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A Conceptual Skill Marketplace Business Model: Enhancing Students and Graduates Employability via Digital Platform

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Abstract: **This paper aims to explore our development on a business model for Campus Skill Marketplace. This business model aims to tackle the challenges of helping students and graduates around campus to utilize their skills in an effort to be employed. The business caters to not only students but also employers that are looking for suitable employees that fit within their business demands. The model aligns with the national goal stated in MOHE Entrepreneurship Integrated Education. The initiative aims to integrate entrepreneurship into higher education. This paper uses Design Thinking Methodology to gain insights and knowledge on how to build a business model, DT involves a systematic literature review and the benchmarking of the existing market players using the Business Model Canvas. Problems definition and customer insights are gained through primary research that includes interviews and surveys. For the ideation and design phase, the development of an initial business model is created through usage of Environment Map, BMC, and Value Proposition Canvas, that is complimented with a high fidelity digital platform and app prototype. For benchmark, a Strategy Canvas is used to compare the validated model with key local and global competitors. The goal of this paper is to establish a valid conceptual business model that digital platform and associated services may alleviate some of the pains of the standard business model and to allow creators to be active in its field.**

Keyword: **Business Models, Digital Platform, Market Dynamics, Gig Economy, Student Employability, Design Thinking.**

I. INTRODUCTION

The modern labor market is undergoing a rapid transformation, driven by global megatrends such as Industrial AI and Green Digitalization. In Malaysia, this shift is catalyzed by national strategic roadmaps like the 13th Malaysia Plan (13MP) and Budget 2026 (Belanjawan MADANI), which aim to restructure the economy toward high-growth, high-value (HGHV) industries. Central to these initiatives is the goal for the digital economy to contribute 30% of National GDP by 2030, alongside the creation of 500,000 high-paying tech jobs. However, university students face significant challenges in entering this evolving landscape, including limited income opportunities, a lack of accessible marketplaces to showcase their talents, and trust issues within existing freelance ecosystems. Students often struggle with the "job-to-do" of gaining practical experience and building professional portfolios while still in school.

Currently, several solutions exist in the marketplace, ranging from global platforms like Fiverr, Upwork, and Urban Company to informal networks on WhatsApp and Telegram. Global platforms act as "pain relievers" by providing a wide user base and secure payment systems, while informal groups offer high accessibility and low barriers to entry. Despite these options, significant gaps remain. Global platforms are often highly competitive, making it difficult for student

beginners to gain visibility, and they lack personalization for the academic context. Conversely, informal student groups lack formal structure, scalability, and verification mechanisms, leading to concerns regarding service quality and professionalism. These existing models fail to fully address the localized needs of the campus community or deliver effectively on national goals like the Malaysia Digital Economy Blueprint (MyDIGITAL).

Consequently, there is a pressing need for a localized, innovative solution that bridges the gap between student talent and market demand. This paper proposes Campus Skill Marketplace, a multi-sided digital platform designed to empower university students to monetize their skills—such as graphic design, programming, and tutoring—within a verified and affordable campus-based ecosystem. By aligning with the MOHE Entrepreneurship Integrated Education initiative, this platform seeks to integrate entrepreneurship into higher education while supporting the national "AI Nation 2030" vision.

II. PROBLEM STATEMENT/OBJECTIVES

The primary objective of this paper is to develop a conceptual multi-sided digital platform, namely *Campus Skill Marketplace*, that facilitates the exchange of skills and services between university students and potential customers. The platform aims to address key challenges related to limited income opportunities, lack of accessible service marketplaces, and trust issues in existing freelance ecosystems.

The specific objectives of this study are as follows:

a. To design and develop a centralized digital platform that enables university students and fresh graduates to effectively offer and monetize their skills, including graphic design, programming, tutoring, and digital content creation.

b. To provide an affordable, accessible, and efficient service marketplace for students, small and medium enterprises (SMEs) and NGOs, thereby reducing reliance on costly professional services.

c. To enhance students' employability by enabling them to gain practical experience, build professional portfolios, and develop entrepreneurial competencies.

d. To address trust, visibility, and accessibility limitations in existing freelance platforms by introducing a localized, campus-based ecosystem with verified user profiles.

e. To develop a comprehensive business model using the Business Model Canvas (BMC) and Value Proposition Canvas (VPC) frameworks to clearly define value creation and delivery mechanisms.

f. To analyse the external business environment through the application of Environment Map (EM) and Strategy Canvas (SC) in order to assess market opportunities and competitive positioning.

g. To support national digital economy initiatives such as the *Malaysia Digital Economy Blueprint (MyDIGITAL)*, which emphasizes digital transformation and innovation in strengthening the economy.

III. METHODOLOGY

Design Thinking has been widely recognised as an effective approach in developing innovative business models. It has been argued that design thinking can play a strategic role in business model innovation by acting as an effective means of democratizing innovation and linking strategy to action [3]. In addition, design thinking emphasises a user-centred approach, collaborative processes, and continuous improvement through iterative development, making it highly suitable for creating practical and value-driven digital solutions.

Based on this perspective, this paper adopts the Design Thinking methodology as a guideline in developing the conceptual business model for the Campus Skill Marketplace. The process involves several stages, including empathize, define, ideate, prototype, and test, which support the understanding of user needs and the development of appropriate solutions. In this study, the initial stage focuses on identifying the challenges faced by students who wish to monetize their skills, as well as customers who require affordable and reliable services. These insights are then analysed to define the key problems, including limited opportunities, high competition in existing freelance platforms, and the absence of a trusted campus-based marketplace.

Following this, the ideation stage leads to the development of a multi-sided digital platform that connects student service providers with customers in a localized and structured environment. The proposed solution is then translated into a conceptual prototype, incorporating key features such as user profiles, service listings, communication tools, and rating systems.

In addition to the Design Thinking approach, this study also utilises several business modelling tools. The Business Model Canvas (BMC) is developed to illustrate the overall business structure of the platform. The Value Proposition Canvas (VPC) is also applied to analyse how the proposed platform delivers value to its target customers. The VPC explains how a business communicates product value by aligning its offerings with customer needs and expectations, as well as how value is created through benefits and positive customer outcomes [1].

Furthermore, an Environment Map (EM) is constructed to examine external factors, including market forces, industry competition, key trends, and macroeconomic conditions. A Strategy Canvas (SC) is also developed as a diagnostic tool that graphically captures the key competitive factors within the industry and enables comparison with existing competitors. This facilitates the identification of the platform's unique value proposition and competitive positioning [2].

Finally, the proposed business model is validated through feedback from potential users, including students and small and medium enterprises (SMEs). The findings from this validation process are used to refine and improve the proposed solution, ensuring its relevance and feasibility in the current market environment.

IV. LITERATURE REVIEW

A. The Fourth Industrial Revolution (4IR) and Macro-Policy Landscape

The integration of 4IR is no longer a peripheral goal but the core engine of Malaysia's socioeconomic transformation. According to Jaafar et al., (2024) emergence of technologies as reliable tools lead to its adoption and full fledged utilization by contractors around Malaysia [9]. Furthermore, advancement of AI causes major reform in education that focuses on integrating AI and technology in teaching, learning, and assessment practices. Jamaluddin et al., (2025) notes that the overall reform is centered around the pillar of Digital Education Policy (DEP) launched by the Ministry of Education in 2023 to accommodate the shift in learning profiles and workforce demands [10]. 4IR also played a role in other nations growth and overall progress towards becoming a modern civilization, Marivate (2021) notes that the implementation of 4IR plays a huge role in dictating the state of a nation's potential economic future while realizing the side effects of moving forward with the revolution in terms of resources and opportunity [11].

