



# UNIVERSITY OF GOTHENBURG

## SCHOOL OF BUSINESS, ECONOMICS AND LAW

An investigation of the targeted customers of a peer-to-peer car sharing company and how the company's value proposition should be developed accordingly

Johanna Edman & Johanna Lilliecreutz



---

**Graduate School**

Master of Science in Innovation and Industrial Management

Supervisor: Daniel Ljungberg

---

*An investigation of the targeted customers of a peer-to-peer car sharing company and how the company's value proposition should be developed accordingly*

By Johanna Edman and Johanna Lilliecreutz

© Johanna Edman and Johanna Lilliecreutz  
School of Business, Economics and Law, University of Gothenburg  
Vasagatan 1, P.O. Box 600, SE 405 30 Gothenburg, Sweden  
Institute of Innovation and Entrepreneurship

All rights reserved.

No part of this thesis may be distributed or reproduced without the permission by the authors.

Contact: [Johanna.edman91@gmail.com](mailto:Johanna.edman91@gmail.com) and [johanna.lilliecreutz@gmail.com](mailto:johanna.lilliecreutz@gmail.com)

# Abstract

**Background and Purpose:** Most countries in the world are becoming increasingly urbanized, which implies challenges related to transportation within cities. More individuals in cities, and hence more cars, has consequences such as increased congestion, limited parking space, as well as increased pollution. This means that there is a need for smarter and more sustainable ways of car usage. One potential solution to the problem is the practice of car sharing, or more specifically peer-to-peer (P2P) car sharing. A start-up company that has recognized the business opportunity related to P2P car sharing is Ciao Ciao Carsharing, which the researchers have collaborated with in this research. The company has realized that a deep understanding of its targeted customer segments is currently missing and believes that this understanding would enable them to better reach their targeted customers. The purpose of this research was therefore to obtain a deeper understanding of Ciao Ciao Carsharing's targeted customers, as well as to investigate suggestions on how the company's value proposition should be developed in order to create value for the targeted customers.

**Methodology:** A combination of a qualitative and a quantitative research, referred to as a mixed research method, was used in this research. The research started with semi-structured interviews in order to gain a deeper understanding of the underlying motivations of each interviewee and thereby generate insights regarding the company's targeted customer segments. A quantitative questionnaire was thereafter used in order to test whether the findings from the qualitative interviews were possible to generalize over a larger group of people. The findings that were generalizable were considered to be useful for the company as well as for the purpose of this research.

**Findings and Conclusions:** The findings and conclusions include an overview of the most important factors that were found regarding the targeted customer segments, as well as suggestions on how the company should meet these. These suggestions include; the company should focus on (as well as invest in) what is most important for the targeted customers, they should create value together with the customers, as well as emphasize efficiency and utilitarian benefits rather than community building or sustainability concerns. It was further concluded that it is essential that the company meets the motives of both car owners and car renters, but also creates a match between the car owners and the car renters.

**Key words:** sharing economy, service innovation, car sharing, peer-to-peer car sharing, value proposition, value proposition canvas, participation motives

## Acknowledgements

We would like to express our gratitude to everyone that was involved in making this study possible. First, we would like to thank the representatives of Ciao Ciao Carsharing for the opportunity to collaborate with the company during this research. We would further like to express our appreciation to our supervisor Daniel Ljungberg for providing us with valuable guidance and feedback throughout this project.

School of Business, Economics, and Law, Gothenburg, June 2019

---

Johanna Edman

---

Johanna Lilliecreutz

# Table of Contents

<b>1</b>	<b>Introduction .....</b>	<b>1</b>
1.1	<i>Background .....</i>	1
1.2	<i>Problem Description .....</i>	2
1.3	<i>Purpose and Research Question .....</i>	3
<b>2</b>	<b>Methodology.....</b>	<b>4</b>
2.1	<i>Research Strategy.....</i>	4
2.1.1	<i>Mixed Research Method .....</i>	4
2.1.2	<i>Inductive and Deductive Approach .....</i>	5
2.2	<i>Research Design.....</i>	5
2.3	<i>Data Collection.....</i>	6
2.3.1	<i>Secondary Data.....</i>	6
2.3.2	<i>Primary Data.....</i>	7
2.4	<i>Data Analysis.....</i>	12
2.5	<i>Research Quality.....</i>	13
2.5.1	<i>Reliability .....</i>	13
2.5.2	<i>Replicability .....</i>	13
2.5.3	<i>Validity .....</i>	14
<b>3</b>	<b>Literature Review.....</b>	<b>15</b>
3.1	<i>Value Proposition.....</i>	15
3.1.1	<i>Value Proposition Canvas .....</i>	15
3.1.2	<i>Service Innovation .....</i>	18
3.1.3	<i>Job-Centric Approach.....</i>	18
3.2	<i>Cars within the Sharing Economy.....</i>	19
3.2.1	<i>Definition of the Sharing Economy .....</i>	19
3.2.2	<i>The Emergence of Sharing Practices.....</i>	19
3.2.3	<i>The Non-Ownership Collaborative Consumption Continuum .....</i>	20
3.2.4	<i>Car Sharing .....</i>	23
3.2.5	<i>Peer-to-Peer Car Sharing.....</i>	24
3.3	<i>Motives P2P Car Sharing in a VPC Context.....</i>	28
<b>4</b>	<b>Empirical Findings .....</b>	<b>30</b>
4.1	<i>Findings from the Qualitative Interviews.....</i>	30
4.1.1	<i>Car Owners .....</i>	30
4.1.2	<i>Car Renters.....</i>	38
4.1.3	<i>Summary of the Identified Themes .....</i>	45
4.2	<i>Findings from the Quantitative Questionnaire .....</i>	46
4.2.1	<i>Car Owners .....</i>	46
4.2.2	<i>Car Renters.....</i>	62
<b>5</b>	<b>Analysis.....</b>	<b>74</b>
5.1	<i>The Value Proposition Canvas Applied.....</i>	74
5.1.1	<i>The Customer Profile .....</i>	74
5.1.2	<i>The Value Map.....</i>	78
5.2	<i>A comparison between the motives found in the literature and the findings from this research.....</i>	84

5.2.1	Car Owners .....	84
5.2.2	Car Renters .....	87
5.3	<i>The fit between Car Owners and Car Renters</i> .....	89
<b>6</b>	<b>Conclusion</b> .....	<b>91</b>
6.1	<i>The Finalized Value Proposition Canvases</i> .....	92
6.1.1	VPC - Car Owners .....	92
6.1.2	VPC - Car Renters .....	93
6.2	<i>Suggestions for Ciao Ciao Carsharing</i> .....	94
6.2.1	Focus on the most important customer jobs, pains, and gains .....	94
6.2.2	Create value together with the customers .....	94
6.2.3	Invest in what matters most for the customers .....	94
6.2.4	Emphasize efficiency and utilitarian benefits .....	95
6.2.5	Meet the motives of both car owners and car renters .....	95
6.2.6	Create a match between car owners and car renters .....	96
<b>7</b>	<b>Future Research</b> .....	<b>97</b>
<b>8</b>	<b>References</b> .....	<b>98</b>
<b>9</b>	<b>Appendix</b> .....	<b>100</b>
	<i>Appendix 1 - Interview Guides</i> .....	100
	<i>Appendix 2 - The Questionnaires</i> .....	102
	<i>Appendix 3 - Additional Findings</i> .....	110
	<i>Appendix 4 - Rejected Customer Jobs, Pains, and Gains</i> .....	112

# 1 Introduction

*The introduction starts with a background from which the topic of this investigation has emerged. A problem description is thereafter exhibited, and the chapter ends with a description of the purpose of this research and a presentation of the research questions.*

## 1.1 Background

Increased urbanization is a global trend, and most countries in the world are becoming increasingly urbanized. Today 55% of the world's population lives in urban areas, and this percentage is expected to increase to 68% by 2050. (UN, 2018a) This fact, in combination with the projection of an overall growth of the world's population, could add an estimated 2.5 billion people to urban areas by 2050. A large part of this increase is forecasted to take place in Asia and Africa, however, the trend of increased urbanization is happening all over the world, including European countries. (UN, 2018b) Increased urbanization creates challenges for cities, including housing, transportation, health care, and infrastructure. This means that there is an urge to develop smarter cities in order to manage the urbanization in a sustainable way. (UN, 2018b) According to Geoffrey West (2011) there is a need for constant innovation in order to sustainably manage the growth of people living in urban areas, and thereby avoid a collapse of cities.

As mentioned, one of many challenges related to increased urbanization is connected to transportation within cities. More individuals in cities, and hence more cars, imply consequences for mobility. These consequences include increased congestion, limited parking space, as well as increased pollution. This means that there is a need for smarter ways of car usage. (UN, 2018a) A report from Ellen MacArthur Foundation (2015) regarding car utilization in Europe shows that the typical European car is neither used efficiently nor in a sustainable way. The report highlights that the typical European car is parked 92% of the time, spends 1,6% looking for parking, 1% sitting in congestion, and is only used 5% for actual driving. In addition, the average European car has 5 seats but only carries 1,5 people per trip. Hence, there is a need and opportunity to create smarter ways of utilizing cars, which consequently will benefit individuals, cities, as well as the planet. (Ellen MacArthur Foundation, 2015)

One potential solution to the problem of inefficient and unsustainable car utilization is the practice of car sharing. The concept of car sharing is defined by Automotive Technologies (2016) as: *“a model of car rental where vehicles are rented out for shorter periods of time (usually on a per hour basis) and often intended for shorter distance trips in urban areas where personal car ownership can be challenging”*. Furthermore, there are several categories of car sharing, including peer-to-peer (P2P) car sharing, business to consumer (B2C) car sharing, and not-for-profit car sharing. (Automotive Technologies, 2016) In this research the focus will be on peer-to-peer (P2P) car sharing, which is defined by Automotive

Technologies (2016) as *“the process where a community of existing car owners makes their vehicles available for others to rent for short periods of time”*. It is further described that the P2P car sharing service is facilitated by a car sharing company that *“matches owners of cars that are available to other drivers to rent”*. (Automotive Technologies, 2016)

A start-up company that has recognized the business opportunity related to P2P car sharing is Ciao Ciao Carsharing, which the researchers have collaborated with in this research. The company has developed a sharing platform that will make it possible for car owners to share their cars with their neighbors and other users nearby. A hardware installed in the cars enables a keyless technology, which thereby offers the customers a convenient and easy-to-use service facilitated through an application in their phone. The company will launch a pilot in Gothenburg this year with the goal to further test and develop the service before a market release. In order for the company to efficiently reach the two customer groups necessary for the service to be feasible; car owners and car renters, the company wants the researchers' help to gain a deeper understanding of their targeted customer segments. More specifically, car owners and car renters between 25-40 years old who live in the Gothenburg area. By understanding the targeted customers' needs and values, the company aims to develop and adjust its service offering accordingly. The company thereby also wants suggestions of how to meet the customers' needs and values. Thus, the company has an objective to develop a value proposition that matches the needs and values of their targeted customers and, by doing so, increase the chance of user participation and future service success.

## 1.2 Problem Description

Ciao Ciao Carsharing has previously investigated the awareness of, as well as the willingness to use, a P2P car sharing service among Swedish consumers with a positive result. However, even though people are showing a high willingness to participate, the challenge still remains for the company to make people take the step from being aware and willing to participate towards actually participating in the service. In other words, the company needs a value proposition that is strong enough to make people use the service. According to Kathan, Matzler and Veider (2016) the value proposition summarizes why a customer should use a service and how the company creates value for the customer. The challenge of making people use the service applies for both customer groups; car owners and car renters. Since the service is used differently for car owners and car renters (as car owners share their assets while car renters rent the assets), the indication is that these customer groups have different needs and motives for participating. This means that the company needs to develop a value proposition for each customer group. Ciao Ciao Carsharing has realized that a deep understanding of its targeted customer segments is currently missing and believes that this understanding would enable them to better reach their targeted customers. A tool that is related to the value proposition, and that could be helpful for the company to obtain a deeper understanding of its customers, is the Value Proposition Canvas (VPC) developed by Osterwalder, Pigneur, Berarada & Smith (2014). According to the authors, the value proposition consists of two parts; the customer profile and the value map. The customer profile enables an overall understanding of the customers as it examines what the customers are trying to accomplish by



using the service (referred to as customer jobs), what annoys the customers (referred to as pains), as well as what outcomes they desire (referred to as gains). On the contrary, the value map provides a description of how the company's offering (referred to as products and services) will enable the customers to satisfy their needs, how the service will alleviate the customers' annoyances (referred to as pain relievers), as well as how the service will help the customers reach their desired outcomes (referred to as gain creators). Value is created when the value map matches the customer profile, which increases the chance that the customers will use the service. The Value Proposition Canvas could thereby enable the company to reach a clear and detailed understanding of the targeted customer segments' customer jobs, pains and gains, as well as provide an overview of how the company's offerings can meet these. (Osterwalder et al. 2014) The part of the VPC referred to as the customer profile has been used throughout this research to extract information about both customer segments in order to get a deep understanding about their customer jobs, pains, and gains. Moreover, the part of the VPC referred to as the value map has been developed by collecting information from different sources of literature regarding how the company can meet the customer profiles. This in order to create a fit between the two extracted customer profiles and the suggested value maps. From this, a value proposition for each segment can be developed accordingly by the company.

### 1.3 Purpose and Research Question

The purpose of this research was to gain a deeper understanding of Ciao Ciao Carsharing's two targeted customer segments' customer jobs, pains, and gains, as well as to investigate how the company can meet these. This objective was set in order to help the company become more efficient when developing its value proposition. This will further enable the company to become more efficient also when making future strategic decisions. Furthermore, Ciao Ciao Carsharing is situated within a rapidly evolving industry, characterized by a highly competitive environment with constant technological advancements. Thus, it is of high interest for Ciao Ciao Carsharing to develop a deep understanding of their targeted customer segments' customer jobs, pains, and gains, since this will enable the company to develop a value proposition attractive enough for user participation.

By combining the use of in-depth qualitative interviews with more extensive quantitative surveys the researchers' aim was to gain a deeper understanding of the potential service users' customer jobs, pains, and gains. From this, the researchers' purpose was to investigate different academic suggestions on how the company's value map could meet the customer profiles. By developing a more profound picture of the targeted customers, as well as providing suggestions on how to meet these, Ciao Ciao Carsharing will be able to develop their value proposition in order for it to better fit with the customer jobs, pains, and gains of its targeted customers. This will further increase the chance of user participation as well as enable the company to succeed with its future strategy and efforts.

To obtain an understanding of the customer jobs, pains, and gains was not only considered interesting from a company perspective but also from an academic point of view. This since

the researchers' aim was to contribute with a comprehensive understanding of what encourages (or discourages) the customers to participate in sharing practices, which is a relatively new phenomenon. These insights can, to some extent, further be applied to other industries within the sharing economy that deal with the transformation from owning towards sharing.

Based on this context, the following research question and sub-questions have emerged:

- What should Ciao Ciao Carsharing focus on in their value proposition in order to convince its targeted customers to use the service?
  - What are the car owners' customer jobs, pains, and gains, and how could the company meet these?
  - What are the car renters' customer jobs, pains, and gains, and how could the company meet these?

## 2 Methodology

*This chapter starts by explaining the research strategy chosen for this study. Secondly the choice of research design is described. Thereafter the researchers present how they collected the data in this research, as well as how the collected data was analyzed. Finally, the chapter ends with a description of how the researchers assured the quality of this research.*

### 2.1 Research Strategy

#### 2.1.1 Mixed Research Method

A combination of a qualitative and a quantitative research, referred to as a mixed research method, was deemed suitable for this study. The research was divided into several steps that required the use of both a qualitative and a quantitative research method, which is why the mixed research method was applied. Firstly, a qualitative research, one for each segment (car owners and car renters), was conducted. The decision to start with applying a qualitative study was based on the fact that the researchers wanted to gain a deeper understanding of the underlying motivations of each interviewee. As a qualitative research puts heavier emphasis on words and meanings rather than on generalizations, this method was considered more suitable to start with as a first step. This method did not only provide new insights (that otherwise might have been overlooked), but also led to a more comprehensive understanding of the two segments. This understanding of the car owners' and car renters' perceptions and experiences would be difficult to obtain by solely applying a quantitative study, which puts heavier emphasis on testing whether findings can be generalized or not. (Bryman and Bell 2013) As the intention was, at a later stage, to investigate whether the findings from the qualitative part were generalizable or not, it made sense to use a quantitative study as a second step to test the findings on a larger group of respondents.

From the qualitative part, different patterns and themes appeared that were tested through the use of a quantitative research. The quantitative research was seen as useful in order to test the outcomes of the qualitative research. By testing the outcomes from the qualitative part in the quantitative study, the researchers were able to explore what findings that were more common and thereby could be perceived as generalizable. According to Bryman and Bell (2013), in order for the findings to be generalizable over a larger group of people (here: Ciao Ciao Car Sharing's targeted customer segments) they need to be confirmed in a quantitative study. On the contrary, if the findings are rejected they are to be interpreted as non-generalizable.

### 2.1.2 Inductive and Deductive Approach

Both an inductive and a deductive approach were used in this research. According to Bryman and Bell (2013) an inductive approach is most commonly used within qualitative research while a deductive approach is typically associated with quantitative research. Since a mixed method was used within the scope of this research, the use of both an inductive and a deductive approach were considered as appropriate. This since the inductive approach is focused on generating new theory (which was the aim of the qualitative part of this research) and because the deductive strategy is focused on testing theory (which was the aim of the quantitative part of this research).

As mentioned, while an inductive approach is focused on generating new theory, a deductive approach aims towards testing already existing ones. In other words, the inductive process ends with theory that is derived from data collection and findings, while the deductive process either confirms or rejects existing hypotheses or theories through the collection of data. (Bryman and Bell, 2013) In the first part of this research a qualitative method was used. In order to generate a deeper understanding about the company's targeted segments, the first step was to collect data through a qualitative study. From the gathered data, theories regarding the two customer segments' customer jobs, pains, and gains were formed. As the inductive approach aims towards generating new theory this was considered to be an appropriate approach to apply at this stage. The extracted theory, which was generated from the first qualitative part of this research, was tested through a quantitative study. The quantitative section resonated well with a deductive approach since the goal was to test whether the findings from the qualitative part were generalizable or not. In line with the deductive approach, it was decided that if the theory were confirmed in the quantitative part, the theory would be considered as generalizable and thereby useful to answer the set research questions. On the contrary, if the theory was rejected in the quantitative part it was considered as not generalizable and thereby not relevant to answer the final research questions.

## 2.2 Research Design

A cross-sectional design was used for this research as it was deemed appropriate based on several aspects. Firstly, the design entails the collection of data on several cases at a single

point in time, meaning that the data is collected more or less simultaneously. Due to the fact that the scope of this research was to investigate the car owners' and car renters' perceptions at a single point in time, the cross-sectional design was considered appropriate. Furthermore, "cases" in this design refer to people, more specifically car owners and car renters, since an understanding of their perceptions and experiences is crucial for the development of the company's value proposition as well as for the service to succeed. From these "cases" data was collected and examined in order to detect patterns and relationships concerning the two targeted segments.

The collection of data was first executed through qualitative interviews since the aim was to generate deep insights about the two segments' customer jobs, pains, and gains in relation to car ownership and car rental. To test whether it was possible to generalize these insights, a quantitative questionnaire was used as a second step to collect data from a larger amount of respondents. Worth mentioning is that the cross-sectional design is often connected to quantitative research since it enables the collection of a large amount of data. However, qualitative research often entails a form of cross-sectional design; typically when researchers employ unstructured interviewing or semi-structured interviewing with a number of people. In line with this, the cross-sectional design was considered as appropriate for this research. Furthermore, with a cross-sectional design the goal is to reach variation, which can only be established when more than one case is examined. This is why several cases were used in this research for both the qualitative interviews and the quantitative surveys. Additionally, through applying a cross-sectional design it is possible to examine connections between factors, however, it is not possible to be certain whether a relationship between factors are causal. It is only possible to tell if the variables are related or not. (Bryman and Bell, 2013) This suited well with the purpose of this study, as it was essential to investigate the targeted customer segments' customer jobs, pains, and gains, as well as the connections between these. However, it was not within the scope of this study to investigate the causality between factors.

## 2.3 Data Collection

### 2.3.1 Secondary Data

As an initial step the researchers gathered secondary data by performing a systematic literature review, which according to Bryman and Bell (2013) is a technique used to minimize bias (through performing a comprehensive literature search) and to provide a clear trail of the researchers' decisions, procedures, and conclusions. To use a systematic literature review was considered appropriate as the researchers, based on the formulated research questions, aimed towards selecting research that was of good quality and that was set to answer the defined research questions.

Secondary data was used in order to acquire information from already existing research within areas that were necessary to understand in order to answer the research questions. Considering the fact that researchers, as well as organizations, already have conducted

investigations related to the topic of this research, secondary data within this area was accessible. Literature related to the concept of value proposition was first collected, since this understanding was considered as fundamental for the purpose of this research as well as for answering the research questions. Thereafter literature connected to cars within the sharing economy was collected in order to gain a deeper understanding of this area, which was also considered as necessary for this research. More specifically, literature regarding P2P car sharing was examined. By examining what prior researchers have found in regard to P2P car sharing and motives behind user participation, the researchers were later able to compare their findings with already existing literature. A main benefit of using secondary data is that it provides an easy and time-efficient source of high-quality data (Bryman and Bell, 2013).

A mix of secondary and primary data was derived from Ciao Ciao Carsharing. The secondary data was extracted from investigations previously conducted by the company, while primary data was collected through maintaining a continuous dialogue with the company representatives. Below the researchers state the databases and key words used in order to search for and collect relevant literature.

**Databases:** The researchers used several databases in order to retrieve relevant literature for their research. Mainly Google Scholars and the GU Library were used for this section as they cover a wide range of literature. By using these databases, the researchers were also able to sort between the literatures based on years. This was essential since the researchers wanted to obtain as relevant and newly updated literature as possible. Especially since the car sharing industry is relatively new and thereof requires updated sources.

**Key words:** Sharing economy, sharing practices, service innovation, car sharing, peer-to-peer car sharing, value proposition, value proposition canvas, customer profile, value map, peer-to-peer asset sharing, participation motives, peer-to-peer economy

### 2.3.2 Primary Data

Primary data, which for this research was collected through both a qualitative and a quantitative study, was considered as an appropriate way to extract data regarding the targeted customer segments' customer jobs, pains, and gains. In order to investigate what creates value for the two targeted segments, it was essential to collect relevant data from both segments. Primary data was further gathered in two steps. First, primary data was extracted from the two segments through semi-structured interviews. Based on these findings, primary data was collected as a second step through a quantitative survey that was used in an attempt to generalize the findings. (& Bell, 2013)

#### 2.3.2.1 Semi-structured Interviews

It was decided that the most suitable way to collect data for the qualitative part of this research was to conduct semi-structured interviews. According to Bryman and Bell (2013), the main reason for using this approach is due to its flexibility, such as opportunities to follow up on the interviewee's answers and the possibility to change direction during the

interview. By using this approach, it was possible for the researchers to gain a deeper understanding of the interviewees' perspectives due to more detailed answers. Furthermore, the semi-structured interview is a preferential approach for keeping a structure while at the same time remain open for unexpected directions (Bryman and Bell, 2013). Before the interviews, an interview guide was created (see Appendix 1). Bryman and Bell (2013) state that the schedule in the interview guide can be followed, however, there is also freedom to add questions or change the order of the questions throughout the interview. This relatively flexible approach also reduces the risk of missing important aspects that the interviewees would not share if the questions had been too structured and/or narrow. (Bryman and Bell, 2013).

#### 2.3.2.1.1 Sampling

A non-probability sampling was used for the qualitative interviews. To provide relevant and representative candidates, the interviewees were sampled based on Ciao Ciao Carsharing's defined target groups. It was considered crucial that the sample was representative of the population (here: the company's target group), which is supported by Bryman and Bell (2013). The company's general target group includes both women and men between 25-40 years old, living in the Gothenburg area. The company has further developed two "typical" profiles, one within each target segment (car owners and car renters), which represent the typical service users of each segment. The car renter is a 26-year-old female with an academic degree and a permanent job. She has a driver's license, lives an active life, is environmentally aware, and is a frequent user of public transportation. The car owner is a 34-year-old male who is focusing on his career, has a permanent job with a good salary. He lives a relatively active lifestyle and use public transportation to travel to work, however, he likes to use his own car for specific occasions.

Based on this background, car owners were interviewed in order to gather more information about this segment, such as what they perceive as valuable and problematic related to their car ownership as well as to potentially renting out their car. This was deemed important to analyze in order for Ciao Ciao Carsharing to develop a suitable value proposition that attracts car owners. Potential car renters of the service were another segment that was interviewed. The aim of interviewing this segment was, similar to the car owner segment, to generate valuable insights necessary for the company to develop an appropriate value proposition that appeals towards car renters.

At an initial state, it was decided that the interviewees would be divided into three age groups; 25-30, 31-35, and 36-40 as these, in general, are assumed to represent different stages of life. Furthermore, it was decided that, in total, six people (three from each segment) would be interviewed; three males and three females. The interviewees were equally divided into the different age groups. In order for the interviewees to be considered as eligible for this research, it was essential that they live within the Gothenburg area, are within the age groups, have a driver's license (car renters) and a car (car owners). A convenience sampling method was further used as the researchers were using their own networks in order to find suitable interviewees that match (or represent) the described profiles.

*Table 1 - Overview of the interviewed car owners*

Interviewee	Referred to as:	Age group	Gender
Car Owner 1	O1	25-30	Female
Car Owner 2	O2	31-35	Male
Car Owner 3	O3	36-40	Male

*Table 2 - Overview of the interviewed car renters*

Interviewee	Referred to as:	Age group	Gender
Car Renter 1	R1	25-30	Female
Car Renter 2	R2	31-35	Male
Car Renter 3	R3	36-40	Female

Table 1 and table 2 presented above depict the final interviewees for each customer segment selected for the semi-structured interviews, which all remain anonymous in this research. As a variety of occupations among the interviewees increases the representability of a larger population, the researchers made sure that a spread of occupations were represented among the interviewees. These occupations included; doctor, police, engineer, accountant, banker, and student.

#### 2.3.2.1.2 Interview Guide

The interview guide (see Appendix 1) was designed so that it would capture the customer jobs, pains, and gains presented in the framework Value Proposition Canvas (VPC). It was essential to formulate the questions according to this structure in order to ensure that the necessary data about the customers would be collected, which was the reason for why the customer jobs, pains, and gains were consistently used as a structure throughout the research. By using the VPC as a “roadmap” the researchers were also able to ensure that any unnecessary questions not consistent with the purpose of the research were excluded and that the interviews were kept within a reasonable time limit. Furthermore, the questions directed towards car owners were designed in a slightly different way compared to the questions directed towards car renters. The questions for the car owners were divided into two sections; first covering questions connected to understanding how the respondents perceive their car ownership in general and secondly how they perceive the idea of renting out their own car to other individuals. The questions for the car renters were focused on car rental in general. Open questions were used in order for the respondents to answer the questions in a free and unstructured way, which was consistent with the use of a semi-structured interview approach (Bryman and Bell, 2013). Sub-questions connected to the open questions were also prepared in case the interviewees’ answers were not elaborate enough. Furthermore, since the concept of P2P car sharing is relatively new the questions were focused on car rental in general rather than specifically on the P2P car sharing service provided by Ciao Ciao Carsharing.

#### 2.3.2.1.3 Interview Process

The interviews were all performed face to face, and the researchers met with the interviewees at a place suggested by the interviewees. This enabled the interviews to take place at a spot

where the interviewees felt comfortable. Before the interviews started, the researchers informed the interviewees about the purpose of the research, about the interview process, as well as provided a short description of the service offered by Ciao Ciao Carsharing. The interview questions were not sent to the interviewees prior to the interviews, since sending the questions was not considered to affect the interviewees' responses. All interviews were conducted in Swedish except one, which was conducted in English since the interviewee was more comfortable with speaking English. The researchers further informed the interviewees that the interviews were recorded (only used for transcription) and that the interviews were answered anonymously.

#### 2.3.2.2 Quantitative Questionnaire

A quantitative questionnaire was developed in order to test the extracted themes from the qualitative interviews (see Appendix 2). This approach was selected, as it is both a useful and cheap way to reach relatively many respondents and gather a large body of empirical data. This was considered essential, as the aim was to generalize the findings from the qualitative interviews. In addition, using a quantitative online questionnaire is according to Bryman and Bell (2013) a convenient way to approach data, as the respondents are able to complete the questionnaire wherever and whenever they want to. The method also eliminates the element of "interviewer variability", as there is no interviewer present. Therefore, self-completion questionnaire do not suffer from problems connected to the interviewer asking questions in different ways or in a different order. Moreover, the "interviewer effect" is also eliminated, as there is no interviewer present. This means that the respondents' answers will not be affected by the characteristics of the interviewer and the respondents will not answer what they believe the interviewer wants to hear, which is a risk during interviews where an interviewer is present. (Bryman and Bell, 2013)

However, there exist disadvantages connected to the application of self-completion questionnaire, which are essential to address. First, as the questionnaires are being answered in solitude there is no one who can assist the respondents if they encounter any difficulties during the process. Secondly, the respondents risk becoming tired of answering questions, especially when the questions do not appear as salient to them. The questions therefore risk being perceived by the respondents as dull or time consuming, and as a consequence run the risk of being answered in a careless way. It is therefore crucial to produce shorter and better thought out questions to avoid situations where questions, or even whole questionnaires, are being carelessly answered or, in some cases, even overlooked. If questions are left unanswered, this can create a problem in regard to missing data, which can negatively affect the final result of the research. (Bryman and Bell, 2013)

##### 2.3.2.2.1 Questionnaire Design

The questionnaire was fully based on the results and themes found in the prior qualitative part. In order to mitigate the risks or disadvantages of using a self-completion questionnaire as well as to increase respondents' willingness to answer, the design of the questionnaire was of high importance. It was considered essential to ensure that the questions were both clear and unambiguous. The questionnaire was further designed in a way that was easy to follow,



as well as easy to understand and answer. Closed questions were used since it was considered as more convenient for the respondents who did not need to write long answers, and also for the researchers who did not need to spend excessive time and effort on coding the answers. According to (Bryman and Bell, 2013) in order to reduce the risk of “respondent fatigue” the questionnaire should be as short as possible. The researchers therefore designed the questionnaire so that it would include the most essential questions. However, since the aim was to test the main findings from the qualitative part, the researchers were limited in how much they could exclude in order not to lose the value of the study itself. Furthermore, to increase the respondents’ willingness to answer the questionnaire, the questions were also answered anonymously. (Bryman and Bell, 2013)

#### 2.3.2.2.2 Sampling

A non-probability sampling was used for the questionnaire. It was determined that the sample size for each target segment (car owners and car renters) should be at least 25 respondents. This amount of respondents was considered appropriate due to time and cost constraints within the scope of this research. The researchers reached this goal of sample size, as in total 73 respondents answered the questionnaire. Of these, 47 belonged to the segment car renters while 26 belonged to the segment car owners. The respondents of the questionnaires also had to fulfill the same criteria as the interviewees for the qualitative part, namely; live within the Gothenburg area, be within the targeted age group, have a driver’s license (car renters) and a car (car owners). Different screening questions were applied in the questionnaire in order to sift the answers and ensure that the collected responses were eligible for answering the final research questions.

When the questionnaire had been designed, the researchers sent a test pilot to a couple of people in order to receive feedback. Based on this feedback, the questionnaire was improved and later shared. The researchers, furthermore, applied a convenience sampling technique as they shared the questionnaire with their network through social media (LinkedIn and Facebook), as well as sent it directly to individuals in the right segment. The researchers also used a snowball sampling technique since they asked their networks to share the questionnaire with their networks in order to increase the response rate. When the researchers shared the questionnaire with their network they clearly communicated that the questionnaire was only addressed towards individuals within the investigated segments. Furthermore, the researchers also sent the questionnaire to the representatives of Ciao Ciao Carsharing, in order for them to share the questionnaire with their networks.

#### 2.3.2.2.3 Sampling Limitations

A main limitation was that a majority of the responses was from car renters, while a smaller part was from car owners. It would be preferable for the final result if more car owners had responded to the questionnaire, as this would have provided the researchers with a better understanding of this segment. Furthermore, as the researchers applied a convenience and snowball sampling technique there were difficulties connected to collecting answers from the older age groups investigated in this research (31-35 and 36-40) since the researchers

network mainly consisted of the younger age segment (25-30). In order to manage this limitation, the researchers sent the questionnaire to individuals who they knew match with the profile of the older segments and asked them to forward the questionnaire to their networks. Despite these efforts a majority of the respondents of the questionnaire was within the youngest age group, which might have affected the final results. These limitations could potentially affect the final results.

## 2.4 Data Analysis

According to Bryman and Bell (2013) there are different strategies of qualitative data analysis. One of these strategies is grounded theory, which the researchers first considered as an appropriate strategy to apply in order to analyze the results from the qualitative interviews. This since the strategy uses the art of coding and is commonly applied within qualitative research. (Bryman and Bell, 2013) However, since the grounded theory is highly resource intensive and time consuming, it was concluded that it would not be feasible to perform this type of analysis based on the relatively short duration of the research. Instead, a thematic analysis was considered to be an appropriate approach for analyzing the collected data in this case. By applying this type of analysis, the researchers were able to break down the qualitative interviews into smaller components, frequently known as codes. In this way the researchers were able to reduce the vast amount of information collected and extract the most relevant parts.

To ease the coding process, the researchers recorded and transcribed the interviews in order to avoid a scenario of data getting lost or overlooked. The researchers transcribed the recordings directly after each interview in order to start the coding process as soon as possible. According to Bryman and Bell (2013), coding as soon as possible may strengthen the researcher's understanding of the data as well as decrease the risk of feeling overwhelmed by the, often vast, amount of data. After the recordings had been transcribed, the researchers read through the transcripts without taking any notes. Thereafter, the researchers read through the transcripts again but also made marginal notes about significant observations. The researchers made as many notes as possible in the beginning, however this large amount of notes was later organized and reduced. From these notes (or codes), connections and patterns of similarities were found from which different themes emerged. Searching for themes is described by Bryman and Bell (2013) as the practice of coding the codes in order to identify similarities in the extracted data. Therefore, the element of searching was essential, as the researchers actively searched for relevant themes among the codes. (Bryman and Bell, 2013) The themes were elaborated on until final themes were determined, which were all related to customer jobs, pains, and gains. These themes acted as a base for the design of the quantitative questionnaire, with the aim to see whether the findings from the qualitative interviews could be generalized over a larger population.

For the quantitative section a univariate analysis was applied, where one variable was analyzed at a time. This approach was considered to be appropriate since the univariate approach does not deal with causality between variables (which was not the purpose of this

investigation) but rather summarizes, describes, and finds patterns within the data. In line with this, a descriptive method was used to describe and analyze the findings from the questionnaire. Frequency tables, graphs, and figures were decided as appropriate descriptive tools, based on the task at hand, in order to summarize the findings from the respondents of the questionnaire. By using this method of analysis, a picture of the respondents' customer jobs, pains, and gains was provided. (Bryman and Bell, 2013)

## 2.5 Research Quality

According to Bryman and Bell (2013), the three main criteria for the evaluation of business and management research are reliability, replication, and validity. Therefore, these criteria were taken into consideration in order to ensure the quality of this research.

