Redesigning Recruitment

Team 4

Contents

Who
this report is for

This report is for you - our onboarding CFO,

Welcome to the team!

We are thrilled to have you on our journey to providing an empowering, refreshing and inclusive alternative to conventional recruitment. Your proficiency in finance will help us scale our idea beyond early adopters.

In this report, we will first introduce you to the team and take you through all our work so far, explaining our choice of method and reasoning along the way. This should help contextualise where we are now, and more importantly, where we aim to go.

We are really excited to be working with you!

Best wishes,

Team 4 Ltd.
Ayrton, Toby, Sara, and Anika
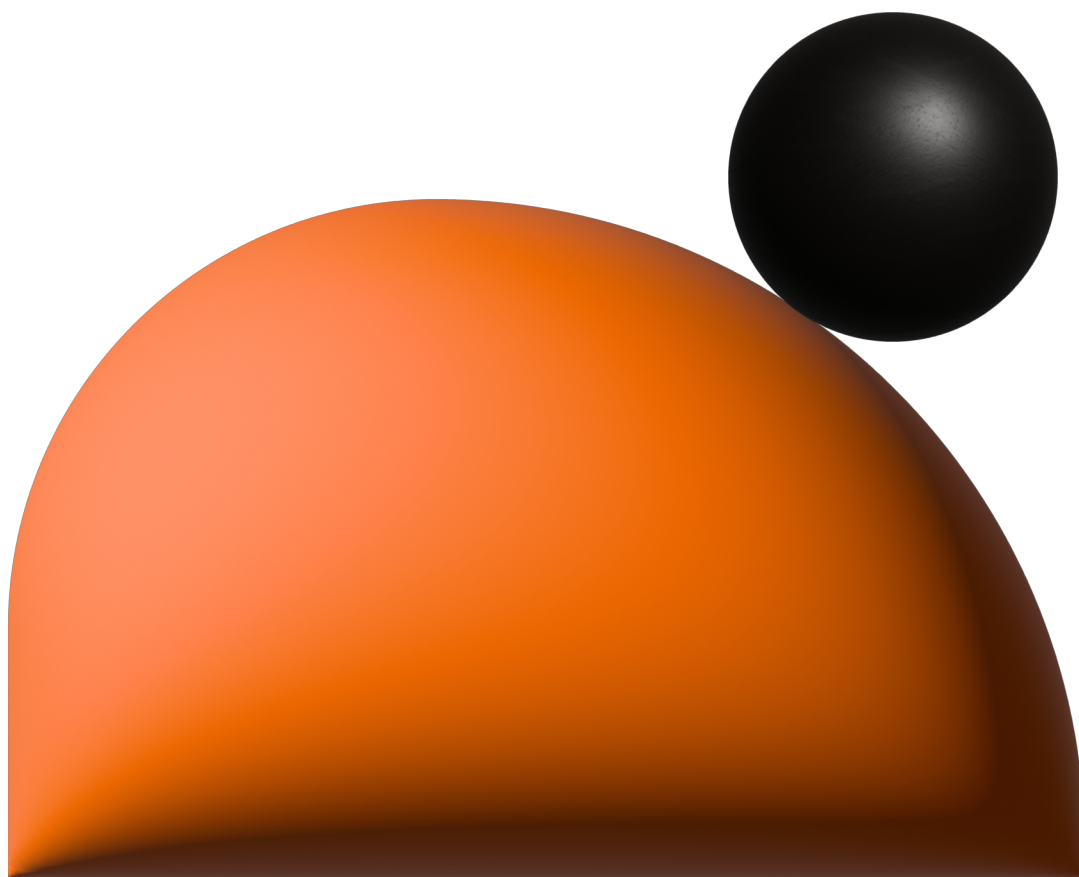
About us

Uniting over frustrating recruitment experiences, our small team sought to introduce a creative solution to the space.

We each completed Adobe's 'Creative Type' assessment to get an idea of our strengths and 'untapped potential' (Adobe, 2023). Seeing ourselves as components of a creative ensemble has served us well, allowing us to complement and support one another.

Anika
the Visionary

Sara
the Visionary

Toby
the Thinker

Ayrton
the Producer

Full of big ideas, ability to see potential and possibility everywhere		Intellectual curiosity, ability to find and create meaning	Strong leadership skills, ability to make things happen

Expertise

Visually putting things together	Leaving no stone unturned	Coming up with great ideas	Getting things done, on time

What this looked like

"what if we try this?"

"we could consider these things too"

"I know something interesting about this"

"realistically, we can only do this one"
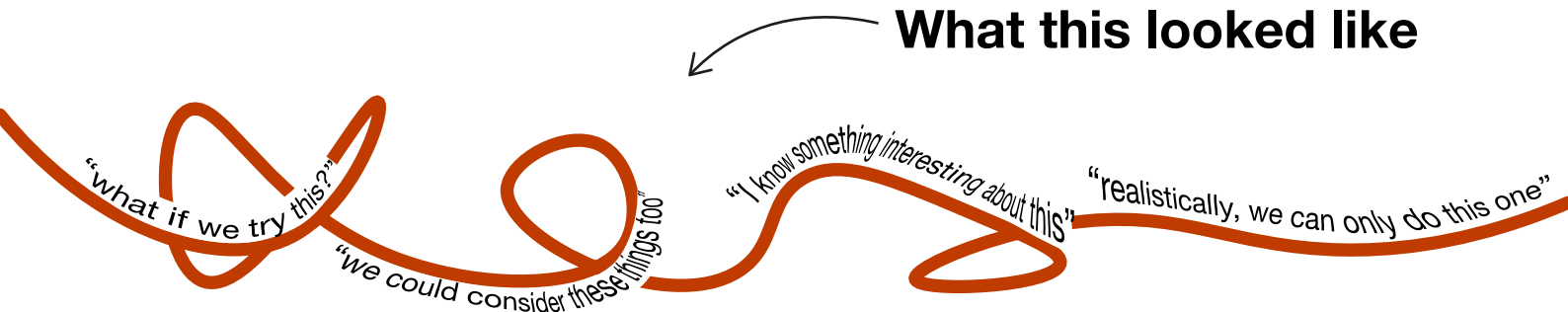
Our non-negotiable values

Honesty & Integrity; so we can count on ourselves and each other.
Compassion; the key to empathising with our stakeholders, and driving an ethical solution.
Social impact; Prioritising the positive mark we leave on people over economic gain.

Overview of our Methodology

For our project, we used a distinctive hybrid methodology to take advantage of both Design Thinking and Scrum Sprints.

UNDERSTANDING THE PROBLEM — Problems & trends in recruitment; secondary research | Clustering, focusing on SMEs

UNDERSTANDING OUR USERS — Primary research; Autoethnography Interviews Sruvey | Customer profiles; journey maps

PROBLEM STATEMENT

SPRINT 1 — Examiner feedback
SPRINT 2 — Customer feedback
SPRINT 3 — Expert feedback

Design Thinking is a user-centric approach that facilitates in-depth understanding of peoples' needs and wants (Liedtka, 2018). Since our starting point was generic, s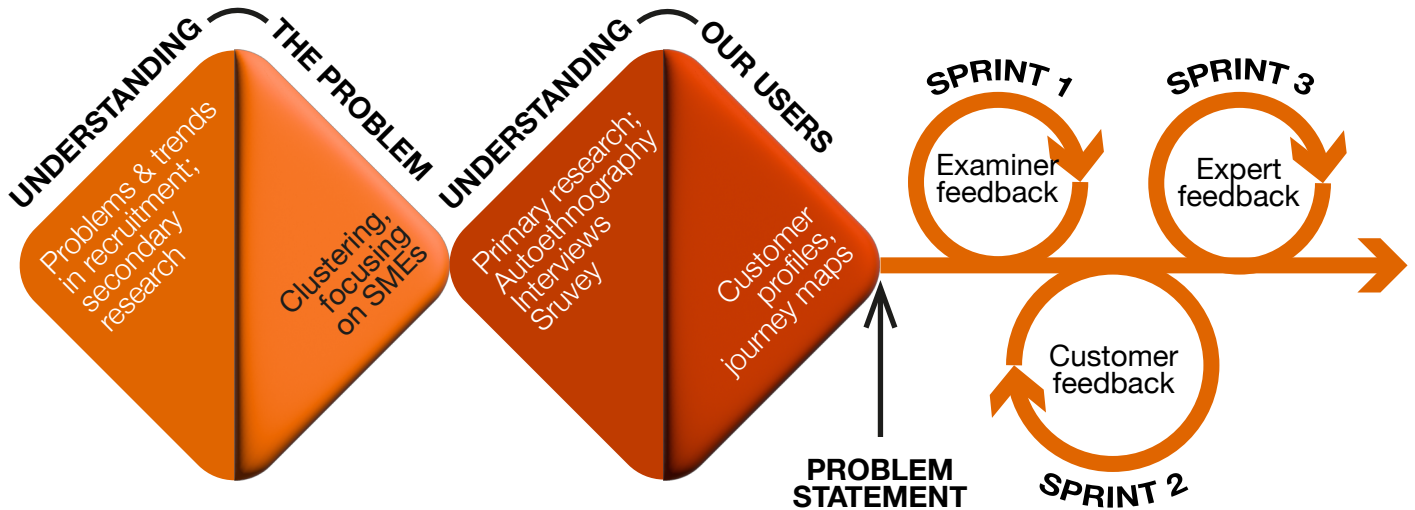upported only by personal experiences, a thorough exploration was needed to validate assumptions and define our possibilities. We used the first two phases of the Double Diamond process; "discover" and "define" (Design council UK, 2019), repeating the divergent-convergent movement twice, once to understand our problem and then to understand our users.

Agile Scrum methodology (Srivastava et al., 2017) supported the prototyping and testing of our ideas. It enables the incremental development of products (Peek, 2023), through cycles of ideation, feedback and iteration, called Sprints (Schwaber & Sutherland, 2020). Through these, we discarded the least desirable ideas, developing a well-tested concept with minimal time lags and additional costs.

Understanding the Problem: Secondary Research

As part of our secondary research, we did (1) a review of organisational literature, (2) analysis of megatrends and weak signals, (3) research on specific recruitment processes.

Exploring recruitment: problem areas and trends

As we began with the intent of "bridging the gap between individuals and organisations," our natural first step was to define "the gap" through a review of organisational literature. We synthesised our findings into the following clusters:
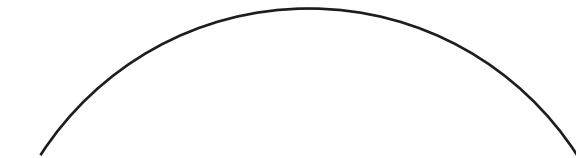
TRUST VS. BUREAUCRACY

While trust and interpersonal connection is desired on both sides, bureaucracy plays an important role in mitigating bias and promoting meritocracy (Koehn, 1996; Weber, 1946), so it is crucial to strike the right balance (Husted, 1998).
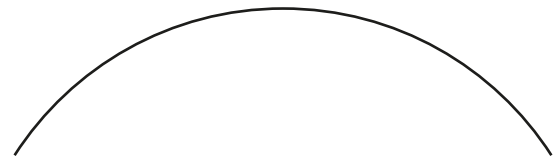
WORK READINESS

Employers increasingly want graduates to be more 'work ready,' but graduates seem to have a poor understanding of their own professional offering and workplace expectations (Pollard et al., 2015).
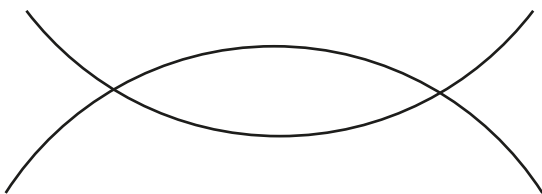
VALUES & TRANSPARENCY

While applicants increasingly place importance on companies' values (Scott, 2000), these are not always communicated transparently (Nguyen et al., 2020).
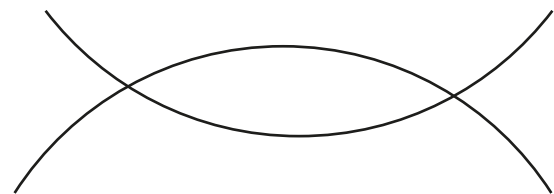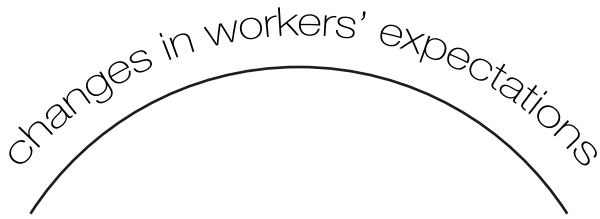
STAFF RETENTION

Due to the ineffectiveness of recruitment practices in discerning the suitability of candidates, staff retention is a growing issue, particularly within SMEs (Chan, 2009).

We then looked into emerging trends affecting work, using existing future scenario reports (PwC, 2018; Arup, 2019). This helped us understand the external environment we are working with and its potential (Sitra, 2022). A few key trends we found were:

changes in workers' expectations

HEALTH & WELLBEING

Particularly after COVID-19, as more people value work-life balance, organisations that show care for employees are more successful at attracting and retaining talents (Thorne & Pellant, 2007).
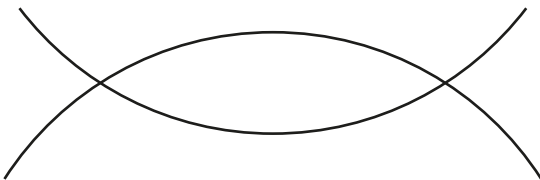
BELONGING & PURPOSE

People seek a sense of belonging and purpose at work. 64% of employers also agreed cultural fit is very important when hiring (Robert Walters Whitepaper, 2016).
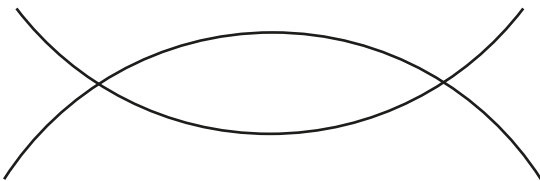
LABOUR & SKILL SHORTAGES

There is an increasing shortage of staff in several industries in the UK (Reuschke & Houston, 2022). Even in some industries with many applicants, employers perceive a shortage in quality and a lack of the right skills (Horbach & Rammer, 2022)

interactions with technology

AUTOMATION & TECHNOLOGY

As activities become increasingly automated or supported by technology, technical skills might not be as valuable as soft and social skills that are irreplaceable (Chuang, 2022).
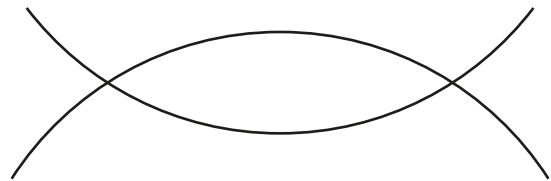
GAMIFICATION

the phenomenon of 'quiet quitting' is pushing employers to find innovative ways to engage and stimulate employees. Gamification of processes is on the rise (Cherry, 2011)

Narrowing our research, defining success criteria

Our exploration of future scenarios highlighted which megatrends we want to push forward, and which we want to discourage. For instance, PwC's "Yellow World" future is more appealing to us than a "Red" or "Blue World" future characterised by the Big Data economy and inequality (PwC, 2018).

We recognise and embrace the responsibility that new ventures have in promoting a version of the future over others (Artefact, 2017) (Tarot cards of tech). As a result, we drafted success criteria in line with our vision for a human-centric, fairer world:

- A solution addressing the needs of both individuals and organisations.
- Creating positive social impact.
- Supporting the development of fairer, diverse, and inclusive workplaces.
- Moderate and ethical use of AI and technology.

We focused on early stages of recruitment; sourcing, screening, and selecting candidates as these are the most opportune phases for bringing more diverse people in (Newman, 1978) and closing the "gap." We conducted more research using the questions:

- What are common sourcing, screening and selection practices used by employers?
- What are the contingent factors influencing the recruitment processes of companies?
- What are the main weaknesses and strengths of different recruitment processes?
- Are there particular businesses that suffer more from retention problems?

We grouped these findings based on "recruitment types" or screening methods (head hunting; recruitment agencies; job posting; referrals and personal networks of employees; handing physical CVs), and contingent factors affecting firms' recruitment choices. While we incurred some generalisations, this exercise served the aim of narrowing our focus.

(See appendix 1: Synthesis on recruitment types)

Focusing on SMEs

We decided to focus on recruitment within Small and Medium Enterprises (SMEs) (0-500 employees) because we identified SMEs as the sweet spot for opportunity between (1) positive social impact, (2) need, (3) earlyevangelists, and (4) feasibility/problem-founder fit.

IMPACT POTENTIAL

NEED

"SMEs are crucial to the future of work, not just for employment creation and economic growth, but also to drive innovation and competition in markets." (ILO, 2019)

Small, growing companies find it difficult to find the right people for their organisation (Poljasevic & Petkovic, 2013) and their cost of hiring is relatively high (Podmoroff, 2005).

A promising focus area!

Small, innovative companies might be more open to change and new ideas, compared to more static and large companies (Zhang et al., 2006).

We as a team had better access to people in SMEs and start-ups, which meant we would be appropriately positioned to involve stakeholders and develop a better solution.

EARLYEVANGELISTS

FEASIBILITY

Having defined a set of challenges and our customer segment in broad terms, we embarked on primary research.

Understanding our Users: Primary Research

We decided on three primary research methods that each served a different purpose.

Autoethnographies

As we had been drawing on our personal experiences since the very conception of our project, we used autoethnographies to reflect on our perceptions of recruitment and selection processes. We hoped this would help us better empathise with stakeholders (Custer, 2014).

We didn't use our accounts to directly validate assumptions, rather to clarify and explicate the assumptions themselves; thus avoiding the critique the method often receives around being 'too arty' or 'not scientific' enough to include in research (Ellis et al, 2011). Having acknowledged the subjectivity of our own visions, we were able to approach the rest of our work with a more open mind.

(see Appendix 2: Autoethnography example)

Interviews with SMEs

To understand SMEs' challenges with recruitment, we used semi-structured interviews, a suitable approach to understanding 'social phenomena' (Gubrium & Holstein, 2002). This yielded qualitative data, whilst encouraging participants to talk freely about their experiences (Walliman, 2006).