I. Global and Local Megatrends (2026 Perspective)

The global landscape is dominated by "Industrial AI" and "Green Digitalization." Locally, Malaysia is navigating these through a "Whole-of-Nation" approach, focusing on three primary megatrends:

- **AI-Driven Economic Complexity:** Moving beyond assembly to high-value design and autonomous manufacturing.
- **Supply Chain Reconfiguration:** Positioned as a "Plus One" strategy hub, Malaysia is leveraging 4IR to ensure supply chain resilience in the semiconductor and E&E sectors.
- **The Green Transition:** The convergence of digital tools and ESG (Environmental, Social, and Governance) standards is now a mandatory requirement for global market entry.

II. The 13th Malaysia Plan (13MP: 2026–2030)

Launched in 2025, the **13MP** serves as the primary strategic roadmap for the current half-decade.

- **The "Raise the Ceiling" Pillar:** Aims to restructure the economy toward high-growth, high-value (HGHV) industries.
- **Targeted Growth:** The plan targets the digital economy to contribute **30% of National GDP** by 2030.
- **Startup Impact:** There is a specific focus on creating 500,000 high-paying tech jobs, providing a fertile talent pool for new ventures with the government providing up to RM611 Billion in budgeting to advance the plan.

III. Budget 2026 (Belanjawan MADANI)

The 2026 Budget reinforces the **"AI Nation 2030"** vision with supports from the government by having a budget of RM470 Billions with specific fiscal tools:

- **AI & Cybersecurity Incentives:** MSMEs and startups can claim a **50% additional tax deduction** for expenses related to AI and cybersecurity training.

- **NIMP Industry Development Fund (NIDF):** Direct funding is available for startups involved in 4IR "mission-based" projects, particularly those focusing on smart factories and generative AI hubs.
- **Talent Mobility:** New visa categories, such as the **Investor Pass** (12-month multiple entry), facilitate the movement of global tech talent into local startups.

IV. MyDigital & National 4IR Policy (N4IRP)

By 2026, MyDigital has entered **Phase 3 (2026–2030)**, shifting focus from infrastructure to **Technology Production**.

- **Sovereign AI Cloud:** The establishment of national AI infrastructure reduces the "compute barrier" for local startups, allowing them to train models locally.
- **Digital Inclusivity Index (DIIM):** New benchmarks ensure that 4IR benefits extend to rural value chains, opening "Agri-Tech" and "Social Enterprise" opportunities for ventures.

V. New Industrial Master Plan 2030 (NIMP 2030)

The NIMP 2030 operates through "Missions" rather than just sectors. For a startup, the most relevant missions are:

- **Mission 2 (Tech Up for a Digitally Vibrant Nation):** Goals include transforming 3,000 factories into **Smart Factories** using IoT and robotics.
- **Mission 3 (Push for Net Zero):** Encourages startups to develop "Clean-Tech" solutions that help legacy industries decarbonize.

B. Market Dynamics and Platform Benchmark Analysis

I. Industry Context

In this modern digital economy, proper online platforms like Fiverr and Upwork have been developed for anyone that wants to deliver services to the public. Sutherland et al. pointed out that service providers and service seekers can interact efficiently through these platforms yet grow in the gig economy [5]. This indicates that flexibility and on-demand services is the main highlight of digital platforms.

II. Demand Analysis

Convenience, affordability and fast access to services increase the demands for online service platforms and it continues to grow and evolve. Fiers emphasizes that “digital skills valuable in online freelancing and how being more digital savvy translates to positive outcomes for online freelancers” [4]. In addition, hiring external third-party providers is the best choice nowadays due to time constraints and the availability of specialized providers.

Sutherland et al. further note that matching or client-gig worker searching improves with advancement of digital platforms simultaneously driving up the adoption rates [5]. However, there are some key concerns in existing platforms like service quality and transparency.

III. Supply Analysis

The increase in freelancers and part-timers seeking flexible income opportunities expanded significantly the gig economy supply. Nambisan et al. highlight that digital platforms create opportunities for the gig economy to enter the global market extensively [6].

Yet despite such growth, high competition, platform dependency and difficulty in verifying service providers become the greatest challenges. Nigar et al. explain more about effect on freelance and gig work:

AI has changed the gig economy by increasing productivity on sites like Upwork and Uber. However, transparency and worker autonomy are frequently diminished when gig worker evaluation procedures are automated, such as through AI-driven ratings and matching algorithms. The Stanford Social Innovation Review explores how AI’s ability to decide gig workers’ compensation and workload distribution may lead to unfair treatment and exacerbate job insecurity. [7]

Issues like job insecurity and lack of regulation and proper execution affect the sustainability of gig-based platforms.

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IV. Platform Benchmark

Existing platforms provide insights into current market practices. Fiverr offers fast and accessible services but pricing and quality consistency become an issue for certain users. Upwork provides a more structured environment at substantial cost and complexity. Meanwhile, TaskRabbit focuses on local services with solid mechanisms whereas limited for global access. These comparisons show that current platforms lack trust, affordability and are inefficient. It can be a key focus for the developer and all entities that are involved in this digital platform to improve in the future.

C. Benchmark of Similar Business Models

Benchmarking is conducted to evaluate existing digital platforms that offer similar services, with the aim of identifying their strengths, limitations, and business model characteristics. This analysis provides insights into market gaps and opportunities for differentiation.

I. Fiverr (https://www.fiverr.com)

Fiverr is a global digital marketplace that connects freelancers with customers seeking a wide range of services, including graphic design, writing, and programming. The platform operates on a commission-based revenue model and leverages a rating and review system to establish trust among users.

