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# Customer Discovery for Developing Business Models within Established Companies

A Case Study of Implementing Customer Discovery at an Established  
Company

*Master of Science Thesis*

*in the Management and Economics of Innovation Programme*

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## Abstract

It has become increasingly important for companies to be able to adapt to a rapidly changing business environment, where innovation and business opportunity identification are essential for company survival and profitability. As a result, current research has focused on developing business models by using more scientific approaches, where the Customer Development methodology has become particularly well established. However, this research has primarily focused on startups and has not been applied to established companies to a greater extent. Therefore, the objective of this thesis is to explore and evaluate how the Customer Discovery process can be applied in established companies. This was achieved by performing a project at Company, which aimed at implementing Customer Discovery at the company in order to present suggestions on how Company can develop a more repeatable and scalable business model. Company is a talent network that helps companies to attract, recruit, develop and retain key people.

Company is recommended to develop their business model into three solution concepts, where different customer segments serve different concepts. The concepts are: (1) Pre-screened and customised network within the Company network, (2) Referral recruitment based on the personal networks of members, and (3) Exposure and access to the entire Company network. Further, Company is recommended to do a market segmentation of its customers based on their characteristics of being earlyvangelists as well as based on their different customer needs. Moreover, the project at Company provided conclusions regarding implications from applying the Customer Discovery process to an established company with respect to prior research. This thesis concludes that the most important implications concern a number of internal and external challenges with implementing Customer Discovery in an established company. Finally, it is concluded that these implications argue that Customer Discovery within established companies have a more narrow scope and is not as explorative compared to a startup, although the methodology is still a very relevant and efficient method for gaining customer insights.

**Keywords:** Customer Discovery, Customer Development, Business Model Development, business opportunity identification, solution validation, repeatability, scalability

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Johan Svensson & Ajla Talovic

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# Word List

<b>Business Model</b>	A conceptual tool that contains the key elements, and their internal relations, of how a company generates profit and sustainable revenue streams
<b>Customer Development</b>	A scientific method created for startups to test different hypotheses about customers while keeping costs down and focusing on the entire process of finding a repeatable and scalable business model
<b>Customer Discovery</b>	The first stage of Customer Development methodology, which consists of testing hypotheses and understanding customer needs by focusing on early customer interaction
<b>Earlyvangelists</b>	Visionary customers that will buy unfinished products and take a leap of faith in the product because they are passionate about its features
<b>Minimum Viable Product</b>	A summary of the smallest number of essential product features that works as a stand alone product solving core customer problems and presenting product value
<b>Product-Market Fit</b>	When a startup has found a repeatable and scalable sales model
<b>Repeatability</b>	Revenue streams of patterns that can be replicated by a sales organization
<b>Scalability</b>	The ability to have many customers and not rely on a few, and for each additional customer there is an increase in incremental revenue and profit
<b>Startup</b>	A temporary organisation in search of a repeatable and scalable business model

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# 1 Introduction

*This chapter introduces the research topic and gives a background to the company, Company Sverige, where the project has been conducted. Also, the purpose and research questions are presented, as well as the scope and delimitations of the study. The introduction ends with an overview of the thesis by describing its disposition.*

## 1.1 Background

Globalization has created a business environment where companies need to adapt to constant and rapid changes in customer needs and preferences (Swann 2009, p. 12). Accordingly, innovation and sustainability has become essential for company survival and profitability. As a result, managers need to efficiently assess and identify new business opportunities by understanding how their business model creates value (Osterwalder and Pigneur 2010, p. 15). However, several scholars have identified and argued that many companies, particularly startups, fail to identify scalable business opportunities and make the right decisions during early stages of new product development (Blank 2005, Cooper and Vlaskovits 2010, Furr and Ahlstrom 2011, Ries 2011, Sims 2011, Blank and Dorf 2012, Maurya 2012). The high rate of failure is a waste of resources and significant academic efforts have been devoted to identify factors that endorse creation of new ventures and their success (Zimmerman and Zeitz 2002, Baron 2006).

It has been argued by many that a main reason for failure during new product development is lack of customer input and that customers should be involved in the early stages of new product development (Chesbrough and Rosenbloom 2002, Murray and Tripsas 2004, Cooper and Vlaskovits 2010, Gunther McGrath 2010, Osterwalder and Pigneur 2010, Furr and Ahlstrom 2011, Ries 2011, Blank and Dorf 2012). Based on this, Blank and Dorf (2012) developed a methodology, the Customer Development method, which provided a more scientific approach for identifying business opportunities by using hypothesis driven and iterative testing of business models through early customer involvement. However, despite academic consensus on customer input being central when developing a scalable business model, the research has primarily been focused on startups with very small focus on how developed methods can be applied to established companies. Instead the theory is fragmented

and still relatively undeveloped, with only few explanations of how analyses and implementation should be carried out are provided.

Given this problem description, a research gap has been identified in the current literature and body of knowledge. The gap is whether a scientific method, such as the Customer Discovery process, can be applied to established companies. It is extensively explained how startups should develop their business models through customer input, however it is not discussed whether these methods can be applied to established companies or its implications. For example, the current literature does not cover how to consider a company's different stakeholder interests or existing business model. Therefore, the objective of this thesis is to attempt to mitigate this research gap by evaluating how the Customer Discovery process can be applied to an established company and its implications. This will primarily benefit companies working in an innovative environment with business development by helping them to apply a scientific approach of using customer feedback to develop a repeatable and scalable business model.

This thesis evaluates the scientific process of Customer Discovery in an established company by applying it to the company Company Sverige through an implementation project. Company is a talent network that helps companies to attract, recruit, develop and retain key people. Recent studies indicate that finding talent will be the single most important managerial concern of this decade and that an expected intensifying competition for talent will have a major effect on companies (Guthridge, Komm and Lawson 2008). It is further concluded that executives must constantly rethink the way their companies plan to attract, motivate and retain employees. Company's current business model is founded on this global trend by assisting companies in these processes and providing them with a network of talented students and Young Professionals. However, the company has experienced that its current business model is not sufficiently repeatable and scalable. Therefore, the company wants to evaluate different business development opportunities in order to develop its business model.

## **1.2 Purpose and Research Questions**

The purpose of this project is to provide new insights to academia regarding using scientific methods, primarily the Customer Discovery process, for developing a business model within an established company. This will be explored by performing a project at Company, which aims at implementing Customer Discovery at the company and evaluating Company's

different business development opportunities in order to present suggestions on how Company can develop a more repeatable and scalable business model. These recommendations will be based on Company's business conditions and target segments in terms of partner companies and members of its network. In order to achieve this purpose, the following research questions will be answered:

1. What business development opportunities that have been explored through the Customer Discovery process can be recommended to Company?
2. What are the most important implications, if any, from applying the Customer Discovery process on an established company with respect to prior academic research?

### **1.3 Scope and Delimitations**

This thesis is limited to implementing and evaluating only the first stage of the Customer Development methodology, which is the Customer Discovery stage. Hence, the subsequent stages of the methodology Customer Validation, Customer Creation and Company Building will not be explored. Also, all stages of the Customer Development methodology are iterative processes and should be carried out several times. However, due to time constraints, the Customer Discovery stage as a whole will only be implemented once although individual phases will be iterated multiple times. Furthermore, this thesis focuses on one single case, i.e. the study of implementing Customer Discovery at Company Sverige.

### **1.4 Disposition**

The outline of this thesis is divided into seven chapters. The first chapter *1 Introduction* presents the relevance of the research topic and introduces the company, Company Sverige, where the study has been conducted. Furthermore, this chapter also describes the purpose and research questions of the thesis. In the second chapter, *2 Literature Review*, relevant prior research and references used in this thesis are synthesised and a research gap is identified. Chapter *3 Method* describes how the research of this thesis was conducted and includes a detailed description of the two studies that have been carried out in order to answer the two research questions. Additionally, this chapter outlines the overall research process and considers the quality of the conducted research. This is followed by chapter *4 Empirical Results*, which presents the findings from the two studies. These findings focus on the pre-study of Company and the implementation project of Customer Discovery. The fifth chapter *5*

*Analysis* presents suggestions on business model development within Company based on the previous literature review and empirical findings. In chapter 6 *Discussion*, the most important implications of applying Customer Discovery within an established company are discussed. These implications are based on the experiences from the project at Company and are divided into internal and external challenges experienced. Finally, the thesis is finalised with 7 *Conclusions*, which summarises and answers the two research questions stated in the introduction.

## 2 Literature Review

*This literature review aims at synthesising previous research on how startups should identify and evaluate business opportunities. First the concept of business model is introduced, followed by more detailed sections of the complementary concepts of the Business Model Canvas, repeatability and scalability. The second part of the literature review describes the latest and most frequently quoted literature on the subject of the Customer Discovery framework. This is followed by the concept of Lean Startup and segmentation. As follows, these concepts will be introduced and it will be explained how they relate to each other in order to finally present an identification of a research gap in current research.*

### 2.1 Business Model

A business model is defined as a conceptual tool that contains the key elements and their relationships of how a company generates profit and sustainable revenue streams (Osterwalder and Pigneur 2010, p. 14). Further, they state that it is a description of the value a company offers to different customer segments and its network of partners. It has been argued that although many entrepreneurs comprehend their own business model, they have difficulties and are rarely able to communicate it to others (Blank 2005, Chesbrough 2007). Thus, Osterwalder and Pigneur (2010) developed the Business Model Canvas to enable companies to better communicate and share their business model and its key components. The canvas will be described below as well as the essential concept of a repeatable and scalable business model.

#### 2.1.1 Business Model Canvas

Osterwalder and Pigneur (2010) developed the Business Model Canvas to enable entrepreneurs and managers to have a better overview of their existing business opportunities and how to create new business that offers value to customers. It has become an extensively applied business tool in companies and very well acknowledged among academics, where it has also been the foundation for research regarding creation of new business through experimentation (Chesbrough and Rosenbloom 2002, Harper 2003, Murray and Tripsas 2004, Gunther McGrath 2010). The Business Model Canvas gives an overview of a company's business model by dividing it into the following nine elements: (1) Value Proposition, (2) Customer Segment, (3) Customer Relationship, (4) Channels, (5) Key Activities, (6) Key

Resources, (7) Key Partners, (8) Cost Structure, and (9) Revenue Streams. The canvas is illustrated in Figure 1 below, and each element will be further described in detail.

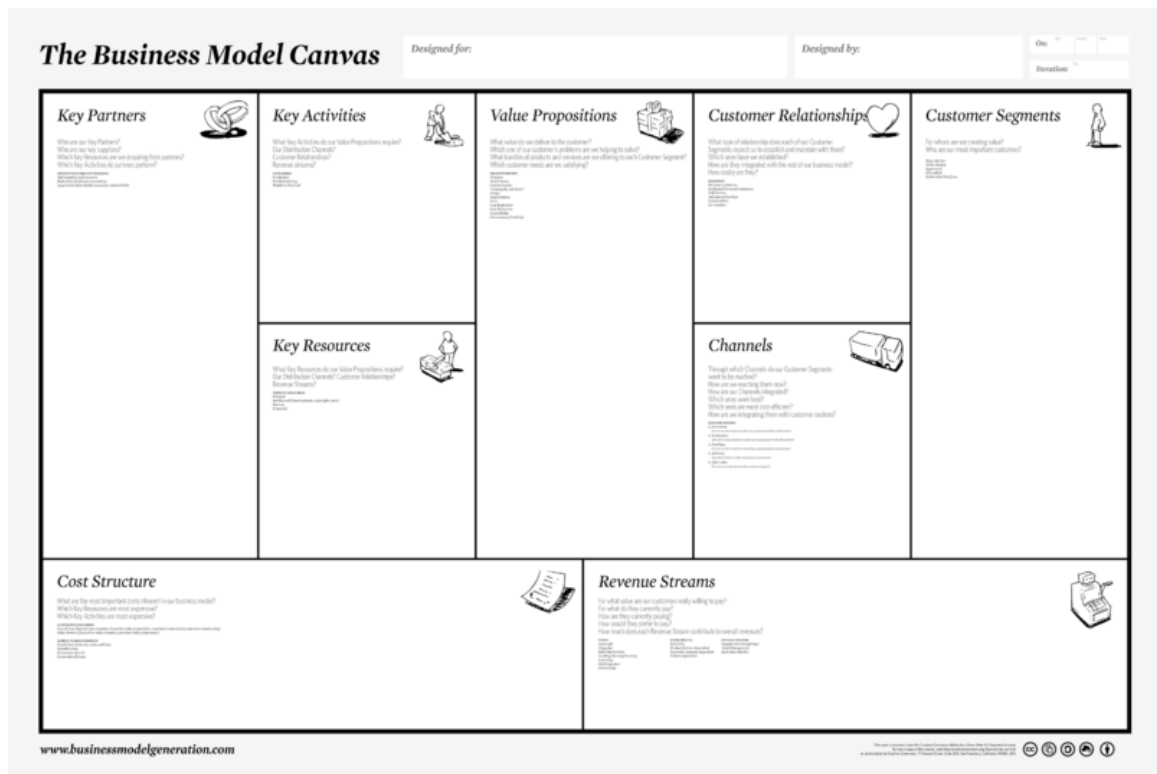


Figure 1 The Business Model Canvas (Osterwalder and Pigneur 2010, p. 44)

As illustrated in Figure 1 above, the *Value Proposition* is the centre of the Business Model Canvas, which describes the features of products that create value for a specific customer segment based on their needs and problems (Osterwalder and Pigneur 2010, p. 22). On the right hand side of the Value Proposition are all the customer related aspects of the business model. The *Customer Segment* element aims at identifying the different types of potential customers that could yield a business opportunity and be profitable (Osterwalder and Pigneur 2010, p. 26). Segmenting helps the company to effectively focus and direct its resources by better understanding the needs and problems of different customer groups (Franke, Keinz and Steger 2009). The role of customer segmentation in the canvas is to enable the company to identify which customer group that would be the most suited for the value proposition (Osterwalder and Pigneur 2010, p. 27). Once the Value Proposition and Customer Segment have been decided, the rest of the canvas is adapted and designed to optimise the value for the given customer group.

Furthermore, the right hand side of the canvas also consists of the *Channels* and *Customer Relationship* elements. Firstly, the Channels element explains how a company communicates and reaches the value proposition to its customers (Osterwalder and Pigneur 2010, p. 30). The chosen channels should respond to how customers prefer to be reached and deliver the value proposition while being cost-effective (Barratt 2004). Secondly, the Customer Relationship element describes how the company maintains contact with the different customer segments based on their preferences (Osterwalder and Pigneur 2010, p. 34).

The left hand side of the Value Proposition concerns the activities that the company needs to perform in order to create value and serve its customers. These are the internal activities that a company needs to be able to reach its customer segments through channels and relationships (Osterwalder and Pigneur 2010). Accordingly, they are categorised in the elements of *Key Activities* and the element of *Key Resources* describes the needed resources for performing these activities. Further, *Key Partners* identifies the external collaborations needed to complement the internal resources to provide the value proposition.

Finally, the bottom part of the Business Model Canvas contains the financial perspective of the business model, consisting of the two elements *Cost Structure* and *Revenue Streams*. This part describes how the business model will generate profit and determines how strong it is compared to competitors (Osterwalder and Pigneur 2010). The Cost Structure displays the main cost drivers of the business model and identifies whether they are fixed or variable costs. Lastly, Revenue Streams contain the cash flow generated by the business model, where pricing mechanisms and transaction types are central.

## **2.1.2 Repeatability and Scalability**

In order for a business model to be successful, it is essential that the business model is both repeatable and scalable (Blank and Dorf 2012, p. 46). The authors define a startup as “a temporary organisation in search of a repeatable and scalable business model” (Blank and Dorf 2012, p. xvii). Accordingly, the aim is to avoid spending capital before a repeatable and scalable business model has been found. The authors define a repeatable business model as revenue streams of patterns that can be replicated by a sales organization (Blank and Dorf 2012, p. 46). Hence, a business model needs to attain regularly sales and is not sustainable if it is only a one-time single sale. Similarly, a scalable business model is defined as the ability to have many customers and not rely on a few, and for each additional customer there is an

increase in incremental revenue and profit (Blank and Dorf 2012, p. 46). The authors conclude that the confirmation for whether the business model is repeatable and scalable is the most important process when developing a business model since it confirms whether a company has learned how to sell to its target customers. Thus, the process validates that the business model can deliver the number of customers required to build a profitable company (Blank and Dorf 2012, p. 27).

## 2.2 Customer Discovery Framework

Steve Blank began developing the Customer Development methodology in the mid 1990s, with the aim to present a scientific method for how startups should find a repeatable and scalable business model. The first stage of the Customer Development methodology is the Customer Discovery stage. For the focus and relevance of this study, only this stage of the methodology will be further explained.

### 2.2.1 Customer Development Methodology

Blank experienced that previous methods of creating new business did not consider that many startups have limited resources. Therefore, Blank created a method adapted for startups to test different hypotheses about customers while keeping costs down and focusing on the entire process of finding a repeatable and scalable business model (Blank 2005). The Customer Development Methodology consists of four stages: (1) Customer Discovery, (2) Customer Validation, (3) Customer Creation and (4) Company Building, which are illustrated in Figure 2 below. The figure indicates that each stage is iterative and it is illustrated that it might be necessary to pivot hypotheses and return to a previous stage. This study only explores the Customer Discovery stage, hence only this stage will be further described in detail.

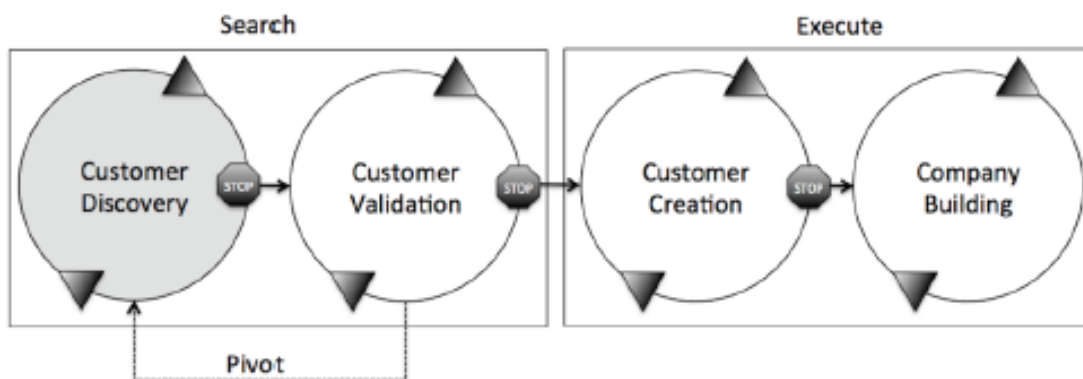
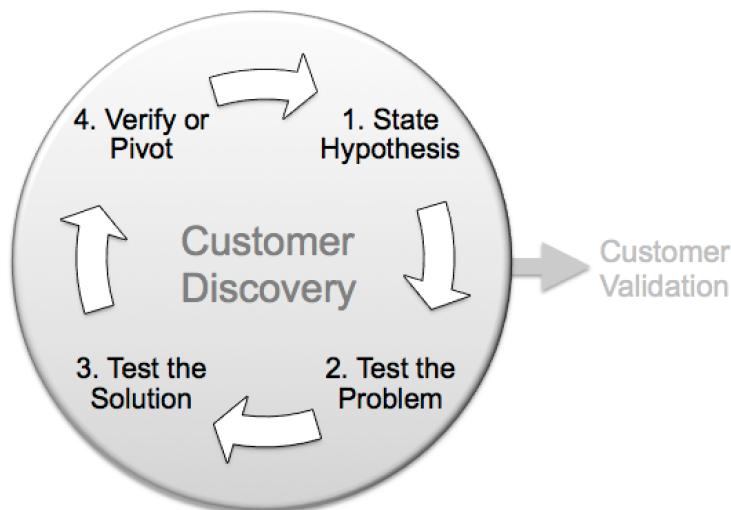


Figure 2 The Customer Development Method (Blank and Dorf 2012)



## 2.2.2 Introduction to Customer Discovery

The first stage of the Customer Development methodology, Customer Discovery, revolves around testing hypotheses and understanding customer needs by focusing on early customer interaction. During the Customer Discovery process, startups are trying to find a product-market fit by finding a value proposition that responds to the target customer needs and problems (Blank and Dorf 2012). In alignment with Osterwalder and Pigneur (2010) Business Model Canvas, startups can then continue developing the remaining business model. The Customer Discovery process contains the following four phases, which need to be performed before proceeding to the next stage of Customer Validation: (1) State the hypothesis, (2) Test the problem, (3) Test the solution, and (4) Verify or pivot (Blank and Dorf 2012). These steps are illustrated in Figure 3 below and will be further explained in the upcoming sections.



**Figure 3 The Customer Discovery Process (Blank and Dorf 2012)**

Blank and Dorf (2012) further argue that a startup should not try to satisfy all customer but instead focus on developing a product for a smaller group of initial customer referred to as “Earlyvangelists”. Earlyvangelists are visionary customers that will buy unfinished products and take a leap of faith in the product because they are passionate about its features. The reason for this is that the aim of Customer Discovery is to design the vision into a minimum viable product (MVP). An MVP is a summary of the smallest number of essential product features that works as a stand alone product solving core customer problems and presenting product value (Blank and Dorf 2012). Accordingly, an MVP is developed for three reasons: (1) to prevent developing features that are not needed or appreciated by customers, (2) as a

strategy to introduce the product as soon as possible to earlyvangelists, and (3) to quickly generate maximum customer knowledge and gather customer feedback. Furthermore, Blank and Dorf (2012) stress the importance of the founders running the Customer Discovery process since they claim that only founders can embrace the feedback, react to it and make the necessary decisions to adapt the business model. Thus, an integral part of Customer Discovery is failure when searching for a solution, and therefore making continuous iterations and pivoting should not discourage founders.

### 2.2.3 Phase One: State Hypothesis

The first phase of Customer Discovery consists of founders stating several hypotheses regarding the future business model. Hence, the aim of the first phase is to state various hypotheses that are essential for gaining company profitability. These hypotheses primarily revolve around understanding customer problems and finding a value proposition that solves their problems. By stating hypotheses for the nine elements in the Business Model Canvas, Blank and Dorf (2012) argue that startups can develop an MVP that responds to customer problems. These elements are illustrated in Figure 4 below. Blank and Dorf (2012) further advocate that the hypotheses should be continuously refined and pivoted to ensure that the company creates an MVP that solves customer problems and is a solution that customers are willing to pay for. Furr and Ahlstrom (2011) promote a similar approach, though they argue that a first broad hypothesis should be tested before the hypotheses regarding the MVP are stated.