The questions were written with reference to secondary research, and piloted using a role-playing exercise (Wilson, 2012) within the team, after which we adjusted them in the interest of clarity and conciseness. We aimed for an average 30-minute interview, targeting owners or employees of SMEs who held expertise in their respective recruitment processes.

Interviews with Experts

Expert interviews differ from research with employers or applicants because the focus is not on empathising with the subject, but on accessing in-depth knowledge on the topic (Bogner, 2009). We interviewed a university careers advisor, and a recruitment expert specialised in purpose-led organisations.

(see Appendix 3: Interview questions)

Survey with prospective applicants

Our aim here was to bring in opinions of job applicants and employees. As surveys allow for a concise interpretation of quantitative data (Yauch & Steudel, 2003), this was an appropriate method to gauge the broad sentiments of a large group. A large participation was important, since due to the disparity in numbers of employers and applicants in the working world, generally the opinions of applicants only hold significance en masse (Have, 2004).

We designed the survey using a mixture of Likert-scale (Josh et al., 2015) and written responses, casting a wide net for insights. This was piloted with a start-up founder before we targeted our true audience.

As well as reaching out to existing networks of friends, family and peers for survey responses, we promoted it via targeted social media posts, posters, and relevant Facebook groups, aiming for 50 responses in a short time frame.

(see Appendix 4: Survey design)

Diverse perspectives

To ensure we considered a wide range of diverse perspectives, aside from targeting a variety of stakeholders, we also looked for people in different, valuable niches.

Early stage tech startup

an extremely idealistic and research-heavy perspective

SME interviews

Established 'teal' business

radical transparency and new models for work

Purpose-led organisation

how traditional processes can be used well

SME in hospitality

perspective outside the traditional realms of innovation

Expert interviews

Posters on campus

university students seeking graduate jobs/internships

Personal social media networks

young people outside of university

Uni careers advisor specialising in SMEs

graduate recruitment, work readiness, & other pain points

Recruitment agent specialising in green tech

value-based hiring, ethical & sustainable workplaces and where hiring communication fails

Applicant survey

Facebook groups

diverse age groups and communities outside our network
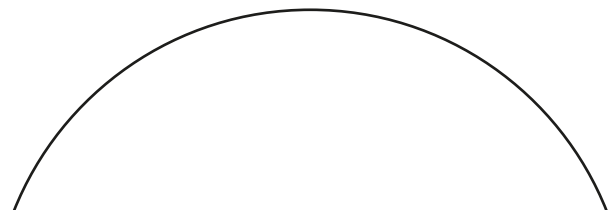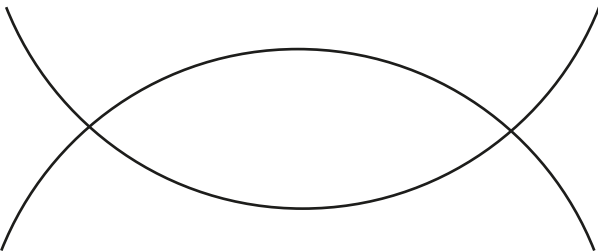
Analysis & Synthesis

Each interview recording was analysed by two people; a form of researcher triangulation which improved the credibility of our results (Noble, 2019). We took inspiration from Sprint Valley's Interview Kit (Miro, 2023), taking their notion of capturing feedback in a '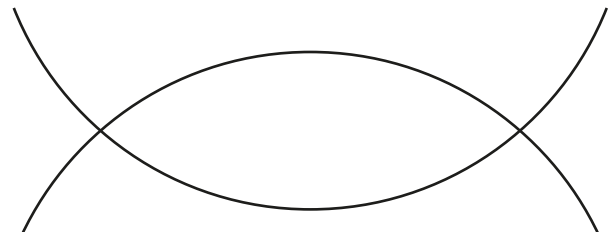standardised way' and simplifying the tool to the fidelity level we required (see Appendix 5: Interview recording table example). Due to the diversity in recruitment systems we encountered, we synthesised our findings based on common themes between them, which largely validated our secondary research.
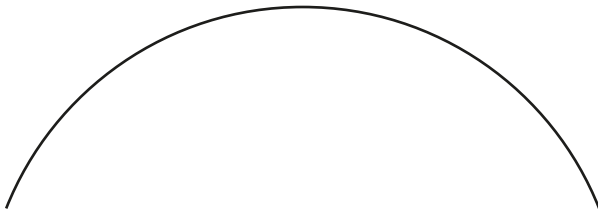
The tensions we found between bureaucracy and trust were validated, as recruiters found human connection was vital to accurately assess 'fit' for a job.

Small organisations in particular (0-49 employees), that typically do not have a HR officer suffer from a lack of talent acquisition strategy.

Effective value-based hiring has positive knock-on effects in many associated areas of business (team harmony, retention etc.), but uptake is currently low; this is a next-generation business tactic.
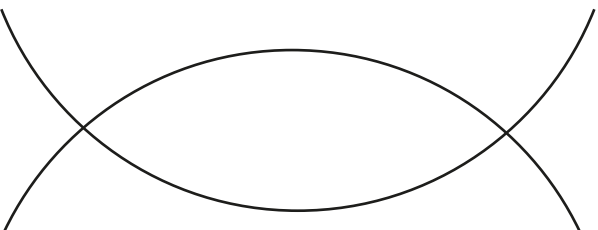
Interviewees disapproved of using AI as a core feature of the selection process. The 'human touch' remains irreplaceable.

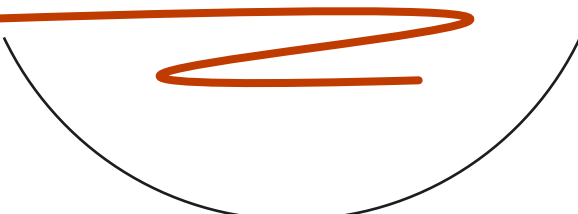Recruitment agencies are often too expensive for small companies, despite providing valuable access to pre-existing networks. Alternatively, they were unattractive due to the ceding of control over hires in vital stages of growth.

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The survey also provided new insight into applicant opinions. An unexpected result was that most respondents were 'somewhat satisfied' with SME recruitment processes.

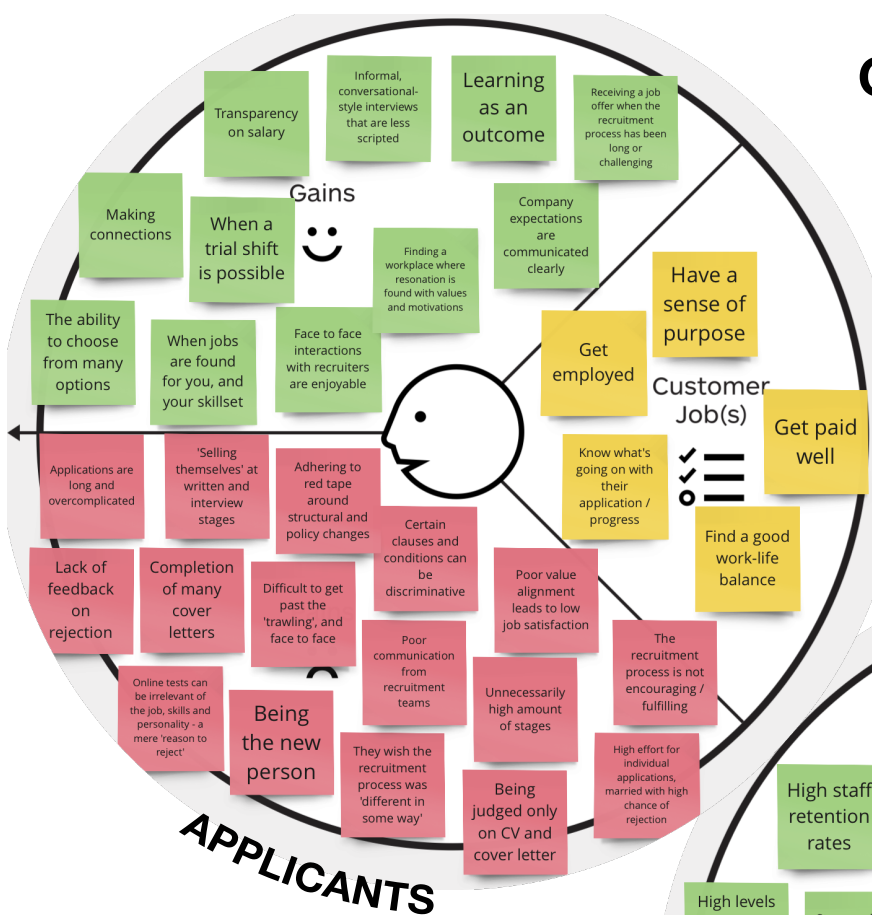## Key points: (for a more detailed summary, see Appendix 6: Survey insights)

Most respondents were aged 18-24 (55%), and represented several minority groups; minority ethnic groups (24%), LGBTQ+ (29%), gender non-conforming (14%), and/or having a physical or mental disability (10%).

The second most frequent way people found a job (the first being actively searching for a position) was through their networks (an existing employee invited me to apply, 27%).

70.4% agreed value alignment was crucial to job satisfaction. To the prompt 'when I do not identify with the values of an organisation, I struggle to get job satisfaction,' 'Agree' was the most common answer on a Likert scale (47.7%).

Customer profiles

To capture our findings on SMEs and applicants, we produced customer profiles (Wansink, 1997) for both groups using a thematic analysis of results. These provided a visualisation of their general aims, pains, and gains, which were used to inform our user journey maps in the next stage.

APPLICANTS profile diagram — Gains: Transparency on salary; Informal, conversational-style interviews that are less scripted; Learning as an outcome; Receiving a job offer when the recruitment process has been long or challenging; Making connections; When a trial shift is possible; Finding a workplace where resonation is found with values and motivations; Company expectations are communicated clearly; The ability to choose from many options; When jobs are found for you, and your skillset; Face to face interactions with recruiters are enjoyable. Customer Job(s): Get employed; Have a sense of purpose; Know what's going on with their application / progress; Get paid well; Find a good work-life balance. Pains: Applications are long and overcomplicated; 'Selling themselves' at written and interview stages; Adhering to red tape around structural and policy changes; Certain clauses and conditions can be discriminative; Poor value alignment leads to low job satisfaction; Lack of feedback on rejection; Completion of many cover letters; Difficult to get past the 'trawling', and face to face; Poor communication from recruitment teams; Unnecessarily high amount of stages; The recruitment process is not encouraging / fulfilling; Online tests can be irrelevant of the job, skills and personality - a mere 'reason to reject'; Being the new person; They wish the recruitment process was 'different in some way'; Being judged only on CV and cover letter; High effort for individual applications, married with high chance of rejection.

Customer profiles highlighted a key insight; both stakeholders experienced difficulties during the 'two-way filtering process' (Appendix 7 - Interview transcript excerpt) at the front end of applications, which was tedious and data-heavy, lacking interpersonal engagement. This consequently became our area of intent.

SMEs profile diagram — Gains: Getting a 'look and a feel' of candidates; Sandwich year students are affordable and good value for money; CV's are useful for a quick understanding of skills and experience; High staff retention rates; Networks are highly useful; When candidates are known to be well-suited, before face-to-face interaction; Depersonalisation in early stages can help to remove unconscious bias; High levels of satisfaction in staff; Strong values-fit is the 'foundation you build on'; Broadening reach and conversion rates. Customer Job(s): Efficient use of resources; Avoid the current offering of outsourcing; Find good 'fits' in terms of values; Treat recruitment as a high risk, high impact activity; Mitigate (unconscious) biases; Communicate a clear company identity; Create perception as a desirable place to work. Pains: They don't have the capacity to build and maintain useful networks; Not all candidates are proactive in their job seeking; There are 'crap recruiters' out there; Time consuming and expensive; Hard to look beyond paperwork for every applicant, when time isn't available to consider every candidate in depth; They recognise that a CV / cover letter does not provide a full picture; There is no 'one size fits all' solution; It is impossible to totally eliminate unconscious biases - we can only address them; Values are hard to discern in online and written formats; Every hire has inherent risk; Getting face-to-face with candidates is logistically difficult and time consuming; Values are foundational. They are harder to teach & learn than knowledge/skills.

Recruitment Journey Maps

Next, we constructed connected journey maps through recruitment for SMEs and applicants, plotting our main insights in the form of pains, gains, and possibilities. Here, possibilities drew connections between the two maps, indicating areas where new value could be delivered to meet user needs (Almquist et al., 2016).
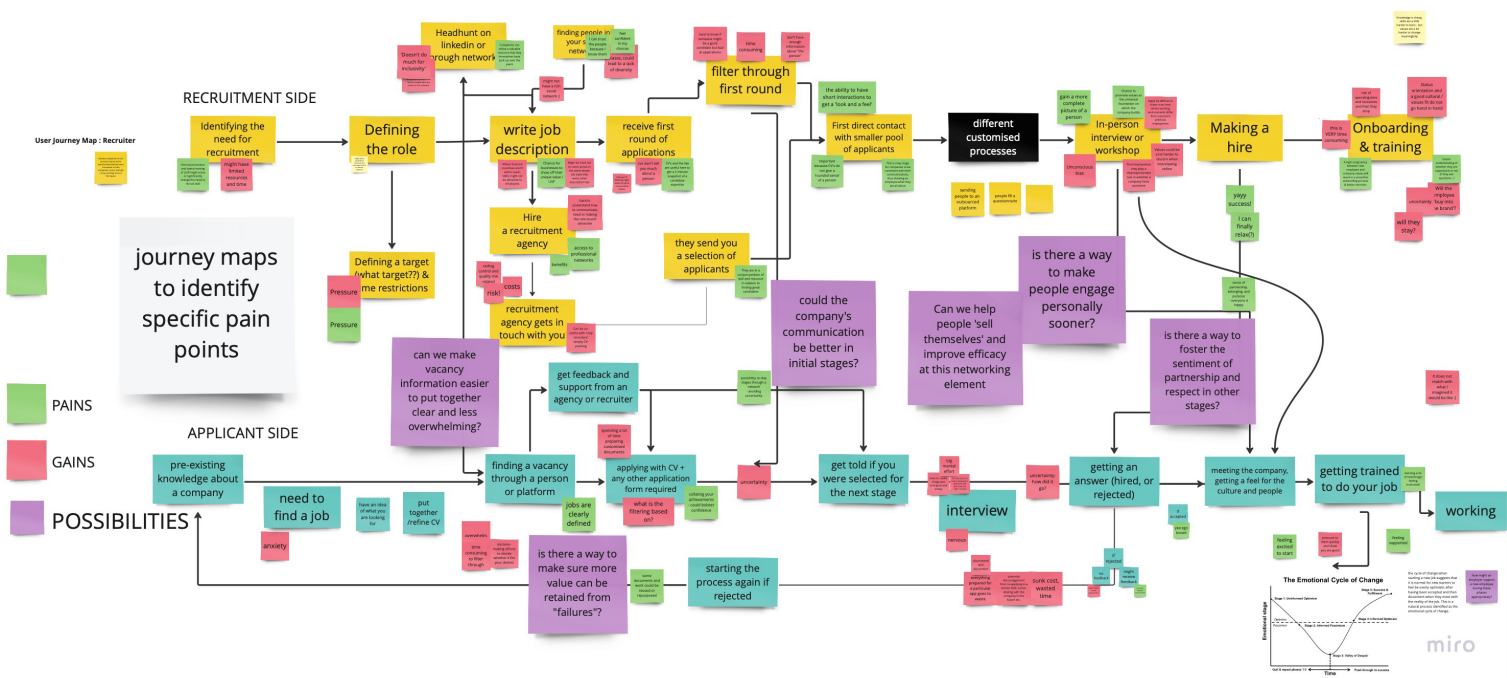
Networking emerged as an area to explore, as it was an existing method of recruitment that expedited the tedious front-end, but was heavily under-utilised (Marroun, 2016).

A review of our secondary research returned evidence that networking will play an important part in the future of recruitment - Robert Walters Group's whitepaper 'Guide to Recruitment for SME Businesses' (2016) was inundated with endorsements of networking. The time and cost barriers for SMEs to participate in networking presented an opportunistic challenge for our venture.

We also decided to focus on young people on the applicant-side as our survey showed they struggled more with gaining experience and entering the world of work.

Our problem statement(s)

In accordance with equal emphasis on both user groups, we iterated to two problem statements designed to mirror one another.

people need to personally engage with networks in order to find fulfilling work, but they can be intimidating or inaccessible.

employers want to recruit through networks because it improves retention/fit, but it's too time consuming and can undermine diversity.
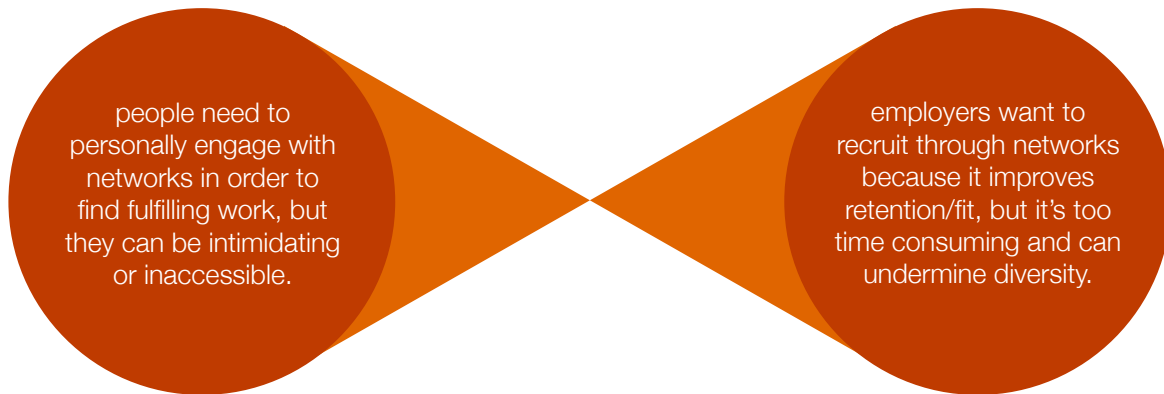
Sprint 1 Ideation around Networking

secondary research

primary research

we are here

sprints

Our first sprint began with a round of ideation, where we utilised the 6-3-5 brainwriting (Rundi, 2016) and Worst Possible Idea (Matimore et al., 2016) exercises. We chose four ideas to develop.