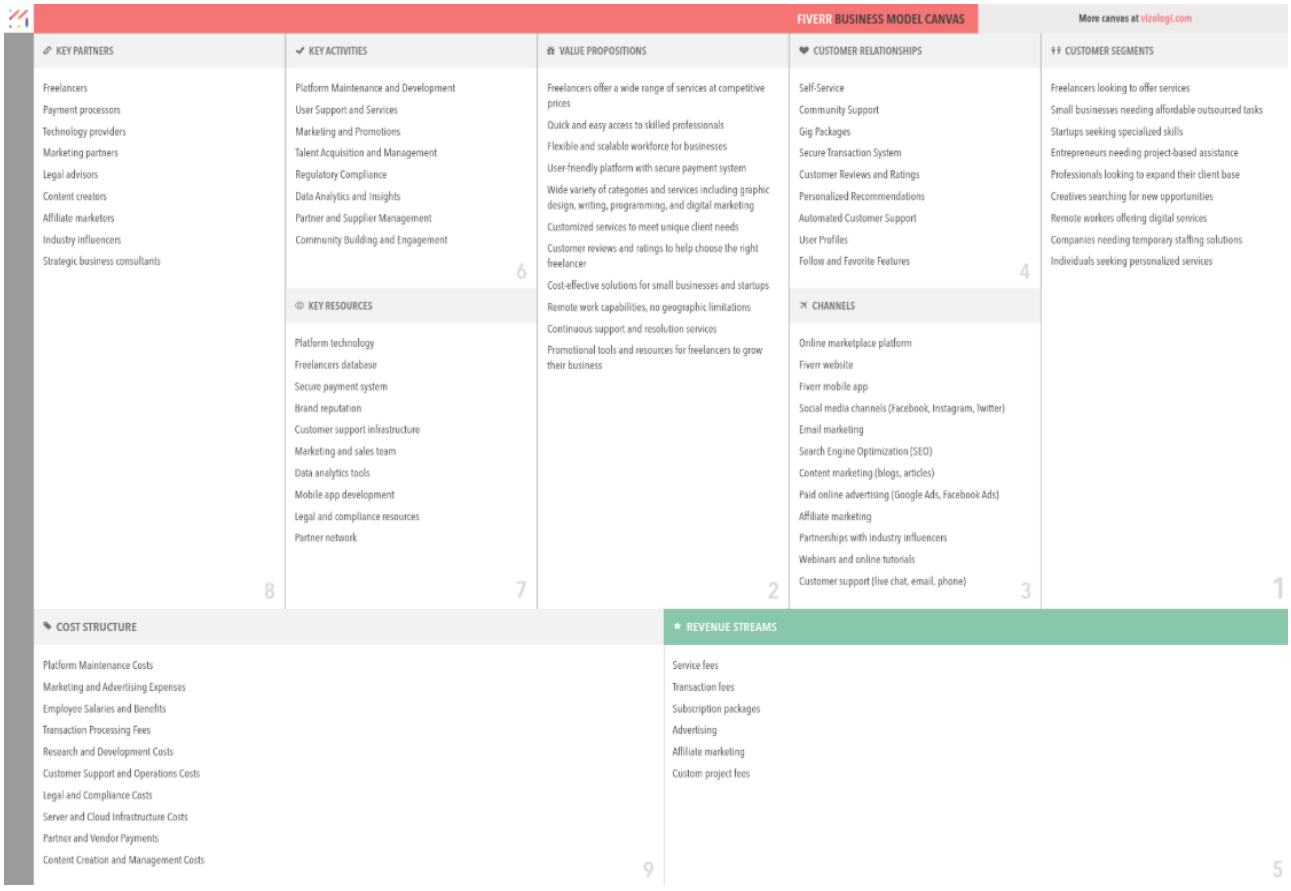

Fig 1: Fiverr Business Model

Strengths	Weaknesses
Extensive global user base and service diversity	High level of competition, particularly for new entrants
Established trust mechanisms through ratings and reviews	Limited personalization for student users or beginners
User-friendly interface for service listing and purchasing	Service quality may vary due to open marketplace structure

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II. Upwork (https://www.upwork.com)

Upwork is a professional freelance platform that facilitates both short-term and long-term project engagements between freelancers and clients. It incorporates advanced job matching algorithms and secure payment systems to enhance user experience.

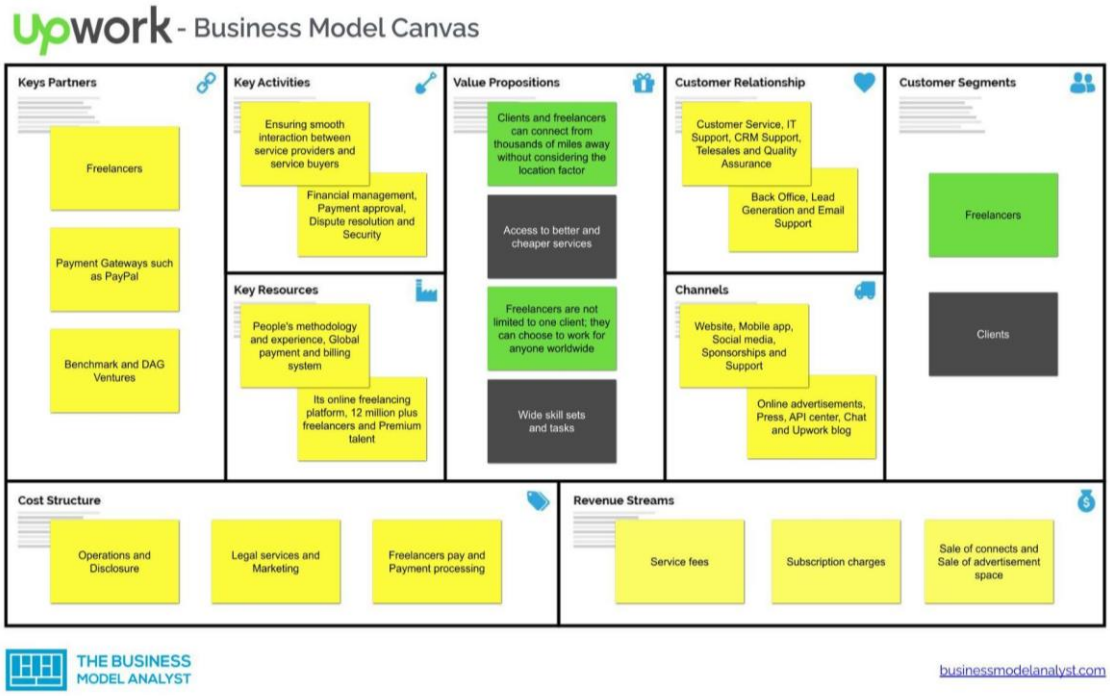

Fig 2: Upwork Business Model

Strengths	Weaknesses
Structured and professional platform environment	Complex interface that may be challenging for new users
Advanced filtering and job matching capabilities	Highly competitive environment dominated by experienced freelancers
Secure contract and payment management system	Not specifically designed for student-level participation

III. Informal Student Platforms (WhatsApp/Telegram Groups)

Informal platforms such as WhatsApp and Telegram groups are commonly used by students to exchange services within their networks.

Strengths	Weaknesses
High accessibility and ease of use	Lack of formal structure and scalability
Low barrier to entry for students	Absence of trust mechanisms such as ratings and verification
Direct and immediate communication	Limited visibility and professionalism

IV. Research Gap and Opportunity

The benchmarking analysis reveals that existing platforms either:

- operate at a global scale with high competition and limited accessibility for beginners, or
- function informally without proper structure, trust mechanisms, or scalability

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There is a significant gap in the market for a localized, campus-based digital platform that combines:

- affordability
- trust and verification
- ease of access
- student-focused opportunities

D. Reskilling, Upskilling, and Student Employability in the Digital Economy

In today's digital economy, employability increasingly depends on continuous reskilling and upskilling, particularly in digital and freelance-related competencies. The rise of gig platforms has shifted employment towards more flexible and skill-based opportunities, requiring individuals to possess not only technical expertise but also practical experience and digital literacy. For university students, this creates both opportunities and challenges in preparing for the workforce.

However, many students still face issues related to skill mismatch and lack of real-world exposure. Academic knowledge alone is often insufficient, as employers and clients increasingly prioritize hands-on experience and portfolio-based evaluation. Studies show that digital skills significantly improve outcomes in online freelancing, yet students often lack accessible platforms to practice and monetize these skills effectively. Additionally, participation in the gig economy requires "gig literacies" such as communication, self-presentation, and platform navigation, which are not always emphasized in formal education.

