

# Final Report: Market Analysis, Business Models, Competitors, and Distinguishing Features

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# Overview

The goal of this project was to create a roadmap for market entry for an early-stages hourly job search platform startup called Industri.us. To begin accomplishing the goal, a market analysis, competitor evaluation, and business model scenario analysis were conducted. Additionally, accessibility and potential partnerships with other companies were researched, as these would be features unique to the platform. The findings reveal that the application has a significant potential market, and there are several options for pricing and market entry. The distinguishing features will help the new platform stand out among competitors.

The major sections of this report are: Market Analysis, Business Models, Competitive Analysis, Designing for Accessibility and Inclusion, and Potential Partner Organizations. The report outlines the target market, details for business models, and a competitive analysis. Then, guidelines for designing an accessible and inclusive app and an analysis of potential partners are presented as unique, distinguishing features of the platform such that implementation would provide the platform with a competitive advantage.

# Market Analysis

The target market for the proposed application includes hourly wage job seekers and employers in Austin, Texas in industries including restaurants, retail, construction, and others. The initial focus could potentially be small businesses as early adopters.

## **Target users**

Hourly wage job seekers with smartphones in Austin, Texas. Mainly between the ages of 18-30 as this group holds the most hourly jobs.

Small business owners and other employers looking to hire hourly workers in Austin.

## **Current user processes (based on user interviews)**

Employees:

Currently, employees find jobs through multiple different channels including using sites like Craigslist, applying for jobs in person, and word of mouth. The employee we spoke with has a resume saved as a PDF on a smartphone, which they originally used a friend's computer to create and then paid someone to create different versions of the resume for different industries. Many hourly wage workers have held numerous jobs (56, for this interviewee). Transportation options and work location are important considerations in job seeking for this population. This particular employee has never used LinkedIn to find a job, but found a job through Craigslist. This employee, and likely a portion of other hourly wage job seekers, faces barriers to finding employment including criminal background, transportation, and education. Other job search websites include Poached, Instawork, and other apps. The process is generally to upload a resume online, tailored to the position type. Another important way to find jobs is through personal connections and recommendations. Work schedules come out on a weekly basis.

Employers:

Employers struggle to find employees. They may post ads on Facebook and LinkedIn, go around town recruiting in person, and accept recommendations from professional contacts. They spend a significant amount of time and money trying to find good employees. The employers we spoke to own multiple small businesses, and they have attempted to find workers through Indeed (but did not feel it was the best method). They have also had success in using LinkedIn to find employees. The employers explained that in the Austin market specifically, there are plentiful construction jobs which pay higher hourly wages than hourly jobs in many other industries, which makes competing with construction companies for workers difficult. This is where in-person recruiting comes in. The most important thing about a potential employee, in these employers' opinions, is the skills they have, but they recognize that many skills such as customer service are transferable between industries. They estimate that the cost of hiring one person is \$1000 when time spent on hiring is accounted for in addition to direct costs like ad posting. The most critical part of the hiring decision is how the employee presents themselves in the job interview, from these owners' perspectives. The employers also appreciate when an employee is referred or recommended by a professional contact since

another person can “vouch” for the employee. They usually use a laptop to review resumes and conduct the hiring process. In writing job descriptions, they include experience needed, skills needed, information about the company, and ideal time schedule and other expectations. These particular employers have never used Craigslist because of the “horror stories” they have heard. They hire a few people per month for their various small businesses, and they would pay no more than \$200 per month for a service to help them find employees.

**Projected number of potential users**

To estimate a potential user base specifically on the employee side, multiple data sources and projections were utilized. According to the Bureau of Labor Statistics, over 50% of the workforce in the United States is paid at hourly rates (<https://www.bls.gov/opub/reports/minimum-wage/2017/home.htm>). In Austin specifically, total employment is just over one million, and employment statistics for occupational groups with primarily hourly wage workers can be analyzed to create an estimate of the number of hourly wage workers in the Austin-Round Rock Metropolitan Statistical Area (MSA).

