



# SHARING CITY PLATFORM

Insights and ideas for Shanghai

shareNL

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Communication Study

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## SUMMARY

The Sharing City platform is the online platform project created by shareNL to support the sharing economy within a sharing city. The current platform support the sharing cities in the Netherlands. Development of sharing economy is expanding and each country has potential for this economy. To expand the project, research is needed to know more about the platform execution for overseas countries.

A possible project for sharing city platform is China, starting in Shanghai as a potential sharing city. Field research is required to obtain the needs and wants of the target audience. Sharing economy and the platform introduction must happen simultaneously. The voice of the company counts instead of the individual opinion. The balance of active participation is in line with the company's direction. The platform should take direction with partnership and collaboration for future projects.

The subject of sharing economy is unfamiliar. The positioning strategy is obliged to increase awareness for sharing economy. The strategy will execute for one year in China. The execution strategy is online and offline presence under the name shareCN. Weekly updates and two monthly meetups enlarge the knowledge about sharing economy. The shareCN platform and the media resource Weibo and WeChat are the communication tools. In the second year participation strategy execute the online presence into actual projects and activities.

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## FOREWORD

The thesis research for shareNL took place during the autumn semester of 2016 in Shanghai. The purpose of the research is to find insights and ideas about the sharing economy in Shanghai. The communication tool for the introduction is the sharing city platform.

The paper is divided in three parts: Part 1 of Background Research, Part 2 of Research Analysis and Part 3 of Recommendations. The attachment of the paper are research materials. The paper contains information about the sharing city platform and the sharing economy. Information about the organisation shareNL, the research development and analysis are included. The conclusion and recommendation is the final chapter.

I would like to thank A. Kuiper and M. Wessels Boer-van Boven for their guidance throughout the semester. A personal shout out for all the respondents of the interviews, shareNL, friends and family who supported me during the writing process.

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Yue Ngan Chu

## INTRODUCTION

The purpose of the thesis for shareNL is to get insights of ideas and thoughts from locals in Shanghai about the sharing city platform and the sharing economy. The Sharing City platform is an online platform project created by shareNL to support the sharing cities of the Netherlands. To expand the project for overseas countries, a proposal was made for China cities. Sharing economy has potential in China. Shanghai is the focus city as the gateway of international business.

The main question of the thesis is *“Which communication strategy should shareNL use to introduce the Sharing City platform which support the sharing economy of Shanghai?”*. The results and analysis of the research give insights and ideas of local companies about sharing economy. The conclusion and recommendation of the research explain the ideas and insights about the communication strategy to introduce the future sharing city platform. Ten side questions are created to support the main thesis question. The side questions are:

- What is sharing economy?
- What is the Sharing City platform?
- Who are the target audiences? Are they active in the sharing economy?
- What communication strategies are relevant for this research?
- What models of culture analysis are important for this research?
- What are the characteristics of culture in Shanghai?
- What are the chances and possibilities of sharing economy in Shanghai?
- What are the needs and wants of the target audience?
- What does the target audience find important regarding an online platform for the sharing economy?
- How can a wide range of parties be involved with the Sharing City platform using communication strategies?

The Sharing City platform is the future support for sharing economy in China, but the question is the platform execution. The needs and wants of the audience are important for the platform development. For culture analysis, observations were made to find results. The research method for field research are interviews. The needs and wants analysis are based on the interviews. Ten respondents agreed to cooperate for the interviews.

The paper contains 6 chapters divided in three parts: Part 1 of Background Research, Part 2 of Research Analysis and Part 3 of Recommendations. The first two chapters are information about the client and the thesis assignment. The third chapter is about the research methodology. The fourth chapter is about the theoretical part and the fifth chapter is about the interview result. The last chapter is about the conclusion and recommendations.

## **BACKGROUND RESEARCH**

## CHAPTER 1 SHARING ECONOMY & SHARENL

ShareNL is the organisation known for their knowledge about the sharing economy. The research is assigned in Shanghai to get insights about the sharing economy in China.

### 1.1 SHARING ECONOMY

Knowledge about the sharing economy is required to understand the Sharing City platform. The sharing city platform is built upon the benefits of the sharing economy. Sharing economy exist in cities around the world. Sharing activities can be created by local groups, start-ups and organisations. Sharing is the main purpose of the sharing economy.

In the past a similar sharing economy is the local street trading community. Before online technology was found, people from the neighbourhood use trade and sharing as the method to gain supplies. The new sharing economy term is the container of new concepts.<sup>1</sup> In the past the small communities of neighbourhood resembles today's sharing economy. The difference of today's economy with the neighbourhood communities is the use of online technology. The online reach influence the marketplaces. The use of online platforms for marketplaces create social platforms. The generation of today is familiar with social platforms. The main foundation of community trust is the open access of worldwide internet.

Rating systems is one aspect of the online marketplace. When users engage in activities, the rating option becomes available. Community members is able to view the ratings and reviews. New users is able to judge the trust level from the reviews of the community. The second aspect of the online marketplace is the platform company. Users allows the platform owner to have access of their financial data. Checkout process between users is performed by the platform owner. The platform company acts as mediator between members of the community.<sup>1</sup>

According to the sharing economy research of Cheng (2014), the sharing economy consist of 8 components: Peer-to-peer marketplaces, Gift economy, Commons-based peer production, Solidarity economy/democratic wealth, Collaborative consumption, Peer-to-peer lending, Crowdfunding and Ridesharing.<sup>1</sup>

- The peer-to-peer marketplace is an online marketplace where users monetize their skills and properties. The online marketplace is the meeting point of supply and demand. The purpose of the platform is to connect users within a suitable match. Original peer-to-peer marketplaces existed long ago. The current economy is different because of the online technology.

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<sup>1</sup> Cheng, D. (October 2014). *Is sharing really caring? A nuanced introduction to the peer economy*. MIT Centre for Civic Media.

- The gift economy focus about the gift for free part. A definition for the gift economy is “*an arrangement for the transfer of goods or services without an agreed method of quid pro quo*”. (ServiceSpace 2014). The user of the gift economy establish ideas and makes them available through the platform for users sharing the same idea or interest.
- The common-based peer production is about small contributions which transform into one big production. Common projects with common-based peer productions are knowledge and translation work.
- The solidarity economy or democratic wealth is about the community controlling the participants total wealth and capital. Members provide a monthly input towards the community. The total input will be distributed monthly around the community members. The loop restart once all the members received the total input of the monthly distribution.
- According to Anderson (2013), the collaborative consumption is about “*an economy and society whose goal is net-zero production*”. (Anderson 2013).
- Peer-to-peer lending is about communities of the lending process in regard of repayment, debts or varieties loans.
- Crowdfunding is about the support contribution from people for a specific project or case. The owner of the specific project pitch the ideas and samples. The crowd is free to support and add contribution.
- Ridesharing is about taxonomy of carpooling, vanpooling, hitch king, car lending and ride matching.

## Definition sharing economy

The definition for the sharing economy term is composed by shareNL as the *“economical systems of decent networks and marketplaces which defines the values of unused products and services without institutional intermediaries”*. (van de Glind & van Sprang, 2016, p.15). The author of the sharing economy book *“What’s mine is Yours’s Botsman (2013) composed another definition of the sharing economy. According to Botsman (2013) the sharing economy is “an economic model based on sharing underutilized assets from spaces to skills to stuff for monetary or non-monetary benefits. It is currently largely talked about in relation to P2P marketplaces but equal opportunity lies in the B2C models.”* (Botsman, 2013)<sup>2</sup>

## Unused capacity

Online platforms are the centre of communities where supply and demand of consumers are encountered through algorithm. Sharing economy can be described as the peer-to-peer economy.<sup>3</sup> An example of peer-to-peer economy platform is Airbnb.<sup>4</sup> The online platform enables the opportunity to have access for temporary stay during a holiday or business trip. The system is different from the traditional system. In the traditional economy a company provide the product and service, in this case the rooms, while the sharing economy enables opportunity to engage with private individuals.<sup>5</sup> Individuals are willing to share unused rooms capacity through these platforms.

In the sharing economy people use the existing products and services instead of brand new ones. Existing products and services serve the new purpose in the sharing economy. The purpose is the key point to avoid the production or purchase of a new product.

In the sharing economy the focus of product ownership shift to temporary access.<sup>5</sup> Both parties will benefit from the sharing economy: the owner of the unused product lends the product to the person who needs temporary access in exchange for a small fee. The owner receive a small income. The borrower is able to money of a brand new product and the unused product can serve the new purpose.

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<sup>2</sup> Botsman, R. (November 11, 2013). *The sharing economy lacks a shared definition*. Retrieved from <http://www.collaborativeconsumption.com/2013/11/22/the-sharing-economy-lacks-a-shared-definition/>

<sup>3</sup> Van de Glind, P. and van Sprang, H. (2016). *Share - Kansen en uitdagingen van de deeleconomie*. (p. 15) Business contact. 1<sup>st</sup> edition.

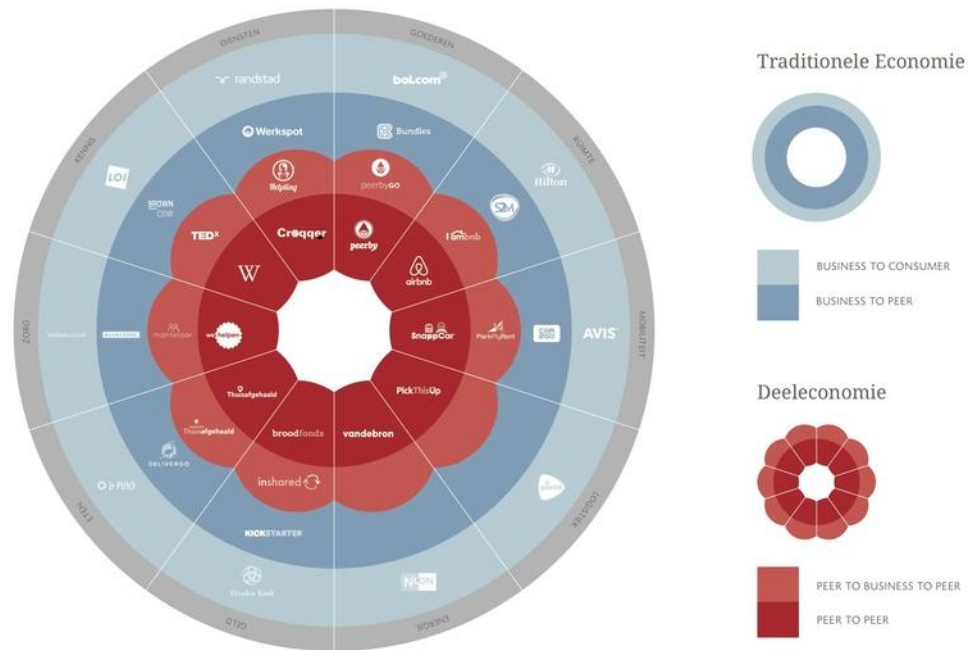
<sup>4</sup> Kong, D. (July 9, 2015). *Airbnb and the Sharing Economy*. Retrieved from <http://www.bestwesternitspersonal.com/2015/07/09/airbnb-sharing-economy/>

<sup>5</sup> Frenken, K., Meelen, T., Arets, M. and Van de Glind, P. (March 28, 2015). *Wat is nu eigenlijk deeleconomie?* Retrieved from <http://www.sharenl.nl/nieuws/2015/03/27/wat-is-nu-eigenlijk-deeleconomie>

## Ecosystem sharing economy

The ecosystem model of shareNL is able to visualize the sharing economy of sharing cities.<sup>6</sup> The model shows an overview of specific parties from the traditional economy and the sharing economy.

### Ecosysteem Deeleconomie<sup>1.0</sup> Collaborative Economy Ecosystem



Source: Share – Kansen en uitdagingen van de deeleconomie. Business contact. p19, 1 diagram. (2016)

The model is divided over 10 marketplaces: goods, space, mobility, logistics, energy, money, food, care, knowledge and services. These marketplaces cover all the current and potential parties within the specific city. The ecosystem model shows the overview of the current sharing economy.

<sup>6</sup> Van de Glind, P. and van Sprang, H. (2016). *Share - Kansen en uitdagingen van de deeleconomie*. (p. 19) Business contact. 1<sup>st</sup> edition.

## 1.2 SHARENL

ShareNL was founded in 2013 by van de Glind and van Sprang. ShareNL is the independent knowledge and network platform for the sharing economy. The main tasks are research and guiding start-ups, organisation and governments to support the sharing economy.<sup>7</sup>

The sharing economy is to activate everyone to make use of unused capacity and collaboration activities. The purpose of sharing economy is to reduce cost and stimulate the reuse of existing goods.

## 1.3 MISSION & VISION

The mission of shareNL is to develop collaborative (and sharing) economy, co-creating societies where every citizen has access to products and services necessary to lead a connected, prosperous, sustainable and happy life.<sup>8</sup> The vision of shareNL is believing in the complete picture rather than individual parts. ShareNL strives for cooperation with the entire field of individuals, corporates, start-ups, knowledge institutions and governments to support the sharing economy.<sup>8</sup>

## 1.4 PROJECTS

Amsterdam Sharing City project is the successful project of shareNL. Current projects are the global Sharing City Lab and a Collaborative Economy Monitor. To maintain knowledge and movements of the sharing economy, shareNL established partnership with sharing economy author Botsman and the Oxford University. The co-founders of shareNL are often found as invited speakers for third party events. Past activities are domestic and international events.

