

ANZSOG Case Program

Clickability.com.au: Disrupting disability care services in Australia

2017-194.1

In mid-2014, Aviva Beecher Kelk and Jenna Moffat, both qualified Melbourne social workers, gazed once again at the sea of colour-coded 'post-it' notes arrayed on the desk before them. Arranged systematically as a 'business model canvas', the notes represented many months of hard work. Aviva turned to Jenna and said, 'You know, I fantasise about the day when we won't have to do any more planning like this'. For over a year, the pair had devoted themselves to developing an idea for a new social enterprise to transform the lives of the one-in-five Australians living with a disability, many needing substantial and ongoing assistance in their everyday life.¹ Before long, that idea would take concrete form as Clickability.com.au – an innovative online platform that linked consumers with service providers, and took as its model ground-breaking businesses like Airbnb and Uber. Clickability became one of the first startups to enter the revamped disability services market. By November 2015, the site's user base and traffic volumes were growing steadily, and Aviva and Jenna had won a national award for their business pitch. But as Clickability moved beyond the start-up phase, its founders knew there were significant challenges ahead if they were to achieve their aim of becoming a disruptive force in the new disability care marketplace.

The National Disability Insurance Scheme

Clickability was a response to the radically altered service delivery landscape of the disability sector that presaged the introduction of Australia's National Disability Insurance Scheme in 2016, reforms that were hard won by people with disabilities.

This case was written by Professor Ian McLoughlin and Dr Yolande McNicoll, Monash University. It has been prepared from field research and published materials as a basis for class discussion rather than to illustrate either effective or ineffective handling of a managerial situation. The assistance of Clickability is appreciated, but responsibility for the final content rests with ANZSOG.

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¹ Australian Bureau of Statistics, *Disability, Australia, 2009* (cat. no. 4446.0) and *Disability, Ageing and Carers: Summary of Findings, Australia, 2009* (cat. no. 4430.0); *Disability, Ageing and Carers, Australia: Summary of Findings, 2012* (cat. no. 4430.0)

In May 2008, the United Nations Convention on The Rights of Persons with Disabilities (ratified by Australia in July 2008) marked a global commitment to shift from a benevolent approach to disability care provision, to a rights-based approach. The guiding principle behind this shift was the full inclusion of people with disabilities in broader society.² Another landmark development came when the plight of people with a disability finally received official recognition in Australia, as documented by a 2011 report of the Productivity Commission which famously concluded that ‘current disability support arrangements are inequitable, underfunded, fragmented, and inefficient, and give people with a disability little choice’.³

Five years later, the Australian Government introduced the National Disability Insurance Scheme (NDIS) to replace the long-standing ‘provider-centric’ welfare model, and fix what was by now widely regarded as a ‘broken’ disability system.⁴ It was to be a near \$22 billion investment over a 15-year period. The scheme’s proponents described it as ‘a once-in-a lifetime’ transformation of the way disability care was delivered, and ‘the most significant economic and social reform in Australia since the introduction of the original Medicare [universal health care] scheme in the 1970s’.⁵ A key feature of the NDIS was the introduction of individual budgets enabling anyone with a disability covered by the scheme to exercise more choice and control over the services they received.⁶ The scheme thereby reflected international efforts to personalise social services and make them more responsive to client needs through informed consumer choice.⁷

Whilst enthusiastic about the NDIS reforms, and the principles of choice and control the scheme enshrined, Aviva and Jenna knew from their own practice how difficult it was for consumers to access accurate, up-to-date and useful information about care services. Disability care had always been a data-poor sector.⁸ People with disabilities, as well as those caring for them (including family members, other carers and paid support workers), faced multiple challenges finding the information they needed to become informed consumers. Often, they discovered what services were ‘out there’ only from leaflets displayed in day centres, or by word-of-mouth, or from the stock of knowledge built up by professional case managers. The NDIS – with its emphasis on individual budgets, self-directed care, and consumer choice and control – had highlighted this information gap. Not only was it clear that consumers were struggling to find even the most basic information about care services and providers, but care providing organisations (CPOs) also knew little about the personal needs and requirements of their customers.