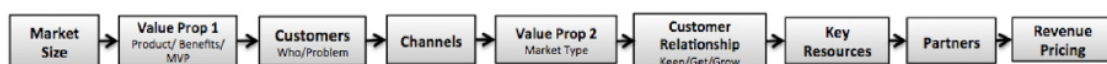
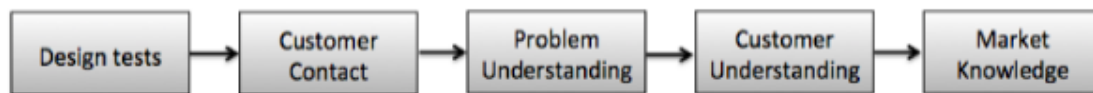


Figure 4 Overview of phase one of Customer Discovery: State Hypothesis (Blank and Dorf 2012)

### 2.2.4 Phase Two: Test the Problem

During the second phase, the founders have to “get out of the building” and interact with their target customers. The aim is to test whether the previously stated hypotheses are correct and gain better problem, customer and market understanding. This phase should confirm whether target customers recognise and care enough about the problem. Blank and Dorf (2012) as well as Furr and Ahlstrom (2011) both agree that the solution, or product specifications, should not be revealed to customers since it makes it difficult to see the customer problem from a wider perspective. Phase two includes five key steps, which are illustrated in Figure 5 and described

in further detail below.



**Figure 5 Overview of phase two of Customer Discovery: Test the Problem (Blank and Dorf 2012)**

During the first step, the aim is to design tests that turn the guesses of business model hypotheses into facts by getting out of the building and testing them in front of customers. The tests should be designed as an experiment with speed, tempo and fast cycle time (Blank and Dorf 2012, p. 191). Preparing for customer contact and contacting potential customers follow this step. Blank and Dorf (2012) suggest to gather a list of 50 potential customers to test the ideas on. These customers do not need to be ideal customers, though they should loosely fit the profile from the customer hypotheses and be willing to give some of their time. In order to get in contact with these people, the founders need to develop a reference story (Blank and Dorf 2012, p. 196). The story should explain what problems the company is trying to solve, why it is important to solve and what solution is being developed. The authors also suggest that the best way to establish contact with relevant people is to get referred to them by someone they know and then begin with an introductory e-mail, explaining why a discussion with them is important to understand their problems.

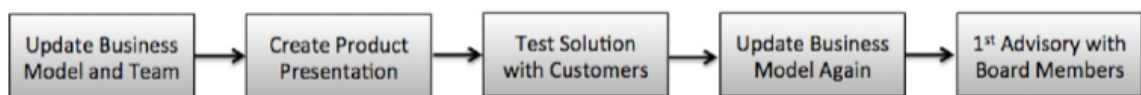
The third step, Problem Understanding, aims at gathering information from customers by listening to their problems and encouraging them to talk (Blank and Dorf 2012, p. 204). As previously mentioned, the purpose of these meetings is to better understand the problems and not discuss specific products since it might enable understanding the actual customer problem. Blank and Dorf (2012) stress the importance of defining the customer problem correctly from the start. The meetings should end with a presentation of the solution and a plan for how the problems will be solved. The reason for doing this is not to begin a sales pitch but rather to initiate a discussion and gather feedback.

In addition to understanding customer problems and testing hypotheses, the meetings are also important for understanding the customer and how they currently solve the problems being addressed. Thus, Blank and Dorf (2012) encourage during the fourth step to gather additional information about customers, such as how much they are willing to pay for a solution and how they find out about new products. Finally, the second phase of testing the problem is completed with the fifth step of capturing market knowledge. Having a better customer

knowledge, it is also important to understand the overall marketplace and knowing whom potential competitors might be.

## 2.2.5 Phase Three: Test the Solution

While the previous phase tested customer problems, the third phase tests whether the solution gets customers interested in and enthusiastic about buying the product (Blank and Dorf 2012, p. 229). Thus, customer interaction continues in this phase with founders presenting a solution, or value proposition, to customer needs and problems. Based on the feedback, founders should update the Business Model Canvas and modify the hypotheses. The third phase consists of five steps, which are illustrated in Figure 6 and will be further described below.



**Figure 6 Overview of phase three of Customer Discovery: Test the Solution (Blank and Dorf 2012)**

The first step of phase three is to update the business model and team based on the findings in the previous phase (Blank and Dorf 2012, p. 230). The deeper understanding of customers and their problems should have gained some important customer feedback that needs to be reviewed. During this step it is also important to share everything that has been learned with a focus on customer problems and their severity. All previous hypotheses should be questioned and it should be decided whether to pivot or proceed. With an updated business model, the second step is to create the product presentation. This presentation aims at confirming that the product solves serious customer problems or needs by having customers expressing interest in buying or using the product (Blank and Dorf 2012, p. 235). The presentation should include a review of the problems and key product features solving these problems.

During the third step, founders should decide which customers they want to present the solution to (Blank and Dorf 2012, p. 239). The aim should be to present to all prospects from the previous meetings and also to extend the list with additional potential customers. The most important metric from these meetings is to measure customer enthusiasm. Furthermore, it is central to ask pricing questions and probe how much they are willing to pay. At this stage, the goal is to have an MVP and not to add more features. Updating the business model again with the new findings from the solution meetings follows this step. Finally, identifying the first advisory board whilst conducting the Customer Discovery process concludes the third

phase.

## **2.2.6 Phase Four: Verify or Pivot**

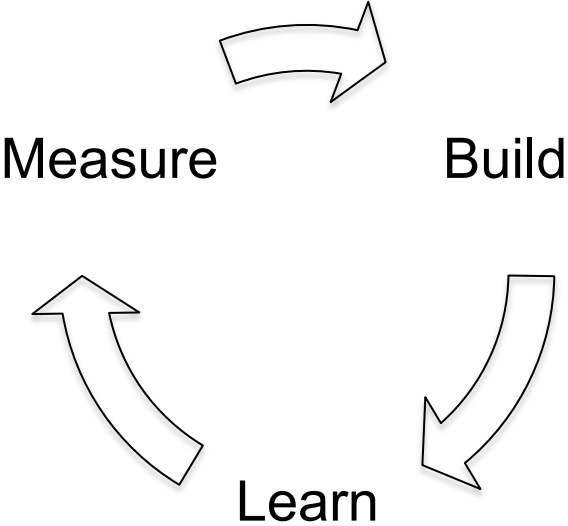
The final phase of Customer Discovery consists of validating the modified hypotheses once again and depending on the outcome, it is possible to either pivot or proceed (Blank and Dorf 2012, p. 257). In this final step, founders should know if they have found a product-market fit, which their target customers are and how they reach them, and whether it is possible to profit from the product and grow the company. Founders should also assess if the modified hypotheses provide a solid foundation to move forward, that is whether to pivot or proceed. At this stage, a serious problem should have been identified and a sufficiently large scale of customers should be willing to pay for the solution. If these criteria are met and potential customers have validated the product, the company should proceed to Customer Validation.

## **2.3 The Lean Startup**

The term “the Lean Startup” was coined by Eric Ries in 2008 and has since evolved to a widely adopted business approach and many scholars have developed new theories based on Ries’s contribution. In alignment with Osterwalder’s Business Model Canvas, the aim of the philosophy is to change and improve how new companies are developed and how they launch new products (Furr and Ahlstrom 2011, Ries 2011, Blank 2013). The Lean Startup approach is inspired by and has evolved from the philosophy of Lean Production (Ries 2011). Lean Production focuses on eliminating all waste, which is considered to be any expenditure of resources that does not contribute to create value for the end customer (Womack, Jones and Roos 2007). A main principle within Lean Production, which is also central in Lean Startup, is the focus on quality control by having immediate identification of mistakes and learn from them while using iteration to improve (Ries 2011). In alignment, a central focus within the Lean Startup is to adapt a scientific approach when identifying new business opportunities and launching products, by iterative product tests and focus on early customer interaction (Ries 2011).

Accordingly, this can be illustrated through the Build-Learn-Measure Feedback Loop in Figure 7 below. As a result, startups gain better knowledge of how their potential customers will perceive their product and whether they respond to customer needs and problems. Ries (2011) states that the loop allows for many hypotheses, which are commonly mistaken for facts, to be rejected or validated early in the process. Thus, the loop contributes to saving

resources. Blank and Dorf (2012) further argue that this approach minimises risks and reduces the time necessary for new product launch. Accordingly, startups achieve best results when combining the philosophy of Lean Startup with Osterwalder’s Business Model Canvas. In alignment with the Business Model Canvas, the Lean Startup approach focuses on developing a product that responds to the needs and problems of target customers while being sellable (Ries 2011). Blank and Dorf (2012) extended this component and founded the concept of product-market fit, which refers to whether the startup has found a repeatable and scalable sales model. It is argued that a startup needs to have identified a product-market fit before it starts scaling its business (Furr and Ahlstrom 2011, Blank and Dorf 2012).



**Figure 7 The Build-Learn-Measure Feedback Loop (Ries 2011)**

Ries (2011) summarises the foundation of the Lean Startup approach in four main principles, which are the essential building blocks a startup needs in order to improve its process of identifying business opportunities and launching new products. The four principles are the following: (1) *Eliminate uncertainty* by “getting out of the building” and validating hypotheses through customer interaction, (2) *Work smarter not harder* by questioning and being critical to the features being included in the product, (3) *Develop a minimum viable product (MVP)*, which is a summary of the smallest number of essential product features that solves customer problems, to be able to apply the Build-Learn-Measure Feedback Loop and begin the process of learning about the customer needs and problems as quickly as possible, and (4) *Validate learning* by confirming all facts with empirical data gathered from customers to learn how to build a successful business model.

Preceding the theory of Lean Startup, there has been a discussion for several decades of how to identify business opportunities and profit from new products. The traditional model

involves identifying a business opportunity, creating a product or service based on this opportunity and finally launching it on the market (Blank 2005, Furr and Ahlstrom 2011). Many alterations have been done to the model by influential authors like Khurana and Rosenthal (1998), Vergani (1999), Reid and de Brentani (2004) and Cooper (2008). The foundation of the model has remained the same, though the main refinements have revolved around involving the customer to a greater extent in the new product development process. Furr and Ahlstrom (2011) argue that the traditional model might be suitable for established firms, which have more financial resources to spend, though it is not optimal for startups with limited capital. Another aspect of the traditional model that has been criticised is the writing of a business plan, for example using Osterwalder's Business Model Canvas, before spending capital instead of developing it simultaneously (Blank 2005, Ries 2011). They argue that rigid business planning discourages flexibility and Zacharakis (2000) states that the only advantage of writing a business plan is that is required to raise venture capital.

## **2.4 Market Segmentation**

Once business opportunities have been identified and a company has verified that their innovation solves customer problems, there needs to be a strategy for how to prioritise between different business opportunities based on their relevance. There is consensus among most scholars that an essential process during this period is to differ between potential customers and place them in different segments in order to achieve a successful launch and diffusion (Moore 2002, Swann 2009, Osterwalder and Pigneur 2010, Furr and Ahlstrom 2011, Blank and Dorf 2012). They argue that in the early stages of launching a disruptive innovation, customers need to be segmented based on their willingness to adapt and buy a not fully developed product. Thus, an established company will most likely prioritise business opportunities that serve their current customer base. When the product has become more established and reached a larger market, it becomes more relevant to segment customers based on similar customer characteristics and needs (Hutt and Speh 2013). These customer segmentation concepts will be further explained in the sections below.

### **2.4.1 The High-Tech Marketing Model**

Moore (2002) developed the concept of the High-Tech Marketing Model for segmenting customers during early product introduction of a disruptive innovation. He based his concept on the model of the Technology Adoption Life Cycle, which is illustrated in Figure 8 below. The model describes the adoption or acceptance of a new product or innovation in terms of a

progression of the types of customers that it attracts during its lifecycle (Rogers 1962). The process of adoption or progression over time is illustrated as a normal distribution curve, where it is indicated that the first customers of the new product are called innovators, followed by early adopters, early majority, late majority and laggards. These different groups of customers have different characteristics and adopt the new product for different reasons, which will be further described below.



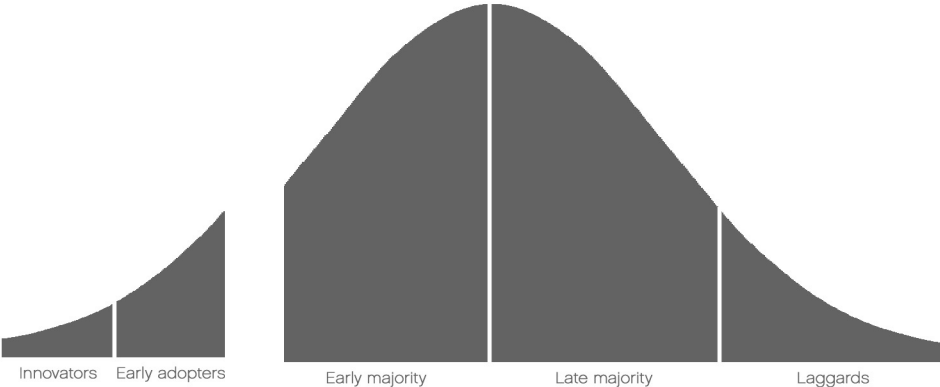
**Figure 2 Technology Adoption Life Cycle (Moore 2002)**

The different customer groups and their characteristics were also defined by Rogers (1962). The first group, *innovators*, pursue new products aggressively due to technology being a central interest in their life and they purchase new products simply for the pleasure of exploring new technology. There are not many innovators in any given market segment, though their acceptance of the product is important from a marketing perspective since they reassure the other customer groups that the product works. *Early adopters*, who also adopt innovations early in their life cycle, follow innovators. Though unlike innovators, they buy new products because they are people who can easily imagine, understand and appreciate the advantages of new technology and how they relate to their current concerns. Since they do not rely on well-established references in buying decisions, preferring their own intuition and vision, they are key for further diffusion. The third group, *early majority*, share some of the early adopters characteristics and can relate to technology. However, this group also values practicality and rather wait to invest until they have references that can assure the value of the new product. Since this group consists of nearly one-third of the buying population, it is essential to gain their acceptance and adoption in order to reach substantial profits and growth. The group of *late majority*, shares these same concerns as the early majority. Though, they have an additional concern, which is that they are not comfortable with their ability to



handle new technology. As a result, this group waits with buying until the product has become a standard and has a lot of support from established companies. This group is as large as the early majority, thus it is very favourable to attract this group as well. Finally, the group of *laggards* are people who do not want to have anything to do with new technology or innovations for a variety of reasons. Therefore, laggards are generally not worth pursuing.

As previously mentioned, Moore (2002) developed the High-Tech Marketing Model based on the Technology Adaption Life Cycle, in order to segment customers throughout the diffusion process of an innovation. Moore (2002) argued that companies should work the curve from left to right. Thus, initially focusing on capturing innovators to grow the market and then move on to early adopters in order to further grow the market and so on. Once capturing one group, it needs to be used as a reference group to capture the next group. Although, Moore (2002) also stresses that there are significant dissociation between the groups, which means that the product cannot be presented in the exact same way to all groups. The most significant and difficult gap to overcome is the gap between early adopters and early majority, which Moore (2002) defines as a chasm that is illustrated in Figure 9 below. The reason for this is that their characteristics and motivations for buying the product differ the most, which makes it very difficult for early adopters to be a reference group for early majority. This becomes a severe obstacle since the population size of early majority makes it is very important to attract them in order to become profitable. Thus, Moore (2002) concludes that it is important to first segment potential customers in the different customer groups in order to have an efficient and successful marketing program.



**Figure 3 The chasm between early adopters and early majority (Moore 2002)**

In alignment with Moore (2002), Blank and Dorf (2012) argue that it is important to do a similar segmentation during early product diffusion. They also stress that it is important to initially identify the visionary and not mainstream customers. Although, they differ between visionary customers and stress the importance of focusing on visionary customers that are not only enthusiastic about adapting the product but also willing to pay for it, who they call earlyvangelists. The authors stress the importance of distinguishing earlyvangelists from the other major customer types including early evaluators, scalable customers and mainstream customers. These customer types basically correspond to Moore (2002) innovators, early majority and late majority.

## **2.4.2 Segmenting in Established Business Market**

The prior section focused on segmenting and differentiating customers in early innovation diffusion. Once an innovation has become established and captured the late majority, customer segmentation needs to be further developed and based on other customer characteristics than previously described. Hutt and Speh (2013) state that the purpose of market segmentation is to identify groups of customers that are sufficiently large and unique to justify a separate marketing strategy. Accordingly, they should aim for the greatest amount of difference between segments and high similarities within them. Depending on the nature of the business, there is a variety of different ways to segment customers such as by product, distribution channel, region, customer type or industry vertical.

Furthermore, different customer segments will be of less or more interest for a company. Hutt and Speh (2013) identify four criteria for evaluating the desirability of potential market segments: (1) *Measurability* – the degree to which information on the specific buyer characteristics exist or can be obtained, (2) *Accessibility* – the degree to which the company can effectively direct its marketing efforts to the chosen segment, (3) *Substantiality* – the degree to which the segments are large or profitable enough to be worth considering, and (4) *Responsiveness* – the degree to which segments respond differently to different marketing elements. There are several advantages with achieving these criteria for effective segmentation. Primarily, companies become aware of different needs between customer segments and can based on these focus product development efforts, develop profitable pricing strategies, select appropriate distribution channels and train sales forces. Thus, market segmentation becomes central for efficient and effective business marketing strategies.

## 2.5 Identified Research Gap

In recent years, the research and literature of identifying and evaluating new business opportunities have rapidly increased. As described in previous sections, the most significant contributions to this research and current body of knowledge has primarily been made by Osterwalder and Pigneur (2010), Ries (2011) and Blank and Dorf (2012). The research is focused on developing scientific approaches for creating new business in startups by iterative product tests with customer feedback. This prior research evolved and resulted in Blank and Dorf (2012) Customer Development method, which provided a structural approach for early involving customers in the development process to revise the business model, since lack of customer feedback is identified as one of the main reasons for why businesses in entrepreneurial environment fail. The current body of knowledge also includes research regarding market segmentation once a business opportunity has been identified and validated, where marketing strategies and business opportunity relevance differ depending on the maturity of the product (Rogers 1962, Moore 2002, Swann 2009, Hutt and Speh 2013).

All this prior research has primarily focused on startups and has rarely mentioned how models and concepts could be applied to established companies. Thus, a research gap has been identified in the current literature and body of knowledge. The gap is how a scientific method, particularly the Customer Discovery process, can be applied to established companies. It is very rarely discussed what implications implementing the Customer Discovery process in an established company would have and for example whether the process would need to be modified. There are a number of factors that could be important to take into consideration when implementing the process in an established company, such as stakeholders and current business model. However, currently there is no academic consensus regarding these issues. Therefore, the objective of this thesis is to mitigate this research gap by exploring how the Customer Discovery process can be applied to established companies by using a case study and action research of the company Company.

The case study is conducted to better understand the organisation and its current issues as well as strategic objectives. By implementing the Customer Discovery process at Company, this thesis aims at presenting important implications to prior research as well as to identify and recommend business opportunities to Company that are aligned with Osterwalder and Pigneur (2010) definitions of repeatable and scalable. The recommendations will also be prioritised

and adapted differently based on different customer segments as previously described in the proposed marketing strategies. The research methodology used for this thesis will be further described in the next chapter 3. *Method*.

# 3 Method

The third chapter describes the research methodology used for this thesis. First an overview of the research process is presented to illustrate how the research questions will be answered by alternating between data and theoretical work. Further, the two studies are described in detail in terms of research approach and design, research methods and sampling. Finally, evaluating the quality of the research will conclude this chapter.

## 3.1 Research Process

This project is primarily practically oriented and aims to present suggestions on how Company can transform to a more repeatable and scalable business model. Though, the objective of this thesis is also to provide insights on prior academic research by applying Customer Discovery to an established company. In order to achieve this and answer the research questions, the study followed a circular research process, which means that the researcher alternates between data and theoretical work (Eisenhardt 1989) in order to apply theory using scientific conduct. The research process of this thesis is presented in Figure 10 and will be further explained below.

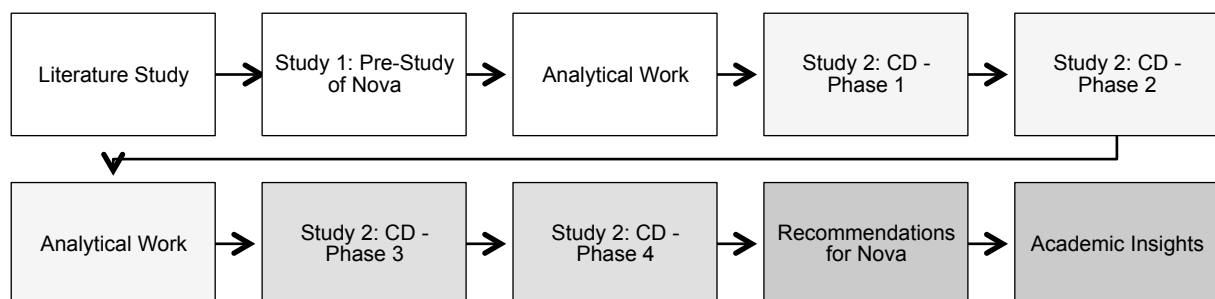


Figure 10 The Research Process of the Thesis

This research process was performed and completed during a six-month period, where the first study was finalised in one month while the second study was carried out in three months. Though, as previously mentioned, analytical work was done simultaneously to iterate between data and theoretical collection. Table 1 further illustrates the research process and divides it into four parts. The table gives an overview of the different activities performed in every part of the research process, as well as the order in which they were conducted.

**Table 1 Overview of the four parts and different steps of the research process**

Part 1	Part 2	Part 3	Part 4
<b>1. Literature Study</b>  <b>2. Pre-Study of Company</b> - Case study: Informal interviews + secondary data collection  <b>3. Analytical work</b> Data analysis	<b>4. CD – Phase 1</b> - Stating hypotheses - E-mailing interview invitations - Formulating interview template - Testing interview template  <b>5. CD – Phase 2</b> - First round of interviews - Summary of interviews - Reviewing hypotheses  <b>6. Analytical work</b> Data analysis	<b>7. CD – Phase 3</b> - Revised interview template - Second round of interviews - Data analysis - Update Business Model  <b>8. CD – Phase 4</b> - Providing executive summary - Data analysis - Verify or pivot	<b>9. Recommendations for Company</b> - Completing literature review - Formulating recommendations  <b>10. Academic insights</b> Final review of thesis

Figure 8 and Table 1 indicate that the research process began with a literature study, with the aim to gain knowledge in the research field. The literature study included an extensive review of textbooks, articles and digital sources. Identifying the latest and most frequently quoted literature on the research topic narrowed this review. The literature study was followed by a pre-study of Company. The pre-study aimed at formulating and specifying the purpose of the project in alignment with Company. Further, it aimed to present what the company was presently doing as well as the vision and objectives of the company for its new product development process. The study was carried out as case study, based on informal and semi-structured interviews with key employees at Company as well as information collected from internal material. Interviews included the CEO, COO and sales organisation of Company. These interviews had an open interview structure to allow discussions regarding the purpose of the project in order to better specify it. Based on these findings and analytical work, the second study was initiated.