### **Sharing City platform**

The Sharing City platform is the support for the upcoming sharing cities within the Netherlands. The platform shows a wide portfolio of unused capacity activities regarding each sharing city. New potential start-ups and groups is able to join the Sharing City platform by submitting their own initiatives or activities. The first sharing city of the Netherlands and the first of Europe is Amsterdam.<sup>9</sup> Sharingcity.nl is the current website for the Sharing City platform. The platform is the main communication tool in order to spread the potential of sharing economy. Therefore future platforms should be adjusted to the designated place.

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<sup>7</sup> Van de Glind, P. and van Sprang, H. (2016). *Share - Kansen en uitdagingen van de deeleconomie*. (p. 15) Business contact. 1<sup>st</sup> edition.

<sup>8</sup> shareNL. (2016). Mission vision. Retrieved from <http://www.slideshare.net/shareNL/mission-vision-63043540>

<sup>9</sup> shareNL Sharing City. (2016). *Amsterdam Sharing City*. Retrieved from <http://sharingcity.nl>

## CHAPTER 2 SKETCH OF THE SITUATION

The positive change of sharing economy attract the interest of start-ups and organisations. Sharing activities arise since the new sharing economy. ShareNL created the Sharing City platform to support these activities. An online platform collecting initiatives and activities in order to inspire potential start-ups and companies. The Sharing City platform support the sharing cities within the Netherlands. Specific platforms are needed as ShareNL tend to advise cities abroad to become sharing cities. Adjustment are required to build the Sharing City platform.

### **Sharing City**

Cities become Sharing Cities when the maximum of unused capacity is available through sharing economy activities. The key to support the activities of unused capacity is the overview of sharing economy within the city. The city inhabitants are conscious about the welfare of environment. The sharing economy support the environment by reducing cost of living standards and reuse unused capacity.

### **Sharing Cities abroad**

Sharing economy will expand in the upcoming years. The topic of sharing economy and sharing cities is spread by shareNL through events in Helsinki and Tokyo. The next country to embrace the sharing economy is China. The research proposal was accepted by shareNL to get insights of companies in Shanghai defining sharing economy and the participation.

### **Research situation**

The research is about the Sharing City platform as the main communication support between shareNL and the local and international companies in Shanghai. The platform provides information about the sharing economy and initiatives. To increase participation and interest, the research is about the needs and wants of the target audience. Once the platform is established, what kind of information or knowledge is important? Are the companies willing to join partnership with the platform? The analysis of the results explain the insights of which communication strategy is the most effective for the future platform.

## 2.1 DEFINITION OF CONCEPTS

- Sharing economy = the uprising phenomenal economical systems of decentre networks and marketplaces which defines the values of unused products and services without institutional intermediaries.
- Sharing City platform = an online platform established around a specific city which gathers all the unused capacity from organisations, start-ups and individuals.
- Culture = knowledge and particular characteristic from a specific group of people. Next to knowledge and particular characteristic it can also be shared interactions and behaviour patterns. They can be defined by language, social habits, religion, cuisine, music and arts
- Communication strategies = various ways of communicating with the usage of communication tools towards a specific audience
- Shanghai = a continuingly developing city which lies at the west coast of China, also known as the business centre of China where many local and international foreign companies are established.
- Parties = local or international companies, start-ups and groups supporting the sharing economy with related activities.
- Algorithm = IT used term for a formula which solves a specific problem, this is based on a series of sequence specified actions
- Peer-to-peer = also known as person-to-person activities, like car sharing (Uber) or house sharing (Airbnb)
- Target audience = specific group of people audience(s) for the Sharing City platform.
- Needs and wants = defining the main knowledges and desires of the target audience.
- Chances and possibilities = the creation of new peer-to-peer activities; collaboration supporting the sharing economy
- Expat = a person who left his home country in order to live somewhere else

## **RESEARCH ANALYSIS**

## CHAPTER 3 METHODOLOGY

Research analysis is the second part of the paper. The background research is input for the research methodology.

### 3.1 TARGET AUDIENCE

The primary audience are locals and international individuals, group initiatives, start-ups, organisations and companies existing (and upcoming) in Shanghai. There is no restriction in duration of existence. The primary audience exists online and offline in Shanghai as the (or one of the) base operation. Group initiatives and start-ups are individuals and groups sharing the same interest. Start-ups are official small organisations, whereas group initiatives are private. Organisations and companies retain the reputation build upon their business. These elements are locals, internationals or a mix of locals and international identities. There is no complete statistics list of local companies and foreign companies. The Shanghai Stock Exchange bureau listed 1,164 official registered companies in Shanghai.<sup>10</sup>

The secondary audience are permanent and temporary individuals living in Shanghai. The two groups are providers and consumers at the same time. The permanent individuals have product ownership. The temporary individuals need resources for the stay duration. The sharing economy benefit low purchases and product sharing. The key within the sharing economy is to create co-existing relationship of permanent and temporary individuals.

### 3.2 RESPONDENTS

The respondents are local and international individuals of the primary audience. The position of individuals are representative for the group initiatives, start-ups, organisations and companies. The respondents are functioning as PR, Human resource, Marketing or Communication employee. There is no distinction in function if the individual owns knowledge of the company. In regulation matters the respondents are managers or owners.

#### **Respondents interviews**

According the IPA research, 15 to 20 respondents are common size for participant interviews.<sup>11</sup> The requirement for the research was a minimum of 10 interviews. Answer patterns can be found within 10 participant interviews. The minimum of 10 interviews is in numbers less, but difficult to reach in reality. The business culture of workers in Shanghai are extremely serious. Time for an interview is precious and depending on the personality and relation, the cooperation might fail.

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<sup>10</sup> SSE Shanghai Stock Exchange. (2016). *Shanghai Stock Exchange*. Retrieved from <http://english.sse.com.cn>

<sup>11</sup> Pietkiewicz, I. & Smith, J.A. (2012) *Praktyczny przewodnik interpretacyjnej analizy fenomenologicznej w badaniach jakościowych w psychologii*. Czasopismo Psychologiczne, 18(2), 361-369.

The original purpose of the research was 15 to 20 interviews. The time of contact between representatives was difficult. Potential respondents were not always interested. After the tenth respondent agreed for the actual interview, the analysis must be done after that interview. By that time I could not reside in Shanghai to continue more interviews.

### 3.3 RESEARCH APPROACH

The respondents approach starts with Yala Share, the sharing economy organisation within China. Yala Share provide insights of China's sharing economy's movement, restrictions and activities. The second method is contact with Workface, the community for entrepreneurs in Shanghai. The representative of Workface provides the necessary contacts of companies and entrepreneurs. The third method is friends and colleagues about companies within Shanghai. The platform target potential groups, organisations and companies with interest for sharing economy. The respondents are willing to give thoughts about the platform in regard of the participation of sharing economy.

#### **Approach observations**

The method to define the culture characteristics is participation observations. Residing in Shanghai is the key of participation observation. Real-time attitude analysis of locals and inhabitants is possible within the temporary lifestyle. Locals are observed without knowledge of the research. The attitude of the locals remains natural without external influence.

#### **Approach interviews**

The first contact phase is to search representative within the organisation for voluntary cooperation. Representative should work within the PR, Human Resource, Marketing or Communication department. In case of regulation matters, respective managers or owners are accepted.

#### **Preparation & Interview process**

E-mail or WeChat are the tools to get in touch with the representative. The introduction is important to establish relation for the interview. If the representative agrees to the voluntary cooperation of an interview, the representative receive the introduction document. The document contains the purpose of the research, background information of the subject and the basic structure of the interview questions. The interview will take approximant 30 minutes to 45 minutes. The interview questions are the basic structure. During the interview the representative will be asked to elaborate the answers. Afterwards the representative will be appreciated for their time and input.

### 3.4 RESEARCH METHOD

The research defines the quality interest of stakeholders and companies as target audience for the platform. Literature research is about the knowledge of the subject. Field research is required to answer the side questions. There is two methods for data collection: the quantitative and qualitative method. The guideline of this research is qualitative research.

#### **Qualitative research**

The research method is qualitative research. Qualitative research is about interpretation, not about numbers and facts. The main question is an open research question which is taken for qualitative research method. The question is about which communication strategy should shareNL use to introduce the platform. The theoretical research explain a few communication strategies which is useful for the introduction. The needs and wants of the target audience is required to recommend the most effective communication strategy.

***Main question: Which communication strategy should shareNL use to introduce the Sharing City platform which supports the sharing economy of Shanghai?***

The answer for the research question is not one stated solution. In reality there is solutions and methods to create the right solution method. The qualitative research contains the space to observe and stating concepts. The interviews of respondents elaborate ideas and insights. Qualitative research is the preferred method for this research because the subject is unfamiliar. The subject of sharing economy is too vague for locals. The ideas of the audience are important to find similarities.

#### **Open & closed questions**

The side questions are divided by open and closed questions. The open questions are based on the interviews and closed questions are based on literature research. The format for qualitative research is semi-structured interviews. Questions are establish before the interviews. The advantage of semi-structured interviews is the possibility to elaborate regarding the answer. The disadvantage of the method is the validity level. To maintain high validity the elaboration of the interviews can be found in the attachment.

### Closed questions

The questions are defined into types of data collection method. The information indicates how the research execute the format. The research contains six closed questions. The questions are informative which is part of the theoretical part data collection. Definition of the closed questions can be found after the theoretical chapter.

Question	Description	Method
What is sharing economy?	The question implies the definition of the sharing economy. In the literature research the definition of the question is analysed with input of sharing economy experts. The input of existing research about the sharing economy is also analysed.	Literature research
What is the Sharing City platform?	The literature research is the method to answer the question about the definition of Sharing City platform. Theory of platform systems and the current platform are the resources.	Literature research
Who are the target audiences? Are they active in the Sharing Economy?	The question is based on the platform audience type of sharingcity.nl	Literature research
What communication strategies are relevant for this research?	The question is about communication strategies. Existing communication strategies are defined for the platform.	Literature research
What models of culture analysis are important for this research?	The question is about culture analysis. Existing research of culture will be analysed.	Literature research
What are the characteristics of culture in Shanghai?	The previous question is the input for the current question.	Literature research and observations

## Open questions

The research method of the open questions are interviews. To get insights about the open questions, a short description is written below:

Question	Description	Method
What are the chances and possibilities of sharing economy in Shanghai?	The question is about chances and possibilities. Examples of existing initiatives can be used as implementation for this question.	Interviews
What are the needs and wants of the target audience?	The interviews are required to answer the question. The target audience will be asked about the needs and wants regarding the sharing economy and platform.	Interviews
What does the target audience find important regarding an online platform for the sharing economy?	The interviews are required to answer the question. The target audience will be asked about important factors regarding an online platform.	Interviews
How can a wide range of parties be involved with the Sharing City platform using communication strategies?	The interviews are required to answer the question. The target audience will be asked about the approach and involvement of communication strategies.	Interviews

### 3.5 RELIABILITY & VALIDITY

#### Reliability

The reliability of the research is the retesting reliability method. To secure reliability, conditions are set (see the list below) and replication materials are available for a second research. After the retest the analysis of similarities and difference are made in comparison with the previous tests and the original research. The result of each test and the analysis of similarities and difference are the key for time consistency and research reliability. The actual results of the interviews are indication of reliability for the research. Ten interviews were held in Shanghai before I lost my residence. Although the contacts were still available, for the actual interview it was unable to execute in face-to-face conversation.

#### Validity

To secure the validity of the research, the questions from the interview is based on the theoretical concepts in Part 1 about Background Research. Criteria and characteristics of the strategies are the measure labels. Respondents evaluate the criteria's of the strategy and respond to the most suitable measurement according the measure labels. This method validates the results to define the analysis with the accurate labels of the theoretical concept.

**Conditions** are set to secure the **reliability** and **validity** of the research:

- Professional resources and similar research are input for the main research
- Respondents are direct and indirect contacts
- Respondents receives the introduction document for preparation
- Interviews are open minded to secure the respondents thoughts and opinion
- Interviews are made within a safe and comfortable location to reduce pressure

The interview scripts are attachment of the research paper to secure reliability.

## CHAPTER 4 THEORETICAL PART

The theoretical part contains theoretical information regarding the research.

### 4.1 COMMUNICATION STRATEGIES

Communication is required to reach the target audience. Before taking action of communication, knowledge of strategies is important. In theoretical sense there is a handful strategies for communication. The way of communication adjust towards the specific group sharing the same characteristics. Strategies have been changed throughout the centuries. In the 80's the key point of strategy was focus on external research. In the 90's the key point of strategy was focus on the internal research. And now, the key point of strategy in the 20th century is focus on relations.<sup>12</sup>

#### **Building an online communication strategy**

According to Giansante (2015) the question to ask before action is: what does the organisation hope to achieve? Depending on the objectives and audience the actions of the strategy should be clarified.<sup>13</sup> To create successful online presence, the strategy and action plan should be identified. Each project is different from another and should be carefully inspected.

The main objectives for each strategy is: spreading the message, stimulating and organizing participation and the last one raising funds.<sup>13</sup> Spreading the message is about the ideas and proposals being presented. The reason behind the proposals should be clear to support ideas. Stimulating and organizing participation is getting people involved through online and offline channels to build consensus. The raising funds option is about the resources.