In the context of this project, these challenges highlight the need for a structured solution that bridges the gap between learning and real-world application. While existing platforms provide opportunities, they are either too competitive or lack proper structure, making them less suitable for student users. Therefore, the proposed **Campus Skill Marketplace** addresses this gap by offering a localized, campus-based platform where students can develop, showcase, and monetize their skills in a more accessible, trusted, and supportive environment. This directly supports student employability while aligning with broader goals of digital transformation and workforce readiness.

V. INITIAL BUSINESS MODEL (BM) – USING BMC & VPC

The initial Business Model was developed through a collection of literature reviews and the company decided to make it a multi-sided business platform.

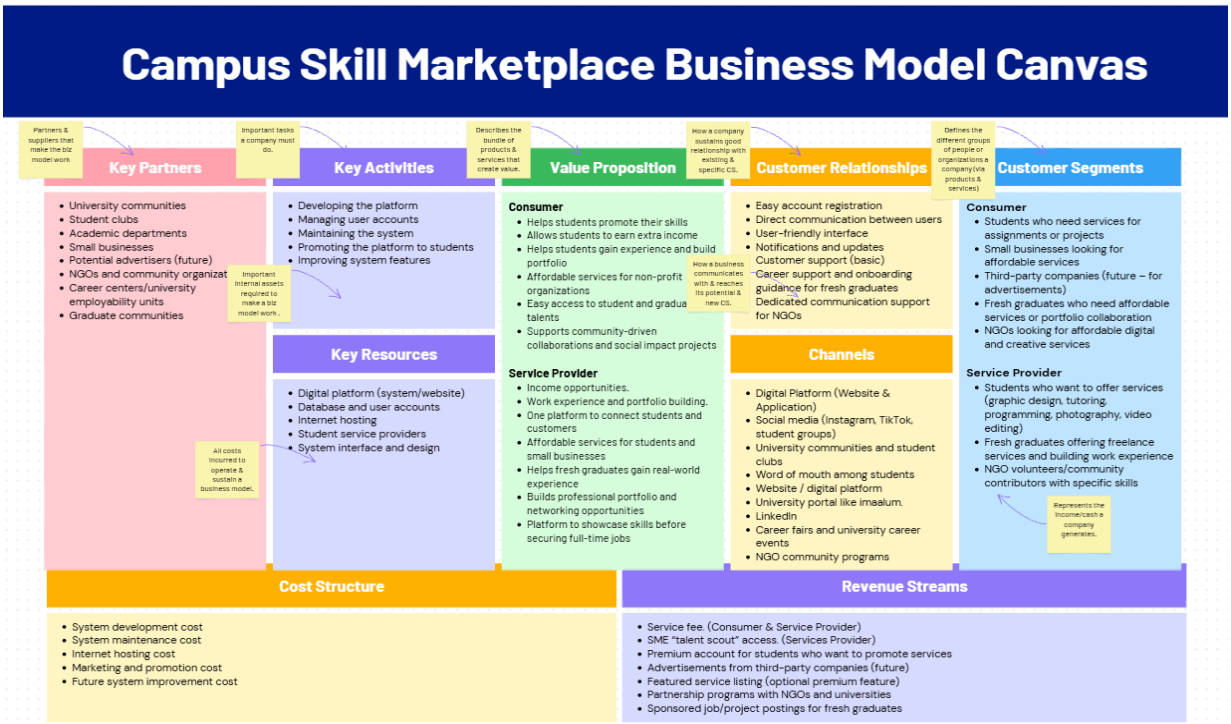

Fig 3: Initial BMC

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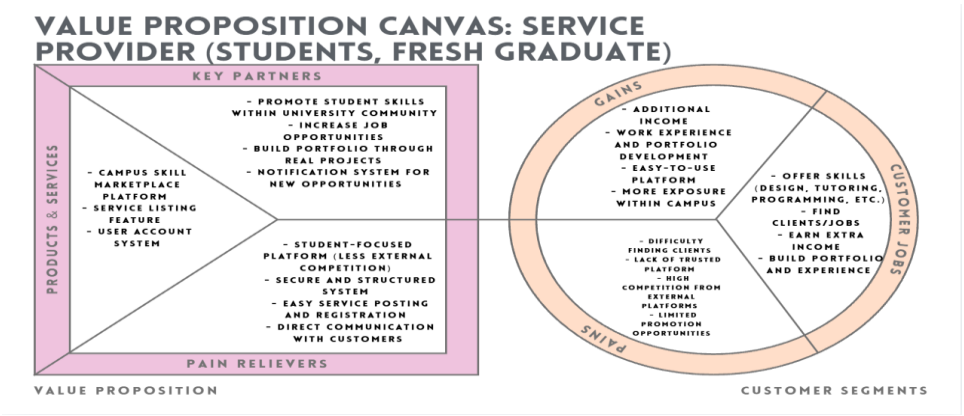

Fig 4: VPC Diagram for Provider (Students& Fresh Graduate)

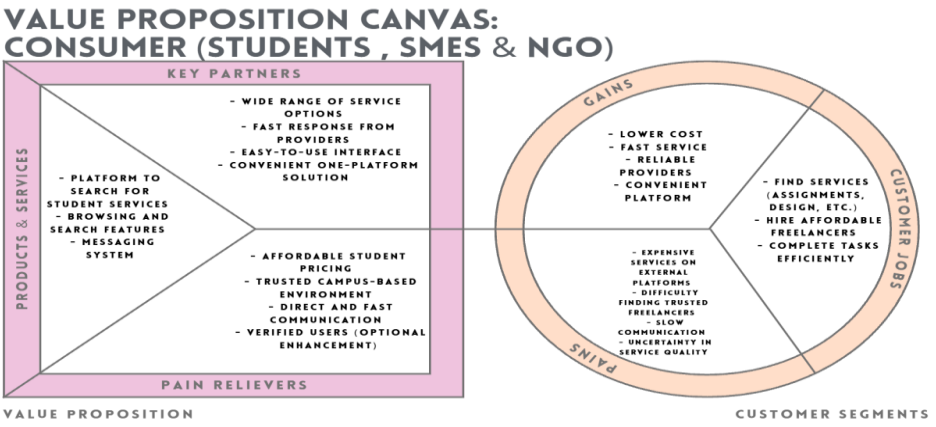

Fig 5: VPC Diagram for Consumer (Students, SMEs and NGO)

