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Factors affecting freelance income:  
the case of Fastwork.co

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## **Abstract**

The trend of being freelance is increasing over time because of the higher flexibility in time and more independent over tailoring one's own career. Moreover, technological development makes the market more efficient in terms of e-commerce freelance market. There are some freelancers on websites who still get a small amount of income. This issue comes into the consideration of what factors are involved and how the freelancers could tackle them in order to receive the higher income. The paper investigates the influence of various variables on the gross revenue of freelancers in Thailand, specifically on the website, Fastwork.co. The company data were gathered in the period of September 18th, 2017 to April 18th, 2018 in which the total of 2,248 freelancers was included. Using the multiple linear regression to see the relationship between dependent and independent variables, credible records of the workers such as Job Done, Job approved, and viewer statistics help enhance the hiring rate. In addition, graphic designers and programmers tend to gain more wage than other occupations. Nevertheless, price on the website does not play a significant role in the demand of the employers.

## **I. Introduction**

Have you ever considered being a freelancer either full-time or part-time for the higher income? Currently, many workers turn to be self-employed or known as freelance workers, especially in Generation Y<sup>1</sup> because of the changing in nature of work. People seek the better work-life balance which is generally not the traditional goal for the employees from the previous generation. The advantages of being freelancers are varieties of project offerings, ability to choose the jobs and having ownership over their careers with the flexible location and schedule.

However, how can freelancers promote themselves to get the higher income if they are unknown to the outsiders? This problem poses as a major threat for a capable freelancer. Another crucial point is there is no guarantee of the credibility of the workers since, in the online world, fraud is extremely common causing the clients to be unsure of the safety of their money. Emerging of sharing economy and E-commerce from technological improvement helps solve the problems in all industries, especially freelance business. There are many freelance international online platforms such as Upwork, Fiverr, and Freelancer. These E-commerce platforms equip the freelancers with the tools to promote themselves, get higher opportunities, and receive more work. Moreover, clients have full range to search and access to the job information. Although the freelancers are competent in their fields, it is still very challenging to find constant jobs as a freelance in this competitive market.

While much has been addressed on outsourcing decision, this paper will examine another perspective of the possible factors that have an impact on the income of freelancers specifically in Fastwork.co in the Thai market. Fastwork.co data is employed as the representative of the

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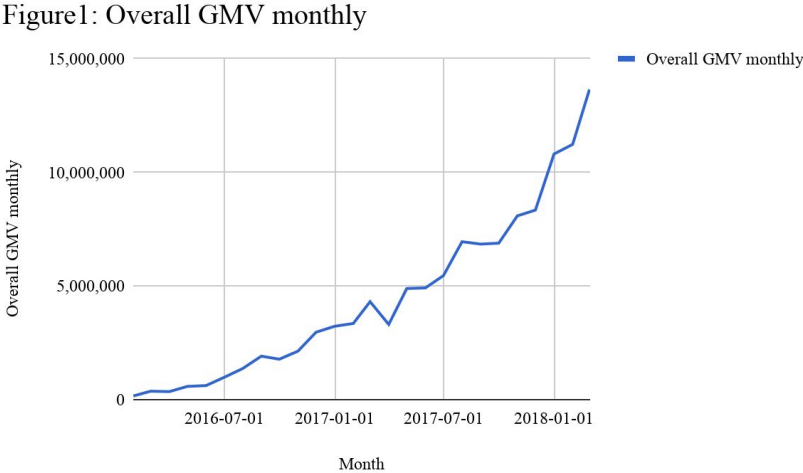
<sup>1</sup> Echo Boomers or Millennials, Born: 1977-1994

freelance industry since it is the biggest freelance e-commerce in Thailand with a large number of freelance workers and customers. This research paper will explore the dynamic of the freelance industry and understand the essential factors to attract more customers. The freelancers can utilize the data which is portrayed in the figure of the factors' level in order to act accordingly, thus, improving their performances and maximize their earning. Furthermore, for people who are interested in registering as a freelancer, the findings are utmost important as they could beware of the crucial factors and start their freelance career on the right path. All in all, this paper composes of 7 sections; company overview, literature review, theoretical framework, methodology, result and discussion, conclusion, and limitation.