When spreading the message through online channels, the message remains online. The size of the audience and the depth of discussion are the two characteristics of web communication. Web communication is the way to provide ideas and proposals. The readers interest should be taken into account to maintain the relationship with the audience.<sup>13</sup>

Spreading the message is not enough. Web communication is once believed to be the only way of sending information, while the audience search for information. Meaning there is no interaction. The possibilities exist of more elements than just information. Examples are the use of photos, videos, reviews and platforms for interaction. Content is de main rule for online communication.<sup>13</sup>

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<sup>12</sup> Michels, W. (2014). *Communicatiestrategie*. Retrieved from <http://www.slideshare.net/wilmichels/strategie-slideshare>

<sup>13</sup> Giansante, G. (2015) *Online Political Communication*. Springer International Publishing Switzerland. P33 – 73.

After the message, the next step is the participation of supporters. Supporters are individuals or groups sharing the same interest. If supporters are the focus point, people in participation increase. Viral message gains interest with backup of supporters. Stimulation and organizing participation of the audience is the second step to build consensus.<sup>14</sup>

To continue the message the last step is raising funds and resources. Funds and resources are difficult without supporters. The resources follow when the base of supporters is found.<sup>14</sup> To define strategies, the 12 communication strategies of Michels (2016) will continue the topic.

### **The 12 Communication strategies by Michels**

Communication expert Wil Michels (2016) is known for his successful books about communication like *Communicatieplanner* and *Brand-id*. According to Michels (2016) there is a total of 12 communication strategies.<sup>15</sup> Each strategy can be measured according the criteria's of consistency, relevance, added value and achievability.

It is never meant to pick one strategy from the list. Depending on the situation it is difficult or complex to follow one strategy. The key is to find the right strategy. The research strategy consist of five communication strategies. These strategies are input for the research. Explanation of each strategy can be found in the following text.

#### Positioning strategy

The positioning strategy is about choices recognized by the audience. To establish the brand position, a specific quality choice should be made. The quality will be brought up toward the audience. The audience remember the specific quality of the brand. A connection will be made of the brand and the specific quality, which belongs together in the heart and mind of the audience.<sup>15</sup>

#### Reputation strategy

The reputation strategy is about relation reputation. The strategy is useful when the brand exist for a longer time period. Existing reputation encourage the current and upcoming relation. A young brand start building reputation from the beginning.<sup>15</sup>

#### Public affairs strategy

The focus of the strategy is about public affairs. As organisation dealing with all kinds of activities, the public affairs aspect is a strict one. The aspect is about the influence of government and stakeholders towards the organisation reputation. The key of the strategy is to know how to handle the communication with government and stakeholders.<sup>15</sup>

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<sup>14</sup> Giantsante, G. (2015) *Online Political Communication*. Springer International Publishing Switzerland. P33 – 73.

<sup>15</sup> Michels, W. (2016). *Communicatiestrategie*. Noordhoff Uitgevers. 2<sup>th</sup> edition

### Participation strategy

The brand is alive when people active participating. The strategy focus on participation in order to activate the people. When stakeholders are involved, interaction will happen. To increase benefit for both parties, exchange of experience and expertise is the focus point.<sup>16</sup>

### Ambassador strategy

The use of ambassadors is the focus of the strategy. Ambassadors are specific people that promotes the brand. The strategy sounds like the fan strategy, but the ambassadors are people working in the same field of interest. Most of the ambassadors have connections towards the brand or they approach the brand in order to become ambassadors.<sup>16</sup>

### **Research analysis**

These five relevant communication strategies include elements which are important to define the strategy for the platform.

The most basic and relevant strategy is the Positioning strategy. The position should be identified to present the platform. The web consist of websites and platforms which is difficult to find a reliable source. To mark the platform as the source for sharing economy, a defined connection must be made between the sharing economy and the Sharing City platform. Definition of connection will be analysed in the research.

The reputation strategy is difficult for implementation because the client is an international company. The reputation and portfolio of the client is the key to increase the positioning strategy. In order to know if the strategy is useful, the analysis centres around the attitude of the audience towards the reputation.

The third strategy of public affairs is required regarding the involvement of the government. The position of the Sharing City platform is stronger with the support and participation of government and local societies. The key is to define which partnership is important for the client and the platform.

The participation strategy is the next one to increase participation of the audience. The message of the platform reach more people when more individuals are involved. Participation is the analysis for the strategy.

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<sup>16</sup> Michels, W. (2016). *Communicatiestrategie*. Noordhoff Uitgevers. 2<sup>th</sup> edition

The last step to keep the platform consistent is the ambassador strategy. To increase the audience is one step, but involving specific individuals to become ambassador of the platform is the second step. The platform becomes reliable and consistent when specific individuals emphasize the message of the platform. The attitude interest of ambassadors will be analysed.

#### **Golden circle model of Simon Sinek**

The Golden Circle of Simon Sinek (2009) is the tool to communicate between the company and the target group to support the communication strategies.<sup>17</sup> The other aspect of the golden circle model is the ability to distinguish from competitors.



*Source: Golden Circle model of Simon Sinek. Strategisch marketing plan. 1 diagram. (2017)*

The model is a three layered circle with 'What' in the outside layer, 'How' as the second layer and 'Why' in the centre circle.<sup>17</sup> Companies use the model to explain the purpose of their existence. Current companies often use the 'outside in' method.

The outside in method is the result order of 'what', 'how' and 'why'. Sinek (2009) believes in the importance of 'Why' and thus the creation of the golden circle model is about the 'inside out' method. The inside out method is the result order of 'why', 'how' and eventual 'what'.<sup>17</sup>

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<sup>17</sup> Eelants, M. (March 23<sup>th</sup>, 2017). *Golden Circle van Simon Sinek – start with why*. Retrieved from <https://www.strategischmarketingplan.com/marketingmodellen/golden-circle-simon-sinek/>

The question order of the golden circle model is 'inside out'. The 'why' question is about the belief and motives. The 'how' question is about the activities and distinguish factor. The 'what' question is about the result and the proof of 'why'.<sup>18</sup>

To bridge familiarity with unfamiliarity, the corporate story is the tool to connect the sharing economy.

### **Corporate story**

The corporate story is a method to define the corporate brand to internal and external stakeholders.<sup>19</sup> The story creates a bond between the employees of the company and a position against competitors. Once stakeholders perceive the story towards the company, it will enhance the corporate brand.<sup>19</sup> The use of media channels is required to communicate the corporate story. The first step to enhance the corporate story are the internal stakeholders. The second step to enhance the story are the external stakeholders. The company and the story must co-exist, before the external stakeholders. The benefit of corporate story is to transfer knowledge in a way related to the story experience. The gap between the story and experience must be close in order to evoke emotion. The result is the emotional connection with the brand.<sup>19</sup>

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<sup>18</sup> Eelants, M. (March 23<sup>th</sup>, 2017). *Golden Circle van Simon Sinek – start with why*. Retrieved from <https://www.strategischmarketingplan.com/marketingmodellen/golden-circle-simon-sinek/>

<sup>19</sup> Spear, S., Stuart, R. (2013). Using corporate stories to build the corporate brand: an impression management perspective. *The journal of product and brand management*. Vol. 22 (7). P491 – 501.

## 4.2 CULTURE

Shanghai is known for the wide range of different cultures. Expats and foreign companies are settled in Shanghai. Local graduated students and jobseekers travel to Shanghai in order to find a better life. The meaning of culture is knowledge and particular characteristic from a specific group of people. Next to knowledge and particular characteristic it can be shared interactions and behaviour patterns. The interaction and patterns can be defined by language, social habits, religion, cuisine, music and arts.<sup>20</sup>

Culture expert Hofstede (2010) defines culture as *“the collective programming of the mind distinguishing the members of one group or category of people from others.”* (Hofstede, 2010) Another quote of culture by Vassiliou (2014) the European Commissioner for culture between 2010 to 2014 is *“culture is the internal force that drives a society forward. It preserves values and traditions. It can rise above prejudices and unite us”*. (Vassiliou, 2014)<sup>21</sup> Culture can be explained in different definition but the main focus remains the same: culture can be identified through societies and the people within those societies.

### Hofstede: Six dimensions of culture

The six dimension model of Hofstede (2010) can be used to analyse culture.<sup>22</sup> The model cover six basic understanding of culture. The idea is originally from a comprehensive study of culture influence at workplaces.<sup>22</sup> The model can be used as comparison since each dimension has two assets.

#### The Power Distance Index

The dimension known as the PDI dimension is about the two following assets: large power distance versus small power distance. This dimension is about the acceptance of power difference within society and organisations. The assets of large power distance is where society accept the existence of powerful members. The expectation of power distance is the unequal distribution. Hierarchical orders is an example. The opposite is small power distance. The society in small power distance accept and strive for equalisation. When there is inequality the society demand justification.<sup>23</sup>

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<sup>20</sup> Zimmermann, K.A. (February 19<sup>th</sup>, 2016). *What is Culture? Definition of Culture*. Retrieved from <http://www.livescience.com/21478-what-is-culture-definition-of-culture.html>

<sup>21</sup> Gaborit, P. (2014). *The Strength of Culture for Development: Why culture matters in international cooperation*. P.I.E-Peter Lang S.A. 1<sup>st</sup> edition

<sup>22</sup> Hofstede, G. (2016). *Dimension of national culture*. Retrieved from <https://geert-hofstede.com/national-culture.html>

<sup>23</sup> Hofstede, G. (2010). *Cultures and Organizations: Software of the Mind*. McGraw-Hill Education. Third edition.

### The individualism versus Collectivism

The dimension known as the IDV dimension is about the two following assets: individualism culture versus collectivism culture. The assets of individualism culture is about individuals taking care of themselves and their families. They are expected to support and contribute within their small circle of life. The opposite assets is collectivism culture. In this assets the focus shift from individuals towards the group. Individuals are part of a group and are expected to be loyal in exchange for support and safety. Members take care of each other and contribute within the group. This dimension reflects the 'I' or 'we' use of people's self-image.<sup>24</sup>

### The Masculinity versus Femininity

The dimension known as the MAS dimension is about the two following assets: masculinity culture versus femininity culture. The masculinity culture is about competition and assertiveness. The society of the masculinity culture expect the people to obtain achievements, being successful and to stand out. The opposite assets of femininity culture is about softness and being humble. The society of the femininity culture stands for modesty, caring for each other and cooperation. The dimension reflects the 'toughness' of masculinity versus the 'tenderness' of femininity.<sup>24</sup>

### The Uncertainty Avoidance Index

The dimension known as the UAI dimension is about the two following assets: high uncertainty avoidance versus low uncertainty avoidance. The UAI dimension is about the thought of society towards the future and uncertain periods. Within high uncertainty avoidance the society maintain a strong principle and belief to minimize the uncertainty as much as possible. The opposite assets of low uncertainty avoidance is relaxed attitude. The society of low uncertainty avoidance pay less attention about the future, takes risks and keeps flexibility at all times.<sup>24</sup>

### Long term orientation versus Short term orientation

The dimension known as the LTO dimension is about the two following assets: long term orientation versus the short term orientation. Societies of long term orientation views the future in the first place whereby the past and present stands the second place. Modern education and innovative change as encouragement, these activities prepares the future over the long term orientation. The opposite assets of short term orientation culture is about the past and present in the first place, whereby the future is the second place. The society of short term orientation culture prefer to keep traditions alive, following the timeless values and norms. A sceptical view about the society is kept from the long term orientation.<sup>24</sup>

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<sup>24</sup> Hofstede, G. (2010). *Cultures and Organizations: Software of the Mind*. McGraw-Hill Education. Third edition.

### The Indulgence versus Restraint

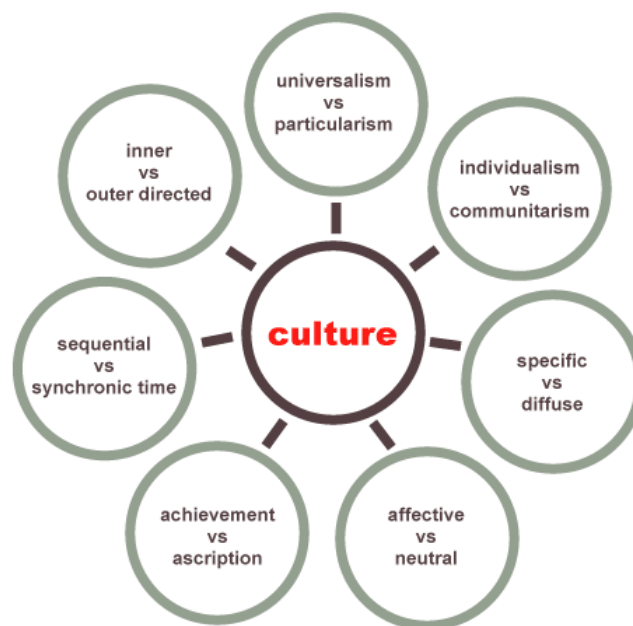
The dimension known as the IND dimension is about the two following assets: indulgence culture versus the restraint culture. The society of indulgence culture has a free will. The freedom is the key, people can do what they want and enjoy the life. The opposite assets of restraint culture is about the strictness and suppression. People are not allowed or cannot express their deepest though. The rule is to follow the rules and regulation as social norms.<sup>25</sup>

### **Hofstede research analysis**

The six dimension model of Hofstede (2010) are the basic input for the literature and observation research. Each dimension characteristics is listed down with the setup against the counterpart. During observation in different situations the observed characteristic results are input for the analysis.