### 2.5.1 Reliability

Reliability is concerned with consistency within the measurements and determines whether the results of the study are repeatable or not and if the results would be consistent if a similar study was conducted. Reliability can furthermore be divided into two categories; external reliability and internal reliability. While external reliability refers to what degree a study can be replicated or not, internal reliability refers to whether or not the researchers agree on the interpretation of the collected data in cases where more than one researcher is present. (Bryman and Bell, 2013)

In regard to external reliability, the researched field is located within a phase of rapid change and development. Therefore, if a similar study was to be carried out in the future, the results may differ, since the conditions may have changed or because the field of P2P car sharing has become increasingly developed. This could affect the prerequisites of the study and could also change how the interviewees and respondents answer the questions. However, as the goal of this study was to explore factors connected to an early adoption of a P2P car sharing service, this study can still be considered as reliable since future research is able to build on top of this research and extend on its findings. In order to strengthen the internal reliability in this study, it was determined at an initial stage that both researchers would be present during all interviews in order to ensure that no details were misinterpreted or overlooked. Furthermore, both researchers worked simultaneously on transcribing and coding the material, which ensured that the final output was agreed on by both researchers.

### 2.5.2 Replicability

Replicability is concerned with assessing to what degree a study can be replicated or not. According to Bryman and Bell (2013) it is crucial, in order to ensure replicability, for a study to entail details about how the study was conducted. To ensure the replicability of this study, the researchers were careful to be transparent in their description of how the research was conducted. This was especially apparent in the methodology section that included thorough descriptions of how each step of the research was approached. These steps were described in

detail in order to increase the possibility for future researchers to be able to replicate and reach similar results.

### 2.5.3 Validity

Validity is an important indicator as it is concerned with assessing the integrity of the conclusions and is also one of the main reasons for why researchers are keen on generating representative samples for their research. Furthermore, validity can be categorized into different types. External and ecological validity were perceived as applicable within this research. External validity is concerned with whether the results of a study are generalizable or not, i.e. if the findings of the study can be considered viable over a larger population than the investigated sample. Ecological validity is related to whether findings from a research can be applicable to people's everyday, or natural, social settings. (Bryman and Bell, 2013)

In this context the process of selecting suitable interviewees and respondents was of high importance. To ensure high external validity for this research it was decided, at an early stage, that the selected interviewees and respondents should largely correspond with the targeted customer groups of the company. For the semi-structured interviews, the researchers ensured that the selected interviewees corresponded with the established criteria by collectively picking them based on their suitability and representability. For the quantitative survey, specific screening questions were applied in the beginning of the questionnaire in order to sift out the respondents and ensure that the final answers corresponded with the intended target group. However, the final selection of respondents for the quantitative questionnaire can be considered as rather limited due to the relatively small amount of respondents, which can lead to questioning of the generalizability of the findings. The researchers were aware of this limitation, however due to time and cost constraints the amount of respondents was deemed as appropriate for the scope of this study. Furthermore, ecological validity was assured since the focus of the questions in the qualitative interviews was to explore the interviewees' everyday life related to car and transportation usage (including habits and experiences). By having this focus, it was possible for the interviewees to express their answers from their daily life point of view. Also, to further increase the ecological validity the researchers met with the interviewees at locations that were familiar to the interviewees and where they felt comfortable, such as in their homes, at their jobs, or in a place they decided themselves.

## 3 Literature Review

*The literature review is divided into two sections; Value Proposition and Cars within the Sharing Economy. Literature related to these sections is examined. The literature review starts by explaining the value proposition, which is a main part of the research question. To get a deeper understanding of the value proposition, the Value Proposition Canvas (VPC) and its interrelated parts are examined. This framework is used throughout this research as it explains the value proposition in a clear and detailed way, which facilitated the researchers' investigation and enabled them to answer the research questions. The review continues by investigating the phenomenon of service innovation, as it provides important aspects to consider when developing a new service. Sharing economy is further described in greater detail to provide the reader with a more comprehensive background into how car sharing, and eventually P2P car sharing has been developed. Motives behind why car owners and car renters decide to participate in a P2P car sharing service are further explored. Finally, the identified motives of participation are put into a VPC context, which provides a comprehensive overview of what the literature suggests.*

### 3.1 Value Proposition

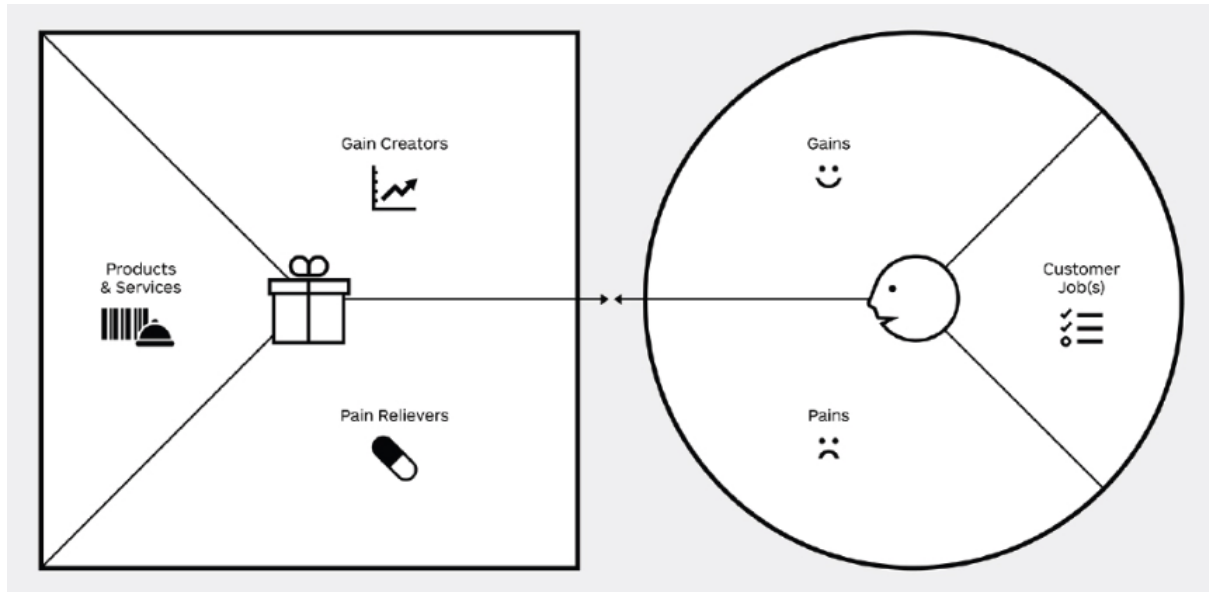
According to Kathan et al. (2016) a business model consists of nine interrelated, yet distinct, elements that together create value for the business. The customer value proposition, which is the first element of the business model, “*comprises all activities of a firm that create value for customers*” (p. 668). The customer value proposition summarizes why a customer should buy/use a service or a product. The authors further argue that it is essential to understand all dimensions connected to the business model in order to determine how to best respond to the customer needs. This as the authors argue that the customers do not really buy a product per se, but rather buy them in order to get a specific job done. Therefore, it is essential to understand what jobs the customers want to get done and then design and adjust the value proposition accordingly. (Kathan et al. 2016)

#### 3.1.1 Value Proposition Canvas

The importance of creating a deep understanding of the fundamental needs of the customers in order to create value is further reflected in the model “*Value Proposition Canvas*” as shown in figure 1, *explained* by Osterwalder, Pigneur, Berarada & Smith (2014). According to the authors, the value proposition can be defined as “*the benefits customers can expect from your products and services*” (p. 6). In their description the authors claim that the value proposition is made up out of two sides; the *customer profile* and the *value map*. While the customer profile clarifies the overall understanding of the customers, the value map provides a description of how the company will intend to create value for its customers. The trick is to create a fit between the two, which leads to the generation of unique value that makes customers choose a service or a product over another. A fit between the two are achieved when the customer profile meets the value map and, as explained by the authors, “*when your products and services produce pain relievers and gain creators that match one or more of the*

*jobs, pains, and gains that are important to your customer”* (p. 9). (Osterwalder et al. 2014)

Figure 1- The Value Proposition Canvas (Strategyzer, 2019)



#### 3.1.1.1 Customer Profile

The customer profile (as depicted to the right in figure 1) consists of three categories; *customer jobs*, *pains*, and *gains*.

##### 3.1.1.1.1 Customer Jobs

Customer jobs describe the things that customers are trying to accomplish and can be exemplified as specific needs, which the customers try to satisfy or as problems and/or tasks that they try to solve. The jobs can be divided into three types; *functional Jobs*, (the customers try to solve a specific problem or complete a task), *social jobs* (the customers want to gain status, power or look good) and *personal/emotional jobs* (the customers seek a specific emotional state such as feeling secure or feeling good about themselves). Furthermore, it is essential to recognize that the customer jobs depend on the overall context in which they are being performed, but also that not all jobs have the same importance. Some jobs matter more to the customers and some less, which is why the authors suggest that jobs should be ranked according to a scale stretching from “insignificant” to “important” based on their overall importance. (Osterwalder et al. 2014)

##### 3.1.1.1.2 Customer Pains

Customer pains refer to anything that annoys the customers before, during, or after a job is being performed, but it can also be something that prevents the customer from getting a job done. The pains can further be divided into three types; *undesired outcomes*, *problems and characteristics* (pains related to either functional, social, emotional or ancillary aspects), *obstacles* (things that prevent customers from getting started with a job or which slows them down), and *risks* (potential undesired outcomes that could imply negative consequences).

These pains are, furthermore, ranked according to a scale ranging from “moderate” to “extreme”. (Osterwalder et al. 2014)

#### 3.1.1.1.3 Customer Gains

Customer gains are described as the desired outcomes that the customers are after and can be labeled as either required or surprising. Gains are further divided into four types; *required gains* (gains that a solution would not work without), *expected gains* (basic gains that are expected from a solution, but which are not essential to the overall function), *desired gains* (gains that go beyond the initial expectations but are highly appreciated if implemented), and *unexpected gains* (gains that go above and beyond the customers desires and expectations). Gains are furthermore ranked according to a scale stretching from “nice to have” to “essential”. (Osterwalder et al. 2014)

#### 3.1.1.2 Value Map

The value map does, similarly to the customer profile (as depicted to the left in figure 1), consist of three categories; *products and services*, *pain relievers*, and finally *gain creators*. (Osterwalder et al. 2014)

##### 3.1.1.2.1 Products and Services

Products and services basically represent a list of the offerings, which the company provides its customers with. These products and services should help the customers complete a specific job or satisfy a basic need. Furthermore, it is essential to acknowledge that products and services do not create value in solitude but rather generate value when set in relation to a specific customer segment that are tied to certain gains, pains, and jobs. Also, not all offers exhibit the same relevance to the value proposition, which is why the authors propose that the products and services ought to be ranked as either “nice to have” or “essential”, or somewhere in between. (Osterwalder et al. 2014)

##### 3.1.1.2.2 Pain Relievers

Pain Relievers provide a description as to how, exactly, the offerings are supposed to alleviate the customers’ pains. Even if it is not required to address every pain identified within the customer profile it is essential to outline specific suggestions on how to eliminate some of the things that annoy the customers before, during, or after a job is being performed, or what prevents the customers from completing a job. Pain relievers are, furthermore, ranked according to their relevance (as they can be more or less valuable) and can therefore be labeled as either “nice to have” or “essential”. (Osterwalder et al. 2014)

##### 3.1.1.2.3 Gain Creators

The final category gain creators outline how products and services are able to create gains for the customers. Similar to pain relievers, it is not necessary to address each gain identified within the customer profile. The authors, however, encourage practitioners to focus on gains that are highly relevant for the customers and where the company's offerings have the potential to make a larger difference. Also gain creators are ranked according to a scale stretching from “nice to have” to “essential”. (Osterwalder et al. 2014)

### 3.1.2 Service Innovation

#### 3.1.2.1 Customer Focus

Bettencourt, Brown, & Sirianni (2012) argue in their article *the secret to true service innovation* that the secret to service innovation is to focus on the customer rather than focusing on the service solution. To succeed, it is crucial to address the fundamental needs of the customers, which include the jobs and outcomes that the customers are trying to achieve. By developing shared solutions with the customers, the chance of creating successful service offerings and processes will increase. The result of doing so is value co-creation, which is both valuable for the customers as well as a way to differentiate the service solutions from the competitors' offerings. (Bettencourt et al. 2012)

#### 3.1.2.2 True Customer Needs

According to the authors, it is no longer enough to deliver a quality service to customers. To be successful in today's business environment (associated with challenges such as tough competition, ever-changing markets, as well as changing customer demands), it is crucial to find ways to innovate new service offerings that are valuable for the customers. In other words, innovation based on true customer needs is required in order to create breakthrough services. Companies have to shift their focus away from only enhancing existing services, towards emphasizing on the fundamental needs of their customers. In order to create new services, companies should start by understanding *why* the customers value something and what they are trying to achieve by using a service. Focusing solely on a service solution (rather than on the customers' needs) limits innovative thinking. By instead shifting the focus towards finding out what problems the customers want to solve, or what outcomes they are trying to achieve, the authors claim that the number of opportunities for the company to create service solutions increase. Furthermore, only focusing on the service reinforces the status quo. By instead asking what the customers are trying to achieve, the company can move away from the status quo and create new value together with the customer. (Bettencourt et al. 2012)

#### 3.1.3 Job-Centric Approach

In order to understand the fundamental needs of the customers and succeed with service innovation, the authors suggest a job-centric approach including four steps. Step 1 is to figure out what jobs the customers are trying to do. In this step it is necessary to find out what they are trying to accomplish by using the service, which is done mainly by asking the right questions and by trying to unfold the underlying reasons. Step 2 is about understanding whether the customers' jobs are part of a larger process. In this step it is necessary to understand whether these jobs are part of a larger process. Doing so can be useful in order to create more value for the customers that might otherwise have been overlooked by the firm and competitors. Step 3 is about figuring out what opportunities exist to get these jobs done. Here, the firm should learn about the possibilities that currently exist in order to get these jobs done. By doing so, opportunities to help customers get their jobs done better, quicker, and cheaper can be discovered. In step 4, the company will ask what resources that must be



invested into the value creation. By identifying important resources, and also applying them, value can be created that will be meaningful for the customers and that also will enable the company to differentiate itself from competitors. The resources should be used for the most promising opportunities, and true service innovation could thereby be achieved. By using this model, the company will get the direction where they should focus their innovation efforts, including two parts; innovation in how a service is delivered as well as innovation of new offerings that satisfy the core benefits that the customers are looking for. Following this model to create true service innovation requires the company to change the way it works with its customers, and also the way they impact customer thinking and customer participation. Instead of seeing the customer only as a user or buyer, the customer becomes an active contributor in creating value. The authors conclude that their method, where the focus lies on customers' fundamental needs, enables companies to deliver service improvements as well as help them develop new service offerings. By understanding the outcomes that the customers are trying to achieve, the companies can invest resources and focus their efforts on what matters most to their customers. (Bettencourt et al. 2012)

## 3.2 Cars within the Sharing Economy

### 3.2.1 Definition of the Sharing Economy

In PwC's report *The Sharing Economy* (2015), sharing economy is defined through stating "*sharing economies allow individuals and groups to make money from underused assets. In this way, physical assets are shared as services*" (p. 5). In the report sharing economy is used to define the broader concept of the emergent ecosystem of sharing practices. However, it is highlighted that no single label can fully capture the movement towards sharing and access instead of owning, since the broader concept incorporates many different modes of sharing. Other titles of the concept, used in other researches in the field, include Trust Economy, Collaborative Consumption, the On-Demand or Peer-to-Peer Economy. Even though there is a discussion about how the concept should be labeled, it is clear that the sharing economy is getting very big, very fast, and that it is something that business executives should not ignore. Projections made by PwC (2015) show that five key sharing sectors - car sharing, travel finance, staffing, as well as music and video streaming - have the potential to globally generate revenues around 335 billion dollars by 2025. This indicates that the sharing economy is not a trend, but something that will continue to grow and become a part of the global economic order. For companies, the sharing economy means not only a big opportunity that should not be overlooked, but also a big risk to their current business model. (PwC, 2015)

### 3.2.2 The Emergence of Sharing Practices

According to Kathan et al. (2016), the normative ideal, between different modes of consumption, has historically been proclaimed as ownership. The reason for this is that ownership not only has been perceived to be cheaper, in terms of accumulated capital, but also since it has contributed with a sense of security. However, this perception, where sharing

has been considered as an inferior mode of consumption, has slowly started to change. People no longer find ownership to be central to their nature or identity. On the contrary, people seem to value things that are of a virtual nature, such as reputation or knowledge. For instance, according to a longitudinal study conducted in the US, in 1994, cars were frequently associated with a mean of communicating personal success and status. However, in 2014, this view had shifted dramatically with cars instead being equated with high costs, time gains, pollution, and as a simple means of transportation. (Kathan et al. 2016) Similar to PwC's report (2015), Wilhelms, Merfeld, & Henkel (2017b) further discuss the fact that the sharing economy is growing rapidly around the world. They argue that this is a shift from ownership towards access and that a growing number of consumers perceive sharing as an alternative to ownership. This because it provides the consumers with the opportunity to consume at a specific time, place, quantity, and intensity that they wish. The shift towards access further creates opportunities for price advantages, sustainability, novel consumption experiences, convenience, and social interaction. For these reasons, the sharing economy is expected to disrupt the automotive, hospitality, and travel industries. (Wilhelms et al. 2017b)

According to Hamari, Sjöklint, & Ukkonen (2015), the sharing economy is an economic-technological phenomenon, which has emerged due to developments in information and communications technology (ICT), growing consumer awareness, as well as the rapid spread of collaborative web communities. They further state that sharing economy is a concept that includes various ICT developments and technologies, which enables sharing of goods and services through online platforms. (Hamari et al. 2015) Also Kathan et al. (2016) mention the development of business models in connection to the sharing economy. They argue that business models based on the access to goods are not new. On the contrary, they have existed for decades. For instance, ski rentals or the sharing of washing machines are just a couple of examples of this. However, these business models have been discussed in a different context compared to how the sharing economy is generally being discussed today. (Kathan et al. 2016)

### 3.2.3 The Non-Ownership Collaborative Consumption Continuum

Habibi, Kim, & Laroche (2016b) mention in their article *From Sharing to Exchange: An Extended Framework of Dual Modes of Collaborative Nonownership Consumption* that the term "sharing economy" was added to the Oxford English Dictionary in 2015 as "*an economic system in which assets or services are shared between private individuals, either for free or for a fee, typically by means of the Internet*" (p. 277). They further state that they refer to practices within the sharing economy as collaborative non-ownership consumption practices. According to the authors, limited scholarly work has been conducted in the area of the sharing economy, and findings from the conducted research provide inconsistencies regarding the determinants of consumer participation. According to the authors, the explanation of these inconsistencies is a misuse of the term "sharing". Therefore, the purpose of their article is to provide a theoretical framework in order to explain various collaborative non-ownership modes of consumption. The framework demonstrates that there are no clear sharing practices, instead practices within the sharing economy (or the collaborative non-

ownership) field are dualistic. This indicates that these practices have both characteristics of sharing and exchange, which coexist to varying degrees. The framework provided by Habibi et al. (2016b) is called *The Non-ownership Collaborative Consumption Continuum* and consists of an arrow extending from “pure sharing” on the left side to “pure exchange” on the right (see figure 2). The area between the two extremes is referred to as dual modes, since they incorporate varying degrees of sharing/exchange characteristics. The framework provides an analytical tool in order to understand the different contexts of the sharing economy, or collaborative non-ownership consumption, which thereby deeper explains the concept of sharing and reduces the misuse as well as clarifies any unnecessary confusion regarding the concept. The authors further state that researchers should consider all collaborative non-ownership practices as dualistic with characteristics of both sharing and exchange to varying degrees, instead of categorizing everything within the umbrella term sharing economy as sharing practices. (Habibi et al. 2016b)

Figure 2 - *The Nonownership Collaborative Consumption Continuum* (Habibi, Kim, & Laroche, 2016b)

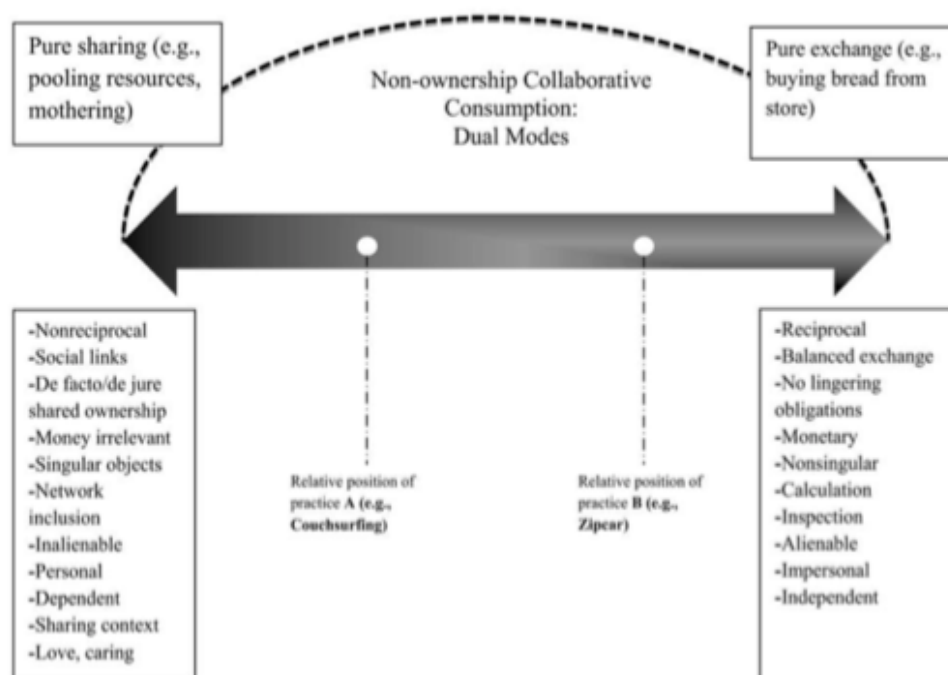


Table 3 - Characteristics of sharing versus exchange (Habibi, Kim, & Laroche, 2016b)

Sharing	Exchange	Description
Nonreciprocal	Reciprocal	Reciprocation is not expected in sharing but it is an important element of exchange
Social bonds	No social bonds	Sharing creates some sort of social bonds but this is not necessarily the case in exchange
Joint ownership	No joint ownership	In sharing both parties feel responsible toward the object being used (feelings of joint ownership) but this is not the case in exchange
Money irrelevant	Money relevant	Sharing does not require transfer of money but exchange does
Dependent	Independent	Consumption through sharing depends on other people involved but exchange is independent
Similarity to real sharing	Similarity to exchange	
Social reproduction	Lack of social reproduction	Sharing produces social capital and links, exchange usually does not
Singular	Nonsingular	Objects are singular in sharing but not in exchange
Money not important	Money important	Money is important in exchange but there is a lack of money exchange in sharing
Lack of calculation	Calculation	Precise calculation is a property of exchange

Table 4 - Summary of recommendation to managers in the sharing economy (Habibi, Davidson and Laroche, 2016a)

	If you fall toward the sharing side	If you fall in-between	If you fall toward the exchange side
Sharing score*	3.5 – 5 'Sharing-practice'	2.5 – 3.5 'Dual-mode practice'	1 – 2.5 'Pseudo-sharing practice'
Recommendation 1	Do not stop community growth	Encourage community building	Deprioritize community building
Recommendation 2	Emphasize socialization	Improve efficiency and utilitarian value	Emphasize efficiency and utilitarian benefits
Recommendation 3	Emphasize sustainability	Emphasize anti-industry motivations	Do not focus on sustainability and political concerns
Recommendation 4	Avoid calculations and references to money	Minimize the degree of calculations	Emphasize calculated benefits

The framework *Non-ownership Collaborative Consumption Continuum*, as well as the umbrella term of sharing economy, are further discussed in the article *What managers should know about the sharing economy* written by Habibi, Davidson and Laroche (2016a). The authors state that the term “sharing economy” has become an umbrella term for a wide range of non-ownership ways of consumption practices, and that there is limited practical knowledge about how these different practices should be managed. By using the framework, and thereby map the different sharing practices according to their degree of sharing/exchange characteristics (see table 3), the confusion and misuse of the concept sharing will be reduced and managers could adjust strategies and value propositions accordingly. The suggestion provided by the authors is that managers should calculate their sharing score in order to define where their business model falls on the sharing-exchange continuum. From this, managers and marketers should follow recommendations about how and when they should promote values (see table 4). In other words, what strategy to use depends on where a service

falls within the framework, since characteristics of sharing and exchange differ. (Habibi et al. 2016a)

### 3.2.4 Car Sharing

As societal views slowly start to change from perceiving a tradition of ownership as optimal towards considering an adaptable lifestyle as more desirable, possessions are increasingly being regarded as a constraint on mobility. In light of recent trends pointing towards an increased urbanization within cities, car sharing is becoming more popular as people are increasingly faced with issues connected to high density in cities. (Kathan et al. 2016) In light of this, Habibi et al. (2016a) state that car sharing has become one of the main symbols of what has grown to become the sharing economy, and further describe the concept of car sharing as *“an alternative to the costly, consuming, and environmentally degrading industry of car ownership”* (p. 113). (Habibi et al. 2016a)

Kathan et al. (2016) further use car sharing as a way to demonstrate the value of a clearly articulated customer value proposition within business models. In this context, cooperative consumption systems have proven to be very effective in order to solve interlocking needs. In today's society, people are eager to get hold of the most convenient form of transportation at the most affordable price. These needs can be met by using car sharing services, as it not only provides customers with nearby pickup locations but also since it drastically cut costs. However, solving the need for transportation between different locations might not be the single issue that customers want to solve. People might detest the thought of having to deal with administrative work connected to owning a car or they might lack the space for storing one. Maybe they are eager to try out different car brands or simply want to boost their own self-image. By framing a specific need in a broader context, the actors within the sharing economy can spot latent needs that, potentially, can act as additional incentives when selecting a particular offering. (Kathan et al. 2016)

Furthermore, a report conducted by PwC (2015) discusses the sharing economy in connection to the automotive industry and the customer problems that it can potentially solve. According to the authors, millennials do not drive cars as much as previous generations did at a comparable age. One reason mentioned is that millennials today do not see cars as status symbols to the same extent, but rather as a simple form of transportation. As a consequence, car sharing networks have become more attractive, especially for millennials. This culture shift has made automotive companies rethink and change their position from only being manufacturers of vehicles towards being providers of mobility. Factors affecting why consumers like car sharing services, as shown in the report, include better pricing, more alternatives in relation to cars, as well as more convenient access. What the shift towards car sharing shows is that any industry or marketplace today can be disrupted as a consequence of fast-evolving technologies and Internet of Things. Current business models can thereby not be taken for granted in this highly technological, fast-changing world. (PwC, 2015)

According to Kathan et al. (2016), consumers are today increasingly faced with costs and risks connected to inherent aspects of ownership such as security, performance, financial, or social hazards. The burden of ownership can be exemplified through the example of car usage. Kathan et al. (2016) state that, in average, car owners drive 400 hours in a year. This equalizes to a utilization rate of 4,6% as there are 8,760 hours in one year. Moreover, this indicates that 95,4% of the time the cars are left standing still. In addition to this there are several inherent costs connected to owning a car such as parking, maintenance, taxes, and insurance. The authors further argue that the primary motivations for participating in sharing practices are manifested in self-oriented interests. In this context, opting for an increase in sharing practices is commonly connected with advantages such as higher utility, convenience, and lower costs. Business models that benefit from the sharing economy, therefore, tend to focus on highlighting consumer's ability to economize on costs through utilizing on underused assets. Furthermore, the authors claim that there exist perils connected to the vast expansion of the car sharing sector. Since regulators have yet to catch up with the industry self-regulatory measurements, rating systems, screening protocols, and background checks have been necessary to develop in an attempt to reduce the risk. It is also essential to acknowledge that businesses built on a sharing model have exhibited a tendency to offload risks and discomfort to others while enjoying a large part of the profit themselves. (Kathan et al. 2016)

### 3.2.5 Peer-to-Peer Car Sharing

Hamari et al. (2015) discuss *collaborative consumption* in their article, which is a part of the umbrella term sharing economy and define the concept as “*the peer-to-peer-based activity of obtaining, giving, or sharing the access to goods and services, coordinated through community-based online services*” (p. 1). Wilhelms et al. (2017b) argue that especially peer-to-peer (P2P) asset sharing has attracted the attention of entrepreneurs as well as researchers. It is essential for P2P asset sharing networks to focus on two separate customer groups; asset owners who are willing to rent out their assets and renters interested in renting others' assets. Even though a growing number of consumers shows high interest in (as well as a high awareness of) P2P asset sharing, actual participation rates in asset sharing is not as high as expected. According to the authors, this is mainly due to the shortage of participating asset owners. Asset owners who are willing to supply their assets are crucial for the feasibility of P2P asset sharing, and thereby something the P2P networks rely on. The authors further state that P2P asset sharing entrepreneurs mainly face two challenges; increase the consumers' adoption rate (meaning making consumers go from being aware and willing to participate, towards actually participating) and attract two different target groups (asset owners and renters). (Wilhelms et al. 2017b)

Moreover, the authors argue that car sharing is an especially interesting field in P2P asset sharing. Nearly 50 % of car owners in the industrialized world claim that they would consider sharing their cars, which indicates a high potential of P2P car sharing. In P2P car sharing, the aim of the car sharing network providing the service is mainly to manage matchmaking between the car owners and car renters. Since transactions in P2P car sharing are made with

strangers, there is an increased risk of asymmetric information. It is therefore crucial for the P2P car sharing network to also provide trust and service quality in order to reduce economic risks as well as risk of asymmetric information perceived by the participants (Wilhelms et al. 2017b). Issues regarding the increased risks associated with sharing assets are further elaborated by Kathan et al. (2016). Most individuals have previously avoided sharing their assets with strangers due to a lack of trust. However, they mention that there has been an increase of peer-based self-regulating mechanisms, such as rating systems, which have increased the transparency and reduced the likelihood of improper offerings. This has allowed for the emergence of more P2P based business models. However, based on these developments, the market is also experiencing a misalignment (which is common with disruptive change) between the rules designed to fit the traditional ways of sharing and the new ways of sharing (which is made possible through the adoption of digital platforms). (Kathan et al. 2016)

#### 3.2.5.1 Motives Peer-to-Peer Car Sharing

Wilhelms, Henkel, & Falk (2017a) argue that the car sharing domain is expanding rapidly with P2P sharing services becoming increasingly more common. Based on this knowledge, it becomes essential to consider all needs and expectations of both car owners and car renters. Existing research has previously, according to the authors, focused on exploring the renters' motivations for why they decide to use car sharing services and have largely disregarded the motivational aspects underpinning why car owners choose to rent out their cars. Since the car owners constitute an essential part of the triadic relationship (between car owners, renters, and the car sharing company) as they provide the renters with assets, it is essential to (apart from exploring the renter's perceptions) also develop a deeper understanding of the car owners underlying motivations. (Wilhelms et al. 2017a)

Four overarching motives linked to car owners' participation are identified and presented by the authors; *economic interest*, *helping others*, *quality of life* and *sustainability*. Although the idealistic perception of the sharing economy suggests that the underlying motives are purely altruistic, the authors were able to identify utilitarian motives as a potential explanation for why individuals provide their cars in P2P car sharing services. Based on the study, the authors were able to conclude that the car owners not only find gratification in allowing others to use their underutilized assets, but also find motivation in economic opportunities. In detail, car owners emphasized the psychological consequence of saving money in connection to Economic Interest, as a main psychological motive. (Wilhelms et al. 2017a)

#### 3.2.5.2 Motives of different customer profiles

In order to increase the participation rates in P2P car sharing, Wilhelms et al. (2017b) agree that it is important to understand the underlying motives that drive the two user segments to participate; car owners and car renters. The authors state that a clear understanding of participation motives of both segments is missing today, unlike Wilhelms et al. (2017a) who suggests that there is a lack in research particularly in regard to motives connected to car owners. Wilhelms et al. (2017b) further mention that a full understanding is required in order

to get consumers to take the step from solely intending to participate towards actually participating. Moreover, the authors claim that a deep understanding of participation motives is essential to strategize market plans. The authors have therefore investigated participation motives for different typical profiles within the two targeted segments, as well as strategic steps useful to increase participation rates in P2P car sharing (Wilhelms et al. 2017b).

Based on conducted interviews of car owners and car renters who had participated in car sharing for two years, Wilhelms et al. (2017b) developed several typical P2P car sharing profiles of owners and renters. These profiles represented dominant motivational patterns, that influenced their participation in P2P car sharing. The car owners were divided into three profiles with different participation motives; “cost-conscious”, “spenders”, and “sharers”. The authors argue that the *cost-conscious* profile has a desire to save money by renting out their vehicle and by reducing ownership costs, to reduce costs associated with low utilization rate, and to earn an additional income. In order to reduce participation barriers for this owner type, guaranteed payments of the rental fee and a well-known insurance provider were shown to be factors of high importance. The *spenders*’ main motive is to generate extra disposable income in order to be able to spend more and thereby increase their quality of life. Since the main focus of this profile is economic value, factors that increase the chance for participation include convenience (such as a keyless handover process) as well as high earning per transaction (meaning low transaction costs). The motives of the *sharers* are joy of being a provider of mobility and to play an essential part in the creation of mobility experiences. The individuals who belong to this profile have an interest in the sharing economy, do rarely use their own car, or are willing to substitute their car with another way of transportation. To increase participation rates of this owner type, trust and a positive reputation of the renter is crucial. Thereby a rating system in the car sharing network is recommended, as well as a personal meeting between the car owner and renter (for instance by personally handing over the key). (Wilhelms et al. 2017b)

The car renters are divided into four different types: “budgeters”, “convenience-lovers”, “status-conscious”, and “assurance-seekers”. The *budgeters* participate in car sharing mainly to save money and limit their mobility budget. To lower participation barriers for this renter profile, cost transparency and assurance about insurance coverage and costs are important factors. For the *convenience-lovers*, saving time and reducing troubles associated to renting a car are essential participation motives. Factors affecting the participation rate of this profile include flexible availability of cars, distance to the cars, as well as time to get connected to a car. Maximizing convenience, for instance by saving time, is crucial for this renter type. Factors that possibly affect their participation rate are extra services such as instant booking, late pick-up and return times, availability close to where they are, as well as keyless technology. The main motive of the *status-conscious* profile is to signal their status. To get this profile to participate, supply of high-quality cars that meet their status needs are necessary. Also, lower rental price compared to other rental services is important for this renter type, since that enables these individuals to spend saved money in other status enhancing activities. The last renter type, *assurance-seekers*, wants to get exactly the specific mobility experience they desire. The individuals who belong to this renter type require



information about features of the car and about the owner, in order to decide whether the service meets their specific mobility needs. To enable this group to participate, the P2P car sharing networks should include tools and processes that allow renters to request specific features of cars and attract car owners who are willing to communicate and share their profiles. (Wilhelms et al. 2017b)

### 3.2.5.3 Strategic steps to increase participation motives

Based on the study of participation motives of car owners and car renters, the authors developed five strategic steps to increase participation useful for entrepreneurs who want to be successful in the P2P car sharing industry; set your unique positioning, identify your target audience, acquire strategic partners, develop a clear customer journey to attract new users, and engage with consumers on social media. Since renters have a range of mobility options to choose from (such as public transportation, B2C car sharing, traditional car rental, and personal car ownership), it is crucial for the P2P car sharing network, as a first step, to *set a unique positioning* to distinguish themselves from other mobility alternatives. To define a clear, unique selling proposition is thereby of high importance. For entrepreneurs to be successful, they must be able to attract car owners and car renters with consistent participation motives. Therefore, the value propositions need to be investigated from a consumer's perspective. The second step is to *identify the target audience* that is aligned with the unique selling proposition. There needs to be a fit between the targeted car owner and renter. For instance, an owner profile whose participation motive is the joy of providing mobility and facilitating experiences and thereby prefer a personal meeting with the renter, is a bad match with a renter profile whose main participation motive is convenience and thereby prefer a keyless solution in order to save time. The third strategic step mentioned by the authors is to *acquire strategic partners*, since these partnerships can be of value to define a network's unique selling proposition. How these partnerships create value differ. One example is to start a partnership with communities or governmental institutions that can offer legislative support or monetary incentives to support P2P car sharing concepts. The incentives for communities to partner with a P2P car sharing network include the positive sustainable mobility solution for these communities, which at the same time means that the P2P car sharing network can be associated with sustainability and use that in the company's unique selling proposition. Different values that partnerships can deliver throughout the different phases of the ownership and rental process include transfer of trust, provision of expertise, and facilitation of the service. The fourth strategic step is to *develop a clear customer journey to attract new users*. This means that the customer journey needs to be designed in a way that provides customers with the necessary information, help, and advice required at each part of the process. The last strategic step recommended is to *engage with consumers on social media*. This channel is recommended due to the benefits it offers including the ease and fast-pace that market communication can be shared, as well as instant feedback. Today, the Millennial Generation has a need to share content online to establish themselves and their choices, which means an opportunity for entrepreneurs to establish a relationship with, and directly interact with consumers, on these online platforms. (Wilhelms et al. 2017b)

### 3.3 Motives P2P Car Sharing in a VPC Context

It was possible to draw relations between the motives behind P2P car sharing (discussed above) and the Value Proposition Canvas (VPC) mentioned in the beginning of the literature review. Therefore, the researchers were able to combine the motives behind participation in P2P car sharing and the VPC in a table. The participation motives for car renters as well as car owners were applied as the customer profile for each segment in the VPC. What the literature suggested that companies should offer in order to meet these motives were applied as the value map in the VPC. Worth mentioning is that the researchers did not divide the motives and suggested service offerings into further categories (such as pains, gains, pain relievers and gain creators). Instead they used the broader parts of the VPC; the Customer Profile and the Value Map. This enabled the researchers to get a simplified overview of what prior literature has suggested as motives of different typical customer profiles (in a P2P car sharing context) as well as suggested offerings in order to meet these, presented in a value proposition context. This overview is presented in table 5 and table 6 below. By doing so, it was possible to compare the final results of this study with what previous researches have suggested. The tables (one for each segment; car owners car renters) were divided into two sections; customer profile and value map. The first section (“Customer Profile”) depicts different typical customer profiles (including their motives) mentioned in previous literature. The second section (“Value Map”) presents the offerings suggested by the literature of how companies should meet the motives of each typical customer profile. Furthermore, the two sections have been matched, and thereby depict a fit between the customer profile and the value map, which is also an essential part of the VPC.