Historically, CPOs – a highly diverse range of organisations – had been locked into a regime of government block funding. They struggled with low levels of resourcing, restrictive government policies and regulation, and generally poor information technology capabilities. There were few incentives for providers to innovate in ways that might transform both how they delivered services and the client experience.⁹ However, whilst the NDIS signalled a new environment and the possibility of better funding, it also required CPOs to become more consumer focused, to develop novel business models and service innovations, and to operate in a more business-like way to compete in the new marketplace. One indication of this new dynamic was provided by the rush of existing care providers to register with the organisation charged with operating the NDIS – the National Disability Insurance Agency (NDIA) – to ensure they would be eligible to offer services to clients funded by the

² Fattore, T., Mason, J., & Watson, E. (2009) ‘When children are asked about their wellbeing: Towards a framework for guiding policy’, *Child Indicators Research*, 2, 57–77.

³ Productivity Commission (2011) *Disability Care and Support*, Report No. 54, Canberra.

⁴ Ibid.

⁵ Bonyhady, B, Speech to CEDA (Committee for Economic Development of Australia), Adelaide, ‘The What? Why? Who? and Market Opportunities of the NDIS’, 10 Mar 2016, p.1. Available at: <https://www.ndis.gov.au/bruce-speech-what-why-who-market>.

⁶ See Yates, S. (2016) *The National Disability Insurance Agency 2016-188.1*. Melbourne, The Australia and New Zealand School of Government.

⁷ See e.g. Productivity Commission (2011) *Disability Care and Support*, Report No. 54, Canberra; and Productivity Commission (2016) *Introducing Competition and Informed User Choice into Human Services: Identifying Sectors for Reform*, Study Report, Canberra.

⁸ Nous Group (2011) *National Disability Service - Victoria ICT Survey*.

⁹ McLoughlin, I., Bayati-Bojakhi, S., Purushothaman, K., and Sohal, A. (2014) ‘Informational requirements and client-centred disability care: Issues, problems and prospects in Australia’. *Social Policy and Society*, 13(4), 609-621.

NDIA. In the twelve months to December 2016 alone, the number of CPOs registered with NDIA as approved care providers increased by 78 percent as existing organisations and, it appeared, new entrants sought to establish themselves in the new market.

A 'TripAdvisor' for care services?

The concept Aviva and Jenna began developing in 2013 anticipated the new NDIS environment and the information gap they knew the scheme would expose. They began thinking about an online peer-to-peer platform that would let people access information about disability services as easily as information about hotels, transport, restaurants and other services. What if disability sector consumers and providers could not only access, update and share that information online, but also rate, review and share their experiences of services? The idea of Clickability (clickability.com.au) was born.

Peer-to-peer (P2P) platforms have become very popular, very quickly. They exploit the potential of using and sharing data through social media and other internet-based applications – the so-called sharing economy.¹⁰ Their growth also reflects an awareness of the opportunities offered by data analytics, and the potential of 'big' and 'open' data to improve the quality of services and consumer experiences.¹¹ Celebrated examples in the leisure travel industry included TripAdvisor and Airbnb; both purport to empower consumers and to break the dominance of hotel chains and other providers. In the taxi industry, Uber has done likewise and, in the eyes of many, undermined the business model of licensed cab operators in the process. Some commentators also highlighted the potentially disruptive impact of P2P platforms in the care sector, predicting an increasing 'uberization' of conventional 'provider-centric' care.¹²

For Clickability's founders, the NDIS was an opportunity to challenge the status quo by giving consumers online information that would allow them to exercise choice and control. But they also recognized that CPOs, too, needed to become 'NDIS ready' by improving their service offerings, differentiating their offerings from those of competitors, and connecting more directly with consumers. As Aviva explains, their idea was to make 'all of the different organisations who have different models of delivering services to people with disabilities available to ...[those] who are looking for a particular type of service'. They began envisaging an online platform that would capture hitherto-fragmented data about disability care services, and bring it together into a free, easily-accessible directory. Service listings would be supplemented by information on actual customer experiences in the form of reviews by service users (see *Exhibit 1* for indicative screen shots).