### **Trompenaars: Seven dimension of culture**

The six dimension model of Hofstede (2010) can be used for the general culture, another model about culture is the seven dimension model of Trompenaars (2010). The seven dimension model is specified about culture communication.<sup>26</sup>



Source: *Seven dimensions of culture. Provenmodels. 1 diagram (2016)*

<sup>25</sup> Hofstede, G. (2010). *Cultures and Organizations: Software of the Mind*. McGraw-Hill Education. Third edition.

<sup>26</sup> Trompenaars, Hampden-Turner. (2010). *The Seven Dimensions of Culture*. Retrieved from <http://www.slideshare.net/THTConsulting/the-seven-dimensions-of-culture>

The seven dimension of culture from Trompenaars (2010) are input to understand people from different cultural background within organisations.<sup>27</sup>

- Universalism versus Particularism
- Individualism versus Communitarianism
- Specific versus Diffuse
- Affectivity versus Neutrality
- Achieved status versus Ascribed status
- Sequential time versus Synchronic time (Time orientation)
- Inner directed versus Outer directed

#### Universalism versus Particularism

The dimension of universalism versus particularism is about measuring relationships. The society of universalism lives according the standard form of regulation and obligation. The standard is the right one to follow and they will change anyone who acts different. The opposite of particularism societies is about situation and circumstances. Circumstances weight more than rules. Close relationships of family and friends are the living standard of particularism. People from particularism live by the standard of regulation and obligations depending on the situation.<sup>27</sup>

#### Individualism versus Communitarianism

The dimension of individualism versus communitarianism is about interest focus. The individual interest against the interest of the group. The society of individualism is about people who take care of themselves and their close family and relatives. They make their own decision and walk their own path. When trouble or problems occurring, the voting system is the solution. The opposite of communitarianism is about community and groups. The society of communitarianism is known for strong sense of loyalty towards the group they belongs to. The members of the group are willing to help and care for each other, because the group offers protection and safety. The interest of the group comes first and the individual interest comes second.<sup>27</sup>

#### Specific versus Diffuse

The dimension of specific versus diffuse is about the viewpoint of relationships. The society of specific take notes of each element from a situation. The first step is to analyse the facts. The second step is to gather facts and revise the whole picture as the last step. In opposite of the diffuse society, people tend to separate elements from a situation in the perspective of the end result. The difference of diffuse versus specific society is that diffuse people tend to keep each element together, whereas the specific society keep each element apart. In relationship matter, the specific people interact with each other based on the situations they have in common.

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<sup>27</sup> Trompenaars, Hampden-Turner. (2010). *The Seven Dimensions of Culture*. Retrieved from <http://www.slideshare.net/THTConsulting/the-seven-dimensions-of-culture>

For example: work related activities will be separated from private. The diffuse people will interact with each other on each occasion. For example: working in the same company and leisure time during off-work days.<sup>28</sup>

#### Affective versus Neutral

The dimension of affective versus neutral is about the expression of emotions. People from the affective society express feelings and emotions. The opposite of neutral society is that people tend to control emotions. Feelings will not be shown. People from the neutral society has been taught to control the feeling: it is incorrect to overly express emotions. In contrast to the affective society where people accept the expression of feelings.<sup>28</sup>

#### Achieved status versus Ascribed status

The dimension of achieved status versus ascribed status is about assigning personal status. The society of achieved status assign people according performance and personal records. The opposite of ascribed society assign people according attributes and facts. When recruiting new employees companies from achieved society will focus at education and experience performance. Companies from ascribed status will focus at the person status and personal facts.<sup>28</sup>

#### Sequential time versus Synchronic time

The dimension sequential time versus synchronic time also known as the Time orientation is about the aspect culture gives meaning to the past, present and future. Another aspect of this dimension is about the time approach. When culture is orientated toward the past, the present and future means the repetition of the past. If culture is orientated towards the present, the focus is about current lives of daily experience. The last of culture orientated towards the future is about the current life working for the future. The time approach in this dimension is sequential or synchronic. The approach of sequential is about viewing events as one after another one. People following this approach usually finish one assignment before the next one. Planning are strictly followed and cannot be changed. The opposite is synchronically view. The people following the synchronically view watch events all together and work on assignments at the same time. The planning can be changed at all times.<sup>28</sup>

#### Inner directed versus Outer directed

The dimension of inner directed versus outer directed also known as the Internal versus External dimension is about how people assign towards surroundings. The internal view of people is about the individual controlling nature, whereas the external view of people is about the nature

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<sup>28</sup> Trompenaars, Hampden-Turner. (2010). *The Seven Dimensions of Culture*. Retrieved from <http://www.slideshare.net/THTConsulting/the-seven-dimensions-of-culture>

controlling individuals. External people focus towards the environment and internal people focus on themselves.<sup>29</sup>

### **Trompenaars research analysis**

Trompenaars (2010) dimension model are the second input for the research. To define the result of Hofstede's (2010) dimension model, the characteristics from Trompenaars (2010) dimension model follows the observation research.

### **Hofstede and Trompenaars similarities**

The dimension model of Trompenaars (2010) have similar characteristics. The dimension model of Hofstede (2010) are the basic analysis for results and the Trompenaars (2010) dimension model are input for explanation of deep understanding.

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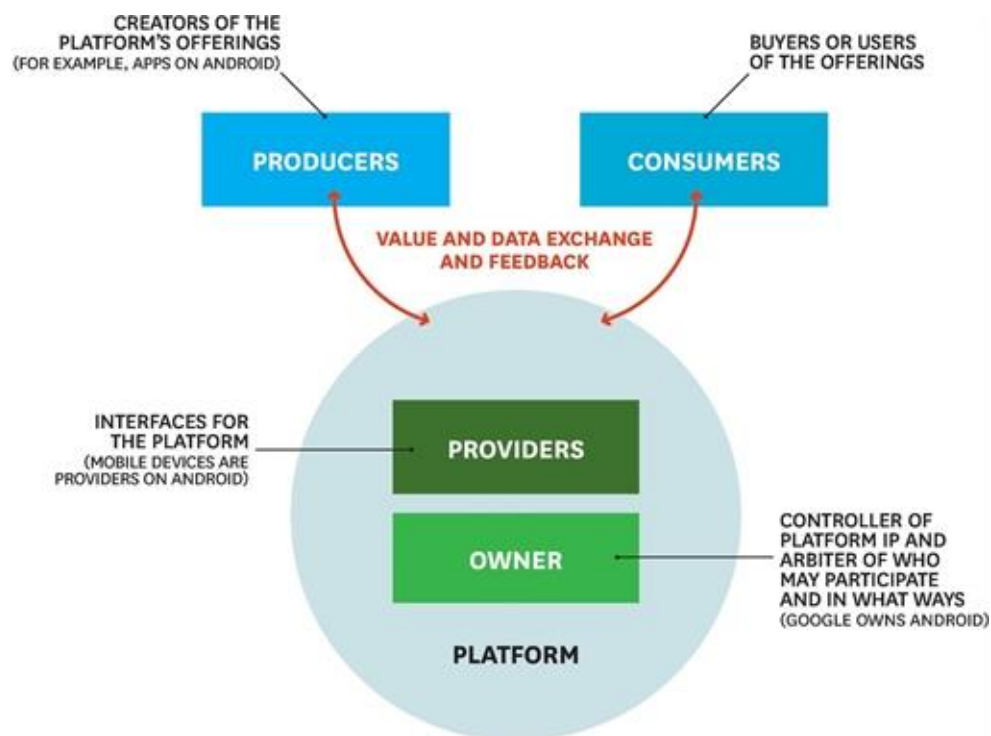
<sup>29</sup> Trompenaars, Hampden-Turner. (2010). *The Seven Dimensions of Culture*. Retrieved from <http://www.slideshare.net/THTConsulting/the-seven-dimensions-of-culture>

### 4.3 SHARING CITY PLATFORM

Platforms existed for many years. Before online technology in daily life, offline platforms can be found anywhere. An example is shopping malls. A shopping mall connect merchants of all kinds of shops with the public consumers.<sup>30</sup> After the introduction of online technology, physical platforms are no longer needed to connect different groups of people. Using online technology platforms can be created in which participation create social effect and the search ability of data. Thuisafgehaald.nl is an example of online platform. The difference from offline and online platforms is the range of participation in geographical wise which is far greater than before.<sup>30</sup>

#### Platform Ecosystem model

There are many types and varieties of platforms, but the main understanding of platforms is the same basic structure. The basic structure also known as the ecosystem consist of the Owners, the Providers, the Producers and the Consumers. The 4 types of players are known as the Players in the Platform Ecosystem model.<sup>30</sup>



Source: *Pipelines, platforms, and the New Rules of Strategy*. Harvard Business Review. Vol. 94, Issue 4. p58, 1 diagram (2016)

<sup>30</sup> Alstynne, M. W. Parker, G.G. & Choudary, S.P. (2016). *Pipelines, platforms, and the New Rules of Strategy*. Harvard Business Review. Vol. 94, Issue 4. p54-62.

According to the Platform Ecosystem a platform provides the infrastructure and the rules within the specific marketplace for Producers and Consumers. The users of the platform can change the role. The platform strategy is the understanding of relationships from the ecosystem.

The Owners of the platform controls the intellectual property and all the rights of the platform. The Providers of the platform are the interfaces with the main users. The Producers of the platform offers the range of products or services related to the platform main interest. The Consumers of the platform are the users making use of the capacities from Producers.<sup>31</sup>

The opposite of platforms are pipelines. Pipelines are traditional business chains where companies use materials into the pipeline. The pipeline stands for the steps transforming materials into end products. Organisations can choose one way or another, but choosing both pipeline and platform is the best way. The rise of online technology enables platforms into conquering pipelines within competition.<sup>31</sup>

### **Transform pipelines into platforms**

Existing pipelines can transform into platforms using 3 key points: the use of resource control towards resource orchestration, the internal optimization toward external interaction and the customer value focus towards the ecosystem value.<sup>31</sup>

- The meaning of use resource control towards resource orchestration is about the company owns the physical materials and real estates as well as the properties against the users ownership. Through platforms companies needs to motivate users in building the community and the use of own properties. The players of Producers and Consumers are the main focus.<sup>31</sup>
- The internal optimization towards external interaction is about creating value. The pipelines use resources and internal labour to create value within the product chain. Platforms use the facilitation interaction as the value for users.<sup>31</sup>
- The customer value focus towards the ecosystem value is about increasing value. The increasing value within the pipelines are customers of product and service at the end of the pipelines. The increasing value for platforms is the use of the ecosystem by expanding into a continue process.<sup>31</sup>

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<sup>31</sup> Alstytne, M. W. Parker, G.G. & Choudary, S.P. (2016). *Pipelines, platforms, and the New Rules of Strategy*. Harvard Business Review. Vol. 94, Issue 4. p54-62.

Platforms can be described as demand-side economy like network effects. Supported by the online technology social aspect and demands increase rapidly than supply-side economy (the pipeline). Platform users increase when access to products and services is available. When the access of product and services increase, the platform range increase at the same time. Efficient suitable match of supply and demand comes across.<sup>32</sup>

### **Research analysis**

The 4 types of players are characteristics to define the organisation. The results are possibilities and chances for the sharing economy. Respondents identify key points suited for the company to transform into platforms. The method of the results are interviews. Representatives are the respondents.

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<sup>32</sup> Alstytne, M. W. Parker, G.G. & Choudary, S.P. (2016). *Pipelines, platforms, and the New Rules of Strategy*. Harvard Business Review. Vol. 94, Issue 4. p54-62.

## CHAPTER 5 INTERVIEW RESULTS

The interviews with local and international companies took place during the autumn semester. Each representative was able to share opinion and thoughts.

### 5.1 RESPONDENTS

Ten interviews was made to obtain insights about the need and wants of the Sharing City platform. Respondents were asked to give permission using the title function for the paper. The following list consist the respondents cooperated for the interviews.

<b>Respondent 01</b>	Marketing manager	<b>Respondent 02</b>	Designer assistant
<b>Respondent 03</b>	Logistic manager	<b>Respondent 04</b>	Human resource
<b>Respondent 05</b>	Marketing manager	<b>Respondent 06</b>	Marketing assistant
<b>Respondent 07</b>	Administration manager	<b>Respondent 08</b>	Production controller
<b>Respondent 09</b>	Technical manager	<b>Respondent 10</b>	Chief executive officer

### 5.2 INTRODUCTION ANALYSIS

The interviews are divided into 5 parts: the introduction, the needs and wants, importance regarding the online platform, communication strategies and the last part of consistency. Each respondent took the interview journey of the 5 parts. When it was possible for elaboration, the respondent were asked to explain the given answers.

### 5.3 ANALYSIS PART 1 INTRODUCTION SHARING ECONOMY

The first two questions is about the introduction of sharing economy.

#### **What comes into the minds of respondents when they think of 'Sharing economy'?**

Sharing is often mentioned as the first thing that comes into the mind of the respondents. Sharing is about the products you own with people around you. According to some respondents, the sharing economy should help reduce living cost. The connection of Airbnb is the frequent answer that has been named a few times. A respondent's reply was *"Transportation sharing platforms like Uber, didichuxing, airbnb and mobike. These are things that I use daily. They are cost efficient and*

*provide convenience for my daily commute*". In the mind of the most respondents Airbnb is an example of Sharing Economy.

#### **What makes you curious to know more about sharing economy?**

The respondents are divers in curiosity about the sharing economy. Since the respondents are working for companies, curiosity is linked with the company. A few answers of the respondents are *"What are the benefits? Something that is interesting to follow and to know more about it"* and *"What are the current development of this topic?"* Some of the respondents ask about the benefit and the business side of the sharing economy. Possibilities for cooperation attract attention. Other respondents replied about the sharing economy, the development and possibilities in other fields.