VI. VALIDATION OF INITIAL BM - SURVEY RESULT

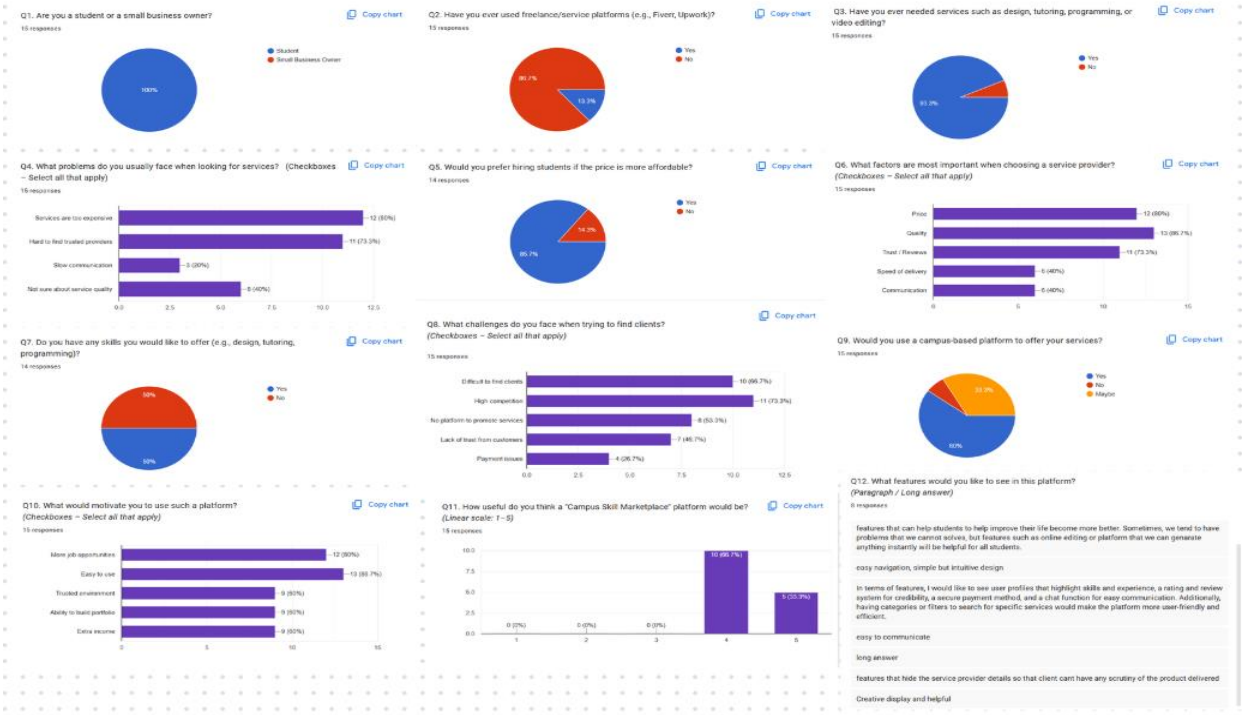

Fig 6: Dashboard of survey on Campus Skill Marketplace

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The survey was conducted to validate the proposed Campus Skill Marketplace platform among students, with a total of **15 respondents**, all of whom were students (15/15). The majority (13/15) indicated that they have needed services such as design, tutoring, and programming, even though most (12/15) have not used freelance platforms like Fiverr or Upwork. This shows a clear demand for such services within the student community.

In terms of challenges, most respondents highlighted that services are too expensive (11/15) and that it is difficult to find trusted providers (10/15). Other issues include uncertainty in service quality and slow communication (around 8/15). When choosing service providers, the majority (over 12/15) emphasized price, quality, and trust/reviews as key factors, indicating that both affordability and reliability are important.

Additionally, most respondents (11/15) are willing to hire students if the price is more affordable, supporting the feasibility of a student-based platform. On the supply side, many respondents (around 10/15) have skills to offer but face challenges such as difficulty finding clients (9/15), high competition (8/15), and lack of a proper platform (7/15). This highlights the gap between service demand and supply.

Regarding platform adoption, the majority (11/15) expressed willingness to use the platform, while most (13/15) rated its usefulness highly (4–5 out of 5). Key motivations include extra income, job opportunities, and portfolio building. Respondents also suggested important features such as user-friendly design, rating and review systems, secure payment, and communication tools.

In conclusion, the findings indicate strong support for the Campus Skill Marketplace. There is clear demand and supply within the student community, and with proper focus on trust, affordability, and usability, the platform has high potential for successful adoption.