## **II. Company Overview**

Since an increasing number of people desire more freedom in life and an ability to be their own boss, the number of self-employed is inclined to increase significantly. In Thailand, there are 21 million self-employed workers in which a fraction of them is also known as a freelancer in the informal sector of labor. According to a recent survey by the National Statistical Office, the self-employed accounted for 55.2% of all workers in Thailand (2017). The existing market opportunities and pain point of both customers and freelancers are the origins of the establishment in a job-searching website called Fastwork.co in 2015 which acts as the middleman who helps match freelancers to employers. As a warranty, they take the responsibility of credibility and reliability for both ends of the job agreement. Fastwork is a startup company and it is the one and only original Thai hiring website. It is designed to be localized to the Thais, therefore, there are fewer language barriers comparing to other foreign

companies which is the company's main selling point. Gross Merchandise Value (GMV) for e-commerce retail companies which is when the sale price charged to the customer is multiplied by the number of items sold was rising constantly from February 2016 to March 2018 (see Figure 1) This trend demonstrates that Fastwork has expanded continuously and rapidly.



Fastwork.co contains 6 main categories of jobs and various subcategories. However, Graphic & Design is the most popular followed by Marketing & Advertising, Writing & Translation, Pic & Sound, Web & Programming and Consultant respectively. The customers hire freelance graphic designers the most because, in this sphere of work, specific skills are required. Moreover, a company does not need to hire full-time graphic designer since the tasks such as designing the logo are not on daily basis. To set the price, the website establishes the standard minimum wage for each subcategory, then the freelancers are able to adjust the price to their own satisfaction. In addition, another service sector called Fastwork Enterprise is founded to compose a creative media marketing for organizations as an outsourcing. A project manager will take the responsibility of assembling the qualified freelancers on Fastwork.co to complete your ordering task.

With the accommodation provided, there are almost 7,000 freelancers on the site and 30,000 users. The company achieves the target groups of young adults, adults, SME, and corporates due to its affordable price and several services. Benefits of using Fastwork are time-saving and cost efficiency to the recruiters and more choices of tasks for the freelancers. In addition, the quality of work the freelancers provide is displayed in forms of rating and reviews from the actual employers so that the future clients can be assured that they will definitely not be scammed. Furthermore, Fastwork has a good customer care service separating into two methods; the detailed automatic guideline of how to utilize to maximize the performances for both freelancers and clients and the admin whose role is to help solve the problems promptly. In terms of business model, Fastwork is benefited from the 17% commission and the profit will be invested to further develop the website and execute marketing campaigns for freelancers through multiple online channels.

### **III. Literature review**

Since the research aims to analyze the factors that help heighten the freelancers' income, the information that the customers require as a part of decision-making process becomes remarkably relevant. There are two main groups of customers; individuals and firms. The individuals hire the freelancers chiefly because of their lack of skill set needed for the jobs such as making logo by using Photoshop or the more advanced programs like Adobe Illustrator. On the other hand, outsourcing is highly beneficial for some firms because they can shift to choosing the tasks that grant them the lesser opportunity cost.

Achim Hecker and Tobias Kretschmer's (2010) research on outsourcing decisions are mostly based on the potential of the economy of scale and specialization of outsources (freelancers). In conclusion, firms will choose to outsource if the transaction cost of hiring is higher than in-house supply (Williamson, 1975,1985). Specifically, asset specificity<sup>2</sup> and the frequency of transactions are the critical factors taking into the consideration of hiring or self-made. On Fastwork.co, the sequence of categories' column from left to right is arranged by the most hired job. From this arrangement, the popular category that is supposed to gain the most income can be identified. However, whether higher demands would lead to higher income is still questionable.

According to Sonja Grabner-Kraeuter (2003), the trust on E-commerce is examined and the finding was, "In essence, consumers simply do not trust most Web providers enough to engage in relationship exchanges with them." (Hoffman et al., 1998). Buying on the Internet poses various types of risks for consumers regardless of the process of the transaction. Trust is a factor used to overcome uncertainty and insecurity of customers. It is not only a short-term issue but also a very important long-term barrier to recognize the potential of e-commerce to consumers. System-dependent uncertainty<sup>3</sup> and transaction-specific uncertainty<sup>4</sup> are needed to be solved by gaining trust from customers and institutional-based trust. The evaluation of each purchase's quality is based on three different types of qualities (Darby and Kami, 1973, p. 68): search qualities, experience qualities, and credence qualities. These three are used as a complementary to gain trust from customers. This research can be adapted to the online service

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<sup>2</sup> A term related to the inter-party relationships of a transaction.

<sup>3</sup> Events that are indirect influence or exogenous environmental uncertainty especially for secure processing of an online transaction.