### **5.4 ANALYSIS PART 2 NEEDS & WANTS**

Three questions are about the needs and wants of the respondents.

#### **What triggers you to be interested in/take part in the sharing economy?**

The most given answer to the question is the possible benefits and the company decision. A respondent answer was *"I think it is based on personal demands. For me, the two biggest driven forces to use Airbnb and Uber are the needs for travel and stay"*. Most of the respondents replies the question as the whole of the company instead of an individual. A few answers are *"Possible benefits, if my company approves or want to try it out"* and *"Projects that we can do together like collaboration"*. If the company decides to participate, the respondents are willing to join. Some respondents pointing the idea of convenience and reusing the unused product.

#### **What are the criteria's for your company to support the sharing economy?**

Most of the respondents replied about the position of the company for the sharing economy. If the company progress or obtain positive change within the sharing economy, the criteria's for support is obvious. A few answers of the respondents were *"It depends if the company gets something in return, if it is worth it"* and *"What's worth it, like gaining more contacts and partners to work with in the future"*. The benefit and the company returns indicate the criteria basics.

#### **If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

Nine of the ten respondents gave ideas about the company's activities in combination with the sharing economy. A respondent replied that sharing options were available in the company: *"My company is already giving out spaces in our offices for freelance designers. So it is about sharing the workspace and utilities of the company with freelance designers."* Another respondent replied *"Share packages with our logistic frights, as logistic company we emerge a lot of cargo. If we*

*happen to make contribution in the sharing economy, we would handle logistic share. This can be for business companies as well for customers". The question raise potential as the respondents makes the connection between the company and the sharing economy. Even the financial sector can be interesting for the sharing economy, a respondent replied: "Sponsorship or funding the projects, our company invest in markets where we can attract new potentials and possibilities".*

### 5.5 ANALYSIS PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

Two questions about the importance regarding the online platform.

#### **What is your opinion of an online platform for the sharing economy?**

Most of the respondents have a positive opinion about the platform. They agree about the platform which can provide information and details about the sharing economy. A respondent replied: *"I think it would be interesting and convenient, if it really can solve people's problem"*. Another respondent replied: *"Convenience and security for deal and service"*. Respondents agrees that the platform will be convenient. A few respondents explains the opinion about the platform depends on the context of the platform. The platform context is the information and details. The platform must be useful, convenience and informative for the people who are interested.

#### **What aspects or elements is required for an online platform to represent the Sharing economy in Shanghai? (compatible, access, style, content, language, interaction)**

Eight of the ten respondents point the English and Chinese language for the platform. A respondent answer was *"Language for sure is one. Most of the local platforms use the Mandarin language. Which on the other hand is the barrier for the expats or tourist to instantly use the platform. How can you communicate with the host that speaks only Mandarin? So in the future if there is other language which mean to help people from different language communication, that would be really useful"*. Most of the respondents replied that the platform should contain a professional style which is clean and simple. One of respondent reply was *"The team behind the platform should be Shanghai local people and international people, like an international mix team controlling the platform. The use of Chinese and English language in order for local and expats to understand. The platform must provide professional formal language. The style is neat, clean and simple. News content and regular active updates"*. The respondents seems to think about a professional and business approach for the platform.

## 5.6 ANALYSIS PART 4 COMMUNICATION STRATEGIES

Five questions is about the chosen communication strategies and the needs and wants.

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

Almost all the respondents answer the main information about the economy. A few respondents point the benefits of the economy. A reply of a respondent was *“Why should someone support the sharing economy? What are the benefits? Overall looking should be professional platform with regular updates and news. News like Airbnb and Uber.”* Another reply of a respondent was *“Basic information, news updates, events and meetings, why should someone/company join the sharing economy? What’s in it for them?”*. In these quotes the respondents needs informative context. One of the respondent reply was *“Something related to travel and touring market, architecture, city innovation, etc.”* When asked about the reason, the elaboration is about the possibilities for sharing economy in different markets. The other market of sharing economy is yet to explore. There is enough potential, but the respondent said it lacks knowledge.

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

Nine of the ten respondents agreed the international identity is useful. The frequent answer is the reason of professionalism. It seems the connection of international company and professionalism is found in the minds of the respondents. A few answers of the respondents are *“Yes, I would prefer a well-known international company rather than local developed company”* and *“The topic is taken seriously by locals, it will shows professionalism and resembles high level quality. The effect will be positive because of the international image”*. Two respondents mention the help or collaboration with a Chinese company *“International company are useful, because there are many international company in Shanghai. On the other hand a Chinese organisation is also approving, especially if you want to get the attention of the Chinese locals. Maybe a cooperation”* and *“It would grab attention for sure, it looks professional and serious for the business market. The effect will be positive, although I think a Chinese company relation would make it even better”*.

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

Half of the respondents answered the participation would be partnership. A few answers are *“Partnership and working together on projects”* and *“As partner working together”*. One interesting answer of a respondent was *“Work together with the same companies to find travel sharing activities (working together on the same field)”*. Since the respondent is working in the

travel market, participation idea is based on field expertise collaboration. Two respondents views the platform as the information centre for news and interaction. The following respond was *“Checking the platform for regular updates about the activities, organizing events and meetings where people can sign up through the platform, a place where people can leave ideas and leave comments, interaction with other partners and companies”* and *“Like a subscription platform where you can subscribe to receive updates and newsletters”*.

#### **What partnerships are important regarding the platform? (public affairs strategy)**

Most of the respondents agreed the government is an important partnership regarding the sharing city platform. A few answers are *“Government groups who are directed or indirectly related, like the foreign business”, “Public government affairs”* and *“Public bureau office from the government”*.

#### **What is your opinion about ambassadors for the platform? (ambassadors strategy)**

Most of the respondents are positive about ambassadors for the platform. The most frequent answer of respondents is promotion. Ambassadors is good for promotion. A few answers are *“Sure it would introduce the platform to a bigger group of audience. Especially in Asia where people follow idols on what they consume”, “Ambassadors can be useful to get the name of the platform out there, promotion and marketing is helpful”* and *“It helps for promotion, reach a bigger crowd and audience for sure”*.

### **5.7 ANALYSIS PART 5 CONSISTENCY**

The last four questions are stimulation questions for consistency and knowledge from the respondents about the platform.

#### **Are you open for a partnership to stimulate sharing economy?**

Nine of the ten respondents would definitely join partnership. Three respondents did mention it would depend on some points. Some answers are *“It depends if there is potential for the company to join”, “It depends, but I would do it”* and *“Depends about the international company, but yes I would”*.

#### **Would you become ambassadors of the platform?**

Each respondent is positive to become ambassador, but the answer varies about the execution. Three respondents explain it depends if there is benefit in return. If the company requires the respondents to become ambassadors, the decision is obvious. A few answers are *“If we have the partnership, if my company wants me to become ambassador I would do it”* and *“It depends if the company becomes partner and ask me to become the ambassador or someone else from the department”*. Some respondents linked the ambassador job to the employees or specified

department. Two respondents replied *"I would assign workers of my company to do that"* and *"Well not me, but some of my employees perhaps"*.

**What approach should be used to activate your company for sharing economy?**

Almost all the respondents answered a meeting with the management team. Supporting the meeting are face-to-face conversations and building a relationship. A few answers are *"I guess it is to persuade the management that the sharing platform will benefit the company and the community"*, *"Face to face meetings, getting to know each other is very important and start building a good term relationship"* and *"Meetings with manager or owner of the company and building on a plan for partnership"*.

**Can you name potential target audience (companies, organisation) for the platform?**

All the respondents answered the same: they could not mention a potential target audience for the platform.

# **CONCLUSION & RECOMMENDATION**

## CHAPTER 6 CONCLUSION & RECOMMENDATION

All results and findings are analysed for the final conclusion and recommendation.

### 6.1 CONCLUSION

The conclusion covers the side questions of the literature research and the interview results.

#### **What is Sharing Economy?**

Within the sharing economy, online platforms are the centre of communities where supply and demand of consumers are encountered through algorithm. In the sharing economy people use the existing products and services instead of brand new ones. The focus of product ownership shift to temporary access within the sharing economy.

#### **What is the Sharing City platform?**

The Sharing City platform is the support platform for sharing cities within a specific country. The platform shows a wide portfolio of unused capacity activities regarding each sharing city. New potential start-ups and groups can join the Sharing City platform by submitting their own initiatives or activities. The platform is the main communication tool in order to spread the potential of sharing economy. Future platforms must be adjusted to the designated place.

#### **Who are the target audiences? Are they active in the sharing economy?**

The primary audience are locals and international individuals, group initiatives, start-ups, organisations and companies existing (and upcoming) in Shanghai. There is no restriction in duration of existence. The primary audience exists online and offline in Shanghai as the (or one of the) base operation. The target audience are inactive in the sharing economy.

#### **What communication strategies are relevant for this research?**

The five relevant communication strategies include elements to define the strategy for the platform.

The basic and relevant strategy is the Positioning strategy. The position should be identified to present the platform. The web consist of websites and platforms which is difficult to find a reliable source. To mark the platform as the source for sharing economy, a defined connection must be made between the sharing economy and the Sharing City platform.

The reputation strategy is difficult for implementation because the client is an international company. The reputation and portfolio of the client is the key to increase the positioning strategy. The analysis centres around the attitude of the audience towards the reputation.

The third strategy of public affairs is required regarding the involvement of the government. The position of the Sharing City platform is stronger with the support and participation of the government and local societies. The key is to define the partnerships regarding the platform.

To increase participation of the audience, the next one is participation strategy. When more individuals are involved, the message of the platform reach more people. Potential target audience are analysed for this strategy.

The ambassador strategy is the last one to keep the platform consistent. To increase the audience is one step, but involving specific individuals to become ambassadors of the platform is the second step. The platform becomes reliable and consistent when specific individuals emphasize the message of the platform. The attitude interest of ambassadors will be analysed.

### **What models of culture analysis are important for this research?**

The first model of culture is the six dimension model of Hofstede (2010). The six dimension model consist of Power Distance index, Individualism versus Collectivism, Masculinity versus Femininity, Uncertainty avoidance index, Long term versus short term and Indulgence versus Restraints. The second model of culture is the seven dimension models of Trompenaars (2010). The seven dimension model consist of Universalism versus Particularism, Individualism versus Communitarianism, Specific versus Diffuse, Affectivity versus Neutrality, Achieved status versus Ascribed status, Sequential time versus Synchronic time (time orientation) and Inner directed versus Outer directed. Both models have similarities and advantages for the analysis. The analysis of culture in Shanghai consist both dimension models mixed similarities for analysis results.

### **What are the characteristics of culture in shanghai?**

Diverse cultures can be found in Shanghai. Once a simple fisher town expanded within a period of time into one of the biggest metropolis city in Asia. Shanghai attracts foreign business stimulating the local economy.

#### Power distance index

The power distance in Shanghai is on average level at the large power distance index. The Chinese government rules the same in Shanghai as in the rest of China. The regulation of crowd control at institutions are strict. Locals are familiar with the rules and que when needed. Security guards can be found at every financial institution and government buildings. Large companies and hotels are equipped with security guards. Daily control of identification is common in the subway stations. Locals are expected to have and show identification for each regulation matter.

### Collectivism and Communitarianism

China was and remains collectivism because of the culture influence. Since the reforming of China, the influence of individualism came over through foreigners residing in Shanghai. Nowadays the modern time and advanced technology increase the influence of individualism. The generation of today remains loyal to the traditional culture where collectivism is the main sense. Humbleness and loyalty remains the same, but the will of freedom and choices rises.

In sense of communitarianism the locals of Shanghai lives within communities. Each building complex is part of a community area of a certain district. Locals within a community area knows each other. It is common to spend time with neighbours and have a daily conversation. When problems occur, community staff arrange the meeting with locals to discuss the best solution.

### Femininity

The femininity culture is clearly visible within the communities. Locals help each other when a person is moving out or entering the community. Some aspect of the masculinity culture is visible at the younger generation. Young people carries the pressure of getting achievements and being successful. In Shanghai the femininity aspect stands above the masculinity aspect.

### Particularism and Diffuse

Particularism within Shanghai is the strong sense of close relationship with family and friends. Regulation and obligation are living standards, but circumstances are important. To continue the flow of relationship the dimension of diffuse is the sense within Shanghai. Getting to know new friends is difficult when there is no particular relationship reason. Aside from work, communities and relatives, the locals keep relations to a minimum.

### Uncertainty avoidance Index

The uncertainty avoidance index of Shanghai is high scale. Locals are serious about work resulting in the strong flow of daily principles. Daily routines within communities change seldom. Steadiness and secure finance are vast topics of locals. Activities and decisions are made with future certainty in mind.

### Time orientation and long-short term orientation

To continue the flow of uncertainty avoidance, the time orientation of Shanghai is the future. Both long and short term orientation is a common mind set of locals. Locals are working with the future mind set. The next generation is the important aspect of life, it represent the future. Traditional culture and aspect are high values, even though innovation and technology change drive into long term orientation. Students are pressured to enter the best university to obtain jobs. At the same time parents and grandparents reminds them about the next generation.

### Restraint, Affective and Neutral

The two dimension of restraint and neutral is profound in Shanghai. Since the reforming free will and social life increase significantly, but locals still burden the pressure of authority and government. The norm of expressing the deepest though is limited below regulation. The follow up of restraint is the neutral dimension. Locals tend to control feelings, but the opposite of affective expression remains. Expression of feelings is notable during discussion of certain issues.