Aviva and Jenna always wanted Clickability to be 'more than a website' – it would, they hoped, be a means of building a community of 'empowered providers' and 'savvy consumers'. To this end, the team they gathered around them included individuals who had not just technical expertise but also considerable experience and knowledge of the disability sector. They were also determined that – just as Uber employed no cab drivers and owned no cars, and Airbnb had no properties of its own – Clickability would not provide care services itself nor employ support workers. Rather, it would function as an online 'vessel,' a place where people who used care services and care providers could identify, research, evaluate and, potentially, connect with each other.

But while its founders may have conceived of Clickability as 'a TripAdvisor for disability services,' they could not be sure if consumers, providers and other sector stakeholders would be persuaded to

¹⁰ See e.g. Botsman, R. (2010) 'The case for Collaborative Consumption'. Available at: https://www.ted.com/talks/rachel_botsman_the_case_for_collaborative_consumption?language=en.

¹¹ Accenture (2014) *Big Success with Big Data Survey*, April; Australian Government Information Management Office (2013), *The Australian Public Service Big Data Strategy: Improved understanding through enhanced data-analytics capability*, Canberra; Dyson, L. (Ed.) (2013) 'Beyond transparency: Open data and the future of civic innovation'. Code for America Press; OECD (2013) *Open Government Data: towards empirical analysis of open government data initiatives*, OECD Working Papers on Public Governance, Paris; and Productivity Commission (2016) *Data Availability and Use*, Issues Paper.

¹² Christensen, C., Grossman, J., and Hwang, J. (2009) *The Innovator's Prescription: A Disruptive Solution for Health Care*, New York: McGraw-Hill; Wojtak, A. & Stark, L. (2016) "'Uberizing" home care in Ontario'. *Healthcare Management Forum*, 29(4), 149-152; Desouza, K. and Smith, K. (2013) 'Big Data for Social Innovation', *Stanford Social Innovation Review*, Summer, 38-43.

embrace this potentially disruptive innovation. They knew they needed to build some strong vision and value propositions to win over the doubters.

From vision and value propositions to start-up

From the outset, the vision behind Clickability was twofold: changing the experience of people with disabilities by fostering co-operative information-sharing between consumers, providers and others; and helping empower individuals to control their own lives. These goals were founded in a desire to achieve equal rights for people with disabilities by establishing their place as consumers in a market. They envisaged a society in which all people with a disability were supported by ‘relevant, reliable services’ that were ‘designed around consumer needs’.

Aviva and Jenna saw Clickability’s primary purpose as making a positive social impact. To this end, they developed a range of KPIs that could in due course be used to assess the organisation’s progress. These include demonstrations of consumer engagement; demonstrations of CPO investments in consumer rights, quality, and transparency; improvements in consumer experience as evidenced through reviews of service quality and experience; key partnerships with advocacy groups to advance the interests of people with a disability with policy-makers and government; and a target that, as the enterprise grew, over 50 percent of voluntary or paid employees would be people with a disability.

Clickability was thus established as a ‘for profit’ social enterprise, reflecting the founders’ conviction that it was consumer rights in a marketplace – rather than political advocacy – that would bring equality of opportunity to those with a disability. The enterprise was based on two core value propositions. Consumers would be offered the information they needed to make informed choices about their care, to assert their consumer rights, and to provide feedback to care providers about their experiences. Meanwhile care providers would be offered market exposure and the opportunity to both leverage service improvements through consumer feedback and create ‘social proof’ of their services’ efficacy.

Having decided on the concept of Clickability, Aviva and Jenna identified three requirements for successfully delivering the project. First, they needed to enhance their own business skills. Second, they had to develop their digital literacy, and build a team with the necessary expertise to apply platform technologies to the care sector’s information needs. Finally, they needed financial support to develop the concept and a sustainable business model so that they could begin trading.

During 2014 they participated in various programs for social enterprise start-ups and in an NDIS ‘accelerator’ program (see *Exhibit 2* for a chronology of key events). They also began working with a developer to design the Clickability web interface, and secured seed funding for the pilot from one of Australia’s major banks, via a social enterprise education institution.