A LOOK & FEEL
Speed-dating style low-stakes networking events.

ICEBREAKER CARDS
An alternative to traditional business cards.

NETWORKING THROUGH PLAY
Putting people at ease through video games.

NETWORKING THROUGH SPORT
An opportunity to build long-term connections.

Examiner feedback and rethinking our direction

Due to feedback from a Board of examiners, we decided not to progress with these ideas, as the lack of validation would not justify the costs of advanced prototypes. Moreover, we found ourselves repeatedly running into better ideas that didn't fit the narrow field of networking.

The value of this sprint emerged in reviewing our process. To ensure more robust validation mechanisms, we planned for two phases of low-fidelity testing in the next sprint.

This double-testing approached the "fail fast, fail forwards" criterion of Ries' Lean Startup (2011). The increased efficiency of this method also relieved time pressures, meaning that we were able to consider more possibilities than the previous sprint (8 instead of 4) (see Appendix 8: Sprint 1 Review). We also reverted to our broader problem statement, which we felt more effectively addressed the root of the issue.

"How might we improve interpersonal engagement between people and SMEs to lead to better recruitment and work?"

Sprint 2 More ideation

With a new problem statement, our second sprint started at a divergent stage characterised by mass ideation. In this process, there are no wrong ideas (Storm, 2021). Inspired by Bounded Ideation Theory (Briggs & Reinig, 2010), we sought to generate many more ideas than we assumed necessary.

We clustered our initial ideas based on similarities (Zhang, Kwon & Kramer, 2017), which allowed us to identify areas of possibility and decide which to pursue (Ulrich & Eppinger, 2016).

We then utilised Hyper Islands' 'Mash-Up Innovation' tool (Hyper Island Toolbox, 2019) to rapidly combine ideas. If the divergent thinking in sprint one seemed to create ambiguity about the project's direction, Mash-Up allowed us to curate the most meaningful and useful features from each group, revealing the value in initially "going sideways" (Bason & Austin, 2019).
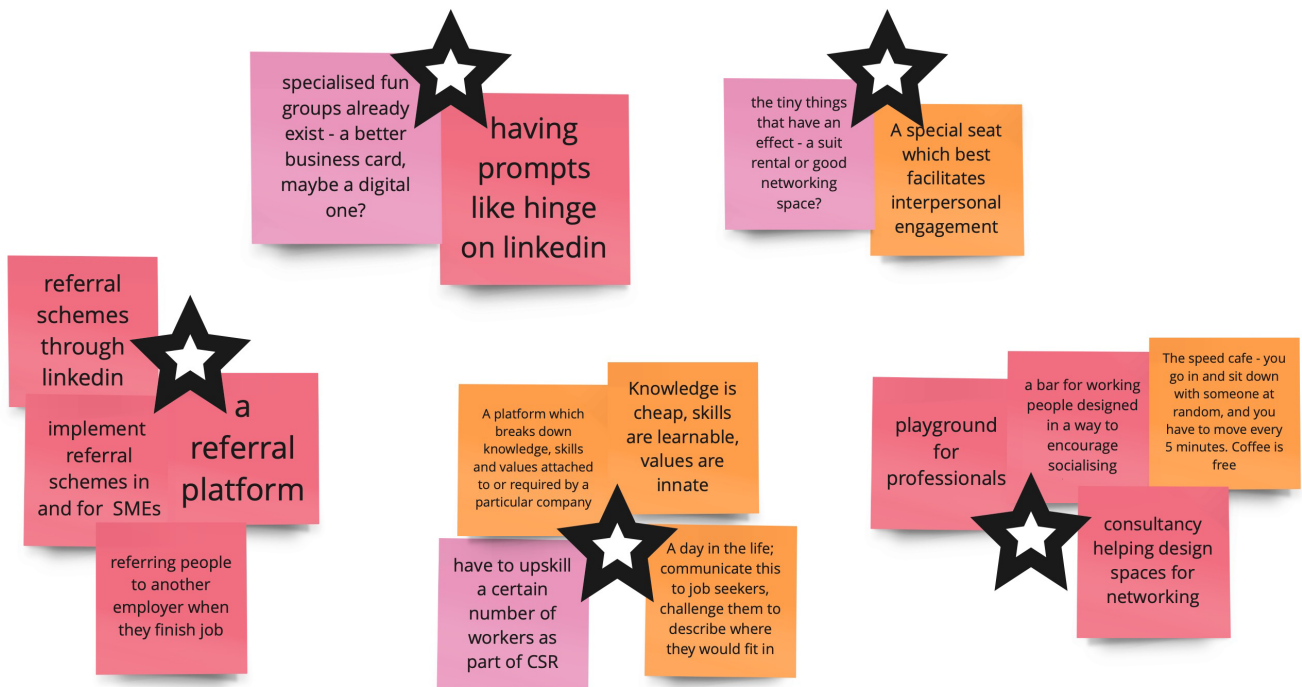
Prototyping

From this, we developed 8 concepts to prototype (see Appendix 9 - Sprint 2 initial prototypes)

Reading Osterwalder's (2019) 'Testing business ideas' was a "point of enlightenment" (Prather, 2015) as it shifted our mindset away from perfectionism, and revealed the value of Low-fidelity (lo-fi) prototyping, a quick and easy way to translate high-level design concepts into testable artefacts (Babich, 2017).

The lo-fi prototyping method we selected was Data Sheets (Osterwalder, 2019). Creating a data sheet involves distilling the specifications of your concept into a single page for testing. It was the most appropriate method as it is very cheap and would not take more than a day to set up (Osterwalder, 2019). We included on the data sheet a sketch with "the basic idea being to generate, through sketching, a low-cost, visual representation of the aesthetic aspects" (Kimbell, 2015).

Testing with peers

We tested our data sheets with applicants - people who are currently looking for a job or have recently looked for a job (within the last 24 months). "Prototyping and testing is largely an exercise in uncovering surprises as soon as possible" (Cohen, 2015). Gaining outsider perspectives was indeed "surprising" and allowed us to look at our concepts through a fresh pair of eyes. Capturing responses on an Evaluation Matrix (ServiceDesignTools, 2023) revealed many of our ideas were either too "complex" (in that we didn't have the capacity, expertise or budget to fulfil them) or lacked "value" (in that they didn't align with our vision and failed to directly address the problem). This analysis allowed us to eliminate 4 out of 8 concepts based on feasibility. The 4 concepts we were left with were:

SPEED-NETWORKING

in-person events which facilitate short-form conversations amongst representatives of SME's and jobseekers - connect with someone and see how it goes... no strings attached!

JUMBLE

A new-age, trendy networking app that promotes authentic value based connections and disrupts traditional ideas of recruitment.

CAREER CHANGER

A programme for people to get a feel for jobs without needing previous experience. Similar to insights/taster programmes but without putting the burden on small businesses.

BOARDGAMES FOR THE BOARDROOM

Bespoke board games, puzzles, etc. to covertly dig deeper into candidates' ability and personality in a fun way that fosters connection.

Testing with industry experts

We improved upon the four surviving ideas based on feedback we received, before further testing them with employers and recruitment experts.

Test cards (Strategyzer, 2015) were used to jot down critical hypotheses to verify and plan appropriate testing methods. This served the purpose of creating rapid and low-cost desirability and viability tests, with measurable "pass or fail" responses.
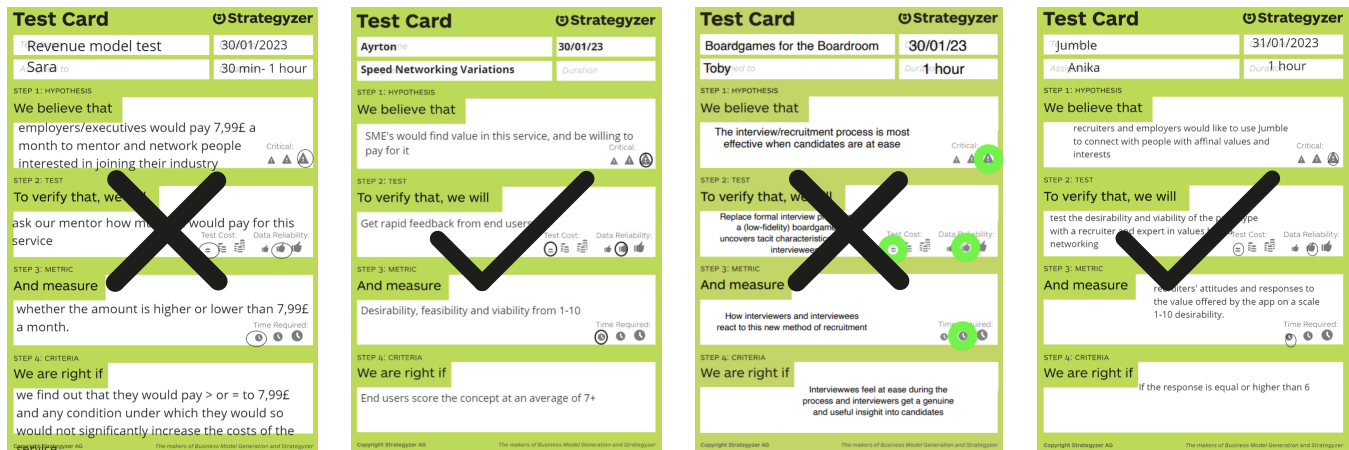
In the case of Boardgames and the Career changer platform, we quickly realised employers would only be willing to pay if their effectiveness was robustly proven. However, our lack of psychological and behavioural expertise in the case of Boardgames, and our poor access to relevant stakeholders for Career changer, meant we would not be able to implement their core offering. This led us to eliminating the two ideas.

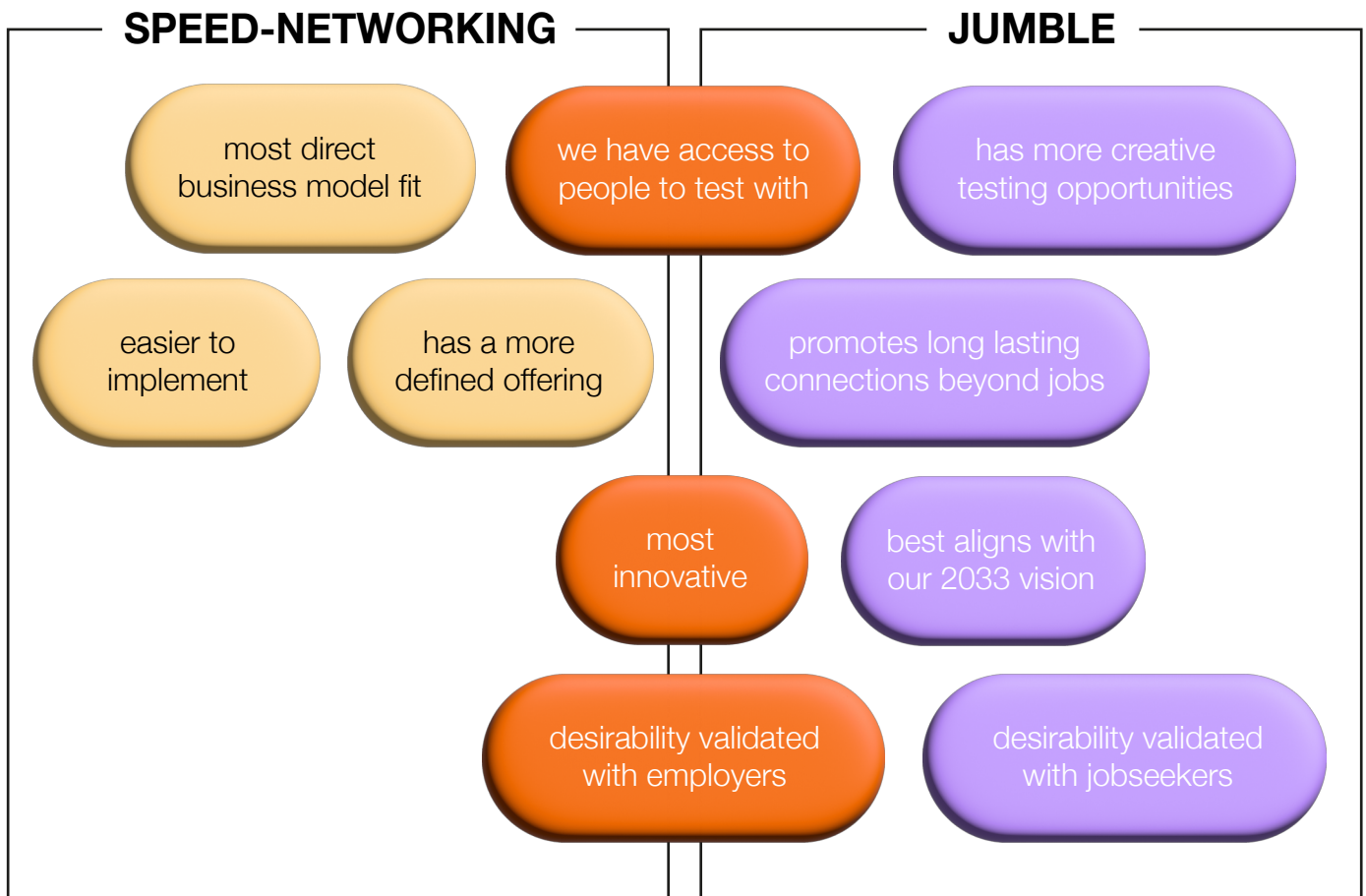Industry feedback for the two remaining ideas revealed that:

SPEED-NETWORKING

There may be interest for Speed networking in the hospitality industry, where technical skills are not as important as employees' attitudes for the performance of teams, and where there is often a higher turnover and lower budget compared to professional services. Organising events with a similar format to speed dating, where prompts facilitate 1:1 conversations between several candidates and employers, could significantly cut costs for recruitment in hospitality, especially in sparse rural areas.

JUMBLE

Jumble also proved attractive to employers, in particular for its potential to "get to know the person behind the CV," a point that was highlighted by two recruiters. As this idea positioned itself as an alternative to networks like Linkedin, which we found makes users feel inadequate, it was interesting to know from a recruiter that people aged 30+ actually like Linkedin. Our more inclusive and trendy alternative would mostly appeal to Gen Z users and people who do not feel included. This insight allowed us to identify the right target audience.

While we found validity for both Jumble and Speed networking, we needed to proceed with only one due to capacity constraints (García-Quevedo, 2018). Both were assessed based on a set of criteria to enable a decision.

SPEED-NETWORKING

- most direct business model fit
- we have access to people to test with
- easier to implement
- has a more defined offering
- most innovative
- desirability validated with employers

JUMBLE

- has more creative testing opportunities
- promotes long lasting connections beyond jobs
- best aligns with our 2033 vision
- desirability validated with jobseekers

Although they performed similarly, we decided to pursue Jumble as it reached a higher score.

Sprint 3
Expert feedback on our final idea

secondary research primary research sprints we are here

As we decided to move forward with an app, we were guilty of trying to cram in features that would theoretically improve the user experience, but in reality cluttered the concept and muddied its purpose. This is a common mistake in app development (Holstein, 2019). We received critical feedback from our mentor to:

> Focus on the Minimum Viable Product: instead of trying to fit many things into one idea, we needed to choose the one value we wanted to deliver to our users, and then determine how to deliver this very well, or differently than our competitors.

To identify our USP, we deconstructed existing functions to identify the one which was most valuable (Maurya, 2022). Enabling value-based matches for recruitment became the core of our idea, strengthened by our mentor's expert opinion that it was an untapped and upcoming market.

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This resulted in the following Ad-Lib Value proposition:

> **"Our ==platform== helps ==young people== who want to ==work in organisations reflecting their values==, by ==reducing the emphasis on professional experiences in the application processes==, and ==enabling the honest communication of strengths, values and interests== to ==relevant employers== (unlike Linkedin)"**
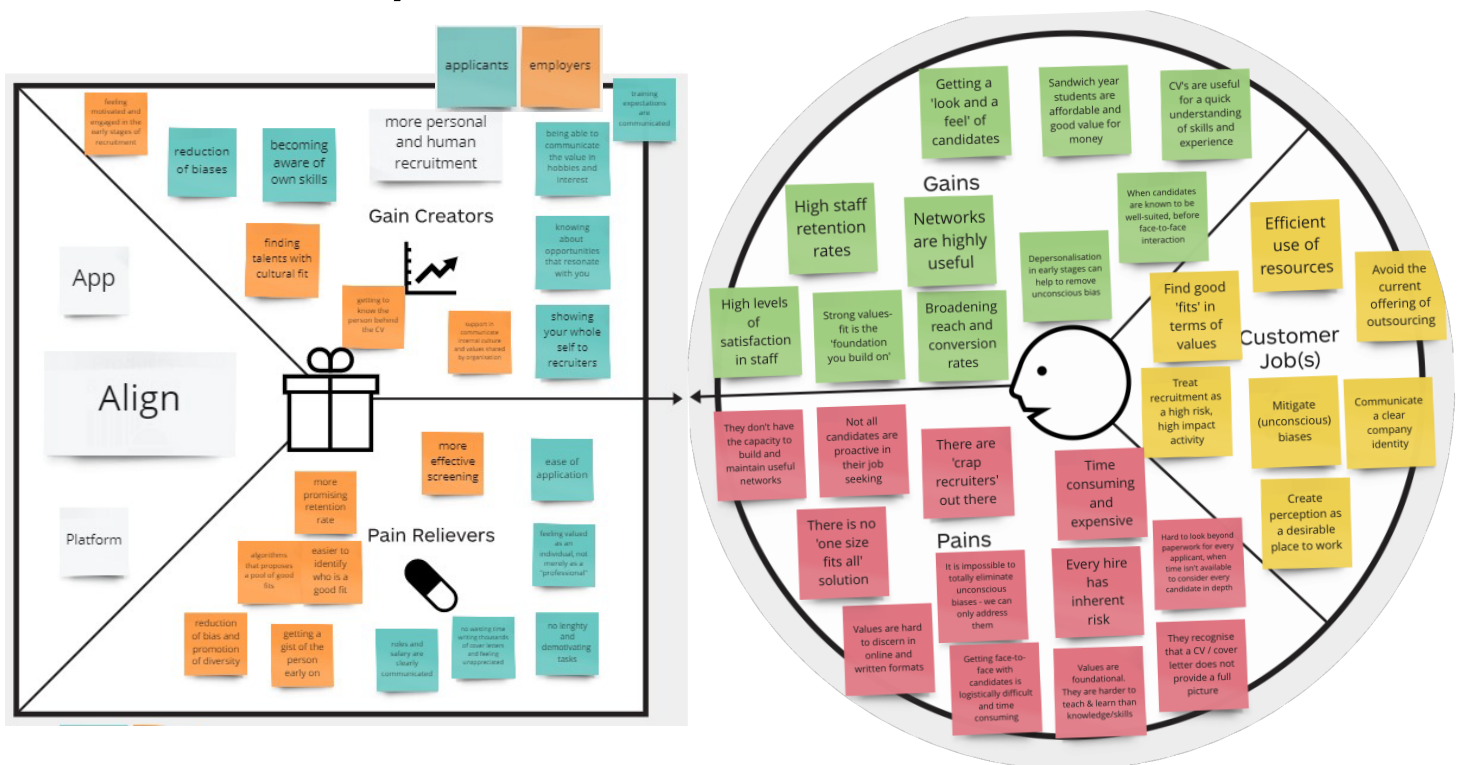
This value is competitive as there are no prominent ventures currently offering this service:

○ While there are platforms for climate jobs (e.g. Terrado, Climatebase) where people can find employers who share their value for environmentalism, there isn't a platform that allows such connections across all types of values and industries.