### Ascribed and Achieved status

In times of assigning jobs and status, Shanghai commonly follows the ascribed status dimension. The achieved status is more profound at professional international companies. New established companies and overseas organisation follows the achieved status dimension. Potential employees are associated according their credentials.

### Outer directed

Adaptation of circumstances is commonly accepted by locals. The visible restraint aspect takes adaptation as a automatically process.

### Daily observation hour

A two months weekly daily observation hour was made to observe the locals. Conversations was made if there was an encounter with locals.

### **What are the chances and possibilities of sharing economy in Shanghai?**

The possibilities of sharing economy in Shanghai depends on existing companies and organisations. To join or participate in the sharing economy, companies need research about possibilities with the current activities and services. The activities of the companies are the basic foundation of contribution towards the sharing economy.

As long the company involvement grows or in this case benefits, possibilities of sharing economy within the divers sectors and markets is open. Companies of the same sector should collaborate instead of competing. An example of possibility in Shanghai is the travel sector. An example of project is travel sharing collaboration. A huge range of travel companies and agencies can be found in Shanghai. Travel companies have knowledge and certain data's. The sharing economy use the knowledge and data's to advance customer service. Collaboration obtains partnership, knowledge sharing, future sales and benefits and the most of all support towards sharing economy.

Each sector has a lot of possibilities and local companies should take advantages. The huge base of locals and international companies in Shanghai is the key to collaborate and creating activities to support the sharing economy.

### **What are the needs and wants of the target audience?**

The benefits and something in return triggers the audience to participate in the sharing economy. Their work company are related to the needs and wants. The preferences and criteria from the company are the main standards. For example professional attitude at work is required. The use of language and style are important for future platforms. Most common language for the platforms are Chinese and English. The style of the platforms must be professional designed and the overall look of simple approach. The overall look of the platform is neat, good balance of images and text and thoughtful theme colours.

### **What does the target audience find important regarding an online platform for the sharing economy?**

An online platform is convenient and helpful to understand sharing economy. The platform requires the balance of good understanding of context and interaction for the audience to be useful. Basic and overall information is a must for the platform. It is important to make the right decisions about the context. The context should contain the main purpose of sharing economy and examples of existing activities. The online platform is the role model and support for future projects.

### **How can a wide range of parties be involved with the Sharing City platform using communication strategies?**

After the research of different communication strategies, the two sided positioning strategy is the strategy for the first year. The main focus are the basic understanding from sharing economy and the possible benefits. An important question to keep in mind is: why should someone join the sharing economy? The answer of the question is the key for positioning strategy. After the positioning strategy, the next strategy is the participation strategy. For the participation strategy the audience would participate in the execution of partnership. The platform and the company should work together and collaborate on projects and activities. The company expect the platform as the main source of guidelines and resources.

### **Which communication strategy should shareNL use to introduce the Sharing City platform which support the sharing economy of Shanghai?**

The positioning strategy and the participation strategy are the main strategies for the introduction. The reason for positioning strategy is the low awareness and knowledge of locals about the sharing economy. The first year strategy is the two sided positioning strategy. This means positioning the characteristics and values of sharing economy and the sharing city platform. After the first year of introduction phase, the second year strategy is participation strategy. The reason for participation strategy is to activate the locals and companies to collaborate and proceed the benefit purpose of

sharing economy. The public affairs strategy, ambassador strategy and reputation strategy are strategies concerning the future steps.

### **Overall conclusion**

The people in China and the culture are openminded in their own ways. Modern technology develop at full speed and synchronize the traditional way of living standards. The sharing economy have potential since the existing way of sharing and the amount of unused capacities. The community and collectivism culture shows the potential acceptance of sharing economy. The acceptance is one aspect to realize the future platform. The positioning strategy is the second aspect to spread impact of the shareCN presence. Technology and connection leads to embracement of the sharing opportunities. The current development tools is available to support the future platform. The new thought is about the new sharing with modern technology. The process involves the current mindset of sharing economy towards awareness participation. The path of participation opens once the first two aspects meets the requirements.

## 6.2 RECOMMENDATIONS

The future execution of Sharing City platform for Shanghai considers the positioning and participation strategies. The implementation for the platform is at the beginnings phase. Local companies and organisation are in need of awareness and knowledge about the sharing economy. For a realistic process and achievability, the positioning strategy is the recommended communication strategy for the first year.

### Positioning strategy

The first strategy is two sided positioning strategy. The focus target group will be local companies.



### Brand identity

ShareNL is unknown in China. To brand sharing economy in China with shareNL, the company should release the positioning strategy under the name: ShareCN. Share is the same first part of shareNL and CN is the abbreviation of China. The reason for the abbreviation of China is the image support, trust and acceptance of locals.

### Informational and transformational keywords

The two sided positioning strategy is to connect informational and transformational keywords to shareCN. The informational positioning keywords are:

- Reduce cost: *The sharing economy requires low cost to zero effort. The sharing economy is for everyone who believes in the reduce of cost life.*
- Recyclable purpose: *The ownership of property receives the new purpose within sharing economy.*
- Non-waste: *The existing unused capacity transform to non-waste capacity within the sharing economy.*

The transformational positioning keywords are:

- Social: *The social aspect of sharing economy is undeniable.*
- Accessible: *The technology allows easy accessibility towards the sharing economy.*
- Community: *The sharing economy creates new communities.*
- Opportunities: *The sharing economy makes opportunities available for everyone.*

The selected keywords increase the positioning strategy of sharing economy: *Sharing economy offers a wide range of unused capacities which enables opportunities. These opportunities are social new established communities, existing communities and accessibility. Taking part of the sharing economy offers the ability of reducing cost, recyclable purpose and the non-waste capacities.* The local companies should seek and take advantage of the strategy at the same time. ShareCN should increase curiosity about the development of the sharing economy.

#### Proposition

Sharing economy is for everyone who believes in the reduce of cost life and the ability to give unused capacity a second life. While in China the reason for purchase new products is common, the advantages of sharing economy should reform the thoughts about products.

#### Corporate storytelling

Why is shareCN unique for China? To make a true difference in life of sharing love and opportunities.

*“The story is about a young Chinese man working for a small company in Shanghai. The young man is working 3 years for his current company and he rented his first apartment on his own. The apartment contains few furniture. The purchase of his apartment left him tight on money. At the same time the company grows at a slow pace. His boss assign him to find new partners for opportunities. During leisure time with a good friend, his friend told him about a interesting news item from social media. His friend did not remember the name except for ‘sharing love and opportunities’. The young men did research about the website of shareCN and the meaning of sharing economy. The name is unfamiliar but he decide to follow the social pages out of curiosity.*

*The updates of shareCN is about new platforms which he never heard about. One of the platform is about sharing furniture’s. He is interested, but his company is too busy with projects, thus he left the matter of furniture aside. The platform offers the opportunities for locals to share unused furniture for exchange or fee. When he was free, he did some research. The platform enables the possibility to obtain furniture in a different way. He decide to take the chance and contact the local provider of the furniture platform. Within a month he was able to obtain new furniture’s without spending a huge amount of his salary.*

*He kept the contact with the provider to help his friends with the same problem. When he was chatting with his new friend (the provider) he came across the fact that he is the owner of a new international company in Shanghai. His new friend propose a collaboration to strengthen the future of both companies. After a few month the companies acquired new projects involving the future growth.”*

The meaning behind the story aspects is the broader view of sharing economy for China. The Chinese man resembles the Chinese locals living and working in China. The story of shareCN must connect the heart and soul of the employees and the target group. The employees are the story and therefore the meaning behind the Chinese man is the comparison of Chinese employees.

The story follows the meeting between the young man and shareCN which supported both his private and business life. The meaning behind the private life support is the ability of sharing economy. Without knowledge and awareness the support of his private life would be difficult. The meaning behind the business life support is the curiosity and connection to embrace new opportunities.

The corporate story is part of the underlying thought from the why-question. The purpose of ShareCN is to bridge familiarity with unfamiliarity regarding sharing economy. The common opinion about sharing should embrace the new way of sharing. The new way of sharing is to expand sharing into a higher level. The acceptance of modern technology enables the new way of sharing. The sharing city platform is the support tool.

#### Achievability

The topic of sharing economy is unfamiliar. Long term recommendation is required to achieve a wide range of online presence. Achievability start from 6 month to one year to create a realistic starting point. The first step of communication strategy is to increase awareness and knowledge for sharing economy within China. The reason for 6 month to a year is to make a consistent presence to increase a wide reach of audience. The door is open for locals to embrace the new way of sharing. The collectivism culture and the modern technology acceptance leads to the reality of the platform. The first year of communication strategy is focus on positioning strategy. Following the positioning strategy, the participation strategy starts in the second year.

#### Implementation

The use of online presence and social media is the first step of implementation. The topic for sharing economy in Shanghai should develop into an existing name of brand. The positioning strategy is the first execution. Important aspects like the main concept and the why-question should trigger the audience to develop curiosity and interest. The online presence is important to activate the audience. Mobile platforms are one of the common used tools to stay up-to-date and to get in touch within China. The awareness and knowledge period must last for a period of one year to be consistent. The brand must conquer a place within the hearts and minds of the audience. After the first year of positioning strategy the online presence of the brand should increase support. The support is executable as participation strategy. Once the target audience is interactive with sharing economy, its beneficial for the positioning strategy and the future platform.

## Strategy plan

The strategy plan will be:

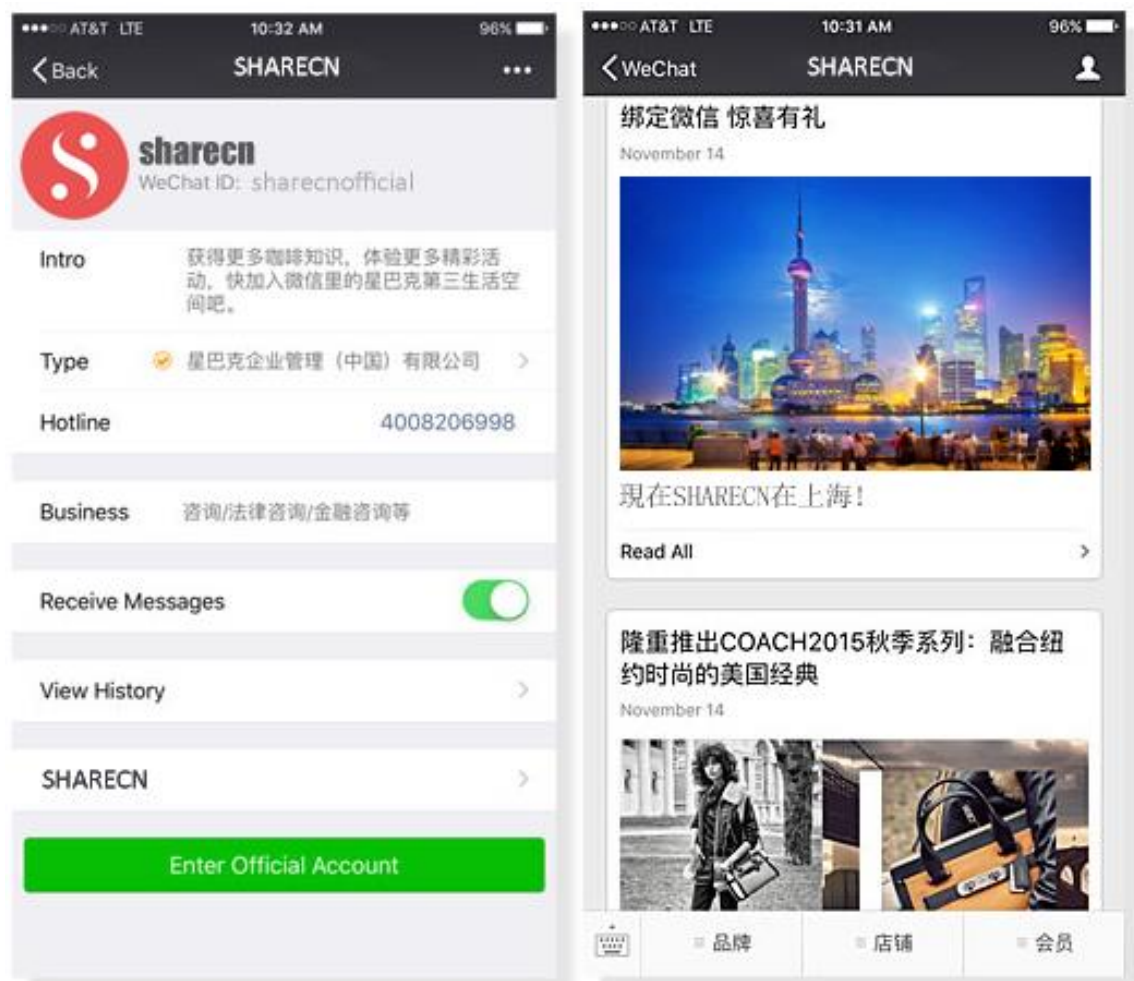
- Positioning strategy in the first year, to be precise: two-sided positioning strategy.
- Participation strategy in the second year.