However, to develop the business model further, they needed to build and maintain a base of subscribing CPOs as well as keep attracting grants, donations and other funding. Aviva and Jenna also recognised that building an online community first meant building an ‘offline’ community. For example, they needed to communicate the peer-to-peer concept to consumers and providers, showing how it could connect people with the information they needed to participate in the new NDIS care service market. They had also to build trust with key stakeholders and interest groups, including consumer advocacy groups, existing CPOs, and the NDIA itself in the form of the NDIS implementation team at the (then unique) rollout site in Victoria’s Barwon region.

While the Clickability platform was being designed and refined, a marketing strategy was developed. It called for Clickability’s value propositions to be communicated to the market through five ‘channels’. First, users would be drawn by the website content itself, including the blogs written by in-house experts on topics relevant to consumers and providers.¹³ Second, Clickability would provide resources to subscribing CPOs enabling them to collect reviews and generate consumer demand by providing information about their services through the platform. Third, aggregated data on how consumers used the website would be offered to service providers, giving them insights into market

¹³ By 2017, blogs had been published on subjects such as *Disability and Housing*, *What about Sex?*, *How to Choose a Kindergarten for your Child with a Disability*, *Becoming Ready for the NDIS*, and for CPOs, *Planning to Plan for the NDIS*

trends and developments. Fourth, ‘community ambassadors’ would be trained to collect reviews and attend events to promote Clickability. Finally, the business would continue developing an online presence by means of social media, data analytics and Google Adwords campaigns.

The Clickability website went live for the Victorian NDIS trial site in April 2015, and in the rest of the state in January 2016. By 2017, its online directory listed services available to people with a disability in Victoria and New South Wales: eventually, it was intended to offer the directory to NDIS clients Australia-wide.

How Clickability works

The Clickability website works for users along the same lines as other P2P platforms. People with disabilities and those who support them can register with the site and then access a directory of service providers who have registered with the NDIS, and search the information for free. In similar fashion to TripAdvisor, when a consumer uses a service, they can choose to write an anonymous review about their experiences (see *Exhibit 3* for example consumer reviews). The reviews are organised for maximum accessibility and are searchable, allowing consumers to compare services within different categories (such as brokers who assist in managing budgets and finding service providers, car modifications, therapies or accessible holidays). All reviews are monitored and moderated to ensure they are informative, independent and accurate. The website also provides information and guidelines that help consumers understand how and why to write a review. As in other sectors, Clickability considers peer-to-peer reviews represent a powerful tool that can drive service improvements, and encourage consumers and their supporters to contribute:

Your experience is valuable ... it helps others make decisions about the services they are looking for. Not only that, it also helps service providers know what they’re doing right, and what they can do better.

Meanwhile, service providers can have a basic listing in Clickability’s directory, at no charge. A listing can be withdrawn only if the organisation ceases operations. Following the model widely used by online directories (such as TrueLocal and Wherels), providers who choose to ‘claim’ their listing and become subscribers can customise their profiles and the information about their services that appears in the directory. Subscribing CPOs are also able to respond to reviews, and to access aggregated data that allows them to better plan, develop and grow their services in the new care services marketplace. Clickability can also help them develop their core value propositions, for example by facilitating consumer focus groups so providers can better understand their market. Subscription prices are tiered to accommodate the needs of ‘everyone from a start-up, to a sole trader, to a mega-charity,’ according to the website.¹⁴

The response of consumers, care providers and others

Consumers

Clickability’s founders always recognised that uptake would depend on consumers having access to the website and the necessary skills to use it. Using the site to its maximum potential required an understanding of how to participate in P2P social media networks, and in particular, how to write reviews that were informative and helpful for others. A major challenge in designing and running the website was thus determining how best to serve a customer base that included some of society’s most vulnerable and financially disadvantaged members, whose needs were highly diverse. To this end, the Clickability team worked with disability support groups providing education on consumer rights and information about making complaints, as well as contributing to the general upskilling of consumers in giving feedback in a P2P environment. In turn, this outreach activity helped generate new reviews and new reviewers.

