Paid Crowdsourcing

Current State & Progress toward Mainstream Business Use

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White Paper Intent

This paper is intended to examine the current state of the paid crowdsourcing market and discuss the steps required for it to become a common business practice.

> **Definition -** Paid Crowdsourcing is the act of outsourcing paid work of all kinds to a large, distributed group of workers using a technology intermediary that helps oversee the definition, submission, coordination, acceptance and payment for the work done.

> **Requirements to be Mainstream -** Paid crowdsourcing will become mainstream when it can be utilized by someone of average skill to get specific work done at any time, more easily, cheaply and with equivalent quality than the alternatives.

Introduction

Paid Crowdsourcing, which has existed in various forms since the introduction of Wikipedia, remains in the "innovators and early adopters" phase of customer adoption. The market at large suffers from lack of awareness, skepticism of obtaining desired results for such low cost, and no familiar frame of reference (common examples) for people to use in applying it for their own business. It also faces resistance from certain groups and media in the same vein as have other forms of outsourcing (only briefly addressed in this paper).

Paid Crowdsourcing can find a useful metaphor in eCommerce's 15 year rise from cutting edge to preferred shopping mechanism. Want a book today - we don't send our intern to the store to buy it. We open a browser to Amazon, search on the book title, add it to our cart, insert our credit card information and submit. One or two days later, we receive our book. Why is online commerce so mainstream now? There are many reasons, but primarily:

1. **Huge on-demand selection -** It's an instantly available inventory with reviews and details
2. **Saves time and effort**   – no travel logistics
3. **Satisfactory Results**   - we get what we expect
4. **Best Price**   - It's likely the best price available
5. **Secure and Private**   - we are confident that our personal information is secure and private

It stands to reason that shopping for work done via an online on-demand workforce would need to meet these same criteria to become mainstream. This paper details these criteria.

It is important that the reader consider this paper from the perspective of someone looking to utilize a paid crowdsourcing vendor to get work done. While size, maturity, revenues and work & worker volumes all contribute significantly to earned scores throughout, there has only been modest effort to distinguish or rank vendors on anything other than the primary experience of those submitting work.

Understanding the Paid Crowdsourcing Vendor Landscape

The 10 Year Roots of Paid Crowdsourcing - Paid Crowdsourcing vendors come from two primary sources: **Work Exchanges** and **Work Parsers**. The Exchange matches work and worker, the Parser parcels up the work into components and allocates it programmatically to a workforce.

1. **Work Exchanges** – These companies originated as work for hire and worker marketplaces. Their technology enabled work providers to post projects, and workers to post their profiles. The services facilitated searching and matching to connect the most suitable work to freelance workers. Essentially, work exchanges provided a global reach for sourcing contract work – providers and workers actively chose each other. However, pressures to facilitate more of the relationship between the provider and worker have lead to the inclusion of additional features within the work exchange platforms, including project management and payment management functionality. This provides a layer of coordination and management that helps protect both parties and ease the overall operation burden of managing a remote worker or distributed workforce.

2. **Work Parsers** – These companies originated as technology platforms that serve up work in whole or in components to either the crowd at large or a pre-qualified crowd. Most if not all of the logistics of sourcing workers, processing results and managing payment are handled by the technology. The worker chooses whether to perform work as defined, and assumes the risk associated with the work provider either rejecting their work, or choosing to pay for the results of another worker in the event of contest structured work, such as logo design. These mostly programmatic interfaces between work provider and worker have been adding features to enable communication and collaboration between the parties to improve the outcomes for each.

As we'll see in the charts and tables to follow, the models have been converging rapidly in recent years.

Crowdsourced Work – From Micro Tasks to Complex Projects

Work submitted through crowdsourcing tools falls into four categories, from very high volume Micro Tasks to one-time Complex Projects.

Task Type	Characteristics	Examples
Micro Tasks	Generally very high volume, extremely low pay rate per task, and heavily automated throughout the process.	- find email addresses or company websites - translate a product description to another language - find prices for competitive products - choose a category from a new catalog structure
Macro Tasks	Generally high volume, low rate of pay, mostly automated throughout the process.	- write a product review - test this website and provide feedback - fill in the missing research citations in this report - build a list of universities conducting energy research
Simple Projects	Low volume or single tasks with moderate rate of pay, often requiring some direct contact with the worker.	- design a branded website - prepare an outline for a conference presentation - contact all confirmed attendees for an event
Complex Projects	Single project with high rate of pay, typically requiring a substantial amount of time and direct interaction with the worker.	- program a software module - design a new edible adhesive - develop a new security algorithm - develop an eCommerce website - inbound/outbound calls (sales, mrkt research, support)