Table 5 and 6 are based on parts of what Osterwalder et al. (2014) describe as the VPC with a customer profile and a value map. Table 5 is also based on what Wilhelms et al. (2017b) suggests about typical profiles of car owners, their motives to rent out their cars, and suggestions on how companies could meet these motives. However, the table also includes what Wilhelms et al. (2017a) suggest as typical motives or core values of car owners and what the authors find as important factors of how to meet these. Table 6 is based on what Wilhelms et al. (2017b) suggest as typical car renter profiles, their motives to participate in a car sharing service, as well as suggested offerings of how companies should meet these different customer profiles of car renters.

These motives also correspond with what PwC (2015) suggests in its report as well as suggestions made by Kathan et al. (2016) and by Wilhelms et al. (2017a). In PwC’s report, factors affecting why consumers like car sharing services include better pricing, more alternatives in relation to cars, as well as more convenient access. Kathan et al. (2016) on the other hand argue that the primary motivations for car owners to participate in sharing practices is manifested in self-oriented interests such as higher utility, convenience, and lower costs. Furthermore, Wilhelms et al. (2017a) mention two motives of car owners; gratification in allowing others to use their underutilized assets and motivation in regard to economic opportunities. These motives have been covered within following tables, however in slightly different terms.

Table 5 - Car owners' motives found in the literature and put into a VPC context

Car Owners	
Customer Profile (and their motives to rent out)	Value Map (how to meet the motives)
<i>General profile</i>	
Economic interest/saving money	Trust
Helping others	Service Quality
Quality of life	Rating systems
Sustainability	
<i>Cost-conscious</i>	
Desire to save money	Guaranteed payments of rental fee
Reduce ownership costs	Well-known insurance-provider
Reduce costs of low utilization rate	
Earn additional income	
<i>Spenders</i>	
Generate extra disposable income	Convenience (e.g. keyless technology)
Enable spending and thereby increase quality of life	High earning per transaction (low transaction costs)
<i>Sharers</i>	
Joy of being a provider of mobility	Trust
Joy of playing an essential part in the creation of mobility experiences	Positive reputation of the renter
Have an interest in the sharing economy	Rating system in car sharing network
Rarely use own car, willing to substitute their own car with another mode of transportation	Personal meeting between owner and renter

Table 6 - Car renters' motives found in the literature and put into a VPC context

Car Renters	
Customer Profile (and their motives to rent)	Value Map (how to meet the motives)
<i>Budgeters</i>	
Save money	Cost transparency
Limit the mobility budget	Assurance about insurance coverage and costs
<i>Convenience-lovers</i>	
Saving time	Flexible availability of cars
Reduce troubles associated to renting cars	Distance to the cars
Maximize convenience	Time to get connected to a car
	Extra services; instant booking, late pick-up & return times
	Availability close to where they are
	Keyless technology
<i>Status-conscious</i>	
Signal their status	Supply of high-quality cars
	Lower price compared to other rental services (can spend saved money on other status enhancing activities)
<i>Assurance Seekers</i>	
Get exactly the specific mobility experience they desire	Include tools and processes that allow renters to request specific features of cars
Require information about the car owner	Attract car owners who are willing to communicate and share their profiles
Require information about features of the car	

## 4 Empirical Findings

*The empirical findings from both the qualitative interviews and the quantitative questionnaire are presented in this chapter. The chapter starts by providing the findings from the qualitative interviews, firstly the findings from car owners and secondly from car renters. The themes, derived from the coding process, are presented as subheadings and have been categorized into the different parts of the Value Proposition Canvas; Customer Jobs, Pains, and Gains. This was done separately for each segment; car owners and car renters. The themes of customer jobs, pains, and gains identified through the qualitative interviews are further summarized in a table. These identified themes were used as a base for the quantitative investigations. The findings from the quantitative questionnaire are thereafter presented. The findings regarding the car owners are firstly presented, and secondly the findings regarding the car renters.*

### 4.1 Findings from the Qualitative Interviews

#### 4.1.1 Car Owners

##### 4.1.1.1 Customer Jobs

###### 4.1.1.1.1 Use for Work

All the interviewees claimed that they use their car in order to get to and from work and that this has had a major impact on their decision to purchase a car. O3 stated, “*The reason for purchasing a car was so that I would be able to travel to work*”. O1 further explained that she is dependent on her car since she needs it in order to travel back and forth from her job. Several of the interviewees also mentioned that they are currently, or have previously, used their car during work hours. O2 stated that he has previously used his car in order to travel between different clients. O3 on the other hand stated that he currently uses his car maybe 1-2 days each week during work, but that he in general gets a warning around a week before he needs to use it for work.

###### 4.1.1.1.2 Leisure Time

All the interviewees agreed that they use their cars during their free time, mainly during the weekends. O3 explained that he (every other day) has some type of evening activities during the weekdays, which requires him to have a car. Also, during the weekends he usually takes one or two trips each day, at different times, in order to visit friends or family that live outside of Gothenburg. He explained, “*As soon as you are free you want to go out*”. He also mentioned that he tends to do more things during the summer and that it does not happen as frequently during the fall or winter. O2 explained that he uses his car frequently during both weekdays and weekends. He stated that he and his family usually use the car during weekends in order to do something fun like, for instance, visit friends. Since his girlfriend is from Värmland they tend to use their car in order to take longer trips there, or to Småland where his parents live. However, since O2 recently has gone on parental leave he explained

that he has realized that he currently has very little need for a car, especially during the weekdays. He explained, *“We only move the car when there is cleaning day on the street. During the weekends we often use the car to go somewhere, so for us our car ownership is very expensive now because we only drive during weekends”*. O1 also said that she uses her car in order to visit her family that does not live close to Gothenburg or in order to take longer trips.

#### 4.1.1.1.3 Transport Things

All interviewees mentioned that their car is a good way to transport things, such as; groceries, strollers, dog cage, and sports gear. O3 explained that he has a dog that frequently needs to be transported. In order to do this, he uses a dog cage that weighs around 15 kg. He mentioned that if he did not have his dog then he maybe could have used his scooter to drive to work, rent out his car during the weekdays, and use his car as a “freedom tool” during the weekends. However, he stated *“Since I have dog cage it is much harder to rent out my car since I need to have it with me and it weighs around 15 kg”*. O2 also explained that he uses his car in order to transport objects *“When we travel we must bring the stroller and packing with us. We fill up a whole car by just going away for the weekend.”* He also mentioned that since he became a parent he views the car as more of a tool than anything else. O1 said that she thinks that her car is great since it has room for so many things. This is also highlighted by O3 who stated that it is easy to have a car since it is possible to bring a lot. O1 further mentioned that her car is good way to store things and that she uses it as a storage space *“I always keep my tennis racket in my car, so I know I will not forget it if I go and play”*.

#### 4.1.1.2 Pains

##### 4.1.1.2.1 Costs

The interviewees claimed that it is expensive to own a car, and each interviewee mentioned several costs connected to car ownership. O2 said that his and his partner’s car ownership is very expensive per mile right now, as they mainly drive on the weekends. He further mentioned the depreciation of the car as a major drawback to car ownership as it is a large cost. However, as the cost is annual, he explained, it feels less compared to when you pay, for instance, 1500 SEK a day if you rent a car. By owning a car, he said that the family feels more inclined to travel to their cottage in Tjörn more often compared to if they rented one, since this would indicate a more palpable cost. He explained *“We felt that if we were going to the cottage at Tjörn and it would cost 1500 bucks for a day or a weekend then we felt that we could just as easily do something in Gothenburg instead”*. Furthermore, the interviewee explained that he has calculated the costs of owning a car and explains that if he were to buy a car he would think carefully before what it would cost him per year. From that, he says, you usually get a pretty good idea of what it will cost you and that you can compare it with other alternatives, like for instance a lease. He also mentioned the risks connected with the fact that the technological development is progressing and that there is a concern about whether it will be possible for him to sell the car he has now in 3 years time. This since the demand may not be the same. He mentioned the importance of keeping track of regulations, as there is a risk that, for example, diesel cars will be banned or that high fees will be imposed for a certain

type of cars. Regarding renting his own car to others, he said; *“You have to think about whether the risks are worth it or not, and I certainly do not think so”*.

O3 also reflected on the fact that he owns a diesel car that he (due to shifts in the regulations) may not be able to drive in Gothenburg in the future. He personally does not see that many risks connected to his car ownership. However, he mentioned that there are a lot of costs that come with car ownership. He explained that it is extremely expensive to own a car and further mentioned costs such as; insurance, service, tire maintenance as examples pointing towards this. He stated, *“Cars bring a lot of troubles that cost money, and that is just the way it is. You just have to get used to the situation.”* He continued by stating that these are costs that you eventually get used to like your rent, student loan, or apartment. It is just something that comes each month he said. He mentioned that when the congestion tax was introduced in Gothenburg, it took him around half a year to get used to the fact that it would cost him an extra 500 SEK each month but now it is something he hardly ever thinks of. However, the interviewee also acknowledged the cost of his car being underused for a large part of the day. He mentioned that even though he uses the car to drive to work, the car often just stands there during the day without being used. Furthermore, in regard to renting out his car, the interviewee was able to spot certain costs connected with this. He mentioned that if he would rent out his car, the car consequently will run longer, which means that the insurance costs increase since the insurance cost is based on how much he drives. In addition, he mentioned that an increase in driving will also indirectly indicate an increase in other costs such as service costs, tire costs etc. *“I definitely do not want to lose money by renting out my car”*. He mentioned additional costs that renting out could potentially incur, such as the payment of parking. He explained that a lot of times there are no free parking spots where the car renter can park the car. In order for him to benefit from a car rental service, the interviewee claimed that he needs to be able to cover these extra expenses while still earn a bit extra.

O1 explained that it is a real pain to have to deal with the high costs that can be connected to owning a car. *“It is very expensive to have a car”*. Similar to O2 she is aware of the high cost per mile that the car implies, especially since she does not use it much. She explained that she can almost panic when she thinks about how much the car just stands still and at the same time costs money; *“I don't like the feeling of the car just standing there, costing money.”* Regarding the possibility to rent out her car, she said; *“A small damage to the car can be very expensive, and I want the person that rents the car to understand that”*.

#### 4.1.1.2.2 Hassles and Inconveniences

Hassles and inconveniences are something that all the interviewed car owners said they want to avoid. O2 mentioned that he believes that it is convenient to have a child safety seat installed in his car and that he does not want to remove it in the event of a car rental *“If I want to travel with my son, I can't leave him in the apartment or on the street to install a 15 kg child safety seat. That has to be fixed in advance”*. He also said that he sees difficulties with parking that he believes to be a big thing, especially within the city center. He explained that it would be fantastic if it would be possible to avoid the inconveniences that come with parking when using a car rental service. The interviewee further mentioned that if anything

happens to the car, while it is rented out, this could imply inconvenient situations even if the liabilities are not placed on the car owner. He explained; *“Even if the company picks up the car, it might still not be worth the money or the trouble to be without the car the day it is being fixed”*. He further stated that for him the trouble is not worth the little extra money that he would get. He also explained that there may be problems arising from situations that may require evidence as it can become difficult to prove if a scratch was there from the beginning or not.

O3 mentioned hassle and inconvenience as a potential obstacle to rent out his car. He mentioned that even if you are insured, there are a lot of aspects that has to be dealt with. For instance, he explained that it can be difficult to rent out his car since the dog cage, which he keeps inside of his car, is difficult to carry as it weighs 15 kg *“If you rent out your car you might have to take the dog cage out, since the one renting the car might not want to have it during the time they rent it”*. He also mentioned hassle related to traffic and stated that the traffic in Gothenburg is not the best. He continued to explain that there are a lot of challenges connected to the traffic situation in Gothenburg, such as long queues, congestion taxes, and planning. He said that sometimes owning a car gives you a sense of “fake freedom”. He explained this by saying that at first glance it can appear as if you can go whenever and wherever you want to. However, in real life this is not possible due to external factors such as queues, taxes, or car breakdowns, which inhibits the car owners’ freedom. Similar to O3, O2 also mentioned that he is concerned if something were to happen while the car is being rented out, for example, if someone would spill a drink in the car. He explained that renting out his car would require a great deal of commitment and engagement from his part, which he considers a hassle since he himself would have to solve any potential issues occurring. He also said that he does not know how it would be practically feasible for him to rent out his car, since he keeps it in a garage that needs a blip in order to enter. He further explained that he does not have the possibility to place the car on the street as there are no free parking spots there and since he then would have to pay.

O1 stated that she hates to own a car in the city, since the traffic situation is not adapted for the car drivers. She said that she thereby finds it inconvenient to drive within the city and mentioned that it is not always smooth to use her car, but rather a burden. She mentioned that she is sometimes not able to use her car because it is too time consuming due to queues or other traffic situations. She further said that parking is a big issue since it is not possible to park everywhere. She mentioned that she at times has become so frustrated that she has considered using public transportation instead. Regarding parking while renting out her car, she mentioned that she thinks that it is nice to hand over the parking problem to the car renter, and thereby avoid it herself. Furthermore, she mentioned that she would like to avoid complicated things like, for instance, paperwork; *“Someone else will have to be in charge of the administrative work”*. Other inconveniences she mentioned in connection to her owning a car is that it can be difficult to keep track of everything, such as when it is time for car service or insurance payments.

#### 4.1.1.2.3 Cautious about the car

All car owners expressed that they are careful about their cars and that they are concerned that the car renters will not be as careful about the cars as they are. O2 explained that he has always been careful when it comes to his car and has therefore always tried to be a bit extra cautious. He explained that this is why he often parks a bit further away since he is worried that someone will scratch his car. He mentioned that he can become quite irritated when other people are not as careful as he is; *“You often say that people are not as careful of your things as you are, and that is usually correct”*. He also mentioned that he has some concerns regarding difficulties in proving who did what in case damages occur. Even if you would take a picture in advance it can be difficult to determine whether a damage was there before the rental had taken place or not, he claimed. He further stated that he, most likely, by renting out his car would get it back in a worse condition compared to when he left it. However, he mentioned that he could imagine renting out his car in a situation where he is not particularly careful about his car, but rather uses it as a tool or means of transportation. O3 said that even though he has neither a new nor a fancy car, he is still depending on it and therefore does not want anyone to crash it. He mentioned his concern if something happens to the car since the renters could break or destroy something and provided an example of a renter spilling juice in the seat that he has to fix.

O1 mentioned that she is extra careful about the car since she knows just how much she has invested in it. This is also a reason for why she is concerned about renting out the car since she is unsure how other people would drive it; *“People get a driver's license but have no idea what it is like to have a car”*. She said that she was more likely to rent out her previous car because she was less careful about it, and that she loves her current car and therefore is extra careful about it. She stated that this makes it harder for her to rent out her current car; *“I want others to be as careful about the car as I am. I would not be as bothered if I had a bad car”*. She also mentioned that if she rents out her car she wants people to be as careful about the car as she is. She therefore said that it is of great importance who the car renter is. Even though she has these concerns, she claimed that she is aware that mistakes can happen to everyone, even to careful individuals. She explained that she is aware that something, most likely, will happen to the car if she rents it out.

#### 4.1.1.2.4 Limited Accessibility

Two of the interviewed car owners expressed a concern of having limited access to their own car if they were to rent it out to others. O3 explained that sharing a car with someone could be a possibility if the usage of the car does not collide with the other person's usage. He mentioned that he, for instance, would not be able to share his car with his brother since he then would be unable to drive the car to work every day. He raised concerns regarding whether or not the car would be available for when he needs to use it *“I would not want to rent out my car if it is not available when I need it”*. He also mentioned that it would require a large commitment from his part in order to be flexible. He further mentioned that if he knew that there was a large availability of other cars, in the rental service, he potentially would be able to minimize the usage of his own car and instead use another service user's car.



Interviewee O1 stated that she wants to be able to access her car whenever she wants to and that she is concerned that she might not be able to if she rents it out; *“I am probably too comfortable to not be able to spontaneously use the car whenever I want to”*. She also acknowledged a risk related to working irregular hours, which she believes could complicate things. However, she mentioned that her workout and other regular routines would not be affected since she could solve these tasks in other ways. Even so, she mentioned that the times that she in advance knows that she will not use her car, it is free to use for others.

#### 4.1.1.2.5 Issues with Security and Trust

One of the interviewees raised concerns related to security and trust in regard to renting out the car. O1 expressed great concerns in regard to security, while contemplating the decision to rent out her car. She explained that it is of great importance who borrows her car, especially since she has trouble trusting people and is afraid to get into trouble if her car falls into the wrong hands. She mentioned the possibility that a criminal could potentially rent her car and that the risk of others believing that she committed a criminal act would increase, since the car and registration number is connected to her. She also said that she is unsure how others will drive the car and that she is unwilling to rent it to anyone who is not careful with it. She explained that she would prefer to have a personal interaction with the car renter in order to get a sense of who the individual is. However, she mentioned that she does not want to spend time or energy to perform a check up on the individuals. *“The main obstacle to renting out my car is that I basically have no idea who I will be renting my car to”*. She did mention, however, that she in general has difficulties when it comes to trusting people.

#### 4.1.1.3 Gains

##### 4.1.1.3.1 Convenience

Convenience was expressed by all car owners as something they require and often associate their car ownership with. O2 mentioned that in his previous job his car was an efficient and flexible way to travel between his clients and his teams. He further mentioned that convenience is something that has become increasingly important since he had his son. He explained that his car is both comfortable and flexible as he is able to travel wherever and whenever he wants to. He further mentioned the convenience of having his son’s child safety seat, as well as other things, already installed in the car since it enables them to just jump into the car and drive away. Regarding driving within Gothenburg, he said that it has, so far, worked quite smoothly since he is familiar with the roads and knows at which time it is best to drive. He also said that he thinks that there are a lot of great services surrounding cars these days, which makes it simpler in situations where he needs to repair the car, change the tires, or pay insurance and taxes.

O3 also mentioned convenience as an important factor connected to his car ownership. He explained that as a car owner you get extremely comfortable since it is a very convenient and smooth way to travel. He explained that for him this convenience creates some resistance to renting out the car, which creates a barrier that he would have to overcome. He furthermore

mentioned the possibility to bring a lot of things with him as a convenient aspect closely connected to his car ownership.

O1 stated that her car ownership is convenient since she is able to simply jump into her car and go wherever she wants to. Similar to O3, she also mentioned that she believes that her car is a convenient way to travel, since she is able to bring a lot of packing with her. She explained that she is almost addicted to all the features that come with having a good car. She said that she has become so comfortable that she consequently often chooses to take her own car instead of, for example, carpooling with others because she thinks it is more comfortable and convenient. She further stated that this convenience can be a obstacle to renting out the car, because she feels that she in that case could not spontaneously use the car. The possibility to use the car as a storage space is also something she said that she finds to be convenient.

#### 4.1.1.3.2 Freedom

Freedom was mentioned among all interviewees as a positive aspect in connection to owning a car. O2 said that it is as Volvo frames it in their commercials; *“the freedom to move”*. He explained that by having a car they are able to travel wherever they want and get away more often during the weekends; *“We can easily drive to the ocean or do whatever we want to”*. O3 mentioned that as soon as he has free time he wants to drive somewhere. He therefore said that it is advantageous to have his own car *“If I want to go somewhere I can do it, I can bring my dog, my friends, and my wife”*. He explained that he is able to visit friends and family that are not living in Gothenburg. He further mentioned that he through owning a car is able to feel free. Even so, he reflected on this freedom as being potentially imagined since it is not always possible for him to drive to some places during certain times slots due to traffic. He further elaborated on the fact that the main thing is *the feeling* of being free since the freedom is not always acted upon; *“If I would want to drive to southern France I am able to do so, but really, how many times I have actually done it”*. O1 also mentioned the importance of feeling free and flexible. She said that she appreciates the possibility of being spontaneous as well as being able to decide for herself at what time she wants to do something. She said that it feels good to be able to be spontaneous, and that if she decides to do something, she is able to go where she wants and when she wants. She also mentioned that she likes the feeling of the car being hers and that she has the freedom to decide when she can use it. She mentioned that she might be a bit too comfortable to not be able to take her car out spontaneously. However, she highlighted that it might be financially beneficial for her to not be so spontaneous. In regard to renting out her car, she explained that it would be advantageous to know a week in advance when the car is to be rented out.

#### 4.1.1.3.3 Saving Time

To be able to save time by having access to your own car was mentioned by all car owners as an important factor. O2 explained that when he got a family time became more important; *“Through travelling by car instead of using public transportation I almost save an hour a day, which I can spend on being home with the family or on doing other things like exercising. I would rather spend a little extra money in order to save that time”*. O3 stated

that he thinks that his free time is valuable and that taking his car to work enables him to gain more free time compared to if he would travel with public transportation. He said that it can take him approximately 75-90 minutes to get to work with public transportation at certain times and only 13 minutes by car. O1 also said that time is important, especially since she works irregular hours (both evenings and nights) and has to be able to get both to and from work in a timely manner.

#### 4.1.1.3.4 Economic Compensation

Economic compensation was mentioned as an important factor by all interviewed car owners in regard to potentially renting out their car. When asked questions regarding economic compensation O2 stated that he would have had very high expectations on this kind of service, and that it is about getting the right compensation in proportion to the car's value. He explained that he would not be interested in renting out his current car for a relatively low compensation but that if he had a cheaper one then he would consider renting it out for that amount. He mentioned that for him the compensation has to be very high in order for him to even consider participating. On the other hand, he said, if the prices are too high then people will not want to rent the car since it is too expensive. In regard to renting out his car he explained that he believes that it would be difficult to sell a car sharing service to him. He further mentioned that he believes that it is cheaper to own your car, compared to other alternatives, and that it is probably only economic compensation that would make him consider participating in this kind of service.

O3 mentioned that his willingness to rent out his car is affected by the financial compensation. He also explained that the economical aspect is not a factor that would directly influence his decision to rent out his car or not. According to him, the economic aspect is of a greater importance for those who are living on a tighter budget and who have trouble making ends meet. Although he said that the financial compensation is not the major factor to him, he still mentioned that if he was to rent out his car he wants a fair financial compensation and as a consequence expects to lower his fixed costs. He further stated that he would like to control the price but acknowledges a difficulty; *“Too high a price and no one will want to rent the car, too low and I will not cover my expenses”*. He finally said, *“I think that there needs to be a benefit in the end”*.

O1 looks upon the financial compensation as the most important reason as to why she would rent out her car. She explained that she would like to earn some money and that if she knew exactly how much she would earn by renting out her car, it would be easier for her to decide whether she wants to rent it out or not. She mentioned that she could be enticed if she could see the amount in advance, and states *“It would definitely be worth it if I knew that I could cut my car costs in half”*.

#### 4.1.1.3.5 Helping Others

Only one of the interviewees mentioned helping others to be a contributing factor as to why he would rent out his car. Interviewee O3 mentioned *“It would feel good in a way to be able to help others that can't afford to have a car themselves”*.

#### 4.1.1.3.6 Trust and Reliability

Two of the interviewees mentioned factors related to trust and reliability as important in connection to a car sharing service. O3 explained that he wants to know who he rents out his car to. He mentioned that since he likes to keep things in order, he wants to be able to rely on that the ones renting his car also likes to keep things tidy. O1 also said that it is of great importance who she rents out her car to *“I want people to be as careful about my car as I am”*. She said she would have zero problems if she knew who she was about to rent out her car to. She further mentioned that she wants there to be some type of screening process that the car renters must pass to join the service, since she wants them to somehow show that they are reliable and real people. She stated that she wants to rent out her car to people with stable finances who do not have a criminal record. She claimed that if a service were reliable, safe, and smooth the chances of her renting out her car would increase substantially. To decide whether the renter is trustworthy, she said that it might be helpful to meet the person face-to-face.

#### 4.1.1.3.7 Enjoyment

Only one of the car owners mentioned enjoyment as a factor related to his car ownership. O2 described his car ownership as a pleasure. *“I am very interested in cars so for me it is both practical to have one but also a pleasure since I think it is fun to drive and to fix with the car”*. He explained that he already as an 18-year old bought a car since he thought it was more fun to own one than to use his parents' car. Furthermore, he said that he believes that he has transferred his interest onto his 14-months old son who loves to play with toy cars. He said that because of his interest he is probably also a bit emotionally involved and therefore likes to keep his car clean and tidy. He said that when he visits his parents in Småland and, for example, change from summer or winter tires, he thinks that is pretty nice to fix with the car.

### 4.1.2 Car Renters

#### 4.1.2.1 Customer Jobs

##### 4.1.2.1.1 Travel to Work or University

All the interviewees expressed that they need transportation in order to get to and from work. R3 stated that she uses public transportation when she travels to work. However, she mentioned that she, in her job as a doctor, works night shifts four to five nights per month and that, during these times, a car would be beneficial due to the schedule of the public transportation. She said that she sometimes takes the bike during these night shifts, however that this is not a possibility during the winters. R1 also said that she uses public

transportation, mainly the bus, to travel to and from work and university during the weekdays. This corresponds with R2 who said that he also needs to travel from A to B, which during the weekdays is to and from work.

#### 4.1.2.1.2 Leisure Time

All interviewees mentioned that their need for transportation is different during their leisure time compared to their need to travel to and from work. Regarding the need for a car, R3 mentioned that she would need a car, approximately twice per month, in order to travel to the countryside or to visit friends who live outside the Gothenburg city center. She explained that she, for instance, has a friend who lives on a hill quite far away from the tram station, which means that it is difficult to visit her without a car, especially with children. Even so, she declared that she usually travels with a bus or a tram when she visits her friends who do not live nearby. However, she mentioned that she has rented a car at several occasions to visit friends. Also R1 mentioned that she has a stronger need for a car during her free time, such as when going on a trip. She described that she, for instance, wanted to travel to Åre for a weekend to ski with friends, and that renting a car was a good alternative to travel there. R2 stated that his need for transportation during weekends is dependent on what he plans to do. He explained that when he plans to make a trip to a place, he generally first checks whether it is possible to go there with public transportation. If not, he usually asks a friend or his parents if can borrow their car.

#### 4.1.2.1.3 Transport Things

All interviewees mentioned that they have previously used a car, for different reasons, in order to transport things around. R3 mentioned that she at one point borrowed a car in order to move. She further stated that it is quite troublesome to bring the children along when travelling somewhere without a car. R1 explained that during the weekend it happens that she and her partner borrow their neighbor's car to purchase groceries. She described that it is quite difficult to purchase a lot of groceries by just taking the bus, especially since they have to walk ten minutes to the bus station. She also mentioned that she would need a car if she would move, and that she, in that case, would rent a car for several hours just to move furniture and other things. Also R2 explained that he borrows his parents' car when he, for instance, needs to pick up something that is difficult to transport with public transportation. He stated that it is much easier to transport objects by using a car compared to using public transportation. He described that he, for instance, recently bought a piano that was impossible to transport on the tram and that he therefore had to borrow a friend's car to transport the piano home. He stated that the main reason for him to rent a car is that he needs to move something, such as furniture from IKEA. He described that he sometimes also needs to rent a trailer in order to transport larger objects.

#### 4.1.2.2 Pains

##### 4.1.2.2.1 Hassles and Inconveniences

The interviewees all mentioned that they have experienced hassles and inconveniences in relation to their transportation and that this is something that they would like to avoid. R3

stated that it is often too crowded to bring a stroller on the trams, which is why she sometimes prefers to walk. She explained that she does not own a car since she and her family live close to the city center where it is difficult to find parking. She further stated that she has experienced problems with finding taxis with the right child safety seats installed. She claimed that since she has two children finding an appropriate taxi is almost impossible. She mentioned that she has a previous experience of renting a car through a car sharing service where she encountered some difficulties in understanding the service instructions, which made the experience more complicated and time-consuming. Her experience of renting a car became even more difficult when she was assigned a car with an automatic gearbox, since she is used to a manual one. She further explained that she thinks it is difficult to drive a car in Gothenburg, especially since she is not used to the trams and perceives them as intimidating, despite having driven cars for almost 10 years. She also stated that she would avoid a service if she finds it complicated, and that if any major inconveniences or problems would occur she would not use the service again. She further mentioned that transportation has become more complicated since she had her children. For example, before she used to bike to work, which she thought was very smooth. She said that taking the trams is fine if she is travelling shorter ways but that it becomes difficult when she is visiting friends that live, for instance, in Tynnered or at Hisingen. She mentioned that the trams do not go as often during the evenings and nights, which makes it more difficult for her and her family to get home when they have visited friends that live a bit further away.

R1 mentioned that she has had a bad experience when renting a car. This since the car rental company did not have its own parking spaces, which meant that when returning the car, they had to look for a parking spot for an hour before they eventually found one. She said that since it was on a Sunday night everything was full. Not only that, she also got a parking ticket for parking wrongly, which made the experience very expensive. She further mentioned that there is quite a lot of planning when you plan your travels with public transportation and that it is more tedious to use public transportation. Another inconvenience she mentioned with public transport is that sharing transportation with a lot of other people makes her uncomfortable. She further mentioned that she struggles with purchasing a lot of groceries because she finds it pretty difficult to do so with the bus only. Because of this she said that she and her partner frequently lend a car from their neighbors. Regarding car rental she stated that the location of the car rental definitely could be an obstacle or a hassle since she does not want to take the bus there; *"It is useless to take the bus in order to borrow a car to get to where the grocery store is, and then also drop the car off and then take the bus back"*.

R2 explained that it is difficult to drive inside the city and that urban planning can become an obstacle, since some places are not optimal to drive in and should be better planned for traffic. In regard to renting a car, he stated that it is important for him that it is easy to understand the service, that he knows what to do if a situation or problem arises, and whether any extra expenses are added. He explained that since cars are so expensive there are often a lot of terms and conditions to read through before you rent a car. He also mentioned that if he were to rent a car, he does not want to have to check the car (such as the tire pressure or level of fuel) before using it. He explained that these kinds of things should already be solved so

that you basically can just put the key into the ignition and drive away. *“That’s why you rent a car - to avoid all the hassle”*. He claimed that an obstacle for him to rent a car would be that the service is too complicated and that it is not as practical as it seems from a first glance. He further mentioned how dependent he is on things functioning properly. He provided an example where he at one point rented a car and the GPS did not work. The broken GPS, he said, resulted in him having to guide himself, which was both chaotic and stressful, as he did not know how to find the right place. Regarding this, he stated that *“Hassle is annoying no matter if one is compensated for it or not”*. He also mentioned parking as a hassle. He said that parking on the street costs a lot of money and that he does not want to circle around for hours in order to find a parking spot *“It would be very frustrating if I had to drive around in order to find a parking spot”*. He described that finding an available parking spot was a major stress factor when he last rented a car. He mentioned that he had to drive back towards the car rental place, to return the car, well before the rental ended in order to find a parking spot. He said that it was also important to plan the driving time well in order to avoid traffic chaos.

#### 4.1.2.2.2 Time Limitations

Two of the interviewees expressed frustration in regard to time limitations. R3 explained that she finds long waiting times and delays to be frustrating since she has no patience to wait. She stated that the trams take too long time to travel with, especially to her work since she needs to change trams several times. She further explained that taking her bike is a faster way to travel. She further argued that it takes more time to get ahold of a taxi with children safety seats, and that she gets angry when her expectations are not met, and she has to wait. R1 also mentioned the issue regarding time and stated that she does not want to wait 10-15 minutes for transportation. She further mentioned that public transportation is many times not on time, which makes planning ahead a bit trickier. She also described that her boyfriend travels almost one hour to get to work since he needs to change buses on his way there, which by car only takes 15 minutes.

#### 4.1.2.2.3 Safety and Quality

All the interviewees agreed that safety and quality are important factors to consider when adopting a car sharing service or when using transportation in general. R3 stated that if she would rent a car she wants to know in advance about the condition and quality of the car, especially since she does not like to drive old cars. She explained that it could be risky and unsafe to drive a car that has not been to a car service in a long time or a car that she does not know how old it is. She also mentioned that safety is a crucial factor especially since she had her children. She explained that it is important to her that children safety seats are available and installed properly. She also explained that it is important that it is clearly described what will happen if an accident or situation occurs, and that she wants to avoid complicated processes during such situations. She therefore stated that a car rental contract has to be very clear.

R1 stated that the safety is the most important factor when she uses transportation. Regarding renting a car, she expressed a concern whether she is fully insured in different situations as well as what the insurance actually includes; *“I normally ask if insurance is included, but I*

*never really question what is actually included in the insurance.*” She further mentioned the quality of the car as an important factor to consider when renting one since good cars is not a given; *“You pay and rent the car and just take for granted that it has good tires, functional brakes etc.”* She therefore said that she wants to know what is included in the insurance and the fees, but also that the car is of good quality and that it is safe. She mentioned that she would like to know when the car had its last car service check-up as well as whether there is an airbag and if the tires are of good quality. She further stated that if she would have kids sitting in the back of the car, she would be more accurate when she signs a car rental contract.