Occupational Group	Employment	Mean (Average) Hourly Wage
Food Preparation and Serving Related Occupations	108,880	\$12.64
Building and Grounds Cleaning and Maintenance Occupations	29,620	\$13.34
Personal Care and Service Occupations	29,410	\$12.84
Construction and Extraction Occupations	44,110	\$20.79
Transportation and Material Moving Occupations	47,540	\$27.56
Total	259,560	

These industries were chosen through inferring how many hourly workers likely work in each industry and choosing the top five most likely occupational groups with mostly hourly workers. Thus, the total of 259,560 is less than half the workforce in Austin-Round Rock, but there are likely hourly workers in other industries that are dominated by salaried employees.

[https://www.bls.gov/oes/current/oes\\_12420.htm#31-0000](https://www.bls.gov/oes/current/oes_12420.htm#31-0000)

Other numbers showing more aggregated data show that service occupations employ nearly 165,000 people in the Austin-Round Rock MSA, natural resources, construction, and maintenance occupations employ 88,400 people, and production, transportation, and material moving occupations employ nearly 78,000. These occupations are likely to have a high concentration of hourly workers, and the total of the three occupation areas is 331,400, which is somewhat closer to half of the population.

(<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkml>)

In the Occupational Outlook Handbook, many of the 20 occupations with highest projected change in employment are likely to be hourly wage jobs: combined food preparation and serving workers including fast food was second on the list with a projected number of new jobs between 2018 and 2028 being 640,100. Restaurant cooks was the fifth occupation on the list with 299,000 new jobs, waiters and waitresses was seventh with 170,200 jobs, janitors and cleaners except maids and housekeeping cleaners was ninth with 159,800 jobs, and construction laborers was eleventh with 148,100 jobs.

(<https://www.bls.gov/ooh/most-new-jobs.htm>)

The total population of the Austin-Round Rock MSA over the age of 16 (working age) was 1,571,007 with an unemployment rate of 4.7% according to 2017 estimates. More recent data as of December 2019 from the Texas Workforce Commission indicates unemployment of only 2.4% (not seasonally adjusted), which is well below the state or national level.

(<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkml>)

(<https://texaslmi.com/EconomicProfiles/MSAProfiles>)

These facts and figures illustrate that the market for hourly wage workers is a significant one and that the Austin-area labor market is relatively tight.

To reach a rough estimate of the number of employees who could potentially use the proposed application, I will use the number of the aggregated occupation areas likely to be hourly workers, which is 331,400. Using the Pew Research figure stating that 81% of Americans own smartphones (<https://www.pewresearch.org/internet/fact-sheet/mobile/>), which is a prerequisite to using this application, the figure is reduced to 268,434. This represents a ballpark estimate of the number of currently employed hourly workers with a smartphone in the Austin-Round Rock metropolitan statistical area assuming phone ownership among this group is aligned with overall levels.

### **Why this application works in this market**

A large population of hourly workers exists in the Austin area, and many hourly workers change jobs frequently. This is an issue for both employers and employees, and there are not wide-ranging solutions to the problem. Austin will be targeted first to garner goodwill and community support for the application before expansion into more markets. These factors indicate that an application to help with the hourly employee hiring process in the Austin area would be successful, and the business case will be further detailed in the next section.

# Business Models

Business models are useful in making a value case for the product and business. The nine important pieces of a business model include the following, which are generally placed on a “canvas” to visualize the whole business model. Using the model from Alexander Cowan’s website

([https://www.alexandercowan.com/business-model-canvas-templates/#Whatsquos\\_the\\_Business\\_Model\\_Canvas](https://www.alexandercowan.com/business-model-canvas-templates/#Whatsquos_the_Business_Model_Canvas)) with a few omissions to be covered in future phases of the project, the business case for the proposed application is outlined.

## Customer Segments

As discussed above, there are two types of customers (users) for this application: employers and employees. Their experiences with the hiring process, though different due to position, are similar in a few key ways. First, both employers and employees rely on recommendations and word of mouth to find a good fit for a job. Second, online is a common place to search for jobs or candidates. Third, turnover is an issue for both parties, because they both have to spend the time and effort to go through the job/employee hunting process again.