<sup>4</sup> Transaction-specific uncertainty is caused by an asymmetric distribution of information between the transaction partners (Weiber and Adler, 1995b) which are primarily referred to the quality of product and service on Web.

provider like Fastwork.co. Not only should the website produce reliable platform but the freelancers also have to provide the most detailed job description to the consumers for search qualities. The trust gained from the customers can bring the higher transaction to the company. The system itself has a valid regulation, requirement and secure transaction system for both parties to achieve better experience qualities. However, asymmetric information occurs when one party has a better knowledge than the other party. This also lowers down the trust of the customers. Hence, the more the customers search on the site, the better information they would get.

Ming D. Leung's research on the topic of "Dilettante or Renaissance Person? How the Order of Job Experiences Affects Hiring in an External Labor Market" utilized the information from the transactions of Elance.com from 2000-2004 (now operated by Upwork) including variables of completed job history, the list of every job posted, categories, and prices. The result is interpreted from logistic regressions. The likelihood of being hired came from the higher number of the completed previous jobs. The increase in the number of different job categories posed by a freelancer reduced the chance of being employed. The number of previous job record increases the opportunities to be hired continually. Most customers endeavor to find not only skilled freelance but also the most committed one. This result can indicate and be adapted to the case of Fastwork.co of how these variables will affect the income of freelancers which is similar to the system of winning the bid on Leung's research.

Since numerous researchers have already studied the factors solving the problems of the online platform and traditional outsourcing, there is the interesting topic of the emerging trend of new freelance e-commerce in Thailand. Consequently, these articles provide guidelines to

analyze the factors contributing to the freelance income and the opportunity for further research on behavior and action of freelance work. By looking at another perspective of probing on which freelance behaviors on the website result in more revenue, this paper will adopt some of the factors from the previous work.

## **VI. Theoretical framework**

- **Pricing Theory**

The Price-Quality effect is the model used to explain customers' behavior when they regard the more expensive product as containing better quality. Most producers can use it to set the price relating to product quality. For example, trekking is a dangerous activity so the participants have to buy the best equipment regardless of the price in order to ensure their safety. In this case, the price is inelastic as the consumers are less sensitive to price. Similar to the freelance industry, the more specialized the tasks are, the less sensitive the customers would be to the price. The higher price does not affect the demand since the customers believe that the more they pay, the better the quality of the products will be. In fact, this theory will prove how buyers value the services on the online platform.

- **Economic Theory**

Asymmetric information is when one party has imperfect knowledge compared to the other side of the deal. This scenario causes by receiving information in two different ways; Adverse selection (Hidden Information) and Moral Hazard (Hidden action). A classic example of the former type is the Lemon market scenario that is the owner is likely to have full knowledge about its history and possibility to break down when he is attempted to sell the car. On the other

hand, the buyer may not be able to trust the car salesman because some unknown information may be hidden. Both employers and employees have no ability to forecast how the tasks are performed after making the contract since freelancers can promote themselves very well but the real quality is unsure. However, in the worst case, the latter type may occur when after signing the deal, the freelancers might become passive, have the low responsibility, and the lack of credibility resulting in a scam. This creates market failure because problems will scare people out of using the temporary-hiring service. Moreover, some of the service users may not pay or process a slow payment after the work is done or be very fastidious in every detail and procedure. Thus, information and trust are very vital in this market. The need of the middleman who can guarantee the quality of employees and employers. By having review function, Fastwork has the capability to reduce the market failure.

Generally, the first mover in the business will receive the competitive advantage as being the first in the market where the company can create brand recognition, economies of scale and incur switching cost to the customers. This paper also takes the first mover advantage into account that freelancers will receive higher income from the loyal customers who are likely to repeat the purchase to the same freelancers.

With the nature of the Fastwork business, its price setting strategy concurs with third-degree price discrimination theory. Freelancers can practice third-degree price discrimination by dividing their market into groups that are willing to pay different prices for the similar or the same goods or services. Charging different prices based on the adding functions of each customer can capture more consumer surplus because, in order to best suit the customers' need, most of the jobs have to be tailor-made.

- **Psychological Theory**

Media and communication researchers usually use the theory of Selective Exposure to observe how people choose to focus their attention on several media in the market. Each audience has different selective processes depended on his experiences, needs, beliefs, and attitudes toward each situation. There are three particular processes. Firstly, Selective Exposure or Selective Attention is a tendency of how people choose the channel of receiving the information from different sources followed by Selective Perception or Selective Interpretation which is the analysis process which creates the meaningful experiences while blocking out stimuli that contradicts to beliefs or expectations (cognitive dissonance). Thirdly, Selective Retention is how people choose to remember the information which is the last filter affecting the process of receiving the message of the audience. Some information may miss out on the audience if it is out of their interests. According to freelance market, the customers are in the level of selective attention since what they are interested in which is the number of views. People have the selective perception of the review rate because they believe that the higher the rate is, the higher the quality will be. On this paper, selective retention is collected by the audience's "saving as a favorite" function.