VII. VALIDATED BM – BMC FRAMEWORK

A. Validated Business Model

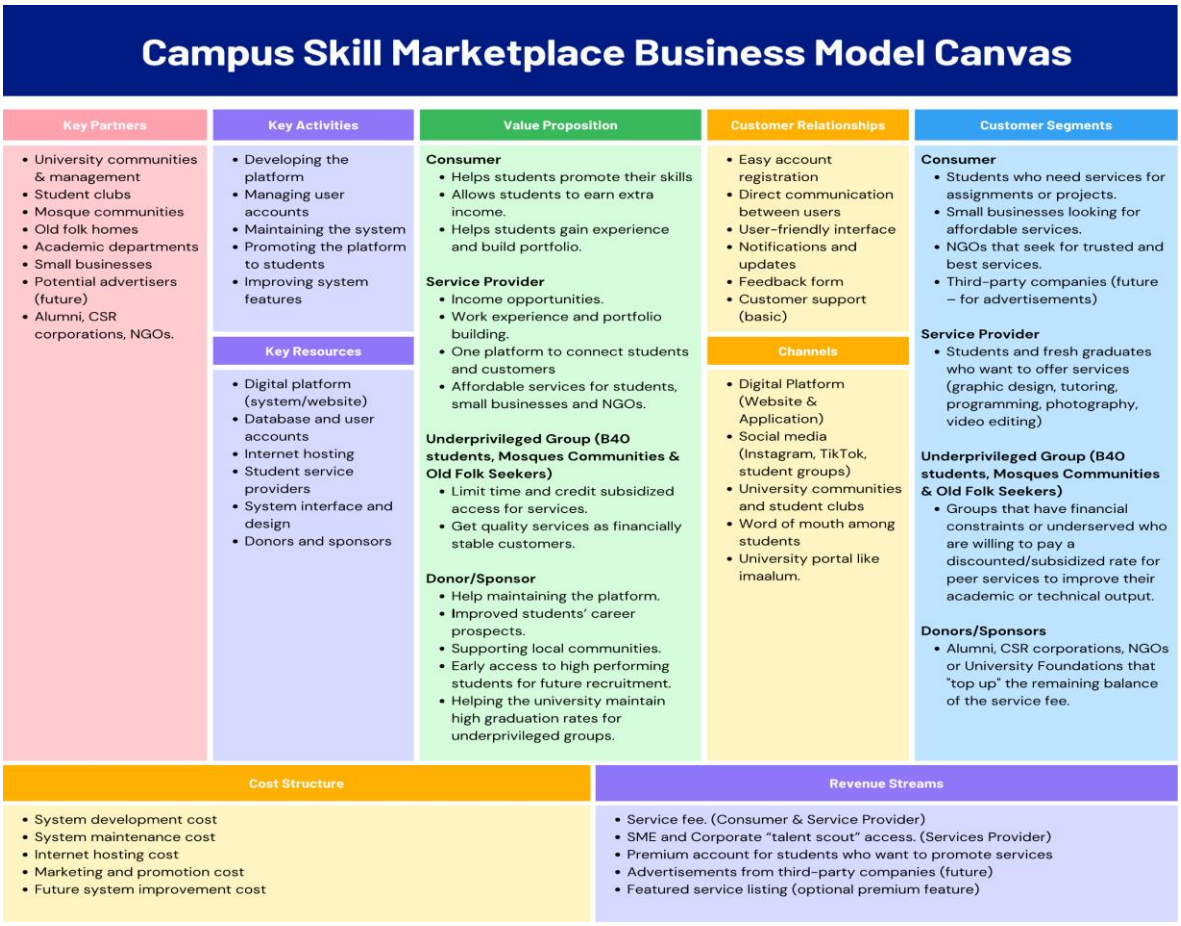

Fig 7: Validated Business Model Diagram

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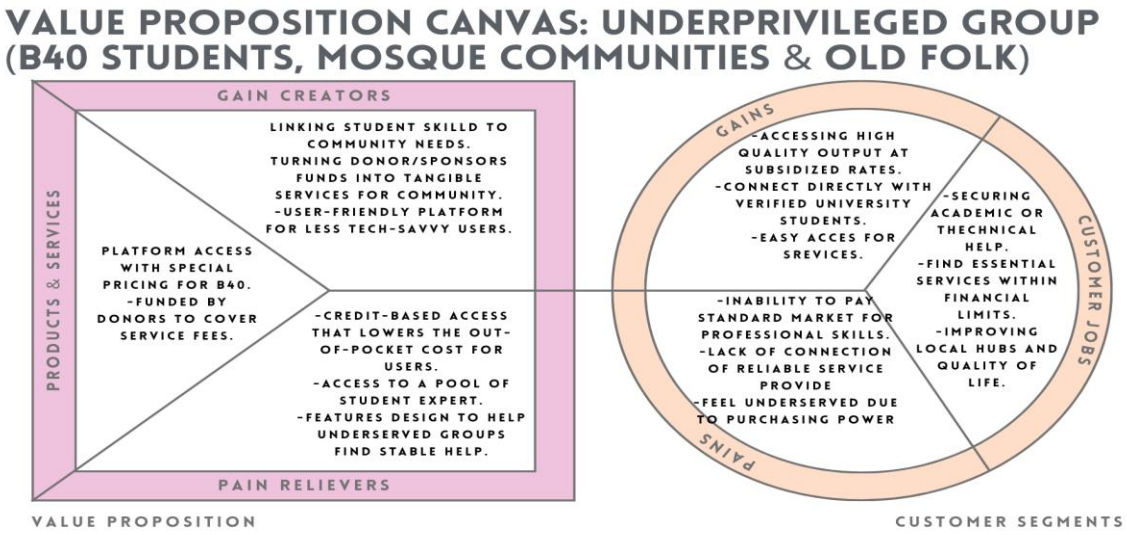

Fig 8: VPC Diagram for Underprivileged Group (B40 Students, Mosque Communities and Old Folk)

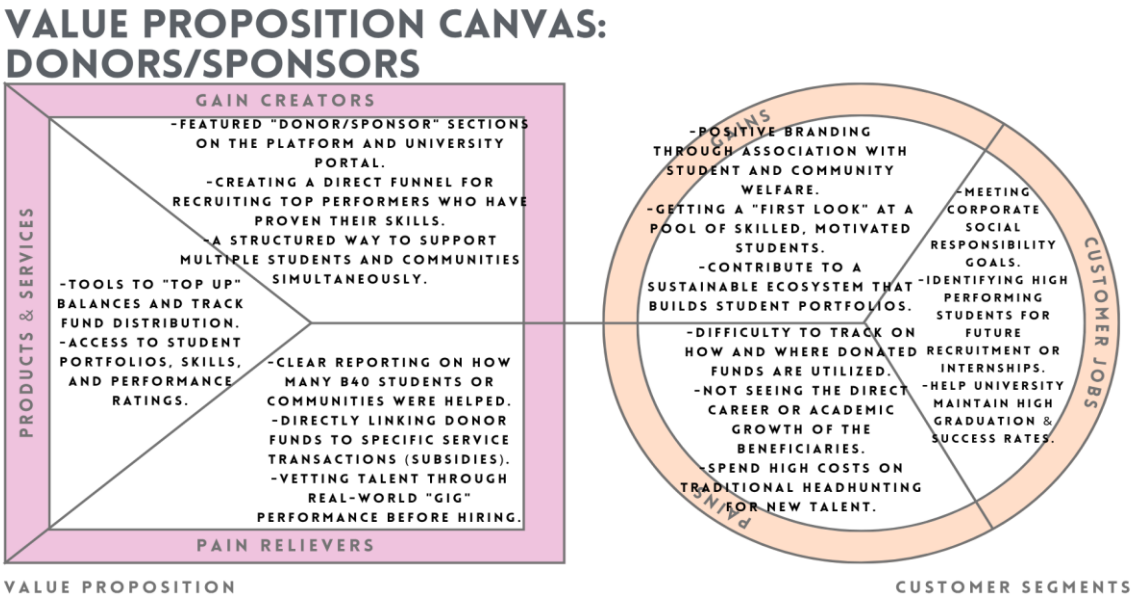

Fig 9: VPC Diagram for Donors/Sponsors

Based on the survey done, most of the students still haven't heard about freelance platforms like Fiverr or Upwork that use the skill marketplace concept. Moreover, students also face challenges to find quality and affordable services with trusted providers. Hence, there is a demand to have a centered campus skill marketplace that is students friendly.

However, several changes have been made to ensure the Campus Skill Marketplace idea is relevant in the market. Two more customer segments have been added which are the underprivileged communities like B40 students, mosque communities and old folk that find it hard to afford good services and donors. These underprivileged groups have been re-segmantized from the service seekers or consumers to consider the worst case scenario of customers that really need services but do not have enough resources. This idea contributes to achieving SDG 10 which is Reduce Inequalities. Additionally, donors or sponsors have been added to align with UNICEF Malaysia policy implementation with many initiatives and investments being made to increase the education system in Malaysia [8] and help those in need. This strengthens the platform to be more competitive and applicable for many segments. The BMC consists of nine blocks that represent the Campus Skill Marketplace excluding the market external factors and will be discussed in detail below:

i. Customer Segment (CS)

Customer segments refers to the entity that gains benefits from the organizations. For our gig platform, we target four groups of customers which are students, small and medium enterprises (SMEs) or NGOs who want to find affordable services with trusted platform, students and fresh graduates that want to offer their expertise like (graphic design, video editing), underprivileged group (other segment of service seeker) that seek reasonable services and donors which want to help students and communities with financial constraints having good quality of life.

ii. Value Proposition (VP)

The value proposition describes the bundle of products and services that create value for a specific customer segment. Below are the benefits that our customer gets from the Campur Skill Marketplace:

a. **Consumer:** With the existence of a centered campus gig platform, service seekers which are students, SME and NGOs have a convenient platform to find affordable services with the guaranteed quality of services. They also help students gain experience like doing a job based on their expertise. This eliminates the traditional method of searching for services which are through social media like Instagram and Telegram.

b. **Service Provider:** Students and fresh graduates with certain proficiency sometimes have a problem which where and how can they express their expertise. Our platform can help them monetize their talent while gaining experience in the working environment and help build their resume and portfolio for future references.

c. **Underprivileged Group (B40 Students, Mosque Communities and Old Folk):** One of our goals is to provide affordable, accessible and efficient service for students and those who are in need. Although this platform provides reasonable fees, still there are groups of people who can't afford the services since they might prioritize their money or allowance for food and accommodation first. Hence, students in need have been verified by the university management and unfortunate people are given limited time and credit subsidized to get lower price of services but same quality as standard price.