Clickability aimed to register 15 percent of those people eligible for NDIS rebates on its website by 2020. At the current rate of disability across the population, this would mean registering around

¹⁴ Clickability, ‘Provider FAQs’, <https://clickability.com.au/provider-faq/>

69,000 people across Australia. After going live, website use grew steadily within Victoria and New South Wales. Site traffic doubled every 6 months and the user base expanded significantly each quarter. During 2016 the rate of review submission also grew strongly, doubling over six months of live operation.

Care Providing Organisations

Initially, Clickability's value proposition was treated with some suspicion by stakeholders. Aviva described a typical response as 'we can't believe [you] are doing this to us'. Such reactions reflected the considerable challenges CPOs were facing in the new NDIS environment. The sector was rapidly restructuring, with mergers and acquisitions widespread as providers sought to position themselves to cope with the shift from government block funding of services to a market-based model. At the same time, new providers were seeking ways to enter the new market, attracted by the planned growth of funding into the sector. In this context, it was not clear to some CPOs whether a new venture such as Clickability was a threat or an opportunity – especially as the sector's capacity and capability to embrace new information technologies were traditionally weak.¹⁵

However, over time, there was growing understanding and acceptance of the opportunity that Clickability represented. The positive endorsement and exposure when Jenna and Aviva participated in the 2015 NDIS *New World Conference*, winning the Australia Post 'Boost prize' for their new business pitch, was instrumental.¹⁶ According to Aviva, the award of the prize brought a 'sea change' in CPO attitudes, and by mid-2016 more than 800 CPOs had registered on Clickability.com.au.

Competitors

The increasing number of new entrants offering services to people with disabilities demonstrated that a new, highly competitive marketplace had indeed emerged since the NDIS was introduced, bringing with it considerable potential for service innovation. By mid-2017, even greater competition seemed imminent; it was rumoured that the NDIA might launch its own online marketplace, which could include the functionality to purchase disability services online. The NDIA had already signalled its intention to set new standards for innovation in the sector by collaborating with a New Zealand-based tech company to develop 'Nadia', an avatar voiced by Australian actress Cate Blanchett, who would provide virtual assistance to consumers as they navigate the agency's website.¹⁷ There was also the possibility of a new commercial venture by a large Australian company keen to provide digital solutions for linking data systems across the healthcare sector. One notable start-up social enterprise akin to Clickability was *HireUp*, which provided brokerage services via a mobile phone app; the aim was to connect people with a disability with potential support workers who shared their interests and outlook on life.¹⁸

Next steps: Developing the Clickability concept

Longer term, Clickability's founders considered their concept and business model – like other platform-based enterprises – could evolve and expand in various ways. If it were to remain solely focused on the disability sector, there was the potential to reach a much larger pool of users: the NDIS covered only around 460,000 of the 3.96 million people living with a disability in Australia. Clickability might thus extend into other disability schemes – for example, by catering for people who acquire a disability through workplace or transport accidents, a group not covered by the NDIS. Moreover, many service providers (especially larger organisations) typically offered services to many

¹⁵ Nous Group (2011) *National Disability Service - Victoria ICT Survey*.

¹⁶ See Morton, R. (2015) 'Late brother's battles inspire drive for online disability aid', *The Australian*, 23 October. Available at: <http://www.theaustralian.com.au/national-affairs/health/late-brothers-battles-inspire-drive-for-online-disability-aid/news-story/b3f02d768152164021ba9b4c429218a0>.

¹⁷ NDIA (2017) 'The Making of Nadia', February. Available at: <http://ndis.us6.list-manage2.com/track/click?u=055092cc7e42efbfc41d80045&id=7684b1f49f&e=49817bf48d>.

¹⁸ Noyce, J. (2016) 'Phone app connects people with a disability to support workers based on shared interests', *ABC News*, 29 August. Available at: <http://www.abc.net.au/news/2016-08-29/app-linking-people-with-disabilities-to-likeminded-carers/7795964>.

citizens beyond people with disabilities, such as young adults and older people. There was thus scope for Clickability to extend its services to other social care consumers.