## Value Propositions

The proposed application would add value for employers because it helps them connect to employees in a tight labor market; as mentioned above, the unemployment rate in Austin is low, which means that the vast majority of people who want jobs already have them and employers are particularly likely to need assistance in finding employees. In addition, hires that are made need to be high quality because of the cost to the employer. Thus, employers will be likely to pay for an application targeted at their specific case - needing to hire hourly employees.

On the employee side, many of the existing methods to find jobs are relatively employer-centric, and they often need to consult multiple sites and physical locations to find a job. Some search methods are also not optimized for mobile use, which can be problematic for some individuals. Thus, an application with a more employee-focused mindset and a variety of jobs in one place would entice employees to use the application. As the application gains users, it will gain value due to the network effect.

## Customer Relationships

Throughout the customer “journey,” there will be interactions with the application and the company as a whole. First, users have to be convinced to use the app, which will likely be accomplished through marketing messaging and similar contact. Once users sign up and begin using the application, there should be opportunities for feedback throughout the experience. Feedback should be requested about the app itself (design, understandability, effectiveness) as well as experiences using the app (successful hiring experiences, negative experiences). Also, by nature, the user will interact with the app any time they are actively seeking a job or a candidate.

## **Revenue Streams**

Potential pricing structures could take several forms. Options include a pay-per-use structure in which employers pay to place an employment opportunity on the site, which could stay for a set period of time. Alternatively, there could be a monthly subscription structure such that employers would pay a certain price per month and be able to post a set number of ads per month, potentially with a “premium” level of access to things like recommended employees or additional information for hiring help.

Regardless of the pricing structure, the employer should pay and employees should not pay. The employers will likely be willing to pay for such a service because, as mentioned above, hiring in a tight market is difficult and a tool to assist in that process would be valuable to them. Employees, on the other hand, likely do not have enough disposable income to pay for such a service, and since other methods such as Craigslist and applying in person are available, they will likely avoid services that they need to pay for.

A consideration in pricing models is the network effect. To get enough users on the application to add value, it is possible that the first adopters will need to have a free version, and the pricing structure should be rolled out gradually.

## **Key Activities**

The proposed application will include an employee side and an employer side so that each party can carry out their goals in the most effective way. The application will be uniquely positioned to provide benefits to both employers and employees.

## **Key Partnerships**

Partnership opportunities will be discussed in detail in a later section, but strategic partnerships could provide distinct competitive advantages for the application.

# Competitive Analysis

Competitors to the proposed application are numerous, although direct competition (platforms with a similar target audience and goal) seems to be sparse.

To analyze the most relevant competition, I chose to examine the sites and methods that appeared most often in Google searches for hourly job finding as well as articles advising readers where to find hourly jobs. This method mimics what a job seeker might experience. I analyzed branding and messaging for the competitors to determine their strategy in attracting users - are they employee-centric or more geared to employers? I also analyzed their pricing models, industry, and location. The platforms from which the app can be accessed were also mentioned.

The results of analyzing competitors show that either a website or mobile application is likely acceptable; several competitors are only website-based. Out of the sixteen competitors analyzed, four were specific to the restaurant industry, and most showed jobs nationwide. Cost structures varied, but two distinct patterns emerged: employers can either pay for the service per ad or pay per month. Finally, branding among the 11 competitors specifically focused on job seeking: for 5, directed to the employer, 2 directed to the general audience (“career minded food and beverage professionals” could be employers or employees), and the other 4 directed to the employee. However, even the branding directed at the employee often focused on “finding” a job, which places the burden on employees instead of employers, with one notable exception: ZipRecruiter’s tagline is “Get Recruited. Never miss an opportunity. On ZipRecruiter, top companies reach out to you.” This mindset, that an employer could reach out to the employee, could be used in our application to stand out from competitors.

