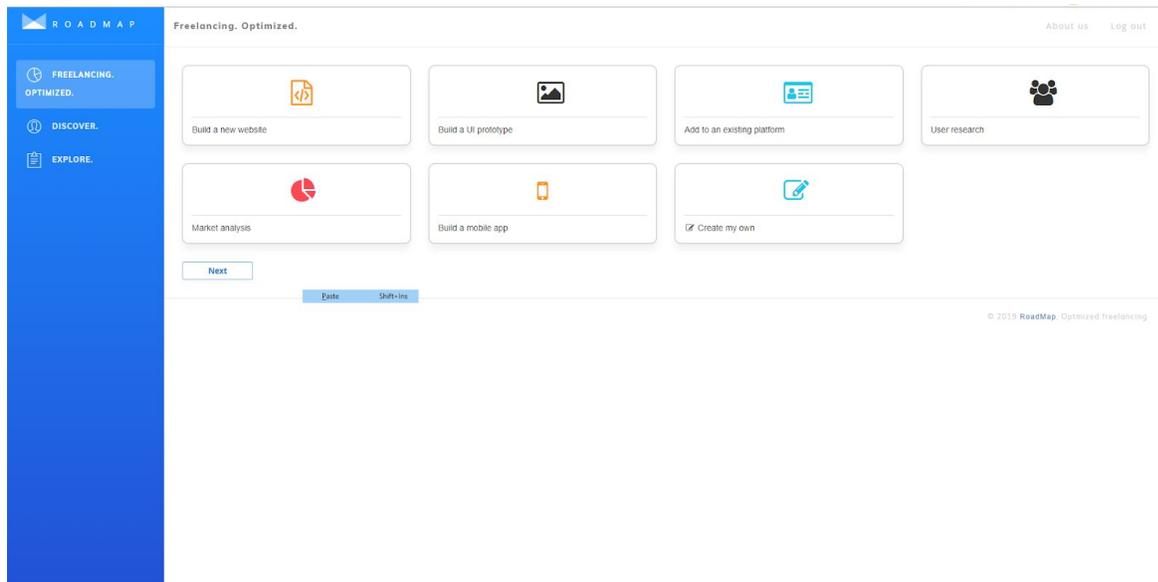
Figure 6: Early iteration of the project execution interface

This early design was later simplified to basic tiles. Using tiles allowed us to flatten the informational hierarchy of the page, which ended up removing significant (and unnecessary) complexity from the interface. The final design offers tiles that each contain high-level tasks. These tasks have accompanying concepts, logistical action items, and documents that hang inside the tile, as well. Each tile is located under a phase of the project, and has sequencing dependencies. This enables the tiles to stay relative to the project, without needing to be overly prescriptive.

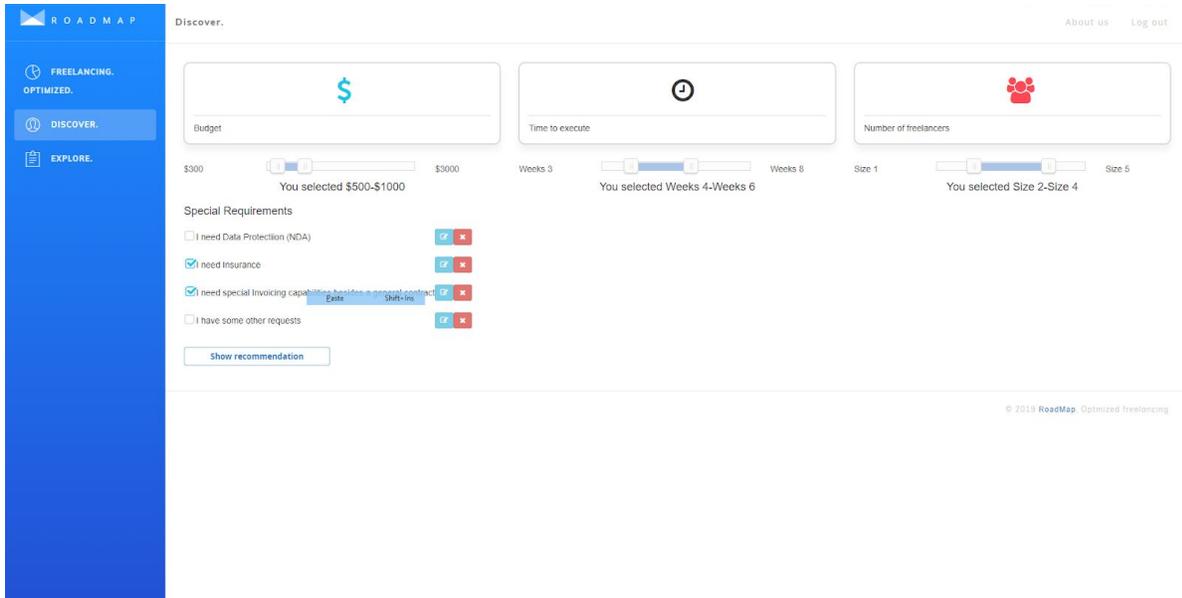
5.2.4 Final Product

The RoadMap platform has three distinct phases before a client fully launches their optimized freelancing ecosystem. The first page of the site the client interacts with is a