The second part of the research process included implementing the Customer Discovery framework at Company. The purpose of this implementation was to identify problems and needs of target customers in order to develop and recommend new business opportunities for Company. This study was conducted through action research methodology and divided into four phases. The first and second phases of the Customer Discovery framework involved stating hypotheses, e-mailing interview invitations, developing an interview template, and conducting first rounds of interviews. The phases resulted in a list of characteristics and features that customers find most important and valuable with the product. Before proceeding to the third and fourth phase of the study, analytical work was done by comparing the findings from different interviews to identify patterns and general opinions. This analysis narrowed the

list to a few of the most essential characteristics and features that correspond to Company’s values.

The third part of the research process consisted of the third and fourth phase of the Customer Discovery framework. This involved revising the interview template in order to have a solution focus and then conducting the second round of interviews. These phases further validated characteristics and features, and concluded in a repeatable and scalable business model for Company. During the fourth phase, an executive summary was formulated and distributed to all former interviewees to further validate the customer problems and solutions. This part ended with the decision whether the business model could be verified or should be pivoted.

Finally, the research process ended with presenting recommendations to Company and summarising academic insights found throughout the process. All data was reviewed a final time and the previous literature study was complemented with additional concepts before completing this part. Furthermore, the research questions were answered and the final recommendations were presented for Company. A summary of the research methodology used for the two studies are presented in Table 2 and will be further explained in the forthcoming sections.

**Table 2 Summary of research methodology used for the two studies**

	<b>Study 1: Pre-Study of Company</b>	<b>Study 2: Customer Discovery Project</b>
<b>Research Approach</b>	Inductive	Inductive
<b>Research Design</b>	Qualitative Research	Qualitative Research
<b>Research Methods</b>	Case Study (interviews + secondary data)	Action Research (interviews)

### **3.2 Study 1: Pre-Study of Company**

The purpose of the first study was to gather information primarily about what the company is currently doing and what it wants to achieve with its business development efforts. By explaining the environment and preconditions of the company, this study was also performed to enable reflections on implementing the second study of Customer Discovery at an

established company. This study used an inductive approach and qualitative research design. The pre-study was conducted as a case study, using interviews and secondary data. This methodology will be described in further detail in the sections below.

### **3.2.1 Research Approach and Design**

As previously presented in Table 2 above, both studies used an inductive research approach. The reason for this is that an overall aim with this research is to build theories rather than to test them. Thus, the research begins with general and vague ideas, which are refined into more precise insights whilst operating inductively (Neuman 2011, p. 70). Furthermore, it is appropriate to use qualitative research design when having an inductive view of the relationship between theory and data, and wanting to understand a topic from the point of view of its participants (Bryman and Bell 2011). Accordingly, a qualitative design is appropriate when the aim is to gather data based on the views of individuals within a given setting. Also, a qualitative research design is used when wanting to observe social interactions and softer issues and when the focus is not on collecting measurable or numerical data (Bryman and Bell 2011). Both studies aimed at answering and providing descriptions of complex processes and practices, which would not have been able to be generated through a quantitative research design.

### **3.2.2 Research Methods**

The first study used the research methods of case study and interviews. A case study is an in-depth empirical investigation of a single instance or setting to explain a phenomenon in context (Bryman and Bell 2011), which is aligned with characteristics of a qualitative research design (Yin 2009) that was previously described. The reason for using a case study was to enable in detail to examine the company's current and target position before developing its business model through Customer Discovery. Since this research topic is relatively unexplored, it is preferable to use a case study to thoroughly comprehend a topic and draw conclusions (Yin 2009). A case study is further appropriate when wanting to alternate between data collection and theoretical work to apply theory (Cepeda and Martin 2005), which was the aim of the first study.

Furthermore, the pre-study also used informal and semi-structured interviews to gather data. Table 3 below presents the number of interviews and role of interviewees. According to Bryman and Bell (2011), semi-structured interviews are appropriate when flexibility is



wanted while also maintaining some structure and focus. Secondary data, such as documents available at Company’s intranet, was also explored and gathered to triangulate and complement data from the interviews. The interviews were sampled using a combination of purposive and snowball sampling. Several interviewees were identified and chosen based on their position and past experience within Company to gain their insight and knowledge of the topic and enabling triangulating of data. Snowball sampling was used when identifying additional interviewees by ending each interview with asking if they could recommend another person with further knowledge within the field.

**Table 3 Summary of interviews during Study 1: Pre-Study of Company**

<b>Role of interviewee</b>	<b>Number of interviews</b>
CEO/Founder	3
COO	3
Key Account Manager #1	2
Key Account Manager #2	2

### **3.3 Study 2: Customer Discovery Project**

The second study aimed at implementing the Customer Discovery framework in order to develop a new business model for Company. This study also used an inductive research approach and qualitative research design. The study will be executed through action research methodology. As follows, the methodology of the second study will be further explained.

#### **3.3.1 Research Approach and Design**

As previously mentioned, the second study also used an inductive approach to enable generating new insights from gathered data by examining identified patterns (Neuman 2011). Similarly to the first study, the second study also used qualitative research design. Bryman and Bell (2011) further advocate that a qualitative design is appropriate when focus of the study is not only the results but also the process itself, which is highly relevant when implementing the Customer Discovery framework. The second study was based on interviewee participants’ perceptions and subjective views, which also promotes using a qualitative approach (Bryman and Bell 2011). A qualitative research design also stresses understanding what the actors performing the Customer Discovery process perceive are the

implications of implementing the process in an established company, which was an essential part of the research and the first study.

### **3.3.2 Research Methods**

The study was implemented using the Customer Discovery framework by following the four phases described in the literature review. Thus, initial hypotheses regarding the business model were stated based on the findings from pre-study. This was followed by the second phase of the Customer Discovery framework, which is to test the problem. As advocated in the Customer Discovery framework, the first round of interviews aimed at identifying customer problems while the second round presented the solution to customers. In the final step, it could be verified that the identified business model could serve as a repeatable and scalable business model based on the interviews.

The interviews were held at the interviewee's office or other facilities of the company during working hours. This provides a familiar environment for the interviewees, which is important when wanting to gather as detailed answers as possible (Bryman and Bell 2011). Telephone interviews were used in exceptions where a personal interview could not be performed due to distant locations. In total, 46 interviews were conducted where 30 interviews were performed in the first part of the study and the remaining 16 were done during the second part. Since Company serves a two-sided market, where customers are compiled of both partner companies and members of the network, the interviews consisted of interviewing target companies as well as students and Young Professionals. The interviewees at the target companies were all HR-managers or held a similar position, thus responsible for employer branding or recruitment activities.

Out of the 46 interviews, 33 were company interviews and 13 were student or Young Professional interviews. The demographics and number of company interviews in each industry vertical are presented in Table 4 below. Similarly, the background and number of student and Young Professional interviews in each group are also presented below in Table 4. The chosen demographics are based on relevant backgrounds for Company, where the companies were selected based on a yearly ranking of the most attractive companies in Sweden that Company conducts among university students. In total, 113 companies were contacted through e-mail invitations, out of which 33 interviews were scheduled and conducted. The e-mail invitation is included in Appendix 1. The students were either

members of the Company network or people with the background that Company is searching for.

**Table 4 Summary of interviews during Study 2: Customer Discovery Project**

<b>Industry Vertical</b>	<b>Number of interviews</b>	<b>Student/YP Background</b>	<b>Number of interviews</b>
Management Consultancy	6	Engineering	4
Engineering and Manufacturing	10	Information Technology	4
Media and Information Technology	6	Finance and Business	5
Banking, Financial Services and Insurance	8		
Legal	3		

Each interview started with a brief background to the research and was then followed by prepared interview templates, which were reviewed and evaluated by supervisors. The interview template was revised before conducting the second round of interviews, since these interviews changed focus from identifying problems to presenting the solution. Both interview templates can be found in Appendix 2. The interviews lasted for 30-60 minutes and were performed by two interviewers. One interviewer asked the questions while the other was observing and taking notes. This arrangement allowed gathering different perspectives of the interview and thus achieving triangulation. Furthermore, the interviews were recorded and summarised in order to enable detailed comparison of the findings from different interviews. The summaries are presented in Appendix 3. A disadvantage with recording is that it can be uncomfortable for the interviewees and therefore limit their answers (Bryman and Bell 2011). However, allowing the interviewees to read and comment on the summary after the interview mitigated this potential risk.

The second study used action research methodology, which means that the researchers and client collaborate to identify a problem and together find an appropriate solution (Bryman and Bell 2011). Accordingly, it is appropriate to use action research when the aim is to link theory and practice to gain insights that would not have been able to gather through observations or interviews. The usage of action research enabled drawing conclusions regarding the practical applicability of the framework, which is difficult to achieve with a case study since it is more focused on describing rather than testing and evaluating a new method. This also helps

mitigate the risk that theories built from cases are too complex (Eisenhardt 1989), since action research allows to test whether the framework is too complicated and identify improvement areas.

Furthermore, the second study was further analysed by providing all the interviewees with an executive summary of the findings. This could further validate the suggested business model and was also the foundation for the last step of the research process that is the academic insight. The analysis consisted of an evaluation where primarily the following three areas were investigated: (1) difficulties that were experienced when applying the framework, (2) how applicable the framework was in practice, and (3) whether the framework produced desirable outcome. By reflecting on these areas when the action research had been completed, improvement areas were identified that could contribute to academia.

### **3.4 Sampling**

Company was chosen as the case company through purposive sampling, which is a non-probability sampling method where the objective is to choose cases that are relevant to the research questions (Bryman and Bell 2011). Purposive sampling is more appropriate than random sampling for this research, since purposive selection allows choosing a company where utilization of customer feedback is very important and relevant. However, Bryman and Bell (2011) also argue that purposive sampling can make it difficult to generalise findings. Though, since the primary objective of the first study is to describe rather than generalise, random sampling would have created an uncertainty of the outcome of the study.

Company was chosen as the case study for several additional reasons. Firstly, the entrepreneurial industry in which the company operates is dynamic and faces constant changes, which creates a need for efficiently developing a business model in order to be able to adapt to new conditions. Secondly, the company is experienced in working with the Customer Development methodology and has well-established processes. This helps gathering an in-depth study with detailed descriptions. Finally, the product that is being investigated is appropriate for Customer Discovery. It has been chosen on the basis declared by Blank and Dorf (2012), which is that the Customer Development framework is not suitable for the development of large and complex products. Thus, Company corresponds well to the research questions and scope of the research.

## **3.5 Quality Criteria of Research Methodology**

There are several different opinions on how qualitative research should be operationalized and evaluated to ensure quality, due to involving research methods with unique features that are very difficult to replicate (Bryman and Bell 2011). Accordingly, there are three types of quality criteria that should be considered when conducting business research: validity, reliability and replication. Therefore, these quality measures have been used when evaluating the research methodology of this thesis. The sections below will describe how these quality criteria have been attained.

### **3.5.1 Validity**

Validity concerns the integrity and trustworthiness of the conclusion drawn in a given research (Bryman and Bell 2011). The authors argue that validity is a complex quality criterion and have therefore divided it into four parts: (1) construct validity, (2) internal validity, (3) external validity, and (4) ecological validity. Firstly, construct validity evaluates whether the used methods actually measure what they are intended to measure. To ensure high construct validity of the study, the error component needs to be minimised by primarily reducing the variability (Neuman 2011). Having only one interviewer consistently asking the questions reduced variability. Also, the interview template was reviewed and evaluated several times before using it on a larger scale in the research. Construct validity also increased by allowing interviewees to review transcripts and the final report before finalising the research. Furthermore, high construct validity will be obtained triangulating the findings using both data and method triangulation. Data triangulation will be achieved for both studies by using data gathering methods of both interviews and secondary data, where the same interview guide will be used for several interviews and these findings will be compared to secondary data such as information provided on the company's intranet and external webpages. Method triangulation will be achieved for the fifth research question since the data and findings for this question are based on both the first and second study. Additionally, research methodology of both studies have been thoroughly described and argued for, which ensures a high level of transparency as well as a high degree of reflection during its formation. This further strengthens the construct validity.

Secondly, internal validity relates to the issue of casualty (Bryman and Bell 2011). In qualitative research design, which both studies are based on, the evaluation concerns if the

observations and insights from the study are aligned with the conclusions drawn. Internal validity was achieved by using respondent validation, which means that the people involved in the study are provided with the research results (Bryman and Bell 2011). This was executed by compiling an executive summary of the findings throughout the interviews and the developed business model. The summary enabled validation and feedback gathering of the customer problems and the offered solution. The feedback was incorporated and used in the final steps of the research process, that is when finalising the business model and compiling academic insights. Additionally to this process, there was weekly feedback meeting with the supervisor at Company.

Thirdly, external validity refers to the generalizability of studies and high external validity is difficult to achieve with qualitative research since it would require the social setting and external circumstances to hold constant (Bryman and Bell 2011). Accordingly, case studies are commonly criticised for their lack of statistical generalizability and transferability. However, Yin (2009) differentiates between statistical and analytical generalization, where analytical generalization compares empirical findings of the case study with previous developed theory. Thus analytical generalization was achieved in this study, which increases the external validity and broadens the applicability of the used framework. Furthermore, some external validity was achieved by having an extensive link with general and well-established theories throughout the development of the business model. Thus, the methodology aims at being generalised to other entrepreneurial companies using Customer Discovery framework, although the findings from the two studies have a lower degree of external validity since they refer to specific situations of one company.

Fourthly and finally, ecological validity refers to whether a study has captured the natural social setting of an organisation or people being studied (Bryman and Bell 2011). The authors explain that the main concern is that an experimental environment has been created that might interfere with results gathered from the study. High ecological validity was obtained by performing the interviews at the interviewee's office, where the environment is familiar eases the feel of the format. There have also been field notes throughout the research process. Lastly, since the project has been carried out at Company during several months, the natural work conditions could be captured and it also provided the possibility for employees to give feedback on interviews and results.

### **3.5.2 Reliability and Replication**

Finally, reliability refers to whether the results of a study are repeatable, which is in particular difficult to achieve in qualitative research (Bryman and Bell 2011). Accordingly, a central issue within reliability is accuracy of the performed study. The authors divide reliability into external and internal reliability when referring to qualitative research. External reliability concerns replication of the research process while internal reliability refers to agreement between researchers involved in the same study. Thus, the criterion of replication is closely related to reliability and will therefore be discussed in the same section. The difference between the two criteria is that replication has more focus on being able to repeat the study itself rather than results obtained (Bryman and Bell 2011).

Internal reliability has been achieved by the researchers having close interaction and collaboration throughout the research process. There have been continuous discussions after every interview to ensure that findings and reflections are aligned and consistent. External reliability and replication has been attained by thoroughly documenting and describing observations and methodology. However, it is difficult to achieve high external reliability and replication for the second study due to the nature of action research. Reliability for the action research is moderate since it is performed in a highly changing environment, where it would be difficult to evaluate customer feedback acquired with the same people without them being affected by previous outcome. However, providing thorough descriptions of methods used and the research process will ensure some reliability, as well as presenting the interview guides.

# 4 Empirical Results

*The following chapter presents the findings from the two studies, i.e. the pre-study of Company and the Customer Discovery implementation. Firstly, the pre-study of Company includes an overview of the organisation and its current business model as well as its strategic objectives. Secondly, the Customer Discovery project covers the identified customer problems and the validated solution.*

## 4.1 Study 1: Pre-Study of Company

The purpose of conducting a pre-study of Company is to gain a better understanding of the organisation and its strategic objectives to be able to identify business opportunities that are relevant and useful for Company. This data has been collected through a case study and informal interviews with employees at Company. The results are presented in the sections below, which contain a presentation of the organisation, the current product portfolio, the strategic objectives and the stakeholders of Company.

### 4.1.1 Organisation

Company Sverige was founded in 1997 by Lars-Henrik Friis Molin, with the business concept of connecting particularly talented individuals with the most attractive employers. The company consists of two talent networks, which are called Company 100 and Company Pro. The Company 100 network involves students while Company Pro focuses on Young Professionals. The idea is to connect the members of the networks with Company's partner companies. The business concept is illustrated by Company in Figure 11 below. Thus, Company has a two-sided market consisting of members and partner companies. On the one hand, Company attracts members by offering unique career advantages of networking with some of the most attractive employers in Sweden as well as with other talents and ambitious people. On the other hand, Company helps its partner companies to attract, recruit and develop talents, resulting in making companies and organisations even more talented. Company's vision is "to be the primary operator in the talent market and to help companies and organisations reach higher levels of profitability through retaining the foremost top talent in Sweden".



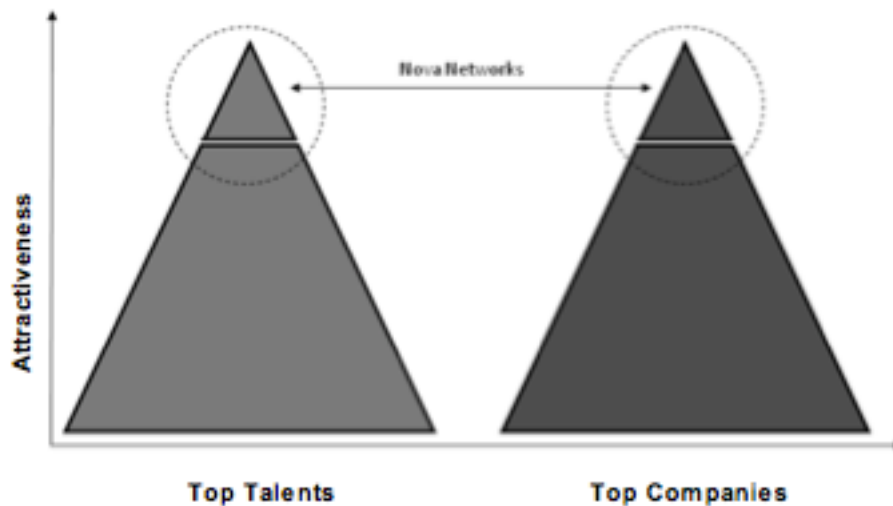


Figure 11 Company's business concept (Nova100 2014)

Today, the Company 100 network consists of approximately 750 students while the Company Pro network consists of approximately 6 000 Young Professionals. The majority of members have a background within engineering, business or law. Company Sverige has a total of 10 employees and is a part of Company Networks, which also includes sister companies in Norway and Denmark. The entire Company Networks are a part of the U Group, which consists of Universum Global, Universum Sverige and Studentkortet. Lars-Henrik Friis Molin remains majority owner of the U Group and serves as an active chairman for both the U Group and Company Sverige.

As follows, Company differs from traditional recruitment and employer branding companies by only focusing on their two talent networks and not publically targeting a wide group of people. Thus, a primary difference is Company's two-step sourcing model, which means that students and Young Professionals first apply for becoming members in respective network before directly applying for job opportunities or recruitment activities. In order to decide if a potential member is considered a talent, Company screens and assesses candidates based on possessing a combination of three criteria defined as: (1) *Academic Quotation (AQ)* – strong academic merits, (2) *Business Quotation (BQ)* – high drive and energy level, and (3) *Emotional Quotation (EQ)* – clear social maturity as well as humble image. Company stresses that a key selling point for them and differentiator from competitors is that they know their members by person and that they sell high quality networking through personal meetings between members and partner companies.

As previously described, Company has a two-sided market consisting of members and partner companies. To maintain relevant and competitive, it is essential for Company to offer and provide value to its members. Thus, members will indirectly decide what companies Company can partner with depending on their current or potential interest for different companies. Currently, Company works with some of the most well-known and largest companies active in Sweden. These companies are summarised and illustrated in Figure 12 below. At the same time, Company is very dependent on satisfied these partner companies since they are the ones providing all revenue streams. Therefore, it is crucial for Company to satisfy both sides of their market and have an equal balance between both customer groups.



Figure 12 Company’s partner companies (Nova 2014)

Furthermore, since Company is an established business that has been active for several years, it has existing stakeholders with certain expectations and interests. The different stakeholders can be divided into two primary groups of internal and external stakeholders. The internal stakeholders consist of the owner as well as the staff of the existing organisation, whereas the primary external stakeholders are the partner companies and the members of the network. The owner and acting chairman, is very active and highly involved in the business and its operations. He also has a strong vision of what he wants to achieve with the organisation in the future. Simultaneously, the existing organisation and its employees have certain competencies related to the field that Company is active in, which gives them strong interest in not completely changing the activities that they are currently performing. Further, Company’s existing customers in terms of partner companies and network members have different expectations on quality and value proposition of the product portfolio that need to be taken into consideration.

## 4.1.2 Current Product Portfolio

Company realises its business concept by offering a product portfolio consisting of three primary services. These three services are as follows: (1) *Attract* - Organising recruitment and employer branding events, (2) *Recruit* – Performing recruitment services, and (3) *Retain* – Arranging development programs. The product portfolio is illustrated in Figure 13 to the right and will be further described below. These services are also two-sided and thus offered to both of Company's target groups, i.e.

members as well as partner companies.

However, the companies are the only paying customer group. Both attract and recruit services have a payment model combining a fixed and variable part. The variable part is usually referred to as the success fee, which is applicable if the purchasing customer decides to recruit

an event attendee or a suggested

candidate.

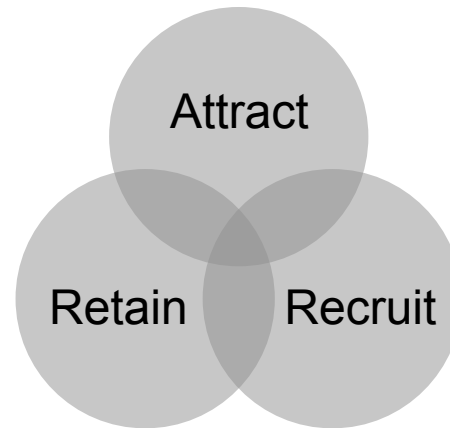


Figure 13 Company's product portfolio

Firstly, the service of attract primarily consists of offering different kinds of recruitment and employer branding events, where companies meet Company members that have either been pre-screened to match the company profile or simply were the first ones to sign up. This kind of event, where the company hosts the event on its own premises, is the most common type of event that Company offers. However, a challenge for Company has been that these events have a lack of standardisation and have varied widely in terms of activities and degree in which Company has been involved in preparation. Though, Company also organises more standardised and regular events every year, which are called Company Forum and Breakfast clubs. Company Forum is similar to a career fair, where several partner companies are invited as well as close to 200 members, focusing on both recruitment and employer branding. During Company Forum, each company meets three groups of members for 90 minutes workshops, which companies are free to design on their own with support from Company. Company Forum is organised separately twice a year for both Company 100 and Company Pro networks. Breakfast clubs are events where partner companies decide a topic relevant for their organisation to present during a casual breakfast setting. This event form is only targeted

to the Company Pro network and is primarily an employer branding event focusing on spreading awareness about the company. For all of the above-mentioned events, Company coaches the company during preparation and participates as an observer during the event to follow up with qualitative feedback afterwards. In addition to these events, the attract service also offers partner companies to communicate with members by sending them e-mails or posting on the Company website.