Company	Type of resource (app, website, physical)	Industry	Location	Cost - employer	Branding - who they are targeting
Craigslist	website, app	all	nationwide		Not specific to job seeking, but a common way to find a job
Culintro	website	Restaurant	DC, Illinois, Massachusetts, Missouri, New York, Pennsylvania, Washington, Wisconsin		"Culintro is a community and job board for career minded food and beverage professionals."

Poached	website	Restaurant	nationwide	\$49 for an ad posted for 30 days	"Hire faster. Hire better."
Restaurant Zone	website	Restaurant		\$129/month, \$179/month, or \$229/month	"The Difference in RestaurantZone is Rockstar Candidates for your Restaurant"
Shiftgig	website, app	all	nationwide		"Transforming the Way People Work Shiftgig provides staffing agencies with on-demand staffing software to grow and scale their business. Our software solutions empower your workforce with flexibility and choice while allowing you to deliver powerful strategic insights to your clients."
Snagajob	website, app	all	nationwide	\$89/month/posting	"Your place to find the right hourly job"
LinkedIn	website, app	all	nationwide	cost of ads, if they upgrade to premium	"LinkedIn is the social network for job seekers, professionals, and businesses."
Indeed	website, app	all	nationwide	cost of posting	"Let's make your next great hire. Fast." (on employer side)
Monster	website, app	all	nationwide	\$249, \$449, or \$999 a month	"Don't search for jobs. Find the right fit instead."
ZipRecruiter	website, app	all	nationwide		"Get Recruited. Never miss an opportunity. On ZipRecruiter, top companies reach out to you."
Facebook	website, app	all	nationwide	cost of ad	
Twitter	website, app	all	nationwide		
Proven	website	all	nationwide	\$99/month	"Get back to doing what you love. Struggling to hire is not why people start businesses. They do it to share their craft, provide for their families, and contribute to their communities. Struggle no more, we are here to help."
Good Food Jobs	website	mostly restaurant and food	nationwide	\$60/2months, or discount if post multiple jobs	"satisfying the hunger for meaningful work"

Snapchat	app, website	all	nationwide		Not specific to job seeking, but a potential platform for job finding
Instagram	app, website	all	nationwide		Not specific to job seeking, but a potential platform for job finding

# Designing for Accessibility and Inclusion

## Basic Standards and Requirements

**In general, websites should have certain features to be considered accessible.**

- Feedback [1]
- Media alternatives [1]
- High contrast [1]
- Easy navigation [1]
- Good spacing and headers [1]
- Careful animation [2]
- Use of a non-color identifier for both accessibility and cultural reasons [2]
- Controls (anything the user must click) of at least 44 by 44 pixels with 32 pixels of space [2]
- Easy to read font, large but responsive font size, customizable font size, line height, and letter spacing [2]
- Resizable layout that can be at 320 px with no horizontal scroll bars (for smartphone viewing), zoomed in to 400% with no horizontal scroll bars [2]
- Simple, easily understood language, line length between 45-75 characters [2]

**ADA guidelines must be met - by law.**

- Provide alternatives for materials on the site such as alt-text for images, transcripts for audio or video content, and captioning for all videos with sound.[3][4][5]
- Present information on the site accessibly: content should be organized logically, present to multiple senses, allow the user to control audio, ensure appropriate color, contrast, and size for text. [3][4]
  - Size should be around 12-16pt for body text [5]
  - It should be resizable [5]
  - Color should not be the only way meaning is communicated [5]
  - Contrast ratio of at least 4.5:1 between all text and background [4]
- Users should have significant control over their experience on the site, from allowing keyboard-only navigation to giving the user the ability to adjust time limits and pause, stop, or replay all content. [4]
- Use relevant titles and headers, appropriate text for links, and logical navigation. [3][4][5]
- The website should be predictable. It should have consistent navigation and identification elements, help users if they make mistakes, label forms and other site elements appropriately, and be compatible with assistive technology. [3][4]

## Inclusive Design

**Along with baseline accessibility, the site should be inclusive. This means that diverse users in diverse situations can benefit from the site. Some ways to make a site more inclusive are:**