The data used to classify the vendors included in this report originated from company websites, work postings, work response rates, worker profiles, worker comments, blog posts, news articles, and in many cases utilizing the vendor's service as a work provider.
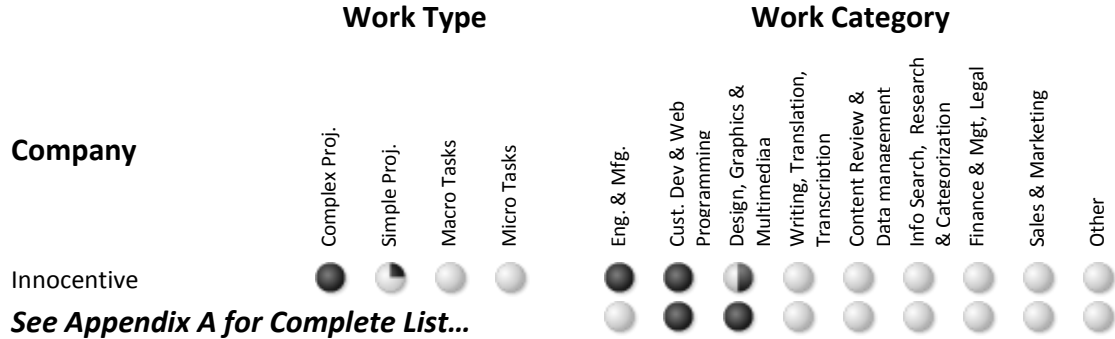
Paid Crowdsourcing Vendor Market Entrance

Entry Year Into Paid Crowdsourcing
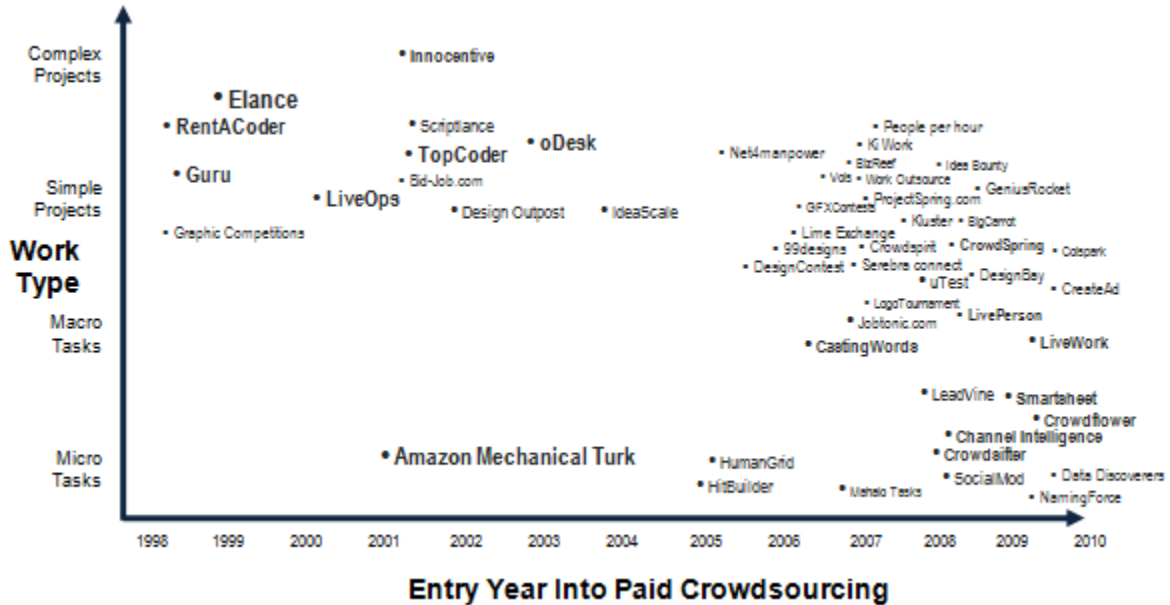
Paid Crowdsourcing Vendors by Task Volume and Cost (very rough approximation)

Price per Independent Unit of Work

50 Paid Crowdsourcing Vendors by Work Type and Category

Company	Work Type					Work Category								
	Complex Proj.	Simple Proj.	Macro Tasks	Micro Tasks		Eng. & Mfg.	Cust. Dev & Web Programming	Design, Graphics & Multimediaa	Writing, Translation, Transcription	Content Review & Data management	Info Search, Research & Categorization	Finance & Mgt, Legal	Sales & Marketing	Other
Innocentive	●	◐	○	○		●	●	◐	○	○	○	○	○	○
See Appendix A for Complete List…						○	●	●	○	○	○	○	○	○
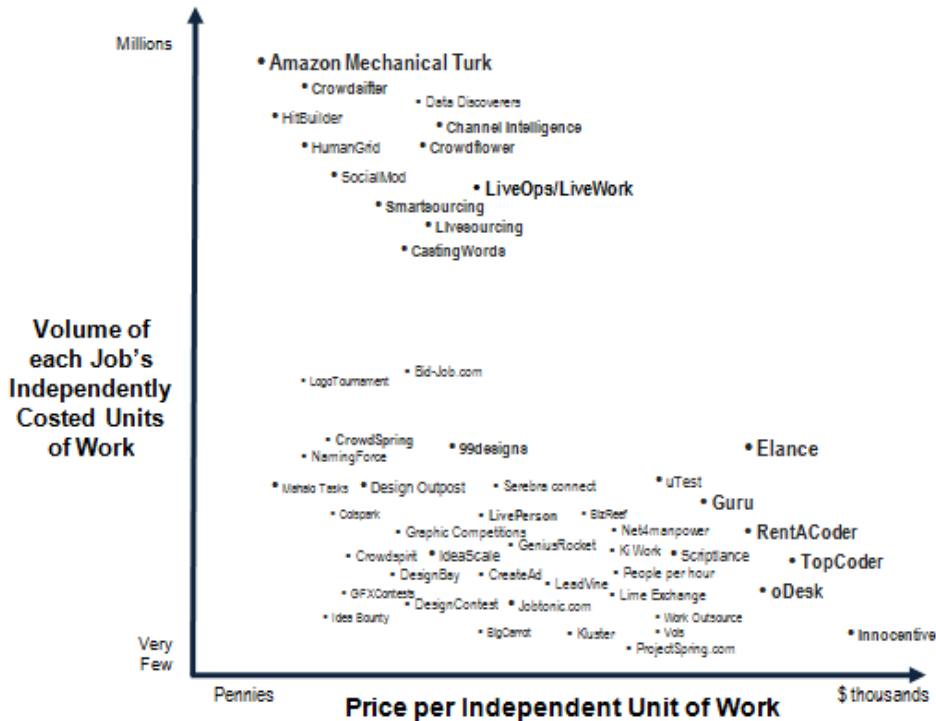
Paid v. Free Crowdsourcing