Also R2 said that he is concerned about what will happen during different situations and what is included in the insurance. He also mentioned a concern about what responsibility he has in different situations. He explained that some situations would be handled in a certain way if you own a car, such as a punctured tire, and that he wants to know how to handle those situations if he rents a car. He stated that he would like the possibility to call customer support, which he is concerned will not always be available. As the other interviewees, R2 also mentioned the quality of the cars as an important factor when deciding whether to adopt a car rental service or not. He explained that he would not like to rent an old, half-functional car, and that it is important for him that the car is clean and that everything works as it should.

#### 4.1.2.2.4 Costs

Two of the interviewees mentioned costs as an important factor that influences their choice of transportation. R1 stated; *“I mean it all comes down to costs and benefits”*. She further stated that a good price is very important when she considers whether to rent a car or not; *“I don’t want to pay excessive money to rent a car because then in the long run if you frequently rent it then it could be more profitable to buy your own car”*. She also said that it is not that expensive for her to continue using public transportation. R1 further explained that buying a car is out of her and her partner’s budget and that is currently not their main priority. Even so, she said that the ideal situation or lifestyle for her would be to own a car. Regarding renting a car she explained that she is a bit hesitant to rent one because there are sometimes hidden fees. She stated that there is always a risk of hidden costs and of companies trying to partially rip customers off. R2 also explained that his mode of transportation depends strongly on costs. He further mentioned that he thinks that it would be fun to have his own car, but that it is too expensive since his current need for a car is not large enough. He explained that from an economical perspective it is not justifiable for him to own a car due to his low utilization rate. Regarding renting a car, he stated that an obstacle for him to use a car rental service would be that it is too expensive. He mentioned a situation where he rented a car, but that this experience became very stressful due to the high price that made him compensate with time.

#### 4.1.2.3 Gains

##### 4.1.2.3.1 Saving Time

All interviewees mentioned saving time as an essential factor, which affects their decisions when choosing a form of transportation. R3 said that it is important for her to save time in



order to return back home to her children as soon as possible when she has finished her work. She explained that in her job as a doctor, where she several times per month works night shifts, needs to get back home quickly after her shift ends. She further stated that she during these occasions many times gets very tired, which is another reason why she wants to come home as fast as possible after the work shift ends. R1 also highlighted the importance of saving time as she stated, *“Saving time is sort of the whole thing of renting a car”*. She further explained that punctuality is an important factor to her when she chooses her mode of transportation and explained that she does not want to wait 10-15 minutes. She additionally mentioned that if she would rent a car it would also be great if the car is available directly. Also R2 mentioned that he wants to save time, and explained that he wants to go from A to B as smooth and fast as possible.

#### 4.1.2.3.2 Trust and Reliability

Two of the interviewees further mentioned the importance of trust and reliability while adopting a car rental service. R1 said that she prefers around the clock customer service in order for her to get support at any time in case a situation or problem occurs. She further stated that a reliable renting company is important, and that a company with high credibility would increase the likelihood of her renting a car. She also mentioned good insurance coverage that you can trust as an important factor. She stated that it is important for her that she can trust that she gets what she expects, for instance, if she books a certain car model it is also the one she gets. R2 also mentioned the importance of being able to call customer support if anything happens, and that it is important to him that he can trust that things work as they should.

#### 4.1.2.3.3 Accessibility

All interviewees highlighted the importance of easy access to vehicles when adopting a car rental service. R3 described that she has rented a car before through a car sharing company. She said that what she mainly liked about that experience was the fact that the car pool was situated close to her home and thereby was easily accessible. R1 explained that quick access and easy reachable cars are important factors when renting a car. She further explained that the planning of the travels many times is extensive when using public transportation, and that accessibility simplifies the planning of travels. She said that the location of the car rental service is very important to her, and that it should preferably be located close to where she lives and that she does not want to take the bus to get there. She further stated, *“What would be most convenient is if I could go outside my house and the car is right there”*. She said that immediate access saves you time, which is to her a major reason for renting a car. She further stated that it is important that the car is easy to pick up and drop off, and that the car is there when she has booked it. Also R2 mentioned that easy access is an important factor when he decides whether to rent a car or not.

#### 4.1.2.3.4 Freedom and Flexibility

Freedom and flexibility were mentioned by all interviewees as important factors when considering adopting a car rental service. R3 explained that she would like to use a car during occasions when she works night shifts but mentioned that when she works many hours she

would like to leave the car at her work, or nearby, without having to pay for it while she is not using it. She stated that she does not want to pay rent while the car is standing still. She therefore said it would be great if she could leave the car at her work or at a place nearby. She further mentioned her prior experience of car rental. She described that it was easy to extend the rental time in the application, which she liked a lot due to the flexibility. Also R1 wanted the possibility to leave the car at another place than where she picked it up. She stated that if she wants to go from A to B but wants to stay at B, she wants the option to leave the car at B. The importance of freedom was also indicated as she stated, *“You come to a certain point where a car becomes handier since it gives you more freedom, more flexibility, and makes you able to decide yourself when, where, and for how long”*. She also said that she and her partner were looking into a car lease contract, but since there was a binding time of three years it was out of question since they prefer to avoid being tied up in a contract. R2 mentioned that renting a car is a free way to travel. He further said that he wants flexibility in a car rental service, such as being able to extend the rental time and thereby avoid thinking about being as efficient as possible while renting a car, as well as not being forced to park at a specific spot. He further explained that not owning a car means freedom to him in the sense that he does not have to take care of an additional asset; *“When I leave the rented car, it is not my responsibility anymore and I am free from that asset”*. He further stated that freedom is something he is looking for when renting a car.

#### 4.1.2.3.5 Adaptability

To be able to adapt the service according to their own needs was mentioned by two of the interviewed car renters as an important factor. R3 mentioned that being able to choose a car that includes the right child safety seat is essential. However, she mentioned that she does not expect all cars to include a child safety seat but wishes that the option exists when renting a car. She explained that she wants a description of what type of car she rents and what is included in it. She further said that she wants different alternatives based on what needs she has during specific occasions. She explained that when she travels alone she prefers a smaller car that is easy to drive within the city center, however, when she travels with her family she needs a larger family car. She mentioned that she also wants the alternative to rent a car for a couple of days, but not for a price that is based per hour. She further stated that the right car option is what mainly matters to her and that the price is not as important. Also R2 said that his needs depend on what he plans to do. He explained that if he only wants to go from A to B very little is needed, but when he wants to travel a longer distance he prefers more features, such as a GPS and being able to connect his phone to the loudspeaker. He further mentioned that it would be great to be able to choose an automatic gearbox instead of a manual, as well as to be able to choose among different alternatives of cars and prices.

#### 4.1.2.3.6 Simple and Convenient

Two of the interviewees expressed the importance of having access to simple and convenient forms of transportation. R1 described her first experience of renting a car as very smooth, for instance, when she returned the car she just dropped the keys in a box at the car rental place. She also stated that she wants as little company-customer interaction as possible, and that she prefers services that are totally digital. She explained that she finds it easier to use a service

that is possible to book on the cell phone without having to call in. She said that she travels with public transportation most often but that she believes owning or using a car would be more beneficial, timesaving and would make things more efficient and easier for her. R2 stated that he always wants to go from A to B as smooth and fast as possible. He mentioned that he prefers to live in the city center since it is possible for him to travel around to different places in a simple and convenient way with public transportation. He further stated that convenience and user-friendliness are important factors when he considers using a car rental service. He explained that he wants to rent the car and travel where he plans in a convenient way, otherwise there is almost no point in renting a car.

#### 4.1.2.3.7 Pleasure

Only one of the interviewees mentioned pleasure as an affecting factor. R2 explained that as soon as you get outside the city center it becomes both fun and convenient to drive a car. He also mentioned that; *“If I would have the possibility I would drive a car all the time, it is super fun”*.

#### 4.1.2.3.8 Environmental Impact

Two of the interviewees expressed a concern in regard to environmental impact and that this could affect their choice of transportation. R1 mentioned the aim of doing good as she states; *“I want to sort of contribute to a good cause even though I am actually renting a car, which is horrible for the environment”*. She further mentioned the environmental impact as a factor when choosing her mode of transportation. She explained that she is aware of the fact that it is greener to travel by bus and drive collectively, but that she also wants to know whether the car she rents is still green “ish”. She stated that it would be great if the car she rents was electrical, and that she would feel better if the company she rents the car from adds to some sort of charity. Also R2 mentioned that he wants to be as kind as possible to the environment, and thereby avoids driving in a non-eco-friendly way when he rents a car. He explained; *“If I would rent an electrical car I would not be thinking about my driving behavior because I then can drive a lot since it does not matter for the environment.”*

### 4.1.3 Summary of the Identified Themes

The themes identified from the qualitative interviews were summarized in table 7 and 8. The themes, as well as statements related to these, were later tested through the quantitative questionnaire examined below.

Table 7 - Summary of themes for car owners

Car Owners		
Customer jobs	Pains	Gains
Use for work	Costs	Convenience
Leisure time	Hassles and inconveniences	Freedom
Transport things	Cautious about the car	Saving time
	Limited accessibility	Economic compensation
	Issues with security and trust	Helping others
		Trust and reliability
		Enjoyment

Table 8 - Summary of themes for car renters

Car Renters		
Customer jobs	Pains	Gains
Travel to work or university	Hassles and inconveniences	Saving time
Leisure time	Time limitations	Trust and reliability
Transport things	Safety and quality	Accessibility
	Costs	Freedom and flexibility
		Adaptability
		Simple and convenient
		Pleasure
		Environmental impact

## 4.2 Findings from the Quantitative Questionnaire

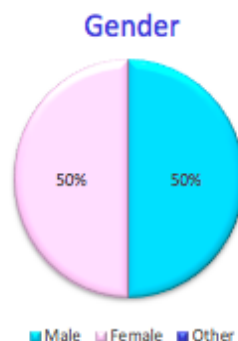
The first question of the questionnaire (which is not depicted below) was used in order to divide the respondents into the two customer segments; car owners and car renters. The question was also used as a way to filter out the ones who did not fit into either category and who thereby did not represent the investigated segments. In total, 73 respondents answered the questionnaire. 26 respondents (36%) answered they have a driver's license and own a car, while 47 respondents (64%) answered that they have a driver's license but do not own a car. None of the respondents answered that they do neither have a driver's license nor a car.

### 4.2.1 Car Owners

#### 4.2.1.1 Descriptive background information about the car owners

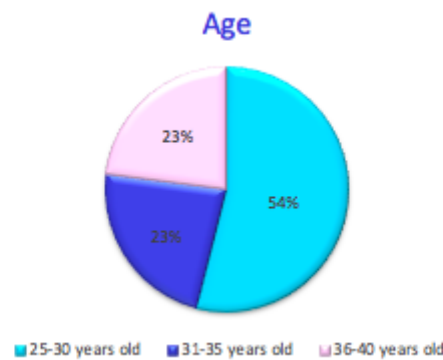
The following answers are collected from the respondents selecting the option; *I have driver's license and I own a car*. This group of respondents thereby represents the segment car owners.

Figure 3 - Gender



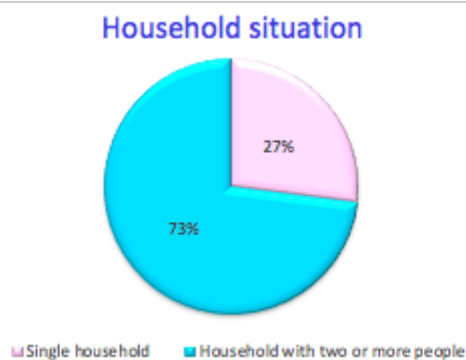
Of the car owners, 50% answered that they are male and 50% responded that they are female as shown in figure 3.

Figure 4 - Age



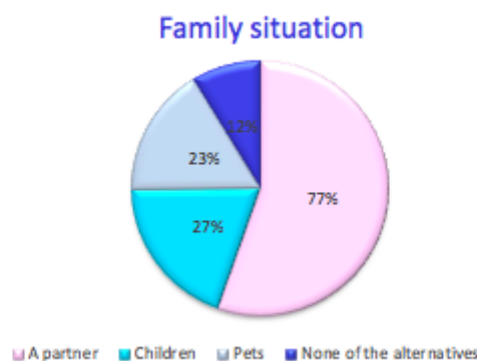
When asked about their age, shown in figure 4, more than half of the respondents (54%) answered that they are between 25-30 years old, 23% between 31-35 years old, and 23% between 36-40 years old. The age groups represent the investigated age groups within this research, as well as the company's targeted age segment (25-40 years old).

Figure 5 - Household situation



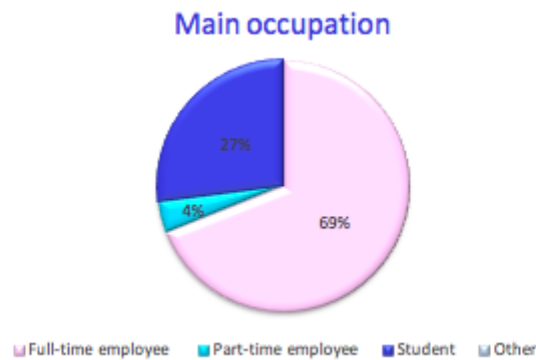
As shown in figure 5, 73% of the respondents answered that they are currently living in a household with two or more people, while 27% reported that they are living in a single household.

Figure 6 - Family situation



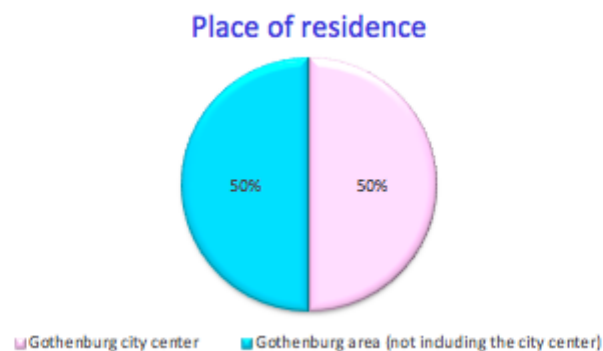
As shown in figure 6, 77% of the respondents replied that they have a partner, which was by far the largest selected category. Furthermore, 27% answered that they have children, 23% answered that they have pets, and only 12% answered that they did not have any of these.

Figure 7 - Main occupation



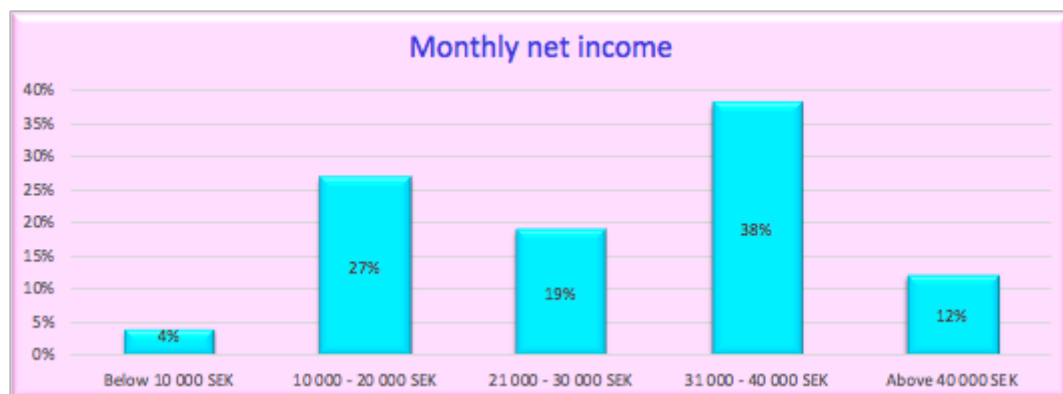
As shown in figure 7, a majority of the respondents, 69%, answered they are full-time employees, while only 4% reported that they are part-time employees. 27% of the respondents answered that they are students.

Figure 8 - Place of residence



50% of the respondents, as shown in figure 8, answered that they live in the Gothenburg city center, while 50% reported that they live in the Gothenburg area (not including the city center).

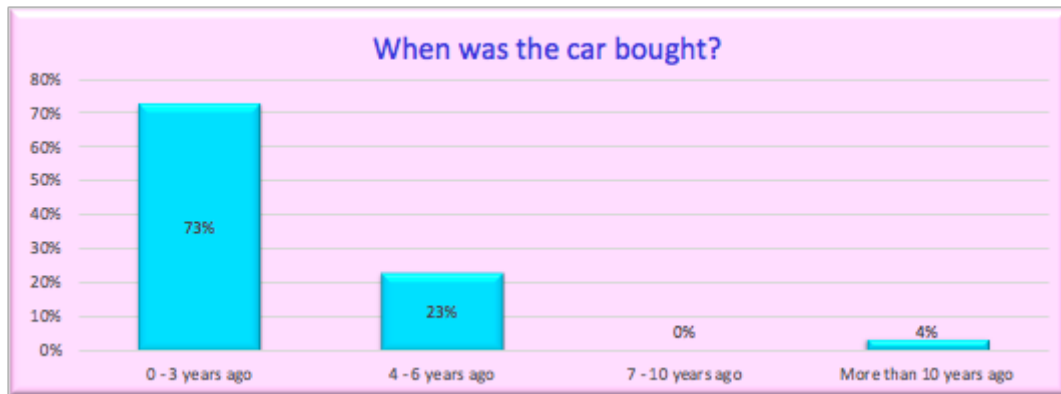
Graph 1 - Monthly net income



Regarding the question what the respondents' monthly net income (including CSN) are, 38% of the respondents responded that it was between 31.000-40.000 SEK, 27% answered it was between 10.000-20.000 SEK, and 19% reported it was between 21.000-30.000 SEK. 12% of

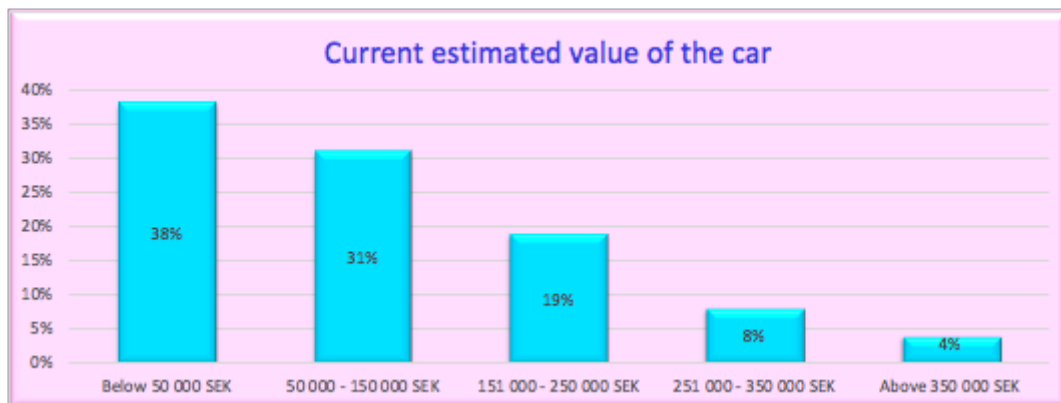
the respondents answered above 40.000 SEK, while only 4% had a monthly net income below 10.000 SEK (see graph 1).

*Graph 2 - When was the car bought?*



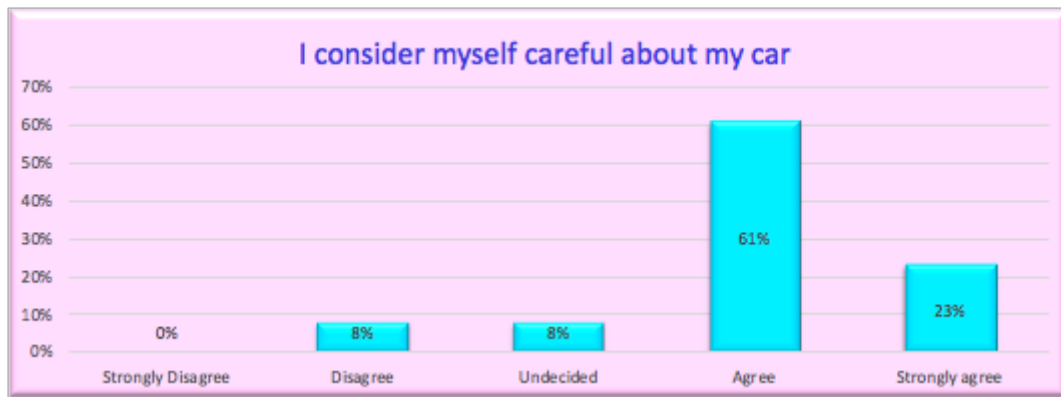
As shown in graph 2, 73% of the car owners answered that they bought their car 0-3 years ago, 23% answered that they bought their car 4-6 years ago, and only 4% said they bought it more than 10 years ago. None of the respondents answered that they bought their car 7-10 years ago.

*Graph 3 - Current estimated value of the car*



As depicted in graph 3, 38% of the respondents answered that the estimated value of their current car is below 50.000 SEK, 31% answered between 50.000-150.000 SEK, and 19% responded between 151.000-250.000 SEK. 8% answered that the estimated value of their current car is 251.000-350.000 SEK, and only 4% answered a value above 350.000 SEK. It was shown that the higher the value of the car, the fewer respondents (see graph 3).

*Graph 4 - I consider myself careful about my car*

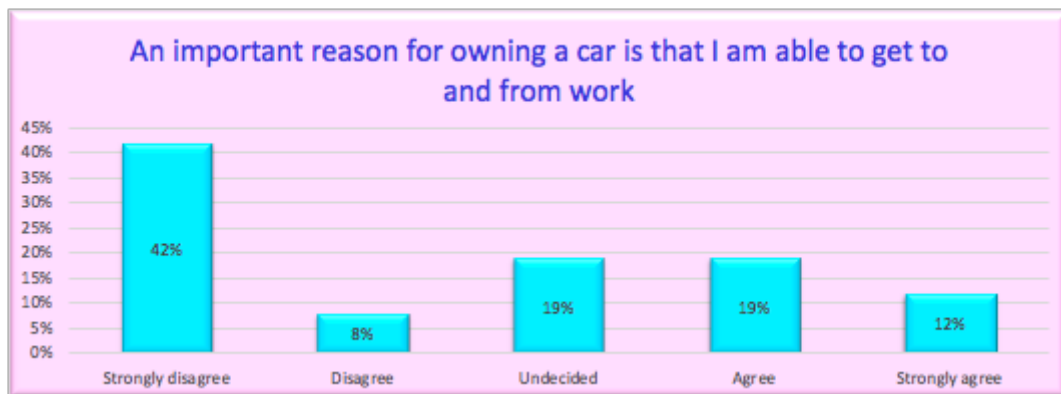


As shown in graph 4, a majority of the respondents (84%) agree or strongly agree that they consider themselves careful about their car. Of this percentage, 61% answered that they agree while 23% responded that they strongly agree. Of the remaining respondents, 8% answered that they disagree while 8% responded that they are undecided.

#### 4.2.1.2 Customer Jobs

##### 4.2.1.2.1 Use for Work

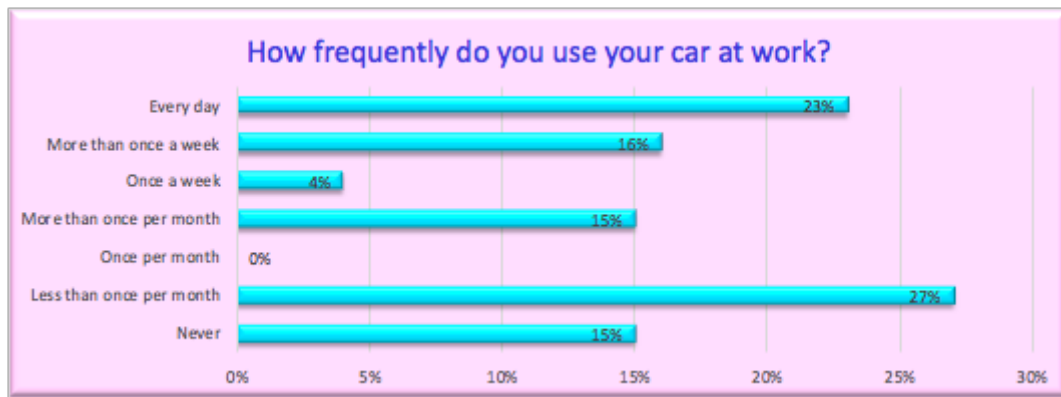
*Graph 5 - An important reason for owning a car is that I am able to get to and from work*



As shown in graph 5, a minority of the respondents, 31%, said that they agree (19%) or strongly agree (12%) that a major reason for owning a car is to get to and from work. 19% of the respondents were undecided, 42% strongly disagreed, and 8% disagreed.



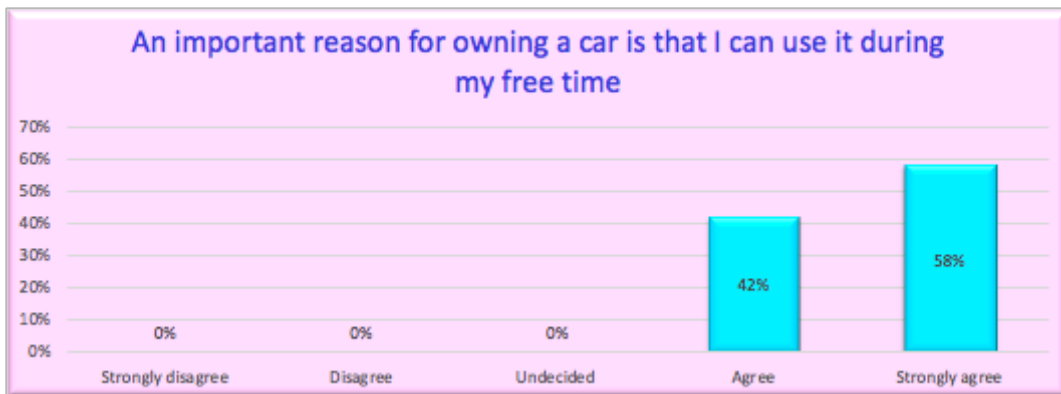
Graph 6 - How frequently do you use your car at work?



As depicted in graph 6, the largest part of the respondents, 27%, claimed that they use their car at work less than once per month, while 15% answered that they never use it at work. On the contrary, 23% of the respondents answered that they use their car at work every day, 16% more than once a week, 4% once a week, and 15% more than once per month.

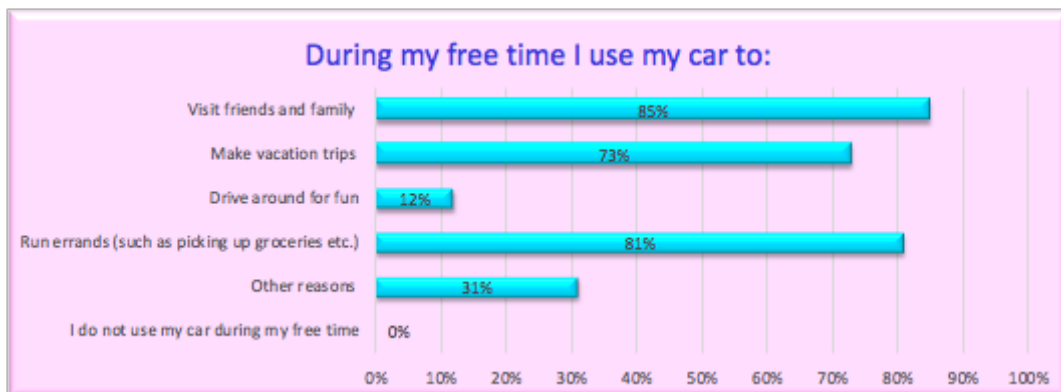
#### 4.2.1.2.2 Leisure Time

Graph 7 - An important reason for owning a car is that I can use it during my free time



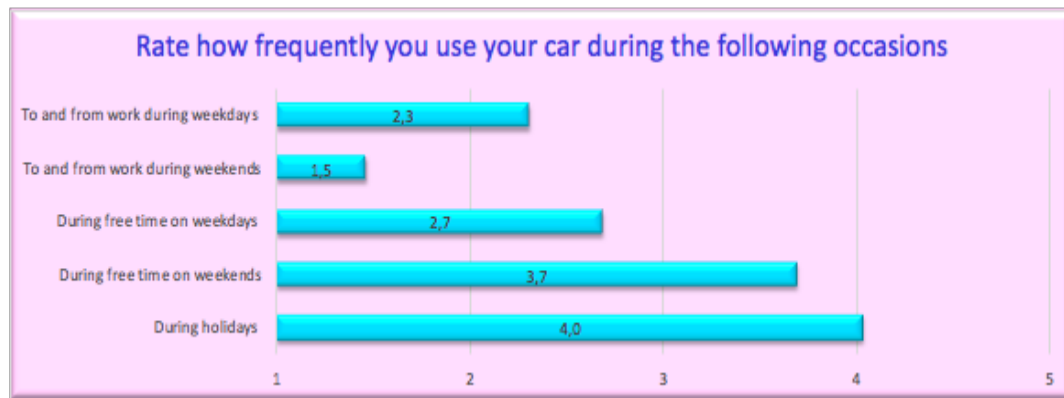
As shown in graph 7, all of the respondents agreed or strongly agreed that an important reason for owning a car is that they can use it during their free time. Of these, 58% strongly agreed while 42% agreed.

Graph 8 - During my free time I use my car to:



As shown in graph 8, a majority of the respondents used their car during their free time to visit friends and family (85%), to run errands (81%), as well as to make vacation trips (73%). 31% answered that they use it for other reasons during their free time, and 12% answered that they use it to drive around for fun. None of the respondents answered that they do not use the car during their free time.

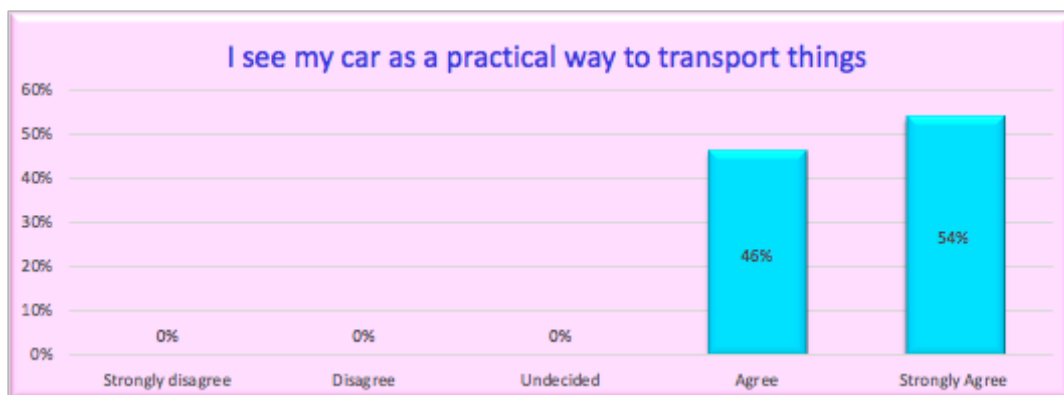
*Graph 9 - Rate how frequently you use your car during the following occasions*



The respondents further rated how frequently they use their car during five different occasions, where 1 was low frequency and 5 high frequency. Graph 9 depicts the average rating score for each occasion. During holidays scored 4.0 and during free time on weekends scored 3.7. During free time on weekdays scored 2.7, to and from work during weekdays scored 2.3, while to and from work during weekends scored 1.5. The average scores were thereby higher during occasions related to free time and holidays, and lower during occasions related to work.

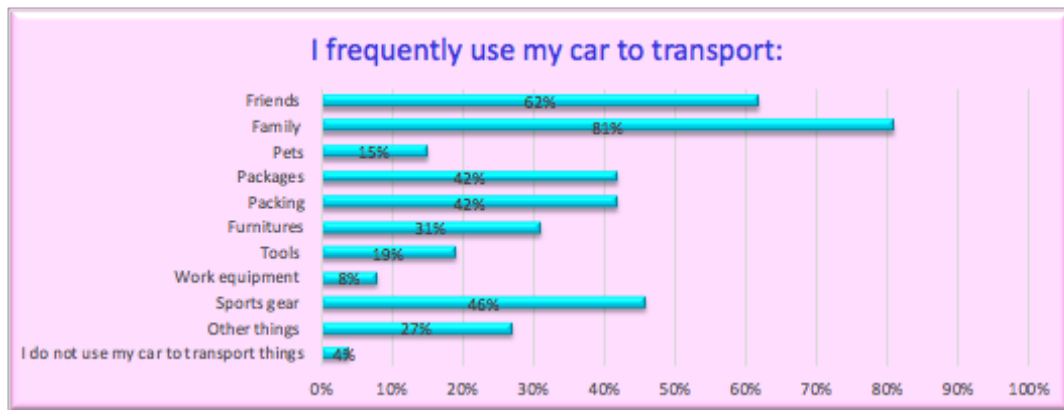
#### 4.2.1.2.3 Transport Things

*Graph 10 - I see my car as a practical way to transport things*



As shown in graph 10, all of the car owners said that they see their car as a practical way to transport things. 54% responded that they strongly agree with this, while 46% agree.

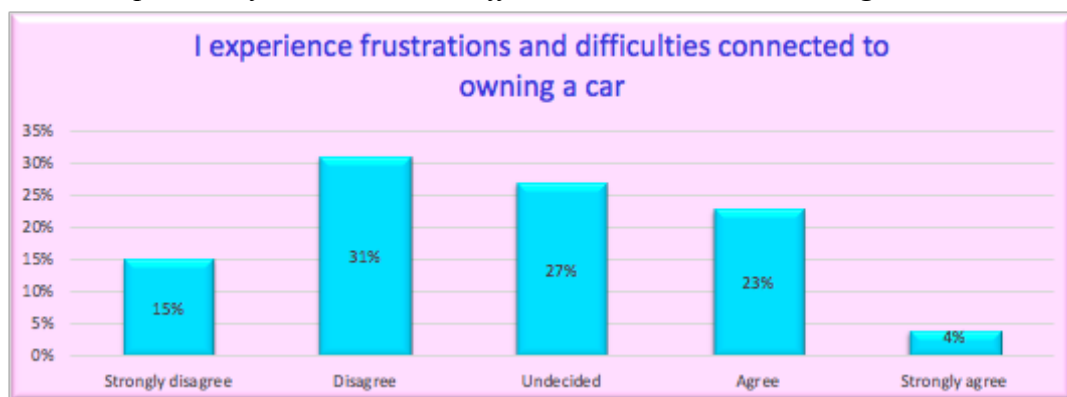
Graph 11 - I frequently use my car to transport:



When asked to fill in what they transport with their car, a majority responded, as depicted in graph 11, that they use it to transport family (81%), and friends (62%). After came sports gear (46%), packages (42%), and packing (42%). 31% answered that they frequently use their car to transport furniture, 19% responded that they use it to transport tools, 15% to transport pets, and 8% to transport work equipment. Only 4% said that they do not use the car to transport things.