## **V. Methodology**

There were 2,284 observations from the total of 6,973 freelancers in Fastwork.co who received job order within past 8 months (September 18th, 2017 - April 18th, 2018). This paper collected the cross-sectional data which observed diverse subjects at the same point in time, or

without regard to differences in time. The aforesaid period of time is qualified because it covered the increase in a number of new freelancers registered from October onward.

The multiple linear regression by Ordinary Least Square (OLS) method is used to investigate and prove the factors affecting the income of freelancers on Fastwork.co. The regression model is:

$$\mathbf{GMV}_i = \beta_0 + \beta_1 \mathbf{price} + \beta_2 \mathbf{basic} + \beta_3 \mathbf{categories} + \beta_4 \mathbf{experience} + \beta_5 \mathbf{attractive} + \varepsilon_i$$

$i=1, \dots, 2,284$

On the left side of the equation, a dependent variable (the whole GMV of each freelancer within 8 months) which is determined by independent variables. To focus, there are five main sectors which consisted of seventeen independent variables. These independent factors are derived from the basic information and appearances of freelancers on Fastwork website because it shows how the customers make the employment decision by considering those factors. Price or average selling price is one of the main factors for the buyers to consider whether they are willing to pay or not and make a final decision. This selling price is the final price that each freelancer has negotiated with the buyers within these eight months. Basic information is separated by gender, age, and full-time/part-time status. Categories are another factor for the researcher to comprehend how much demand the market has toward each category. Six Categories result in five dummies which are Graphic & Design, Marketing & Advertisement, Picture & Sound, Web & Programming, and Consultancy. Experience/Specialization of freelancers can be seen by the record of membership period, a number of jobs being done and a number of jobs being approved. The attractiveness of freelance is exhibited by the number of reviews, "save as favorite" record,

time used, profile visits, and the displayed price. The review can also present and guarantee the quality of the services.

From literature review, some factors are adapted to this paper such as the specialization relating to the categories of freelance jobs, complete job history, the number of every job posted, and prices from Elance.com case. In addition, this paper discusses additional factors from Fastwork website which is the attractiveness of information given by the profiles of the freelancers and consider its effects on the income.

Table1: Descriptive Statistics of dependent and independent variables

	Variable	Description	Obs	Mean	Std. Dev.	Min	Max
Y	GMV	Gross Merchandise Value (gross revenue) for each freelance within 8 months	2,284	19,922.91	34,811.09	250	494,490
Price	avgp	Average selling price of each freelance	2,284	2,087.42	3,324.42	225	71,000
Basic Info	gender	Male/Female (=1 if male, 0 otherwise)	2,145	0.47	0.50	0	1
	age	Age	2,068	27.18	5.90	0	63
	FP	Full-time/Part-time (=1 if full-time, 0 otherwise)	2,006	0.31	0.46	0	1
Categories	graph	Graphic & Design (=1 if Graphic & Design, 0 otherwise)	2,284	0.49	0.50	0	1
	mk	Marketing & Advertisement (=1 if Marketing & Advertisement, 0 otherwise)	2,284	0.17	0.38	0	1
	pns	Picture & Sound (=1 if Picture & Sound, 0 otherwise)	2,284	0.09	0.28	0	1
	webp	Web & Programming (=1 if Web & Programming, 0 otherwise)	2,284	0.08	0.27	0	1
	consl	Consultancy (=1 if Consultancy, 0 otherwise)	2,284	0.02	0.15	0	1
Experience	regis	Days of being a membership	2,284	429.47	237.32	19	869
	JD	Number of job done in total	2,284	14.86	32.68	1	589
	JA	Number of job approved by Fastwork.co	2,284	1.93	1.07	0	5
Attractive-ness	rev	Review of freelance form the users	2,284	4.87	0.30	1	5
	fav	Number of favourite adding by users	2,284	25.26	53.26	1	1,037
	tused	Posted time used	2,284	4.01	5.12	1	60
	view	Number of view on the profile	2,284	2,907.52	4,352.94	0	67,698
	PP	Posted price that showing on job description	2,284	1,610.09	2,698.36	250	55,000