Free Crowdsourcing in development, design, content creation, content review, question answering, etc is represented successfully in successful mega-examples like Wikipedia and Linux. And, it will continue to grow and evolve as a viable means to get productive work done by the crowd. It differs from Paid Crowdsourcing in that work gets accomplished only if it's entertaining, emotionally fulfilling, or leads to recognition. Other work will simply not get done.

To drive this point home, here are a few simple examples:

Work Type	Job	Job Type		FREE	Low Pay	High Pay
					5 cents	**50 cents**
Micro Task	Find a person's Twitter Alias	**Fun:**	Ashton Kutcher	35 minutes	8 minutes	3 minutes
		Not Fun:	A Journalist	4 days	7 hours	12 minutes
					25 cents	**$1**
Macro Task	Write a product review	**Fun:**	iPhone App	2 days	14 hours	2 hours
		Not Fun:	Router	43 days	3 days	12 hours
					$10	**$50**
Simple Project	Write a 10 page paper for publication	**Fun:**	Celebrity Pets	6 days	12 hours	16 hours
		Not Fun:	Healthcare	none	4 days	20 hours

- Complex Projects not tested

Time to Complete v Pay Rate of Various Types of Work (visual representation of data table above)
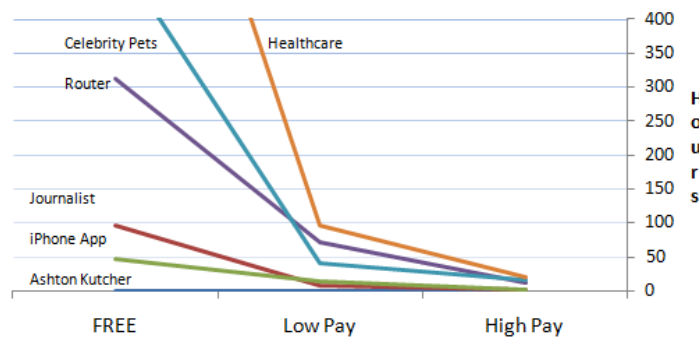
Paid Crowdsourcing vendors provide business people with tools that ensure their work is completed by someone in a timely fashion, at equal or better quality than a full-time workforce.   They enable the provision of monetary incentives along with other incentives, like recognition, that improve the likelihood of getting satisfactory results in a timely fashion.

The vast majority of work we need addressed would not qualify as fun, therefore, paid crowdsourcing is the path to mainstream.   It should come as no surprise that the lion's share of mature crowdsourcing examples is in the design and web development field. Clearly understood deliverables and lots of fun and recognition incentives (as well as being a good means to compete for clients) increase the likelihood of satisfactory results and reduce the need for high pay rates.

A good outline of crowd workers and incentives is available in a White Paper by Frontier Strategy at:
http://fronteerstrategy.blogspot.com/2009/04/co-creations-5-guiding-principles-or.html

Donal Reddington put it best in his posting on incentives and pay:

> *"… To achieve the objective of leveraging the knowledge of the masses, business must realise that to get the best answers, it is necessary to attract those who can give them, and these are the people who also best know the value of the knowledge they hold."*
> http://www.madeforone.com/Articles/index.php/crowdsourcing/categories-of-crowdsourcing-and-more-on-whether-contributors-should-be-paid/

The Paid Crowdsourcing Market

Statistics for the paid crowdsourcing industry are very sparse.   Samplings of 10 companies that publish select statistics on their marketplace are listed below. It is likely that significant overlap in workers occurs across certain vendors, and that the truly active participants in the workforce numbers listed are significantly less.

Company	Registered Workers	Gross Payments to Workers
Elance	97,500	$210,000,000
LiveOps/LiveWork	40,000	$150,000,000
Rent A Coder	266,754	$140,000,000
Guru	1,000,000	$100,000,000
oDesk	331,000	$ 90,000,000
Amazon Mechanical Turk *	200,000	DND
GetAFreelancer	-	$ 41,000,000
TopCoder	217,145	$ 7,000,000
99designs	45,000	$ 6,531,977
Innocentive	180,000	$ 4,420,000
Totals	**2,377,399**	**$748,951,977**

*estimated

Accounting for overlap, and using some very general assumptions relative to work type, category and company revenue model, we'd estimate that over 1 million workers have earned $1 – 2 billion over the past 10 years via crowdsourced work allocation. The revenues earned by the paid crowdsourcing vendors themselves are subject to a wider margin of error in estimation, but are likely around $500 million per year among all vendors.