○ Another important differentiating factor is our focus on 'work readiness.' Our app would facilitate professional confidence, helping people become aware of their own offering by highlighting transferable skills gained outside of professional experience, for example through hobbies.

○ Based on our mentor's advice and previous research, we also considered another unique feature; the anonymity of both applicants and companies up to the point they speak to each other. We hoped this would mitigate bias on both sides and emphasise information that was truly important to each party's decision.

By entering such an untapped market, we can deliver a value that users cannot access elsewhere, whilst promoting a new paradigm and method for recruitment that matches our vision for the future.

Developing a new concept

Based on our updated value proposition, we set out to test the following hypotheses:

Hypothesis 1: Offering value-based job matches would be a desirable option
Hypothesis 2: Applicants want help articulating work-ready skills and experience
Hypothesis 3: Values and fit are more important factors than company name and sector

To test these, we carried out an investigative rehearsal: 'Rehearsing Digital Services' (This is service design doing, 2018). Rehearsing Digital Services (RDS) involves prototyping soon-to-be digital interfaces using human actors, playing a digital interaction as a spoken conversation (Stickdorn, 2018). This enabled us to explore how people would feel about the interaction, indicating the desirability of our concept. We wrote questions to ask applicant interviewees based on our designed journey map for the service (see Appendix 10).

fig: designing a humane interaction

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Our RDS Investigation revealed the following:

Hypothesis 1: Validated
There was a marked consistency in our results that people appreciated the hypothetical ability to match users to jobs based on a good values-fit. Responses also cited the ranking of jobs based on degree of values-fit as a desirable feature.

Hypothesis 2: More evidence required
We found there is a hard line between how people perceive job-related experiences and other skills/hobbies. Many participants were able to present a professional snapshot of themselves, regardless of aid from the 'service'.

Hypothesis 3: More evidence required
One participant was concerned about two-way anonymity. As an aerospace engineer seeking graduate roles, they saw qualifications and knowledge of the employer as unavoidable stipulations in the recruitment process; applications of the service could be limited on a sector-to-sector basis.

Card sorting

Following RDS, we developed our user experience and interface using card sorting (Heilman, 2003) an interactive co-creation method (Ramaswamy, 2010). We recruited two job-seeking students, who spent an afternoon helping us rank cards based on value and usability, while providing their views on design, function, and the overall concept. The cards represented frames on a mobile app, which we designed to test user experience and appeal.

The conversations that arose led to several insights:

Could be gamified, especially with journeys and self-discovery	Simple information, one screen at a time	Applicants take comfort in knowing 'where they are' in the recruitment process, we should facilitate transparency and accountability	The service could be better-suited to non-technical jobs
Must have dark mode, and no white and blue please	**Interface**	Black-or-white decisions are difficult, provide sliding scales	**Function**	They would like to use the app to 'do' recruitment. It feels refreshing
A blank text box is daunting; precede/ succeed with option-based inputs	There needs to be a clear end-point for inputs/tasks	Gamification is a strength – but this could make or break the service; they need to be fun for the applicant, and well-tailored to suit the recruiter	Job location and salary transparency are essential

We were left with a collection of 'top cards', denoting the most desirable of our prototype interfaces, as well as shapes, colours, and names which participants felt matched the purpose and identity of our service (on the next page).

For the complete set of sorted cards, see Appendix 11 - Card sorting.

Top cards, with written suggestions from participants:

about me

introvert ——●—— extrovert
thinking ——●—— feeling
achievement ●—— fulfilment
reading ——●—— writing
discovery ——●—— doing
novelty ●—— comfort

Scale?
mor accurate

exploring your interests

creating garments
                critique
fashion —— outfits
          history
reading critical theory

          news
activism & media

sustainable
practices environment
multi   & sustainability
select
sciences

When
does it   interact   missing?
stop   humility?
                      text boxes

I would describe
my ideal job to
be...

Just something
that (pays well)
enough. I don't
care if it's (boring)

Graphic design
intern

        Our 100%
        ideal (&
        imaginary)
        applicant

• extroverted
• will come out
  to drinks after
  work
• won't be distracted
  or overwhelmed
  by constant new
  projects

(Location) of the
job   ↘setting?
salary!   phase 1
assumptions about
hierarchy & values
consider

swipe right to
shortlist

easy function to
save jobs

upload CV automatically

mon info

step 1 before game

This company
wants to ask you:

What is something
about your life
you never want
to change & why?

I love it but
I know other ppl
wouldn't

Our Latest Prototype

Based on our process so far, our current concept is a value-based recruitment app called Align; an iteration on Jumble that does one thing well (to see how Jumble evolved in innovation project scorecards, see Appendix 12).

Align

Our core offering; the value-based recruitment system is outlined below:

1: UNDERSTANDING APPLICANT VALUES & PERSONALITIES

Using psychometric research and interaction design principles, our platform would engage applicants in a gamified personality assessment designed to draw out their values, interests, and styles of working. Applicants would then undergo a guided exploration of their interests, unveiling valuable professional skills. This would encourage self-reflection, allowing people to understand and articulate their own unique offering.

2: UNDERSTANDING COMPANY VALUES & IDENTITY

In a similar fashion to applicants, companies would undergo a procedure to credibly define their brand values, workplace culture and expectations.

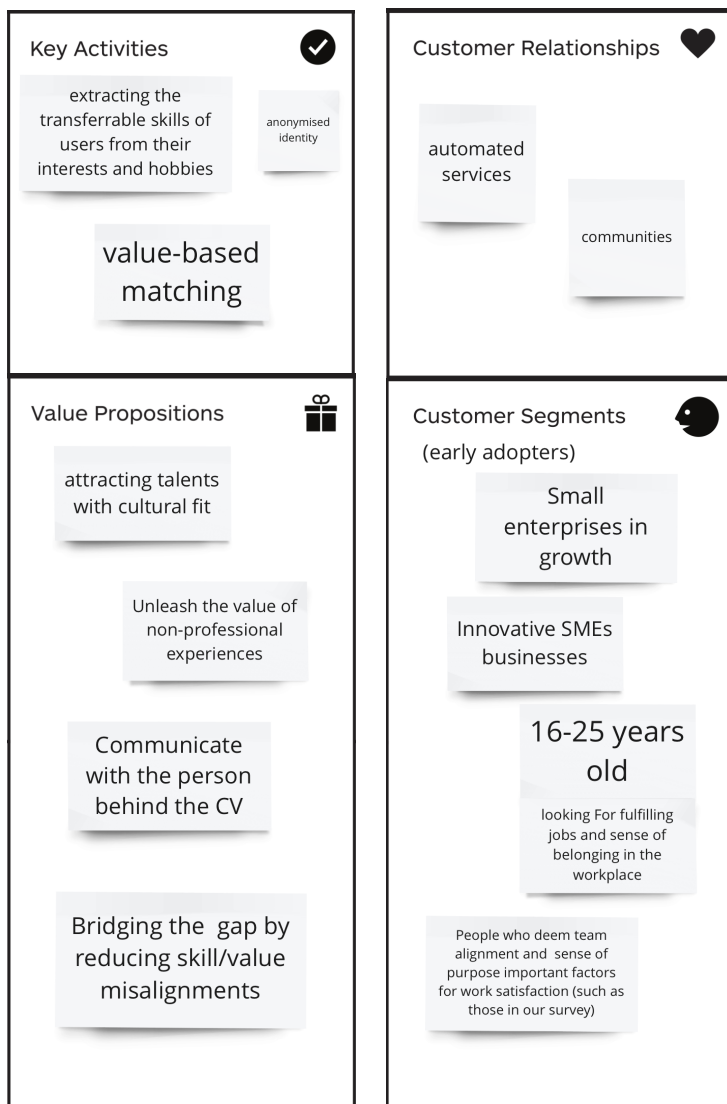## 3: MATCHING PEOPLE TO WELL-ALIGNED JOBS

Algorithms would be used to curate and recommend candidates and jobs. The goal of this recommendation engine would be to diversify the pool of applicants for any job, and to encourage applications to well-fitting, fulfilling jobs for candidates.

4: FACILITATING EFFECTIVE INTERPERSONAL ENGAGEMENT BETWEEN BOTH PARTIES

A variety of effective icebreaker questions and games would be designed to make the first stage of contact optimally fun and informative. These might draw inspiration from Sociocultural Viability Theory (Thompson, 1990) and prompts on dating apps like Hinge.

Business model canvas

Key Activities ✔

extracting the transferrable skills of users from their interests and hobbies

anonymised identity

value-based matching

Customer Relationships ♥

automated services

communities

Value Propositions 🎁

attracting talents with cultural fit

Unleash the value of non-professional experiences

Communicate with the person behind the CV

Bridging the gap by reducing skill/value misalignments

Customer Segments
(early adopters)

Small enterprises in growth

Innovative SMEs businesses

16-25 years old

looking For fulfilling jobs and sense of belonging in the workplace

People who deem team alignment and sense of purpose important factors for work satisfaction (such as those in our survey)

Align

jobs that make sense

for you.

Next Steps

secondary research
primary research
sprints
we are here

Further validation:

Our results may have been influenced by selection bias (Heckman, 1990), as testing participants were primarily students and professionals who share a similar status and background. Since one of our key aims in this project was to make the working world more inclusive, it is crucial to bring in opinions of more diverse groups, particularly those who face more barriers to recruitment (Parry & Jackling, 2015).

So far, our methods have mostly elicited explicit responses where participants provide feedback in a conscious, deliberate way. It would be unwise to rely on self-reported data about peoples' behaviour (Walsh, 1967), therefore we should aim to observe behaviour in more natural settings that would reflect peoples' true interaction with our concept. For this purpose, we could consider Smoke Testing (measuring interactions with advertising to test desirability), Experience prototyping (ServiceDesignTools, 2023), and A/B testing (Kohavi & Longbotham, 2017).

Development:

Our idea can be further developed using disciplinary knowledge from the field of computer science and human-computer interaction.

We also need to focus on developing the company-side of our product, which is currently less defined than the applicant-side.

One of our SME stakeholders has already offered their advice. Their view was that companies need to be 'coached,' similarly to applicants, to communicate effectively and ask the right questions. This insight needs to be validated through other sources, and more research needs to be conducted overall to hone our offering to SMEs and complete our Business Model.

Challenges:

One major challenge is scalability. The transition from Early Adopters (likely to be creative industries) to the more conservative Early Majority will require lots of disruption, with the likes of Linkedin controlling such a large market share. Using strategy from Moore's 'Crossing the Chasm', we will start by picking our 'beachhead'; a small, well defined fragment of this Early Majority demographic (Moore, 1991). To support our offering in the far future, we might also consider the possibility of expanding our venture to include recruitment consulting services.

Going Forward

We want to take more risks. One key lesson we've learnt is that sameness and preconceptions are barriers to innovation. It is important that "when the world zig's, zag" (Hegarty, 1982), and whilst it is often said that necessity is the mother of innovation, in reality, disaster and chaos should really hold this accolade (Dubner, 2022 in the Freakonomics Radio podcast episode 498). Ultimately, the success of innovation is determined by its capacity to originate rather than imitate (Mahon, 2011) and whilst a sound knowledge of the market is imperative, we now realise that innovation works best when we take risks and look for something unique, that hasn't been done before.

[Word count: 4998]

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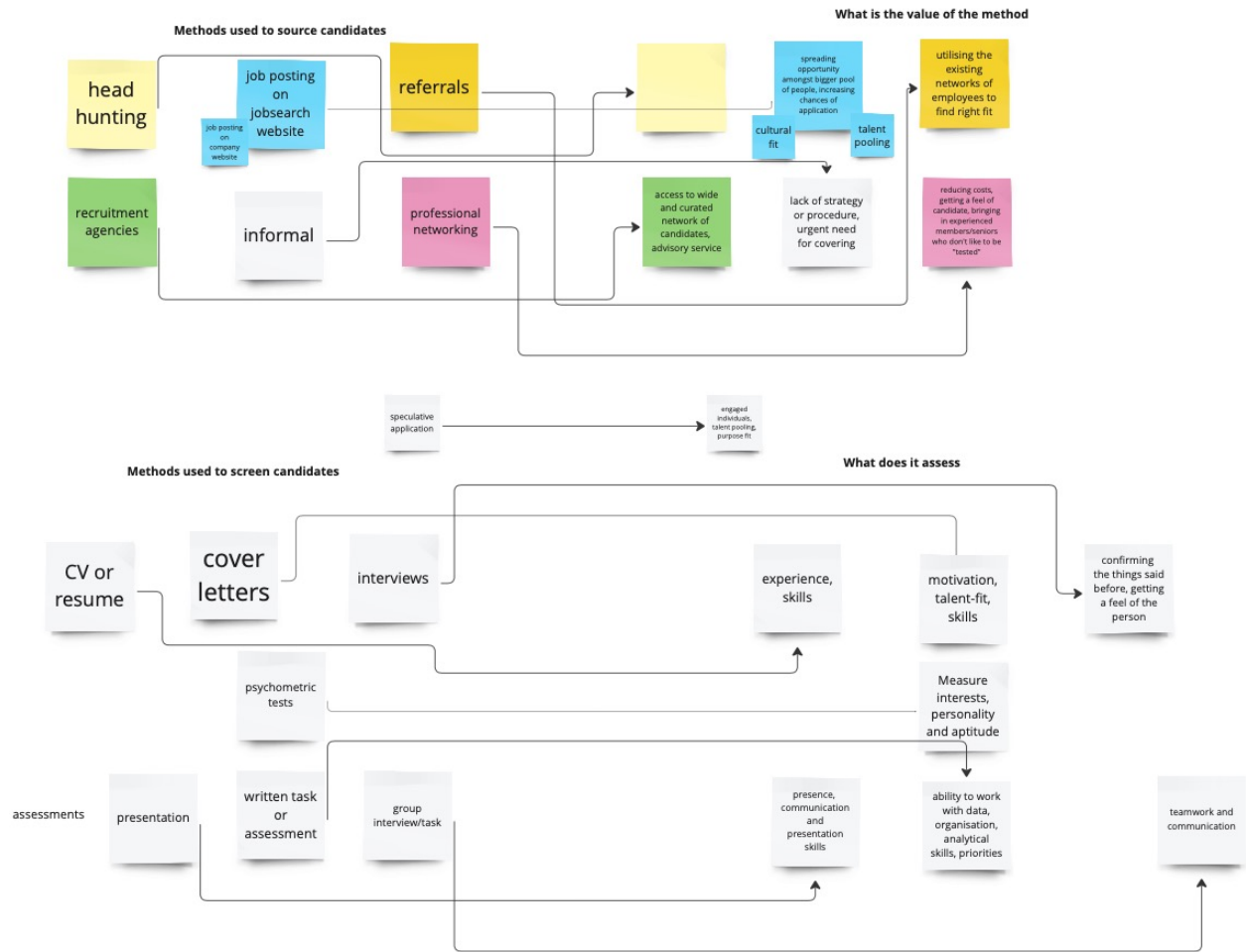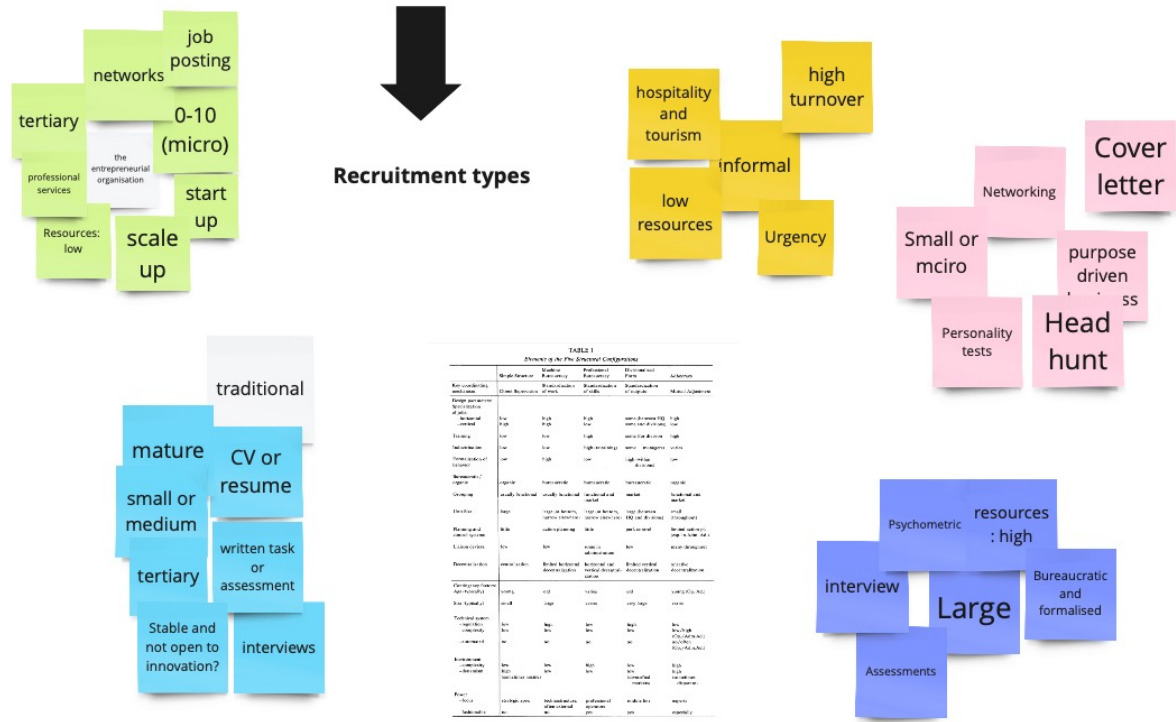
Appendices

For a complete visual record of our project, you can access our Miro Board: https://

Appendix 1: Synthesis on Recruitment Types

Industries	primary	secondary	tertiary	quaternary
Size (number of employees) -according to OECD classification-	0-10 (micro)	11-49 (Small)	50-249 (medium)	250+ (Large)
Stage in lifecycle	start up	scale up/growth	maturity	exit
Size (number of employees and revenues) -According to European Commission-	less than 10 people and have an annual turnover of not more than €2 million. (Micro)	Small-sized business; less than 50 people and have an annual turnover of not more than €10 million.	Medium-sized businesses: less than 250 people and have an annual turnover of not more than €50 million.	Large-sized businesses: 250 people or more and have an annual turnover of over €50 million.