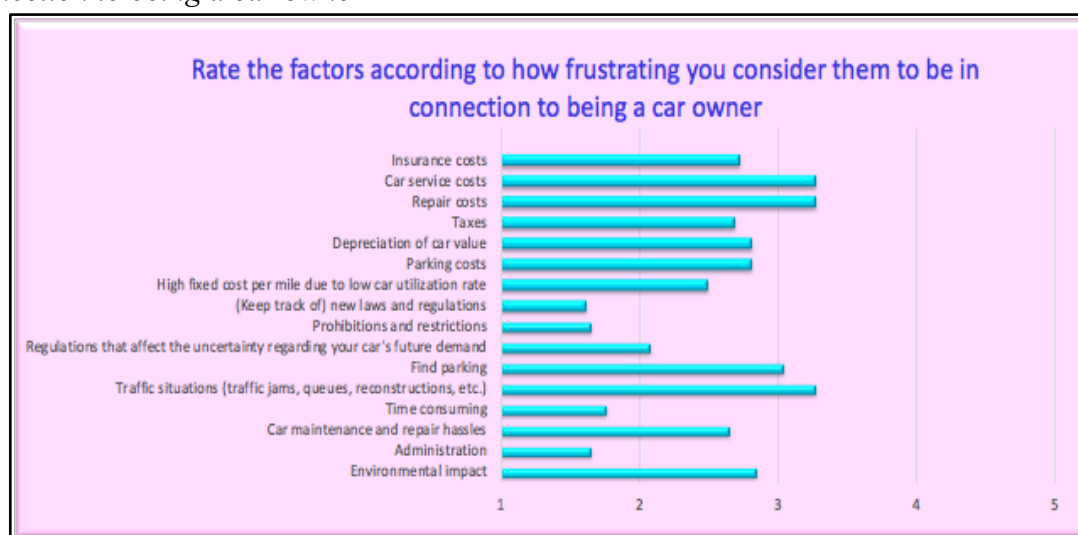
#### 4.2.1.3 Pains related to car ownership

Graph 12 - I experience frustrations and difficulties connected to owning a car



A general question about whether the respondents experience frustrations and difficulties connected to owning a car was asked. As shown in graph 12, 46% responded that they disagreed (31%) or strongly disagreed (15%), while 27% were undecided. On the contrary, 27% responded that they either agree (23%) or strongly agree (4%). Thus, a large spread of experiences was reported, however it was shown that a larger part disagrees or strongly disagrees compared to agree or strongly agree.

Graph 13 - Rate the factors according to how frustrating you consider them to be in connection to being a car owner



As depicted in graph 13, the respondents rated the factors from 1 to 5 based on how frustrating they consider them to be in association with their car ownership, where 1 is low frustration and 5 is high frustration. Graph 13 shows the average rating score for each factor.

#### 4.2.1.3.1 Costs

The costs that scored the highest frustration were car service costs and repair costs with an average score of 3.3 each. The second highest frustrations related to costs were depreciation of car value and parking costs, with an average score of 2.8 each. Insurance costs and taxes both scored 2.7, while high fixed cost per mile due to low car utilization rate scored 2.5.

#### 4.2.1.3.2 Hassles and Inconveniences

The hassle of regulations affecting the uncertainty of their car's future demand scored 2.1, while prohibitions and restrictions scored 1.7. Keeping track of new laws and regulations scored 1.6. Of the remaining factors related to hassles and inconveniences the average scores were traffic situations (score 3.3), find parking (score 3.0), environmental impact (2.8), car maintenance and repair (2.7), time consuming (score 1.8), and administration (1.7).

#### 4.2.1.4 Pains related to renting out their car

##### 4.2.1.4.1 Costs

Table 9 - Costs

Costs	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that my costs will increase if I rent out my car	15%	15%	42%	23%	4%

As shown in table 9, only 4% strongly agreed that they are concerned that their costs will increase if they rent out their car, while 23% answered that they agree. 15% responded that they strongly disagree, and 15% percentage answered that they agree. 42% of the respondents answered that they were undecided.

#### 4.2.1.4.2 Hassles and Inconveniences

*Table 10 - Hassles and Inconveniences*

Hassels and Inconveniences	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that renting out my car will imply too much administrative work	8%	8%	19%	58%	8%
I am concerned that renting out my car will be time consuming	0%	15%	12%	65%	8%
I am concerned that renting out my car will require too much effort	0%	15%	12%	58%	15%
I am concerned that I will get into troublesome situations if I rent out my car	0%	8%	35%	38%	19%
I am concerned that renting out my car will imply parking related problems	0%	27%	31%	35%	8%
I am concerned that renting out my car will not be practically feasible	0%	8%	27%	35%	31%

When it comes to concerns related to hassles and inconveniences, the percentage that strongly agreed or agreed with the statements was higher. As depicted in table 10, 66% answered that they agree (58%) or strongly agree (8%) that they are concerned that renting out their car will imply too much administrative work. 73% agreed (65%) or strongly agreed (8%) that they are both concerned that renting out their car will be time consuming. Also 73% agreed (58%) or strongly agreed (15%) that they are concerned that renting out their car will require too much effort. Furthermore, 57% agreed (38%) or strongly agreed (19%) that they are concerned that they will get into troublesome situations if they rent out their car. 42% reported that they are concerned that renting out their car will imply parking related problems (35% agreed while 8% strongly agreed). 65% of the respondents agreed or strongly agreed that they are concerned that renting out their car will not be practically feasible (35% agreed while 31% strongly agreed).

In regard to all of the mentioned hassles and inconveniences, a larger proportion answered that they agree in comparison to strongly agree in all of the statements. None of the respondents answered that they strongly disagree with any of the statements with the exception that 8% strongly disagreed that they are concerned that renting out their car will imply too much administrative work.

#### 4.2.1.4.3 Cautious about the car

*Table 11 - Cautious about the car*

Cautious about the car	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that others will not be as careful about my car as I am	0%	8%	8%	19%	65%
I am concerned that my car will be rented out to unreliable individuals	0%	8%	8%	31%	54%

In regard to the statements related to car owners being careful about their car, as depicted in table 11, 84% agreed (19%) or strongly agreed (65%), that they are concerned that others will not be as careful about their car as they are. Also, a high portion of the respondents, 85%, agreed (31%) or strongly agreed (54%) that they are concerned that their car will be rented out to unreliable individuals. Thereby a larger proportion strongly agreed compared to agreed with the statements. None of the respondents strongly disagreed with any of the statements, however, 8% disagreed, and 8% were undecided.

#### 4.2.1.4.4 Issues with Security and Trust

*Table 12 - Issues with security and trust*

Issues with Security and Trust	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that my car will be rented out to bad drivers	0%	8%	8%	31%	54%
I am concerned that my car will be damaged if I rent out my car	0%	4%	4%	38%	54%

As shown in table 12, the largest portion of the respondents answered that they agree or strongly agree with the statements related to security and trust. 85% of the respondents agreed (31%) or strongly agreed (54%) that they are concerned that their car will be rented out to bad drivers. 92% agreed (38%) or strongly agreed (54%) that they are concerned that their car will be damaged if they rent out their car. In regard to these statements, a larger proportion answered that they strongly agree compared to simply agree. None of the respondents strongly disagreed with either statements. 8% disagreed and 8% were undecided in regard to concern that the car will be rented out to bad drivers. 4% disagreed and the same percentage of respondents were undecided about being concerned that their car will be damaged if they rent out their car.

#### 4.2.1.4.5 Limited Accessibility

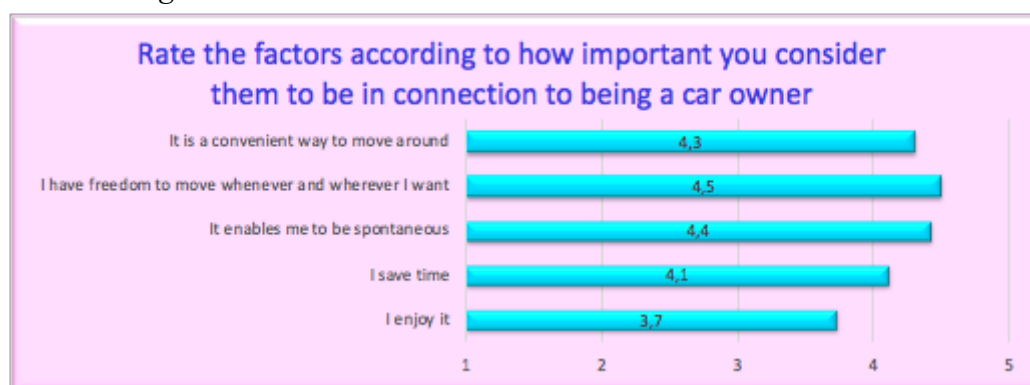
*Table 13 - Limited Accessibility*

Limited Accessibility	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that if I rent out my car I will not have access to it when I need it	0%	12%	15%	31%	42%

As depicted in table 13, 73% reported that they agree (31%) or strongly agree (42%) with the statement that they are concerned that they will not have access to their own car if they rent it out. None of the respondents answered that they strongly disagree, while 12% disagreed, and 15% were undecided.

#### 4.2.1.5 Gains related to their car ownership

*Graph 14 - Rate the factors according to how important you consider them to be in connection to being a car owner*



The respondents rated statements related to the themes of gains connected to their car ownership (convenience, freedom, saving time, and enjoyment) from 1 to 5 according to how important they consider them to be.

The most important statement related to car ownership was shown to be freedom to move whenever and wherever they want, with an average score of 4.5, as depicted in graph 14. The second most important statement, with an average score of 4.4, was that car ownership enables the car owners to be spontaneous. Both of these statements were related to the theme freedom, which indicates that this theme was the most important one. The statement regarding car ownership as a convenient way to move around, which was related to the theme convenience, scored 4.3. Thereafter followed the statement related to saving time (score 4.1), and lastly the statement in relation to enjoying it (score 3.7). It was reported that all factors scored high in importance, as four out of five statements scored above 4. In regard to the themes, freedom was shown as the most important one, convenience the second most important, save time the third most important, and enjoyment was shown as the fourth and least important one.

#### 4.2.1.6 Gains related to renting out their car

The respondents rated statements related to the themes of gains connected to renting out their car (convenience, freedom, economic compensation, trust and reliability, and helping others) according to how well they agreed with them.

##### 4.2.1.6.1 Convenience

*Table 14 - Convenience*

Convenience	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
It is important to me that it is smooth and convenient to rent out my car	4%	0%	4%	27%	65%

In regard to convenience, 92% agreed (27%) or strongly agreed (65%) that it is important that it is smooth and convenient to rent out their car, as shown in table 14. Only 4% strongly disagreed while 4% were undecided.

##### 4.2.1.6.2 Freedom

*Table 15 - Freedom*

Freedom	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
It is important that I can decide when other individuals can rent my car	0%	0%	4%	19%	77%

In regard to freedom, 96% agreed (19%) or strongly agreed (77%) that it is important that they can decide when other individuals can rent their car, as shown in table 15. 4% reported that they are undecided.

##### 4.2.1.6.3 Economic Compensation

*Table 16 - Economic compensation*

Economic Compensation	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
Economic compensation is a major contributing factor as to why I would rent out my car	0%	8%	15%	27%	50%
The more expensive car I own, the more I want to get in financial compensation when I rent out my car	0%	0%	12%	38%	50%
If my car would have a lower financial value, I would be more inclined to rent out my car	0%	8%	23%	35%	35%
I expect to lower my fixed costs by renting out my car	0%	8%	27%	46%	19%
The possibility that I would rent out my car would increase if I could set the price myself	4%	19%	31%	31%	15%



In regard to economic compensation, 77% reported that they agree (27%) or strongly agree (50%) that economic compensation is a major contributing factor as to why they would rent out their car, as depicted in table 16. 15% reported that they are undecided while 8% responded that they disagree. 88% answered that they agree (38%) or strongly agree (50%) that the more expensive car they own, the more they want to get in financial compensation. The remaining part, 12%, reported that they are undecided. 70% answered that they agree (35%) or strongly agree (35%) that if their car would have a lower financial value they would be more inclined to rent out their car. 8% responded that they disagree with this, while 22% were undecided. Moreover, 65% reported that they agree (46%) or strongly agree (19%) that they expect to lower their fixed costs by renting out their car, 27% answered that they are undecided, and 8% that they disagree. Finally, only 46% reported that they agree (31%) or strongly agree (15%) that the possibility that they would rent out their car would increase if they could set the price themselves. 31% reported that they are undecided, while 19% answered that they disagree and 4% strongly disagree.

#### 4.2.1.6.4 Helping Others

*Table 17 - Helping others*

Helping Others	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
Being able to help others is a major contributing factor as to why I would rent out my car	19%	12%	42%	19%	8%

As shown in table 17, only 27% reported that they agree (19%) or strongly agree (8%) that being able to help others is a major contributing factor as to why they would want to rent out their car. Of the respondents, 19% strongly disagreed, 12% disagreed, and 42% were undecided. Therefore, this statement was not an important reason for why the car owners would want to rent out their car.

#### 4.2.1.6.5 Trust and Reliability

*Table 18 - Trust and Reliability*

Trust and Reliability	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
For me it is important to know in advance who will be renting my car	0%	4%	15%	46%	35%
For me it is important that I am able to meet the person who will rent my car face-to-face	0%	19%	35%	27%	19%
For me it is important that I am able to decide who I choose to rent out my car to	0%	4%	27%	38%	31%
Recommendations and reviews of car renters would make me more inclined to rent out my car	4%	0%	8%	31%	58%
For me it is important to know in advance when my car will be rented out	0%	0%	15%	27%	58%

In regard to the theme trust and reliability, 81% responded that they agree (46%) or strongly agree (35%) that it is important for them to know in advance who will be renting their car, as depicted in table 18. 15% reported that they are undecided while 4% answered that they disagree. Even so, 46% reported that they agree (27%) or strongly agree (19%) that it is important to meet the car renter face-to-face, 35% answered that they are undecided and 19% that they disagree. In addition, 69% reported that they agree (38%) or strongly agree (31%) that it is important for them to be able to decide who they rent out their car to. Only 4% answered that they disagree and the remaining part, 27%, that they are undecided. A large proportion of the respondents, 89%, reported that they agree (31%) or strongly agree (58%) that recommendations and reviews of the car renters would make them more inclined to rent out their car. Only 4% strongly disagreed, while 8% were undecided. Finally, 85% answered



that they agree (27%) or strongly agree (58%) that it is important for them to know in advance when their car will be rented out. The remaining, 15%, reported that they are undecided.

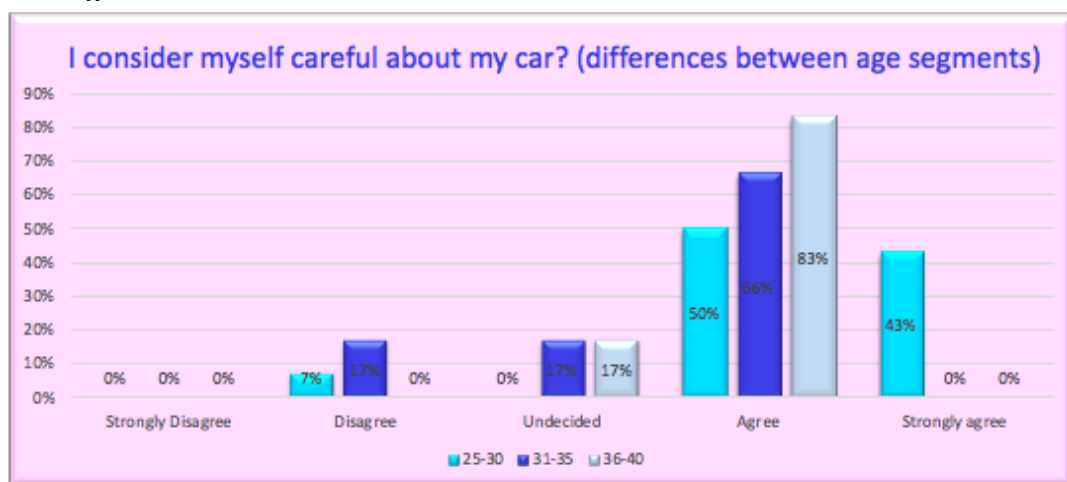
#### 4.2.1.7 Comparison between different groups of car owners

##### 4.2.1.7.1 Differences between age groups

The researchers decided to investigate whether the answers differed between the three different age groups (25-30, 31-35, 36-40 years old). This was considered appropriate since the age groups generally represent different stages of life, and thereby could have different customer jobs, pains and gains beneficial for the company to be aware of. The researchers decided to look at factors that they consider as important.

##### 4.2.1.7.1.1 Differences in Cautiousness

Graph 15 - Differences in cautiousness



Regarding carefulness about their car, 93% of the respondents in the segment 25-30 reported that they agree (50%) or strongly agree (43%) that they consider themselves careful about their car (see graph 15). 66% of the respondents in the age segment 31-35 answered that they agree and none of them that they strongly agree. 83% of the oldest segment, 36-40, reported that they agree while none of them strongly agree. Based on this, it is shown that the respondents in the youngest segment consider themselves most careful about their car, the age segment 31-35 second most careful, and the age segment 36-40 least careful.

##### 4.2.1.7.1.2 Differences in frustrations and difficulties with car ownership

Table 19 - Top 3 frustrations related to car ownership according to different age segments

Top 3 frustrations related to car ownership according to different age segments			
Ranking/Age	25-30	31-35	36-40
1	Car service costs	Car service costs	Repair costs
2	Repair costs	Repair costs	Car service costs
3	Traffic situations	Traffic situations	Parking costs & Find parking

The researchers decided to rank the top three frustrations related to car ownership for each age segment, based on the average scores, as shown in table 19. Costs (car service and repair) were in the top for all three age segments, while traffic situations were ranked as number 3 for both the age segments 25-30 and 31-35. Parking costs as well as find parking were both ranked as number 3 for the oldest segment. As shown in the table, the top three list was the same for the age segments 25-30 and 31-35.

#### 4.2.1.7.1.3 Differences in concerns in relation to renting out their car

Table 20 - Top 3 concerns in relation to renting out cars according to different age segments

Top 3 concerns in relation to renting out cars according to different age segments			
Ranking/Age	25-30	31-35	36-40
1	<ul style="list-style-type: none"> <li>Others will not be as careful about my car as I am</li> <li>My car will be damaged if I rent out my</li> </ul>	<ul style="list-style-type: none"> <li>My car will be damaged if I rent out my car</li> </ul>	<ul style="list-style-type: none"> <li>Others will not be as careful about my car as I am</li> </ul>
2	<ul style="list-style-type: none"> <li>My car will be rented out to unreliable individuals</li> <li>My car will be rented out to bad drivers</li> </ul>	<ul style="list-style-type: none"> <li>Others will not be as careful about my car as I am</li> </ul>	<ul style="list-style-type: none"> <li>My car will be rented out to unreliable individuals</li> <li>My car will be rented out to bad drivers</li> <li>If I rent out my car I will not have access to it when I need it</li> </ul>
3	<ul style="list-style-type: none"> <li>If I rent out my car I will not have access to it when I need it</li> </ul>	<ul style="list-style-type: none"> <li>My car will be rented out to unreliable individuals</li> <li>My car will be rented out to bad drivers</li> <li>Renting out my car will not be practically feasible</li> </ul>	<ul style="list-style-type: none"> <li>My car will be damaged if I rent out my car</li> </ul>

As shown in table 20, the researchers ranked the top three concerns (for each age group) in association with them renting out their car to another individual through a P2P car sharing service. The ranking was based on the average score for each statement, and when the statements had the same average score they shared the place on the ranking list. It was shown that all three segments had statements related to the theme “cautious about their car” as their main concerns. Statements regarding the theme “trust and reliability” were also mentioned as top concerns for all age segments. Both the youngest segment (25-30) and the oldest segment (36-40) showed a high concern regarding limited access to their car if they were to rent it out. The age segment 31-35 further showed a major concern as to whether it would be practically feasible to rent out their car or not.

#### 4.2.1.7.1.4 Differences in important factors when renting out their car

Table 21 - Top 3 most important statements in relation to renting out cars according to different age segments

Top 3 most important statements in relation to renting out cars according to different age segments			
Ranking/Age	25-30	31-35	36-40
1	It is smooth and convenient to rent out my car	It is smooth and convenient to rent out my car	I can decide when other individuals can rent my car
2	I can decide when other individuals can rent my car	I can decide when other individuals can rent my car	Recommendations and reviews of car renters would make me more inclined to rent out my car
3	Economic compensation is a major contributing factor as to why I would rent out my car	To know in advance when my car will be rented out	For me it is important that I am able to decide who I choose to rent out my car to

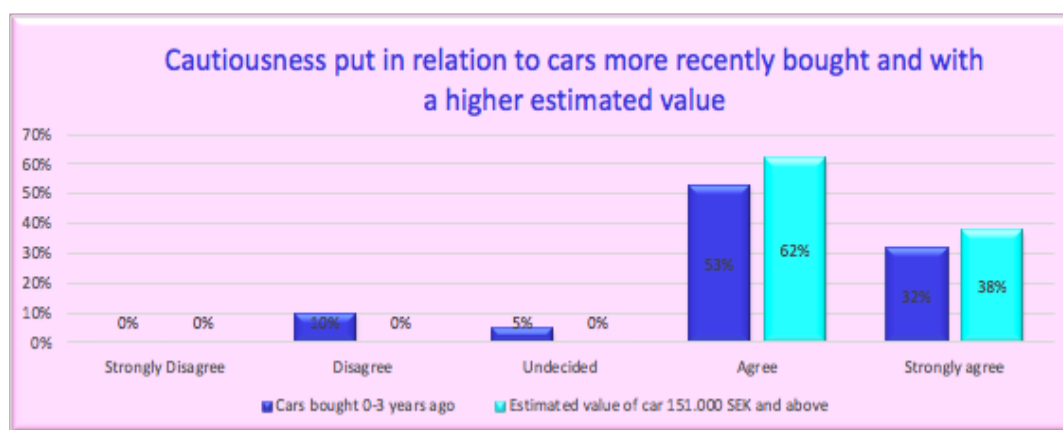
The researchers also ranked the statements where the respondents rated them based on how much they agreed or disagreed (see table 21). The statements were ranked according to a top three list for each age segment, based on how much they agreed or strongly agreed (where strongly agreed weighted heavier than agreed).

The top three lists for each age group exhibit both similarities and differences. The two younger segments (25-30 and 31-35) both had the statements “it is important to me that it is smooth and convenient to rent out my car” (theme: convenience) and “it is important that I can decide when other individuals can rent my car” (theme: freedom) ranked as number one and two. The age segment 25-30 had “economic compensation is a major contributing factor as to why I would rent out my car” (theme: economic compensation) ranked as number three while the age segment 31-35 had “it is important to know in advance when my car will be rented out” (theme: trust and reliability) ranked as their number three. The age segment 36-40 had “it is important that I can decide when other individuals can rent my car” (theme: freedom) ranked as number one. The second one was “recommendations and reviews of car renters would make me more inclined to rent out my car” while the third one was “for me it is important that I am able to decide who I choose to rent out my car to” (both related to the theme: trust and reliability).

#### 4.2.1.7.2 Comparison between cautiousness and what car they own

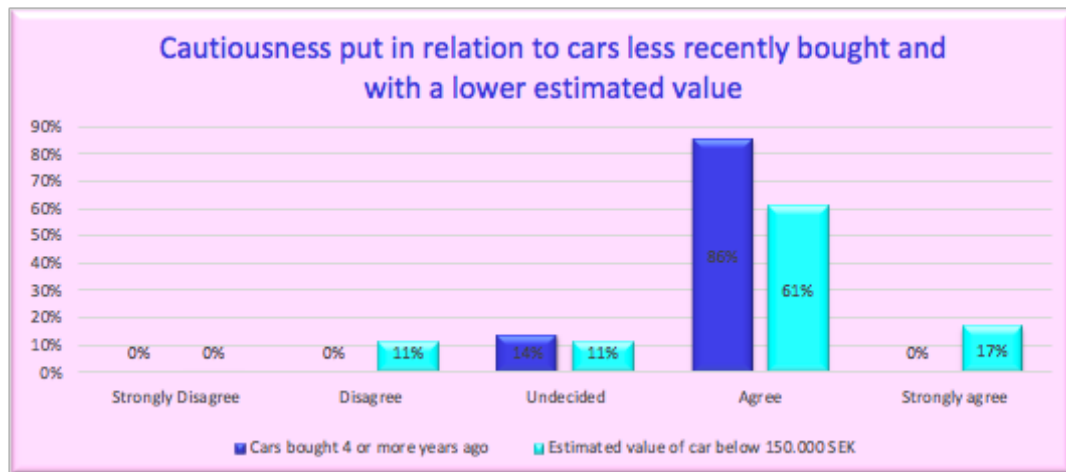
The researchers decided to investigate whether how careful the respondents considered themselves to be about their car differed based on when they bought their car and what the estimated value of the car was.

*Graph 16 - Cautiousness put in relation to cars more recently bought and with a higher estimated value*



As presented in graph 16, it was shown that the respondents that more recently bought their car (0-3 years ago) answered relatively similar as the respondents with a car with an estimated value of 151.000 SEK and above in regard how careful they consider themselves to be about their car. A majority of both groups responded that they agree or strongly agree that they consider themselves careful about their car.

Graph 17 - Cautiousness put in relation to cars less recently bought and with a lower estimated value



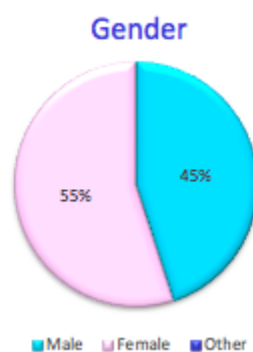
When investigating groups of respondents that did not buy their car as recently (4 years ago or more) and that had a car with an estimated value of 150.000 SEK or below, it was shown that also a large portion of these car owners considered themselves careful about their car, as shown in graph 17. Thus, in regard to how careful they consider themselves to be about their car, the group of respondents who bought their car more recently and who have a car with a higher estimated value exhibited similar cautiousness as the group of respondents who bought their car less recently and who have a car with a lower estimated value. In other words, the investigation did not show that car owners that bought their car more recently and that have a car with a higher estimated value considered themselves more careful about their car.

## 4.2.2 Car Renters

The following answers were collected from the respondents selecting the option; *I have a driver's license but I do not own a car*. This group of respondents thereby represents the segment car renters.

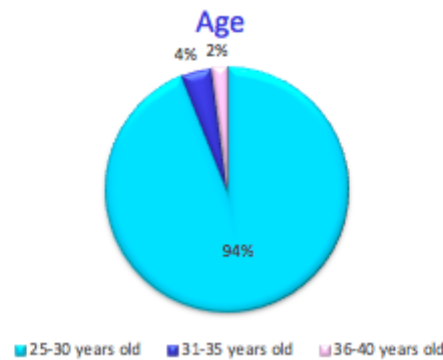
### 4.2.2.1 Descriptive background information about the car renters

Figure 9 - Gender



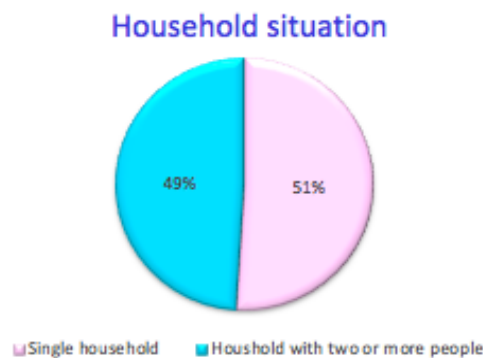
As presented in figure 9, 55% of the respondents answered that they are female, while 45% reported that they are male.

*Figure 10 - Age*



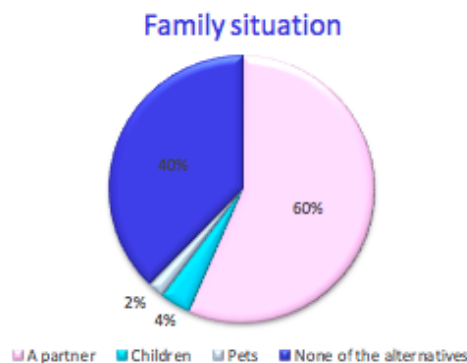
When asked about their age, 94% answered that they are between 25-30 years old, while only 4% responded that they are between 31-35 years old, and 2% between 36-40 years old (see figure 10). The age groups represent the investigated age groups within this research, as well as the company's targeted age segment (25-40 years old).

*Figure 11 - Household situation*



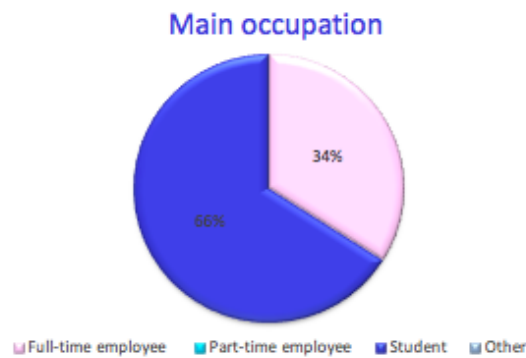
When asked about their household situation, 51% answered that they live in a single household while 49% responded that they live in a household with two or more people (see figure 11).

*Figure 12 - Family situation*



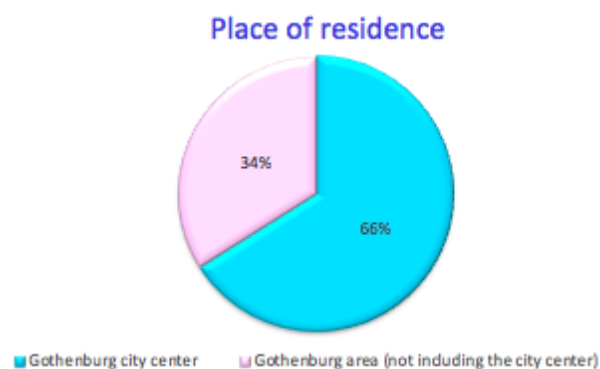
Regarding the respondents' family situation, 60% reported that they have a partner, 4% that they have children, and only 2% answered that they have pets. 40% answered that they have none of these (see figure 12).

Figure 13 - Main occupation



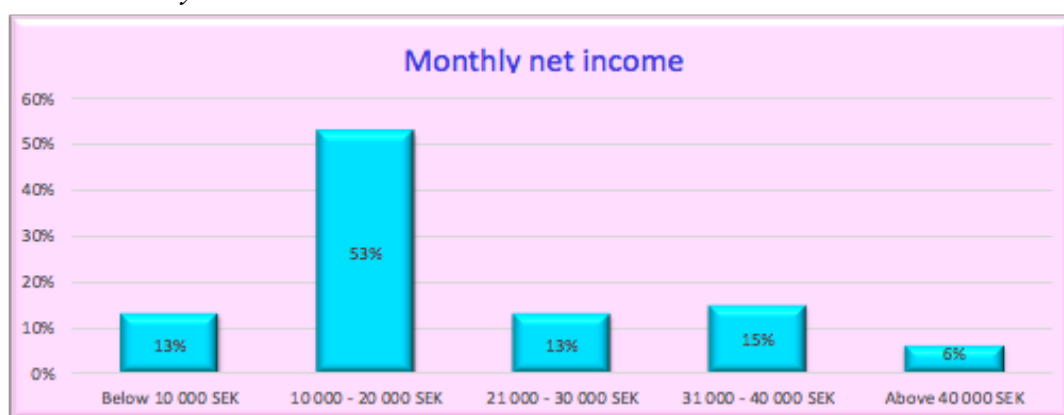
As depicted in figure 13, 66% of the respondents, reported that they are students while the remaining 34% that they are full-time employees.

Figure 14 - Place of residence



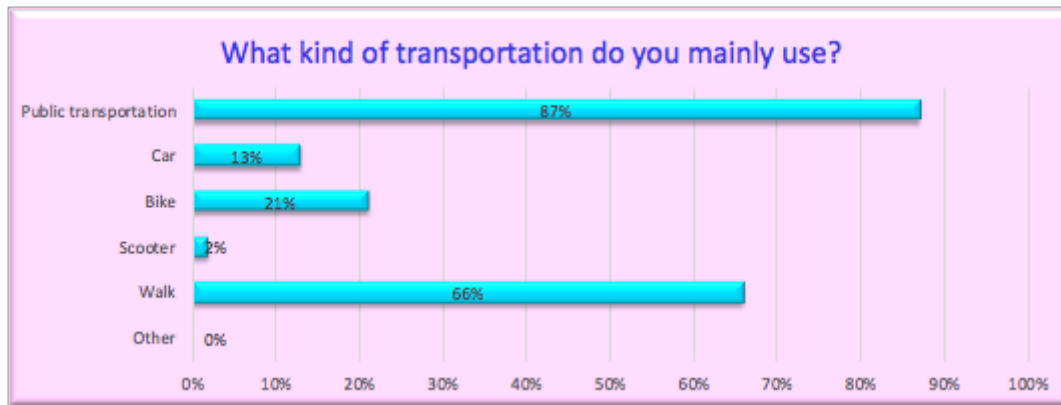
As shown in figure 14, 34% of the respondents answered they live in the Gothenburg city center, while 66% reported that they live in the Gothenburg area (not including the city center).

Graph 18 - Monthly net income



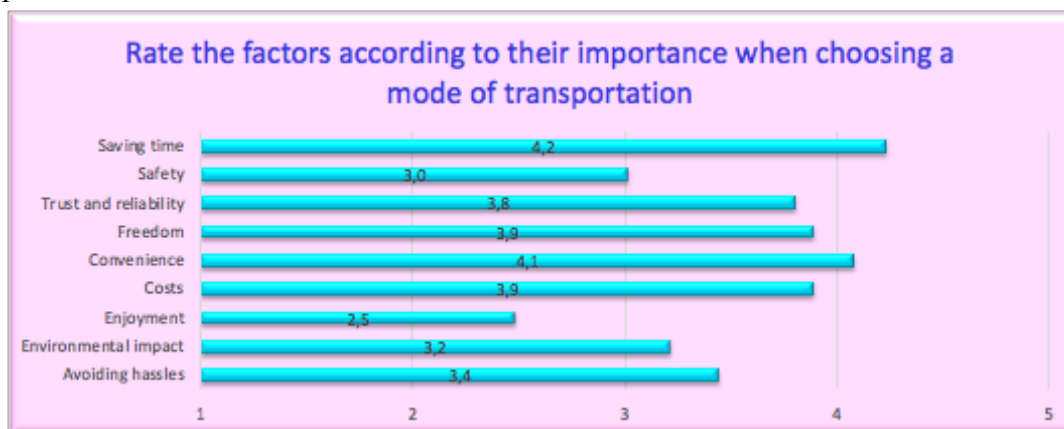
When asked about their monthly net income, a majority reported that they have a monthly net income between 10.000-20.000 SEK. 13% answered that they have a monthly net income below 10.000 SEK, 13% between 21.000-30.000 SEK, and 15% between 31.000-40.000 SEK. 6% reported that they have a monthly net income above 40.000 SEK (see graph 18).

*Graph 19 - What kind of transportation do you mainly use?*



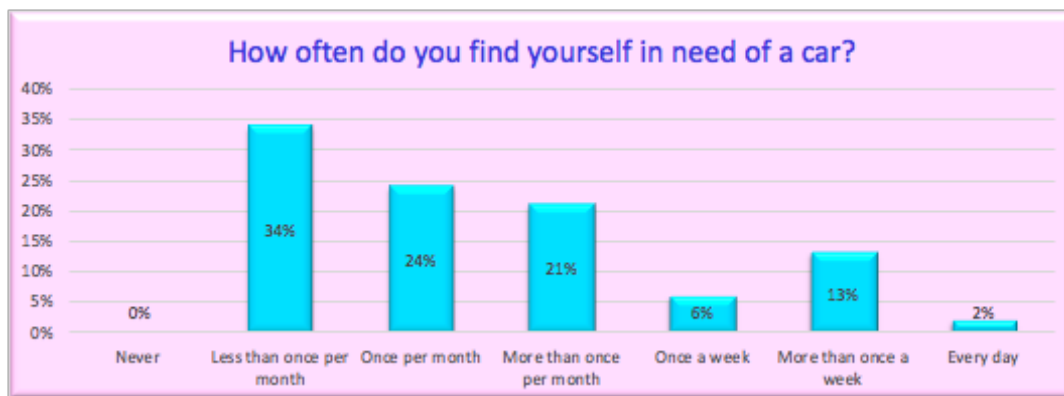
As depicted in graph 19, a large part of the respondents, 87%, answered that they use public transportation as one of their main mode of transportation. 66% answered that walking is one of their main modes of transportation, while 21% reported that one of their main mode of transportation is biking. 13% reported that car is one of their main mode of transportation, and 2% answered scooter. Worth mentioning is that the respondents were able to choose more than one option.