- Look for places where some users could be excluded [6]
- Think about the context of use [6]
- Understand that any designer has biases - engage users [6]
- Provide more than one way to participate in the experience [6]
- Make sure the various methods of experience are comparable [6]
- Being inclusive to one group can make the experience better for many others [6]

## Design for Users with Cognitive Differences

**Consider users with cognitive differences when designing the application or website.**

- For anxiety:
  - Remove unnecessary time limits and countdowns [7]
  - Make important information clear, and explain what happens when the user completes a form or other interaction [7]
  - Empower users and give them control over their experience, but provide friction when necessary (like to check a form before submitting it) [7]
    - Ex: Monzo app designers supporting users with mental illnesses by creating a “method of delaying transactions until the following morning—an application of “positive friction” to improve the user experience” for certain user groups for whom making late-night purchases is not intentional. [7]
  - Avoid using clickbait or sensational titles for articles or posts [7]
  - Make wayfinding easy - users are on the site with a purpose, so figure out what the main purposes are and make them easy to complete. [8]
  - Forms should be clearly labeled and have a descriptive title to help users know they're in the right place. [8]
  - Provide explanations when private information is needed. [8]
  - Reassure users that they are in the right place [8]
- For inattention:
  - Be careful using motion as it can be very distracting. Don't use unnecessary gifs or animations. Only use motion if it is used to help the user understand something or to clarify; do not use it just for creative expression. [8]
  - Make forms as simple as possible. Try to make them short, and if they must be long, add the ability to save and come back later. [8]
  - Use visual cues to highlight important areas of the site [9]
  - Avoid background noise or images, ads, and sponsored links [9]

- For depression:
  - Make the sign up process short, and don't require users to register to use the site [8]
  - Make content easy to locate [8]
  - Allow users to use chat or email instead of phone calls [8]
- For memory deficits:
  - Provide reminders for the context of the website [9]
  - Keep tasks as brief as possible or split into pages if needed [9]
  - For tasks with multiple pages, give page numbers and context [9]
- For problem solving deficits:
  - Provide helpful, explanatory error messages [9]
  - Give alternative spelling suggestions [9]
  - Warn users before they do something with significant consequences [9]
  - Make the content predictable [9]
- For reading, linguistic, and verbal comprehension deficits:
  - Provide supplemental media like illustrations and graphics to help with understanding [9]
  - Structure the document by adding headers, bulleted and numbered lists, and indented quotes [9]
  - Add visual structure by indenting sub-items and highlighting important content [9]
  - Use white space and short paragraphs to make the content easier to read [9]
  - Use short, simple sentences with supplemental media where possible [9]
- For math comprehension deficits:
  - This is both cultural and biological, so be careful in describing math [9]
  - Avoid math where possible [9]
  - Explain math in concepts instead of raw numbers [9]
- For visual comprehension deficits:
  - Supplement purely visual information with some accessible text or other description [9]
  - Don't only use color, spacing, style, and images to convey meaning, combine with another type of information [9]

## Frameworks to Evaluate Designs

**After the design is completed, there are several ways to evaluate the designs and make sure they are inclusive and accessible.**

- Microsoft's Inclusive Design methodology has resources and ideas for designing for inclusivity. [10]
- Project Inkblot (as described on The Creative Independent) is another source for inclusive design ideology, with a Design for Diversity (D4D) framework. This

framework “illuminates cultural and racial biases within your design, ideation, and creative processes.” [11]

- For pure accessibility evaluation, the WAVE tool from WebAIM can be used to determine which parts of the website are not accessible. [12]

## Sources

1: <https://www.w3.org/WAI/tips/designing/>

2: <https://www.smashingmagazine.com/2018/04/designing-accessibility-inclusion/>

3: <https://www.digitalauthority.me/resources/ada-compliance-website/>

4: <https://medium.com/@krisrivenburgh/the-ada-checklist-website-compliance-guidelines-for-2019-in-plain-english-123c1d58fad9>