As use of Clickability and the website's functionality continued to grow, the business was building a repository of aggregated data about both consumers and providers of services. It was possible that, with appropriate anonymisation and consent, this data could be analysed - by either Clickability or its partners, offered as 'open data' to be used by other interested parties or monetised and offered to third parties on a commercial basis. In each scenario the data might be used to inform future decisions about a range of issues. These could include sector-wide planning and policy or the development of consumer-focused business strategies by care-providing organisations – particularly smaller operators threatened by the wave of merger and acquisitions that had swept through the sector. In turn, Clickability's data might also be linked by other interested parties or commercial interests to other data to form 'big data' sets which, as in other sectors, could help generate a new understanding of consumer needs and requirements and how these could be addressed.

Finally, other service providers – for example, those providing leisure, education or transport services – could be included in Clickability's service directory. Once they too became the subject of peer-to-peer reviews, the site would be helping to improve the experiences of people with disabilities in a much broader range of settings than was originally envisaged, such as when visiting museums or using public transport.

In the language of enterprise start-ups, by 2017 the Clickability core value proposition remained a 'hypothesis'¹⁹ that was still being tested. Aviva explained that, while she and Jenna knew 'inherently' the enterprise was offering value to providers, 'it's probably only going to be obvious in two to five years. So again, in some senses, using the social enterprise jargon ... we're meeting a need that people don't have yet but it needs to happen now in order to actually have an impact in the future as the NDIS rolls out... it's a safeguard, it's not something that can wait'. Another Clickability team member, Stephen Gianni, endorsed this view. With extensive experience in the disability sector, advocacy, and business worlds – as well as lived experience of disability – Stephen considered 'our challenge is to ...help them [CPOs] understand that what we do is assist them to become customer-facing. And until they do that, they won't succeed in this new [NDIS] world'.

Aligning the interests of service users and providers would be a significant and ongoing challenge, admitted Aviva. While Clickability was unquestionably innovative, this was not simply because it used P2P technology. Rather, it had fostered innovative new relationships that were enabling P2P technology to be designed, implemented and used for consumer and provider benefit in the disability sector:²⁰

the really innovative bit [is] basically making [the peer-to-peer review model] culturally accessible, making it work in a space that ...is only just now after many years after deinstitutionalisation²¹ starting to move towards a place that's truly customer-centric.

Similarly, she considered that the real intellectual property Clickability had created was not the technical knowledge embedded in the platform, but 'the work that we're doing ... around the website' with community groups and service providers and other stakeholders. This involved education, capacity building and up-skilling: 'all of the stakeholders [being] involved and trying to work towards a vision that's a bit bigger than the oppositional stuff that tends to happen in social services and in small communities'.

Stephen Gianni said he joined Clickability because he loved 'disrupting and shaking things up'. In his view, just as Uber had moved beyond providing a platform for ride-sharing, the future of Clickability lay well beyond its current focus on the disability sector. Aviva agreed:

¹⁹ This is a common approach amongst internet start-ups and draws on lean start-up methodology. See Reis, E. (2011) *The Lean Startup*. New York: Crown Business.

²⁰ Wilson, R., Maniatopoulos, G., Martin, M., and McLoughlin, I. (2012) 'Innovating Relationships: Taking a co-productive approach to the shaping of Telecare services for Older People'. *Information, Communication and Society*, 15(7), 1136-1163.