Table 1 shows the descriptive statistic of 2,284 observations but there are some missing data and errors in three variables; gender, age and full-time/part-time status (FP). Form this sample, there are a higher number of female freelancers. Because the mean of the FP data reaches close to zero, this figure suggests that there are more part-time freelancers than its full-time counterparts estimating at  $\frac{2}{3}$  from 2,006 sample. Most freelancers have only estimated

2 jobs approved on their profiles. Average reviews for this group of observation is considerably high at 4.87. This data can be analyzed to support the real trend of freelance on Fastwork and it shows that 54% of the total concentrates on workers from Generation Y who was born in 1977 to 1994. The negotiable price exists in this freelance platform because almost 70% of the selling price is higher than the price each freelancer posted. Moreover, the most assigned task fell to Graphic and Design.

## **VI. Result and Discussion**

To examine the factors that would stimulate the income of the freelancers, this paper adopts the econometric model to find the result and further analyze the findings. The main purpose of this regression is to test whether these factors have any effects on freelancer's GMV or not. After the experiment, the multiple linear regression model is used to run an Ordinary Least Square (OLS) through STATA in order to check the relationship of all variables. This is executed through the robust command to clear the heteroscedasticity and autocorrelation among the variables. Moreover, GMV of each category is analyzed separately. The data consisted of discrete and dummy variables since the independent variables are quantitative. In the regression, P-value and R-square are vital. The usage of P-value is crucial to this finds because it signals the significance of the variables. R-square is the percentage explaining the regression in which the figure would be essential if it is close to 1(100%). From this regression, R-squared shows that the independent variables lead to 71.86% dependent variable.

Table 2: Multiple Linear Regression Result

VARIABLES	(1) GMV	(2) GMV if graph = 1	(3) GMV if mk =1	(4) GMV if pns =1	(5) GMV if webp =1	(6) GMV if consl =1
Average selling price	2.349*** (0.450)	2.655*** (0.584)	6.597*** (1.746)	1.343*** (0.424)	2.038*** (0.400)	3.245*** (0.895)
Gender	-138.1 (957.7)	-514.3 (1,038)	147.3 (3,360)	1,060 (2,024)	108.4 (2,628)	903.4 (3,880)
Age	100.4 (73.06)	124.6 (86.11)	-9.452 (279.8)	180.2 (149.0)	344.6 (221.3)	173.9 (280.2)
Full/Part time	1,690 (1,161)	1,032 (1,307)	-6,107* (3,280)	1,963 (2,552)	4,719** (2,304)	8,364 (7,554)
Graphic & Design	2,508** (1,038)					
Marketing & Ads	95.23 (1,560)					
Picture & Sound	2,216 (1,686)					
Web & Programming	4,677** (2,167)					
Consultancy	1,055 (2,377)					
Registration time	2.286 (1.872)	0.201 (2.330)	2.672 (5.913)	-8.046** (3.740)	-5.257 (4.436)	11.60 (9.161)
Job Done	754.4*** (48.64)	1,001*** (79.59)	747.9*** (66.69)	1,351*** (351.7)	2,886*** (352.1)	1,553*** (286.9)
Job Approved	2,304*** (480.1)	1,863*** (495.4)	2,510* (1,344)	3,519* (1,788)	-1,352 (1,380)	-3,295 (2,467)
review	1,307** (649.7)	880.7 (828.3)	-901.3 (1,686)	-358.0 (3,145)	-1,394 (1,503)	528.8 (6,923)
favorite	33.52 (23.21)	27.69 (32.88)	-18.29 (31.56)	358.3*** (101.5)	-79.05* (45.20)	154.2 (147.5)
Time-used	57.38 (156.3)	-1,199*** (287.4)	182.0 (222.1)	21.83 (368.4)	404.3** (199.5)	231.9 (369.2)
view	1.455*** (0.334)	1.124*** (0.286)	2.026 (1.379)	-0.101 (0.290)	3.075*** (1.056)	-1.904 (1.204)
Posted price	0.0614 (0.338)	3.900*** (0.904)	-0.629 (1.016)	0.571 (0.690)	-0.296 (0.202)	-1.480 (1.284)
Constant	-17,876*** (3,960)	-15,684*** (4,604)	-8,013 (10,943)	-10,917 (15,111)	-9,887 (9,806)	-10,793 (38,524)
Observations	1,946	948	348	173	155	51
R-squared	0.718	0.735	0.803	0.675	0.753	0.699