Secondly, Company can also assist companies during recruiting processes. The offer includes performing traditional recruitment activities such as establishing the candidate profile, creating the job ad, advertising and communicating the job position to the network, screening applicants and finally performing the interviews before suggesting candidates to the customer. The recruit service primarily focuses on graduates and Young Professionals, that is candidates with approximately two years of work experience. Company is slightly reluctant to offer recruit services due to the relatively low revenue for junior recruitment and the time constraints as well as the inherent risk of not finding an appropriate candidate during the given time frame or being responsible for a wrong recruitment.

Thirdly and finally, the service of retain refers to a development program that Company offers to members and non-members. For several years, Company has offered and conducted a development program for young leaders called Talangakademin. The development program focuses on leadership and work life balance. Company advertises the program through the network and its website, as mentioned accepting applications from both members and non-members. The idea is to have individuals participating in the program and have their respective companies paying for the participation in the development program.

### **4.1.3 Strategic Objectives**

Company's business development efforts are based on a couple of strategic objectives. Primarily, Company is interested in identifying business opportunities that can create a product portfolio with increased repeatability and scalability than the current product portfolio described in section *4.1.2 Current Product Portfolio* above. Company employees have expressed that the current product portfolio has involved some challenges regarding repeatability and scalability. As previously described, Company explains that the challenge within the attract service is the lack of event standardisation or repeatability, which makes it difficult for Company to deliver on time and budget. In alignment, employees also express

that organising these events therefore are relatively time consuming and resource intensive. Additionally, the attract service also involves restraints on the Company organisation due to restrictions in number of attendances and time slots available for arranging events.

Company also expresses that there is a need to be able to sell to more customers and be less dependent on a few customers that is they want to increase the scalability of their business model. In alignment, Company aims to offer a product portfolio that provides more recurring and continuous revenues to increase cash flow balance. Today, all products in the product portfolio can be considered to be relatively extensive to sell and Company finds it important to be able to offer a wider range of products to lower the entry barriers for customers. Additional difficulties with the attract and recruit services are that cash flows are relatively dependent on specific recruitment seasons, which causes discontinuous revenue streams. Thus, a strategic objective for Company is to offer more low-priced products while still maintaining good margins. This would allow Company to widen the number of potential customers, which are currently limited to companies with relatively large budget for recruitment and employer branding efforts. However, they want to achieve this by still focusing on their core strength of concentrating on talent networking and offering personal meetings.

Furthermore, a strategic objective for Company is also to become more resource efficient and to not be a bottleneck during the provided services. Similarly to attract services, the recruit and retain services are also resource intensive. Recruit services also contain some inherent risk for Company if the provided candidates are not satisfactory or if there are too few applicants for an advertised position. Only a small fraction of the recruitment fee is paid upfront while the rest is paid if the company hires the suggested candidate. This is a substantial risk for the organisation since the majority of the time and resources spent on delivering the service is occurring prior to the hiring decision.

## **4.2 Study 2: Customer Discovery Project**

The Customer Discovery project aimed at identifying customer problems, developing a satisfying solution and thereafter validating the solution offered by Company. Since Company serves a two-sided market of partner companies and network members, both target groups were interviewed during two sets of interviews. Thus, the forthcoming sections will describe the findings regarding problem identification and solution validation.

## 4.2.1 Problem Identification

The first set of interviews identified customer problems among companies as well as students and Young Professionals. All interviews were summarised and thereafter the most commonly expressed problems and needs could be identified. These findings are illustrated and summarised in Table 5, and will be further presented below. The table indicates the three most common and severe problems expressed by both groups. Furthermore, additional problems will be summarised and presented.

**Table 5 Summary of problems identified among companies as well as students and Young Professionals**

<b>Companies</b>	<b>Students and Young Professionals</b>
<b>Problem #1:</b> Undeveloped networks among Young Professionals and difficulties recruiting for very specific positions	<b>Problem #1:</b> Unclearly and discouragingly formulated job ads aggravates writing a cover letter
<b>Problem #2:</b> Insufficient communication to target groups during recruitment promotion and difficulties recruiting in a highly competitive environment	<b>Problem #2:</b> Difficult gaining personal contact with a potential employer and recognising smaller and unknown companies as potential employers
<b>Problem #3:</b> Resource inefficient recruitment processes	<b>Problem #3:</b> Time consuming recruitment processes and frustrating when not receiving any feedback from the process

### 4.2.1.1 Companies

The first rounds of company interviews concluded in identifying three main customer problems among companies: (1) Undeveloped networks among Young Professionals and difficulties recruiting for very specific positions, (2) Insufficient communication to target groups during recruitment promotion and difficulties recruiting in a highly competitive environment, and (3) Resource inefficient recruitment processes. These problems will be further elaborated on below as well as additional common problems expressed during the interviews.

#### ***Problem #1: Undeveloped networks among Young Professionals and difficulties recruiting for very specific positions***

The interviews indicate the most common problem among companies appears when a company needs to recruit outside of the usual target group. In other words, companies generally fill their basic recruitment needs but struggle when other needs appear. For example, nearly all companies expressed that they experience the problem of not finding

qualified people when recruiting among Young Professionals or when recruiting for positions that require specific and uncommon qualifications. Regarding the Young Professional segment, many companies believe that they are not able to reach the segment since they do not have as established networks among these groups as they do with for example students. As expressed by an HR-manager: *“We know where we can find students and graduates, but we have no idea how to find and attract people that already have a couple of years of working experience”*. Consequently, this makes it difficult for these companies to communicate what they have to offer and who they are looking for within this segment.

Furthermore, it is also common to have the same problem among senior position recruitment. In this segment, it is very difficult to recruit efficiently if there is not a strong internal network that delivers referral recruitments. Thus, senior recruitment becomes a severe problem when a company lacks this kind of a network. In alignment, a recruitment coordinator explicitly mentioned: *“I wish that we could be provided with a network of seniors”*. Similarly to the previously mentioned difficulties of recruiting Young Professionals and seniors, this problem also appears when recruiting for uncommon positions that require expert knowledge within a specific field. This is especially the case for companies within the verticals of technology and heavy industry. Overall, there is also a severe deficiency in recruiting within IT. Several interviewees have expressed that a consequence of this problem is that the recruitment processes become very resource demanding and time consuming. In some cases, companies have had to hire people without the right qualifications and then educated them internally, which becomes very expensive for the company.

***Problem #2: Insufficient communication to target groups during recruitment promotion and difficulties recruiting in a highly competitive environment***

The second problem is identified to be nearly as common and severe as the first problem, which is that many companies experience that they are not sufficiently communicating with their target groups and especially not successfully communicating how they differ from their competitors. Several companies express that their greatest challenge is to know how to optimally direct their resources to attract and recruit qualified candidates. Many interviewees shared this statement made by an HR-manager: *“We need to find more resource efficient channels to reach our target groups and become more accurate in our recruitment efforts”*. Thus, the main issue is that many companies experience that they do not know what recruitment forums they should participate in or what channels they should use to attract

target groups in the most optimal way. For example, there is a consensus that recruitment forums such as career fair days are “*like searching for a needle in a haystack*”. However, although many HR-managers would prefer not to attend, they also believe that it is a major risk to not be present since career fair days are important for exposure and promotion. Some companies also do not have the time or knowledge to arrange their own recruitment events. Therefore, many companies still attend these forums since HR finds it difficult to know what recruitment activities they can replace them with. Thus, the problem of improving recruitment accuracy remains.

Furthermore, companies also express that they need to be clearer in their current communication channels and mainly be clearer in job ads in order for target groups to understand what the company is looking for and what it has to offer. Unclear job ads have led to many candidates not knowing what position they should apply for and instead applying through a general open vacancy process. However, most companies have no processes for handling these applications and thus it is very rare that anyone screens them. Similarly, very many interviewees experienced that their company needs to improve their communication due to high competition of top talented candidates. They state that is very important to be “*top of mind*” in this group of very desired candidates. This was especially stressed by law firms, which find it very difficult to communicate what separates them from competitors. Moreover, a couple of companies expressed that they receive applications from very similar type of candidates and that they need to increase their diversity.

### ***Problem #3: Resource inefficient recruitment processes***

The third and final main customer problem is identified to be that many companies have resource inefficient recruitment processes. This problem primarily refers to the part of the recruitment process of once the application period has been closed and screening begins. Several companies express that they want to become more accurate at selecting the best candidates from the large sample of applications. Companies want to find qualified candidates that are genuinely interested in their company and the position they are applying for. However, all interviewees agree that this process is very difficult and time consuming. As stated by an HR-manager: “*It usually takes very long time to identify a talent that is the right person at the right place*”. Some companies have considered adding steps to their recruitment processes to become more accurate, although this would further increase the lead-time of the



process and they also do not know what steps to add for gaining improved selection. These resource inefficient processes become a heightened problem when a company is in need of an urgent recruitment due to unpredicted recruitment needs. In these cases, it becomes even more difficult to do an accurate recruitment and to find a talent.

### ***Additional Problems***

The previous sections have presented the three most common customer problems expressed by companies. Besides these problems, there have been additional problems stated by some companies that will be summarised in this section. First another very common problem, mentioned by nearly all companies, is that they have retention difficulties. That is, companies do not have sufficient processes for retaining employees or communicating career development possibilities, which leads to people leaving the company earlier than the company would have wanted. This problem has not been described more thoroughly since it is outside the scope of recruitment and Company. Furthermore, another common problem among companies with head quarters outside of Stockholm is that they do not have as many candidates to choose from and it is very rare that they can compete about the most qualified or talented candidates. At times, their location therefore becomes a barrier for recruiting and it can take very long time before they are able to fill a vacancy. Moreover, a couple of companies have stated that they have problems with headhunting services, either that they are too expensive or that they have had bad experiences with suppliers.

#### **4.2.1.1 Students and Young Professionals**

The most common and severe problems among students and Young Professionals are the following: (1) Unclearly and discouragingly formulated job ads aggravates writing a cover letter, (2) Difficult gaining personal contact with a potential employer and recognising smaller and unknown companies as potential employers, and (3) Time consuming recruitment processes and frustrating when not receiving any feedback from the process.

##### ***Problem #1: Unclearly and discouragingly formulated job ads aggravates writing a cover letter and applying for a job***

Nearly all interviewees agreed that job ads are generally unclearly and discouragingly formulated. The main issue appears to be that it is very difficult to understand what a company is actually looking for through a job ad. A student explains it as follows: “*Most job*

*ads include very generic descriptions of what type of candidates they are searching for. It makes it difficult for me to read between the lines to know if I am qualified for the job or even if it interests me".* Many interviewees shared this opinion and also expressed that it is difficult to differentiate between different job ads and positions offered. In alignment, interviewees also stressed that most times they cannot tell whether they are over- or under qualified for a position based on a job ad. Furthermore, there was a consensus among interviewees that most job ads are discouraging since the candidate qualifications section is very comprehensive and many interviewees explain that they do not apply since they rarely believe they have all qualifications stated.

As a consequence of these jobs add issues, many interviewees state that they aggravate writing a cover letter and applying for the job. Although, all interviewees stress that writing a cover letter is a main obstacle in itself and at times prevents them from applying. Many state that writing a cover letter is the most difficult and frustrating part of the entire recruitment process. The difficult and frustrating part is to find a balance between highlighting your best sides while at the same time not appear as arrogant. Furthermore, much prior research and networking is needed to write a strong cover letter, which is very time consuming.

***Problem #2: Difficult gaining personal contact with a potential employer and recognising smaller and unknown companies as potential employers***

Most students also expressed that a main problem for them is to gain a personal contact or impression of a potential employer. It requires a lot of contact and networking with a company to recognise their company culture and to know whether it fits with oneself. Further, many interviewees rely and depend on their own personal network to better comprehend what industries and companies that are interesting and would be a good fit for them. Thus, personal contact is essential when considering potential employers and several interviewees state that it is very unlikely that they would apply for a job if they have not had any previous contact with anyone from the company. In alignment, a Young Professional stated: *"Without any personal contact, it is close to impossible to know how companies are outside of their logos and branding"*.

Furthermore, it appears to be particularly difficult to gain personal contact with companies outside the business areas of finance and management consulting. Generally, other companies appear to not be as aggressive in their recruitment efforts in terms of arranging events and

having an open communication with target groups. Thus, this customer segment finds it difficult to know what other possibilities there are outside of the companies with strong employer branding. Several students and Young Professionals stated that there are numerous companies that they are not aware of but that they would probably be interested in if they knew about them. Though, it is difficult to know how to find these companies and establish contact with them. Similarly, a student stated: *“Companies need to become better at promoting more than one or two vacant positions”*. Several interviewees agreed with this statement and would like to be informed about more available positions than the usual trainee programs.

### ***Problem #3: Time consuming recruitment processes and frustrating when not receiving any feedback from the process***

Another very commonly expressed problem among students and Young Professionals is that they overall find the recruitment process very time consuming and specifically frustrating when not receiving any feedback from the process. Further, it is also frustrating when sending an application and not receiving any response at all from the company. Though, the most frustrating part is not knowing how far along one is in a process or when the next step will be. Several interviewees claim that there is only structured recruitment process when applying for trainee or management consulting positions, *“(...) otherwise you have to know someone at the company”*. Thus, many state that they do not even know where they would begin searching for other types of jobs. Moreover, several students and Young Professionals find recruitment processes time consuming since interviews require a lot of preparation. Some also feel that many interview tests and cases are unfair since the results primarily depend on the amount of preparation time and not on how qualified a candidate actually is.

### ***Additional Problems***

Another very commonly expressed problem among students and Young Professionals is that they overall find it difficult to know and are uncertain of where they would like to work and what kind of job they would prefer. Similarly to the second problem of not gaining personal contact with potential employers, this concern comes from not having sufficient knowledge of different companies or positions. Furthermore, most students state that they do not like career fair days at universities. The reason for this is mainly that they do not find that there are any job opportunities offered through these forums. Another reason is that they experience that are

mostly HR employees representing the companies, while students would rather meet employees with similar backgrounds as themselves.

## **4.2.2 Solution Validation**

The second round of interviews aimed at validating the proposed solution. The solution and its development will be explained in detail in Chapter 5 Analysis, though the following three main concepts of the solution are summarised in Table 6 below: (1) Pre-screened and customised network within the Company network, (2) Referral recruitment based on the personal networks of members, and (3) Exposure and access to the entire Company network. The sections below will present the findings from the validation process, which includes feedback and confirmation of the solution from both customer segments, i.e. companies as well as students and Young Professionals.

**Table 6 Summary of the proposed solution concepts**

### **SOLUTION CONCEPTS**

**Concept #1:** Pre-screened and customised network within the Company network

**Concept #2:** Referral recruitment based on the personal networks of members

**Concept #3:** Exposure and access to the entire Company network

#### **4.2.2.1 Companies**

Overall, the companies validated the solution and gave very positive feedback to all three concepts. All companies were particularly positive to having three separate concepts, where the customer is able to decide which concepts they want to buy depending on their current and future needs. Further, they also appreciated that the customer could decide to what extent they want to participate in the development and design of the concepts. This validation process also gave empirical findings that contributed to a foundation for a re-segmentation, which will be further discussed in *5.2 Priority of Business Opportunities*.

All companies were very positive to the first solution concept of having a pre-screened and customised network within the Company network. Some companies stated that it is precisely what they need since it would solve their problems of finding candidates that are specifically interested in working for their company. Further, it would help them to establish more personal contact with candidates and build long-term relationships. One company states: *“It would be very interesting for us to have this kind of focus group, where we could have more personal contact with candidates and build long-term relationships”*. Another company stated that they believe that it will become standard for all companies and HR to work similarly to this concept in a couple of years, since it is becoming all more crucial to recruit the right people. They argue that it would save them a lot of time during the recruitment process and thus enable them to focus on other priorities.

Most companies state that they would use the network when inviting to events or during recruitment needs. However, there are different opinions on to what extent companies want to participate in the customising and designing of the network. There are companies that would prefer to not participate at all and trust Company to screen and find a suitable pool of people based on the company’s criteria. They would also prefer to not administrate the network and are thus interested in outsourcing most of the screening and administration to Company. These companies often have past experience of working with Company and believe that most members would potentially be a good fit with their company. Other companies are very interested in being very involved in the process of customising and designing of the network and its portal.

Moreover, some companies have specific needs and as described in the *Problem Identification* section, they would want to have networks consisting of target groups that they have problems reaching, for example Young Professionals or IT candidates. There is also an interest among some companies in including students that have a couple of years left to graduation to be able to build long-term relationships with them. Furthermore, some companies would want all employees to have access to this kind of network and its portal while others would prefer only having employees involved in the recruitment activities. The objections to this solution concept mainly concerned pricing and cost priorities. Some companies do not have HR budgets that allow any major investments and would therefore attempt to develop these types of networks themselves. Also, some would need to prioritise internal HR process before they could motivate an investment in this solution companies.

Other companies that are situated in smaller Swedish cities argued that they already have similar networks in these cities and would have difficulties establishing contact with Company members due to their location.

Furthermore, there was also a consensus among the companies that the second solution concept of referral recruitment based on the personal network of members would be very valuable. Most companies already work or want to work internally with referral recruitment and find it beneficial to also be able to use the recommendations of members. It could particularly help them when they have difficulties recruiting a certain position or need a fast recruitment. However, some companies questioned whether members would recommend their acquaintances since it would result in increased competition for them if applying for jobs at the company. Referral recruitment is considered to be efficient since one would only recommend qualified people.

Finally, the companies agreed that it is important to keep the option of having exposure and access to the entire Company network. It is primarily valuable for companies that are working on improving their employer branding and want to be exposed to a broader target group. Although, it is important the profiles of remaining members are also interesting and potential candidates for the company. Similarly to the first solution concept, some companies would prefer to not having to participate in any administration.

#### **4.2.2.2 Students and Young Professionals**

Similarly to the companies, this segment was also very positive to all three concepts of the solution and validated that it to a great extent could solve their previously stated problems. Firstly, all of the interviewees were very interested in the first concept of being closely connected with a couple of companies that are particularly relevant for them. During this validation process, a central feedback area was to understand whom in the company organisation that this segment would like to be connected to. All interviewees agreed that they would mainly be interested in being connected with employees that are newly graduated. As followed, the reasons for this is described by a student: *“Graduates can relate to my interests and concerns as a student since they recently had their own recruitment processes and can give a more credible view of the company”*. Even though all interviewees shared this opinion, some also stressed that they would be interested in being connected with both junior and senior employees, since it gives a broader perception of a company’s culture. Another

commonly expressed opinion was to not only include HR in this network, but as previously described the most valuable part of this concept is to be connected with recently employed people.

Secondly, feedback regarding referral recruitment was mainly positive. Several interviewees described that they believe that it leads to an efficient recruitment process since they trust their acquaintances to recognise what jobs that would be good fit for them. Furthermore, since they already work at the company or have had extensive contact with the company, they have a better understanding of the company culture and what the job position involves, which they can communicate to the one being recommended to assure a better fit. For the same reasons, many interviewees state that when searching or applying for a job they would first contact their professional and social network to identify new opportunities. Overall, there is a consensus in this segment that it is important to have a broad network when searching or applying for jobs.

Thirdly and finally, interviewees also stress that is important to still have access to the entire network even if there is a focus on customised networks. The reason for this is primarily that this segment wants to maintain the opportunity of networking with a number of companies in several industry verticals. They also prefer networking by visiting the company's office and having a company presentation combined with a case activity and more relaxed socialising. All interviewees stress the importance to include relaxed socialising during events since it facilitates achieving personal contact with the company. Furthermore, students stress that it is important to have access to the entire Nota network since it enables them to network with companies that they previously had no contact with or did not even know existed. Many members consider this to be one of the most valuable benefits of the membership.

# 5 Analysis

*This chapter covers the analysis of identifying and market segmenting business opportunities based on the two studies previously described. The first section describes how the needs of the target segments have identified new business opportunities. The second section explains how these business opportunities will be prioritised based on a market segmentation of customers. This analysis also relates to the literature review and concepts previously described.*

## 5.1 Identified Business Opportunities

Several business opportunities have been identified throughout the project. Based on the relevance and usefulness for Company and the needs of target customers, three solution concepts have been identified. The relevance and usefulness of Company was investigated and determined in the first study while the needs of target customers were identified in the second study. The problems identified among target customers are summarised in Table 7 below.

**Table 7 Summary of problems identified among companies as well as students and Young Professionals**

<b>Companies</b>	<b>Students and Young Professionals</b>
<b>Problem #1:</b> Undeveloped networks among Young Professionals and difficulties recruiting for very specific positions	<b>Problem #1:</b> Unclearly and discouragingly formulated job ads aggravates writing a cover letter
<b>Problem #2:</b> Insufficient communication to target groups during recruitment promotion and difficulties recruiting in a highly competitive environment	<b>Problem #2:</b> Difficult gaining personal contact with a potential employer and recognising smaller and unknown companies as potential employers
<b>Problem #3:</b> Resource inefficient recruitment processes	<b>Problem #3:</b> Time consuming recruitment processes and frustrating when not receiving any feedback from the process

The three proposed solution concepts are summarised in Table 8 below and are as followed: (1) Pre-screened and customised network within the Company network, (2) Referral recruitment based on the personal networks of members, and (3) Exposure and access to the entire Company network. The sections below will present the findings from the validation process, which includes feedback and confirmation of the solution from both customer segments, i.e. companies as well as students and Young Professionals. These solution concepts will be further described in the forthcoming sections.