Recruitment types

Green cluster (the entrepreneurial organisation):
- job posting
- networks
- tertiary
- 0-10 (micro)
- professional services
- the entrepreneurial organisation
- start up
- Resources: low
- scale up

Yellow cluster:
- hospitality and tourism
- high turnover
- informal
- low resources
- Urgency

Pink cluster:
- Networking
- Cover letter
- Small or mciro
- purpose driven business
- Personality tests
- Head hunt

Blue cluster:
- traditional
- mature
- CV or resume
- small or medium
- written task or assessment
- tertiary
- Stable and not open to innovation?
- interviews

Purple cluster:
- Psychometric
- resources : high
- interview
- Large
- Bureaucratic and formalised
- Assessments

TABLE 1 — Elements of the Five Structural Configurations

Methods used to source candidates — What is the value of the method

- head hunting
- job posting on jobsearch website
- job posting on company website
- referrals
- spreading opportunity amongst bigger pool of people, increasing chances of application
- utilising the existing networks of employees to find right fit
- cultural fit
- talent pooling
- recruitment agencies
- informal
- professional networking
- access to wide and curated network of candidates, advisory service
- lack of strategy or procedure, urgent need for covering
- reducing costs, getting a feel of candidate, bringing in experienced members/seniors who don't like to be "tested"
- speculative application → engaged individuals, talent pooling, purpose fit

---

Methods used to screen candidates — What does it assess

- CV or resume
- cover letters
- interviews
- experience, skills
- motivation, talent-fit, skills
- confirming the things said before, getting a feel of the person
- psychometric tests
- Measure interests, personality and aptitude
- assessments
- presentation
- written task or assessment
- group interview/task
- presence, communication and presentation skills
- ability to work with data, organisation, analytical skills, priorities
- teamwork and communication

Appendix 2: Autoethnography example

Ayrton – **Autoethnography –** my experience of work & recruitment

Instance 1 – Recorded Interview Stage for TfL apprenticeship

After sixth form, I completed degree-apprenticeship applications alongside my university application. After getting through several stages of my application to Transport for London (CV and cover letter, short text responses & a game-based assessment). I was required to record one-minute bursts of video and audio containing my responses to three interview-style prompts. The prompts were released directly before recording began, and the webpage stressed that only one attempt was allowed, with responses being sent straight off for review by the recruitment team.

I felt immense pressure to portray myself in a positive light – having not been aware that this was a requirement of the process, and thus not being adequately prepared in terms of 'stock' answers to questions they might ask. I felt no connection to the company, their values or any human element. I totally flunked the recordings, showing physiological traits of anxiety and struggling to get a 'good image' of myself across.

Despite my judgement that the degree apprenticeship opening had been a great match to my skills and interests, I just couldn't communicate this in the given setting. At the time, I wished that I could have another attempt at answering – I didn't feel as if I had done myself justice; a lot of hard work in the prior stages had led to just one fleeting opportunity to earn myself a place on the scheme.

Instance 2 – CV Writing

When first tasked with writing a CV back in secondary school, I just didn't know where to start. I sought advice online which provided pretty straightforward instructions as to listing educational and working history, however, the difficult part for me was writing about my hobbies, skills and interests.

Endorsing myself in writing was something that felt completely unnatural, and I struggled particularly to pick out valid elements of my persona and behaviour which would act constructively, in my interest, when viewed by an employer/recruiter. Even at age 15, I felt that through a CV I could only project one dimension of myself – achievements took centre-stage, and all of the other facets of *being* were greatly diminished.

Nowadays I have a better understanding of recruitment and job applications – nonetheless, the pressure to come across as accomplished, successful, humble... (the list goes on) on a CV and in applying for a job in general seems hard to avoid. The more jobs I apply for and the more I know about recruitment, the less genuine, worthwhile and nourishing the application process feels. I wonder if recruitment can be tailored to reflect the mental and emotional significance it represents in people's lives, while still being revealing to employers in terms of suitability to a job role.

Appendix 3: Interview questions

<u>Tips for interviewing people</u>

General points:
- Put the interviewee at ease: relaxed behavior will be reciprocated

Opening the Interview:
- (Especially when online) open with a **warm smile**!
- **State expectations** (how long is it going to take, what is the interview aim)
- Ask if they **consent to being recorded** and let them know the uses of their data (in our case, the recording is only for transcript purposes, and we will delete the video at the end of the research).

During the Interview:
- Set the pace, but don't interrupt.
- Listen actively.
- Silence begs to be filled. Pregnant pauses are an old Journalists trick. It works but use it sparingly.
- Watch body language, listen to tone.
- Keep your objective distance. Your true personal opinions are not relevant. Do not reveal them.
- Off the record means off the record.
- Don't forget to take breaks. Structure your interview to provide an optional break after ~30 mins.

Goals / Objectives of the interview:
- Obtaining rich qualitative information pertaining to attitudes of SME employers/owners/recruitment operatives towards recruitment, their current process and the future possibilities in recruitment

Colour codes – Areas we are we testing:
Background of the interviewee = blue
Current Recruiting process = green
Retention= pink
Inclusivity and fairness=red
Values, communications, trust = yellow
Openness to innovation / reaction to our ideas= grey

INTERVIEW QUESTIONS:

1. **Tell me a bit about yourself. (Who their role is in the company, what the company does, size of the company, sector)**

Current Processes and strategy (general):
2. **What do you think your company's values are?**
- Are they individually represented by employees? Or does the org have some form of collective intelligence?
- Are these well communicated? Both within and outside of the organisation
- Can the organisation itself learn?

3. **What does the company's recruitment process look like? What skills does it test for?**
- What needs are you fulfilling by doing these?
- For example, is it a writing-based assessment? Is there an in-person element? Does this unfairly advantage some candidates over others? Is that okay?

4. **Who is your average applicant?**
- Do they tend to share common backgrounds or values?
- Why is this type of applicant attracted to the company? Is it due to industry or branding, etc.?

5. **Who would be your ideal applicant?**

- What is the most important factor to see straight away?
- What is the biggest reason you turn people away?
- What factors are less important?

6. How do you feel about your current process? What works well? What doesn't?
- Are there things that you would like to change about your recruitment process?
- What are the biggest challenges that they have faced since the pandemic/Brexit started?
- Have they been affected by staff shortage or talent shortage?
- Do you think there is a proportionate amount of resources allocated to recruitment and onboarding? Is it too effortful, or too easy?

7. Is your staff retention satisfactory? What challenges do you face in keeping employees?
- How is their company's turnover rate? / Do they find that retention of talents is an issue for them? Why?
- (Both if their retention is good and poor) Do they have specific strategies to retain their talents.
- What are the methods/strategies they use to ensure retention of their talents (currently)?

8. How important is trust between employees and the company? Does it go both ways?
- Is trust more important in some places than others?
- Is trust a disadvantage at some points?

We'd like to enhance some of those positive outcomes & relieve some pains by supporting SMEs in the recruitment space.
- We are aiming to match candidates and SMEs based on their values, in addition to their skills.
- We want to make the recruitment process less effortful and time-consuming for both SMEs and candidates.
- We want to encourage crystal-clear communication of expectations, values and abilities from both sides.
- We want to improve SMEs attractiveness and retention of talents.
- We want to encourage trust between recruiters and candidates, based on authenticity.

We've got a few rough ideas as to how this solution would manifest:
- An alternative format to CVs that is highly visual and would convey applicant value more effectively.
- A product that allows candidates to present themselves using a simple, visual, value-based profile. This would be paired with local networking events that facilitate personal connections.
- Job profiles that were collaboratively produced

9. Capture individual reaction to each of the rough ideas
- Which of these recruitment-based ideas to you feel the company would be open to? If any
- Do they/the company feel that it would serve them well to learn about the values of a candidate, and express more about the company values during the hiring process?

10. Do you have any other comments as to what support you might find useful in getting the most out of recruitment?

Encourage discussion if the following arise:

Lateral hiring
Moving current employees sideways to make space for recruits in areas that are richer in applicants

Trade-offs
Cost of training, trade-off between turning away a good candidate because of lack of experience and training them

Trust
Where can this play a pivotal role in recruitment for the business? Do they feel that they are moving away/moving towards it etc.

Appendix 4: Survey design

Rethinking Recruitment: finding ways to improve the nature of work in SMEs

This survey will take approximately 4 minutes to complete.

We're a team of Innovation students from the University of Bristol conducting research for our third-year project, which aims to improve recruitment for both jobseekers/employees and SMEs*. This survey is for us to understand more about people's experiences, perceptions and attitudes towards recruitment and onboarding, especially in SMEs. It would be of great help if you could share your view with us. The survey is anonymous (Read more about how we use your data below). Your time and efforts are greatly appreciated. Thank you :)

*Small and medium-sized enterprises are those with less than 500 employees.

Please do NOT answer this survey
- if you are not 18+ years of age
- if you have never had any interaction with SMEs

Information and Consent (Data Protection):
Our research is designed in line with the University Ethics and Data Protection guidelines. This is an anonymous survey; we will not have access to any identifying information about you. Participation is entirely voluntary, and you have the right to exit at any time, which will lead to your responses being automatically deleted.

Results from this survey will be used to inform our project, which aims to address current issues surrounding recruitment and onboarding. Completion of the survey implies your consent to participate in our research.

About you.

Demographic questions that will help us make our research inclusive of all backgrounds.

1. Which of the following includes your age group?

○ 18-20
○ 21-24
○ 25-29
○ 30-39
○ 40-55
○ 56-65
○ 65 +

2. Which category below best describes your gender?

○ Female
○ Male
○ Non-binary
○ Other
○ Prefer not to say

3. Do you identify yourself as belonging to any of the following minority groups? You can select all that apply, or not specify if you choose.

☐ Physical or mental disability
☐ Minority ethnic group
☐ Gender non-conforming
☐ LGBTQ+
☐ Prefer not to say

4. What is the highest education level that you have completed (or the highest certification you have received?)

○ Primary Education
○ Secondary Education
○ Undergraduate Degree
○ Masters Degree or further
○ Other

5. Which of the following categories best describe your current employment status? You can select all that apply.

☐ Not employed
☐ Disabled, not able to work
☐ Employed in the last 24 months, but not currently
☐ Student
☐ Employed on an ad-hoc or freelance basis
☐ Employed, working less than 16 hours a week
☐ Employed, working 16-40 hours per week
☐ Employed, working more than 40 hours per week
☐ Self-employed

6. Are you currently looking for work?

○ No
○ Yes, but not sure what I'm looking for
○ Yes, searching for part-time work
○ Yes, searching for full-time work
○ Yes, looking for internship/placement
○ Yes, looking for apprenticeships
○ Yes, looking for graduate roles
○ Yes, looking for casual work

This section is about SMEs you have applied to or have worked in.

If you have worked in a SME or you have applied to a SME before, this applies to you. If you have applied to multiple SMEs before, please tell us about one experience that you found most challenging.

For our research, we consider 'recruitment' to begin when you first encounter a job vacancy, whether that is through an online platform, a career fair, or word of mouth. As a result, your experience in navigating these environments is also important; for example, how easy was it to understand an online listing, or did a career fair environment cause undue anxiety? Please

7. We have asked you to keep one experience or application in mind while answering this section. Which of the following options best describes the company you are thinking of?

- ◯ Start-up or scale-up
- ◯ SME (less than 500 people)
- ◯ A larger company (more than 500 people)
- ◯ Other

8. In your opinion, how well do you understand recruitment?

- ◯ Extremely well
- ◯ Somewhat well
- ◯ Neutral
- ◯ Somewhat not well
- ◯ Extremely not well

9. Overall, how satisfied were you with the recruitment/application process to hire you?

- ◯ Very satisfied
- ◯ Somewhat satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Somewhat dissatisfied
- ◯ Very dissatisfied

10. When looking for that job, which of these was most important to you?

Please select at most 2 options.

- ☐ Salary
- ☐ Opportunity to learn
- ☐ Sense of purpose
- ☐ Harmonious team
- ☐ Worklife balance
- ☐ Opportunity to advance in the company

11. Would you have left the company to take a higher paying position elsewhere?

- ◯ Yes
- ◯ No
- ◯ If it was a good enough opportunity

12. Were you aware of what the company would require for you to advance in your career?

- ◯ Yes
- ◯ No

13. Were the company expectations communicated well by the employer during recruitment?

[ ]

- ◯ I was actively searching for positions
- ◯ A professional recruiter invited me to apply
- ◯ An existing employee invited me to apply
- ◯ Came across them at a career fair or by chance
- ◯ Other

14. How did you end up applying for this position?

Your general sentiments & feelings about

15. This section is about how you feel about recruitment and work on a broad level. Please select how much you agree or disagree with each statement below, with respect to SMEs in particular. *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My value is effectively conveyed through current recruitment methods.	○	○	○	○	○
Recruitment processes are usually respectful towards me.	○	○	○	○	○
Current recruitment processes are inclusive of all backgrounds.	○	○	○	○	○
I find the recruitment process frustrating.	○	○	○	○	○
I find the recruitment process encouraging or fulfilling.	○	○	○	○	○
Companies tend to communicate their values clearly.	○	○	○	○	○
I wish the recruitment process was different in some way.	○	○	○	○	○
Current recruitment processes exist for a good reason.	○	○	○	○	○
My experience of recruitment in SMEs has so far been positive	○	○	○	○	○
What was expected from me was made clear throughout the recruitment process	○	○	○	○	○
The work reflected my expectations and what was communicated to me during recruitment	○	○	○	○	○
When I do not identify with the values of an organisation, I struggle to get job satisfaction	○	○	○	○	○
If only the pay was better, I would have accepted the job offer	○	○	○	○	○
If only the employee's benefits were better, I would have accepted the job offer	○	○	○	○	○
My education and previous employment have had a strong influence on my experience in recruitment	○	○	○	○	○
My education and previous employment have solely led me to my current job position	○	○	○	○	○
My values are assessed when I am being hired or taking part in the recruitment process	○	○	○	○	○
It is important to understand company values when applying for a job	○	○	○	○	○

16. What do you enjoy most about recruitment and work? Why?

17. Do you think that some unpleasant parts of recruitment are unavoidable? Why?

18. What part of recruitment or training do you personally find the most difficult, or least pleasant? Why?

19. What would you like to change about recruitment in SMEs? Why?
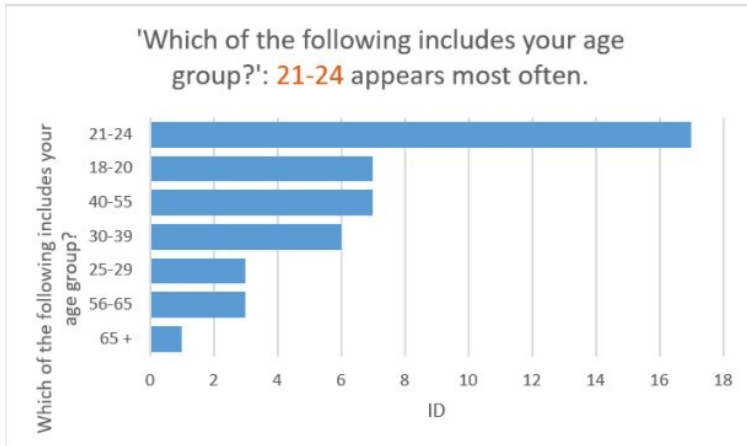
Short Text Questions
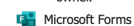
Appendix 5: Interview recording table example

Participants

Interview prompts & interviewer notes

Add some background information on each participant captured as the session starts.

Current process

Retention

Values, trust, communication

Openness to innovation and reaction to our ideas

1
2
3
4
5
6

Appendix 6: Survey insights

1.   Demographic distribution

'Which of the following includes your age group?': 21-24 appears most often.

Majority of respondents belonged to the age group 21-24 years old (39%) . The range 18-24 represented 55% of respondents
The majority of respondents is within employment and is not looking for a new role at the moment.

3. Do you identify yourself as belonging to any of the following minority groups? You can select all that apply, or not specify if you choose.