5: <https://www.digitalauthority.me/resources/ada-compliant-font-size/>

6: <https://uxplanet.org/6-principles-for-inclusive-design-3e9867f7f63e>

7: <https://developer.paciellogroup.com/blog/2018/11/a-web-of-anxiety-accessibility-for-people-with-anxiety-and-panic-disorders-part-2/>

8: <https://alistapart.com/article/designing-for-cognitive-differences/>

9: <https://webaim.org/articles/cognitive/design>

10: <https://www.microsoft.com/design/inclusive/>

11: <https://thecreativeindependent.com/guides/how-to-begin-designing-for-diversity/>

12: <https://wave.webaim.org/>

# Potential Partner Organizations

Partnering with other businesses could provide several potential benefits for Industri.us through various phases of development and market entry. Partnerships can help increase exposure to the platform, incentivize users to adopt the platform as their main job search tool, and provide unique benefits to users of the platform. For the partner organizations, benefits include things like additional users/customers, furthering organizational goals and missions, and a better hiring process for their own workers.

Companies and organizations we could partner with include Care.com, JCPenney, many advocacy groups for various populations, and a large company like Gap.

Partnerships need to be mutually beneficial to work, and the mission and philosophy of the partner organizations should be compatible. To determine which companies to partner with, I conducted an in-depth analysis of what a partnership with each proposed organization could look like.

All partnerships should benefit the end users of the platform - either job seekers or employers. This requirement was another criteria in choosing potential partners.

Each organization is examined below, and a potential partnership structure with each is described.

## **Care.com**

### **Why partner with Care.com?**

Care.com would be a helpful resource to help provide childcare, elder care, and pet care to job seekers during the interviewing process and even after they get a job.

### **Care.com's main goals and mission**

Care.com is founded on the ideal that “quality family care is both a fundamental human need and a key driver of economic growth and empowerment. When children receive quality care in their critical formative years, they are on a path to achievement and success. Women disproportionately shoulder caregiving responsibilities, but when they have supports in place that enable them to work, our economy grows.” [1]

This goal aligns with the idea of equity and opportunity that we hope to promote with our app. Finding child or senior care should not be a barrier to entry into the workforce, and Care.com specifically hopes to empower and enable people to work.

### **How to feature the partnership on the platform**

Add a notification and link to Care.com with an empowering message like “Let us help you find a caretaker for your child while you focus on starting your next chapter.” This can be shown while the user is creating their profile or periodically throughout their experience using the app. The app could provide a child/senior care discount (with the discount to be covered as a courtesy by employers, Care.com, and Industri.us, so that the care worker could still make a fair wage). Potentially, we could highlight employers that offer to fully cover the cost of care during an interview, and that could draw more users to want to apply for those jobs.

### **Why it benefits Industri.us**

Helping make the job searching process easier for users is at the core of our mission. Helping job seekers find caretakers for loved ones would alleviate one major challenge in job seeking, and covering part of the cost would help even more. Supporting users and showing them that we truly have their best interests at heart would create a sense of loyalty and likely an incentive for new users to join, and more users means the app is more valuable.

### **Why it benefits Care.com**

Care.com could see more users as a result of the partnership, and associating their brand with a platform like Industri.us would show that they really do believe in empowerment and fair treatment of all. If a job seeker uses Care.com once while they interview for a job, if they have a good experience, they could become a regular user of the site, which ultimately has a positive impact on Care.com's bottom line.

## JCPenney

### **Why partner with JCPenney?**

Nonverbal cues like the clothing an applicant wears can have an impact on the outcome of a job interview. To ensure that our users have access to affordable options for interviews, we could partner with JCPenney to offer our users discounts and special events for finding professional attire.