**Table 8 Summary of the proposed solution concepts**

## **SOLUTION CONCEPTS**

**Concept #1:** Pre-screened and customised network within the Company network

**Concept #2:** Referral recruitment based on the personal networks of members

**Concept #3:** Exposure and access to the entire Company network

### **5.1.1 Pre-screened and Customised Network**

The first solution concept consists of a pre-screened and customised network within the Company network. The idea is that members of Company can apply to join networks of partner companies that they are particularly interested in establishing closer contact with. Company will then screen the candidates' profiles and compare them to the target group and qualifications that the partner company is searching for. A number of candidates will be selected based on the requests of the company and these candidates will be invited to join the company's network. The purpose of this network within the Company network is to enable companies and members to establish closer and more personal contact as well as to build long-term relationships, by enabling them to easier communicate and meet each other. The network will allow communication by offering a portal where both sides can contact each other. Through the portal, companies will also be able to invite the members to events and track individual candidates through their profiles. Additionally, companies can directly recruit candidates from this pool when having available job positions.

This solution concept is founded on Company's core strength, which is to find talents and connect them with some of the most attractive companies in Sweden. By earlier connecting the two sides and enabling direct communication between them, Company offers them to create and build relationships without being an intermediary that slows down the process. Furthermore, this solution concept makes it possible for Company to develop its pricing strategy and gain more continuity in its revenue streams. Achieving continuity in revenue streams was one of Company's main strategic objectives and was also stressed by Osterwalder and Pigneur (2010) as central when developing a repeatable and scalable

business model. Instead of only gaining revenue when organising an event or directly recruiting members to partner companies, this solution enables Company to have more a repeatable and scalable business model by for example charging a monthly fee for the customised network.

Furthermore, this concept aims at solving all three main company problems stated in Table 5 above, which were identified by implementing the Customer Discovery framework by Blank and Dorf (2012). Firstly, it enables companies to develop networks outside their usual target groups in which they have a growing recruitment need. This is achieved by allowing companies to customise their networks and decide the profiles of members. Secondly, it meets the problem of insufficient communication to target groups since the network enables companies to easier and directly contact their members. Companies can decide when and how they want to contact their members by messaging, inviting to events or direct recruitment. Thus, they are in control of the communication, which gives them an advantage over competitors by building personal and long-term relationships with talents. Thirdly and finally, this concept makes recruitment processes more efficient since the members are pre-screened and customised after the individual needs of the company. Also, by having closer relationships to these members, companies can easier and faster identify candidates that are qualified and genuinely interested in the company.

From the perspective of students and Young Professionals, this solution primarily aims at solving the second problem of gaining more personal contact with potential companies and building relationships with companies that have been unknown for them. Above all, the network gives students and Young Professionals the possibility to have personal contact with company representatives and gain their own impression of the company. As previously mentioned, not having this contact with potential employers was one of the most commonly expressed problems by students and Young Professionals. As a member of this kind of customised network, students and Young Professionals are given an exclusive opportunity to network and build relationships with potential employers. This gives them a better perspective of what kind of company and job that would suit them as well as an advantage over other candidates.

## **5.1.2 Referral Recruitment**

The second solution concept of referral recruitment based on the personal network of members aims at being an extension to the first concept of customised networks within the Company network. The idea is that the members of the customised networks can recommend their acquaintances to join the network or recommend them for available job positions posted through the network portal. This concept is based on the notion that people only recommend others that they believe in and find suitable for the occasion. Similarly to the first concept, Company will screen these candidates and determine whether they are suitable for the network or the job position.

This concept is aligned with Company's central value and business idea of great people knowing other great people. By identifying talents and then encouraging them to recommend other potential talents, Company can continue to grow and expand its network and offer. One of the strengths with referral recruitment is that the people being recommended generally share the mentality and culture of helping one's peers that is endorsed by Company as well as their partner companies. Further, this concept enables an additional revenue stream for Company by charging for successful recruitments.

The referral recruitment concept aims at complementing and additionally assuring to solve the previously described company problems. By having access to personal networks of members, companies can receive help in finding qualified candidates for very specific positions or when they quickly need to recruit for a vacant position. As previously described, these advantages were some of the main issues for the interviewed companies. Further, it also addresses the issue of recruiting in a highly competitive environment, since students and Young Professionals have expressed that they would all strongly trust recommendations from friends and also interpret a recommendation as a quality stamp of the company's employer branding.

Moreover, this concept addresses some of the most important problems expressed by students and Young Professionals. Referral recruitment allows this group both to come in contact with Company, if they previously were not members themselves, as well as companies that their friends believe would be a good fit for them. This primarily concerns the issue of gaining more personal contact with potential employers and recognising smaller and unknown companies as potential employers. Furthermore, referral recruitment makes it easier for

candidates to better understand which profiles the company is looking for and whether that suits them since they can discuss it with the person who recommended them.

### **5.1.3 Exposure and Access to Entire Company Network**

The third and final solution concept consists of maintaining exposure and access to the entire Company network for both customer groups, i.e. partner companies as well as members. This includes allowing partner companies to post vacant job positions on a joint job board available for all Company members, that is 750 students and 6 000 Young Professionals. It also includes continuing organising Company's largest recruitment events such as Company Forum twice a year. In some cases it could also be relevant to assist companies in recruitment processes and be involved in more steps than only the initial screening of candidates.

The reason to still offer exposure and access to the entire Company network is that it is considered as hygiene factors by existing customers and has also been validated to add value for potential customers. Thus, this concept is still very relevant for Company since these services are some of the company's core strengths and very important to its existing customers. Furthermore, the concept is also important for attracting new customers since Company can offer parts of its value proposition to different customers. This will be further discussed in section *5.2 Priority of Business Opportunities*.

This solution concept is particularly important for companies experiencing problems with exposure and employer branding. As previously mentioned, several interviewees described that even though they primarily want to redirect their recruitment and employer branding efforts to focus on their target groups, it is still important that they have extensive exposure and are recognised for their employer brand. Companies further confirmed this during the validation process, which expressed that the first and second concept would be very valuable when recruiting among target groups that they are not reaching today. However, this concept was still considered to be very important to offer when working on attracting and recruiting among target groups where they have more established employer brand in order to remain top of mind among this group. Additionally, it adds value by offering increased exposure among the entire Company network, which enables members to find and recognise partner companies and what they have to offer.

Finally, this solution concept is also important to include from the perspective of students and Young Professional. It addresses the problem of becoming aware of potential employers that previously were relevantly or completely unknown to them. Furthermore, having Company still involved to some extent in recruitment processes quality assures that job ads provided through the network are clearly formulated and that application processes are completed as fast as possible while also providing feedback to candidates throughout the process.

## **5.2 Market Segmentation of Business Opportunities**

The above identified business opportunities need to be prioritised and market segmented differently based on Company's different customers. As described in the literature review, companies have different levels of readiness to try new products as well as different problems they need to be solved. As an established company, Company also needs to take their existing customers into consideration in order to maximise their value as well as preventing cannibalisation. Thus, the market segmentation of the three solution concepts will be suggested in order to present recommendations for a more repeatable and scalable business model to Company. First, as previously argued by several scholars (Rogers 1962, Moore 2002, Blank and Dorf 2012), Company quickly needs to identify its early adopters or earlyvangelists that are willing to buy the products and become reference to a broader majority of customers. These potential earlyvangelists can be identified through the interviews performed during Customer Discovery or based on prior customers where close relationships have been established.

The reason for dividing the solution into three concepts is to enable Company to prioritise between the different business opportunities to offer its customers tailored solutions based on their needs. As previously identified from the empirical findings, the needs and problems of companies differ depending on how established their employer branding and recruitment process are. For example, some companies need broader exposure and more well established employer brand while other request closer and more long-term relationships with potential employees. Also, some companies prefer if Company helps them with organising events while Company becomes a bottleneck for others since they are able to arrange them themselves. Thus, customers should be able to buy and combine Company services and tailor their solutions based on their individual needs. Similarly, Company needs to adapt and segment different concepts depending on different companies as previously argued by Hutt and Speh (2013). The relevance and usefulness of different business opportunities have

previously been described in the different concept sections in *5.1 Identified Business Opportunities*.

Furthermore, these three solution concepts enable Company to change their pricing strategy and achieve more continuous revenue streams, which was a major strategic objective described in *4.1.3 Strategic Objectives*. All three concepts, though particularly the first concept, allows regular and continuous revenue streams by charging a monthly fee for the services. For example, customers would pay a monthly fee for their pre-screened network depending on how many members they want to include in their network. Additionally, Company would charge for enabling referral recruitment or access to the entire Company network. It also allows customers to only buy the services that they need. Thus, the identified business opportunities generate a repeatable product portfolio.

Another reason for offering three solution concepts is to simply for customers that are not very familiar with Company or its services to become interested in becoming one of Company's partner companies. The idea is that the identified business opportunities could be offered as a trial without generating additional costs. This allows Company to lower entry barriers for customers and broaden its market to not only rely on a few partner companies as well as to not cannibalise on existing customers. Overall, the concepts can be offered to many more customers without requiring significant resources since the pre-screening and matching of companies and members would be Company's primary responsible. The companies would perform many of the activities that Company previously focused on that are resource inefficient instead. As previously defined by Osterwalder and Pigneur (2010), these concepts enable a scalable product portfolio by each additional customer generating an increase in incremental revenue and profit.

## 6 Discussion

*Chapter 6 will discuss the most important academic implications from applying the Customer Discovery process on an established company with respect to prior research. This discussion is based on the experiences from the Company project. Since the Customer Discovery framework was founded and adapted to startups, the major insights concern internal and external challenges established companies have compared to startups when implementing the framework. These insights will be discussed below in two separate sections.*

### 6.1 Internal Challenges

An important implication that has been identified from applying the Customer Discovery process to an established company is that there are internally significant differences in environments in which startups versus established companies operate. Primarily, established companies already have resources and capabilities. For example, Company has a strong brand, cash flow, skilled sales team and long-term customer relationships. However, these internal resources and capabilities do not have to be an advantage when performing an explorative and innovative effort, such as Customer Discovery, since they are tailored for the existing business model. The existing resources and capabilities are adapted to create efficiency in current operations and thus established companies naturally become bureaucracies. For example, existing resources and current operations can likely bias the direction of the Customer Discovery implementation by believing to already know what customer needs are or wanting them to be aligned with the current business and thus affecting the early stated hypotheses. Therefore, existing resources and capabilities can become liabilities when aiming at developing the business model.

Similarly, established companies have existing internal stakeholders with certain interests and expectations implying that its very difficult for a company to completely change the context and market in which it operates. Therefore, an established company cannot make a pivot into a totally different market when applying Customer Discovery since there is an evident risk with not taking existing internal stakeholder into consideration. Thus, there are natural restrictions in the Customer Discovery process when applied to established companies. Most likely, an established company will therefore not be able to move outside the scope of relevance created by the existing business model. This makes it very difficult for established companies to implement radical innovations and instead rather focus new business

opportunities on product development. For example, an established company can change its distribution channels and to certain extent its product portfolio. However, based on the experience of implementing Customer Discovery at Company, it is very difficult for an established company to deliver completely different products. In the case of Company, it was identified during the Customer Discovery process that retention was a very large and important customer problem. However, retention is not aligned with Company's strengths or capabilities. Thus, retention is outside of their scope and makes it nearly impossible to develop their business model based on retention services.

Moreover, the literature review of Chapter 2 described that Blank and Dorf (2012) stressed the importance of having founders implementing the Customer Discovery process since they argue that only founders can embrace customer feedback, react to it and make the necessary decisions to change the business model. However, as experienced during this study, it is very difficult to free time from founders or current owners of an established company to prioritise and implement Customer Discovery themselves in an organisation since they need to maintain the existing business. Particularly, since these processes need to be iterated several times as argued by Ries (2011) and others. Thus, most times an established company will need help from external people to realise a Customer Discovery process. Though, it is still crucial that owners are invested in and completely support the process and its results, as well as have trust and close communication with the external people. The reason for this is that owners of the established company are the only stakeholders who can make decisions on doing major changes to the business model. Thus, it is very difficult if not impossible for external people to implement any sustainable changes to an existing business model without the trust and mandate of owners. Therefore, owners need to both approve change suggestions as well as to lead the organisation through change management in order to enable others to implement the Customer Discovery process and achieve changes in the business model of an established company.

A substantial part of implementing Customer Discovery is to conduct customer interviews and develop a solution based on the gained feedback. As previously discussed, Blank and Dorf (2012), argue that founders need to perform these activities themselves. In alignment with previous discussion, it is again important that the only way to make some changes, without having owners performing these activities, is if owners have the necessary trust in the external people. By performing this study, it has also been shown throughout the



implementation, that it was very important for the external people to be willing to fight for their ideas and constructively criticise directions taken by owners. It is more difficult for employees, who are naturally considered lower in the hierarchy within the company, to propose these kinds of changes since they most likely do not want to criticise their manager to a greater extent and since they are also influenced by prior decisions within the company. Additionally, an advantage of having external people implementing Customer Discovery, which has been experienced throughout the implementation, is that they are less biased to previous hypotheses and product portfolios. Thus, they are not influenced by previous decisions or customer relationships and are able to contribute with an external perspective, which enables them to suggest innovative ideas that are primarily based on current customer feedback.

Furthermore, an existing company has to have internal support within the organisation if aiming at radically changing the business model. Internal support is crucial within an existing company since people are not inherently interested in changing. Change creates uncertainty both for employees as individuals as well as the company. Therefore, it is important to involve the entire organisation to maintain internal support when changing the business model within an existing company. In the case of Company, the Customer Discovery implementation was experienced as successful to some extent due to Company having previous experience of working in a highly entrepreneurial environment and being used to rapidly change its organisation. Thus, the internal support was already established and did not become a severe challenge in the Company case. However, this is most likely not the situation for most existing companies that have very established operations and organisations that are not used to the same rate of pace in change management.

## **6.2 External Challenges**

There are also significant external environmental differences between startups and established companies. Primarily, through this study these have been identified to consist of the external stakeholders of customers and competitors. As previously mentioned, an established company needs to consider all its stakeholders and therefore it is very difficult for a company to completely change business direction. First, an established company has existing customers that it needs to satisfy. This implies that an established company needs to deliver its current product portfolio to them while at the same time developing its business model and identifying new customers to increase repeatability and scalability. In section 5.2 *Market*

*Segmentation*, it has been discussed how an established company needs to prioritise between these different customer segments. This customer consideration limits the scope of change in business model development in established companies and is a factor that does not affect startups. Thus, this implication has not previously been considered by Blank and Dorf (2012) or in other research.

Furthermore, this project indicated more implications of having existing customers when implementing Customer Discovery. As an established company, it is easier to book meetings and interviews with potential customers. However, it has been experienced through this project that it is very important to set expectations prior to the meeting, where it is explained that the meeting aims at learning more about the industry and its customers. Most interviewees would expect the company to have a formal presentation, when that is not the mission of Customer Discovery at all. Thus, there is no sales or current product portfolio focus during Customer Discovery. As previously stated by Blank and Dorf (2012), it is instead crucial during the Customer Discovery process to listen and not to sell since the aim is to explore and gain reactions from customers. Therefore, it has been learned that to overcome this challenge in established companies it is important to communicate before the meetings that the aim is to introduce interesting product development that the company has been working on in exchange for customer feedback, while stressing that there will be no sales pitch. Additionally, it is important to structure the meeting into a conversation that generates honest feedback since it has been experienced that the most difficult challenge during the meeting can be to get the customer to talk. Therefore, it is important to structure a discussion instead of conducting an interview with a list of questions. Presenting a list of customer problems that have been experienced in the industry and asking the interviewee to prioritise them can achieve this.

Moreover, established companies need to consider competitors when developing their business model. The Customer Discovery process has no mention of competition analysis since it is assumed that startups are operating in highly innovative environments where their solution will basically be first to market. For an established company, this is very rarely the case since all companies to some extent have competitors or substitutes that can threaten their business. However, this is not considered either in the Customer Discovery process or in Osterwalder and Pigneur (2010) Business Model Canvas. Though, for an established

company it can be crucial to consider competitors and can severely affect the scope of business model development.

In retrospect, all these implications explained above can argue whether Customer Discovery can be used for achieving radical changes in an existing organisation's business model. However, Customer Discovery is still relevant in an existing organisation as a scientific approach for gaining customer insights and accomplishing successful product development. It is always important to know your customers and involve them in development process, where Customer Discovery is an efficient process to gain these insights. Though, as previously argued, the scope of change and pivots are limited in an existing company with resources and stakeholders compared to a newly founded startup.

# 7 Conclusions

*This final chapter concludes the thesis by answering the two research questions stated in the introduction, thus achieving the purpose of the thesis. The conclusions are divided into two sections, dedicated to each research question. The first section presents recommendations to Company based on Company's business conditions and target segments as well as the business opportunities identified through the Customer Discovery process. The second section summarises conclusions regarding implications from applying the Customer Discovery process within an established company on prior academic research.*

## 7.1 RQ1: Recommendations to Company

The thesis concludes that Company is recommended to develop their business model into three solution concepts, where different customer segments serve different concepts. By implementing Customer Discovery at Company, several business opportunities have been identified and the following three have been evaluated to achieve Company's strategic objectives of developing a more repeatable and scalable business model: (1) Pre-screened and customised network within the Company network, (2) Referral recruitment based on the personal networks of members, and (3) Exposure and access to the entire Company network. These recommendations are also based on Company's target segments in terms of partner companies and members of network, by founding the solution concepts on customer feedback. The customer feedback was obtained during the implementation of Customer Discovery and concluded in identifying and validating customer problems. Furthermore, Company is recommended to do a market segmentation of its customers based on their characteristics of being earlyvangelists as well as based on their different customer needs. This will enable Company to prioritise different business opportunities and customise its offering depending on customer type in order to obtain a repeatable and scalable business model.

## 7.2 RQ2: Implications on Academic Research

The project at Company has provided some important implications from applying the Customer Discovery process to an established company with respect to prior research. It has been concluded that these implications concern internal and external challenges of implementing Customer Discovery to an established company. First an important internal challenge is that a company's existing resources and capabilities can become liabilities when

aiming at developing the business model since they are adapted to optimise the current business model. This also relates to internal stakeholders in terms of owners and employees. Their capabilities and interests need to be considered, which implies that it is very difficult for an established company to completely change its business model and pivot into a totally different market. Another internal challenge that has been identified throughout the project is that it is more difficult in an established company to have the owner implement Customer Discovery and be the one performing all customer interviews. When instead having external people performing the Customer Discovery, it has been concluded that it can only be successful if the owner is still very invested and completely supports the process and its results. Furthermore, it is crucial within an established organisation that there is internal support and involvement among employees to develop the business model in order to be successful in implementing Customer Discovery. This is considered to be less of a challenge within organisations that operate within a highly entrepreneurial environment and that are used to change.

Moreover, it has also been concluded to be some external challenges of implementing Customer Discovery within an established organisation. These mainly revolve around external stakeholders in terms of customers and competitors. An established company needs to consider and maintain satisfying its existing customers, which also restricts the scope of business model development. Having customers and a well-established brand also sets expectations when scheduling customer meetings during Customer Discovery, where it clearly needs to be communicated that the objective is not to present a sales pitch. Finally, it is concluded that these implications argue that Customer Discovery within established companies have a more narrow scope and is not as explorative compared to a startup, although it is still a very relevant and efficient method for gaining customer insights.

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# APPENDIX

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# Appendix A: E-mail Invitations

*The first appendix includes e-mail invitations sent to companies during the Customer Discovery process. Companies were selected based on a yearly ranking of the most attractive companies in Sweden that Company conducts among university students. The first section presents the first round of e-mails inviting HR managers to problem identification interviews. The second section contains the second round of e-mail invitations, aiming at validating the proposed solution.*

## A.1 Problem Identification Invitation

*Ämne: Intervju med Företag om nya lösningar inom Talent Relations*

Hej XX,

Mitt namn är YY och jag arbetar för Company Sverige med att identifiera vilka lösningar vi bör erbjuda i framtiden. Jag har blivit rekommenderad av min kollega på Company att kontakta dig.

Vi ser att förutsättningarna på marknaden förändras och att vi behöver förnya Company och våra lösningar därefter. För att göra detta kommer vi att intervjua ett urval av Sveriges mest attraktiva arbetsgivare om hur framtidens Employer Branding och Talent Relations bör fungera.

Våra medlemmar rankar ert bolag som en av de ZZ mest attraktiva arbetsgivarna och jag tror att du har en god insikt i hur marknaden fungerar. Jag skulle därför vilja träffa dig för att höra mer om hur du upplever förändringarna på marknaden och vilka behov ni har framöver.

Intervjun kommer att ta max 30 minuter – och du kommer då att få en första inblick i vårt arbete. Dina synpunkter på projektet är väldigt viktiga för oss.

Kan vi möjligen träffas på ditt kontor:  
**Onsdagen den 8 januari kl. 10:00-10:30?**

Vänliga hälsningar,  
YY

## A.2 Solution Validation Invitation

*Ämne: Önskar att få dina synpunkter på Novas affärsutveckling*

Hej XX,

Mitt namn YY och jag arbetar för Company Sverige med att identifiera vilka tjänster vi bör erbjuda i framtiden.

På Company har vi under januari intervjuat ett 30-tal ledande arbetsgivare angående utmaningarna kring att attrahera och rekrytera talanger. Baserat på undersökningen, samt intervjuer med studenter och Young Professionals, har vi utvecklat ett par spännande koncept.

Vår vision är att skapa lösningar som är förankrade i hur ni - och dagens talanger - vill att talangrekryteringen ska fungera. Eftersom Företag är rankade som en av Sveriges mest attraktiva arbetsgivare, skulle vi gärna vilja träffa även dig och få dina synpunkter, som är väldigt viktiga för oss.

Kan vi möjligen ses över en kaffe på ditt kontor:

**måndagen den 17 februari kl. 8:30 -9:00?**

Föreslå gärna ett annat datum som passar dig bättre.

Vänliga hälsningar,

YY

# Appendix B: Interview Templates

*Appendix B presents the interview templates used for the Customer Discovery project, during the stages of Problem Identification and Solution Validation. The appendix is divided into two sections, where the first section includes interview templates used for companies and the second section covers the interview templates used for students and Young Professionals.*

## B.1 Companies

### B.1.1 Problem Identification

#### A) Inledning

1. Presentera intervjuens innehåll och genomförande
2. Kort bakgrund till Company och vår undersökning
3. Är det ok att spela in?