*Graph 20 - Rate the factors according to their importance when choosing a mode of transportation*



The respondents were also asked to rate different factors according to their importance when choosing their mode of transportation, where 1 was low importance and 5 was high importance (see graph 20). Saving time was the most important factor as its average score was 4.2. Convenience was the second most important one as its average score was 4.1. Freedom and costs both scored 3.9, while trust and reliability scored 3.8. The four factors with the lowest scores were avoiding hassles (score 3.4), environmental impact (score 3.2), safety (score 3.0), and enjoyment (score 2.5).

Graph 21 - How often do you find yourself in need of a car?



The respondents were asked how often they find themselves in need of a car, as shown in graph 21. Only 2% answered that they need it every day, 13% more than once a week, and 6% once a week. Moreover, 21% reported that they find themselves in need of a car more than once per month, and 24% once per month. The largest percentage, 34% answered that they need a car less than once per month. None of the respondents answered that they never find themselves in need of a car.

#### 4.2.2.2 Customer Jobs

Graph 22 - Need of transportation

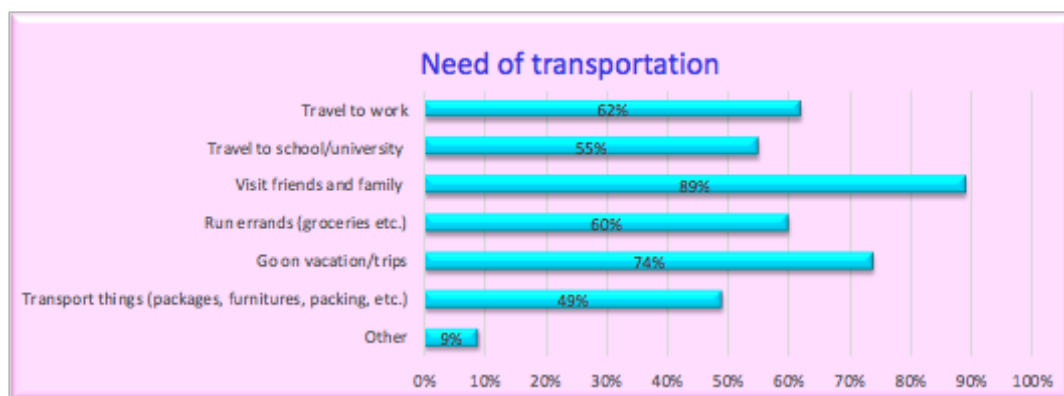


Table 22 - Need of car

Need of car	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Travel to work	64%	19%	6%	9%	2%
Travel to school/university	79%	11%	6%	4%	0%
Visit friends and family	30%	23%	17%	26%	4%
Run errands (groceries etc.)	40%	23%	13%	21%	2%
Go on vacation/trips	28%	17%	21%	23%	11%
Transport things (packages, furnitures, packing, etc.)	13%	6%	13%	45%	23%

##### 4.2.2.2.1 Travel to Work or University

As depicted in graph 22, 62% of the respondents answered that they need transportation in order to travel to work, and 55% reported that they need it in order to travel to school or university.



When asked to rate how well they agree with the statement whether they need a car to travel to work, a majority (64%) answered that they strongly disagree, while 15% responded that they disagree (see table 22). Only 2% reported that they strongly agree, and 9% that they agree. 6% answered that they are undecided. When asked to rate how well they agree that they need a car to travel to work or university, 79% answered they strongly disagree and 11% that they disagree. None of the respondents reported that they strongly agree, while only 4% answered that they agree. 6% were undecided. This indicates that a majority of the respondents needs transportation to travel to work or university. However, the indication is that they do not need a car in order to do so.

#### 4.2.2.2.2 Leisure Time

The respondents were also asked if they need transportation during two occasions related to their free time. 89% of the respondents answered that they need transportation in order to visit friends and family, and 74% reported that they need it to go on vacation and trips. (see graph 22)

When asked to rate how well they agree with the statement about whether they need a car during these two occasions (see table 22), only 4% answered that they strongly agree that they need a car to visit friends and family and 26% responded that they agree. A larger proportion reported that they strongly disagree (30%) or disagree (23%). 17% were undecided. Regarding whether they need a car to go on vacation or trips, 11% reported that they strongly agree and 23% that they agree. The largest percentage, 28%, reported that they strongly disagree. Furthermore, 17% answered that they disagree and 21% were undecided.

It was shown that a large part of the respondents needs transportation in order to visit friends and family, and that a relatively large part needs transportation in order to go on vacation and trips. Whether they need a car during these occasions differs among the respondents, however in both statements a larger part of the respondents strongly disagrees or disagrees in comparison to strongly agrees or agrees.

#### 4.2.2.2.3 Transport Things

According to graph 22, 60% of the respondents answered that they need transportation in order to run errands (groceries etc.), and 49% reported that they need transportation in order to transport things such as packages, furniture, and packing.

A large part of the respondents, 40%, answered that they strongly disagree that they need a car in order to run errands, and 23% that they disagree. Only 2% reported that they strongly agree that they need a car to run errands, and 21% that they agree. 13% were undecided. The ratings differed when it comes to whether they need a car to transport things. 45% answered that they agree with this statement, and 23% that they strongly agree. 13% responded that they strongly disagree and 6% that they disagree. 13% were undecided. (see table 22)

#### 4.2.2.3 Pains

The respondents were asked to rate statements associated with transportation in general as well as with renting a car. The statements were all based on car renters' pains identified through the qualitative interviews and were categorized into the discovered themes of pains (hassles and inconveniences, time limitations, safety and quality, and costs). In order to get an overview of how the respondents overall experience transportation, a general question about whether they experience frustrations and difficulties connected to transportation was used as an initial statement.

*Table 23 - Frustrations and Difficulties*

Frustrations and Difficulties	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I experience frustrations and difficulties connected to transportation	4%	26%	26%	34%	11%

As shown in table 23, 34% of the respondents answered that they agree and 11% that they strongly agree that they in general experience frustrations and difficulties connected to transportation. A smaller portion, 26%, responded that they disagree and 4% answered that they strongly disagree. 26% were undecided.

#### 4.2.2.3.1 Hassles and Inconveniences

*Table 24 - Hassles and Inconveniences*

Hassles and Inconveniences	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
It is uncomfortable to use public transportation	23%	40%	11%	17%	9%
It is difficult to travel longer distances with public transportation	13%	26%	9%	36%	17%
It is difficult or frustrating to plan my travels with public transportation	19%	36%	11%	32%	2%
It is difficult to travel with public transportation because of their bad schedules	15%	51%	21%	13%	0%
It is difficult to transport things with public transportation (such as packages, groceries etc.)	2%	6%	17%	43%	32%
A major reason for not owning a car is that it is difficult to access parking	19%	26%	15%	30%	11%
I would avoid a service that is difficult to quickly understand	2%	13%	28%	53%	4%
It is difficult to drive a car in the Gothenburg city center	15%	21%	15%	28%	21%
It is difficult to drive a car in the Gothenburg area (not including the city center)	26%	28%	23%	19%	4%
I am concerned that troublesome situations will occur while I rent a car	6%	28%	19%	43%	4%
I am more okay with hassle if I am compensated for it	4%	13%	30%	49%	4%
I find it frustrating to read through the terms and conditions before using a service	4%	13%	11%	47%	26%
I am concerned that things would not function if I were to rent a car	11%	43%	26%	19%	2%

Several statements related to hassles and inconveniences were used to test what the respondents perceive as hassles and inconveniences (see table 24). The statement with the highest percentage (32%) of "strongly agree" was that it is difficult to transport things with public transportation (such as packages, packing, groceries etc.). 43% responded that they agree with this, while 2% strongly disagreed and 6% disagreed. 17% were undecided.

74% of the respondents answered that they agree (47%) or strongly agree (32%) that they find it frustrating to read through the terms and conditions before using a service. 57% answered that they agree (53%) or strongly agree (4%) that they would avoid a service that is difficult to quickly understand. Moreover, 53% responded that they agree (36%) or strongly agree (17%) that it is difficult to travel longer distances with public transportation. Also, 53%

reported that they agree (49%) or strongly agree (4%) that they are more okay with hassles if they are compensated for it.

The statements where the options agree or strongly agree in total had a percentage between 40% and 50%, are; that a major reason for not owning a car is that it is difficult to access parking, that it is difficult to drive a car in Gothenburg city center, and that they are concerned that troublesome situations will occur while renting a car.

The statements with the lowest percentage of agree and strongly agree were; that it is difficult or frustrating to plan their travels with public transportation, that it is uncomfortable to use public transportation, that it is difficult to travel in the Gothenburg area (not including the city center), and that it is difficult to travel with public transportation because of their bad schedules.

#### 4.2.2.3.2 Time Limitations

*Table 25 - Time Limitations*

Time Limitations	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that I would feel time pressure while renting a car	11%	30%	21%	30%	9%
I find it annoying to have to wait for things	0%	13%	19%	53%	15%
Travel with public transportation takes too much time	15%	32%	21%	23%	9%

The respondents further rated statements related to time according to how much they agree with them. As depicted in table 25, 39% of the respondents said they agree (30%) or strongly agree (9%) that they are concerned that they would feel time pressure while renting a car, while 41% reported that they disagree (30%) or strongly disagree (11%). 21% reported that they are undecided. A larger proportion of the respondents, 68%, answered that they agree (53%) or strongly agree (15%) that they find it annoying to have to wait for things. None of them answered that they strongly disagree with this statement, while 13% reported that they disagree. 19% were undecided. 32% of the respondents answered that they agree (23%) or strongly agree (9%) that travelling with public transportation takes too much time. A larger number, 47%, answered that they disagree (32%) or strongly disagree (15%) with this statement. 21% were undecided.

#### 4.2.2.3.3 Safety and Quality

*Table 26 - Safety and Quality*

Safety and Quality	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am concerned that the car I rent will not meet with my safety requirements	38%	47%	9%	6%	0%
I am concerned that the quality of the car I rent will be poor	30%	51%	9%	11%	0%
I do not like to drive old cars	26%	34%	15%	19%	6%
Before renting a car I want to know in what condition the car is in	4%	15%	13%	47%	21%
I am afraid that I will not be fully insured if something happens while I rent a car	4%	11%	19%	49%	17%

In three of the five statements related to safety and quality, a majority of the respondents answered that they disagree or strongly disagree (see table 26). 85% either answered that they disagree (47%) or strongly disagree (38%) that they are concerned that the car will not meet with their safety requirements. Only 6% responded that they agree, and none strongly agreed.

81% reported that they disagree (51%) or strongly disagree (30%) that they are concerned that the quality of the car they rent will be poor. Only 11% responded that they agree, and none strongly agreed. 80% answered that they disagree (34%) or strongly disagree (26%) that they do not like to drive old cars. 19% responded that they agree and 6% strongly agree.

The remaining statements showed a higher rate of respondents that either agreed or strongly agreed. 68% responded that they agree (47%) or strongly agree (21%) that before they rent a car they want to know in what condition the car is in. Only 4% strongly disagreed and 15% disagreed. Also, 69% reported that they agree (49%) or strongly agree (17%) that they are afraid that they will not be fully insured if something happens while they rent a car. 4% answered that they strongly disagree and 11% disagree.

#### 4.2.2.3.4 Costs

*Table 27 - Costs*

Costs	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
A major reason for not owning a car is that it is too expensive	2%	2%	4%	40%	51%
I am hesitant to rent a car because there might be hidden costs	2%	34%	23%	23%	17%
My need for a car is so small that it is not economically justifiable to own one	4%	4%	2%	21%	68%
I see it as more economically justifiable to rent a car compared to owning one	0%	21%	13%	36%	30%
I am concerned that parking will be expensive if I rent a car	13%	17%	30%	28%	13%

Regarding costs, a majority (91%) either agreed (40%) or strongly agreed (51%) that a major reason for not owning a car is that it is too expensive (see table 27). This corresponds with that 89% either agreed (21%) or strongly agreed (68%) that their need for a car is so small that it is not economically justifiable to own one. Furthermore, 66% of the respondents answered that they agree (36%) or strongly agree (30%) that it is more economically justifiable to rent a car compared to owning one. More related to renting a car, 40% reported that they agree (23%) or strongly agree (17%) that they are hesitant to rent a car because there might be hidden costs. 42% responded that they agree (28%) or strongly agree (13%) that they are concerned that parking will be expensive if they rent a car.

#### 4.2.2.4 Gains

The respondents were asked to rate statements associated with transportation in general as well as with renting a car according to how important they consider them to be. The statements were all based on car renters' gains found through the qualitative interviews and were categorized into the identified themes of gains (saving time, trust and reliability, accessibility, freedom and flexibility, adaptability, simple and convenient, pleasure, and environmental impact).

##### 4.2.2.4.1 Saving Time

*Table 28 - Saving Time*

Saving time	1	2	3	4	5
I am able to get to where I want quickly	0%	4%	11%	40%	45%
I am able to get ahold of a car quickly	0%	4%	17%	45%	34%

In regard to both statements related to saving time, a large part of the respondents rated the

statements either as a 4 or 5 in importance (see table 28), which can be considered as high in importance.

#### 4.2.2.4.2 Trust and Reliability

*Table 29 - Trust and Reliability*

Trust and Reliability	1	2	3	4	5
I can get help and support from the company whenever I need it	0%	4%	17%	38%	40%
It is clearly outlined what will happen if something goes wrong while I rent a car	0%	9%	9%	23%	60%
I perceive the company behind the service to be reliable and trustworthy	2%	4%	15%	21%	57%
I know what the insurance covers	0%	11%	9%	30%	51%

Also, a large percentage of the respondents rated the statements regarding trust and reliability as a score of 4 or 5 (see table 29). As shown from the table, only a minor percentage of the respondents answered 1 or 2.

#### 4.2.2.4.3 Accessibility

*Table 30 - Accessibility*

Accessibility	1	2	3	4	5
I am able to get access to cars close to my location	0%	4%	11%	38%	47%
It is simple and convenient to access a car	0%	2%	13%	32%	53%

As shown in table 30, accessibility was also rated as high in importance since a majority of the respondents rated both statements as a score 4 or 5.

#### 4.2.2.4.4 Freedom and Flexibility

*Table 31 - Freedom and Flexibility*

Freedom and Flexibility	1	2	3	4	5
It is possible to leave the car at any place I want	2%	17%	28%	28%	26%
It is possible to shorten or extend the time period that I rent a car	0%	6%	34%	45%	15%
I am not burdened with the responsibilities of car ownership	0%	13%	17%	26%	45%

More than 50% of the respondents rated all three statements related to the theme freedom and flexibility as a score 4 or 5 (see table 31), which indicates that the respondents also considered this theme as important.

#### 4.2.2.4.5 Adaptability

*Table 32 - Adaptability*

Adaptability	1	2	3	4	5
There are different car options to choose from	6%	32%	26%	28%	9%
There are descriptions of what objects the car includes (such as AC, GPS, sound speaker, pet carrier)	4%	23%	28%	32%	13%
It is possible to choose what objects are included in the car	4%	38%	32%	15%	11%
It is possible to choose between different price options	0%	2%	21%	51%	26%

Regarding statements related to the theme adaptability, the percentage of respondents that rated a score of 4 or 5 only reached above 50% in one of the four statements, which was that is possible to choose between different price options (see table 32). This can therefore be considered as the most important statement in regard to this theme since 51% rated a 4 and 26% rated a 5.

#### 4.2.2.4.6 Simple and Convenient

*Table 33 - Simple and Convenient*

Simple and Convenient	1	2	3	4	5
the customer-company interaction is minimized	2%	19%	53%	15%	11%
the service is completely digital	9%	11%	34%	21%	26%
there is no interaction with the owner of the car	4%	26%	34%	19%	17%
the service is easy to use	0%	2%	9%	36%	53%

Only one of four statements related to the theme simple and convenient had a percentage higher than 50% of scores 4 and 5 (see table 33). This statement was that the service is easy to use, with 36% rating a score of 4 and 53% a score of 5.

#### 4.2.2.4.7 Pleasure

*Table 34 - Pleasure*

Pleasure	1	2	3	4	5
The service experience is fun	13%	36%	32%	15%	4%

A minority, 19%, of the respondents rated the statement related to pleasure as a score 4 or 5 in importance, as depicted in table 34.

#### 4.2.2.4.8 Environmental Impact

*Table 35 - Environmental Impact*

Environmental Impact	1	2	3	4	5
The service is environmentally friendly	4%	15%	32%	23%	26%

Just below half of the respondents, 49%, rated the statement related to environmental impact as either a score of 4 or 5 in importance (see table 35).

Moreover, when asked to rate environmental impact (see graph 20) according to their importance when choosing a mode of transportation, where 1 was low importance and 5 was high importance, the average score was 3.2. Thereby, the aim to make an environmental impact in their choice of transportation was not shown to be of high importance when looking at the average score of the ratings. However, when looking at how the ratings were portioned out over the different scores, a majority, 74%, rated environmental impact an importance between 3-5. Of these, 40% of the respondents rated environmental impact either as a score 5 (15%) or a score 4 (26%), and 34% rated a score 3. 17% of the respondents rated environmental impact as a score 2, and 9% a score 1.

#### 4.2.2.5 Comparison between different groups of car renters

##### 4.2.2.5.1 Differences between age groups

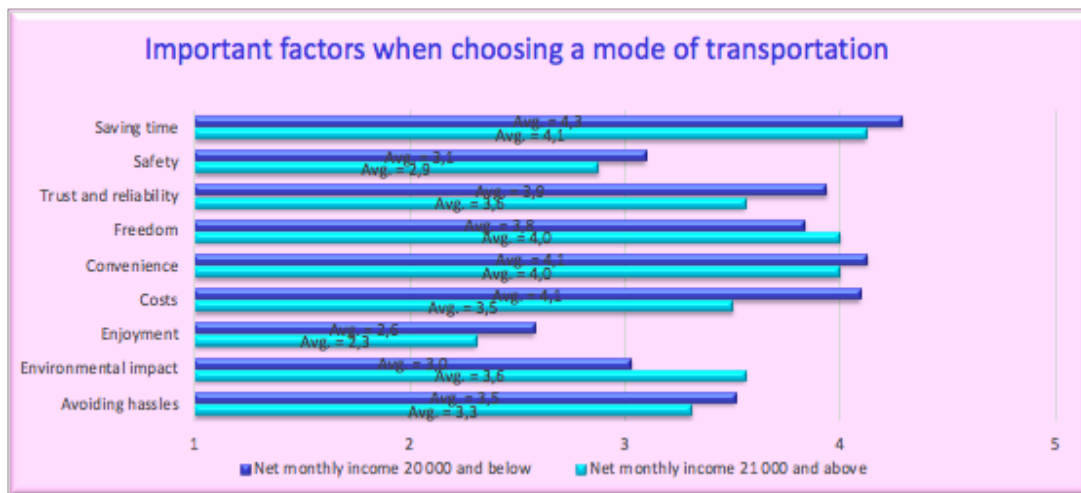
The researchers concluded that it was not appropriate to compare the age segments, since 94% of the respondents of car renters were between 25-30 years old. The reason for this could be that older people, in general, more often tend to own a car. Also, since the researchers were using a convenience sampling method in this research and their networks consist mainly of people below 30 years old this could have had an effect on the results. The

researchers thereby concluded that it was not relevant to make a deep comparison between age segments regarding car renters.

#### 4.2.2.5.2 Differences between monthly net income

The researchers decided that it could be interesting to investigate whether the answers of the car renters differed between respondents in the lower span of monthly net income (20.000 SEK or below) and the respondents in the higher span of monthly net income (21.000 SEK or above). Important to acknowledge is that 100% of the car renters that responded that they have a net monthly income of 21.000 SEK and above were full-time employees and 100% of the respondents with a net income of 20.000 and below were students. It is thereby shown that this filter of net monthly income corresponds with who of the respondents are students or full-time employees.

*Graph 23 - Important factors when choosing a mode of transportation*



When looking at the average score (of importance) of each factor, it was shown that the group of respondents with a lower income ranked most of the factors higher in importance compared to the group with a higher income, as depicted in graph 23. The exceptions were the factors environmental impact and freedom, which the group of respondents with a higher income ranked as higher. Furthermore, it was shown that the group of respondents with a lower net monthly income rated costs as a higher importance when choosing their mode of transportation, compared to the group with a higher net monthly income.

## 5 Analysis

*This chapter starts by applying the value proposition canvas onto the gathered data in order to structure and analyze the findings. The researchers begin by analyzing the compiled data in relation to the customer profiles in order to structure and rank the customer jobs, pains, and gains based on their importance. Thereafter the findings are set in relation to the value map, which is used to evaluate the opportunities the company has to meet the customer profiles. Secondly, a comparison between the motives found in the literature and the findings from this research is conducted. Finally, the chapter ends with the researchers exploring the opportunity of creating a fit between the car owners and car renters.*

### 5.1 The Value Proposition Canvas Applied

#### 5.1.1 The Customer Profile

##### 5.1.1.1 Ranking the Generalized Customer Jobs, Pains, and Gains

As the goal of the quantitative survey was to investigate whether it was possible to generalize the customer jobs, pains, and gains found in the qualitative interviews, the researchers decided to start the analysis by deciding which customer jobs, pains, and gains that could be generalized or not. In the survey questions where the respondents were asked to rate a customer job, pain, or gain based on how much they agree with it, the researchers considered them to be generalizable when 50% or more of the respondents answered that they agreed or strongly agreed (to clarify: the sum of the percentages of the answers “agree” and “strongly agree”). Thereby, the answers with a percentage lower than 50% were considered as not generalizable. This was considered as a reasonable limit, between generalizable or not, since at least half of the respondents agreed or strongly agreed. In the questions where the respondents had to answer from a scale of 1-5, the researchers considered an answer to be generalizable when the respondents’ total average score was 3 or above. This was considered as an appropriate limit, between generalizable or not, since it equals the median of the scale (1-5). The researchers therefore considered customer jobs, pains, and gains that scored below 3 as not generalizable and these were therefore excluded from further analysis. To review the customer jobs, pains, and gains (as well their percentages and scores) that were excluded, see Appendix 4. The customer jobs, pains, and gains that were considered as generalizable, were ranked based on a scale suggested by Osterwalder et al. (2014) as presented below.

According to the Value Proposition Canvas (VPC), as explained by Osterwalder et al. (2014), customer jobs, pains, and gains should be ranked since they can be considered as more or less significant. Moreover, the authors state that customer jobs should be ranked according to a scale stretching from “insignificant” to “important” based on their overall importance. In this analysis, the customer jobs that were not generalizable (which had a percentage below 50% or an average score below 3) corresponded with “insignificant” and were thereby excluded. The researchers further ranked the customer jobs that were generalizable from “slightly important” to “very important”. Based on the VPC, the generalized pains were ranked



according to a scale ranging from “moderate” to “extreme”, while the generalized gains were ranked from “nice to have” to “essential”. In order to categorize the customer jobs, pains, and gains into the scales suggested by the VPC, the researchers used the percentages and average scores from their findings and translated these to match with the scales suggested by the VPC as shown in table 36.

*Table 36 - Translation of percentages and scores into the VPC-scales*

Translation of Percentages and Scores into the VPC-Scales			
Percentages	Customer Jobs	Pains	Gains
50 - 65 %	Slightly important	Moderate	Nice to have
66 - 80 %	Somewhat important	Somewhat extreme	Want to have
81 - 90 %	Important	Fairly extreme	Need to have
91 - 100 %	Very important	Extreme	Essential
Average Scores	Customer Jobs	Pains	Gains
3.0 - 3.5	Slightly important	Moderate	Nice to have
3.6 - 4.0	Somewhat important	Somewhat extreme	Want to have
4.1 - 4.5	Important	Fairly extreme	Need to have
4.6 - 5.0	Very important	Extreme	Essential

The customer jobs, pains, and gains for each segment (car owners and car renters) that were generalizable and ranked are summarized in table 37 and table 38 below. These are the finalized and detailed customer profiles of the two customer segments (car owners and car renters).

Table 37 - Overview of identified motives for car owners

Car Owners		
Customer Profile	Average score/percentage	Scale
<i>Customer Jobs</i>		<i>Slightly important - Very important</i>
• <i>Leisure time</i>		
- Visit friends and family	85%	Important
- Run errands	81%	Important
- Make vacation trips	73%	Somewhat important
• <i>Transport things</i>		
- Transport family	81%	Important
- Transport friends	62%	Slightly important
<i>Pains (related to car ownership)</i>		<i>Moderate - Extreme</i>
• <i>Costs</i>		
- Car service costs	3.3	Moderate
- Repair costs	3.3	Moderate
• <i>Hassels and Inconveniences</i>		
- Traffic situations	3.3	Moderate
- Find parking	3.0	Moderate
<i>Pains (related to renting out the car)</i>		<i>Moderate - Extreme</i>
• <i>Issues with Security and Trust</i>		
- Concern that the car will be damaged	92%	Extreme
- Concern that the car will be rented out to bad drivers	85%	Fairly extreme
• <i>Cautious about the car</i>		
- Concern that the car will be rented out to unreliable individuals	85%	Fairly extreme
- Concern that others will not be as careful about the car	84%	Fairly extreme
• <i>Hassels and Inconveniences</i>		
- Time consuming	73%	Somewhat extreme
- Too much effort	73%	Somewhat extreme
- Too much administrative work	66%	Somewhat extreme
- Not practically feasible	65%	Moderate
- Get into troublesome situations	57%	Moderate
• <i>Limited accessibility</i>		
- Will not have access to their own car if it is rented out	73%	Somewhat extreme
<i>Gains (related to car ownership)</i>		<i>Nice to have - Essential</i>
• <i>Freedom</i>		
- Be able to move whenever and wherever	4.5	Need to have
- Be able to be spontaneous	4.4	Need to have
• <i>Convenience</i>		
- Convenient way to move around	4.3	Need to have
• <i>Saving time</i>		
- Saving time	4.1	Need to have
• <i>Enjoyment</i>		
- Enjoying it	3.7	Want to have
<i>Gains (related to renting out the car)</i>		<i>Nice to have - Essential</i>
• <i>Freedom</i>		
- Can decide when other individuals can rent their car	96%	Essential
• <i>Convenience</i>		
- It is smooth and convenient to rent out the car	92%	Essential
• <i>Trust and Reliability</i>		
- Recommendations and reviews are available	89%	Need to have
- Be able to know in advance when the car will be rented out	85%	Need to have
- Be able to know in advance who will be renting the car	81%	Need to have
- Be able to decide who they rent out their car to	69%	Want to have
• <i>Economic Compensation</i>		
- The more expensive the car, the more in financial compensation	88%	Need to have
- Economic compensation is a major reason to participate	77%	Want to have
- More inclined to rent out a car with a lower financial value	70%	Want to have
- Expect to lower fixed costs	65%	Nice to have

As shown from the table, the most important job for the car owners to achieve by using their car was to visit friends. Thereafter came run errands and transport family. All of these jobs were ranked as “important”. Furthermore, the most pressing pains for the car owners were all connected to renting out the car. The most extreme pain reported was concerns that the car would be damaged if rented out. However, concerns that the cars were to be rented out to bad drivers, that the car would be rented out to unreliable individuals, and that others would not be as careful about the car were ranked as “fairly extreme” pains. The highest ranked gains for the car owners were, similar to the pains, also related to the car owners renting out their car. The most essential gains were that the car owners want to be able to decide when other individuals can rent their car and that is smooth and convenient for them to rent out their car,

which were both ranked as “essential”. There were further several gains, related to both car ownership and renting out the car, which were classified as “need to have”, for instance being able to move whenever and wherever and that recommendations and reviews are available (see table 37).

Table 38 - Overview of identified motives for car renters

Car Renters		
Customer Profile	Average score/percentage	Scale
<i>Customer Jobs</i> <span style="float: right;"><i>Slightly important - Very important</i></span>		
• <i>Leisure Time</i>		
- Visit family and friends	89%	Important
- Go on vacation/trips	74%	Somewhat important
• <i>Travel to Work/University</i>		
- Travel to work	62%	Slightly important
- Travel to school/university	55%	Slightly important
• <i>Transport things</i>		
- Run errands (such as groceries)	60%	Slightly important
<i>Pains</i> <span style="float: right;"><i>Moderate - Extreme</i></span>		
• <i>Hassles and Inconveniences</i>		
- Difficult to transport things with public transportation	75%	Somewhat extreme
- Frustrating to read terms and conditions before using a service	73%	Somewhat extreme
- Difficult to travel longer distances with public transportation	53%	Moderate
- Avoid a service that is difficult to quickly understand	57%	Moderate
• <i>Time Limitations</i>		
- Find it annoying to have to wait for things	68%	Somewhat extreme
• <i>Costs</i>		
- Owning a car is too expensive	91%	Extreme
- The need for a car is so small that it is not economically justifiable to own one	89%	Fairly extreme
- It is more economically justifiable to rent a car compared to owning one	66%	Somewhat extreme
<i>Gains</i> <span style="float: right;"><i>Nice to have - Essential</i></span>		
• <i>Saving Time</i>		
- Be able to go where I want quickly	4.3	Need to have
- Be able to get ahead of a car quickly	4.1	Need to have
• <i>Trust and Reliability</i>		
- Clearly outlined what will happen if something goes wrong	4.3	Need to have
- The company behind the service is reliable and trustworthy	4.3	Need to have
- Can get help and support from the service provider whenever they need it	4.2	Need to have
- Know what the insurance covers	4.2	Need to have
• <i>Accessibility</i>		
- It is simple and convenient to access a car	4.4	Need to have
- Be able to access cars close to their location	4.3	Need to have
• <i>Freedom and Flexibility</i>		
- Not be burdened with the responsibilities of car ownership	4.0	Want to have
- Possible to shorten or extend the time period that they rent a car	3.7	Want to have
- Possible to leave the car at any place they want	3.6	Want to have
• <i>Adaptability</i>		
- Being able to choose between price options	4.0	Want to have
- Descriptions of what objects the car includes	3.3	Nice to have
- Different car options to choose from	3.0	Nice to have
• <i>Simple and Convenient</i>		
- The service is easy to use	4.4	Need to have
- The service is completely digital	3.5	Nice to have
- No interaction with the owner of the car	3.2	Nice to have
- The customer-company interaction is minimized	3.1	Nice to have
• <i>Environmental Impact</i>		
- The service is environmentally friendly	3.5	Nice to have

As shown in table 38, the most important customer job for the car renters was to visit friends and family, followed by going on vacation, travel to work, run errands and finally travel to school/university. However, only one customer job, visit family and friends, was ranked as an “important” customer job. The car renters further only ranked one pain as “extreme”, which was that owning a car is too expensive. The need for a car is so small that it is not

economically justifiable to own one was further ranked as “fairly extreme”. In regard to gains there were no “essential” ones reported by the car owners. However, there were several gains that were ranked as something that the car renters “need to have”. As shown in table 38, the gains related to the themes, saving time, trust and reliability, and accessibility, exclusively consisted of gains that were rated as “need to have”

### 5.1.2 The Value Map

Based on the ranking performed in the previous step the company should develop its value map (which is the other part of the value proposition canvas) in order to meet the most pressing customer jobs, pains, and gains that have been identified in the customer profiles. What the value map should meet in order to match with the presented customer profiles, as well as how this could be done, is elaborated on below.

#### 5.1.2.1 Create a fit between the value map and the customer profiles

The value map provides a description of how the company will create value for its customers, and thereby create a fit with the customer profiles. The value map further consists of three categories; products and services, pain relievers, and gain creators. (Osterwalder et al. 2014). In regard to the first category, products and services, it is essential that the company develops a P2P car sharing service that is able to help car owners and car renters complete the jobs that they are trying to get done. The company should therefore focus on creating a service that meets with the identified jobs of the two segments, depicted in table 37 and table 38. This means that the company’s service offering should help car owners complete the identified jobs within the themes leisure time and transport things. For instance, since the car owners’ most essential customer jobs were to use their car to visit friends and family, transport family, and to run errands, it is important that the service does not interfere with these identified jobs but rather enables them to complete these (e.g. the cars should be available when the car owners want to use it for these customer jobs). For the car renters the themes identified as most significant, in connection to the jobs that they are trying to get done, were; leisure time, travel to work/university, and transport things. The most essential job within these themes was to visit family and friends. Hence, these customer jobs are the most important ones that the company’s service offering should help the car renters to complete.

In regard to the second category within the value map, pain relievers, it is important that the company creates pain relievers that alleviate the identified pains of the two customer segments. According to Osterwalder et al. (2014) it is not essential to address every pain identified within the customer profile, however, it is important to outline specific suggestions on how to eliminate some of the more pressing pains that annoy the customers. In order to distinguish which pains were the most pressing ones, the researchers used the ranking previously conducted in line with the VPC-scale (depicted in table 37 and table 38). This was considered useful as the company easily can spot which pains the customers find to be the most frustrating or annoying. As depicted in table 37 the most extreme pains identified for the car owners were related to the themes cautious about the car and issues with security and trust. For the car renters, the most extreme pains were related to hassles and inconveniences

and costs (see table 38). Thus, the company should (within its value map) provide both customer segments with pain relievers that sufficiently alleviate their most extreme pains.

Furthermore, the company should also focus on creating gain creators that match with the identified gains within the customer profiles, as shown in table 37 and table 38. Similar to the pains, it is not necessary to address each gain identified in the customer profile but rather to focus on the gains that can be considered as more relevant for the customers and where the company's offerings have the most potential to make a difference (Osterwalder et al., 2014). The ranking, previously conducted and summarized in tables 37 and 38, was also used by the researchers in order to distinguish which gains that would be the most beneficial for the company to focus on when developing their value map. As shown in table 37, the most sought after gains according to the car owners were related to the themes freedom and convenience. More specifically, the car owners' most "essential" gains were that they can decide when other individuals can rent their car and that it is smooth and convenient to rent out their car. It was also shown that the car owners "need to have" several gains connected to the themes saving time, trust and reliability, and economic compensation. The car renters on the other hand did not report any "essential" gains but mentioned several gains that they "need to have". The gains with the highest average scores were that the car renters wanted a service that is easy to use as well as that they want it to be simple and convenient to access a car. Thus, the company should (within its value map) provide both customer segments with gain creators that have been labeled as "essential" or as something that the customers "need to have".

#### 5.1.2.2 Invest in what matters most for the customer profiles

The ranking previously performed could also be useful in order to follow the steps that Bettencourt et al. (2012) suggest a company should go through in order to succeed with service innovation. The authors mention four steps in what they call the job-centric approach. The first two steps are to figure out what jobs the customers are trying to get done, and to understand if the customers' jobs are part of a larger process. These two steps are similar to what the VPC (Osterwalder et al. 2014) refers to as customer jobs, and hence what the researchers have investigated within this research. It can therefore be concluded that the two first steps in the job-centric approach already have been examined in this research, and that step 3 and step 4 of the job-centric approach thereby become more interesting. Step 3 is to figure out what opportunities exist in order for the company to help their customers get their jobs done. For instance, the company should figure out how the service does not interfere with the car owners most important jobs (to visit friends and family, run errands, and transport family) as well as how they can enable the car renters getting their most important jobs done (to visit friends and family as well as to go on vacation/trips). In other words, the car owners should not be hindered from getting their jobs done by renting out their car, while renting a car should help the car renters get their jobs done. By figuring this out, the company can help their customers get their jobs done in a better way.