The growth of paid crowdsourcing vendor revenues will occur as their offerings overcome the 5 hurdles to customer adoption raised in the introduction.

The Workers – Who are They?

The freelance workforce powering the crowdsourcing industry is truly worldwide. What may come as a surprise is just how many of the workers are within the United States. Few vendors share worker statistics, but the U.S-worker-only crowd vendors along with anecdotal evidence combine to suggest that the U.S. constitutes a significant share of the workforce in many of the paid crowds. Many of the freelance workers are college students, at-home workers (moms, dads, military spouses, vets, retirees) who seek to supplement their income by "freelancing" for several customers across different platforms, while also enjoying the flexibility of determining their own schedule. All that is required to perform crowdsourced work is a computer, high-speed Internet connection, and specific skills relevant to the work project on hand.

Who Purchases Paid Crowdsourcing Services?

To date, many of the buyers of paid crowdsourcing services have been individuals or small companies (low end of the SMB market) who have needed one-time projects completed and have limited in-house resources. As the market has matured, larger SMBs and enterprises are using or testing on-demand workforces. In many cases it is to augment their in-house teams or traditional outsourcing vendors, many of which are offshore.   In addition, enterprises are finding it possible to get work done that previously was economically infeasible – image tagging, content moderation, transcription, translation, sales and other large volume tasks that can be purchased for pennies.

With continued technological advances, the traditional work model is also undergoing rapid change, which should spur further adoption of paid crowdsourcing. Work, which traditionally has been "hub-based," is getting pushed outside the corporation, regardless of location. The workforce, in turn, with advances in technology, is able to complete their work in any place, what Tom Koulopoulos, author of Smartsourcing calls "the placeless job."

The 5 Paid Crowdsourcing Hurdles

Paid Crowdsourcing is offered as a product by fewer than 100 vendors today. The services from these purveyors of on-demand workers are at various stages of evolution toward addressing the hurdles for

their target markets. This section evaluates the 50 technology vendors across 5 major categories of evolution.

1. **Crowd Responsiveness** - Vendors in the paid crowdsourcing business start with the chicken and egg problem of what comes first – work or workforce.   Finding enough work providers to incent workers to subscribe to their service is dependent on finding enough ready workers to make it worthwhile for providers to post work on their site. So, millions of dollars have been spent building the workforce powering these services. What each vendor seeks to achieve is enough volume, breadth and quality in their on-demand workforce to provide the payers a good chance of getting results in a timely fashion. They also seek to provide the most lucrative experience for their workers as the barrier to working for alternative vendors is low.

2. **Ease of Use** - Candidates for work to outsource to the paid crowd is typically a defined project or task rather than an ongoing requirement that would justify a full time employee. The primary exception is work that requires a cost and scale combination that is not feasible with traditionally staffed employees. As such, it can be a task or project you understand well, or one that you'll be tackling for the first time. In the latter case, it's not always clear exactly what is all involved in producing the desired result. In both case, providing directions to an distributed workforce creates significant challenges in getting expected results.

   A simple example involves a small business owner needing a product brochure for the first time. Limited internal resources and no prior experience with brochures leaves the owner with few options.   Everything from how to define requirements to how much should it cost is unknown. Leveraging advice from colleagues is a common first step, and the web is the tool we turn to for information after that. A well designed on-demand service will hand hold a work requester through the process of creating a work definition and proposal.   It'll provide a mechanism for the provider to keep tabs on the progress of the work all the way through to approving the results delivered and the subsequent payment of the worker.

   Ideal Workflow - Pick the work category, be guided through definition, pick a price, choose criteria for work acceptance and submit with confidence that someone will provide a suitable result to you in a timely fashion.   And, all the payment details are handled for you.

3. **Satisfactory Results** – Low quality or unexpected results are the single biggest factor in companies choosing to abandon paid crowdsourcing as a viable outsourcing option.   Many of the business people surveyed were willing to invest the time and effort to submit trial work through a paid crowd vendor, but unwilling to give it a second chance when the initial results were below their expectations. It did not matter whether the fault was in their own definition of the work to be performed or the worker's performance. Once bitten, most submitters deemed it a novelty not worth their further consideration.

   Producing a fool proof solution is the goal of every paid crowdsourcing vendor, so it should come as

no surprise that today, the solutions most "mainstream capable" provide a narrowly targeted service. **CrowdSifter** (image content moderation)**, 99Designs** (graphical design) and **Castingwords** (audio transcription) are examples of easy to use tools with predictably high quality results.   All three have honed the process and particular deliverable to a specificity that generates excellent results with very low effort and cost. They are scored with near perfect ratings in all 5 graded Hurdle categories.   Both Crowdsifter and Castingwords are good examples of vendors building the process and quality checking knowhow into a software service on top of the broad feature set of Mechanical Turk and LiveOps/LiveWorks.

4. **Cost Advantage** - Cost benefits run second to results quality in determining business interest in paid crowdsourcing.   Cost advantages over traditionally sourced work range from orders of magnitude difference to similarly priced. Some work types can only be done economically via paid crowdsourcing. Some examples:

	Traditional Outsourcing	Paid Crowdsourcing
Transcription	$2 – 6/minute	$0.75/minute
Company Research*	$3 - 10/hr	$1.85/hour
Image Tagging	Feasible?	$0.02/image
More…		

*case study available at: http://brentfrei.typepad.com/blog/2009/08/turning-lead-into-gold-or-1-paid-into-10-earned.html

The costs for crowdsourced work seem irrational and therefore unrealistic to those not familiar with how the technology benefits the worker.