#### B) Frågor kring företagets behov och önskade lösningar

1. Vad är en talang för er?  
*(För att ta bort eventuella elitistiska laddningen kring Company)*
2. Kan du kort berätta vad du arbetar med och vad din roll är på X?  
*(Identifiera vilket perspektiv personen talar utifrån)*
3. Vilka rekryterar ni? Vad är er målgrupp? Vilka bakgrunder har dem? Om man jämför det med vilka ni attraherar till ert företag, är det liknande personer?  
*(Identifiera målgrupp – behovsanalys)*
4. Hur mycket rekryterar ni? Vilka behov av rekrytering har ni just nu? Det närmaste året?  
*(Hur stort är deras behov – vilka pengar finns att tjäna?)*
5. Hur kommer ni i kontakt med/attraherar er målgrupp?  
*(Förstå hur de arbetar idag och lägga grund för att identifiera resurskrävande aktiviteter)*
6. Vilka personer/funktioner på ert företag är involverade i rekryteringsprocessen?  
*(Identifiera köpare)*
7. Arbetar ni med rekommendationsbaserad rekrytering?  
*(Styra in på referral recruitment)*
8. Vilka trender ser ni bland "talanger"? Hur möter ni deras behov på snabb utveckling och attraktiva positioner?  
*(Känner de sin målgrupp? Finns det enkla förklaringar för varför de bör gå med oss som förstår målgruppen)*

**PAINS** *(Hur jobbigt är problemet och hur ofta sker det?)*

9. Utifrån din roll, finns det något i arbetet med att attrahera och rekrytera som du upplever är för kostsamt i form av tid, pengar eller bara allmänt kräver mycket resurser eller ansträngningar?
10. Finns det något i attraherandet eller rekryterandet som gör dig frustrerad, irriterad, ger dig huvudvärk?
11. Saknar du något i sättet ni arbetar med att attrahera eller rekrytera talanger idag?
12. Vad är det svåraste eller största utmaningen du upplever i arbetet med att attrahera eller rekrytera talanger?

#### **GAINS** (*Hur viktig är fördelen?*)

13. Finns det några besparingar du önskar att ni kunde göra under attraherandet eller rekryterandet?
14. Vad skulle göra ditt jobb enklare?
15. Vad anser du vore det optimala sättet att arbeta med attraherande och rekryterande?

C) Avslut - Kan vi återkomma om vi har fler frågor?

D) Frågor till befintliga kunder (*Om tiden tillåter*)

1. Varför arbetar ni med Company?
2. Vilka har varit de främsta fördelarna med att samarbeta med Company?
3. Vad hade kunnat göra ert samarbete med Company ännu bättre?

## **B.1.2 Solution Validation**

A) Inledning

1. Presentera intervjuens innehåll och genomförande
2. Kort bakgrund till Company och vår undersökning
3. Är det ok att spela in?

B) Bakgrundsfrågor

1. Kan du kort berätta vad du arbetar med och vad din roll är på X?  
(*Identifiera vilket perspektiv personen talar utifrån*)
2. Vilka rekryterar ni? Vad är er målgrupp? Vilka bakgrunder har dem? Om man jämför det med vilka ni attraherar till ert företag, är det liknande personer?  
(*Identifiera målgrupp – behovsanalys*)
3. Hur mycket rekryterar ni? Vilka behov av rekrytering har ni just nu? Det närmaste året?  
(*Hur stort är deras behov – vilka pengar finns att tjäna?*)
4. Hur kommer ni i kontakt med/attraherar er målgrupp?  
(*Förstå hur de arbetar idag och lägga grund för att identifiera resurskrävande aktiviteter*)

C) Solution Validation

**CONCEPT 1: Pre-screened and customised network within the Company network**

**CONCEPT 2: Referral recruitment based on the personal networks of members**

**CONCEPT 3: Exposure and access to the entire network**

1. Skulle ni vara intresserade av att använda konceptet? Vad gillar ni framförallt med det?
2. Anta att ni skulle ha tillgång till den här typen av nätverk. Hur skulle ni använda den? Vid vilka tillfällen/aktiviteter? Vilka skulle ni ge tillgång till den?
3. Löser den några problem för er? Ger den er några besparingar? Förenklar det ert arbete?
4. Är det något ni inte tycker om med konceptet? Skulle ni vilja ändra på något?

D) Avslut - Kan vi återkomma om vi har fler frågor?

E) Frågor till befintliga kunder (*Om tiden tillåter*)

1. Varför arbetar ni med Company?
2. Vilka har varit de främsta fördelarna med att samarbeta med Company?
3. Vad hade kunnat göra ert samarbete med Company ännu bättre?

## **B.2 Students and Young Professionals**

### **B.2.1 Problem Identification**

A) Inledning

1. Presentera intervjuens innehåll och genomförande
2. Kort bakgrund till Company och vår undersökning
3. Är det ok att spela in?

B) Frågor kring studenters/YPs behov och önskade lösningar

1. Vad pluggar du? / Var jobbar du?
2. Vilken eller vilka branscher är du intresserad utav att arbeta inom i framtiden?
3. Vad är viktigast för dig när du ska välja en arbetsgivare?
4. Vad tycker du känns jobbigast/svårast med att hitta ett jobb? (Vad tar tid? Ork? Ångest? Risker du inte vill ta?)
5. Vad tycker du känns jobbigast/svårast med att söka ett jobb? (Vad tar tid? Ork? Ångest? Risker du inte vill ta?)
6. Vad tycker du känns jobbigast/svårast med att få ett jobb? (Vad tar tid? Ork? Ångest? Risker du inte vill ta?)
7. Vad gör dig mest frustrerad i det här? (hur stort problem? hur ofta sker det?)
8. Tycker du att du haft den kontakt du velat ha med arbetsgivare under studietiden? Hur vill du träffa företag?

C) Avslut - Kan vi återkomma om vi har fler frågor?

### **B.2.2 Solution Validation**

A) Inledning

1. Presentera intervjuens innehåll och genomförande

2. Kort bakgrund till Company och vår undersökning
3. Är det ok att spela in?

B) Frågor kring studenters/YPs behov och önskade lösningar

1. Vad pluggar du? / Var jobbar du?
2. Vilken eller vilka branscher är du intresserad utav att arbeta inom i framtiden?
3. Vad är viktigast för dig när du ska välja en arbetsgivare?
4. Tycker du att du haft den kontakt du velat ha med arbetsgivare under studietiden? Hur vill du träffa företag?

C) Solution Validation

**CONCEPT 1: Pre-screened and customised network within the Company network**

**CONCEPT 2: Referral recruitment based on the personal networks of members**

**CONCEPT 3: Exposure and access to the entire network**

1. Skulle ni vara intresserade av att använda konceptet? Vad gillar ni framförallt med det?
2. Anta att ni skulle ha tillgång till den här typen av nätverk. Hur skulle ni använda den? Vid vilka tillfällen/aktiviteter? Vilka skulle ni ge tillgång till den?
3. Löser den några problem för er? Ger den er några besparingar? Förenklar det ert arbete?
4. Är det något ni inte tycker om med konceptet? Skulle ni vilja ändra på något?

D) Avslut - Kan vi återkomma om vi har fler frågor?

# Appendix C: Interview Summaries

*This appendix chapter presents summaries of all interviews performed during the Customer Discovery project. Appendix C is structured by separating company interviews from students and Young Professionals, as well as by the stages of Problem Identification and Solution Validation.*

## C.1 Companies

### C.1.1 Problem Identification

#### **Interview #1: Management Consultancy 2014-01-07**

Rekryterar utifrån en bred grupp olika bakgrunder: statsvetare, ekonomer, jurister, ingenjörer

Rekryterar 5 juniorer/år – hög omsättning från internships

Rekryteringsprocessen är traditionell konsultrekrytering, flera steg med caseintervjuer etc

Medverkar inte i stor utsträckning på arbetsmarknadsdagar men anordnar egna event – vill ha spetskandidater

Svårighet: konkurrera med större konkurrenter och förmedla till målgruppen vilka typ av projekt man kan arbeta med (då de oftast är konfidentiella), vilka utlandsmöjligheter som finns och framtidsmöjligheter (att de är en språngbräda)

Haft viss problem med kommunikationen, att deras hemsida varit dålig etc

Har inte problem med att hitta eller rekrytera rätt kandidater

Viktigt med rekommendationer, anställda väldigt delaktiga i detta och märkt positiv effekt av att interns sprider gott rykte om företaget

Lösningar: ha mer tid till rekryteringen

Trender bland talanger: mer kräsna och mer medvetna

#### **Interview #2: Engineering and Manufacturing 2014-01-07**

Anser att det är viktigt att arbeta med nära relationer och skapa fler möten med målgruppen

Intrasserad av ett CRM-system för potentiella kandidater

Skiljer mellan sina tidigare och nuvarande arbetsgivare med rekrytering pga olika HR-matriser:

Tidigare HR arbetar direkt med rekryteringen och möter kandidater medan nuvarande arbetsgivare bara tar in HR som stöd i sin rekrytering och cheferna sköter resten

Rekryterar två grupper: ingenjörer (elektro, maskin etc) och KY-utbildningar för driftpositioner

Kan inte anordna för mycket aktiviteter med studenter då de inte kan förutse rekryteringsbehov och därmed skapar negativa förväntningar då de inte har någonting att erbjuda

Har inte problem med att hitta rätt målgrupp

Har inte tid att anordna events själva utan vill ha hjälp med det

Rekommendationer är effektiv rekrytering

Trender bland talanger: snabb utveckling och trainee-tjänster

Protektionism: att studenter ska få godkänna vilka företag som hör av sig till dem - begränsat antal företag som får höra av sig till studenter

Company-feedback: positivt att få passande kandidater och kunna få rätt personer utifrån specifika kriterier - Negativt: att bli bortprioriterad för konkurrenter och förlora kandidater pga det

#### **Interview #3: Banking, Financial Services and Insurance 2014-01-08**



Har en pool med extraarbetare som den huvudsakliga rekryteringen sker utifrån, tydliga internt med att det finns utvecklingspotential

Sysslar mycket med utveckling och återkoppling till de som de ser potential hos

Rekryterar främst IT och civilekonomer till kundtjänsten, arbetar då med vissa rekryteringsformer - behöver "talanger" bara till ytterst fåtal tjänster och behöver därför inte göra rekryteringen med överdriven noggrannhet

Har ett stort rekryteringsbehov årligen

Deltar inte på arbetsmarknadsdagar eller liknande, erbjuder dock studenter att komma på besök, men deras pool är tillräcklig för deras rekryteringsbehov

Har en klassisk rekryteringsprocess men stor andel rekryteras internt

Får löneökning efter en tid på den nya positionen

Arbetar med rekommendationsbaserad rekrytering, har testat att ge "hittelön" men gav ingen kvalitetseffekt

Önskar att det fanns ett mer strukturerat sätt som de jobbar efter i rekryteringen, t ex ha annonsmallar och att det är mer eftertänkt vilka rekryteringsfirmor de samarbetar med

#### **Interview #4: Engineering and Manufacturing 2014-01-08**

Rekryterar för hela Sverige: behov komplext och sträcker sig från allt mellan nyutexaminerade civilekonomer till specialister

Största behov ingenjörer – seniora ingenjörer och tekniker svårare

Smala områden – svårt att hitta specialister – finns brist

Svårt att förutse behov – enklare vid expansion men inte då personer slutar – låg personalomsättning

Rekryteringsprocessen utförs av ett rekryteringsteam inhouse – chefen är ansvarig men sker tillsammans med HR

Går allt mer mot personliga möten vid kontakt med studenter

Klassiska möten med arbetsmarknadsdagar och lunchföreläsningar om kompetensområden, Syftet med att nå studenterna är inte i första hand att rekrytera då det inte finns jättestort behov av att rekrytera nyexade men att skapa ett intresse och nyfikenhet största rekryteringen - knyter långvariga kontakter genom sommarjobb, exjobb etc.

Interna/befintliga får incitament med belöning för rekommendationer: fungerar bra då de känner till företaget bra och vouchar för personen

Har traineeprogram – jättelyckat

Yngre mer kräsna, stor skillnad på bara några år, vad kan ni få göra för mig

Ändrat sättet att arbeta på att för att möte yngre till viss del: påverkar cheferna genom att lyfta diskussioner som: vad erbjuder vi? Vad ser vi? ska vara nytänkande och utmanade

Att vara kunskapsledande inom branschen är jätteviktig

Utmanade med antalet rätt sökande – branschspecifikt – vänder sig till externa nätverk

Vid rekrytering ska alla medarbetare kunna söka tjänsterna, det ska uppmuntras att testa något nytt, vidareutveckling genom mentorskap eller utbildning

Yngre generationer mer benägna att snabbare byta och känner sig fullärda, kanske inte behöver bli specialister utan uppskatta mer generalister

Saknar ett bra forum för seniora ingenjörer, studenter är en lätt grupp att nå, hur hittar man seniora? Önskar att det fanns ett seniornätverk. Rekommendationer har hjälpt men inte tillräckligt tillfredställande men räcker inte. Annons och synliggöras idag i bruset av andra, synas och göra mer. Försöker med olika forum och digitala forum. Alla kan hjälpa, egna anställda ska rekommendera. Rekommendationer vet vad de gör och kan voucha

#### **Interview #5: Management Consultancy 2014-01-08**

Målgruppen är tekniska utbildningar (uppdragen är oftast tekniska och intresset måste åtminstone finnas) och ekonomer, de allra flesta som söker har väldigt bra profiler och är väldigt kvalificerade - snarare saknas det en mångfald i sökningarna och de flesta kandidater är väldigt lika varandra - mot deras kunder skulle det därför behövas olika typer av personer för att kunna matcha olika företagskulturer - kan se på senior nivå att det är de "speciella" typerna som attraherar viktiga kunder och bevarar dem vill rikta sig mot andra men svårt

Har inga chefer eller HR-avdelning, allt sköts av konsulterna

Blivit utsedda till årets arbetsgivare, vilket har underlättat i att attrahera medarbetare

Behovet har minskat en del senaste åren pga att branschen har gått lite sämre men anställer ca 4 juniorkonsulter per termin (beror på behov för året)

Rekryteringsprocessen består av en screening (typ checklista på CV och stor vikt vid PB - ska verkligen kunna motivera varför de söker företaget), intervjuer med konsult och gruppcase, slutintervju

Har fungerat bra då rätt personer rekryterats men önskar att det gick att testa fler "wildcards"

Över 40 medarbetare är involverade i rekryteringsprocessen, kandidaten ska få träffa flera och känna efter om företaget verkligen passar dem

Arbetar aktivt med rekommendationsbaserad rekrytering, känner väldigt många sen innan som börjar arbeta där - jobbar inte med det jättemedvetet utan ingår i deras värderingar, men verkligen inte enbart

Kommer i kontakt med studenter genom arbetsmarknadsdagar, anordnar event på kontoret etc

Kan se tydlig effekt på events, många ansökningar som kommer efter det och ofta rätt typer

Svåraste är att hitta olika typer av personer som fungerar var som helst, ska kunna klaffa med alla på de alla olika typer av företag som är deras kunder, svårt att hitta bara genom event eller screening - få gå på magkänsla eller rekommendationer

Saknar vissa bakgrunder då nästan alla ansökningar ser exakt likadana ut - vill expandera i andra delar av världen - t ex svårt att hitta folk som kan andra språk än de vanliga

Vill kunna våga chansa lite mer i rekryteringen

Skulle t ex behöva mer HR-personer, hur man jobbar i team etc, som kan ta svåra och jobbiga diskussioner

## **Interview #6: Legal 2014-01-09**

Jobbar jättemycket med matchningen - på pappret kan det vara rätt men sen inte stämma - försöker vara tydliga med det att det blir rätt åt båda håll

Största gruppen är unga biträdande jurister och en del administrativ personal

Väljer utifrån betyg, erfarenheter, utlandsstudier, engagemang - direkt från juristprogrammet

Försöker vara proaktiva i rekryteringen men handlar om hur marknaden ser ut - lite varierande - arbetsbeläggningen i grupperna

HR äger processen - får kontakt från gruppen att utökning behövs - gör en behovsanalys (internt eller externt?) - sen är kompetensgruppen med i en andra intervju

Får in mycket ansökningarna men också sållat mycket - alltid hittat rätt kandidater jämfört med kravspecifikationer - många är kvalificerade (gör indelningar nr 1, 2, 3) men inte många som matchar i det personliga - sållar ganska kraftigt

Annonser är främsta kommunikationsmedel men också kontaktdagar, även föreläsningar på kontoret och mingel - helheten av metoder fungerar bäst men kanske gå mer på känsla - märker i ansökningarna att många fått en positiv bild genom events

Har sommarnotarier, julnotarier etc - rekryteringskänsla

Arbetar med rekommendationsbaserat - jobbar mycket internt

Trender: som kandidat har man flera processer på gång samtidigt och som arbetsgivare behöver man vara snabbare i processen - har speedat upp mer - de shoppar runt och som arbetsgivare konkurrerar man med liknande erbjudande

Behöver vara mer strukturerad i processen och vara mer tydlig med kandidaten ser ut - eftersom HR äger processen kan det gå snabbare då kompetensgrupperna inte är lika involverade och få de att förstå att det är bråttom

Största problemet: kandidaterna sitter i flera processer - konkurrensen med andra företag

Lösningar: bättre kunna fånga kandidater - relationer, få ut sitt budskap, varför de är en bra arbetsgivare, finns ingen som signalerar det, kan bli bättre på matchningen, bättre urval, bättre instrument som bättre matchar - ha ytterligare steg i processen för bättre matchning - bredda sig som arbetsgivare på marknaden, hitta fler kanaler och bli mer träffsäker i matchningen

## **Interview #7: Engineering and Manufacturing 2014-01-09**

Gör extra insatser på vissa skolor där målgruppen finns och mot specifika civilingenjörer

Försöker synas så mycket som möjligt

Målgrupp: civilingenjörer, systemvetare, arkitekter - nyexaminerade är en viktig målgrupp

Lyckats bra med att inte ha svårt att hitta rätt sökande - tar inte längre tid att hitta rätt personer till rätt befattning - förklaringen ligger i att de är attraktiva arbetsgivare - nischjänster är svårare

Duktiga på att lyfta talanger och finns en uttänkt process för det, finns t ex talangprogram

Görs en affärsplan där det görs en rekryteringsplan och förutse behovet

Huvudsak via annonser men också rekommendationer

Precis kartlagt rekryteringsprocessen - cheferna sköter rekryteringen - screening

Behöver förbättra hur nya chefer som är ovana vid rekrytering ska arbeta

Problem med vad de ska göra med alla spontansökningar - många vet inte vilken tjänst de ska söka så de söker generellt genom spontansökningar - men de ansökningarna hanteras i stort sett inte - där tappar man många bra kandidater

Vänder sig mot seniora genom olika mässor

Satsar mycket på att synas bland studenter - arbetsmarknadsdagar, case, mingel etc

Arbetsmarknadsdagar och mässor - går inte att inte vara där för annars är man inte ens på kartan så måste vara på de stora skolorna men ger inte speciellt mycket - annars har specialdesignade event gett mest (allt från insparksdagar på KTH - relation från dag ett, men också case) - där hittar man de bra och de som jobbar bra etc - men också föreläsningar och luncher etc

Ska försöka lägga till att vara med på en arbetsmarknadsdag men kunna lägga till att bjuda in till aktivitet

Studentföreningar hjälper med ansökningar till studentevents

Exjobb har varit en jättebra inkörsport - väldigt många får en anställning

Svårigheten är att hitta rätt bland alla som söker - bekymmer med alla spontanansökningar - måste bättre kunna hantera det - kan inte vara ett svart hål - måste orka gräva i högen - utmaningen är att få rätt personer att söka rätt position på en gång

Personalomsättningen är rätt låg (3-4 år) - man vill göra nåt nytt - finns massa möjligheter att byta inom företaget men det lyckas inte alltid kommuniceras så folk betyder arbetsgivare - är "katastrof" om anställda går över till annat efter att de skolats in i 3-4 år - gäller att förlänga detta och fånga upp dem och visa vilka möjligheter som inte finns - inte lyckats tala om vilka möjligheter som finns

Skaffat en app som studenter kan fylla i - vara mer strukturerad

Bra om man kunde vara tydligare mot studenter - vad har de för krav och hur kan de matchas - studenter vet inte vart de ska söka - cheferna måste bli bättre med att dela med sig och kunna skicka kandidater till andra avdelningar

Rekommendationsbaserad är den bästa rekryteringen, rekryteringsbonusar gav effekt - går fortare och blir billigare

Funderat på träff under kvällstid men gäller att det är rätt typ av studenter - kan inte vara vem som helst som kommer - svårt att hitta dem

Trender: yngre är mer pålästa och duktigare i intervjusammanhang

Utmaningar: att hitta rätt bland skolor men finns inte tid att hitta rätt väg bland alla studentföreningar och att anmäla sig till arbetsmarknadsdagar - säger nej till mycket för att man inte hinner + att hitta rätt ställen att synas på - HR är inte ingenjörer och vet inte var som är bra att synas

### **Interview #8: Engineering and Manufacturing 2014-01-10**

Varje person som vill jobba/jobbar på företaget är talang - olika möjligheter vart det kan ta vägen, vill optimera vad varje medarbetare kan göra

Letar främst talanger i IT, ledare inom alla områden, specialister

Kunna växa inom företaget – långsiktighet - Lära sig från grunden, förstå sin core business

Tar inte bort kandidater som inte varit retail men väljer inom nyexade (varuhuserfarenhet väger tungt, högre än betyg)

Vilka de rekryterar - Student: inom allt, fokus på inom IT, ingenjörer, produktutvecklare, ekonomer, maskiningenjörer Övrigt: retail (duktiga ledare), nischade specialister, kvinnliga ledare inom IT (annars samma som student men mer fokus på ledare), specialister inom SCM

Ligger lite efter IT med att attrahera

Behov beror på nyöppnade varuhus, ersättningsrekryteringar, 10-15 % personalomsättning

Har årliga traineetjänster men du ska ha jobbat något först, dvs ej nyexade

Business support för nyexade 2 nya/år, rekryterar utifrån exjobbare och praktikanter

Central HR-avdelning: Annonser i tidningar - Lämnas över till rekryterande chef - Finns inga krav på att ha HR som central - Underlätta för att kunna fokusera på sina HR-tjänster, ju högre tjänst desto mer är HR inblandat

Jobbar inte med rekommendationsbaserad – alla ska ha samma möjlighet att söka tjänster

Arbetsmarknadsdagar på skolor - Samarbeta med Linköping, Lund, Drivhuset i Växjö - studiebesök

Trender: Företagen ska sälja in sig hos studenterna - Lite fel förväntningar

Kan inte hantera spontanansökningar på bra sätt – får in många kvalificerade (800-2000 halvår) – söka alla tjänster – annonserna är dåliga, förstår inte ens själva – försökte gradera men visste inte vad de skulle använda – ska de kontakta alla?

Viktigare att vara snabbare för att kandidater är eftertraktade

Problem: Vilka aktiviteter ska man lägga ner resurser på? Hur kan man nå ut till de viktigaste talangerna? Fyller basen av behov men hur når man specialisterna (både studenter och exekutiva). Vad förknippar man företaget? Hur kan man nå ut kvalitativa kandidater? De allra bästa och de mest sökande.