More Details

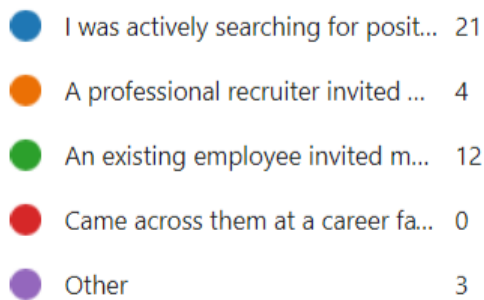|		
Physical or mental disability	2	
Minority ethnic group	5	
Gender non-conforming	3	
LGBTQ+	6	
Prefer not to say	5	

Several minority groups were represented.

2. How did you end up applying for this position?
- The second most frequent way people found the position was through their networks (an existing employee invited me to apply, 27%).

## 14. How did you end up applying for this position?

- I was actively searching for posit... — 21
- A professional recruiter invited ... — 4
- An existing employee invited m... — 12
- Came across them at a career fa... — 0
- Other — 3

3.Relation between values fit and job satisfaction

4.Priorities: "When looking for that job, which of these was most important to you?" (Q10)

41% responded **worklife balance**
36% responded **sense of purpose**
23% responded **harmonious team**

Salary; Worklife balance was the combination that appeared the most.
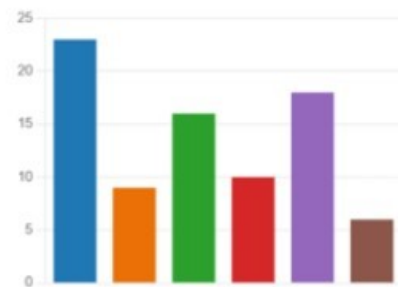
5. To the question "Considering your experience, what would you like to change about recruitment in SMEs? Why?", there was vast agreement that:

- Role descriptions should be clearer and transparency about salary and work expectations is needed.
- Less written documentation and lengthy, repetitive paperwork at the early stage of recruitment is desirable.
- Whilst some people feel intimidated in an interview setting, others would prefer jumping to the face-to-face interview.
- One participant responded: "Take into account a broader spectrum of candidates skills and experiences to expand the recruitment search"

Appendix 7: Interview transcript excerpt

Excerpt from transcript;
See from the MS Teams transcription; how our findings around commonalities in difficulty for both SME's and applicants during the 'fuzzy front end'/two-way filtering process in the early stages of recruitment led us to narrow our focus.

Ayrton
In your opinion, is there still going to be a level of people truly through aside to find an opening and then once they're in with the company, then they probably tailored.

Interviewee (owner of a teal organisation):
Yeah, I think so because the alternative starts to look more like how we started. The slightly more strategic which converge on nepotistic, which is more personal for sure, but doesn't do anything for your diversity or tackling bias. So I do think the front end of the process, like people searching and applying is probably going to be more platform depersonalised, but in a way it's less about whether it's personal or not, it's more about it's written asynchronous communication rather than being in a room with someone, it can still be very personal and very meaningful. The questions you ask, it's more the format, to be honest. **It's a two way filtering process, isn't it? Because the people applying might be looking at tons of different positions, the employer might be looking at tons of different applicants. Both parties want it to be more efficient.** Absolutely. So it's a bit like online dating. There are various things you can do with data just to make the number of people you look at in a serious way much smaller and to increase the probability that amongst that field has a real fit. Okay, cool. I guess a closing thought from our end is that if we come out with a good solution in this space is probably going to more likely be have a good uptake within companies that are already practicing in an innovative way like a company like yourself. And when we think about networking events and stuff, they start feeling a little bit like innovation labs and involving companies that do things like that anyway. But obviously a massive part of the SME industry is companies that aren't like that at all.

Appendix 8: Sprint 1 Review

This review proved incredibly helpful, as we improved our plan for the second sprint to include:

1- An initial concept sheet or storyboard was used as a prototype to collect verbal feedback, testing the positive and negative aspects of the product, as well as what could be improved. This was done with job applicants, since the viability of our idea depends mainly on whether they would use the product.

2- Iteration based on feedback. The ideas with the least validation from users are eliminated.

3- A second test with industry people (employers, experts) for those ideas that survived the first test. Here, we tested the desirability of the ideas ("would they pay for it?"), since employers represent our customers. From the responses of people in different types of companies, we also understood who are our early adopters, the employers who can see the potential in our idea, and who instead might be a "follower".

4- Evaluation of the responses received and deciding on one idea that best meets the criteria of desirability, feasibility and viability.

Appendix 9 - Sprint 2 Initial Prototypes

Concept Title
Intramural sport for SMEs

Concept Headline **Widening professional opportunities through friendly and informal sports tournaments**

General Description
Local SMEs and others interested in professional opportunities can sign up as a team to this programme , that will organise a tournament for them with other teams based on their preferences

Key Features

- Friendly tournaments
- No time spent on organising for customers - we do it
- encouraging connections by promoting going out for a drink or to eat something after
- subscription revenue model
-

Stakeholder

Benefit:

Concept Title
Short shadowing scheme in SMEs (1)

Concept Headline (one sentence that sums up the concept concisely)

A programme that allows people to experience what is it like to work in a company/industry, without needing previous experience. The aim is similar to insights/taster programmes some companies do, but without putting the burden on small businesses.

General Description
- it uses an online platform where applicants apply and browse SMEs in all types of industries (artistic and others too)
- no previous experience needed or skills
- short-time shadowing experiences
- get to know employees and network with people in industry
- You can build connections and maybe even get hired by company if you like
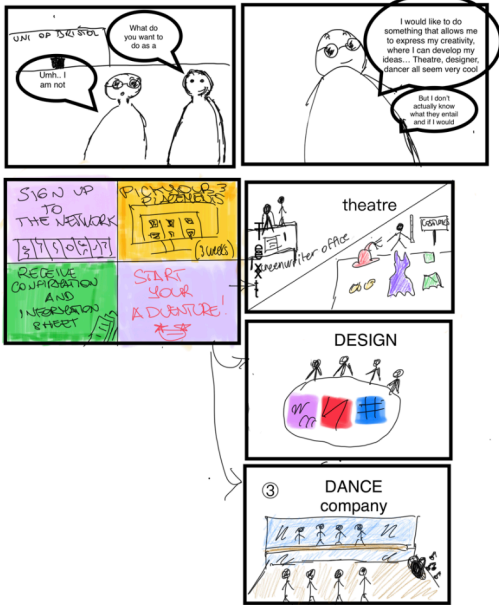
Key Features

- you can pick from a variety of things
- we communicate with applicant and explain information on the company and what they will be doing to take off burden from SMEs
- Applicants can choose up to 3 industries or companies they like (more prototyping on how decision is taken is needed)
- Flexible availability agreed with company
- Not paid but jsut to have am overview of industry,
- Networking opportunity + job opportunity

Stakeholder
- user who is not sure what they want to do as career and wants to explore options.
- Small companies

Benefit:
- networking opportunity and possible job opportunity
- understanding what being in a role entails on a practical daily basis

Online game-based assessments

Concept Headline A type of psychometric assessment, however, instead of the traditional question-based format you might expect, these use a range of interactive tasks with game-like elements, to dig deeper into candidates' ability and personality.

General Description

Traditional psychometrics tend to rely on the tried-and-tested approach of asking candidates questions about themselves. When candidates are expected to tell employers about their own personality, this is called 'self-report'.

Game-based assessments of personality tend to ask precisely zero questions – meaning no self-report necessary. So the candidate isn't expected to know anything about themselves. Instead, the game-like tasks let them *show* their natural behaviour or ability in action.

Typical game-like elements you might find in this type of assessment include engaging motion design, personal 'scores' and different 'levels' to complete.

Key Features

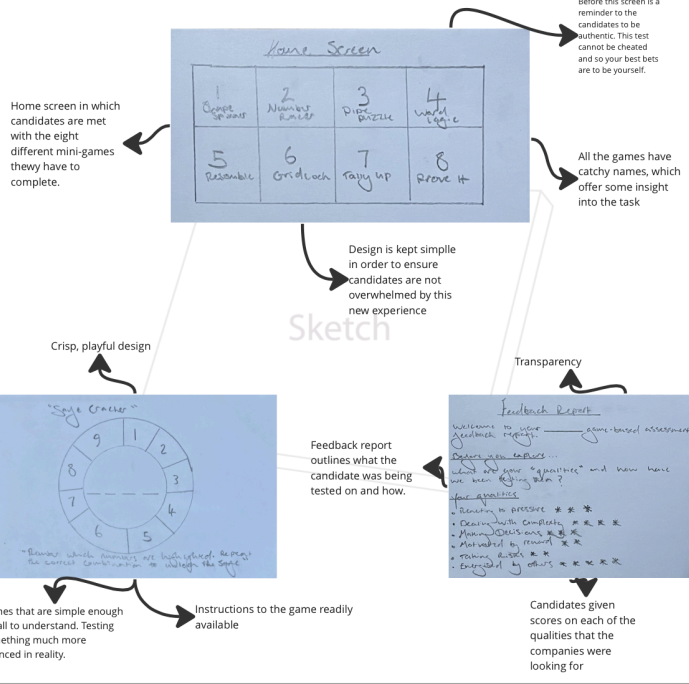|				
Partnership with the company to produce a bespoke game-based assesment.	We can take a leading role in designing the game-based assessment. Assessing specific traits such as risk propensity or spatial, verbal, and numerical reasoning.	Or, that said, employers can also use these assessments to target very specific traits that are key to predicting performance at work. This might include the likes of creativity, resilience or learning agility, for example.	Allows a company to create their own framework for testing candidates, but also has guidelines for best outcomes.	Candidates would recieve a link taking them to an interactive page with a number of tasks with game-like elements.
Each task comes with a video demo and a practice round for a candidate to get their barings.	Advice is offered on how a candidate can best prepare for a game-based assessment. This includes Technical guidance and advice for the right attitude and approach.	Candidates can complete each mini-game if and when they are ready and the entire assessment should not take more than 45mins.	In game-based assessments it is not just the test interface that is more engaging, but the games themselves and candidates should come away having enjoyed themselves	Once the assessment is complete, Artificial Intelligence (AI) is used to feed predictive algorithms, analyse data, recognize patterns and produce an automated report.
Your report is generated from the thousands of data points measured during the assessment, and reflects the unique approach you took to each of the tasks in the assessment.	Candidates recieve the feedback report that gives immediate and informative insights about your unique psychological characteristics.	Companies recieve similar reports, grouping candidates into different behavioural categories and indicating which candidates are best for each role.	If the candidate believes the results of the game-based assessment really does not reflect them as a person (i.e it suggests they are very introverted when they are not) the have the option to send in a suplimentary video.	Companies can ask candidates to complete the game-based assessment (or parts of it) at an assessment centre if they suspec foul play.

Stakeholder

The company   **The candidate**

Benefit:

- Able to define their own success criteria
- Measure what matters
- Screen and interview without bias
- Diversify and widen your talent pool
- Go beyond traditional interviews
- Save precious time

- Enjoyable - Setting candidates at ease
- End up working for a company you are better aligned with
- Harder to cheat - in the long run helps the candidate
- More relaxed, authentic environment to showcase their natural strengths in action.

Before this screen is a reminder to the candidates to be authentic. This test cannot be cheated and so your best bets are to be yourself.

Home screen in which candidates are met with the eight different mini-games thewy have to complete.

All the games have catchy names, which offer some insight into the task

Design is kept simplle in order to ensure candidates are not overwhelmed by this new experience

Crisp, playful design

Transparency

Feedback report outlines what the candidate was being tested on and how.

Games that are simple enough for all to understand. Testing something much more nuanced in reality.

Instructions to the game readily available

Candidates given scores on each of the qualities that the companies were looking for

---

Board games for the Boardroom

Concept Headline Again, a type of covert psychometric assessment, however, instead of using online interactive tasks, this approach utilises bespoke board games, puzzles or party games to covertly dig deeper into candidates' ability and personality.

General Description

Games could complement (or even replace) the assessment centre stage. Instead of asking candidates to complete group assignments or answer test questions, you can ask them to play a game for a few minutes.

Apart from the ease of use and the entertainment value of the game, its effectiveness will depend on how appropriate it is. Consequently, we will develop bespoke games with the help of behavioural scientists .

Casual game playing is a great way to engage your future employees. By implementing board games, for instance, you can make the recruitment process more interactive and enjoyable while also projecting an attractive company culture, which might attract even better candidates.

Key Features

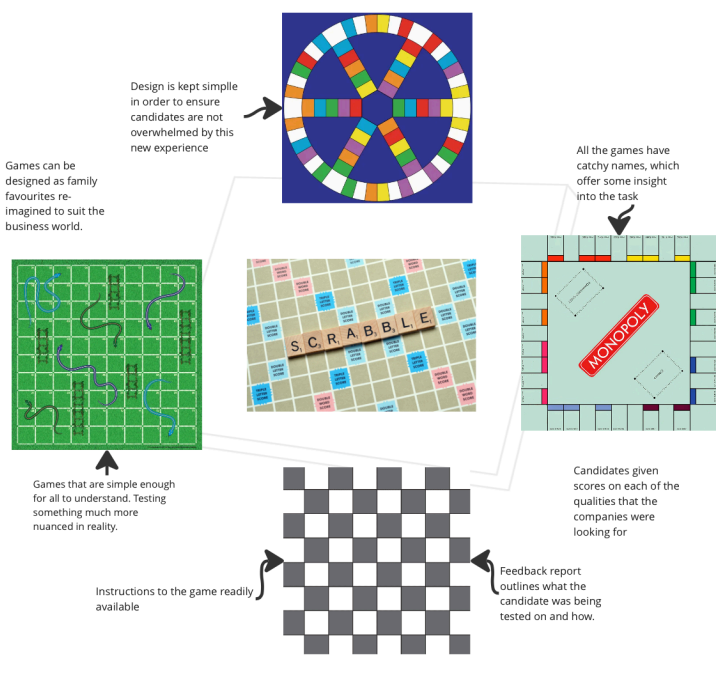|				
Partnership with the company to produce a bespoke boardgame, puzzle or party game	We can take a leading role in designing the game. Assessing specific traits such as risk propensity or spatial, verbal, and numerical reasoning.	Or, that said, employers can also use these assessments to target very specific traits that are key to predicting performance at work. This might include the likes of creativity, resilience or learning agility, for example.	Allows a company to create their own framework for testing candidates, but also has guidelines for best outcomes.	Candidates would complete the boardgame, puzzle or party game as a group exercise at an assessment centre.
The game would be explained to the candidates by a member of the company and candidates would be allowed a practice round for a to get their barings.	Advice is offered on how a candidate can best prepare for a game assessment. This is ultimately down to authenticity. Be yourself and we will do the analysis. Dont overthink it.	The boardgame, puzzle or party game should not take more than 45mins.	An assessor is also in the room. Either joining in the game or watching from a distance.	Possible to have 'winners' and 'losers' so the assesor can see in real time who is the best at problem solving
Much more engaging than a traditional interview candidates should come away having enjoyed themselves	Once the assessment is complete, Artificial Intelligence (AI) is used to review the final position of each candidate to produce an automated report.	Your report is generated from the thousands of data points measured during the assessment, and reflects the unique approach you took to each of the tasks in the assessment.	Candidates recieve the feedback report that gives immediate and informative insights about your unique psychological characteristics.	Companies recieve similar reports, grouping candidates into different behavioural categories and indicating which candidates are best for each role.

Stakeholder

The company   **The candidate**

Benefit:

- Able to define their own success criteria
- Measure what matters
- Screen and interview without bias
- Diversify and widen your talent pool
- Go beyond traditional interviews
- Cost-Saving

- Enjoyable - Setting candidates at ease
- End up working for a company you are better aligned with
- Harder to cheat - in the long run helps the candidate
- More relaxed, authentic environment to showcase their natural strengths in action.

Design is kept simplle in order to ensure candidates are not overwhelmed by this new experience

Games can be designed as family favourites re-imagined to suit the business world.

All the games have catchy names, which offer some insight into the task

SCRABBLE

MONOPOLY

Games that are simple enough for all to understand. Testing something much more nuanced in reality.

Candidates given scores on each of the qualities that the companies were looking for

Instructions to the game readily available

Feedback report outlines what the candidate was being tested on and how.

Propstar

Concept Headline a co-working space & pop-up supplier that facilitates comfortable & approachable environments for networking.

General Description

not much more to say really

Key Features

- removes awkward physical barriers as much as possible
- promotes alternative meaning of professionalism and work

Stakeholder

SMEs

Benefit: workspace access, become more approachable/appealing

young people easier to approach networking.

propstar/ making professionalism comfortable

1 unique co-working space

2 prop-up kits for SMEs to make a good impression & provide a comfy, approachable space during events, or for their office etc.

3 regular prop-up networking events in different places each time, facilitated by a comfy interaction environment.

Jumble

Concept Headline A new-age, trendy networking app that promotes authentic, value-based connection & disrupts traditional ideologies of work.

General Description App that lowers entry barriers for SMEs & young people by making networking snappy.

Key Features

value based profiles - no flexing
only connect with people you really met - no clout chasing
transparent recruitment & interaction mechanisms - no power plays & gatekeeping.

Stakeholder

SMEs

Benefit: easy networking better recruitment

young people accessible entry into work

profile

Anika
exec summary
um um um
Interests
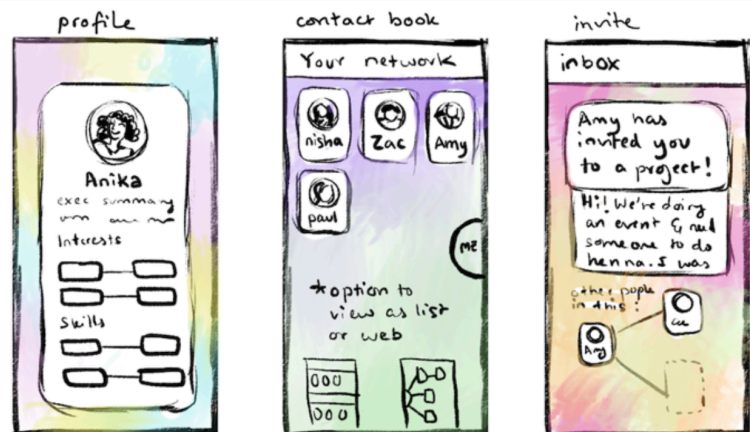
Skills

→ Up to 3 interests & skills, which are each evidenced by an XP. No flexing otherwise
→ encourage summary about values

contact book

Your network

nisha Zac Amy

paul

me

★ option to view as list or web

→ easy interface
→ only able to add people in real life, no clout chasing

invite

inbox

Amy has invited you to a project!