5. **Security / Privacy –** Security and privacy in paid crowdsourcing have the double whammy of involving both financial account details and proprietary work relevant to the company. eCommerce has taken much of the edge off concerns around supplying our account details on line. However, companies are still reticent to post anything to a general population that could be either traced back to them or identifies anything specific about the company's business interests.

The option for autonomy and the assurance of security is a built in feature for most categories of paid crowdsourcing. In addition, vendors have developed sophisticated procedures that utilize accounts, escrows, and modern payment processors like Paypal along with approval procedures that work fairly well in protecting both the provider and the worker when settling the bill.

An additional hurdle which is more of an industry challenge is:

Resistance of the Inefficient Markets – Media and industry resistance (in some categories like graphical design) have hampered the broader awareness and adoption of paid crowdsourcing. The negativity surrounding outsourcing in general finds a new target in paid crowdsourcing as the pundits claim it not only destroys jobs, but also exploits the workers. On the contrary, paid crowdsourcing, driven by technological advances, provides a new work outlet for well over a million domestic and global workers. Most want to control when they work, who they work for, and the environment they work in, as most

crowdsourcing workers are virtual (at home workers).

Concerns should be carefully evaluated before jumping to any conclusions. A look at debates and data in the professional photography and professional graphics industries provide interesting insights.

Worker Pay "… about 80 percent of iStockers found their work at iStockphoto to be at least somewhat profitable, and 17.8 percent consider their iStockphoto work extremely profitable."
http://www.uic.edu/htbin/cgiwrap/bin/ojs/index.php/fm/article/view/2159/1969

Job Outsourcing "…It seems that no matter how many times history plays out the hand dealt to inefficient markets, the next inefficient market to be assailed wails in protest."
http://www.fastcompany.com/blog/cliff-kuang/design-innovation/cripins-latest-experiment-backfires

 Vendor Progress toward Mainstream Solutions – Overcoming the Hurdles

The table below ranks vendors' success in addressing the 5 hurdles to mainstream adoption. Included also are the Infrastructure rankings that are in large part responsible for the maturity in User Experience scores. The higher up on the list the vendor, the more mainstream the solution. (AMT and LW in the table refer to Amazon Mechanical Turk and LiveOps/LiveWork as the vendor's crowd source. Both companies serve as both a destination service to work providers and a platform on which other vendors build solutions.)

Paid Crowdsourcing Vendor – Mainstream Business Applicability

		User Experience						Infrastructure				
Company	Primary Work Category	Crowd Responsiveness	Ease of Use	Satisfactory Resluts	Cost Advantage	Private & Secure	Crowd Source	Work Definition & Proposal	Work & Process Oversight	Results & Quality Mgmt	Payment Processing	API
CastingWords	Transcription						AMT					
Crowdsifter (Dolores Labs)	Content Moderation						AMT					
SocialMod	Content Moderation						AMT					
CrowdSpring	Graphic Design											
Livesourcing (Smartsheet)	Any Tasks						LW					
99designs	Graphic Design											
LivePerson	Expert Help											
GeniusRocket	Graphic Design											
Smartsourcing (Smartsheet)	Any Tasks						AMT					
LiveWork (LiveOps)	Any Tasks											
Elance	Project Marketplace											
Guru	Project Marketplace											
TopCoder	Progr. Marketplace											
oDesk	Project Marketplace											
uTest	Software Testing											
Crowdflower	Volume Tasks						LW AMT					
HitBuilder	Volume Tasks						AMT					
Rent A Coder	Progr. Marketplace											
Channel Intelligence	Volume Tasks						AMT					
Amazon Mechanical Turk	Volume Tasks											
Data Discoverers	Volume Tasks						AMT					
NamingForce	Product Naming											
Scriptlance	Progr. Marketplace											
Serebra connect	Project Marketplace											
People per hour	Project Marketplace											
HumanGrid	Volume Tasks											
Jobtonic.com	Job Referral											
Innocentive	Problem Solving											
DesignBay	Graphic Design											
LogoTournament	Graphic Design											
Idea Bounty	Problem Solving											
Mahalo Tasks	Simple Tasks											
Work Outsource	Project Marketplace											
BizReef	Project Marketplace											
Net4manpower	Project Marketplace											
Lime exchange	Progr. Marketplace											
Ki Work	Project Marketplace											
CreateAd	Graphic Design											
Graphic Competitions	Graphic Design											
Design Outpost	Graphic Design											
DesignContest.net	Graphic Design											
LeadVine	Sales Leads											

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Crowdspirit	Graphic Design							
ProjectSpring.com	Project Marketplace							
IdeaScale	Customer Surveying							
Kluster	Customer Surveying							

Legend:

Infrastructure	The degree to which the design of the full product or service handles the 5 core components of paid crowdsourced work				
Crowd Source	the worker pool powering the service	None	Crowd at Large	Reliably available community within Crowd at Large	Mostly known and profiled workforce group	Entirely known workforce including dedicated teams
Work Definition and Proposal	the definition and communication of the work to be done and what the desired results will be	None	Entirely free-form work request proposal submission	Partially managed and guided work request proposals	Mostly automated and guided work request proposal framework	Entirely structured and fully guided work request proposal framework
Work & Process Oversight	the extent to which the vendor manages the communication & work process towards the results delivery & payment btwn the provider & the worker	Not Available	Limited to bringing work & workers together	Partially Automated some limited coordination of the work being managed	Mostly Automated substantially coordinates & manages work results	Fully Automated entire transaction is managed by vendor
Results & Quality Management	the extent to which the vendor helps manage the vetting of results quality and approval	None	Limited rudimentary coordination at best	Basic Some limited check-off structure	Advanced partially automated review & approval functionality	Sophisticated fully automated results proc'g, checking & approval
Payment Processing	the handling of financial reconcilation between work provider and worker	None	Provider & Worker design payment method w/ limited vendor guidance	Escrow account type payment processing	Payments are partially automated by vendor	Payments are entirely automated by vendor
API	programatic access to the crowdsourcing services	None	Limited file transfer / upload level APIs	Partial access to some of the service	Full access to most of the service	Full access to all of the service

User's Experience	The simplicity and degree of automation in a successful experience from the perspective of those requesting the paid work from the crowd				
Crowd Responsiveness	the reliability of available workers and the elapse time to completion of your work	No Reliability	Spotty Response	Reasonably likely to get workers responding within a week	Reliably responsive work force within days	Nearly real-time worker response and results
Ease of Use	- the level of technical and/or process acumen needed to access and utilize the vendor's services	N/A	Requires deep technical and/or process skills and programmatic access	Requires limited technical and/or process skills and some process familiarity	Requires some process acumen and possibly a few technical skills	Any-person type access - point and click level simplicity
Satisfactory Results	the likelihood that the results meet original expectations	None	Spotty about as good as the list returning in a Google search	Modest better than 50% likelihood that results are accurately delivered	Good better than 80% of results are accurately delivered	Excellent better than 95% of results are accurately delivered
Cost Advantage	the full cost of acquiring the desired results	N/A	Expensive as expensive as an in-house resource	Modest competitive w/ traditionally outsourced services	Compelling significantly lower than traditionally outsourced services	Game Changing at least one order of magnitude less than any traditional approach
Private & Secure	assuredness that work submitted and retrieved can remain confidential	None	Poor work submitted is visible to the whole world	Modest some facilities for anonymity and data security	Good fairly good facilities for anonymity and data security	Excellent well designed facilities for anonymity and data security

Conclusions and Predictions

The promise in paid crowdsourcing is compelling and the challenges are known. The vendors involved in this high growth, emerging market have been making significant progress toward becoming more mainstream and more beneficial to both work provider and worker.   The following are several conclusions and predictions about this market's evolution over the next five years.

1. **The Egg Wins** - The chicken and the egg battle between needing a critical mass of workers or work is over.   The market for on-demand labor is well understood by workers, and they will go to whatever platform(s) provide the most lucrative experience. Vendors that provide tools to work providers that ease their submission and management of work to the crowd will command a premium that will be inherited by the worker.

2. **Eventually Wal-Mart will Prevail** – In these early days in crowdsourcing, work providers will use whatever vendor tool affords them the highest probability of success at the lowest cost and effort (one for transcription, another for content moderation, and a third for custom programming). Over time, work providers will look to consolidate their spending toward fewer vendors. Specifically, those vendors that can meet multiple crowdsourcing needs on a single platform such as Elance.

3. **Volume Micro Tasks need APIs or Consulting Services –** With great power often comes great responsibility, and the benefits of ultra-low cost, high volume micro-task processing requires responsible workflows and programmatic interfaces. The learning curve to best practices for a provider's particular needs can be very steep. Therefore, vendors are building narrow vertical solutions on top of these platforms, and services firms are establishing practices to assist providers directly.   Amazon's Mechanical Turk has an early lead in both services and purpose built vendor solutions on their platform.

4. **The Sweet Spot is the Middle** – Whether it is services and solutions built on top of Micro Tasks platforms, or technology assisted relationship management on top of Project Marketplaces, vendors are trending toward the Macro Task – Simple Project portion of the market. An effort to overcome the 5 hurdles and provide a nearly lights-out experience for work providers means that complex micro tasks have been rolled up into services designed to mask the complexity, or complex projects will have been broken down to reasonably manageable pieces and doled out.

5. **Vendor Revenues will pass $1B in 5 Years** – Maturing technologies, global connectivity, productivity pressures, and access to a global workforce with specialty skills will accelerate the adoption and utilization of paid crowdsourcing services. Ecosystems around platforms like Mechanical Turk and new entrant LiveWork will likely exceed $100 Million per year, as will offerings from mature services like eLance and Guru as they continue to perfect the user experience across a wide range of work categories.

Paid crowdsourcing will surely be as common place in 10 years as eCommerce is today. However, with people's work as the product rather than a book or an iTune, the paths to getting there should be far more interesting.