Robust standard errors in parentheses

\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

The result in Table 2 indicates that Job Approved, Job Done, the numbers of views, and average selling price affect the income of freelancers on Fastwork.co the most because are the numbers are statistically significant at 99%. The average selling price creates the higher income

to freelance. The highest impact on income is a number of Job Approved (JA) in the system. The more job posted may get the higher opportunities to get money. If there is another Job Approved, the income will drive the additional GMV up to 2,304 baht. Moreover, increasing in a Job Done (JD) will raise freelancer's GMV by 745.4 baht. Next, the average selling price has the positive relationship to GMV. The higher price that freelancers are able to sell will increase the higher wage. In addition, the higher number of profile visits (view) means better appearances support the increase in the GMV in the proportion of 1.455 baht. Therefore, if freelancers know that this feature helps increase the opportunity of receiving jobs, they should carefully make their profiles more attractive. For example, the highest view in descriptive statistics is 67,698 which raise GMV of a particular freelancer to 98,500.59 Baht. The appearance of the products providing on the website is also vital according to the theory of Media Exposure in the level of selective attention. Assuming that the clear messages and attractive photos depicting the work, the number of views will increase, leading to the rise in revenue.

For categories, Graphic & Design and Web & Programming account for 95% significance meaning that there will be 2,509 and 4,682 baht more in earnings respectively. Reviews from the customers have P-value at 0.05 which is essential to gain trust of next customers. This feature of Fastwork helps guarantee the quality of service in order to contradict the risk of the asymmetric information. Furthermore, it will decrease market failure in this industry. The number of income increase proportionally to the review rate by 1,323 baht. Due to the selective perception of Media Exposure, this is accepted that review equates the better quality. Oppositely, the result of favorite feature has no relation to the higher income which is not relevant to the selective retention.

In contrast, the hypothesis of being the first mover does not play a role in this market, since a number of the days of being a membership (regis) is not significant in this regression. Hence, the first mover advantage theory is set aside. Similarly, the importance posted price goes in the same manner since people are not likely to consider the price seriously which is the deviation to the law of demand. Due to the ability to negotiate, because each service the price is flexible due to the customize feature. In addition, the Price-Quality effect can be applied to explain the fact that the customers focus on the quality of the services when it comes to the freelance work. Therefore, the higher price does not have a crucial impact on the decision making process.

In each category analysis, some variables have the higher significant level affecting income. For the full-time and part-time dummy, part-time Marketing & Advertising category is able to receive more income. Because of its negative relationship and the fact that full-time is set to be 1, full-time freelancers will receive lower income. Nevertheless, workers in Web & Programming will earn more income if they are full-time freelancers. However, the number of Job Done is highly notable for all categories with different levels of impact. The number of Job Done of Web & Programming has the biggest impact on the level of income followed by Consultancy and Picture & Sound. Job Approved rate is highly crucial for Graphic & Design since one task means 1,863 baht higher on income. The higher time used lessens the revenue of freelance in Graphic & Design. On contrary, in Web & Programming, the higher time used promotes the higher income. The reason behind this result is the nature of each work. The more complicated work in Web & Programming will consume more working time while Graphic & Design is less complex.

## **VII. Conclusion and Suggestion**

The statistically significant variables will increase the GMV since they have the positive relationship to the earnings. Graphic & Design, Web & Programming, Job Done, Job Approved, Review and View are factors that help the freelancers gain higher wage if they try improving their statistics of each variable. Categories can imply the specialization of each work and the customers' demand which is consistent with the original paper of Achim Hecker and Tobias Kretschmer (2010). Since Graphic & Design has the highest demand on Fastwork and Web & Programming is the most complicated job, these two categories can receive the higher wages. However, membership period does not indicate the higher experiences in this industry. Job Done and Job Approved are yielding the same result to the previous study by Ming D. Leung (2014): the higher number of the completed previous job make the customers trust the expertise of the freelancers. Nevertheless, the basic information is not the important factors, so it is not relevant to the experiment. Moreover, favorite feature and the posted price does not generate the additional income. To sum up, the result of the relationship of the variables toward income of freelance can be used to suggest on which areas the freelancers should focus in order to gain the better chances of employment and more income.

## **VIII. Limitation**

There are some limitations on this paper. It is impossible to collect complete data from the company since the establishment. Therefore, the missing data may cause the bias in the result. There are interesting factors to analyze further; however, time limitation narrows this

paper down to specifically concentrate more on the sphere of freelance but not focus on the insight of the customer's demands.

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