questionnaire style page to determine type of project client is outsourcing. This helps RoadMap better understand the requirements and restrictions based on client needs.



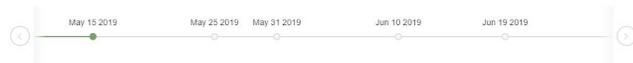
The second page of the site is displayed after the client selects project type. Once selected, RoadMap’s intelligent platform generates a semi-personalized project scope based on money and time. On this page the client can view potential project cost based on time and number of freelancers needed to hire. There are additional “Special Requirements” section that allows clients to dive deeper into their project needs and also allows RoadMap platform to design a more personalized freelancing tools and services bundle.



The third page of the site generates a final project scope proposal including the necessary tools and services that are available on the RoadMap platform. Alongside the tools is a baseline time template of project milestones and how tools complement milestones. After client review RoadMap's final recommendations for project timeline, number of freelancers, cost, and tools, they can approve or reject the proposal.

- FREELANCING. OPTIMIZED.
- DISCOVER.
- EXPLORE.

Here's your optimized RoadMap :)



Onboarding

2019-05-16
Lorem ipsum dolor sit amet, c. temporibus dolores porro doloribus.

Our tool recommendations:

- Upwork
- Feste
- Shiftvis
- LegalZoom
- Sign contract. Here's how
- Stack

A summary card with a circular progress indicator at the top. Below it, the text reads: "4 weeks", "2 Designers, 1 UX Researcher", and "\$750". At the bottom, there are three icons: a checkmark, a share icon, and a star.

Guide me step by step

6. Future Work

6.1 Business Strategy

6.1.1 Incorporation

The next step for RoadMap to launch is to incorporate as an LLC. We are in talks with the Startup Legal Garage, a University of California, Hastings legal resource for early stage startups, to obtain free legal services. The current trajectory to start the incorporation process is in Fall of 2019.

6.1.2 Revenue model

The previous pilots were conducted with a commission based model that companies were willing to pay for a managed service. Now that we have moved to a platform based model, we have to validate if clients are willing to pay a flat fee for diagnostic recommendations and a premium for aggregated tooling. Specifically, we will be testing the following revenue models:

- Flat fee of \$74 (derived from competitive pricing) for a standard project (3 weeks long, with 4 or less tools integrated)
- Tiered pricing for larger projects or for more than 4 tool integrations

- Commission for generating leads for services in Freelancing marketplaces such as Upwork and Legal Zoon.

6.2 Platform development 2.0

6.2.1 Analytics

RoadMap's next product goal is to integrate a system analytics feature for clients to discover tool usage insights. Analytics empower clients to monitor tools to derive a better understanding of when a tool is being used, how often, and by who. The information allows clients to ensure all tools in their RoadMap ecosystem are in use to optimize spending.

6.2.2 More project templates

RoadMap's platform aims to continue delivering clients a more personalized RoadMap evaluate and discover phase. A step towards this goal is to aggregate more data on different types of projects.

6.2.3 More freelancing api integrations

Currently, we are able to exploit apis for Slack and Upwork integrated directly into the platform. To offer a full fledged service, the next step would be actively integrate tools such as Trello, Docusign and Legal Zoom.

7. Summary

Freelancing is an \$88.9b industry, yet the freelancing experience for most companies is far from ideal due to lack of streamlined communication channels and management overhead. RoadMap envisions fuelling the freelancing industry by empowering companies to optimise their freelancing options against constraints such as time and budget and execute their projects through a hand-held guided process.

Having gone through a gruelling yet insightful customer discovery process along with lean pilot executions, RoadMap understands the nuances of the industry, needs of clients and leverages that experts and junior freelancers offer. We believe that the platform holds potential to impact freelancing industry at large as validated through paying clients as well as post pilot feedback. Our future efforts will be aligned in making the platform robust from a usability perspective, versatile from a customisation standpoint and smarter as a full fledged recommendation tool.

8. References

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