Thereafter, step 4 considers what resources the company must invest in order to create value for its customers. According to Bettencourt et al. (2012), the resources should be used for the most promising opportunities in order for true service innovation to be achieved. The authors further claim that by following the steps in the job-centric approach the company will get the direction of where they should focus their efforts, which is on what matters most for the customers. The ranking of customer jobs, pains, and gains made in this research (with the basis in the VPC) can therefore be beneficial for the company since it enables them to get an overview of what matters most for the its targeted customers. This is also where the company should focus their main investments and efforts. Thus, by using the ranking (see table 37 and table 38) the company is able to see what customer jobs, pains, and gains are most important for each customer profile. This further enables the company to be efficient in its investments and efforts. For instance, an appropriate suggestion could be that the company should invest in developing the service so that the car owners are able to maintain a sensation of control over their car and over who rents it. This can be suggested since the following gains and pains (which can be considered as related to a sensation of control over the car and who rents it) were ranked among the highest average scores and percentages. These include the gain *they can decide when other individuals can rent their car* (ranked as “essential”), the pain *concern that the car will be damaged* (ranked as “extreme”), as well as the pain that they are concerned that *they will not have access to their car if they rent it out* (ranked as “somewhat extreme”). Several gains related to the car owners’ desire to remain in control over the car and over who rents it were ranked as “need to have”. These include that *recommendations and reviews are available*, that they are able to *know in advance when the car is rented out*, that they are *able to know in advance who will be renting the car*, and that they are *able to decide who they rent out their car to*. In order to create value for the car renters, the company should focus its investments on addressing the most important findings in order to create value for this customer group. For instance, since the car renters rated the pain; *it is too expensive to own a car* as “extreme”, and the pain; *the need for a car is so small that it is not economically justifiable to own one* as “fairly extreme”, it can be suggested that the company should put effort into providing a service that is perceived by the car renters as a more affordable option than car ownership. None of the car renters’ gains were ranked as “essential”, however, several gains were ranked as “need to have”. For instance, in regards to the theme trust and reliability (which included four gains ranked as “need to have”) it can be suggested that the company can create value for the car renters by providing a service that *clearly outlines what will happen if something goes wrong*, where *the company behind the service is reliable and trustworthy*, where the car renters *can get help and support from the service provider whenever they need it*, and where car renters *know what the insurance covers*. Based on this it can be suggested that the company should focus their efforts and investments on developing their service so that it provides the car renters with a sensation of trust and reliability.

#### 5.1.2.3 Value co-creation

Bettencourt et al. (2012) also provide suggestions related to how the company better can develop its value map (as part of the VPC) in order to meet the needs of their targeted

customer profiles. According to the authors the chance of creating successful service offerings will increase if the service is developed together with the customers, which is referred to as value co-creation. The authors further state that the focus should be on the customers rather than on the service itself. This corresponds with the suggestions provided by Osterwalder et al. (2014) that claim that a company's value map should be focused on meeting its customers' fundamental customer jobs, pains, and gains. Thereby, interaction with the customers can enable the company to learn more about their customer jobs, pains, and gains, which enables the company to develop its value map accordingly. As suggested by Bettencourt et al. (2012), value co-creation is a way for the company to create more value for the customers as well as a way to differentiate its service from the competitors' offerings. The authors further claim that value co-creation enables companies to deliver service improvements as well as to develop new service offerings. Hence, it could be considered useful for Ciao Ciao Carsharing to continuously interact with their targeted customer segments in order to discover changes in customer jobs, pains, and gains, and develop service improvements in line with that. It could further be useful to interact with the customers not only to understand their customer jobs, pains, and gains, but also to receive their suggestions regarding service solutions or improvements. By doing so, service solutions could be discovered that would otherwise be overlooked.

However, through this research it was shown that the car renters wanted the customer-company interaction to be minimized (see table 38). Thereby, the value co-creation should be executed in a way so that the car renters do not perceive the customer-company interaction as inconvenient. For instance, it was shown in table 38 that the car renters wanted the service to be completely digital, which indicates that the interaction with the car renters (in order to co-create value) should be performed on a digital platform. In this way, the car renters could consider the customer-company interaction as more convenient. In addition, it was also shown through this research that the car owners "need to have" recommendations and reviews available (see table 37). This indicates that a recommendation- and review-system should be provided in the service, which further could be a way for the company to interact with its customers. By leaving recommendations or reviews on the digital platform, the customers are able to provide suggestions on how the service could be improved. This is valuable for the company as it enables service improvements, but also for the customers since it could indicate improved service offerings in line with their wishes. Thus, value co-creation could be enabled through a recommendation- and review-system on the digital platform (i.e. the application).

#### 5.1.2.4 Prioritize efforts based on sharing or exchange characteristics

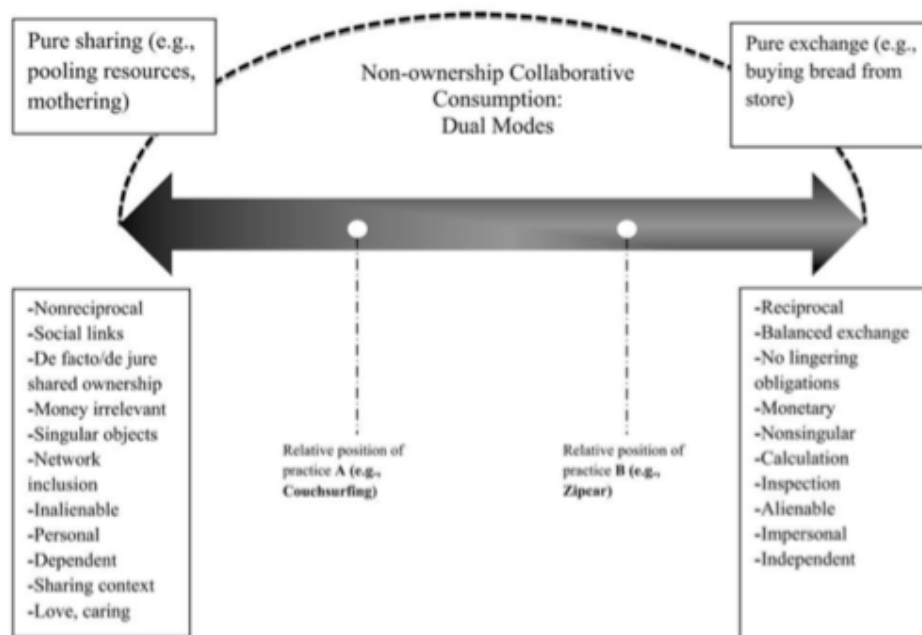
Also suggestions provided by Habibi et al. (2016a) are related to what the company's value map should be focused on in order to meet the customer jobs, pains, and gains. The authors state that what companies should promote, or what strategy they should use, in order to meet the needs of the customers depends on where the service falls within their framework; *the Non-ownership Collaborative Consumption Continuum*. In this analysis the researchers used the framework in order to investigate where the company falls within the framework, and

thereby obtain further suggestions from the framework about what the company should focus on when developing its value map to meet the customer profiles. Table 1 describes what characteristics that are associated with the different modes within the sharing economy; “sharing” and “exchange”.

*Table 1 - Characteristics of sharing versus exchange (Habibi et al. 2016b)*

Sharing	Exchange	Description
Nonreciprocal	Reciprocal	Reciprocation is not expected in sharing but it is an important element of exchange
Social bonds	No social bonds	Sharing creates some sort of social bonds but this is not necessarily the case in exchange
Joint ownership	No joint ownership	In sharing both parties feel responsible toward the object being used (feelings of joint ownership) but this is not the case in exchange
Money irrelevant	Money relevant	Sharing does not require transfer of money but exchange does
Dependent	Independent	Consumption through sharing depends on other people involved but exchange is independent
Similarity to real sharing	Similarity to exchange	
Social reproduction	Lack of social reproduction	Sharing produces social capital and links, exchange usually does not
Singular	Nonsingular	Objects are singular in sharing but not in exchange
Money not important	Money important	Money is important in exchange but there is a lack of money exchange in sharing
Lack of calculation	Calculation	Precise calculation is a property of exchange

*Figure 2 - The Nonownership Collaborative Consumption Continuum (Habibi et al. 2016b)*



The researchers used table 1 (including the characteristics of either sharing or exchange) in order to compare these characteristics with the attributes offered by Ciao Ciao Carsharing. Firstly, the company’s P2P car sharing service can be considered as reciprocal since both



sides (car owners and car renters) benefit from the service. Regarding social bonds, there are limited social bonds in this P2P car sharing service since there is a keyless technology that enables practices where there is no need for a handover of a car key (thus necessarily no interaction between the car owner and the car renter). However, some digital social interaction may occur in the application, such as through a recommendation- or a review-system. There is no joint ownership in the company's service since the segment car owners are the ones that own the cars. Money is relevant in this service since it will occur a money exchange between the car owners and car renters, and as economic compensation has been shown to be an important motive as to why car owners would participate (see table 37). Regarding dependency, the consumption is somewhat dependent on other people involved in the service since it is Ciao Ciao Carsharing that acts as an intermediary and thereby enables the service to function. As shown from comparing the characteristics from table 1 with the attributes of the company's service, Ciao Ciao Carsharing's service falls closer to exchange than to sharing in the nonownership collaborative consumption continuum shown in figure 2. However, since the service has some characteristics of "sharing", the researchers concluded that Ciao Ciao Carsharing's P2P car sharing service cannot be considered as "pure exchange". (Habibi et al. 2016a)

*Table 2 - Summary of recommendations to managers in the sharing economy (Habibi et al. 2016a)*

	If you fall toward the sharing side	If you fall in-between	If you fall toward the exchange side
Sharing score*	3.5 – 5 'Sharing-practice'	2.5 – 3.5 'Dual-mode practice'	1 – 2.5 'Pseudo-sharing practice'
Recommendation 1	Do not stop community growth	Encourage community building	Deprioritize community building
Recommendation 2	Emphasize socialization	Improve efficiency and utilitarian value	Emphasize efficiency and utilitarian benefits
Recommendation 3	Emphasize sustainability	Emphasize anti-industry motivations	Do not focus on sustainability and political concerns
Recommendation 4	Avoid calculations and references to money	Minimize the degree of calculations	Emphasize calculated benefits

Ciao Ciao Carsharing's service thereby falls towards the exchange side of the *Non-ownership Collaborative Consumption Continuum*. Suggested recommendations by Habibi et al. (2016a) for companies that fall toward more the exchange side are further shown in the right column of table 2. Since the service has more exchange characteristics than sharing characteristics, the framework suggests that the company should not prioritize community building nor sustainability concerns. Instead, the company should emphasize on efficiency and utilitarian benefits, as well as on calculated benefits. These suggestions are in line with the findings in this research, where more efficient and utilitarian benefits were shown as more important for both customer segments. For instance, for car owners economic compensation was a major reason to participate and they also wanted to be able to decide when other individuals can rent their car. Car renters further wanted to be able to go where they want to quickly as well as wanted it to be simple and convenient to access a car. These mentioned benefits can all be considered as related to efficiency or utilitarian benefits. Moreover, interactions between car

owners and car renters, as well as between service users and the service provider, were deemed as not important (and therefore rejected) through this research. The same was found to be true in regard to sustainability, or environmental, concerns (see Appendix 4). This implies that neither community building nor sustainability concerns should be prioritized, as suggested by the framework.

## 5.2 A comparison between the motives found in the literature and the findings from this research

The researchers made a comparison between tables 5 and 6 (including the summarized motives for typical customer profiles found in the literature and put into a VPC context) and tables 37 and 38 (including the customer profiles found in this research). More specifically, table 5 and table 37 were compared since they are related to car owners, while table 6 and table 38 were compared since they are related to car renters. Some of the customer jobs, pains, and gains shown in tables 37 and 38 (extracted from this research) corresponded with the motives shown in tables 5 and 6 (extracted from the literature) and were thereby summarized in two new tables (39 and 40) showing the similarities. Since the motives found in the literature and findings from the research were considered as comparable, it was also assumed that the literatures' suggestions on how to meet the motives also could be applied for the findings in this research. Even though some of the motives identified in the literature did not correspond with the motives found in this research, some of the literature's suggestions on how to meet the motives could still be seen as relevant for the findings in this research. Similarities and differences between what were found in the literature and what the researchers found through their investigation regarding each customer segment are elaborated on below.

### 5.2.1 Car Owners

*Table 39 - Similarities between car owners' motives found in the literature and this research's findings about the car owners*

Car Owners		
Customer Profile (and their motives to own a car)	Value Map (how to meet the motives)	Related findings in this research
General Profile		
Economic interest/saving money	Trust	Economic compensation
Helping others	Service quality	- Expect to lower fixed costs
Quality of life	Rating systems	- Economic compensation is a major reason to participate
Sustainability		
Cost-conscious		
Desire to save money	Guraanteed payments of rental fee	Economic compensation
Reduce ownership costs	Well-known insurance-provider	- Economic compensation is a major reason to participate
Reduce costs of low utilization rate		- Expect to lower fixed costs
Earn additional income		- The more expensive car, the more in economic compensation
Spenders		
Generate extra disposable income	Convenience (e.g keyless technology)	Economic compensation
Enable spending and thereby increase quality of life	High earning per transaction (low transaction cost)	- Economic compensation is a major reason to participate

#### 5.2.1.1 The car owners' motives and suggestion on how to meet these

##### 5.2.1.1.1 General Profile

The motives connected to the "general profile", which were identified in the literature review, have several similarities with the findings found by the researchers in this research. An

economic interest with an aim to save money was described as a motive connected to this profile in the literature. This can be linked to the theme economic compensation found in this research, which showed that economic compensation is a major reason for car owners to rent out their car and that car owners expect to lower their fixed costs if they participate in a P2P car sharing service. The second motive mentioned in connection to the general profile was to help others. This motive was found during the qualitative investigation but was later considered as not generalizable in the quantitative study and thereby excluded from further analysis (see Appendix 4). The third and fourth motives connected to the general profile were in the literature referred to as quality of life and sustainability. However, neither of these motives were mentioned during the qualitative investigations, and similarities between the literature and this research regarding these motives can thereby not be drawn.

For the general profile, the literature suggested that companies should provide trust, service quality, and rating systems in order to meet this customer profile's motives. Even though the motives for this profile (except economic compensation) were considered as not generalizable within this research, the suggestions on how to meet this profile can still be considered as useful in order to meet some of the car owners' pains and gains identified in this research. For instance, by providing trust and a rating system of the car renters, the car owners' concerns that the car will be damaged if they rent out the car or that the car will be rented out to unreliable individuals could be alleviated. It was also shown in the research that the car owners want recommendations and reviews to be available since this gain was ranked as "need to have" (see table 37). Furthermore, by providing service quality the company would be able to match the car owners' wish to rent out their car in a smooth and convenient way.

#### 5.2.1.1.2 Cost-Conscious Profile

The customer profile mentioned as "cost-conscious" in the literature has several similarities with what the researchers found in their investigation of car owners. Firstly, the cost-conscious profile has a desire to save money. This can be related to the gain referred to as economic compensation by the researchers, who found that economic compensation is an important reason for car owners to participate in a P2P car sharing service. They also found that the car owners expect to lower their fixed costs by participating in this service. The cost-conscious profile further aims to reduce ownership costs by renting out their car. This motive is also similar to what were found in this research in regard to economic compensation, such as that the car owners expect to lower their fixed costs by participating, as well as the expectation that the more expensive car they own the more they want to get in financial compensation. It was also described in the literature that the cost-conscious profile wants to reduce their costs of low utilization rate. A similar finding was found in the qualitative interviews of this research, however, this was after the quantitative survey considered as not generalizable and therefore excluded from further analysis (see Appendix 4). Lastly, the final motive for the cost-conscious profile to rent out their car was to earn an additional income. This motive was similar to a finding found in this research; that economic compensation is a major reason for car owners to participate in a P2P car sharing service.

For the cost-conscious profile the literature suggested that companies should provide guaranteed payments of rental fee and a well-known insurance provider in order to match the motives of this profile. As several parallels could be drawn between the motives of this profile and the motive economic compensation (identified in this research), the suggestions mentioned in the literature could be considered as applicable also in this research. Guaranteed payments of rental fee and a well-known insurance provider can meet the car owners' motive of economic compensation as it ensures payments and covered costs in case something happens.

#### 5.2.1.1.3 Spenders

The typical customer profile referred to as "spenders" in the literature was not found in this research. Thereby, there were no indications that the car owners wanted to rent out their car in order to earn more money to increase their spending (and thereby increase their quality of life). However, a gain identified in the research was economic compensation, which could be seen as a way to earn an additional income (that is possible to spend). Even so, the indication in this research was that the car owners rather wanted the economic compensation in order to lower their costs rather than to spend more. However, these could be seen as interrelated since lower costs means higher disposable income (to spend). Therefore, increased spending might be an underlying motive that is yet to be explored.

For the customer profile referred to as spenders in the literature, the authors suggested that companies should provide convenience and low transaction costs in order to meet this profile's motives. Even though no clear similarities of this profile's motives could be found within this research, some connections could still be drawn to the car owners' aim to earn economic compensation. Economic compensation was shown as an important factor in this research, however it was not possible to conclude that the underlying motive of economic compensation was to be able to spend more. Even so, providing convenience and low transaction costs could be seen as applicable in order to meet the car owners' motive to earn economic compensation. Even though the intention of economic compensation in this research might be to lower their fixed costs rather than to spend more.

#### 5.2.1.1.4 Sharers

The joy of sharing and an interest in the sharing economy, which can be connected to the profile referred to as "sharers", were not found by the researchers in this research. Helping others was found as a motive in the qualitative part of this research, which can be related to sharers. However, this motive was found as not generalizable during the quantitative investigation and thereby excluded from further analysis (see Appendix 4).

Since the motives in connection to the profile sharers were not found in this research (except from helping others that later was rejected in the qualitative part), it was not considered as meaningful to elaborate further about how the company should meet this type of customer profile.

## 5.2.2 Car Renters

Table 40 - Car renters' motives found in the literature and put into a VPC context

Car Renters		
Customer Profile (and their motives to rent)	Value Map (how to meet the motives)	Related findings in this research
<b>Budgeters</b>		
Save money	Cost transparency	Costs
Limit the mobility budget	Assurance about insurance coverage	- Too expensive to own a car - More economically justifiable to rent a car than buy one
<b>Convenience-lovers</b>		
Saving time	Flexible availability of cars	Saving time
Reduce troubles associated to renting cars	Short distance to cars	- Be able to go where they want quickly - Want to get ahold of a car quickly
Maximize convenience	Short time to get connected to a car	Convenience
	Extra services; instant booking, late-pickup & return times	- The service is easy to use - The service is digital - Simple and convenient to access a car - Be able to access a car close to their location - Not be burdened with responsibility of car ownership
	Availability close to where they are	Freedom and flexibility
	Keyless technology	- Be able to shorten or extend the time - Possible to leave the car at any place they want
<b>Assurance-seekers</b>		
Get exactly the specific mobility experience they desire	Include tools and processes and that allow renters to request specific features of	Adaptability
Require information about the car owner	attracts car owners who are willing to communicate and share their profiles	- Be able to choose between car- and price-options - Description of what the car includes
Require information about features of the car		Freedom and flexibility
		- Be able to shorten or extend the time - Possible to leave the car at any place they want

### 5.2.2.1 The car renters' motives and suggestions on how to meet these

#### 5.2.2.1.1 Budgeters

The customer profile referred to as “budgeters” in the literature, exhibits several similarities with the motives found during this research. According to the literature the budgeters express that they want to save money and that they want to limit their mobility budget. These motives are similar to what the researchers found during their investigations in regard to costs, such as that car renters find it too expensive to own a car and that they consider it more economically justifiable to rent a car compared to buying one.

According to the literature, in order to meet the profile budgeters, the company should provide cost transparency and assurance about insurance coverage and costs. As the motive within this profile corresponds well with the identified pain “costs” confirmed in this research, it can be assumed that it would be preferable for the company to include these suggestions as they develop their service.

#### 5.2.2.1.2 Convenience-lovers

There were several similarities between what the literature mentioned as desirable motives connected to the profile “convenience-lovers” and what was found in this research. Firstly, the convenience-lovers express a desire to save time. This can be related to the gain saving time, found by the researchers, as car renters want to be able to go where they want to quickly and since they want to be able to get ahold of a car quickly. In regard to the second motive found in the literature, which was to reduce troubles associated to renting a car, the researchers found through their investigation that the car renters expressed several similarities with this motive. For instance, they expressed a desire that they want the service to be easy to use, that it is completely digital, that it is simple and convenient to access a car, that they are able to access a car close to their location, and that they do not want to be burdened with the responsibilities of car ownership. The final motive connected to this profile, which was to maximize convenience, also showed several similarities with the findings of the research. The

findings in this research that are related to maximizing convenience were (apart from the already mentioned ones in regard to reducing troubles associated to renting a car) that the renters expressed a desire to be able to shorten or extend the time period that they rent a car, and that it is possible to leave the car at any place they want to.

The literature suggested that in order to meet the motives of the profile convenience-lovers, a company should include the following suggestions in their service; flexible availability of cars, short distance to the cars, short time to get connected to a car, extra services; instant booking, late pick-up and return times, availability close to where they are, as well as keyless technology. The motives found in the literature corresponded well with the findings in this research, especially in connection to the pain hassles and inconveniences, as well as the gains accessibility, freedom and flexibility, adaptability, and simple and convenient. Therefore, the suggestions made by the literature of how to meet the profile “convenience-lovers” could be considered as applicable also for the findings in this research. In other words, there are strong connections between the motives found in the literature and the findings in this research, which indicates that it would be promising for the company to implement several of the suggestions mentioned by the literature in connection to this profile.

#### 5.2.2.1.3 Status-conscious

The profile “status-conscious”, which according to the literature wants to signal status, was not found during the investigations as an underlying motive. Thus, there were no indications that pointed towards that the car renters wanted to rent a car in order to improve their status.

Since the motives in connection to the profile status conscious were not found during the investigations in this research, it was not considered as meaningful to elaborate about how the company should meet this type of customer profile.

#### 5.2.2.1.4 Assurance-seekers

The profile “assurance-seekers”, which according to the literature express motives connected to getting the exact mobility experience that they desire, can be closely linked to several motives found in this research. The researchers found that the car renters want to be able to choose between different car and price options. The car renters also expressed a desire to have a description of what objects the car includes, that they want to be able to leave the car at any place they want, and that they want to be able to either shorten or extend the time period that they rent the car. The second motive found in the literature connected to assurance-seekers was that this profile required information about the car owner. This motive was not found during the researchers’ investigation of car renters. However, this motive was found to be relevant in a reverse situation, as car owners expressed a desire to require information about the car renters. The literature further stated that this profile wants information about the features of the car. This corresponds with the researchers’ findings, which showed that the car renters want descriptions of what objects the car includes as well as that they want to be able to choose between different car options.

In order to meet the motives of the profile assurance-seekers mentioned in the literature, the suggestions were that companies should include tools and processes that allow renters to request specific features of the cars, and that companies should attract car owners who are willing to communicate and share their profiles. The profile assurance-seekers can be related to the theme trust and reliability found in this research. However, in this research the car renters emphasized that it was important that the company behind the service is reliable and trustworthy, and that they are able to get help from the company when needed. The focus was thereby not on the car owners but rather on the company behind the service, and the suggestion to attract owners who are willing to communicate and share their profiles was not considered a proven suggestion within this research. However, it was shown in this research that the car renters want descriptions of what objects the car includes, as well as they want to be able to choose between different car options. These motives could be met by including tools and processes that allow renters to request specific features of the cars as suggested by the literature.

### 5.3 The fit between Car Owners and Car Renters

Wilhelms et al. (2017b) argue that the aim of a P2P car sharing network mainly is to manage the matchmaking between the car owners and the car renters, and that a major challenge is to attract these two different customer groups. They further state that both these groups are essential for the feasibility of a P2P asset sharing service. This means that to create a match between the car owners and the car renters is crucial for Ciao Ciao Carsharing, since the car owners must be willing to rent out their cars and car renters must be willing to rent the car owners' cars. This makes it a bit more complex for the company, since they do not only need to satisfy two different customer segments in order for the service to be feasible, they also need to make sure that both customer segments' needs and values are matched. In other words, the company do not only have to create a fit between their value map and the two customer profiles, they also need to make sure to create a fit between the car owners and the car renters.

That there are complexities related to creating a match between car owners and car renters was shown during the qualitative interviews in this research. For instance, in the qualitative part the car owners expressed a resistance to rent out a car that they are cautious about. One of the interviewees said that she is hesitant to rent out her new car, but if she still would have her old car she would rent it out without a doubt. The other two interviewed car owners also expressed that they are careful about their car and that they therefore are doubtful regarding renting it out. Two of the car owners further stated that they would like to have a high economic compensation if they would consider renting out their car. These statements of the car owners did not match with what the car renters mentioned in the interviews. This since a couple of them stated that they do not want to rent bad cars with low quality because of the security risks, and that they do not want to pay too much if they rent a car. Thereby, these motives of car owners and car renters do not match. If car owners only want to rent out their low-quality car and car renters want to rent quality cars there will not be any exchange. Also, if car owners rent out a quality car for a high price and car renters do not want to pay a high

price, there will neither be an exchange. This highlights the high importance of matching the needs and motives of the car owners with the car renters. Thus, it is not only important for the company to match its offerings with the targeted segments' motives, but also to create a fit between the car owners' motives and the car renters' motives. Without this fit the service will not be feasible, since both segments are crucial for the service to function.

In the quantitative study it was further tested whether car owners who bought their car more recently, and who have a car with a higher estimated value, are more cautious about their car. This was considered to be interesting since the assumption was that car owners who are more careful about their car are also more hesitant to renting it out (which would be a bad match with car renters who want to rent new cars with high quality). However, this assumption was not tested in this research and can therefore be considered as a limitation. Even so, the investigation did not show that car owners who bought their car more recently and who have a car with a higher estimated value consider themselves more careful about their car. It can therefore not be concluded that the findings from the qualitative part are generalizable regarding that car owners with a "better" car is more careful about it and thereof more hesitant to renting it out. However, due to the mentioned limitation it can neither be considered as rejected, and further research is necessary in order to do so. Even so, since it was mentioned among several of the interviewees it can be considered as a valuable insight for the company to consider.

When looking at the generalized customer jobs, pains, and gains for each segment (shown in tables 37 and 38), several matches between the car owners and the car renters can be identified. For instance, both car owners and car renters want to avoid hassles and inconveniences, and want a service that is easy to use, understand, and that does not require much effort. Moreover, while car owners show a concern regarding security and trust (such as that the car will be damaged if they rent it out), the car renters want trust and reliability if they rent a car (such as that the company is reliable and trustworthy). These motives thereby seem to match, if the company can ensure trust for both sides. What could be more of a challenge for the company is that the car owners want the freedom to move whenever and wherever they want and that they appreciate the sensation of spontaneity, and thereby want their car to be accessible when they need it. On the other hand, the car renters want freedom and flexibility as they express that they want to be able to shorten or extend the time period that they rent a car, as well as to have the possibility to leave the car at any place they want. The car renters' main customer jobs were further to visit friends and family as well as to go on vacation/trips, which could imply renting the car for a relatively long period of time. This might also be a bad match with the car renters who are concerned that they will have limited accessibility to their own car. To be able to meet the motives from both segments could thereby be a challenge for the company, since the motives can be considered to collide. These examples highlight the importance of making sure that the car owners' and the car renters' motives match, and that the company must ensure a fit between these.



## 6 Conclusion

*This chapter starts with a short recap of the purpose of this research as well as of the research questions that the researchers aimed to answer through their investigations. Thereafter value proposition canvases for each customer segment are depicted in figures. The figures include the most important customer jobs, pains, and gains, as well as identified pain relievers and gain creators. The chapter ends with suggestions (identified in this research) on how the company should meet their targeted customer segments' customer jobs, pains, and gains.*

The purpose of this research was to gain a deeper understanding of Ciao Ciao Carsharing's targeted customer profiles (their customer jobs, pains, and gains) as well as to provide suggestions on how the company's value map could meet these. This was executed through both a qualitative and a quantitative investigation of the two customer segments, as well as through an investigation of suggestions provided by academic literature on how the company's value map could meet the customer profiles. The investigations were throughout the research based on the value proposition canvas (VPC). The aim of using the VPC was to provide a final overview of the findings regarding the customer profiles of both car owners and car renters, as well as an overview of the suggestions on what the company's value map should include.

The VPCs including the customer profiles with the most important customer jobs, pains, and gains identified for each customer segment are presented in figure 15 and figure 16 below. The figures also include the value map with suggestions on how the company should meet each customer profile. Concluding suggestions on how Ciao Ciao Carsharing should meet the customer profiles are presented in more detail further down in this chapter. Figure 15 and 16, as well as the suggestions for the company, intend to answer the research question as well as to achieve the purpose of this research. A short recap of the research question and the purpose is provided below:

### **Research question and sub-questions:**

- What should Ciao Ciao Carsharing focus on in their value proposition in order to convince its targeted customers to use the service?
  - What are the car owners' customer jobs, pains, and gains, and how could the company meet these?
  - What are the car renters' customer jobs, pains, and gains, and how could the company meet these?

**Purpose:** The purpose of this research was to gain a deeper understanding of Ciao Ciao Carsharing's targeted segments' customer jobs, pains, and gains, as well as to investigate suggestions on how these can be met by the company.

## 6.1 The Finalized Value Proposition Canvases

### 6.1.1 VPC - Car Owners

*Figure 15 - Value proposition canvas for the customer segment car owners*

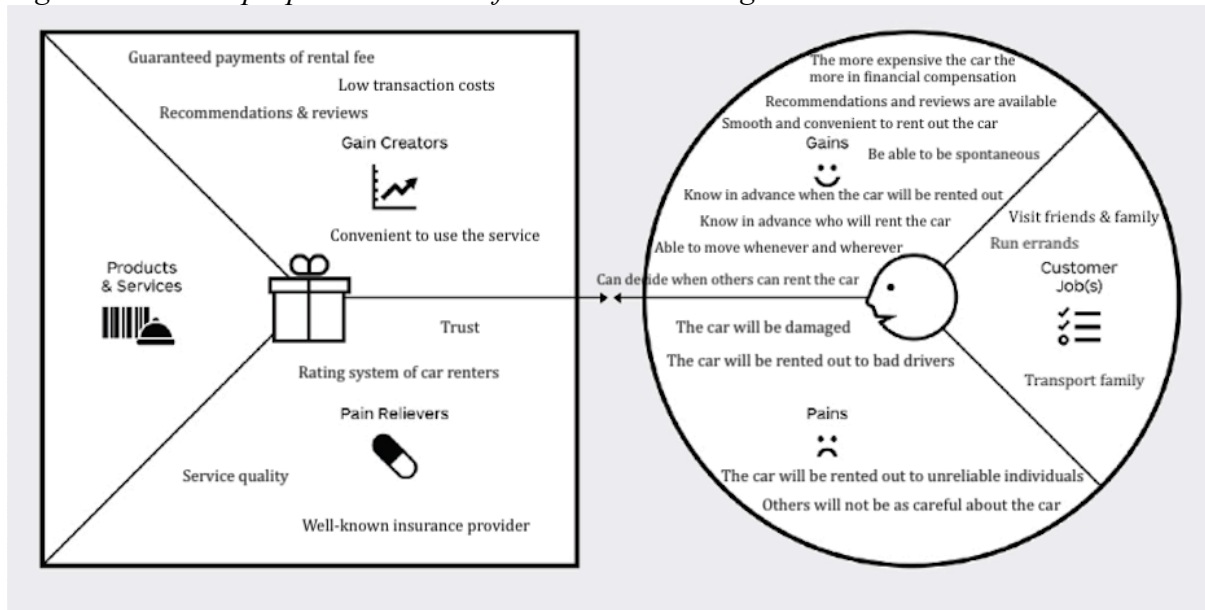


Figure 15 depicts the VPC for car owners including the customer profile with the most important customer jobs, pains, and gains found in this research, as well as the value map including suggestions on how the company can meet these. These customer jobs, pains, and gains were deemed as most important for the car owners since they were rated a percentage of 80% or more, or an average score of 4 or more (see table 37). As shown in figure 15, the car owners' most important customer jobs were to visit friends and family, run errands, and to transport family. Their most important pains were the concern that the car will be damaged if they rent it out, that the car will be rented out to bad drivers, that the car will be rented out to unreliable individuals, and that others will not be as careful about the car as they are. Finally, the car owners' most important gains were; being able to move whenever and wherever they want, being able to be spontaneous, being able to decide when other individuals can rent their car, that it is smooth and convenient to rent out their car, that recommendations and reviews are available, that they are able to know in advance when the car will be rented out as well as who will rent the car, and that the more expensive the car the more they want to get in financial compensation.

The value map includes suggestions (pain relievers and gain creators) identified in the literature, which were deemed as applicable for the company in order to meet the customer profile (car owners). The pain relievers include; a rating system of the car renters, trust, service quality, and a well-known insurance provider. The gain creators include guaranteed payments of rental fee, convenient to use the service, recommendations and reviews, as well as low transaction costs.

## 6.1.2 VPC - Car Renters

Figure 16 - Value proposition canvas for the customer segment car renters

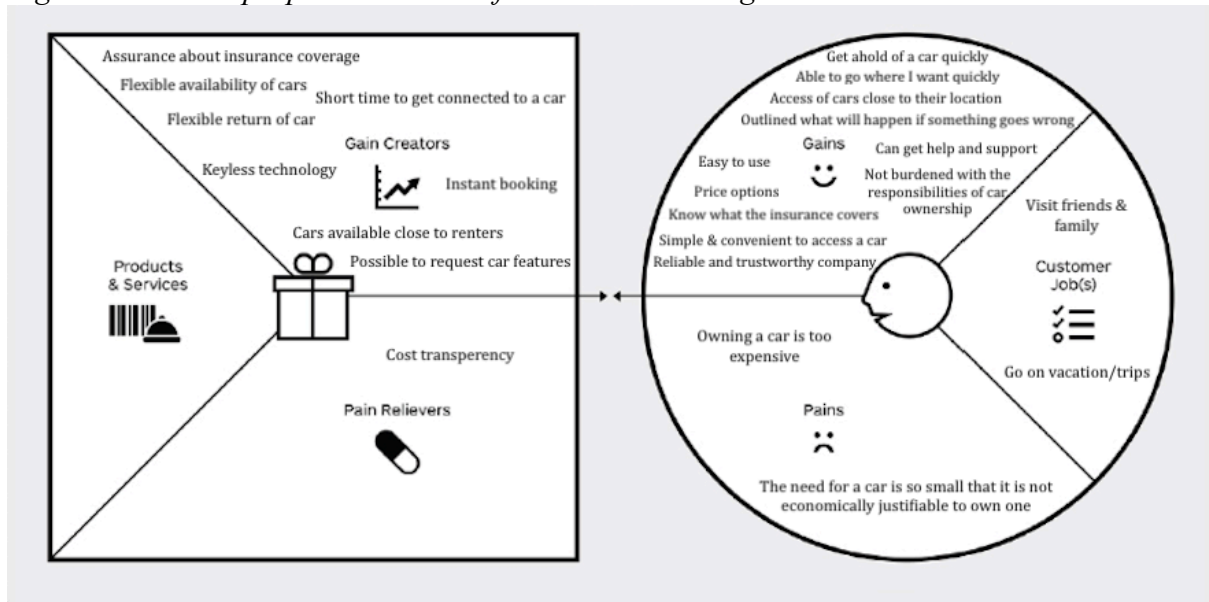


Figure 16 depicts the value proposition canvas for car renters including the customer profile with the most important customer jobs, pains, and gains found in this research, as well as the value map including suggestions on how the company can meet these. These customer jobs, pains, and gains were deemed as most important for the car renters since they were rated a percentage of 80% or more or an average score of 4 or more (see table 38). As shown, the car renters' most important customer jobs were to visit friends and family as well as to go on vacation/trips. Their most pressing pains were that owning a car is too expensive and that their need for a car is so small that it is not economically justifiable to own one. Their most important gains were; being able to go where they want quickly, to get ahold of a car quickly, that it is clearly outlined what will happen if something goes wrong, that the company behind the service is reliable and trustworthy, that they can get help and support from the service provider whenever they need it, that they know what the insurance covers, that it is simple and convenient to access a car, that they are able to access cars close to their location, that they are not burdened with the responsibilities of car ownership, that they are able to choose between price options, and that the service is easy to use.