Appendix A:

50 Paid Crowdsourcing Vendors by Work Type and Category

Company	Work Type					Work Category								
	Complex Proj.	Simple Proj.	Macro Tasks	Micro Tasks		Eng. & Mfg.	Cust. Dev & Web Programming	Design, Graphics & Multimedia	Writing, Translation, Transcription	Content Review & Data management	Info Search, Research & Categorization	Finance & Mgt, Legal	Sales & Marketing	Other
Innocentive	●	◐	○	○		●	●	◐	○	○	○	○	○	○
TopCoder	●	◐	○	○		○	●	●	○	○	○	○	○	○
Scriptlance	●	◐	○	○		○	●	●	○	○	○	○	○	○
Rent A Coder	●	●	○	○		○	●	●	○	○	○	○	○	○
uTest	●	●	○	○		○	○	○	○	○	○	○	○	○
Elance	◐	●	◐	○		◐	◐	◐	◐	◐	◐	◐	◐	◐
Guru	◐	●	◐	○		◐	◐	◐	◐	◐	◐	◐	◐	◐
oDesk	◐	●	◐	○		◐	◐	◐	◐	◐	◐	◐	◐	◐
Ki Work	◐	●	◐	○		◐	◐	◐	◐	◐	◐	◐	◐	◐
ProjectSpring.com	◐	●	○	○		○	●	◐	○	○	○	○	○	○
Lime exchange	◐	●	○	○		○	◐	◐	◐	○	○	○	○	○
Work Outsource	◐	◐	○	○		○	●	◐	○	○	◐	○	○	○
People per hour	◐	●	○	○		○	◐	◐	◐	◐	◐	◐	◐	◐
Bid-Job.com	◐	◐	○	○		○	●	●	◐	○	○	○	◐	◐
LiveWork (LiveOps)	○	●	●	◐		○	◐	◐	◐	●	●	○	◐	◐
Serebra connect	○	●	○	○		◐	◐	◐	◐	◐	○	◐	◐	◐
99designs	○	●	○	○		○	◐	●	○	○	○	○	○	○
DesignBay	○	●	○	○		○	◐	●	○	○	○	○	○	○
LogoTournament	○	●	○	○		○	○	●	○	○	○	○	○	○
Idea Bounty	○	●	○	○		○	○	●	○	○	○	○	○	○
CreateAd	○	●	○	○		○	○	●	○	○	○	○	○	○
Graphic Competitions	○	●	○	○		○	○	●	○	○	○	○	○	○
Colspark	○	●	○	○		○	◐	●	○	○	○	○	○	○
CrowdSpring	○	●	○	○		○	○	●	○	○	○	○	○	○
Crowdspirit	○	●	○	○		○	○	●	○	○	○	○	○	○
GeniusRocket	○	●	○	○		○	○	●	○	○	○	○	○	○
DesignContest.net	○	●	○	○		○	○	●	○	○	○	○	○	○
Design Outpost	○	●	○	○		○	○	●	○	○	○	○	○	○
GFXContests	○	●	○	○		○	○	●	○	○	○	○	○	○
IdeaScale	○	●	○	○		○	○	◐	○	○	◐	○	○	○
Kluster	○	●	○	○		○	○	○	○	○	◐	○	○	○
BizReef	○	●	○	○		○	◐	◐	○	○	◐	○	◐	◐
Net4manpower	○	●	○	○		◐	◐	◐	◐	◐	◐	◐	◐	◐
Vois	○	●	○	○		○	◐	◐	◐	○	○	○	○	○

Company	Complex Proj.	Simple Proj.	Macro Tasks	Micro Tasks	Eng. & Mfg.	Cust. Dev & Web Programming	Design, Graphics & Multimedia	Writing, Translation, Transcription	Content Review & Data management	Info Search, Research & Cateorization	Finance & Mgt, Legal	Sales & Marketing	Other
Livesourcing (Smartsheet)	○	◔	◑	●	○	○	○	◕	●	●	○	◕	◑
Smartsourcing (Smartsheet)	○	◔	◑	●	○	○	◑	◕	●	●	○	◑	◑
Jobtonic.com	○	○	●	○	○	○	○	○	○	○	◔	○	○
LivePerson	○	○	●	○	◑	◑	◑	◑	◑	◑	◑	◑	◑
LeadVine	○	○	●	○	○	○	○	○	○	○	○	●	○
Amazon Mechanical Turk	○	○	◑	●	○	○	○	◔	●	●	○	○	○
HitBuilder	○	○	◔	●	○	○	○	◕	●	●	○	○	○
CastingWords	○	○	◔	●	○	○	○	●	○	○	○	○	○
Channel Intelligence	○	○	○	●	○	○	○	○	●	●	○	○	○
Crowdflower (Dolores Labs)	○	○	○	●	○	○	○	◔	●	●	○	○	◑
Crowdsifter (Dolores Labs)	○	○	○	●	○	○	○	○	○	○	○	○	○
SocialMod	○	○	○	●	○	○	○	○	●	○	○	○	○
Data Discoverers	○	○	○	●	○	○	○	○	◕	●	○	○	○
HumanGrid	○	○	○	●	○	○	○	◑	●	●	○	○	○
NamingForce	○	○	○	●	○	○	○	○	○	○	○	◕	○
Mahalo Tasks	○	○	○	●	◔	◔	◔	◔	◔	◔	◔	◔	○

Legend

○	◔	◑	◕	●
Not Available	Available in very specific cases	Available in some but not in all cases	Available in most example cases	Specifically designed for this type of work

Task Category
1. Engineering & Manufacturing
2. Custom Development & Web Programming
3. Design, Graphics & Multi- Media
4. Writing / Translation / Transcription
5. Content Review & Data Management
6. Information Search, Research, & Categorization
7. Finance, Management &Legal
8. Sales & Marketing
9. Other

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Appendix B:

50 Paid Crowdsourcing Vendors by Description and Website

Company	Website	Category	Tutorial	Year
99designs	http://99designs.com/	Graphic Design		2006
Amazon Mechanical Turk	www.mturk.com	Volume Tasks		2001
Bid-Job.com	www.bid-job.com	Project Marketplace		2001
BigCarrot	www.bigcarrot.com	Problem Solving		2008
BizReef	www.bizreef.com	Project Marketplace		2007
CastingWords	www.castingwords.com	Transcription		2006
Channel Intelligence	www.channelintelligence.com	Large Scale Categorization		2008
Colspark	www.colspark.com	Problem Solving	http://www.colspark.com/howitworks.htm	2009
CreateAd	www.creatad.com	Graphic Design	http://www.creatad.com/en-US/general/How-CreatAd-works-_8.aspx	2009
Crowdflower	http://crowdflower.com/	Volume Tasks	http://crowdflower.com/general/tutorial	2009
Crowdsifter	https://crowdsifter.com/	Content Moderation	http://crowdsifter.com/	2008
Crowdspirit	www.crowdspirit.com	Graphic Design	http://www.crowdspirit.com/explanation	2007
CrowdSpring	www.crowdspring.com/	Graphic Design	http://www.crowdspring.com/how-it-works	2008
Data Discoverers	www.datadiscoverers.com	Volume Tasks		2009
Design Outpost	www.designoutpost.com	Graphic Design	http://www.designoutpost.com/content/view/46/25/	2002
DesignBay	www.designbay.com	Graphic Design	http://www.designbay.com/how-it-works.aspx	2008
DesignContest.net	www.designcontest.net	Graphic Design	http://www.designcontest.net/clients/start-a-contest.html	2005
Elance	www.elance.com	Project Marketplace	http://www.elance.com/p/how_it_works.html	1998
GeniusRocket	www.geniusrocket.com	Graphic Design	http://www.geniusrocket.com/info/how_it_works/	2008
GFXContests	www.gfxcontests.com	Graphic Design		2006
Graphic Competitions	www.graphiccompetitions.com	Graphic Design	http://www.graphiccompetitions.com/home/add-a-contest/	1998
Guru	www.guru.com	Project Marketplace		1998
HitBuilder	www.hit-builder.com	Volume Tasks	http://hit-builder.com/screencasts/HBOverview.htm	2005
HumanGrid	www.humangrid.de	Volume Tasks		2005
Idea Bounty	www.ideabounty.com	Problem Solving	http://www.ideabounty.com/faq	2008
IdeaScale	www.ideascale.com	Customer Surveying	http://www.ideascale.com/application/ideascale/how/index.html	2004
Innocentive	www.innocentive.com	Problem Solving	http://www.innocentive.com/servlets/project/ProjectInfo.po	2001
Jobtonic.com	www.jobtonic.com	Job Referral	http://www.jobtonic.com/how_does_it_work.html	2007
Ki Work	www.ki-work.com	Project Marketplace	http://www.ki-work.com/pg/3745/default.aspx	2007
Kluster	www.kluster.com	Customer Surveying		2007
LeadVine	www.leadvine.com	Sales Leads	http://www.leadvine.com/faq#2	2008
Lime exchange	www.limeexchange.com	Programmer Marketplace	http://www.limeexchange.com/provider_product_tour/1	2006
LivePerson	www.liveperson.com	Expert Help	http://www.liveperson.com/help/help-content.aspx?ID=902	2008
LiveSourcing (Smartsheet)	www.smartsheet.com	Volume Tasks	-	2009
LiveWork (LiveOps)	www.livework.com	Any Tasks	http://pages.livework.com/client.html	2000
LogoTournament	http://logotournament.com/	Graphic Design	http://logotournament.com/help/howitworks	2007
Mahalo Tasks	www.mahalo.com	Simple Tasks	http://www.mahalo.com/answers/tip_guidelines	2007
NamingForce	www.namingforce.com	Product Naming	http://www.namingforce.com/faq/	2009
Net4manpower	www.net4manpower.com	Project Marketplace		2005
oDesk	www.odesk.com	Project Marketplace	http://www.odesk.com/w/odesk_story	2003
People per hour	www.peopleperhour.com	Project Marketplace	http://www.peopleperhour.com/howitworks.php	2007
ProjectSpring.com	www.projectspring.com	Project Marketplace	http://www.projectspring.com/freelance/pshelp.html#g1	2007
Rent A Coder	www.rentacoder.com	Programmer Marketplace	http://www.rentacoder.com/RentACoder/SoftwareBuyers/Docs/1PostYourbidRequest.asp	1998
Scriptlance	www.scriptlance.com	Programmer Marketplace		2001
Serebra connect	www.serebraconnect.com	Project Marketplace	https://www.serebraconnect.com/index.cfm?fuseaction=static.staticContent&template=how_serebra_connect_works	2007
Smartsourcing (Smartsheet)	www.smartsheet.com	Any Tasks	http://www.smartsheet.com/product/smartsourcing	2009
SocialMod	www.socialmod.com	Content Moderation	http://www.socialmod.com/pages/tour	2008
TopCoder	www.topcoder.com	Programmer Marketplace		2001
uTest	www.uTest.com	Software Testing		2007
Vois	www.vois.com	Project Marketplace	http://www.vois.com/default/faq/#o	2007
Work Outsource	www.workoutsource.net	Project Marketplace		2007