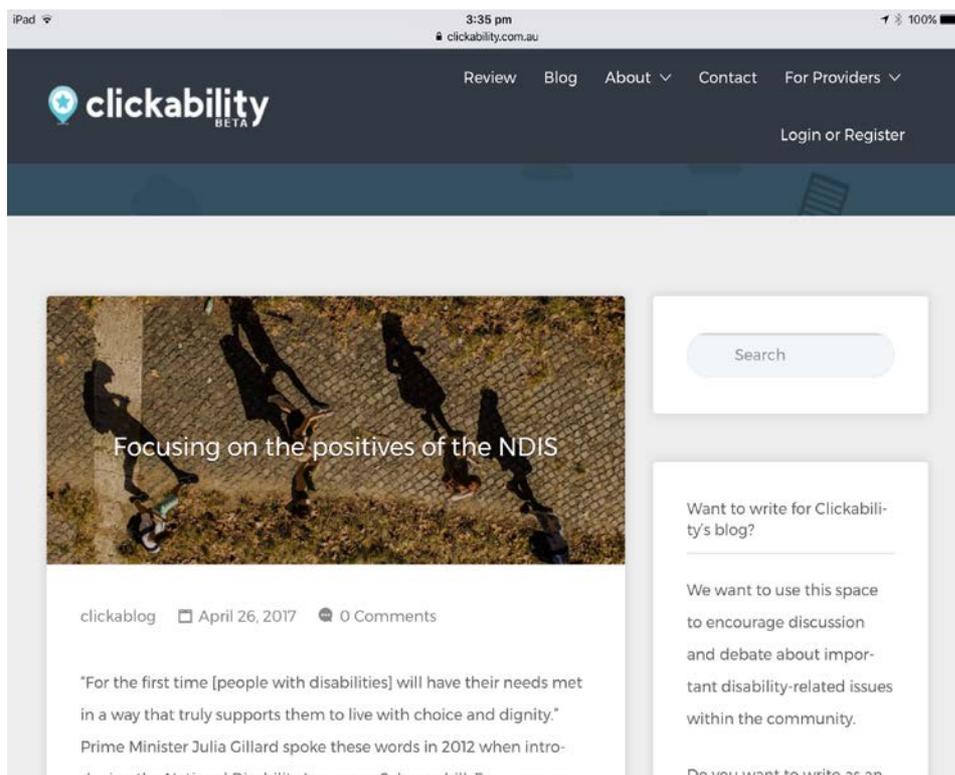
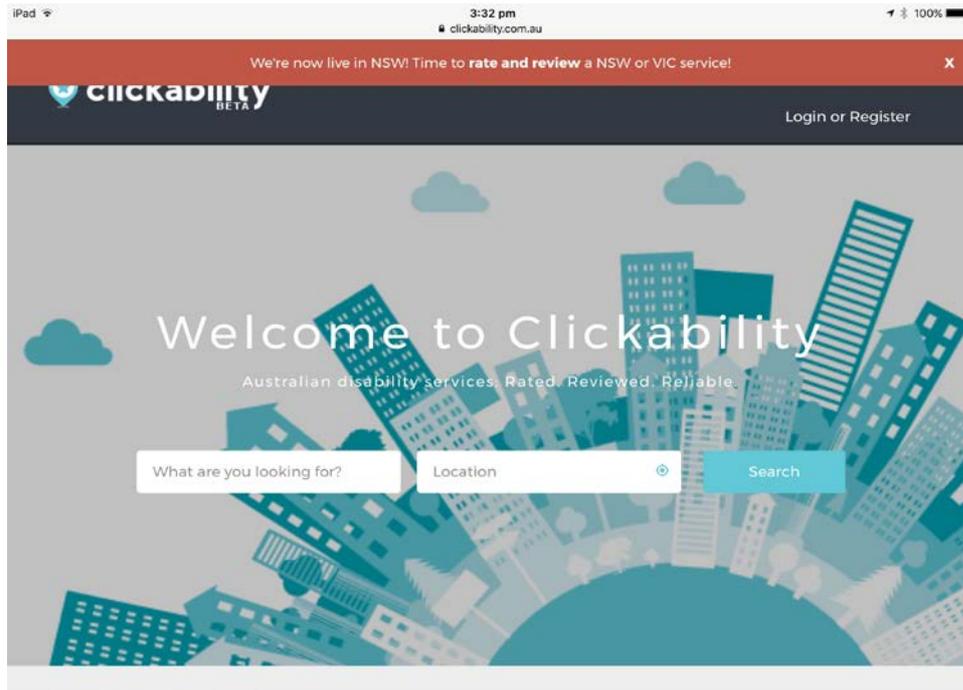
²¹ Systematic institutionalisation of people with a disability ceased in Australia in the early 1980s with the closure of most state- and charity-run residential care homes.

women with prams, old blokes with walking frames, people who can't hear well because of their age, or whatever. They'll all be coming to Clickability to find out how to access the world, and it won't be just about disability services, it'll be about University, healthcare...