The value map includes suggestions (pain relievers and gain creators) identified in the literature, which were deemed as applicable for the company in order to meet the customer profile (car renters). The pain reliever was identified as cost transparency, while the gain creators were; assurance about insurance coverage, flexible availability of cars, short time to get connected to a car, flexible return of the car, keyless technology, instant booking, cars available close to the renters, as well as the possibility to request car features.

## 6.2 Suggestions for Ciao Ciao Carsharing

### 6.2.1 Focus on the most important customer jobs, pains, and gains

Ciao Ciao Carsharing should focus on meeting the most important customer jobs, pains, and gains when they develop its service and value proposition. More specifically, they should focus on creating a value proposition that meets the identified customers jobs, pains, and gains of the car owners and car renters depicted in figure 15 and 16 (as well as in table 37 and table 38). The company does not have to address every pain and gain identified within the customer profile. However, it is important to alleviate the most pressing pains that annoy the customers as well to focus on the gains that can be considered to be more relevant for the customer and where the company's offerings have potential to make a larger difference.

### 6.2.2 Create value together with the customers

The car owners' and car renters' customer jobs, pains, and gains could change over time. This makes it important for the company to continue interacting with its customers in order to learn more about their needs and their values and adjust the value proposition accordingly. This co-creation of value not only benefits the customers, but also enables Ciao Ciao Carsharing to differentiate its service from its competitors' offerings. For instance, since it was shown in this research that the car renters wanted the company-interaction to be minimized (see table 38), the interaction with the customers should instead be made in the application. Moreover, the car owners wanted an available recommendation- and review-system (see table 37). This implies that the company should interact with its customers through a recommendation- and review-system where the users in a convenient way can leave reviews of how they perceived the service experience as well as provide recommendations of how the service could be improved.

### 6.2.3 Invest in what matters most for the customers

Ciao Ciao Carsharing should investigate what opportunities exist in order for them to help the car owners and car renters get their customer jobs done. By doing so, the company can discover opportunities that help customers get their jobs done better, which should be another focus in their value proposition. The company also needs to consider what resources they must invest in order to create this value for the customers. Importantly, Ciao Ciao Carsharing's resources should be used for what matters most for the customers. In other words, the company should invest its resources and focus its efforts in creating a service that meets the most important customer jobs, pains, and gains suggested in figure 15 and figure 16 (as well as in table 37 and table 38). For instance, the company should invest in developing a service that makes car owners sense that they have control over their car and who they rent it out to. For car renters the company should invest in developing a service that is perceived as more affordable than car ownership and that provides a sensation of trust and reliability.

## 6.2.4 Emphasize efficiency and utilitarian benefits

Since Ciao Ciao Carsharing's service offering was shown to have more exchange characteristics than sharing characteristics, the company should emphasize on efficiency and utilitarian benefits in their value proposition rather than on community building or sustainability concerns. This is in line with the most important jobs, pains, and gains shown in figure 37 and 38, which can be considered as exhibiting mainly efficiency or utilitarian characteristics. For instance, it was shown that for car owners' economic compensation was a major reason to participate and that they also wanted to be able to decide when other individuals can rent their car. Car renters further wanted to be able to go where they want to quickly as well as wanted it to be simple and convenient to access a car. These examples can be considered as efficiency or utilitarian benefits, which the company's value map should focus on.

## 6.2.5 Meet the motives of both car owners and car renters

Ciao Ciao Carsharing has to make sure that their value proposition, or value map, creates a fit with the customer profiles of both car owners and car renters. In other words, their service offerings should meet the most important customer jobs, pains, and gains of both customer segments. Suggestions on how the company can meet the most important ones of each segment are presented below.

### 6.2.5.1 Suggestions on how to meet the car owners' motives

By providing trust and a rating system of the car renters, the company could alleviate the car owners' concerns that their car will be damaged if they rent it out or that the car will be rented out to unreliable individuals. Trust and a rating system of car renters could also enable the car owners to achieve trust and reliability, which was identified as an important gain in this research. It was also shown that the car owners want recommendations and reviews of the car renters to be available, which indicates that the company should include this in their value proposition.

Moreover, by providing service quality the company could meet the car owners' wish regarding convenience, as it was shown in this research that the car owners consider it essential that it is smooth and convenient to rent out their car. Service quality could further help the car owners to avoid hassles and inconveniences, which was identified as one of their main concerns related to renting out their car. As economic compensation was shown to be a major factor as to why car owners would rent out their car, the company should also provide guaranteed payments of rental fee, low transaction costs, and a well-known insurance provider.

### 6.2.5.2 Suggestions on how to meet the car renters' motives

By providing cost transparency and assurance about insurance coverage, the company will be able to supply trust and reliability, which was identified as an important gain for the car renters. In order for the company to meet the car renters' wish of accessibility, it should

provide availability of cars close to the car renters. To meet the gain identified as saving time, the company should provide instant booking and short time to get connected to a car. Moreover, to meet the gains identified as freedom and flexibility as well as adaptability, the company should provide flexible pick-up and return times of the car, extra services to choose from, and tools or processes that allow the car renters to request specific features of the cars. Finally, by providing a keyless technology (which the company already does) they provide convenience for the car renters, which was another important gain identified within this research.

#### 6.2.6 Create a match between car owners and car renters

A final suggestion that Ciao Ciao Carsharing should focus on in their value proposition is to not only to create a fit between the customer profiles and the company's value map, but also to create a fit between the car owners and car renters. This match between car owners and car renters increases the complexity of Ciao Ciao Carsharing's service offering as it does not only require the company to meet two different customer segments (car owners and car renters), but also require them to make sure there is a match between the two segments. Thus, Ciao Ciao Carsharing's value proposition does not only need to satisfy the needs of both car owners and car renters (both crucial for the feasibility of the service), the company also needs to make sure that the both customer segments' needs and values are matched. The suggestion is that the company should look at the customer jobs, pains, and gains of both car owners and car renters in order to identify how a match can be achieved between these.

## 7 Future Research

The sharing economy and its application on the car industry is still a rather unexplored topic, both in regard to business but also in existing literature. Through this research the authors tried to increase the understanding of the underlying customer jobs, pains and gains (and ways to meet these) that potential customers of a P2P car sharing company are experiencing. However, deeper and more extensive investigations could be beneficial for Ciao Ciao Carsharing in order to measure how its customers, after it has been established, perceive their P2P car sharing service. Also, a benchmark of similar services and/or competitors could be valuable for the company as a future investigation.

After conducting the study, the researchers further identified a few areas, connected to the sharing economy, where future research could be of interest. Since P2P car sharing is just one example of many that could help solve the challenges related to mobility within cities, it could be of interest to investigate other sustainable mobility solutions. Comparative analyses of other forms transportation within cities are thereby of interest for future research.

Investigations on how different regulations affect companies within the sharing economy would be interesting to investigate, as well as how regulations should be developed in order to enable a sustainable shift from owning towards sharing. Finally, of interest could be to investigate how other bodies such as institutions, government, companies (such as insurance companies) will have to adapt their practices as society increasingly goes from owning towards sharing.

## 8 References

- Automotive Technologies. (2016). *Car Sharing and Ride Sharing Explained*. Accessed 2018-12-20 from <http://www.automotivetechologies.com/car-sharing>
- Bettencourt, L., Brown, S., & Sirianni, N. (2013) The secret to true service innovation. *Business Horizons* 56(1), 13-22.
- Bryman, A. & Bell, E. (2013) *Business Research Methods*. 3rd edition. Oxford University Press: New York.
- Ellen MacArthur Foundation. (2015). *Growth within: A circular economy vision for a competitive Europe*. Accessed 2019-01-15 from [https://www.ellenmacarthurfoundation.org/assets/downloads/publications/EllenMacArthurFoundation\\_Growth-Within\\_July15.pdf](https://www.ellenmacarthurfoundation.org/assets/downloads/publications/EllenMacArthurFoundation_Growth-Within_July15.pdf)
- West, G. [Geoffrey West]. (2011, July). *Geoffrey West: the surprising math of cities and corporations*. [video] Accessed 2018-12-20 from [https://www.ted.com/talks/geoffrey\\_west\\_the\\_surprising\\_math\\_of\\_cities\\_and\\_corporations/next](https://www.ted.com/talks/geoffrey_west_the_surprising_math_of_cities_and_corporations/next)
- Hamari, J., Sjöklint, M., & Ukkonen, A. (2015). The sharing economy: Why people participate in collaborative consumption. *Journal Of The Association For Information Science And Technology*, 67(9), 2047-2059.
- Habibi, M., Davidson, A., & Laroche, M. (2016a). What managers should know about the sharing economy. *Business Horizons*, 60(1), 113-121.
- Habibi, M., Kim, A., & Laroche, M. (2016b). From Sharing to Exchange: An Extended Framework of Dual Modes of Collaborative Nonownership Consumption. *Journal Of The Association For Consumer Research*, 1(2), 277-294
- Kathan, W., Matzler, K., & Veider, V. (2016) The sharing economy: Your business model's friend or foe? *Business Horizons* 59(6), 663-672.
- McKinsey. (2011). *Urban world: Mapping the economic power of cities*. Accessed 2018-12-20 from [https://www.mckinsey.com/~/media/mckinsey/featured%20insights/urbanization/urban%20world/mgi\\_urban\\_world\\_mapping\\_economic\\_power\\_of\\_cities\\_full\\_report.ashx](https://www.mckinsey.com/~/media/mckinsey/featured%20insights/urbanization/urban%20world/mgi_urban_world_mapping_economic_power_of_cities_full_report.ashx)
- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A., (2014). *Value Proposition Design*. Press: New York Wiley.
- PriceWaterhouseCoopers. (2015). *The Sharing Economy*. US: PriceWaterhouseCoopers. Accessed 2019-01-03 from [https://www.pwc.fr/fr/assets/files/pdf/2015/05/pwc\\_etude\\_sharing\\_economy.pdf](https://www.pwc.fr/fr/assets/files/pdf/2015/05/pwc_etude_sharing_economy.pdf)



Strategyzer. (2019). *The Value Proposition Canvas*. Strategyzer. Accessed 2019-05-25 from <https://www.strategyzer.com/canvas/value-proposition-canvas>

UN. (2018a). *Urbanization*. Accessed 2019-01-03 from <http://www.un.org/en/development/desa/population/theme/urbanization/index.shtml>

UN. (2018b). *2018 Revision of World Urbanization Prospects*. Accessed 2019-01-03 from <https://www.un.org/development/desa/publications/2018-revision-of-world-urbanization-prospects.html>

Wilhelms, M., Henkel, S., & Falk, T. (2017a). "To earn is not enough: A means-end analysis to uncover peer-providers' participation motives in peer-to-peer carsharing." *Technological Forecasting And Social Change*, 125, 38-47.

Wilhelms, M., Merfeld, K., & Henkel, S. (2017b). "Yours, mine, and ours: A user-centric analysis of opportunities and challenges in peer-to-peer asset sharing," *Business Horizons* 60(6), 771-781.

## 9 Appendix

### Appendix 1 - Interview Guides

#### Questions for the interviews with the car owners

##### Questions related to car ownership

###### (Customer jobs)

- Describe your car usage?
  - How, when, where
  - Renting or lending your car?
- What was your initial goal or reasons for buying a car?
- What do you get out from owning a car?
  - What tasks do you solve by owning a car? (functional jobs)
  - Are there any social aspects connected to you owning a car? (social jobs such as power, status)
- Describe your personal or emotional connection to your car? (personal/emotional jobs)

###### (Pains)

- What are the main difficulties and challenges you experience by owning your car?
  - What are your frustrations, annoyances?
  - For example, connected to buying, parking, driving, insurance, cost, sustainability, time, effort...
- What makes you feel bad in connection to you owning your car?
  - For example, connected to buying, parking, driving, insurance, cost, sustainability, time, effort...
- Do you see any risks connected to you owning your car? (financial, social, technological)

###### (Gains)

- What gains and benefits do you get from owning your car?
  - required gains - most basic expectation
  - expected gains - relatively basic, e.g. well-designed and look good
  - desired gains - beyond expectation, would love to have if we could
  - unexpected gains - go beyond expectations and desires, wouldn't even come up with if ask
- What makes your life easier by being a car owner?
  - such as savings; time, money, effort

- Is there anything that would make it easier for you in terms of being a car owner?
  - such as more services, lower costs of ownership
- What positive consequences of owning a car do you desire?
  - Any positive social consequences? Such as make them look good, power or status.

### Questions related to renting out their car

#### (Customer jobs)

- What do you think you would get out from renting your car to others?
- If you were to rent out your car through a car rental service, what expectations would you have on the service?

#### (Pains)

- Are there any obstacles that would keep you from renting your car to others?
  - Any concerns?

#### (Gains)

- What would increase the chance of you renting out your car?
  - do they desire lower cost, less investment, lower risk, or better quality?

### Questions for the interviews with the car renters

#### (Customer jobs)

- Describe your transportation habits?
- What's your need for transportation?
- What are important factors when you use transportation?
  - time, cost, effort, convenience
- What are the reasons for you not owning a car?
- Describe your experiences in terms of renting or lending a car?
  - How, when, where
    - If No, what has stopped you from renting or lending cars previously?
- What would be (or are) reasons for you renting or lending a car?

#### (Pains)

- What are the main difficulties and challenges you experience related to transportation (also car renting services in case you have used)?
  - What are your frustrations, annoyances?
- What makes you feel bad in connection to transportation?

- Do you see any risks of your general way of transportation? (financial, social, technological)
- Do you see any risks of renting a car? (financial, social, technological)
- What obstacles would keep you from renting a car?
  - Are there any factors that would make you less inclined to adopt a car rental service?

(Gains)

- What gains do you get, or expect to get, through renting a car?
  - required gains - most basic expectation
  - expected gains - relatively basic, e.g. well-designed and look good
  - desired gains - beyond expectation, would love to have if we could
  - unexpected gains - go beyond expectations and desires, wouldn't even come up with if ask
- What are you looking for if you were to rent a car?
  - such as good design, guarantees, specific or more features?
- What would increase the likelihood of you renting a car?
  - do they desire lower cost, less investment, lower risk, or better quality, more services, more convenient?
- What performance and quality do you expect from a car rental service?

## Appendix 2 - The Questionnaires

1. Select the best fitting option

- I have a driver's license and I own a car
- I have a driver's license but I do not own a car
- I have neither a driver's license nor a car

### Questions for car owners

2. What is your gender?

- Male
- Female
- Other

3. What is your age?

- 25-30 years old
- 31-35 years old
- 36-40 years old

4. Select the best fitting option regarding your household

- Single household
- Household with two or more people

5. I have:
- A partner
  - Children
  - Pets
  - None of the above
6. What is your main occupation?
- Full-time employee
  - Part-time employee
  - Student
  - Other
7. Where do you live?
- Gothenburg city center
  - Gothenburg area (not including the city center)
8. What is your monthly net income (including CSN)
- Below 10 000 SEK
  - 10 000 - 20 000 SEK
  - 21 000 - 30 000 SEK
  - 31 000 - 40 000 SEK
  - Above 40 000 SEK
9. When did you buy your car?
- 0 - 3 years ago
  - 4 - 6 years ago
  - 7 - 10 years ago
  - More than 10 years ago
10. Did you buy your car new or used?
- New
  - Used
11. What is the estimated value of your current car?
- Below 50 000 SEK
  - 50 000 - 150 000 SEK
  - 151 000 - 250 000 SEK
  - 251 000 - 350 000 SEK
  - Above 350 000 SEK
12. I consider myself careful about my car
- Strongly Disagree
  - Disagree
  - Undecided
  - Agree
  - Strongly agree

13. An important reason for owning a car is that I am able to get to and from work

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly agree

14. How frequently do you use your car at work?

- Every day
- More than once a week
- Once a week
- More than once per month
- Once per month
- Less than once per month
- Never

15. An important reason for owning a car is that I can use it during my free time

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly agree

16. During my free time I use my car to:

- Visit friends and family
- Make vacation trips
- Drive around for fun
- Run errands (such as picking up groceries etc.)
- Other reasons
- I do not use my car during my free time

17. Rate how frequently you use your car during the following occasions (1 is low frequency 5 is high frequency)

- To and from work during weekdays
- To and from work during weekends
- During free time on weekdays
- During free time on weekends
- During holidays

18. I see my car as a practical way to transport things

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly agree

19. I frequently use my car to transport:

- Friends

- Family
- Pets
- Packages
- Packing
- Furnitures
- Tools
- Work equipment
- Sports gear
- Other things
- I do not use my car to transport things

20. I frequently use my car to store things

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly agree

21. I experience frustrations and difficulties connected to owning a car

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly agree

22. Rate the following factors based on how much you consider them to be frustrating in association with your car ownership (1 is low frustration and 5 is high frustration)

- Insurance costs
- Car service costs
- Repair costs
- Taxes
- Depreciation of car value
- Parking costs
- High fixed cost per mile due to low car utilization rate
- (Keep track of) new laws and regulations
- Prohibitions and restrictions
- Regulations that affect the uncertainty regarding your car's future demand
- Find parking
- Traffic situations (traffic jams, queues, reconstructions, etc.)
- Time consuming
- Car maintenance and repair hassles
- Administration
- Environmental impact

23. Rate the following statements according to how concerning you perceive them to be in association with you renting out your car to another individual through a peer-to-peer car rental service

- I am concerned that my costs will increase if I rent out my car
- I am concerned that renting out my car will imply too much administrative work
- I am concerned that renting out my car will be time consuming
- I am concerned that renting out my car will require too much effort
- I am concerned that I will get into troublesome situations if I rent out my car
- I am concerned that renting out my car will imply parking related problems
- I am concerned that renting out my car will not be practically feasible
- I am concerned that others will not be as careful about my car as I am
- I am concerned that my car will be rented out to unreliable individuals
- I am concerned that my car will be rented out to bad drivers
- I am concerned that my car will be damaged if I rent out my car
- I am concerned that if I rent out my car I will not have access to it when I need it

24. Rate the following factors according to how important you consider them to be in relation to your car ownership (1 low importance, 5 high importance)

- It is a convenient way to move around
- I have freedom to move whenever and wherever I want
- It enables me to be spontaneous
- I save time
- I enjoy it

25. The following statements are related to you renting out your car through a peer-to-peer car rental service. Rate the statements according to how well you agree with them.

- It is important to me that it is smooth and convenient to rent out my car
- It is important that I can decide when other individuals can rent my car
- Economic compensation is a major contributing factor as to why I would rent out my car
- The more expensive car I own, the more I want to get in financial compensation when I rent out my car
- If my car would have a lower financial value, I would be more inclined to rent out my car
- I expect to lower my fixed costs by renting out my car
- The possibility that I would rent out my car would increase if I could set the price myself
- Being able to help others is a major contributing factor as to why I would rent out my car
- For me it is important to know in advance who will be renting my car
- For me it is important that I am able to meet the person who will rent my car face-to-face
- For me it is important that I am able to decide who I choose to rent out my car to
- Recommendations and reviews of car renters would make me more inclined to rent out my car
- For me it is important to know in advance when my car will be rented out



## Questions for car renters

26. What is your gender?

- Male
- Female
- Other

27. What is your age?

- 25-30 years old
- 31-35 years old
- 36-40 years old

28. Select the best fitting option regarding your household

- Single household
- Household with two or more people

29. I have:

- A partner
- Children
- Pets
- None of the above

30. What is your main occupation?

- Full-time employee
- Part-time employee
- Student
- Other

31. Where do you live?

- Gothenburg city center
- Gothenburg area (not including the city center)

32. What is your monthly net income (including CSN)

- Below 10 000 SEK
- 10 000 - 20 000 SEK
- 21 000 - 30 000 SEK
- 31 000 - 40 000 SEK
- Above 40 000 SEK

33. What kind of transportation do you mainly use?

- Public transportation
- Car
- Bike
- Scooter
- Walk
- Other

34. Rate the factors according to their importance when choosing a mode of transportation (1 low importance, 5 high importance)

- Saving time
- Safety
- Trust and reliability
- Freedom
- Convenience
- Costs
- Enjoyment
- Environmental impact
- Avoiding hassles

35 I need transportation in order to:

- Travel to work
- Travel to school/university
- Visit friend and family
- Run errands (groceries etc.)
- Go on vacation/trips
- Transport things (packages, furniture, packing, etc.)
- Other

36. Rate the following statements according to how well you agree with

- I need a car to travel to work
- I need a car to travel to school/university
- I need a car to visit friends and family
- I need a car to run errands (groceries etc.)
- I need a car to go on vacation/trips
- I need a car to transport things (packages, furniture, packing, etc.)

37. How often do you find yourself in need of a car?

- Every day
- More than once a week
- Once a week
- More than once per month
- Once per month
- Less than once per month
- Never

38. Rate the following statements based on how well you agree with them.

- I experience frustrations and difficulties connected to transportation
- It is uncomfortable to use public transportation
- It is difficult to travel longer distances with public transportation
- It is difficult or frustrating to plan my travels with public transportation
- It is difficult to travel with public transportation because of their bad schedules
- It is difficult to transport things with public transportation (such as packages, packing, groceries etc.)
- A major reason for not owning a car is that it is difficult to access parking
- I would avoid a service that is difficult to quickly understand

- It is difficult to drive a car in the Gothenburg city center
- It is difficult to drive a car in the Gothenburg area (not including the city center)
- I am concerned that troublesome situations will occur while I rent a car
- I am more okay with hassle if I am compensated for it
- I find it frustrating to read through the terms and conditions before using a service
- I am concerned that things would not function if I were to rent a car (such as the car, the equipment, Internet connection etc.)
- I am concerned that I would feel time pressure while renting a car
- I find it annoying to have to wait for things
- Travel with public transportation takes too much time
- I am concerned that the car I rent will not meet with my safety requirements
- I am concerned that the quality of the car I rent will be poor
- I do not like to drive old cars
- Before renting a car, I want to know in what condition the car is in
- I am afraid that I will not be fully insured if something happens while I rent a car
- A major reason for not owning a car is that it is too expensive
- I am hesitant to rent a car because there might be hidden costs
- My need for a car is so small that it is not economically justifiable to own one
- I see it as more economically justifiable to rent a car compared to owning one
- I am concerned that parking will be expensive if I rent a car

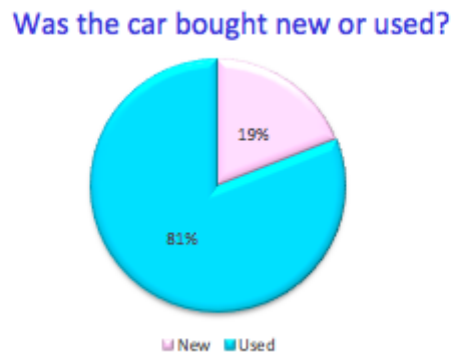
39. Rate the following statements based on their importance when adopting a peer-to-peer car rental service. (1 low importance, 5 high importance)

- I am able to get to where I want quickly
- I am able to get ahold of a car quickly
- I can get help and support from the company whenever I need it
- It is clearly outlined what will happen if something goes wrong while I rent a car
- I perceive the company behind the service to be reliable and trustworthy
- I know what the insurance covers
- I am able to get access to cars close to my location
- It is simple and convenient to access a car
- It is possible to leave the car at any place I want
- It is possible to shorten or extend the time period that I rent a car
- I am not burdened with the responsibilities of car ownership
- There are different car options to choose from
- There are descriptions of what objects the car includes (such as AC, GPS, sound speaker, pet carrier, child car seat, etc.)
- It is possible to choose what objects are included in the car
- It is possible to choose between different price options
- The customer-company interaction is minimized
- The service is completely digital
- There is no interaction with the owner of the car
- The service is easy to use
- The price is low
- The service offers good deals and loyalty programs
- The service experience is fun
- The service is environmentally friendly

## Appendix 3 - Additional Findings

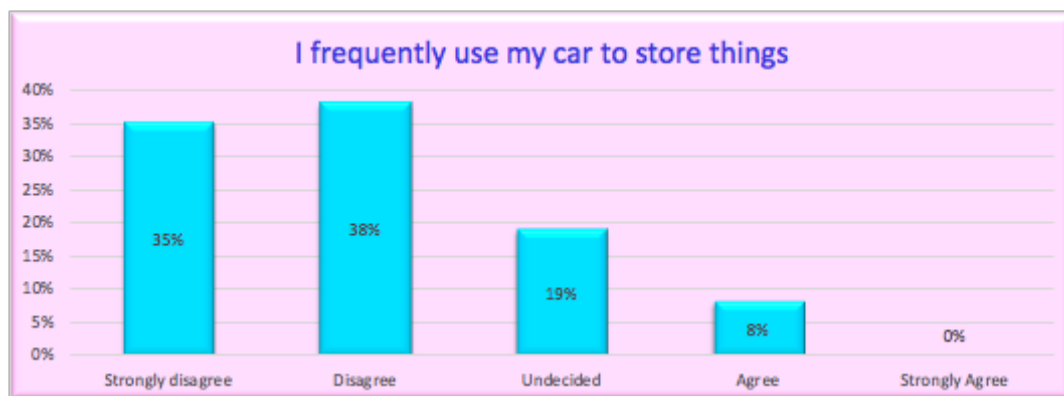
### Additional findings regarding the car owners

*Figure A - Was the car bought new or used?*



As depicted in figure A, 19% of the respondents said that their car was new when they bought it, while 81% said they bought it used.

*Graph A - I frequently use my car to store things*

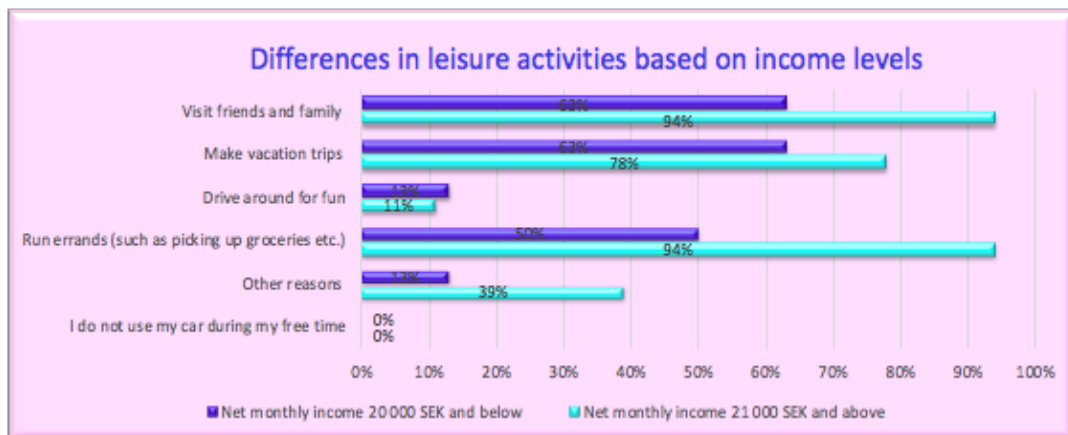


As shown in graph A, a large part of the respondents disagreed (38%) or strongly disagreed (35%) that they frequently use their car to store things. Only 8% said that they agree, while 19% were undecided.

### Comparison between different monthly net income

The researchers further found it relevant to investigate whether there were any differences between the car owners that responded that they are in the lower span of monthly net income (20.000 SEK or below) and the car owners that responded that they are in the higher span of monthly net income (21.000 SEK or above). 100% of the respondents with a higher monthly net income were full-time employees, while 88% of the respondents in the segment with a lower monthly net income were students and 12% were part-time employees. Also, a larger part (62%) of the segment with a lower monthly net income responded that they have a car with an estimated value below 50.000 SEK. For the segment with the higher income the percentage was 28%.

Graph B - Differences in leisure activities based on income levels

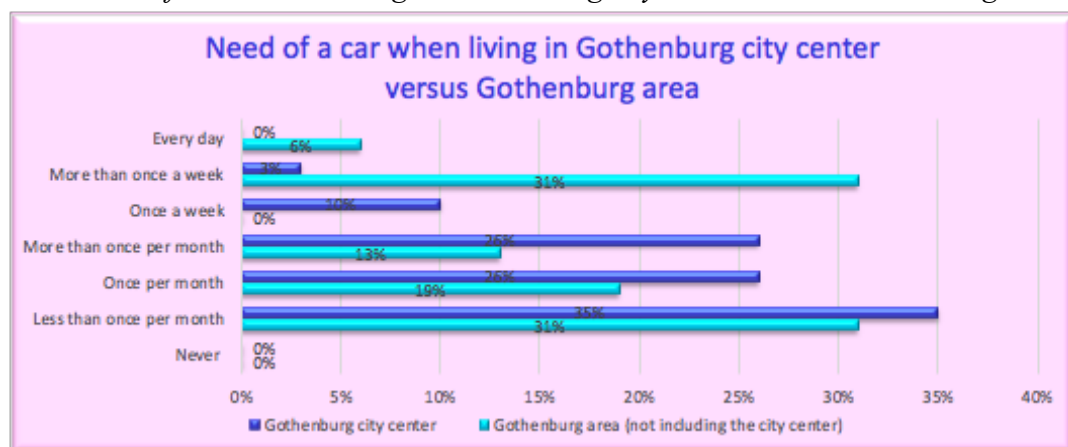


Moreover, the respondents with a higher income answered that they use their car during leisure activities more often compared to the group with a lower income, as shown in graph B. For instance, 94% of the respondents with the higher income responded that they use their car during their free time in order to visit friends and family, while only 63% of the respondents with a lower income answered that they use it for the same purpose. Similarly, 94% of the segment with higher income used it during their free time to run errands, while the percentage was 50% for the segment with a lower income. This dominance from the respondents with a higher income was true for all categories except for the category “drive around for fun“ where the respondents with the lower income reported a slightly higher number.

## Additional findings regarding the car owners

### Differences between where they live

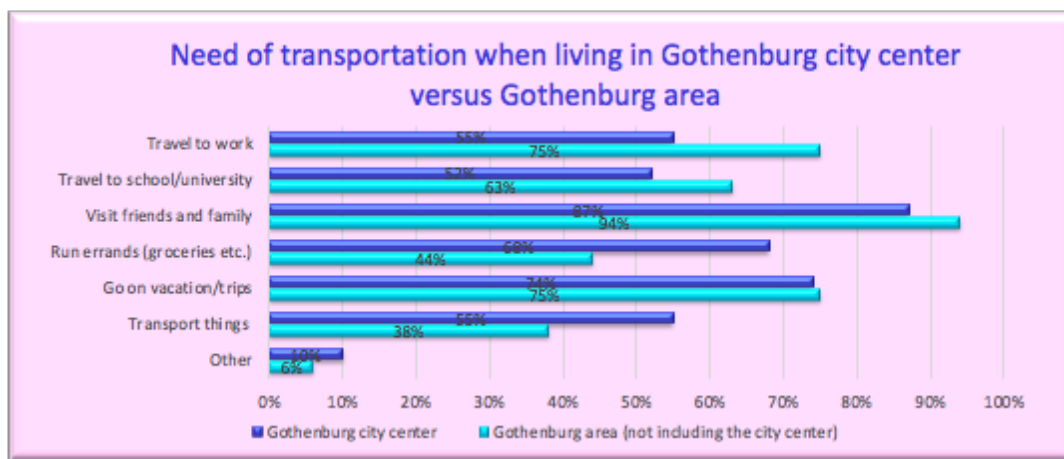
Graph C - Need of a car when living in Gothenburg city center versus Gothenburg area



The researchers wanted to investigate whether the need of a car differed depending on where the respondents live. Therefore, a comparison was made between the group of respondents who live in the Gothenburg city center and the group of respondents who live in the

Gothenburg area not including the city center (see graph C). It was shown that a larger part of the respondents who do not live in the city center experience that they need a car more often compared to those who live in the city center. When looking at the 3 first alternatives in (see graph) (stretching from “once a week to “every day”), 36% of the respondents who live in the Gothenburg area (not including the city center) selected one of these options, while only 13% of the respondents in the city center did so. Thus, the group of respondents who live in the Gothenburg area (not including the city center) shows a need of a car more often.

*Graph D - Need of transportation when living in Gothenburg city center versus Gothenburg area*



Also what the respondents needed transportation for (referring to all types of transportation) was shown to differ depending on whether they live in the city center or not (see graph D). The group of respondents who live in the city center showed a lower need of transportation in most of the occasions compared to the other group (who live in the Gothenburg area not including center), except from when they run errands or when they transport things.

## Appendix 4 - Rejected Customer Jobs, Pains, and Gains

### Car Owners

#### Customer Jobs

- 31%, said that they agree (19%) or strongly agree (12%) that a major reason for owning a car is to get to and from work
- Drive around for fun (12%)
- Transport sport gear (46%)
- Transport packing and packages (42%)
- Transport furniture (31%)
- Transport tools, pets, and work equipment

#### Pains related to car ownership

- Depreciation of car value and parking costs, with a score of 2.8 each
- Insurance costs and taxes both scored 2.7

- Environmental impact (2.8)
- Car maintenance and repair (2.7)
- Time consuming (score 1.8)
- Administration (1.7)
- Related to regulations (all below 2.5)

#### **Pains related to renting out car**

- Concerned that their costs will increase if they rent out their car (27%) - not significant
- Concerned that renting out their car will imply parking related problems (42%) - not significant

#### **Gains related to renting out car**

- The possibility that they would rent out their car would increase if they could set the price themselves (46%)
- Being able to help others is a major contributing factor as to why they would want to rent out their car (27%)
- It is important to meet the car renter face-to-face (46%)

### **Car Renters**

#### **Pains**

- It is difficult to drive a car in Gothenburg city center (28% agree and 21% strongly agree)
- Concerned that troublesome situations will occur while renting a car (43% agree and 4% strongly agree)
- A major reason for not owning a car is that it is difficult to access parking (30% agree and 11% strongly agree)
- It is difficult or frustrating to plan their travels with public transportation (32% agree and 2% strongly agree)
- It is uncomfortable to use public transportation (17% agree and 9% strongly agree)
- It is difficult to travel in the Gothenburg area not including the city center (19% agree and 4% strongly agree)
- They are concerned that things would not function if they were to rent a car (19% agree and 2% strongly agree)
- It is difficult to travel with public transportation because of their bad schedules (13% agree and 0% strongly agree)
- Are concerned that they would feel time pressure while renting a car (agree 30%, strongly agree 9%)
- Travel with public transportation takes too much time (agree 23%, strongly agree 9%)
- Are concerned that the car will not meet with their safety requirements (6% agree, 0% strongly agree)
- Are concerned that the quality of the car they rent will be poor (11% agree, 0% strongly agree)

- They do not like to drive old cars (19% agree, 6% strongly agree)
- They are concerned that parking will be expensive if they rent a car (28% agree, 13% strongly agree)
- They are hesitant to rent a car because there might be hidden costs (23% agree, 17% strongly agree)

### **Gains**

- It is possible to choose what objects are included in the car (2.9)
- The service experience is fun (2.7)