Lösningar: Internt: bättre tydlighet – veta vad behovet är - Mycket bättre koll på vilka studenter som är intresserade av oss, men vill de ha hjälp från Company, 4potentials? De har talanger men vill vi inte ha mer specifika och att de ska vara intresserade av just företaget – största talangerna kommer ändå lämna oss

CRM-system skulle vara intressant – kandidater som inte gått hela vägen men ändå ha kontakt

Dröm: ha studiebesök med interna talangnätverk

### **Interview #9: Banking, Financial Services and Insurance 2014-01-10**

Talang = rätt person på rätt plats

Rekryterar ekonomer, IT, specialister inom försäkring, oftast inte nyexade, rekryterar från extrajobbarna, rekryterar internt inom företaget

Behovet beror på expansioner men mest dragit ned på senare tid, kostnadsbesparingar

HR central, äger ej processen, varje ansvarig chef ansvarar men kan få stöd från HR

Använder främst annonser, mycket fokus på hur de ska använda sociala medier, utgår mkt från FB/linkedin

Främst kommit i kontakt med studenter genom arbetsmarknadsdagar, främst för att synas men finns också exempel på att de rekryterat exjobbare

Trender: generation Y, rekryteringen ska gå snabbare - ställer mer krav

Arbetar med rekommendationsbaserad rekrytering: får hittelön, funkade väldigt bra

Största problem är utvecklingsbiten - hur får de folk att stanna? stor investering - krävs mer delaktighet och att medarbetarna ser utvecklingsmöjligheter

Har inget bra sätt att hantera spontansökningar just nu och arbetar nu med att ta fram ett system som gör att de kan söka där när de letar efter kandidater för lediga tjänster

### **Interview #10: Banking, Financial Services and Insurance 2014-01-10**

Vuxit väldigt mycket – Varit global innan – NU: verkligen internationell och global – 23 länder - tidigare bara några hubs – måste ta hänsyn till att de är globala – talent mgmt, EB jobbar globalt

Nyrekryteringar: satsningar ska komma från nyexade, tidigare har man inte gått från direkt från universitet – vuxit och breddat behöver titta på vart de söker sig talent – för att attrahera därifrån globala internships – pilotprogram i USA – inte många arbetsgivare i Sverige som du kan bli erbjuden internationella uppdrag efter 2 år

Annat program: ramverk för karriärvägar internt (lanseras i februari) – handlar om rätt person på rätt plats – mappar alla roller för alla finns beskrivna för varje nivå– vilka personer som passar in här 2 saker: tekniska skills (6 st) och core competencies – 40 % hårda mål, 10 % utvecklingspotential, 50 % core competencies – ska passa kulturmässigt!

Ingenjörer (största tekniska högskolor) – tittat på studenter, unga ingenjörer – bli duktigare på att inte bara finans, ekonomer, sälj (mer års erfarenhet), alla ska ha universitetsexamen

Stockholm: lättare att attrahera ekonomer och specifika analyspositioner – inte på börssidan som ingenjör är svårt – generellt lätt att hitta bra folk men branda sig ännu mer inom teknik

Stora initiativ för att rekrytera många – går i hand med affärsplanen

Svårt i branschen – väldigt mkt konkurrens att förutse affärer – går i kluster

Funktion inom HR äger processen – godkänt från business plan – strukturerad chef tsm med HR och chef – letar genom sociala medier och linkedin– träffar alla slutkandidater – många steg – 5 personer i processen – cheferna har stor betydelse och stämmer av mycket

Policy: allt internt och externt på hemsidan – linkedin, monster, di

Rekommendationsbaserade rekryteringen: väldigt effektivt, inte nominera till egen program, samma process – finansiella incitament, hittelön beroende på roll – absolut har bra effekt – annan lojalitet om man kommer in på rekommendation

Primär kanal att gå genom arbetsmarknadsdagar

Tidigare trainee i Stockholm via Academic Work, hjälpte mycket, går till de vid juniora positioner, de har ett annat nätverk

Har lätt på arbetsmarknadsdagarna via brand, väldigt specifika tjänster som de senare söker

Problem: finns inte jättemånga som sysslar med samma arbetsuppgifter som dem, hitta den kompetensen är svår

Årligt event: årliga börsdagen – går ut till universitet – HR har stor monter - hittar fler kandidater genom vanlig research

Trender: Mindre viktigt med kompensation, vill ha en tydlig karriärväg, anställer alla genom traineeprogram, alla vill att det ska gå fort, finns ramverket nu för att kunna mappa karriärmål men måste också själv ta initiativ – cheferna ska ha en stor delaktighet

Generation Y: hoppar mellan jobb – extremt lojala, ser också till företaget – mer modig nu

Väldigt detaljerade krav - Skjuter över till en annan position om det passar

PROBLEM: Vuxit mycket, många integrationer, mycket nya saker, lite info och ett uppdrag, problemlösning, ha en övergripande förståelse, stora och komplexa problem med tigha deadlines, internationell nivå

Kandidater sitter i flera processer men följer processerna – händer ofta

Inte ofta någon tackar nej – varumärket är starkt

På nischade roller ska kännas rätt – personlighet är jätteviktigt, kombo med tekniska skills sällan, tar lång tid om inte rekommendation

Det som hjälper är en headhunter – oftast räcker inte med en annons på midlevel eller seniora positioner – de tar mycket betalt

### **Interview #11: Legal 2014-01-13**

Väldigt hög konkurrens om toppstudenterna - uttrycker liknande problematik som tidigare juridikfirmor - har därför utvecklat ett eget nätverk med 70 studenter som de följer och fyller på, bjuder in dessa till sina event och investerar mycket i att sedan rekryterar dessa

Många kommer från deras pool av extraarbete (typ alla)

Nätverket består av listor med t ex var i utbildningen personer befinner sig, var den har extrajobbat, om den är utomlands etc som ständigt uppdateras och medlemmarna är duktiga på att låta de veta om det

Medlemmarna får inte rekommendera eller bjuda in personer de tror skulle passa

Anställer i stort sett endast från Stockholm, Lund och Uppsala - de andra skolorna upplevs ha missat att de behöver ha bra betyg och missat att engagera sig i annat - vilket gör att de hamnar efter och inte har samma potential

Ett liknande nätverk för seniora hade varit önskvärt - oftast rekommenderar en delägare personer till mer seniora processer, vilket inte alltid fungerar

Arbetar med rekommendationsbaserat, men ingen hittelön

HR äger inte processen, vilket gör att det blir en del internt tjafs

Har tidigare haft problem med att det tagit lång tid att rekrytera rätt junior för att de redan är tagna eller låsta av konkurrenter

Trend: generation y - upplever en kulturkrock där de äldre tycker att de yngre ska ta för sig mer och få mindre serverat

Processerna ska ske fortare och tidigare, för hög konkurrens för att vara långsam

Största utmaningen består i att utveckla personer och att de vill stanna på företaget - tycker principiellt att det är ok att folk lämnar men det skapar luckor i deras organisation vilket de haft problem med

Problem: ojämna könsfördelning i de seniora positionerna

Lösningar handlar mer om organisatoriska förändringar - att HR ska ha mer mandat etc

Trend: mindre viktigt med lön och finansiella incitament, viktigare att se utvecklingsmöjligheter

### **Interview #12: Banking, Financial Services and Insurance 2014-01-13**

Gått ifrån synen att talang är bra betyg och CV, skiftat till att det är rätt person på rätt plats och att EQ är det viktiga

Rekryterar analytiker som är speciellt intresserade av Östeuropa och Ostasien, generellt väldigt nischade tjänster där språk är jätteviktigt (även viss mån ekonomer och jurister)

Studenter i stort sett endast från SSE, deltagit på handelsdagarna men behöver inte det då de täcker rekryteringsbehov med hjälp av kvalificerade sökande som hittar dem

Var i en expansiv fas för ca 5 år sen men nu har de väldigt litet behov, nästan enbart ersättningspositioner

Rekryterar till väldigt stor del från internships (deras sätt att bygga relationer)

Seniora positioner rekryteras till stor del genom rekommendationer och headhunting, viss mån används annonser

Väldigt liten marknadsföring, täcker redan behovet de har

Helt övertygad om att det absolut största problemet och utmaningen är att behålla personer och att få chefer att förstå hur viktigt det är att de lägger mycket tid och prioriterar att hjälpa medarbetare att utvecklas

Trend: unga mer rättframma, ställer krav, ska gå snabbare, anser inte att lön är lika viktigt utan att företagskultur är den stora prioriteringen

HR äger processen - tror att det är jätteviktigt

Tidigare arbetat med Company: anser att de förstår vad hon söker - mest använt Agentum till rekryteringar - tycker om att det läggs mycket vikt på just EQ - är effektivt och sparar massa tid

### **Interview #13: Media and Information Technology 2014-01-14**

Riktat sig nästan enbart mot KTH, rekryterat många ingenjörer därifrån och utlandsstuderande  
Dock rekryterat de inte många nyexade, handlar mest om att de senare ska vara medvetna att de är kunskapsledande och att det finns många möjligheter sen men tar in t ex exjobbare

Rekryterat jättemycket men täcker behovet tack vare sina nischade tjänster och att de är så pass ledande och innovativa i sin bransch

Det allra största problemet är att behålla talanger - Hur gör man för att behålla? Ska man ha ett retention program? Hur engagerar man chefer mer? - Måste skapa en daglig kommunikation och att medarbetare känner att de ständigt utvecklas - De får mycket av utvecklingen på köpet då de arbetar med så pass snabb teknik

HR äger processen men varje ansvarig chef anställer sedan

Lyckas nå ut till sin målgrupp bra

Ibland behöver rekryteringen ske fortare vid akuta behov

Trender: generation Y

### **Interview #14: Engineering and Manufacturing 2014-01-14**

Har arbetat väldigt mycket med sitt brand och vill att det ska komma "inifrån" - det ska vara en ärlig bild av verksamheten, t ex en-dag-på-jobbet på hemsidan - vill inte skapa falska förväntningar

Har svårt att se hur en tredje part skulle kunna bidra till att förbättra EB

Behöver synas mer i den breda massan och var top of mind - men tror att arbetet med EB inte gett utslag ännu

Har ett stort rekryteringsbehov - expanderar och växer utomlands - har problem med att täcka behovet av skarpa ledare som är mobila och kan tänka sig att flytta utomlands

Har inte riktigt vågat ge unga stora möjligheter utan varit väldigt försiktiga i den interna rekryteringen

Rekryterat mest ingenjörer, men också ekonomer och IT

Arbetar med rekommendationsbaserad rekrytering - speciellt på senior nivå

Trender: ställer mer krav - generation y

Talar också om att det är svårt att behålla talanger

### **Interview #15: Media and Information Technology 2014-01-14**

Talang = rätt person på rätt plats, ska verkligen vilja arbeta på företaget och den livsstilen (work life balance)

Hur hittar man dem? Intervjuer och att chefer måste vara väldigt delaktiga i rekryteringen mot slutet

Rekryterat nästan enbart business/management -

Rankas högt av ingenjörer men finns inte mycket de kan erbjuda dem - men kan absolut bli bättre på att jobba med dem

Vill få in bättre säljare - speciellt svårt att hitta YP - har ett stort rekryteringsbehov - växer  
Upplever inte jättemycket konkurrens då de ändå söker kandidater som har företaget som etta på sin lista

Svåraste är att behålla folk - inte skapa falska förväntningar: de vet från första stund att vi inte kan lova de hur de närmaste åren kommer se ut eller vilken specifik position de kommer ha men att vi växer och det finns mycket spännande möjligheter - accepterar man det så passar man på företaget

Arbetar entreprenöriellt och vill att "talangerna" ska vara med och driva organisation framåt

### **Interview #16: Management Consultancy 2014-01-15**

Talang = klart det ska vara skarpa personer men allt mer fokus på att det är personer som verkligen vill arbeta på företaget

Rekryterar främst ekonomer, jurister, ingenjörer (ökat tidigare mest ekonomer)

Upplever att de syns bland dessa målgrupper men att de dagligen måste vara mer tillgängliga och enklare ha kontakt med kandidater - ska inte vara komplicerat att bygga relationer

Det Company kan hjälpa till med: hitta lämpliga kandidater vid mer akuta behov (när de ej gör de årliga rekryteringarna)

Svårt att nå och rekrytera IT och YP

Attraherandet och rekryterandet är resurskrävande men svårt att veta vilka aktiviteter som inte är motiverade och inte bidrar

Upplever att det finns en missuppfattning om deras EB

2 problem: 1) akuta behov - hitta kandidater (tror Company kan hjälpa), 2) vara top of mind hos studenter (tror inte Company kan hjälpa utan daglig kommunikation och tillgänglighet utåt)

Även svårt med retention

### **Interview #17: Media and Information Technology 2014-01-15**

Talang = rätt person på rätt plats men ska vara väldigt högpresterande, självgående och framförallt passa in i företagskulturen

Stor utmaning: kommunicera möjligheter till medarbetare och utveckling

"Antingen blir man väldigt kortvarig för man inte är rätt matchning eller väldigt långvarig för det finns så mycket möjligheter"

Problem: finns en missuppfattning om att det är väldigt hård kultur, macho, gubbigt - stämmer inte alls, jobbar med att attrahera kvinnor

Upplever inte att de har problem med att attrahera rätt kandidater - de har så pass bra varumärke att kandidater hittar rätt

Kan bli bättre på att kommunicera alla möjligheter som finns inom hela koncernen, och att de olika bolagen även ska använda sig av koncernens varumärke

Har events på skolor som är väldigt lyckade

HR äger processen men anser att det är väldigt viktigt att cheferna är involverade eftersom det är de som ska arbeta tillsammans i slutändan

### **Interview #18: Engineering and Manufacturing 2014-01-16**

Talang = person som har potential, möjlighet och vilja att tillämpa gammal kunskap på nya områden - t ex byta position och ta sig an mer ledande positioner

Rekryterar inte många nyexade, mest ekonomer/sälj/marknadsföring med 3-5års erfarenhet

Missuppfattat brand bland yngre och folk som inte är i branschen



Har haft många omorganisationer som gjort att de inte kunnat fokusera mycket på proaktivt HR-arbete - dessutom har det därför blivit bortprioriterat som strategisk fråga av chefer och därför svårt att driva något

Upplever att yngre generation ställer mer krav, är mer pålästa och vet vad de vill, vill att det ska gå fortare

Har mer problem med attraherandet och att synas än rekryterandet och utvecklandet

Varit rätt framgångsrika med att få folk att stanna genom att ha skapat en daglig delaktighet och alltid prata om karriärmöjligheter - även ok om de slutar och kommer tillbaka, många som gör det

På arbetsmarknadsdagar: fångat upp en del kandidater och bjudit in dem på mingel och lunch med VD men har inte mycket att erbjuda, riskerar att skapa negativa förväntningar

Riktat endast in sig på skolor i Stockholm och Uppsala pga resursskäl

Täcker sitt rekryteringsbehov och får in många kvalificerade sökande

Har inte så stort rekryteringsbehov (mkt pga alla omorganisationer), mest ersättningsrekryteringar

### **Interview #19: Banking, Financial Services and Insurance 2014-01-17**

Arbetar inte med talangbegreppet - men anser att talang är någon som kan utvecklas inom organisationen och tillämpa gammal kunskap på nya områden

Har väldigt litet rekryteringsbehov - nästan alla nyexade rekryterats från extraarbetepoolen

Rekryterar nästan alla bakgrunder - ekonomer, ingenjörer, jurister, IT

Svårt att täcka IT-behovet och svårare att nå YP

Stort internt nätverk vid rekryteringar

Startat studentprogrammet där de håller kontakt med utvalda studenter från slutet på gymnasiet

Arbetar mycket med att synas bland studenter: mässor, studiebesök etc

Trend: mer krav, mer pålästa, vet vad de vill

Arbetar utifrån vad universum identifierat för trender - t ex vet de inte hur de ska hantera att senaste undersökningen visade att yngre inte vill arbeta med kunder

Varit rätt framgångsrika med retention genom karriärprogram

Varje ansvarig chef väldigt involverad i rekryteringen - förstår bättre förväntningarna - HR är stöd

Svåraste utmaningen: förutse behov och förändringar pga branschen, t ex lagändringar och finanskrisen

Är generellt väldigt duktiga på attrahera-rekrytera-utveckla

Arbetar med rekommendationsbaserad rekrytering

### **Interview #20: Engineering and Manufacturing 2014-01-20**

Letar i de flesta målgrupper, mycket ingenjörer

Svårt att nå IT och mer nischade, seniora tjänster

Har CRM-system med studenter/YP/seniora som de mött i olika sammanhang som de utgår ifrån

Har ett stort internt nätverk

Parallellt med externa jobbbannonser när de ska tillsätta positioner

Svåraste är att hitta rätt person på rätt plats utifrån den breda massan, veta vem som passar var

Har ett starkt varumärke och inte problem med att synas

Centralt HR, de fungerar som stöd för rekryterande chefer

Retention är också ett problem

### **Interview #21: Media and Information Technology 2014-01-24**

Talang? Betoning på 2 saker: attityden EQ (positiv, framåtsträvande, orädd för förändringar, jobbar framåt, värderingar) & presterar (sälj, känslighet för marknaden)

Målgrupper: Väldigt blandat – mycket nyexade – unga människor som tycker det är spännande med e-handel - Seniora måste ha relevanta erfarenheter

Bakgrunder: Ekonomi, systemvetare, industriell ekonomi dominerar inom ingenjörer, IT - Handels gbg, lund, hhs - pga att de är i malmö

Rekryteringsbehov: Svårt att säga – inte bara ersättningsrekryteringar – växer mycket – rekryteringen kommer inte avta – handel väldigt konjunkturkänsligt – vill ha unga

Nå ut/kontakt med målgruppen: Studenter genom arbetsmarknadsdagar, Närvaro online – linkedin, IT är brist – svåra att locka till sig

Kostsamt? Nej egentligen inte. Relativt selektiva med aktiviteter. Värt mycket att få synas på arbetsmarknadsdagar – mer sökande. Ganska realistiska i urvalet.

Irritation/frustration: Väldig utmaning med unga som gör entré – förhåller sig som konsument till arbetsgivare – lite arrogant – vad kan ni göra för mig – vill göra allt för att undvika att bli syo – i mötet: många vet inte vad de vill göra och tror att hon ska veta vad de ska göra – blir krock – kan vara mer krävande i dialogen – man är fullkomligt ersättlig

Saknar du något i sättet ni arbetar med att attrahera eller rekrytera talanger idag? IT- skulle behöva vända sig mot mer koncentrerade aktiviteter. Jobba inifrån och ut – förtydliga budskapen och att de faktiskt finns

Vad är det svåraste eller största utmaningen du upplever i arbetet med att attrahera eller rekrytera talanger? Synas ännu mer, inte tappa fart - Inte bara växa men bibehålla – jobba ännu hårdare – bli omsprungna

Finns det några besparingar du önskar att ni kunde göra under attraherandet eller rekryterandet? Generellt ganska effektiva – svårt efter annons att gå bråttom

Vad vore det optimala resultatet när ni arbetar med attraherande och rekryterande? Kvalitet, mer av något, mindre av något? Optimala resultatet: oavsett vilken annons att få stort urval av bra människor – att många kompetenta söker sig och det är hos dem som de vill arbeta. Dra till sig många med hög kompetens och attityd och en preferens som har starkt intresse

Hur tycker du det fungerar idag? Kvalitetsmässigt och målgrupper? Kan alltid bli bättre. Känns som de är eftertraktade. Bli mer top of mind. Desto tydligare de är, desto mer får de in.

Vad skulle göra ditt jobb enklare? Mycket behov och kommunikation som måste komma inifrån. Ett öra inåt och ett utåt. – matcha detta. Inte kanske fysiska möte: de vill ha svart och vitt siffror. Få en rapport och statistik hur marknaden ser ut.

## **Interview #22: Management Consultancy 2014-01-24**

Talang? högpresterande men måste vara rätt person och matcha med företagets kultur

Jobbar nationellt med EB och speciellt mot skolorna runt Stockholm, Gbg och Malmö

Vilka rekryteras? revision, advisory etc. mycket nyexade, en del YP och seniora. ekonomer (behövs mer killar), ingenjörer (behövs fler tjejer) - attrahera mer ingenjörer och att de vet att de kan jobba på företaget

Har ett relativt stort årligt rekryteringsbehov årligen av juniora - även mer akuta behov vid stora projekt

Kontakt: deltar i arbetsmarknadsdagar, egna events, mer lokala event etc

Arbetar med rekommendationsbaserad rekrytering i alla grupper

Upplever kostsamt? tar mycket tid att bygga relationer men det är ett långsiktigt arbete

Tycker att studentföreningar börjat ta för mycket betalt

Upplever att SSE ligger före med att ha riktade arbetsmarknadsdagar etc och att de andra skolorna kommer följa efter snart - då är det hårdare konkurrens och man måste lyckas förmedla vad man kan erbjuda ännu bättre

Saknar att veta vilka som är intresserade av just företaget och hur deras varumärke uppfattas bland studenter

Risker man inte vill ta är att varumärket kopplas samman med något negativt

### **Interview #23: Banking, Financial Services and Insurance 2014-01-28**

Talang - någon som vill utvecklas och tar egna initiativ

Söker mest gymnasieekonomer till butik och fåtal akademiker till chefspositioner

Fel målgrupp i Company - de är överkvalificerade

Har ett rekryteringsbehov på 20-30/mån i hela Sverige

Extraarbetare utgör rekryteringspool

Växer mycket och expanderar

Största problemet är felrekryteringar (handlar mest om för höga förväntningar) och retention

HR äger rekryteringsprocessen kring chefer, rekryterande chef för kundtjänstpersonal

Ibland bygger cheferna upp för höga förväntningar som leder till felrekryteringar

Arbetar mycket med rekommendationsbaserad rekrytering

Får tillräckligt mycket ansökningar bara genom annonsering på hemsidan

Dock får de in mycket okvalificerade sökande som kräver mycket rensande

Har samarbetat med Company tidigare - för några år sen när de behövde akademiker - fungerande bra och fick passande kandidater men de har inte det behovet längre

### **Interview #24: Media and Information Technology 2014-01-28**

Talang - någon som har potential att utvecklas och tillämpa gammal kunskap på nya områden

Väldigt breda målgrupper - allt från management trainee tjänster till tekniker, programledare etc - har därmed även alla typer av bakgrunder

Har svårt att attrahera IT, utveckling, mer tekniska nischade tjänster

I övrigt starkt varumärke - upplever inte att det är någon skillnad mellan student-YP-seniora

Har interna nätverk och arbetar utifrån rekommendationer

Rekryterar mycket generellt men vissa produktområden är växande medan andra avstannat - beror på dess livscykel

Syns på arbetsmarknadsdagarna och anordnar event men upplever inte att de behöver arbeta så mycket med attraherandet då de har ett starkt varumärke - får tillräckligt mycket kvalificerade sökande

HR är stöd - sker i samspel - äger inte processen

Problem: finns inte samspel mellan utbildningar och näringsliv - måste vara mer fokus på digitalisering och att alla utbildningar arbetar mer tekniskt och att det blir en självklarhet - förväntningarna måste vara tydligare - Att utbildningar måste fokusera mer på entreprenörskap

Svårt att veta med EB vilket paraply man ska framhäva - finns många olika produktområden i företaget och även tillhörandet till hela koncernen

Hitta personer som verkligen passar med kulturen - som inte behöver veta var de kommer hamna de närmaste fem åren men är villig att växa och vara entreprenöriell och drivande inom organisationen

Tar mycket tid att hitta rätt kandidat - går det att snabba på?