### **JCPenney's main goal**

JCPenney's mission statement is "To help our customer find what she loves for less time, money and effort." [2] This convenience and affordability could be very important for many of our users. Additionally, JCPenney already has a program in place to help college students find professional clothing at a discounted rate: the "Suit Up" initiative. Additionally, JCPenney is among the founding organizations for the "100,000 Opportunities Initiative," a program focused on "hiring 'opportunity youth' - an untapped source of talent made up of the 4.6 million American youth aged 16-25 years old who are out of school and not working." For this initiative, JCPenney hosts booths at 100,000 Opportunities job fairs "offering attendees styling advice and fashion tips for the workplace." [3] This indicates that the company values community outreach and involvement, and that they might be open to a partnership featuring discounts and events for our users.

### **How to feature the partnership on the platform**

Potentially have some sort of "interview preparation and help" page on the platform with a collection of resources to help users. That page could have information about special events sponsored by JCPenney as well as an ongoing discount code for users of our platform. If JCPenney agrees to sponsor events, we could send notifications with information about the event.

### **Why it benefits Industri.us**

This partnership would show that we are truly committed to helping people find work. Again, it helps make the process easier for job seekers, which could create a sense of loyalty and could be a selling point for new users. The more job seekers join the app, the more attractive it is to employers, who will ultimately pay for our service.

### **Why it benefits JCPenney**

Based on their existing initiatives and programs, JCPenney appears to be dedicated to community support. This would be another way for them to exhibit that desire to help their communities. Providing events and discounts to our users would also encourage more consumers to choose JCPenney when they need new interview clothes, which would increase earnings.

## **Gap Inc.**

### **Why partner with Gap?**

Gap Inc., made up of seven brands (Gap, Banana Republic, Old Navy, Athleta, INTERMIX, Hill City and Janie and Jack), has “almost 3,200 stores and more than 150,000 employees.” [4] The company hired 30,000 seasonal associates in 2019 alone, which clearly shows that hiring employees is a hugely important function of the organization. [5]. Therefore, Industri.us could enter into a partnership with Gap in which we created a hiring platform with Gap, Inc., where they invested in the process (for things like developers, resources, technology, and more), which could be the springboard Industri.us needs to capture a large market share of hourly wage workers.

### **Gap’s main goal**

According to the Gap Inc. careers page, “We are guided by the belief that business can and should be a force for good. From championing equal pay for equal work, to expanding diverse hiring programs like This Way Ahead to using more sustainable fibers and practices, we believe in doing what's right and know that our business succeeds when everyone is given a chance to thrive.” [6] They have won awards including the 2019 Bloomberg Gender-Equality Index, the 2019 Human Rights Campaign Best Places to Work, and the 2017 The Best Companies to Work for in Fashion [6]. This shows that the company is committed to fair, equitable hiring practices, and our platform could help them build on what they already have since we have compatible goals.

### **How to feature the partnership on the platform**

In this scenario, we would build a unique version of the platform for Gap, Inc. This means that the platform would have Gap branding incorporated with Industri.us branding, and the partnership would be implicitly recognized. Gap’s job applications would be completed through our platform.

### **Why it benefits Industri.us**

This partnership would provide Industri.us with the funds and resources needed to fully build out the application. Having a client like Gap would show other, smaller businesses that the platform is reliable and trustworthy, which could garner increased interest from those smaller employers.

### **Why it benefits Gap**

As they state that they are committed to diversity and inclusion, using our platform would extend that goal throughout the hiring process. They could publicize the fact that their job search and application platform was built based on ideals of fairness and equity, and that would likely encourage a more diverse set of potential employees to apply for jobs with the company.

## Nonprofits and Advocacy Groups

### Why partner with advocacy groups?

Partnering with a range of nonprofits and advocacy groups would help increase the accessibility and diversity of potential employees on the platform. These groups have specialized resources and expertise in their areas, which we could use to ensure that our platform is inclusive and helpful to groups which commonly face discrimination and unfair treatment in the hiring process. The nonprofits would benefit from the partnership because they share a goal to provide economic opportunity for their members, and our platform could facilitate those opportunities.

### Which advocacy groups could be partners?

To further our mission of inclusive and fair hiring and access to jobs for all, we could partner with several advocacy groups:

#### Second Chance Jobs for Felons (<https://secondchancejobsforfelons.com/>)

“Second Chance Jobs for Felons was founded in 2016 with a singular mission of helping returning citizens overcome these challenges. By helping them find and access employers, programs, and government services we are able to connect them with the tools they need to succeed.”