d. **Donors/Sponsors:** Donors that might be Alumni, CSR Corporation, NGOs or University Foundation are one of the support for our system and the B40 students and communities. In addition, Donors/Sponsors in our ecosystem gives them some advantages like the privilege of observing future workers from talented students. Besides that, this might be a way to give back to educational institutions for some alumni through donations.

iii. Customer Relationship

As the customers are an asset in our organizations, relationships between the customer and company are really important to remain relevant in the industries. Our organization needs to maintain the platform by gathering feedback from the customers. Therefore, our company provides customer support, notification and updates, feedback form and also direct communication between users to get response, reaction and input from customers for our digital platform. For a better experience when exploring the platform, we provide a user-friendly interface and easy account registration.

iv. Channels

Channel is how we interact and deliver value for our customers. In our company, of course the digital platform (Campus Skill Marketplace) itself has become the main medium to interact with customers. Besides that, channels like social media, university portal, communities and clubs become the main platform to promote our product (digital platform) many people nowadays have access to these platforms especially social media like Tiktok, Whatsapp and Instagram. Lastly, word of mouth among students also plays a vital role since colleges have a strong society and neighbourhood.

v. Key Activities

The main activity for our business is to provide a proper and trusted platform for students, communities and SME to find affordable services by talented students. In order to make the platform relevant, our team will need to improve, maintain and also promote to the community.

vi. Key Resources

Resources are the key of a company to stay in the market and drive economic growth. The major resources of our business is the gig platform and service provider since these are things that run the company. To make our platform visible, we will need internet hosting for the user to easily browse our platform online. Lastly, system interfaces are important since many people prefer smooth and clean design for daily use.

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vii. Key Partners

In our business model, we need university communities and management to verify student status whether they are in the B40 segment or not. We also require their approval to run our business legally in the campus besides the important input and data for our references. Moreover, student clubs, academic departments and mosque communities play a vital role to promote our platform and donors as indirect stakeholders to remain and maintain our platform.

viii. Cost Structure

The cost structure in the BMC is essential funding in order to make our platform stand as other e-commerce platforms such as Shopee, Lazada and Amazon or gig platforms like Fiverr and Upwork.

ix. Revenue Stream

Our company can gain revenue from the service fee and advertisements from third-party companies in future plans. What's more is the corporate or other organization gains access to scout new talent to be absorbed in the industries.

B. Business Environment Map (EM)

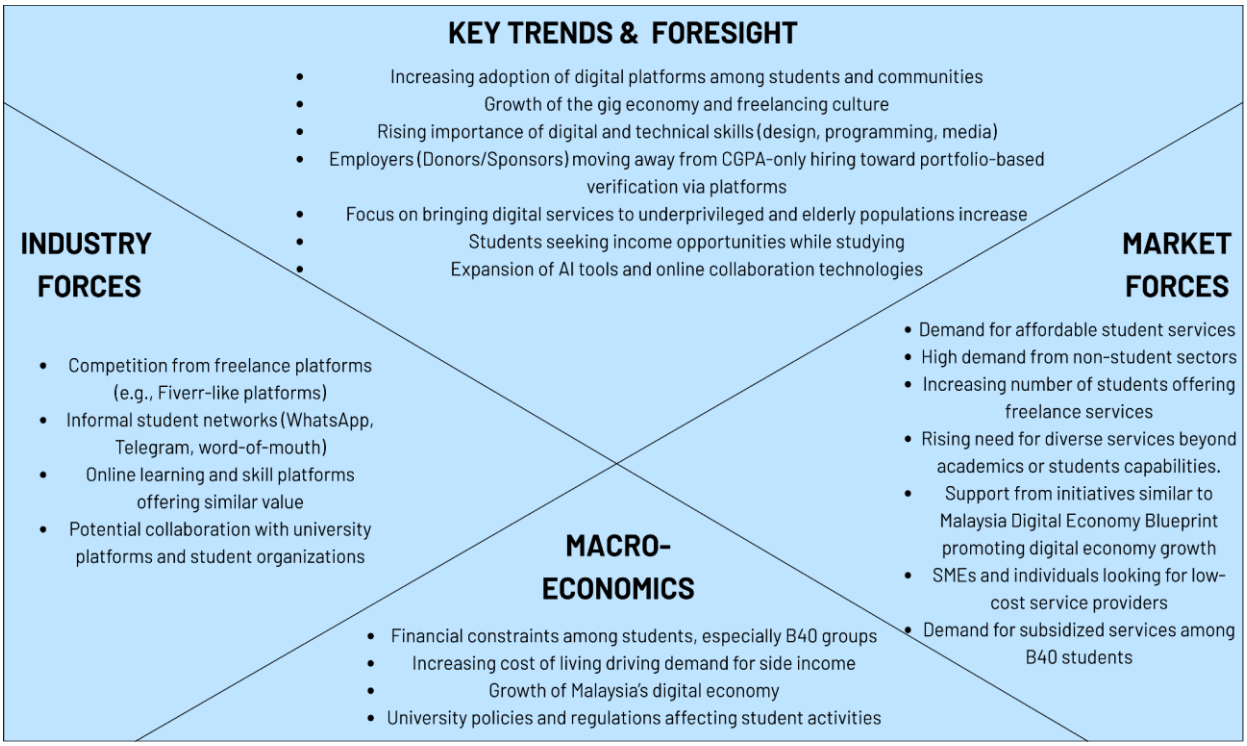

Fig 10: Environment Map

i. Market Forces:

The adoption of online platforms and digital services has increased significantly due to the growth of Malaysia's digital economy. According to the Malaysia Digital Economy Blueprint, digital technologies like AI, big data and online platforms are the game changer of the national growth where it is stated that "As digital technologies become more prevalent, the digital economy will become the foundation of the modern economy. Accelerating the digital economy is no longer an option but crucial for Malaysia" [12]. Besides that, the World Bank highlights that digital platforms enable broader market access and efficiency [16].

This creates strong demand among students, B40 groups and small businesses furthermore other customer segments for affordable and accessible services. In addition, other rival platforms face pressure from the market segment to provide diverse services that not only focus on academics but beyond students capabilities like event management and basic tech support. Hence, our digital platform creates any possible low-cost services to address the demand for the campus gig platform provided by students and also expert fresh graduates.

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ii. Industry Forces

The existence and development of digital platforms increase the competency among the freelance and service marketplace industry. According to Gig Economy research, *"*online labor platforms have created new opportunities for flexible work but also increased competition among workers*"* [14] service providers and clients efficiently.

Furthermore, studies indicate that the labor market is now growing rapidly because digital gig platforms are able to connect service providers and clients efficiently [13].

As a result, Campus Skill Marketplace must adapt the blue ocean concept to surpass other existing competitors such as global gig platforms and informal student and communities networks. Our platform is developed to fulfill this requirement which focuses on affordability, accessibility and user-friendly.

iii. Key Trends & Insights

One of the key trends is reliance on online platforms that transform the economy to be digitalized. The World Bank reports that "Digital technologies are transforming economies, creating jobs, and improving lives. They have dramatically changed communications, business, health, education, finance and more" [17], highlighting the importance of digital tools in modern economic activities. At the same time, the gig economy has transformed the landscape traditional working environment to be more flexible and project-based work [13].