Hitta bra headhunter-företag - kan vara riktigt dåliga leverantörer

Vore önskvärt att ha matchningen genom personlighetstest

### **Interview #25: Engineering and Manufacturing 2014-02-04**

Framtida medarbetare – anställer bara talanger

Ingenjörer – YPs – svåra att hitta! – många studenter som söker – 2800/3000 är ingenjörer

Studenter – högskolor – hitta rätt utbildningar – inte bara synas på mässor

YP – ha medarbetare som rekommendera och branschnätverk – hitta synergier – tror inte på career days

HR äger processen men varje ansvarig chef är utförande - Närmaste chefen lägger ut annonsen – men HR mallat och har framtagit kanaler

Arbetar jättemycket rekommendationsbaserat - Kontakt är den vanligaste ingången

Kvalitetssäkring – rekryteringsperspektiv – cheferna själva formulerar sina annonser – kontrolleras inte – approachen tidigt

Vara ute och träffa – är breda i sin approach – svårt att trätta ned sin målgrupp – tidskrävande – hinner inte personliga möten

YPs svåra – beror på orter också

Kan missa heta talanger – blir förmånsdiskussioner – beror på områden – jobbar mer på linkedin

Varit besparing om man inte behöver annonsera alls

Mer kvalitet på chefernas roll i rekryteringen

Minska personalomsättningen

Mer resurser internt

Ingenjörskris – får anställa en nivå av kompetens som inte är optimala – får utbilda de internt

Generation y – mer krävande – arbetsledningssynpunkt – professionell utmaning

### **Interview #26: Legal 2014-02-04**

Talang är någon som kan utvecklas och växa i sin roll - antingen bli väldigt duktig på en nisch eller utvecklas till chef/ledare

Främsta målgrupper: jurister, ekonomer, systemutvecklare

Rekryterar i alla grupper studenter/YPs/seniora

Har inte stort rekryteringsbehov - växer inte - ca 12st/år - endast ersättningsrekryteringar

Har inga problem att tillsätta tjänster men skulle de få akut behov av t ex systemutvecklare skulle det bli svårt att hitta tillräckligt många då de inte är självklara valet i den målgruppen

Kommer i kontakt med målgrupper: nyexade jurister (juristdagarna) - branschdaggar

Arbetar med rekommendationsbaserat - många kommer in den vägen

Kostsamt: om man inte får in tillräckligt många kvalitativa ansökningar - vet inte vart man ska rikta resurserna då

Utanför jurister är varumärket inte lika känt - vet inte vilka erbjudande de har

Svårt med digitalisering och vad den förändringen innebär för dem att veta vilken kompetens de kommer behöva

## **C.1.2 Solution Validation**

### **Interview #27: Engineering and Manufacturing 2014-02-17**

Traineeprogram – 3000 anställda – matchat efter vårt behov – inte trainee varje år – management, teknik, (ekonomer har stannat, inga lämnat), teknikintresse men affärssinne, långa cykler, vara envis och uthållig – hitta rätt person. sen kan man lära – industriell ekonomi är svårast att få tag på (topplinje – svårt att få de bästa) – inte där folk vill jobba i första hand – snabbt kan växa och prova sina vingar – har den entreprenöriella kvar

Rekryterar ca 3st/vartannat år

Starkt varumärke på orten – håller sig där –inte känt att talangpoolen är för liten

KONCEPT 1: Inte sett behovet pga rekryteringen – tar bort allt som inte är ett måste – rekryteringsbehov inte så stort och tight budget

Får mycket spontanansökningar och studentarbeten – har ett visst nätverk – med väldigt begränsade medel har de ett nätverk – ger tillgång till personer – även om den är lokal

KONCEPT 2: Hjälpt med rekryteringen av internationella anställda – stämt av med sitt egna nätverk - Våldigt planerad rekrytering

KONCEPT 3: Små volymer och har starkt varumärke lokalt – EQ är väsentlig

### **Interview #28: Banking, Financial Services and Insurance 2014-02-17**

Letar främst efter nyexade och studenter - har bra nätverk med seniora och YPs - rekryterar ca 3-4st nyexade/år - främst SSE och ingenjörer - viktigaste är att de förstår att det är många arbetstimmar och att de är tillräckligt drivna att arbeta såpass mycket - upplever hög konkurrens om toppkandidater med storbanker och konsultfirmor - valt att för första gången inte vara med på Handelsdagarna då de inte upplever att det ger tillräckligt bra resultat med tanke på effort

De sköter all screening själva - har ingen HR - tror att de kanske är för hårda i sin sortering på AQ och BQ - många gånger hade någon med bra EQ varit lämpligare än någon med perfekt AQ och BQ - tar mycket tid med rekrytering - något anställda får göra på sin fritid i stort sett - man vill vara tillgänglig men tar för mycket tid

Har varit med på arbetsmarknadsdagar men viktigt för dem att lämpliga kandidater känner till dem och aktivt söker dem - har även extrajobbspool som de rekryterar direkt från

KONCEPT 1: väldigt positiva - precis det de behöver, personer som är intresserade av just dem - skulle spara väldigt mycket tid och befria dem från mycket - vill helst inte sköta poolen själva dock utan att Company administrerar den då de inte har någon HR - Novas medlemmar stämmer även väl överens med vilka de letar efter - de vill helst inte behöva vara särskilt inblandade i förskreeningen - de är helt enkelt intresserade av att outsourca så mycket som möjligt till en part de litar på - skulle främst använda den vid rekrytering och event, inte så mycket kontakt med enskilda medlemmar

KONCEPT 2: tycker det låter jättebra - jobbar så internt - men frågan är om man skulle rekommendera in en kompis då det skapar extra konkurrens?

KONCEPT 3: kan absolut vara intressant men samma här, vill inte sköta administrationen

### **Interview #29: Engineering and Manufacturing 2014-02-21**

Stora grupper – 75 % arbetare – tjänsteman: ekonomi, specialister

Behöver fler som har gått mer teknisk gymnasiebakgrund – industriteknisk

Rekryteringsbehov: Går från vikarie och kommer in – ersättningsrekryteringar 3-4år

Stort problem att kompetens inte finns där – måste pendla in

KONCEPT 1: De finns där de finns – på universiteten finns dem – man får tag på dem lokalt – dåliga erfarenheter av att folk bara stannar korta tider – ute och gör saker – svårt nog att hålla kontakt med dem som de får kontakt på

KONCEPT 2: Jobbar inte med det – börja dela nätverk med anställda – måste bara hitta processer

KONCEPT 3: Har inte behovet – annonserar idag på webben och lokaltidningar

### **Interview #30: Management Consultancy 2014-02-24**

Expanderar väldigt mycket - rekryterar ca 10 nyexade i år

Har svårast bland YPs - väldigt intresserade av nätverket Company erbjuder där

Upplever att de etablerat sitt varumärke allt mer och att studenter börjat lära känna dem

Vänder sig främst mot SSE och KTH men även Lund och Linköping för större event

Rekryterat en från Linköping och upplevt att det gjort mycket för deras namn där

De har gått ifrån traditionella caseintervjuer och kör ett camp istället - detta för att de lägger väldigt stor vikt på att det är rätt person och att matchningen ska bli så bra som möjligt

KONCEPT 1: väldigt intressant, vore jättebra med både det förskreenade nätverket och att ha en portal - skulle vara intresserade av att studenterna är med från tidigare årskurser så man kan

bygga en mer långsiktig relation - men framförallt intressant vore YPs - skulle vara intressant att om alla anställda hade tillgång till portalen

KONCEPT 2: tycker det vore jättebra - anser att rekommendationsbaserat är väldigt effektivt och att man lutar mest på sitt personliga nätverk

KONCEPT 3: vore också en bra tillgång för dem att synas lite bredare och få mer etablerat varumärke

allmänt är de väldigt intresserade av att skraddarsy både nätverket och portalen, vill vara väldigt inblandade i hela processen, viktigt för dem att de ytterst styr (kontrast mot I28 som mest är intresserade av att spara tid)

### **Interview #31: Engineering and Manufacturing 2014-02-25**

2 ingångar: butiker finland, danmark, sverige, tyskland – varje hr har ett land – även eget outlet butikschefer – säljare – sällan krav på studier – mer personlighet

Utmaning: hitta specialisttjänster, experter, vissa orter svårt att få butikschef, andra orter för många sökningar

Ställt högre krav och använder screeningtest

Akademiska roller inte så mycket – inköp (störst), controllers, affärsutvecklare, marknadsdirektör

200 annonser externt – 200-250 rekryteringar/år - 3500 anställda totalt

Låg personalomsättning – rekryterar mycket för att de öppnar och växer mycket

Mer internationellt mot Tyskland – tanken att bli ännu större – ännu mer kompetens – ha koll på andra marknader

Räcker inte att bara lägga ut på sin hemsida – arbetar därför med karriärssidor – men räcker inte för huvudkontorstjänster, använder linkeidn eller speciell media

KONCEPT 1: Tror att man mer i framtiden kommer komma åt kandidaten – vill ha YPs – då måste man arbeta mer så –

Kostnadsfråga – har inte jättebudget – skulle göra det själva – försöker sköta rekryteringen själva – finns nischade tjänster så vill man ha tillgång till en annan aktör

Skulle vara YPs och mer nischade tjänster – svårt att attrahera till Norrköping – via linkedin får de respons trots starkt varumärke – inte haft ansvarig för EB tidigare, mer enhetligt material, vilka är de som arbetsgivare etc

KONCEPT 2: När de får svårt att hitta letar de bland sina egna nätverk – allt från linkedin

Finns problematik: försiktig när man rekommenderar

Sprider i sitt nätverk – man känner många

KONCEPT 3: Vilka inriktningar/profiler har dem? Konceptet är intressant men profilerna är inte intressanta

### **Interview #32: Banking, Financial Services and Insurance 2014-02-27**

Viktigast med kultur - flesta roller ska ha en akademisk bakgrund men viktigast är att det är rätt person

Söker utifrån alla vanliga funktioner: ekonomer, ingenjörer, finans, IT, systemutvecklare

Expanderar väldigt kraftigt: gick från 100 till 190 anställda förra året - fortsätter expanderar

Behöver se på de interna processerna - utbilda och utveckla snabbare

Inte haft tid för mycket extern marknadsföring - men upplever att allt fler hittar dem etc

KONCEPT 1: väldigt positivt - intressant att ha den typen av fokusgrupp - personliga möten viktiga för dem - enda hindret är att de behöver prioritera de interna processerna

KONCEPT 2: positivt - vill arbeta så även internt

KONCEPT 3: även intressant - intresserade av den större spridningen

Tycker om att man kan skraddarsy själv och att man kan välja i vilken mån man vill ha novas hjälp + inreserade av frukostklubb

Undrar över priser - tycker om att det är uppdelat efter flera koncept

### **Interview #33: Management Consultancy 2014-03-10**

Rekryterar ca 150-200 pers/år i hela Sverige

Lägger inte mycket fokus på att hamna högt i rankingarna utan att bygga relationer med studenter under en längre tid och att de sen ska vilja böra jobba där

Svårast att nå ut till ingenjörer och IT-studenter - har inte lika etablerade nätverk där och de ses oftast inte som ett alternativ bland dessa studenter

De känner de olika skolorna väldigt väl och har bra personliga kontakter med studenter

KONCEPT 1: positiv men hade nog bara använt nätverket-i-nätverket bland ingenjörer och IT - har redan den kollen och kommunikationen bland ekonomistudenter - hade använts av de som arbetar med studentrekrytering på företagets olika grupper - måste se över budget och pris för att veta om det skulle bli aktuellt

KONCEPT 2: väldigt positiv till det

KONCEPT 3: jätteviktigt att detta finns kvar - vill fortfarande kunna nå ut till det stora nätverket

## **C.2 Students and Young Professionals**

### **Interview #1: Engineering 2014-01-15**

Viktigt hos arbetsgivare: Kunna göra förändring - filantropi - mycket självbestämmande - lön

Problem/utmaningar: - Avskyr mässor - mest HR och inte företag han är intresserad av - hade hellre haft nischade mässor - Svårt att särskilja mellan annonser och roller

Hur vill du träffa företag: Viktigt att under nätverkande och rekrytering förstå vilka utvecklingsmöjligheter som finns

### **Interview #2: Information Technology 2014-01-15**

Viktigt hos arbetsgivare: Föredrar små bolag, mer spetskompetens och mer dynamiska. Annars viktigt med varumärke. Kommer utgå ifrån vänskapskretsen när han byter jobb

Problem/utmaningar: - Svåraste är att veta var man själv vill jobba och var man kommer trivas

Hur vill du träffa företag: Hade velat träffa mer representanter och mer personlig kontakt. Hade även velat träffa mer nya företag under studietiden, som man inte kände till tidigare

### **Interview #3: Information Technology 2014-01-15**

Viktigt hos arbetsgivare: Utmaningar. Lön. Utvecklingsmöjligheter. Vill vara med och äga och skapa

Problem/utmaningar: - Annonser skrämmer iväg IT-studenter, tror inte att man är tillräckligt bra för att söka - Svårare att få kontakt med banker och konsultfirmor då de inte syns lika mycket på arbetsmarknadsdagar och liknande - Företag kan inte söka efter mallar på samma sätt bland IT, då t ex många kodare inte är eller behöver vara sociala etc

Hur vill du träffa företag: Mer studiebesök. Fler företag som syns på skola, mer samarbete. Ha mer personlig kontakt med företagsrepresentanter

### **Interview #4: Finance and Business 2014-01-16**

Viktigt hos arbetsgivare: Vill kunna utvecklas och vara med och skapa

Problem/utmaningar: - Svårt att veta vad man kan söka utanför storbolagen - Svårt att utifrån en annons veta om rollen passar en

Hur vill du träffa företag: Hade velat ha kontakt tidigare, typ spring week. Går mycket på kontakter och vad vänner rekommenderar

### **Interview #5: Engineering 2014-01-21**

Viktigt hos arbetsgivare: Viktigast är magkänslan. Även utvecklingsmöjligheter och rykte. Jobba med personer som är lika en själva och trevliga. Roliga arbetsuppgifter

Problem/utmaningar: - Svårt att komma i kontakt med företag som inte är kända men som ändå skulle kunna vara intressanta - Svårt att få personlig kontakt med många företag (speciellt med företag utanför IB/MC) - Ibland svårt att veta vem och vad företagen söker - Hade velat ha en katalog där man kan jämföra med vad anställda säger och vad de söker - Frustrerande när man inte får någon feedback- Vill inte bränna en ansökan genom att skicka in för tidigt och göra bort sig- Skulle vilja ha en sammanställning av var andra som gått samma utbildning börjat jobba efter examen.

Hur vill du träffa företag: Vill träffa företag under former som är en blandning av seriöst och roligt. Träffa andra som nyligen sökt jobb och gått igenom samma sak som en själv. Mer nischade och avslappnade mässor

### **Interview #6: Finance and Business 2014-03-04**

Viktigt hos arbetsgivare: Utmanade och dynamiskt - kollegor - varumärke - kunna växa inom företaget

Problem/utmaningar: - Måste ha träffat någon från företaget och kunna relatera till den för att kunna tänka sig att börja arbeta där - Skriva PB är en pest - skrytsam men ödmjuk - Hade haft svårt utan sitt personliga nätverk att veta vad som skulle vara rätt bransch för honom i framtiden och vilka företag som passar honom.

Hur vill du träffa företag: HR är trevliga men har en baktanke med allt - vill prata med relativt nyanställda (mer trovärdig bild och lättare att relatera till) - föredrar avslappnade former alla gånger

Koncept: vore väldigt värdefullt om Company kunde hjälpa en att hitta företag – kunna erbjuda utifrån ens profil som är intressanta för en själv och mer specifika utifrån ens egna profil – veta att det är en och 10 andra som de riktar sig mot

### **Interview #7: Engineering 2014-03-04**

Viktigt hos arbetsgivare: Ha förtroende och lite fria tyglar - bra lön - lättsam stämning - varumärke

Problem/utmaningar: - Vet inte var man ska börja söka jobb utanför storbolagen.- Att behöva skriva PB kan leda till att han inte söker jobb - kräver mycket arbete och tid - svårt att veta vad man ska lyfta fram - Svårt och osäkert att veta vad som passar en och vad som känns rätt.

Hur vill du träffa företag: Hade velat mer på förtur vad de kan erbjuda innan han signalerar upp sig på ett event. Kunna prata mer enskilt och med nyanställda.

Koncept: Väldigt positiv till mer personliga möten och att bygga långsiktiga relationer – tycker om rekommendationsbaserat då man utgår mycket ifrån vad ens bekanta tycker

### **Interview 8: Finance and Business 2014-03-04**

Viktigt hos arbetsgivare: Internationella möjligheter - lön - prestige - ha fritid - tidigt ansvar

Problem/utmaningar: - Vet inte vad man kan söka utanför storbolagen och vilka positioner som är relevanta. Företag måste bli bättre på att marknadsföra mer än en eller två roller - PB svårast: krävs mycket research och nätverkande för att det ska bli bra - Vill inte göra bort sig på intervju genom att inte vara tillräckligt påläst.- Mest frustrerande har varit att inte få intervjuer till de jobb han helst vill ha.

Hur vill du träffa företag: Vill träffa nyexade - de förstår en bättre och minns rekryteringen - lättare att nätverka med dem



Koncept: tycker det är viktigt att de som ingår i nätverken från företagets sida är relativt unga men tycker om exklusiviteten

### **Interview #9: Information Technology 2014-03-04**

Viktigt hos arbetsgivare: Utvecklingsmöjligheter. Varumärke. Bra team.

Problem/utmaningar: - Svårt att veta vad som finns tillgängligt och vad man vill - Svårt att veta vad roller innebär utifrån annonser och svårt att veta hur duktig man själv är - Tekniska intervjuer är svåra, svårt att veta vad man ska förbereda sig på - Hade velat ha praktik för att förstå vad man utbildade sig till - Svårt att veta hur företagen är bakom loggan.

Hur vill du träffa företag: Hade velat ha praktik under studietiden. Mentor är bra. Mer personlig kontakt med potentiella arbetsgivare.

### **Interview #10: Finance and Business 2014-03-06**

Viktigt hos arbetsgivare: Utvecklingsmöjligheter. Stort ansvar

Problem/utmaningar: - Svårt att veta vad man kan söka och hitta potentiella arbetsgivare. Vet inte om man är under- eller överkvalificerad utifrån annons - Personligt brev är svårast. Vet inte vad de vill veta eller hur man ska sälja in sig lagom mycket. Tycker inte det finns några bra mallar för hur de ska skrivas - Processer är ofta väldigt långa och tar mycket tid. Måste förbereda sig mycket - Tycker det svåraste är var man ska börja leta efter jobb.

Hur vill du träffa företag: Tror extrajobb hade varit ett bra sätt. Trivs inte med event, krystat och får inte ut något utav det om de inte ska anställa.

### **Interview #11: Engineering 2014-03-09**

Viktigt hos arbetsgivare: Problemlösning - socialt - arbeta i team - mycket ansvar tidigt - work life balance

Problem/utmaningar: - Vet inte var man ska börja söka jobb utanför MC och traineetjänster - Svårast var caselösning.

Hur vill du träffa företag: Events och kontaktsamtal - inte bara ha HR utan ha några som jobbat 0-4 år men även några seniora eftersom det säger nåt om kulturen. Tyckte det var bra att ha mentor under studietiden.

Koncept som YP: i teorin intressant att göra det men obekvämt att vara "otrogen" – i teorin egentligen inte konstigt men som ny vore det konstigt – svårt att definiera den kontakten – hålla kontakt med gamla arbetsgivare - föredrar att få inblick i företag som man inte annars hade tänkt på och exponeras för nya ingen stark åsikt om att träffa många men inte nära vs få men nära hellre träffat 3 helt olika företag än 3 olika

### **Interview #12: Finance and Business 2014-03-11**

Viktigt hos arbetsgivare: Ska kännas kul och meningsfullt - bra stämning - lön

Problem/utmaningar: - Krångligt att veta vad de faktiskt söker - väldigt generiska beskrivningar på vad de söker och blir svårt att läsa mellan raderna - men därför även svårt att utläsa och hitta vad som passar en själv - Skriva PB: svårt att hitta balansen mellan att inte skryta men ändå framhäva sig själv - Känns jobbigt att vissa ansökningar inte ens ses över - Mest frustrerande är att inte veta vad som händer och var man är i processen och att det tar lång tid att få veta

Hur vill du träffa företag: Mer avslappnat - blandning av föredrag, studiebesök och mingel - blandning av unga och seniora

Väldigt positiv till samtliga koncept – tycker om rekommendationsbaserat – önskvärt med mycket mer personliga möten

### **Interview #13: Information Technology 2014-03-16**

Viktigt hos arbetsgivare: Branta inlärningskurvor - utmaningar - bra chef

Problem/utmaningar: Finns massor av företag som man inte känner till - IT-studenter är väldigt bortkopplade från näringslivet under studietiden - stort gap - Behövs mycket kontakt med ett företag för att verkligen veta vad de gör och om det passar en - Annonser är avskrämmande: känns som det ska vara en supermänniska - Jobbigast: rekryteringsprocesser tar alldeles för lång tid och dåligt med feedback - Finns bara ordentliga rekryteringsprocesser för trainee- och konsulttjänster, annars måste du känna någon för att veta om du kan söka - Många test och case känns inte rättvisa utan mest en tränings sak

Hur vill du träffa företag: Blandning av studiebesök och avslappnat mingel, t ex ha case och middag. Vill helst träffa unga medarbetare som kan relatera till hur det är att vara student - vill kunna relatera med de man pratar med.

Positiv till alla koncept – bra med rekommendationer – viktigt med bredd på företagen i ens egna nätverk