This organization already has access to a list of companies open to hiring individuals with criminal histories, and given their mission, they would likely be open to partnering with us to help even more people find jobs. We could use their information in job listings as a potential filter option such that job seekers with criminal records could hone in on the jobs they are most likely to get. It would benefit Second Chance Jobs for Felons because they would gain more exposure and potentially more funding because of the publicity our app could provide.

#### Autism Society of Texas (<https://www.texasautismsociety.org/>)

“The Autism Society of Texas changes lives by connecting families and individuals to community resources and support throughout Texas. Offerings include support meetings; on-line networking opportunities; Sensory Friendly films; and fun family activities.”

This group’s goal of providing online networking opportunities could be combined with our platform to provide a single place for both networking and employment. There could be a filter for companies which have been approved by the Society, and the networking could be accomplished through the social features of the platform. This would be mutually beneficial because the Autism Society could further their mission of “connecting families and individuals to community resources” while Industri.us gained a more diverse user base and a local proponent of the platform if the Society endorsed Industri.us on their website.

Coalition of Texans with Disabilities (<https://www.txdisabilities.org/>)

“CTD is a 501(c)3 working to ensure that persons with disabilities may work, live, learn, play and participate fully in the community of their choice.”

To help CTD further their mission, our platform could show jobs that are available for “persons with disabilities” and allow job search filtering accordingly. In turn, they could promote our platform to users of that site, and more users could find their way to our platform.

City of Austin’s Small & Minority Business Resources Department

(<https://www.austintexas.gov/department/small-and-minority-business-resources-0>)

“Our mission is to promote access and equity on City of Austin contracts, providing economic opportunity to small, minority-owned, women-owned, and disadvantaged businesses.”

Partnering with the City of Austin’s SMBR department would help them to meet their goal of “providing economic opportunity” to businesses, and it could also introduce those businesses to a helpful hiring platform - Industri.us. The department could provide our platform as a resource to the businesses, and we could tag jobs at “small,” “minority-owned,” “women-owned,” and “disadvantaged” businesses to help the job seekers find the best fit for them. It could help us attract more users to the app, and it would further our goal of promoting diversity and inclusion in hiring and in the workforce in general.

The Annie E. Casey Foundation

(<https://www.aecf.org/work/economic-opportunity/work-education-and-income/>)

“Investing to expand access to education, jobs and careers to build lifelong financial security for adults, youth and their families.”

One of the ways this foundation invests “to increase work, educational and job-training opportunities that lead to stable careers for adults and youth throughout the country” is by “building partnerships with businesses and others to increase career opportunities for low-wage workers and jobseekers, as well as the pool of workers with skills that employers seek.” This mission is one of the major goals of our platform as well - to increase opportunity for low-wage workers, as well as communicating the valuable skills these workers have. This seems to be a natural partnership as the goals are very similar. This site could feature our platform as an inclusive job search platform (which would ideally draw more users to our site) and we could in turn have a tag for jobs which fit the Foundation’s criteria for increasing opportunity.

In all, partnering with one or all of these foundations would lead to a more diverse user base, more total users, and would give our platform the ability to offer unique benefits to users of all kinds. The organizations would benefit from the partnership because their mission and goals would be promoted, and they would be able to help people find meaningful work.

## Sources

- 1: <https://www.care.com/company-overview>
- 2: <https://ir.jcpenney.com/company-information/fag>
- 3: <https://ir.jcpenney.com/news-events/press-releases/detail/550/jcpenney-commits-to-closing-the-opportunity-gap-for>
- 4: <https://www.linkedin.com/company/gap-inc-/about/>
- 5: <https://www.marketwatch.com/story/gap-to-hire-30000-seasonal-associates-this-year-fewer-than-half-the-number-in-2018-2019-10-02>
- 6: <https://corporate.gapinc.com/en-us/careers>