Hi! We're doing an event & need someone to do henna. I was

other people in this

→ basic messaging
→ detailed initial project networks, transparent to invitees to some extent, easy to recruit

jumble

Speed dating (catchy name incoming)

Concept Headline These are in-person events which facilitate short-form conversations amongst representatives of SME's and jobseekers - connect with someone, and see how it goes... no strings attached!

General Description

We would charge businesses a small annual fee to participate in the arrangement of customised events (local area, seasonality, industry etc.) - free for jobseekers - creating a user community.

We've predict that SME representatives would feel willing and able to use these opportunities to intuitively sense the values and character of participants, and their potential alignment with the business.

The informality of the speed-dating format provides an outright, no-expectations opportunity for SME's to meet prospective employees - we don't currently see this.

Key Features

About making connections, not securing job roles	SME's may join because they are hiring for a particular role	But we hope that a little down the line, businesses would be members just for the sake of building their network	And then, perhaps, they would have some great starting points when a position does free up	Very value-oriented; aiming to match candidates to businesses that they align well with
Aiming to foster relaxed conversations where jobseekers don't feel they are being assessed	Not a careers fair! Aiming to avoid the advantage usually held by those who 'present well' and have a natural ability to 'wow' the business in academic / professional settings	Cheaper and more accessible than the alternatives which give larger businesses the upper hand when it comes to recruitment (headhunting, use of agencies, spots at careers fairs etc.)	Has the potential to be very wide reaching, particularly to those who wouldn't otherwise conceptualise their 'network' or engage in such practices	Thus, improving job satisfaction and rates of retention
Conversations at events are activity or prompt based - providing common ground for the participants that isn't job related	Stipulations: avoiding pitfalls seen elsewhere...	Rotations enforced after a certain time limit; no need for applicants to voluntarily instigate conversation	Rules around talking values & minimising unconscious bias	A bite sized, set format network card to be created by all parties - for the event (not a generic business card)

Stakeholder

The host business / client	The candidate

Benefit:

• A chance for businesses to get a quick snapshot of someone's values and widen their network, without the red tape • No expectations = no obligation to 'let down' candidates - businesses could only possibly gain from attendance	• A chance to sidestep the excessive bureaucracy we see in recruitment • Breaks the cycle of ultra formal, all-or nothing interviews • A generally beneficial event to attend where people see relevance to themselves - whether they are employed, or not
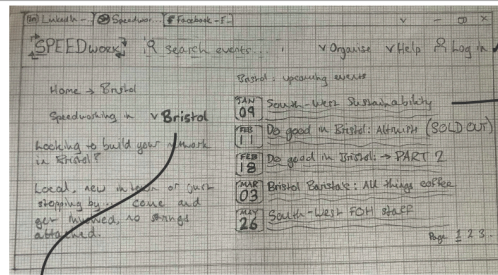
Drops down to business / jobseeker login options - if a business logs in the front end changes a lot - its more of a listing service for candidates

Events listed - short description, clickable

Board games, card games etc. could all be included where there isn't space or budget for the higher tech options (e.g. ping pong table)

Also possible to search via parameters other than location - industry, title etc. will all return relevant events

Various games & activities to provide common ground & spur conversation

The events organisers have an opportunity to see in real-time what works well and what doesn't, and they could also ask pp's to fill out a short feedback form on their way out. This means that rapid adaptations can be made to the prompts / games on offer, and trends may be seen in what elements promote the most useful conversation at particular events (& in particular groups of attendees).

A small waiting area - every rotation someone will finish, and another person joins

Entrance & info desk to explain the format, rules and order of rotation to job seeking attendees (business reps will have arrived earlier). Assistance can also be provided here to write up a quick networking card.

Some tables may look more ordinary, but a prompt will always be in place
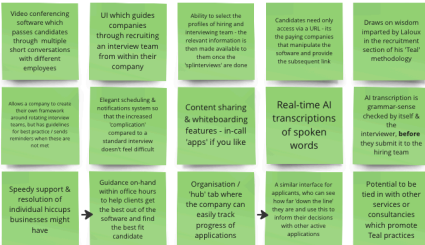

Splinterview

Concept Headline A piece of software which guides & provides a basis for delegation of interviewing duties throughout a company

General Description

Splinterview will be sold to companies as a means of revolutionising their interview process via spreading responsibility through the whole company. It provides guidance on how to do so on a position-by-position basis, as well as providing the actual platform where this is carried out.

Key Features

Video conferencing software which passes candidates through multiple short conversations with different employees	UI which guides companies through recruiting an interview team from within their company	Ability to select the profiles of hiring and interviewing team - the relevant information is then made available to them once the 'splinterviews' are done	Candidates need only access via a URL - its the paying companies that manipulate the software and provide the subsequent link	Draws on wisdom imparted by Laloux in the recruitment section of his 'Teal' methodology
Allows a company to create that own framework around storing interview teams, but has guidelines for best practice / sends reminders when these are not met	Elegant scheduling & notifications system so that the increased 'complication' compared to a standard interview doesn't feel difficult	Content sharing & whiteboarding features - in-call 'apps' if you like	Real-time AI transcriptions of spoken words	AI transcription is grammar-sense checked by itself & the interviewer, before they submit it to the hiring team
Speedy support & resolution of individual hiccups businesses might have	Guidance on-hand within office hours to help clients get the best out of the software and find the best fit candidate	Organisation / 'hub' tab where the company can easily track progress of applications	A similar interface for applicants, who can see how far 'down the line' they are and use this to inform their decisions with other active applications	Potential to be tied in with other services or consultancies which promote Teal practices

Stakeholder

The host business / client	The candidate

Benefit:

• Make hires with better value-alignment • Empower employees at all levels of the company • Build individual employee networks • Create company-wide accountability for hires	• Get a deeper, more meaningful perspective on a business • End up working for a company you are better aligned with • Breaks the cycle of ultra formal, all-or nothing interviews

Overview / management page

Toggle between open positions

Info amassed about who's involved, in what capacity & tasks they need to complete etc.

Short 'splinterview' recordings and notes - each one serving a different purpose / angle the company need to get on the candidate to make a great hire

Toggle between candidates

Video conferencing software

Chat for posting links, troubleshooting

Guidance page

Button to admit, send candidate to next splinterview etc.

Audio, video, record, share

Real-time transcribing (toggled off)

One of many interactive guidance pages, where the user learns the software

All clickable - leads to pages displaying profiles of employees, which can be easily added to Splinterview groups for particular hires/vacancies

Leads to plugins / embedded versions of common sharing tools - Miro, Mural, Drive, Teams etc.

Two divisions for involvement of employees in interviewing:
• Representative of a relevant dpmt. or function
• Representative of company as a whole

Appendix 10 - Journey map & RDS questions

##	User Journey Maps for _____ (unnamed value-based recruitment app)	
1	Applicant	Company (Considering an SME lead user)
2	About me - personality assessment that gauges the applicant's interests & values	About me - creating a company profile, with some method of discouraging virtue-signalling
3	What I'm looking for - what do they value in a job? (this is not publicly displayed)	What I'm looking for - what do they value in a candidate?
4	Browse job listings recommended based on values & vibes ("a feeling more than a listing")	Enter a job listing
5		Job listing heavily minimised to key points using AI
6		Option to customise the job listing a bit to mitigate computer errors
7		Choose a single (radically effective) prompt or game that is the first step for that job application, designed to extrapolate the most important piece of information about the candidate (recommended based on step 3)
8		Job listing goes up
9	Apply to a job - given a prompt or game	Candidates recommended based on values & vibes
10	Respond with a reasonable time & effort investment	
11		Review application answers
12		Message candidates
13	Receive message	
14	Break anonymity & proceed outside the platform	

Rehearsing Digital Services

(process flow)

... suppose I'm setting you up for a job

1. Tell me about yourself
2. What are your interests
3. What do you like about _____ ?
4. Based on this, you might be _____, don't you think?
5. What do you value the most?
6. Are you looking for a job?
7. What does your dream job feel like? You can be unrealistic
8. If I found a job that aligns with that^ (the above), what's the one thing you would want to tell them?
9. Ok, I'll pass that on

(follow up)
What do you expect to happen next?
What would make that better?
How did you feel about this?

Appendix 11 - Card sorting

See below the phases, corresponding to procedural stages in app use, which constituted the bulk of our co-creation session. Under each phase heading, is the sorted card deck for that phase;