These new visions notwithstanding, Clickability's founders recognised that the enterprise had developed this far on the back of 'sweat equity' investment, grants and donations. Whilst this approach had proved successful in the start-up phase of the business – by the end of 2016, Aviva and Jenna were able to pay themselves a modest salary for the first time – one of the main challenges as it grew would be to improve revenue flows through subscriptions and advertising, thereby reducing reliance on ad hoc funding. However, in mid-2017, it remained difficult to forecast the financial resources needed to allow the business to develop and expand.

Back when they were building up their business model with post-it notes, Clickability's founders had anticipated such challenges ahead. Jenna recalled strategically placing a post-it note on her forehead during one of those sessions, and saying to Aviva: 'The thing is, when we finish this, the next thing we do will require us to start planning all over again!' Three years later, that was certainly the case.

Exhibit 1: Clickability screenshots



iPad 3:39 pm clickability.com.au 100%

clickability BETA

Review Blog About Contact For Providers

Login or Register

Browse Categories



Only organisations with the  have subscribed to Clickability and will be able to reply to your reviews.

What are you looking for? Victoria, Australia

Home Help Brokerage

Radius: 80 km

Update

e within a 80 km radius

Reset

iPad 3:36 pm clickability.com.au 100%

clickability BETA

Review Blog About Contact For Providers

Login or Register

There are heaps of perks to subscribing to Clickability!

The biggest, of course, is being able to communicate with the people who write and read your reviews.

Setting up with Clickability

A one-off set up fee gives you access to set up your listing. We'll give feedback and advice about what information to include and how best to communicate with your audience.

We'll also provide you with the resources and support to begin generating reviews.

During this time Clickability also offers to speak to your staff about how to use and encourage feedback through Clickability.

Once you're happy with your listing, we'll do a big shout-out to our networks congratulating you and welcoming you to Clickability. We'll also continue to promote your reviews as they come in.

Exhibit 2: Key dates

2014
<ul style="list-style-type: none">• The idea of <i>Clickability</i> emerges from initial discussions between founders• Decision taken to build a P2P platform to plug new ‘informational gaps’• Work starts with developer to build content and flow for website
2015
<ul style="list-style-type: none">• Jan (ongoing): New members begin to join the team, increasing experience and expertise• March-June: Founders undertake a social entrepreneurship training and attend the School of Social Entrepreneurs’ NDIS- ‘accelerator program’• April: website goes live as a six month pilot• August: Founders undertake further social entrepreneurship training and secure external funding of \$10,000 from major Australian bank• Relationship building with NDIS pilot site in regional Victoria commences• Analysis phase for website (3 months)• November: Clickability wins the Australia Post prize at the NDIS New World conference, Brisbane
2016
<ul style="list-style-type: none">• January: Clickability starts trading in Victoria, expands across the state and starts selling ‘pre-subscriptions’ in NSW• Funding for founders to undertake overseas study tour received from major Australian bank• Further social entrepreneurship training• December: Soft launch of web site in NSW

Exhibit 3: Example reviews

[Care Service Provider X] is a trusted not for profit organisation in [Location Y], with a positive reputation in allied health and case management. They have longstanding partnerships with local government and community organisations. Here at [Partner organisation] we have been impressed with their flexible services and community engagement to meet the needs of the people with ASD [Autism Spectrum Disorder], especially when it comes to accessing allied health services and creating recreational and group based activities.

- Partner Organisation, Rating 5/5

Great service. Girls are great – cleaning ok. Conversation awesome.

– Customer, Rating 4/5

Excellent carers, one of the carers is an excellent cook and she is teaching my daughter to cook. They're like friends and mentors. They're all well-groomed.

- Customer's mother, Rating 5/5

I have been attending [day centre] for the past 9 years and I can honestly say it's one place I look forward to going to. After some fine-tuning I have a good plan that meets most of my needs. They are very approachable and listen to my needs and they make my mother feel comfortable if she needs to approach them on any subject. I enjoy the company of very caring staff and my peers. We are like a family and I am grateful to have such a fun place to go to!

- Customer, Rating 5/5

Provision of carers good. Invoicing could be improved. Good matching carers with client.

- Customer, Rating 3.5/5