Idea	Purpose	Resources	Period	Responsibility
shareCN introduction + storytelling	Create the presence of shareCN within China	Pre-platform shareCN creation + WeChat and Weibo account for shareCN	1 <sup>st</sup> year	A dedicated theme of locals and international employees. At the moment the responsible person or team is not clear
Explain the sharing economy	Spread and increase knowledge and awareness for sharing economy	Pre-platform shareCN	1 <sup>st</sup> year	
Weekly update about the sharing economy	Spread the news of trends and development about the sharing economy	WeChat and Weibo account shareCN	Each week	
Monthly newsletter about initiatives	Current initiatives examples as inspiration	Pre-platform shareCN	Each month	
Two monthly meetup news for local companies	Organizing network opportunities to support the sharing economy	Pre-platform shareCN + WeChat shareCN	Every two month	
Pursue social media towards the next level	Circulating news and updates of shareCN by partners	The social media accounts of shareCN + the social media accounts of partners	2 <sup>nd</sup> year	The team of shareCN and the team of the partners

Interactive meetings	Interactive business meetings between shareCN and the partners to create continue sharing projects	Webinar or webcast of shareCN	2 <sup>nd</sup> year Each month	Members of shareCN and members of the partners
Projects and testimonials	Insure credibility of shareCN	The platform of shareCN	2 <sup>nd</sup> year	The team of shareCN

### Media resources

The media resources for the positioning strategy is required to increase a wide range of online presence. The locals in China is familiar with online mobile platforms for daily use. The media platforms for the positioning strategy are Weibo and WeChat. Weibo is the Chinese version of Twitter. WeChat is the Chinese version of WhatsApp with extra functions. The functions resembles Facebook. WeChat gives the opportunity to publish wall content. The image below shows an example of shareCN WeChat business account.



For the first year the plan must focus at the online execution. The positioning strategy should apply and support the plan of shareCN. The plan involves a dedicated team of members managing the media resources. Consistent posting updates about the market is the first thing. A two monthly meetup between shareCN and the local companies is achievable to increase partnerships and future collaboration. The meetups can be invited or registration only. The advantages of both parties is beneficial for the growth of sharing economy and opportunities.

#### Platform shareCN

Aside from the media resources, the website platform shareCN function as the pre-platform version. The platform is meant to explain the target audience of the platform purpose. Overall information about the sharing economy should not be neglected.

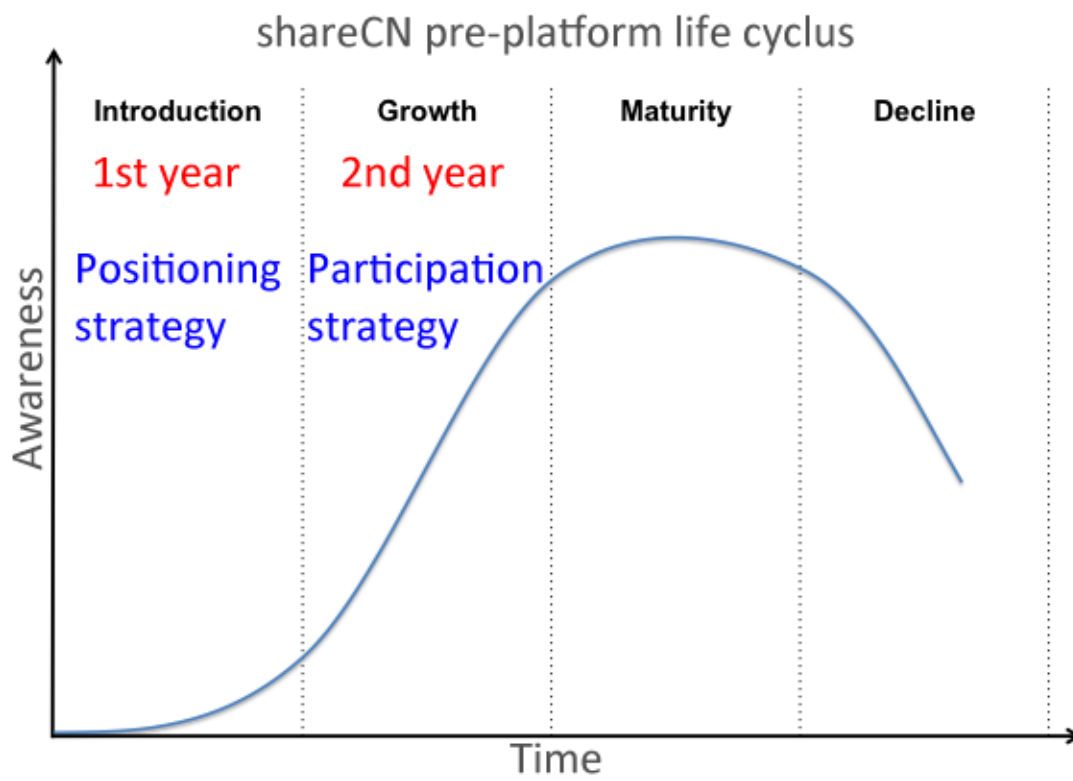
**SHARING  
CITY  
PLATFORM**

欢迎      工程      城市      消息      联络



The platform is able to show English and Chinese language for international communication. The media resources must link the platform to become consistent. When specific updates about the market or meetups are subject, the platform function as the centre of communication. The shareCN platform resembles the Dutch Sharing City platform with Chinese aspects and photos. The photos and images of shareCN represent China and the sharing economy. The platform contains the corporate story to connect the locals with reality and emotion.

The pre-platform life cycle is illustrated in the graphic below. After the pre-platform life cycle, the next curve is the final platform for the sharing city platform.



#### **Participation strategy**

After the first year of introduction, the second year of growth is participation strategy. The meetups in the first year are the key for the participation strategy. The strategy should respond and develop partnerships of the meetups. The next step is activities of collaboration between shareCN and local companies. Future collaboration projects arise once potential parties are found.

#### Activities

The meetups of shareCN is must lead future projects into reality. Instead of the corporate story, a real life story of new initiatives takes the lead. Activities will execute as testimonials. One aspect of the participation strategy is companies successfully who successfully engage the meetups towards the creation of new projects.

Establishment of partnerships increase activities regarding shareCN and sharing economy. Future activities of shareCN within the participation strategy are:

- Pursue social media: *Expanding social media towards collaboration. Retelling stories from partners and exchange ideas. The social media of shareCN increase the reach of audience by collaborating post and updates with partners. The reach of partners is part of the strategy to fulfil the messages. Share and highlights from social media post are the main tasks.*

- Interactive meetings: *Monthly meetings between shareCN and partners to expand business relation. The purpose is to create continue sharing economy projects. Collaboration is required to obtain the necessary resources. The tool for interactive meetings between shareCN and partners are webinars or webcast.*
- Projects and testimonials: *Successful projects becomes the credentials and testimonials of shareCN. The credibility of shareCN correlates within the projects.*

## **ShareCN**

The concept of sharing economy remains unfamiliar. The focus of basic understanding of sharing economy and the benefits is the priority of execution. The strategy raise awareness and knowledge. The positioning strategy improves the contribution for this part. The why question support the positioning and participation strategies: *why should I join the sharing economy? Why should I participate?* The answer is to change the thought about sharing and embrace the new way of sharing. Collaboration with local companies is important for long term relation. The relation is the foundation of future partnership with local companies. At the same time research about the local government is required. The rules and policies should not be neglected before establishment.

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# ATTACHMENT

## ATTACHMENT 1 INTERVIEW QUESTIONS

The questions below are the basic structure for the interviews. During the interviews, the respondents were asked to elaborate the answers.

### PART 1 INTRODUCTION SHARING ECONOMY

- What comes into your mind when you think of 'Sharing Economy'?
- What makes you curious to know more about sharing economy?

### PART 2 NEEDS AND WANTS

- What triggers you to be interested in/take part in the sharing economy?
- What are the criteria's for your company to support the sharing economy?
- If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

- What is your opinion of an online platform for the sharing economy?
- What aspects or elements are required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)

### PART 4 COMMUNICATION STRATEGIES

- What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (**positioning strategy**)
- What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (**reputation strategy**)
- How would you describe your participation in the sharing economy with cooperation of the platform? (**participation strategy**)
- What partnerships are important regarding the platform? (**public affairs strategy**)
- What is your opinion about ambassadors for the platform? (**ambassadors strategy**)

### PART 5 CONSISTENCY

- Are you open for a partnership to stimulate sharing economy?
- Would you become ambassador of the platform?
- What approach should be used to activate your company for sharing economy?
- Can you name potential target audience (companies, organisations) for the platform?

## ATTACHMENT 2 INTERVIEW SCRIPT: MARKETING MANAGER 01

The script of the interview with the marketing manager respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*The first thing I thought was about resource saving, cost reducing for the living. These are very important.*

**What makes you curious to know more about Sharing Economy?**

*How the sharing platform specifically works.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*Hmmm, I think it is the idea of reusing the unused things.*

**What are the criteria's for your company to support the sharing economy?**

*Not really sure about this question. But I think when the offers is asked, the topic will be discussed during the meeting.*

**If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*I would think of potential projects within Marketing. This might be something sharing promotions and events.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*It would be convenience and security for deals and service. Even though I don't know how the platform will look like, but I would support it.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*Compatible with existing devices. The style should look good and simple. Also enough interaction at the platform. This will make it alive and keep the locals interested.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*I would like to see all kinds of information about the living trends and happening of this economy. What kind of initiatives are available and who is behind it.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*It will be a consumer demand, the international identity is very useful. Most people I know would often compare locals with international companies. It is kind of known that the identity of international companies has effect on decisions. This doesn't mean they neglect Chinese companies. In fact a lot of different factors or situations are common to find the specific company of Chinese background for more information.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*I am not sure, but I think I would share the platform to people who are interested in the sharing economy.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*Public affairs department of the government? I am not sure.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*Very useful if they have a strong public appeal and of course a good record.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*Yes.*

**Would you become ambassador of the platform?**

*That I am not sure.*

**What approach should be used to activate your company for sharing economy?**

*Not really sure, but being polite and arrange meetings will work.*

**Can you name potential target audience (companies, organisations) for the platform?**

*No idea.*

## ATTACHMENT 3 INTERVIEW SCRIPT: DESIGNER ASSISTANT 02

The script of the interview with the designer assistant respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*I will think about transportation platforms like Uber, Didichuxing and Mobike. These are things that I use daily in my life here in Shanghai. They are cost efficient and provide convenience for my daily commute.*

**What makes you curious to know more about Sharing Economy?**

*About what the new things will turn out of people sharing to share like the housing and transportation sector. This must be also available in other industries as well.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*I think the benefit of cost efficient, lower carbon footprints and convenience will make me at least interested enough for the sharing economy. Since I use those platforms I mentioned before, this is something I would like to see more.*

**What are the criteria's for your company to support the sharing economy?**

*I am not sure about the criteria's.*

**If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*My company is already giving out some spaces in our offices for freelance designers. They can share the workspace and the utilities of the company.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*They are very useful in terms of lowering carbon footprints, lowering waste and being more efficient for every parties out there. I would like to see how this platform will look like.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*Language for sure is on more important aspect. Most of the local sharing platform is in Mandarin. Which on the other hand is the barrier for the expats or tourist to instantly use the platform. How can you communicate with the host that only speaks Mandarin if you don't know any of that language? So I'm sure in the future if there is a mean that can help people from different language communication, that would be very useful.*

## PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*I would like to know the information regarding the host's properties if I'm sharing it with a host. If it's like sharing a ride like the platform Mobike, I would like to know how many carbon footprint I will reduce. How much energy or resources I had saved.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*I think it doesn't matter if the company is international or not. Only if it has positive impact to the society in terms of reducing waste and creating value out of the existing resources.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*I ride Mobike and I use the local share riding similar to Uber. As you can see I am active making use of the existing sharing platforms right now. I would keep an eye out in case new initiatives is possible. I think your future platform will be a good starting point.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*I'm not really sure about this question.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*Sure, it would introduce the platform to a bigger group of audience. Especially in Asia where people follow the idols on what they consume.*

## PART 5 CONSISTENCY

**Are you open for a partnership to stimulate sharing economy?**

*Sure, if I can participate I would like to do it.*

**Would you become ambassador of the platform?**

*If I can help I would do it.*

**What approach should be used to activate your company for sharing economy?**

*I guess it is to persuade the management that the sharing platform will be of benefit to the company as well as the community.*

**Can you name potential target audience (companies, organisations) for the platform?**

*I'm not sure about this question.*

## ATTACHMENT 4 INTERVIEW SCRIPT: LOGISTIC MANAGER 03

The script of the interview with the logistic manager respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*I will think about share stuff, sharing things and products. Airbnb is very well known in the sharing economy.*

**What makes you curious to know more about Sharing Economy?**

*That would be like: what are the benefits? Something that is interesting enough to follow and know more about it.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*If there is benefit for me and the company to be part of. We have enough opinions, but the main decisions are discussed during the meetings.*

**What are the criteria's for your company to support the sharing economy?**

*Like I said before, the benefits for the company and possible increase in market and sales. We are not strict in that. It just needs the approval of the counsel during the meetings.*

**If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*Potential activities would be sharing packages with our logistic freights, as logistic company we emerge a lot of cargo. If we happen to make contribution in this sharing economy, we would handle logistic share. This can be for business companies as well for customers.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*It should be a place to find more and interesting information about the economy, am I right? It be very handy to have a link which I can share with friends and people who wants to know more about it.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*As long it looks good will do. For the language, it is definitely multi language like English and Chinese. Because almost everyone here use a smartphone, it should be phone compatible and easy to navigate.*

## PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*I would say the basic information for people to understand the sharing economy. What is it and why is it so important? In business level what can we do about it? Information about the company behind the platform might help.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*To have an international identity it can boost the reputation here. I am pretty sure it will make a lot of people interested when they know about the company.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*There should be meetings with the platform organisation. During those meeting we can exchange ideas or there should be an option for online exchange like an forum. I like to keep it interactive with online and offline activities.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*As the rules and policies I am sure some government groups who are directly or indirectly related, like the control of foreign business.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*Ambassadors are very important to get promotion for the platform.*

## PART 5 CONSISTENCY

**Are you open for a partnership to stimulate sharing economy?**

*Yes I would be open for the partnership.*

**Would you become ambassador of the platform?**

*If I would get benefit or anything in return to become ambassador I would.*

**What approach should be used to activate your company for sharing economy?**

*There should be appropriate meetings and building on a long term relationship. This will make doing business and working together smoothly.*

**Can you name potential target audience (companies, organisations) for the platform?**

*Hmm, not sure.*

## ATTACHMENT 5 INTERVIEW SCRIPT: HUMAN RESOURCE 04

The script of the interview with the human resource respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*Share and trade related business and activities within this economy.*

**What makes you curious to know more about Sharing Economy?**

*If I can enter this side of the business with my company.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*I would take part when there is a big opportunity, I would definitely try it out.*

**What are the criteria's for your company to support the sharing economy?**

*What's it worth for the company, is there anything positive for it? Also it depends what the higher ups thinks of this idea.*

**If you company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*That would be sponsorship or funding the projects, our company invest in markets where we can attract new potentials and possibilities.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*It's a good idea, this way more people can read about the sharing economy if they are interested. It's like informative place where you can check for news and updates.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*The office should be in Shanghai. For the usability and compatibility it should be able to use your phone to enter the platform. The overall look should be a professional layout. For the language both English and Chinese are preferable. Don't forget the good balance of image and text. The platform should be overall clean and simple. The used professional language is for sure formal style. Oh and don't forget a fitting domain name.*

## PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*The reason of why should someone support the sharing economy? What are the benefits. I think those two are the main point I would like to see when I see the content of the platform's homepage. The overall looking professional platform with regular updates and news. News like Airbnb and Uber.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*It would grab attention for sure, it is professional and serious for the business market. The effects will be positive, although I think a Chinese company help would make it even better.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*Checking out the platform for regular updates about the activities, organizing events and meetings where people like me can sign up for it through the platform. It is a place where people can leave ideas and comments, interaction with other partners and companies.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*The government involvement I guess. Specific department which I do not know.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*It helps for promotion. This way it can reach a bigger crowd and audience for sure.*

## PART 5 CONSISTENCY

**Are you open for a partnership to stimulate sharing economy?**

*Yes, it would help a lot.*

**Would you become ambassador of the platform?**

*I would assign workers of the company to do that.*

**What approach should be used to activate your company for sharing economy?**

*Face-to-face meetings. Getting to know each other is very important to start building on a good term relationship.*

**Can you name potential target audience (companies, organisations) for the platform?**

*Hmm, I don't know for now.*

## ATTACHMENT 6 INTERVIEW SCRIPT: MARKETING MANAGER 05

The script of the interview with the marketing manager respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*Sharing with each other. Like you can borrow stuff from a friend or neighbour, helping each other out when needed.*

**What makes you curious to know more about Sharing Economy?**

*What are the current developments of this topic.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*The possible benefits. If my company approves or wants to try it out.*

**What are the criteria's for your company to support the sharing economy?**

*The gaining benefits.*

**If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*A combination of sport events and sharing economy possibilities. I would think of promotions and organizing sport events and games visualising the sharing economy prospects. We might as well enter the sport market for sharing options through our events.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*Depends if the platform provides necessary information and news.*

**What aspects or elements are required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*It should be viewable on the phone because everyone has a phone. For the language that would be Chinese and English for international people. The platform should look professional.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*I would like to see updates and news of development in the sharing economy.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*Yes, positive effect. It will make other companies curious and professional to meet up or consider to take interest.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*Working together on projects related to this economy. I would also say partnership.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*The public security affairs? I am not familiar in this topic.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*I think it is good. It would help to get the platform name out there, just like marketing.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*It depends, but I would do it.*

**Would you become ambassador of the platform?**

*I don't know yet, but I guess it depends if I get something in return or any resource to do so.*

**What approach should be used to activate your company for sharing economy?**

*Have a meeting with the manager of owner, build on a plan for partnership.*

**Can you name potential target audience (companies, organisations) for the platform?**

*No*

## ATTACHMENT 7 INTERVIEW SCRIPT: MARKETING ASSISTANT 06

The script of the interview with the marketing assistant respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*I had to think about Airbnb.*

**What makes you curious to know more about Sharing Economy?**

*What is the sharing economy so special than the normal current economy?*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*It depend if my company wants to be part of it.*

**What are the criteria's for your company to support the sharing economy?**

*If it is worth our time. It is difficult to invest time and work to something that is hard to understand or to participate in.*

**If you company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*I think that could be setting up local projects for sharing communities.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*I think it is good to have a platform where people can find more information.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*The team behind the platform should be Shanghai local people and international people. You can say it like an international mix team who is controlling the platform. Chinese and English language are a must so locals and expats understand. It should have a professional formal language and the platform is neat, clean and has a simple style. The news content section and regular active updates.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*The information about the economy itself, news and updates about the economy inside Shanghai. Also a section of benefits of the economy and what it can mean for the locals. A sort of stimulating news and organizing events for locals to meet and talk about the sharing economy.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*I think it will give a stronger sense of professionalism. If there is a team working together with locals that would be the best.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*Like a subscription platform where I can subscribe to receive updates and newsletters.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*The public bureau office from the government.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*Good for promotion.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*Sure, I think it would help a lot of people.*

**Would you become ambassador of the platform?**

*It depends if the company becomes partner and wants me to do it, or someone else from the department.*

**What approach should be used to activate your company for sharing economy?**

*Working on building a long term relationship. Be friendly, open and simple and for starting up: face-to-face meet up.*

**Can you name potential target audience (companies, organisations) for the platform?**

*I don't know*

## ATTACHMENT 8 INTERVIEW SCRIPT: ADMINISTRATION MANAGER 07

The script of the interview with the administration manager respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*Sharing together with the economy. If someone needs a product and you happen to have, sharing the product will save time and money.*

**What makes you curious to know more about Sharing Economy?**

*If there are business possibilities for my company and others.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*If the development within this economy grows faster than what I expect. I think it can be very interesting.*

**What are the criteria's for your company to support the sharing economy?**

*If the company is able to take part in the business for sharing economy, like what's in it for our company.*

**If your company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*For our company that would be sharing travel plans, tips and possible guide roads.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*It depends if the platform is useful; what does it offer to us? Overall I think the platform should be a place where everyone can read more information and news about it.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*The platform should have the looks and feel of neat web design. This means professional and simplicity, clean and overall enough text and images, not too much, just about enough. The English and Chinese language for sure.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*There should be basic information so people know what is about. News updates, events and meetings. Why should someone or company join the sharing economy? What's in it for them?*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*The topic of sharing economy is taken seriously by locals, it will show professionalism and resembles high level quality. I think the effects will be positive because of the strong international image.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*I would describe it as working together with the same companies to find travel sharing activities. Think about companies working on the same field. That could be interesting and fun.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*I am not sure, this is a difficult question.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*Ambassadors can be useful to get the name of the platform out there, promotion and marketing is helpful.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*It depends if there is potential for the company to join.*

**Would you become ambassador of the platform?**

*If we have the partnership, if my company wants me to become ambassador I would do it.*

**What approach should be used to activate your company for sharing economy?**

*I can think of building a good relationship in business, working together, meetings and events.*

**Can you name potential target audience (companies, organisations) for the platform?**

*Hmm, I don't know.*

## ATTACHMENT 9 INTERVIEW SCRIPT: PRODUCTION CONTROLLER 08

The script of the interview with the production controller respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of 'Sharing Economy'?**

*I only think about Airbnb.*

**What makes you curious to know more about Sharing Economy?**

*Probably a new intriguing service of products.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*I think it's based on personal demands. For me, the two biggest driven forces to use Airbnb and Uber is the needs for travel and stay.*

**What are the criteria's for your company to support the sharing economy?**

*I don't know what the managers of the company will think of this question.*

**If you company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*I work in the video-making industry. I don't see some really promising prospect of sharing economy in this field. Maybe a way of casting new actors?*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*I think it would be interesting and convenient if it can really solve the people's problem. It would be an information platform where people can check for regular news.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*I would say easy access and the overall style. I should look fine and good.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**  
*Something information of the sharing economy related to travel and touring, architecture, city innovation, etc.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*Yes, I would prefer a well-known international company rather than local developed company.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*Very few, as we don't have any direction in common for now.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*I think as long the partnership are positive and fair, things should be fine.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*Never meet on in person, but I think if anyone should be ambassador, he or she should be friendly, helpful and informative.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*Yes, I think so*

**Would you become ambassador of the platform?**

*Depends on the platform and the benefits.*

**What approach should be used to activate your company for sharing economy?**

*I don't know how to answer this question. As long they are friendly.*

**Can you name potential target audience (companies, organisations) for the platform?**

*I don't know.*

## ATTACHMENT 10 INTERVIEW SCRIPT: TECHNICAL MANAGER 09

The script of the interview with the technical manager respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of ‘Sharing Economy’?**

*It an economy where everybody share things with each other. Trading and helping others with stuff that you have and don't need at the moment.*

**What makes you curious to know more about Sharing Economy?**

*If it can make my life and others much easier.*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*I think that would be if I can take also participate in it, share my part in the economy.*

**What are the criteria's for your company to support the sharing economy?**

*It's for the company so it depends if the company can get something in return, if it is worth it*

**If you company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*That would be a sharing economy game for business and general people. We might as well help with promotion of activities within the economy by creating share games and products. Think of it as an interactive way to understand/take part in this specific economy.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*A place where all the projects comes together and where companies can meet each other.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*A professional looking website, English and Chinese, visual content and videos, viewable using the phone, forum where people can chat with each other.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*Regular updates about sharing economy development, what's in at the moment? Statistics about growth of the economy?*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*International company s useful, because there is many international company in Shanghai, but I think a Chinese organisation is also approving, especially if you want to get attention of the Chinese locals. Maybe a cooperation.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*As partner working together with the platform. Someone of the company keeps contact with the platform to inform about future collaborations.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*Government officials involvement*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*A good way to promote the platform to the audience, ambassador use is a good idea.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*If there are chances to do so, yes*

**Would you become ambassador of the platform?**

*I support the idea, but I think marketing workers are the best people for the ambassador job.*

**What approach should be used to activate your company for sharing economy?**

*Meeting with manager team for future collaboration.*

**Can you name potential target audience (companies, organisations) for the platform?**

*At the moment, not really.*

## ATTACHMENT 11 INTERVIEW SCRIPT: CHIEF EXECUTIVE OFFICER 10

The script of the interview with the chief executive officer respondent.

### PART 1 INTRODUCTION SHARING ECONOMY

**What comes into your mind when you think of ‘Sharing Economy’?**

*Sharing is caring! Very short but that’s the true.*

**What makes you curious to know more about Sharing Economy?**

*What it can offer to my company. Any benefits?*

### PART 2 NEEDS AND WANTS

**What triggers you to be interested in/take part in the sharing economy?**

*I would be interested in projects we can do together like collaboration.*

**What are the criteria’s for your company to support the sharing economy?**

*What’s worth it, like gaining more contacts and partners to work with in the future? That would be a good start.*

**If you company contributes towards the sharing economy, what would that be? Potential initiatives? Activities?**

*It depends, right now I can’t really think of a potential project.*

### PART 3 IMPORTANCE REGARDING ONLINE PLATFORM

**What is your opinion of an online platform for the sharing economy?**

*Like a community where people come together to talk about the sharing economy. That would be interesting.*

**What aspects or elements is required for an online platform to represent the Sharing Economy in Shanghai? (Compatible, access, style, content, language, interaction)**

*I would recommend Multilanguage English and Mandarin. The platform would be a place to chat or leave ideas. Definitely a professional style for the platform.*

### PART 4 COMMUNICATION STRATEGIES

**What kind of information would you like to see on the platform? What is your preference regarding content on the platform? What kind of connection would you make about sharing economy? What relation? Field interest? Search terms or alternatives? (positioning strategy)**

*News about the economy, more partners and updates on activities and projects. I would be following the platform to know more about it. Examples of projects to get inspired for my company to work on a project I guess.*

**What do you think of an international company orientated about the sharing economy? Do you think the international identity of the company leads to positive or negative effects? Is it useful? (reputation strategy)**

*Yes, the international status means serious and professional. I would like to work together with more international company.*

**How would you describe your participation in the sharing economy with cooperation of the platform? (participation strategy)**

*Partnerships, we should be working together. I am always open for partnership and interesting business.*

**What partnerships are important regarding the platform? (public affairs strategy)**

*I think the public government affairs. Not really sure.*

**What is your opinion about ambassadors for the platform? (ambassadors strategy)**

*For promotion it is a good way to do so.*

## **PART 5 CONSISTENCY**

**Are you open for a partnership to stimulate sharing economy?**

*Depends about the international company, but yes I would.*

**Would you become ambassador of the platform?**

*Well not me, but some of my employees of the company perhaps.*

**What approach should be used to activate your company for sharing economy?**

*Get to know the managers team. I would prefer real-time face to face meet up. It is important to have a good relation establishment.*

**Can you name potential target audience (companies, organisations) for the platform?**

*No*