Phase 1; About you
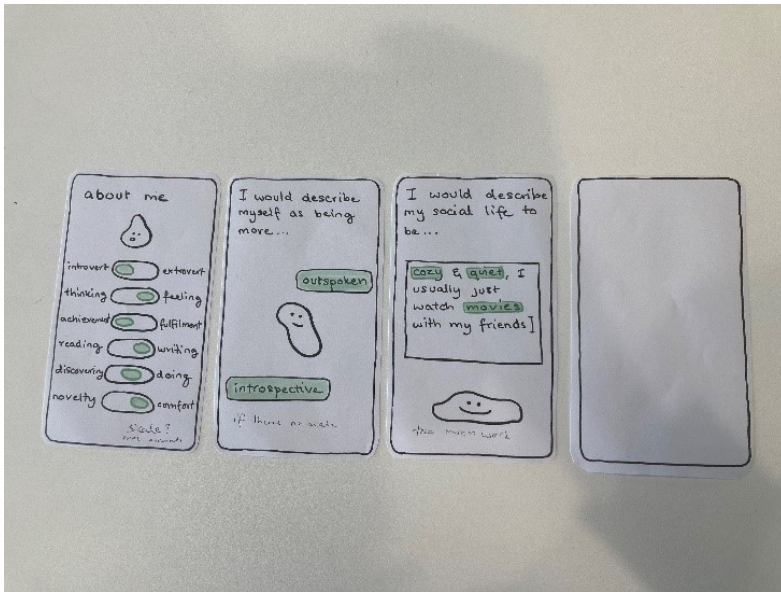
Phase 2; Exploring Skills & Abilities
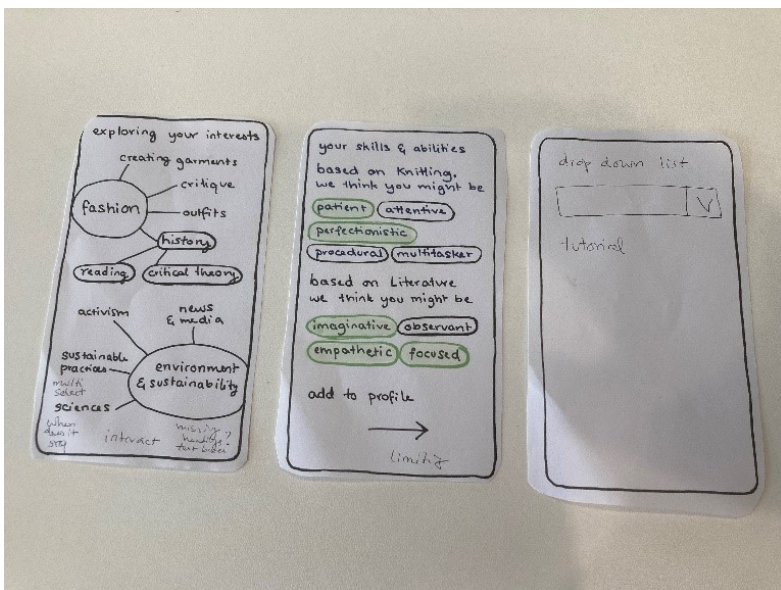
Phase 3; Job priorities
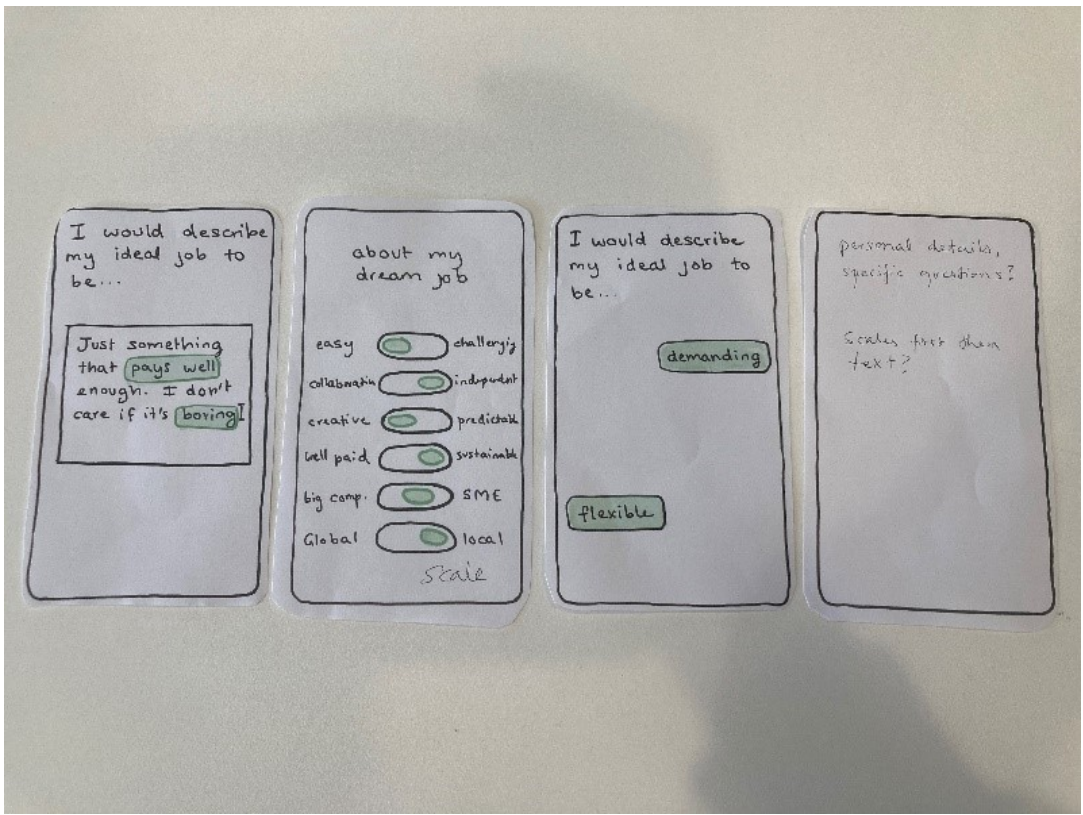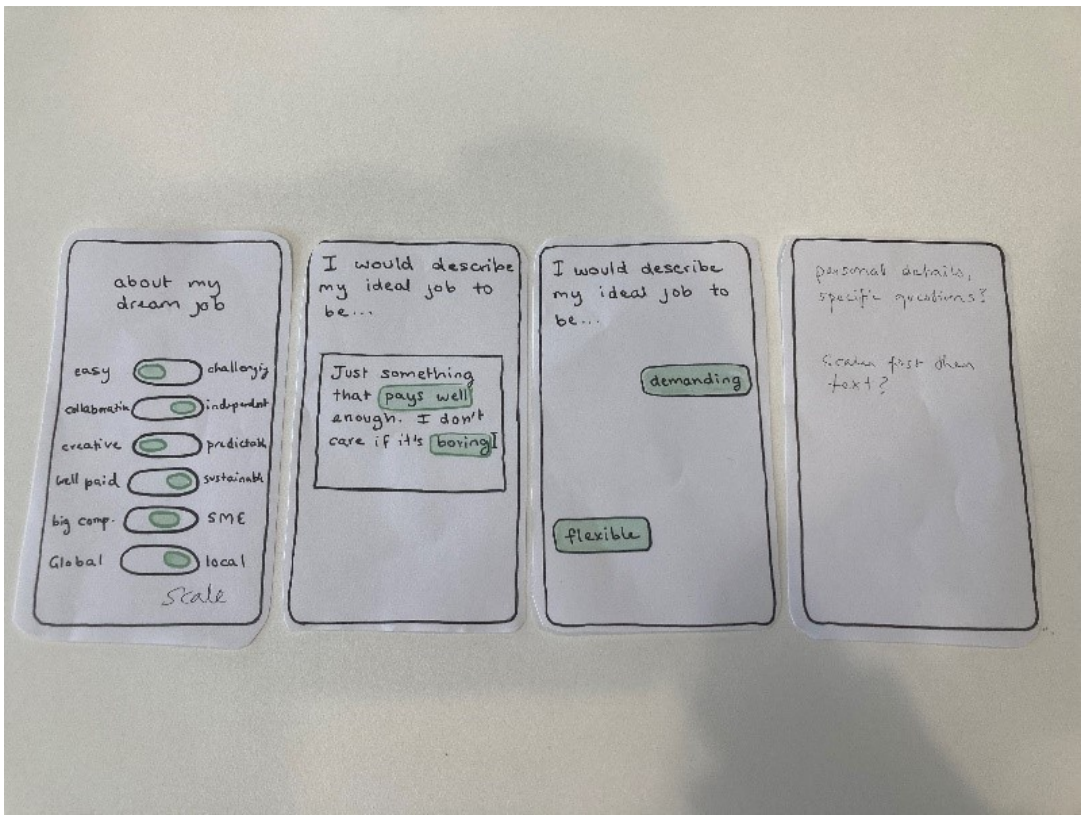
There were arguments made amongst the participants both for 'textbox first', and 'sliders first' – hence;
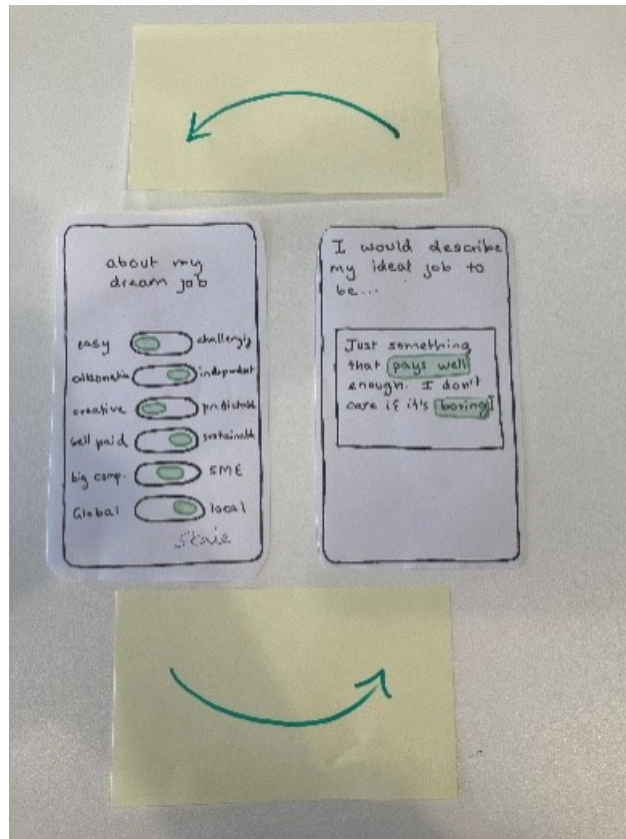
Phase 4; Job listing
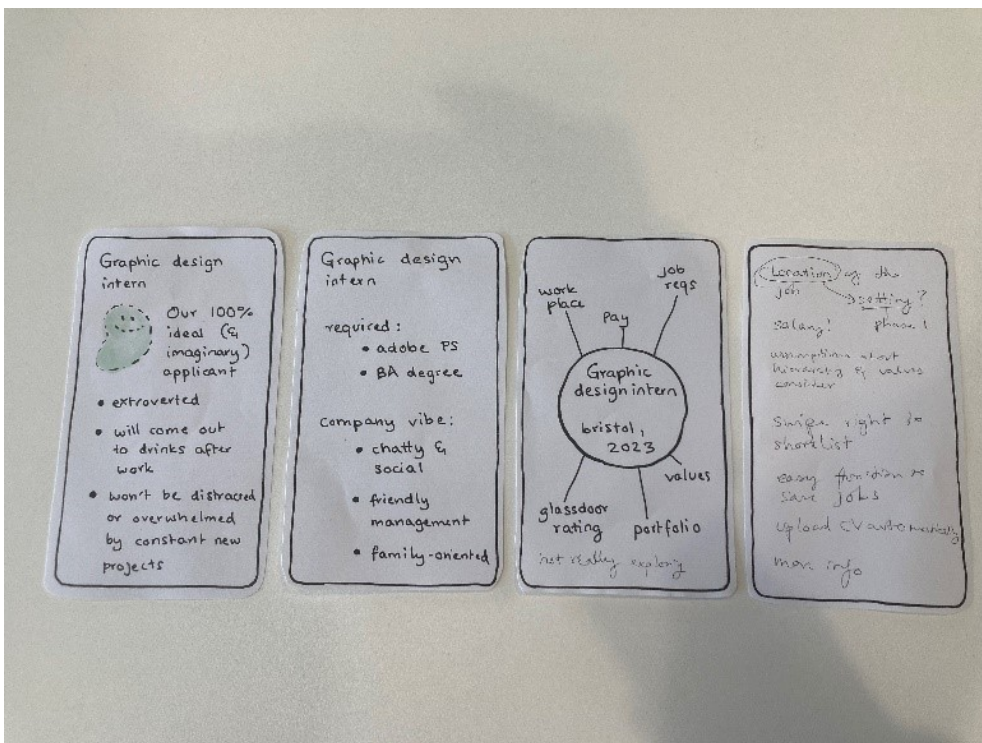
Phase 5; Application questions & games
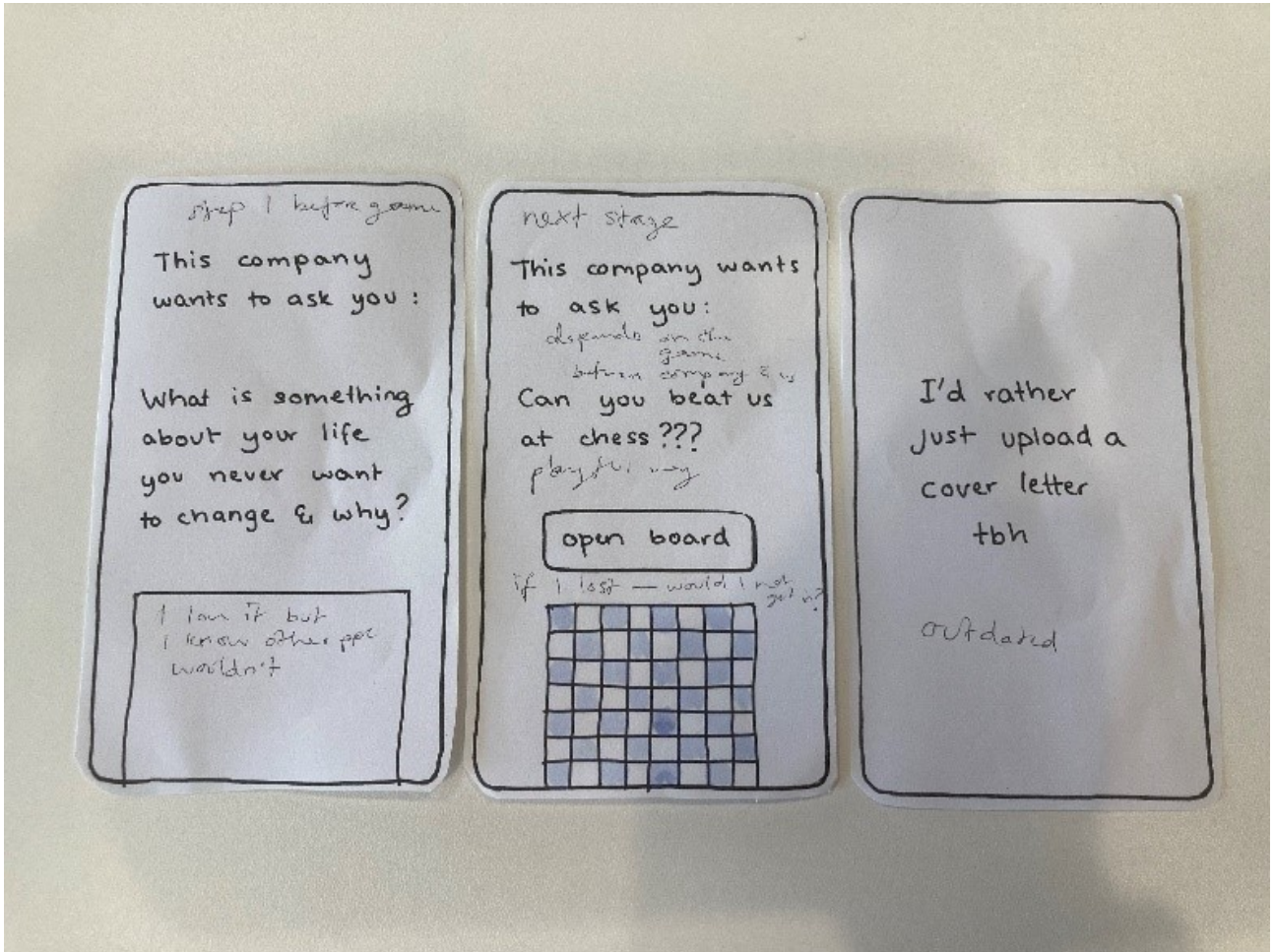
Phase 6; Brand & Design
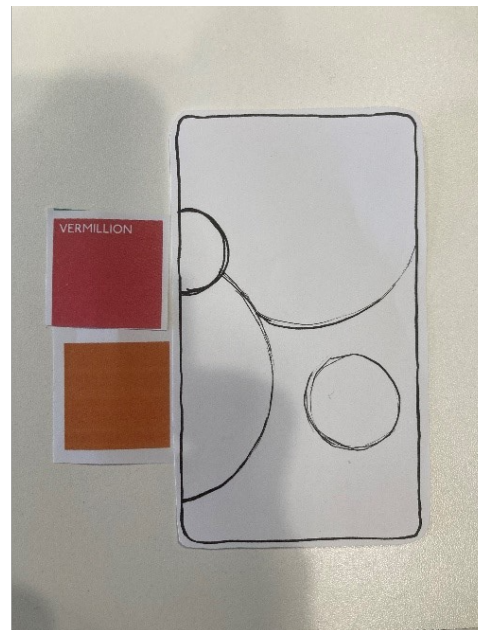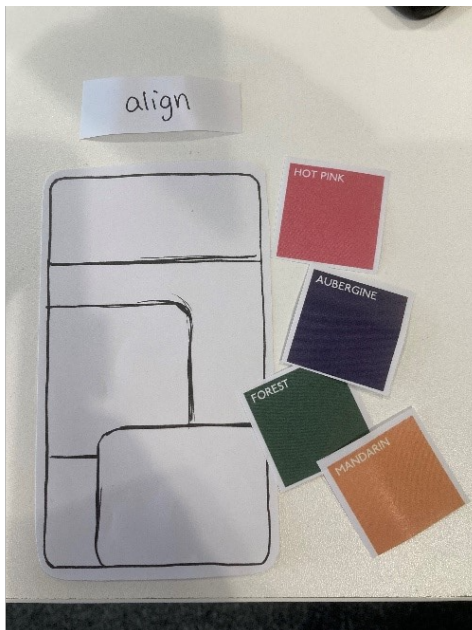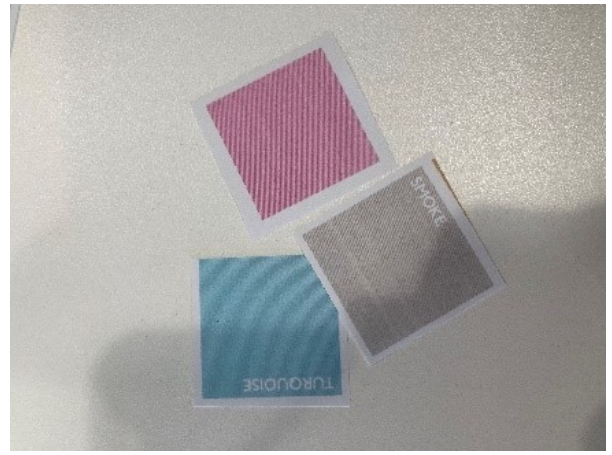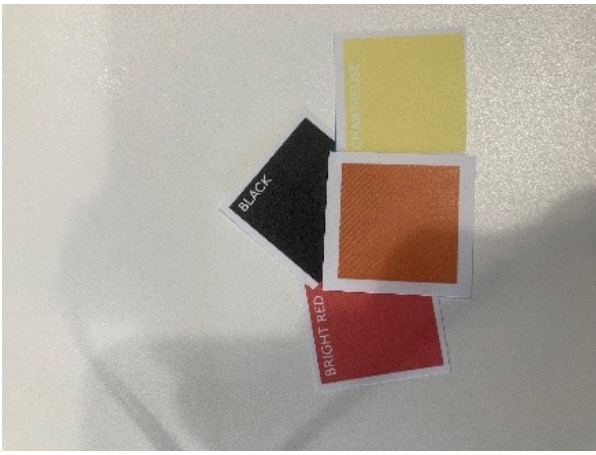
Appendix 12: The evolution of Jumble to Align

Innovation Project Scorecard — JUMBLE

⌣ Strategyzer · strategyzer.com · 16/01

Strategic Fit — Alignment

	None	Little	Limited	Strong	Very strong
CORPORATE IDENTITY Our idea/project is aligned with our corporate identity (strategic direction, organizational culture, brand image).	0		5	●	10
INNOVATION GUIDANCE Our idea/project is aligned with our company's innovation guidance.	0		5	●	10
LEADERSHIP SUPPORT Our idea/project has support from at least one key sponsor who can help it become reality.	● 0		5		10

Opportunity — Value

	None	Little	Limited	Strong	Very strong
We understand the financial potential of our idea.	● 0		5		10

Risk Reduction

Desirability — Evidence & Confidence

	There is no evidence at all		There is evidence from more than one experiment		There is very strong evidence from several experiments*
CUSTOMER SEGMENT Our critical customer segments have the jobs, pains, and gains relevant for selling our value proposition.	0		●		10
VALUE PROPOSITION Our value proposition resonates with our critical customer segments.	0		●		10
CHANNELS We have found the best channel(s) to reach and acquire our critical customer segments.	0		5		10
CUSTOMER RELATIONSHIP We have developed the right relationships to retain customers and repeatedly earn from them.	0		5		10

Feasibility — Evidence & Confidence

KEY RESOURCES We have the right technologies and resources to create our value proposition.	0	●	5		10
KEY ACTIVITIES We have the right capabilities to handle the most critical activities for creating our value proposition.	0		●		10
KEY PARTNERS We have found the right key partners who are willing to work with us to create and deliver our value proposition.	● 0		5		10

Viability — Evidence & Confidence

REVENUES We know how much our customers are willing to pay us and how they will pay.	● 0		5		10
COSTS We know our costs for creating and delivering the value proposition.	● 0		5		10

Adaptability — Evidence & Confidence

INDUSTRY FORCES Our idea/project is well positioned to succeed against established competitors and new emerging players.	● 0		5		10
MARKET FORCES Our idea/project takes known and emerging market shifts into account.	0	●	5		10
KEY TRENDS Our idea/project is well positioned to benefit from key technology, regulatory, cultural, and societal trends.	0		●		10
MACROECONOMIC FORCES Our idea/project is adapted to known and emerging macroeconomic and infrastructure trends.	0		●		10

*At least one experiment of the several conducted must be a call-to-action test

Innovation Project Scorecard
JUMBLE

Strategic Fit

Alignment

	None (0)	Little	Limited (5)	Strong	Very strong (10)
CORPORATE IDENTITY Our idea/project is aligned with our corporate identity (strategic direction, organizational culture, brand image).				●	
INNOVATION GUIDANCE Our idea/project is aligned with our company's innovation guidance.				●	
LEADERSHIP SUPPORT Our idea/project has support from at least one key sponsor who can help it become reality.	●				

Opportunity

Value

	None (0)	Little	Limited (5)	Strong	Very strong (10)
We understand the financial potential of our idea.		●			

Risk Reduction

Evidence & Confidence

Desirability

	There is no evidence at all (0)	Little	There is evidence from more than one experiment (5)	Strong	There is very strong evidence from several experiments* (10)
CUSTOMER SEGMENT Our critical customer segments have the jobs, pains, and gains relevant for selling our value proposition.				●	
VALUE PROPOSITION Our value proposition resonates with our critical customer segments.			●		
CHANNELS We have found the best channel(s) to reach and acquire our critical customer segments.		●			
CUSTOMER RELATIONSHIP We have developed the right relationships to retain customers and repeatedly earn from them.		●			

Feasibility

Evidence & Confidence

	(0)	Little	(5)	Strong	(10)
KEY RESOURCES We have the right technologies and resources to create our value proposition.		●			
KEY ACTIVITIES We have the right capabilities to handle the most critical activities for creating our value proposition.			●		
KEY PARTNERS We have found the right key partners who are willing to work with us to create and deliver our value proposition.	●				

Viability

Evidence & Confidence

	(0)	Little	(5)	Strong	(10)
REVENUES We know how much our customers are willing to pay us and how they will pay.		●			
COSTS We know our costs for creating and delivering the value proposition.		●			

Adaptability

Evidence & Confidence

	(0)	Little	(5)	Strong	(10)
INDUSTRY FORCES Our idea/project is well positioned to succeed against established competitors and new emerging players.		●			
MARKET FORCES Our idea/project takes known and emerging market shifts into account.		●			
KEY TRENDS Our idea/project is well positioned to benefit from key technology, regulatory, cultural, and societal trends.			●		
MACROECONOMIC FORCES Our idea/project is adapted to known and emerging macroeconomic and infrastructure trends.			●		

*At least one experiment of the several conducted must be a call-to-action test

Innovation Project Scorecard
ALIGN

Strategic Fit

Alignment

	None	Little	Limited	Strong	Very strong
CORPORATE IDENTITY Our idea/project is aligned with our corporate identity (strategic direction, organizational culture, brand image).	0	○	5	○	●
INNOVATION GUIDANCE Our idea/project is aligned with our company's innovation guidance.	0	○	5	○	●
LEADERSHIP SUPPORT Our idea/project has support from at least one key sponsor who can help it become reality.	0	●	5	○	10

Opportunity

Value

	None	Little	Limited	Strong	Very strong
We understand the financial potential of our idea.	0	○	●	○	10

Risk Reduction

Evidence & Confidence

Desirability

	There is no evidence at all		There is evidence from more than one experiment		There is very strong evidence from several experiments*
CUSTOMER SEGMENT Our critical customer segments have the jobs, pains, and gains relevant for selling our value proposition.	0	○	5	●	10
VALUE PROPOSITION Our value proposition resonates with our critical customer segments.	0	○	5 ●	○	10
CHANNELS We have found the best channel(s) to reach and acquire our critical customer segments.	0	○	5 ●	○	10
CUSTOMER RELATIONSHIP We have developed the right relationships to retain customers and repeatedly earn from them.	0	○	●	○	10

Feasibility

Evidence & Confidence

KEY RESOURCES We have the right technologies and resources to create our value proposition.	0	○	●	○	10
KEY ACTIVITIES We have the right capabilities to handle the most critical activities for creating our value proposition.	0	○	●	○	10
KEY PARTNERS We have found the right key partners who are willing to work with us to create and deliver our value proposition.	0 ●	○	5	○	10

Viability

Evidence & Confidence

REVENUES We know how much our customers are willing to pay us and how they will pay.	0	●	5	○	10
COSTS We know our costs for creating and delivering the value proposition.	0	●	5	○	10

Adaptability

Evidence & Confidence

INDUSTRY FORCES Our idea/project is well positioned to succeed against established competitors and new emerging players.	0	●	5	○	10
MARKET FORCES Our idea/project takes known and emerging market shifts into account.	0	○	5	●	10
KEY TRENDS Our idea/project is well positioned to benefit from key technology, regulatory, cultural, and societal trends.	0	○	●	○	10
MACROECONOMIC FORCES Our idea/project is adapted to known and emerging macroeconomic and infrastructure trends.	0	○	5	●	10

*At least one experiment of the several conducted must be a call-to-action test