However, this trend also increases the need for continuous upskilling. The Malaysia Digital Economy Blueprint emphasizes that *"reskilling and upskilling initiatives are crucial to prepare the workforce for future jobs"* [12].

Therefore, students will get interested in participating in a platform that not only can generate income, in fact it helps develop relevant skills and expertise. The impact is that employers might change their policy and approach from CGPA-only hiring to portfolio-based verification since students can add values from digital platforms that are more hands-on than academic education.

iv. Macroeconomics Forces

Finding extra income has become a trend for students and communities nowadays due to macroeconomics conditions like rising living costs and financial constraints. The World Bank states that the digital economy can create jobs and new income opportunities, particularly for youth [15]. Additionally, digital platforms promote economic inclusion by lowering barriers to entry.

For B40 students and underserved people, these are golden opportunities for them to gain extra income and get a better quality of life. Therefore, our company developed a proper and accessible platform where students can monetize their skill and communities can easily get affordable and trusted services.

C. Strategy Canvas

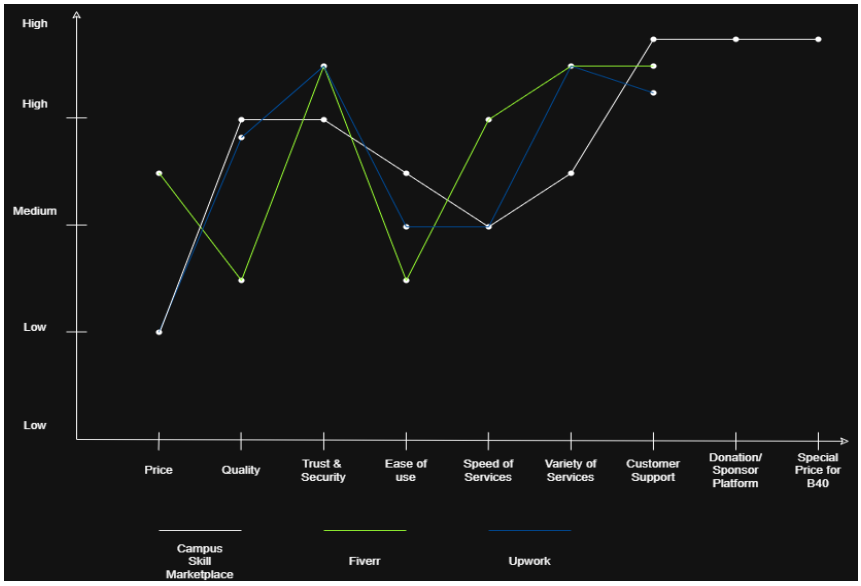

Fig 11: Strategy Canvas

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The strategy canvas compares Campus Skill Marketplace with other gig platforms which are Fiverr and Upwork. Based on the analysis, our digital platform has several advantages against other competitors including affordable pricing, quality of services and easy to use the app. Compared to other rivals, our business prioritizes all the possible customers across status to get the best services equally. Additionally, we also provide a donation platform for the community to help those who are in need for certain services.

D. High Fidelity Wireframe/Mock-up/Prototype of Digital Platform/ App

Fig 12: Message Page

Fig 13: Post Service Page

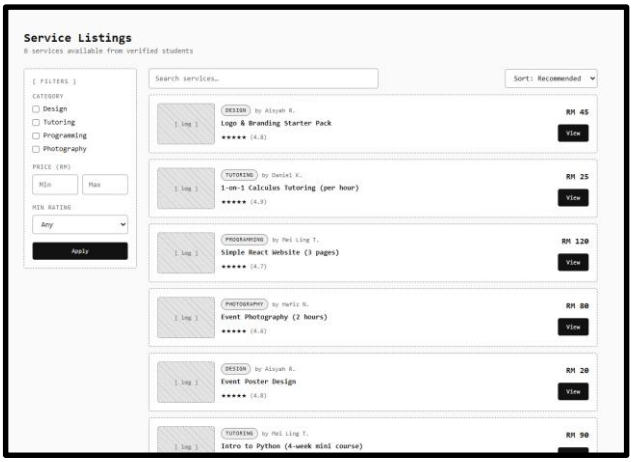

Fig 14: Service Listing Page

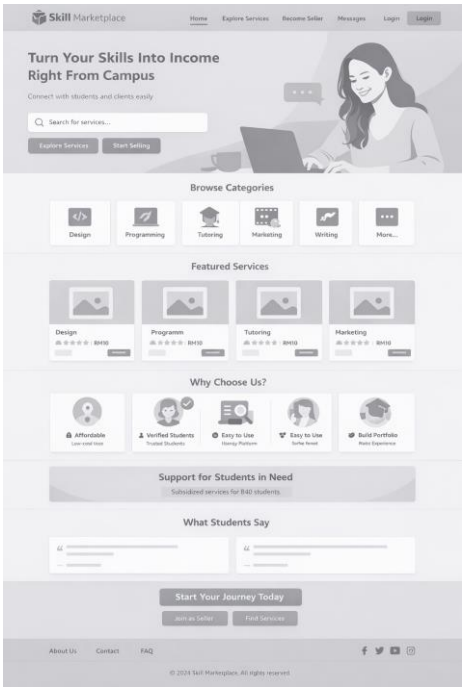

Fig 15: Homepage

Figure 12 until figure 15 is our proposed prototype for Campus Skill Marketplace mobile application. It consists of four pages which is first, the message page where consumers can interact with the service seekers regarding the requirement they want for the services they use. The second page is the post service page where the verified service provider can upload a portfolio regarding what they can serve for the users. The third page is the service listing page where it will display the specific services provided with the service fee. Lastly, the homepage displays all the services available and the user can also use the search bar to browse the services that they want.

VIII. CONCLUSION AND FUTURE WORKS

In conclusion, this paper proposes a proper multi-sided digital platform called Campus Skill Marketplace which helps university students and fresh graduates to offer and monetize their expertise and talent for those who need it. On the other side, the service seeker for our digital platform, which are the students, small and medium enterprises (SMEs) plus NGOs will get several benefits from our platform like affordable pricing, guaranteed quality of services and friendly user-interface. Besides that, partnership with university's management marks this app as a trusted platform for all.

Furthermore, our business aims to fulfill some of SDG's Goals that consist of SDG 4; Quality Education, SDG 8; Decent Work And Economic Growth and SDG 10; Reduced Inequalities by introducing new customer segment that are underprivileged group consist of B40 students, mosque communities and old folk that want get good quality of services and donors that willingly to help these groups. The underprivileged group will get a lower service fee compared to normal price and the donors will be a direct subsidizer for these customer segments. Therefore, these groups will get good quality of services and the donors that join our ecosystem will get the opportunity to look for new talent for future requirements and recruitment (donors for corporate companies). In addition, the donors will meet corporate social responsibilities (CSR) goals since we include local communities in our ecosystem. We believe this idea is able to fulfill SDG's target and make our business apply the blue ocean concept in the gig platform market segment.

To make our business relevant in the market, we need to do refinement and improvement periodically. For future plans, our business might enlarge our target customer instead of focusing on university students and local communities only as well as a varying number of services to make our idea and business preferred by consumers and become a Unicorn Company.

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