

## Final, 106T, oDesk (HBS 9-411-078)

3:00-6:00, Sat 5<sup>th</sup> December 2015

Name:

Student ID:

TA Section:

### Shorter Questions [6 points each = 36 points]

**Question A:** Why might a firm prefer oDesk to hiring employees directly? And why not?

**Question B:** A firm is considering using a using a fixed fee rather than a per-hour fee. What are the costs and benefits?

**Question C:** Why would contractors form a contractor company, i.e. form a working team to be hired as a whole?

**Question D:** Describe the key features of the oDesk reputation system, and explain why they are useful. What could they do more?

**Question E:** What is a disruptive innovation? Could oDesk disrupt traditional staffing firms?

**Question F:** One option is to expand into offshore-offshore relationships. How large is this potential market for oDesk?

## Longer Questions [16 points each = 64 points]

**Question 1:** Is the online contracting market winner-takes-all? If you were to draw an analogy to another market, what would it be and why?

**Question 2:** What are oDesk's competitive advantages? Are they sustainable?

**Question 3:** When expanding into other services, Swart worries about going “too broad too early”. What is his concern? What strategies can be used to expand into new services?

**Question 4:** What are the current challenges for oDesk to attract large firms? How could the firm appeal more to large firms?

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