



University  
of Cyprus

# Jobalito.com – Creating Value

**MBA – Applied Business Project**

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## Abstract

This Applied Business Project report attempts to enhance the efforts of Jobalito, a newly founded Cyprus-based startup, focusing on recruitment. Jobalito has set up itself as the most effective recruitment platform in Cyprus with the aim to gradually grow into becoming the ultimate 360-degree Human Resources platform and expand abroad.

In collaboration with Jobalito's team, it was decided that the focus of this study should be to recognize and document the company's strategic elements and to analyze three main areas of interest: Local expansion, optimization of services and international expansion (Kenya). These areas were recognized from both ends as crucial to the success of the startup.

To ensure the generation of valuable and applicable recommendations, a structured methodology was set and followed. Firstly, a diagnostics study was conducted leading to the evaluation of the as-is situation. Secondly, the company's strategy model was examined, leading to the selection of the best-suited strategy framework. Thirdly, the three aforementioned areas were analyzed, resulting in in-depth internal and external market insights, and finally, results were consolidated, leading to a proposed action plan and financial projections.

The results of this study are worrisome, as they depict that the current company's operational model is financially non-viable. To counter this, an action plan is proposed, indicating a series of changes mostly to the company's product offerings, aiming to create a competitive advantage over its competitors. The financial projections presented, demonstrate a positive outcome and a significant financial gain if the action plan was to be executed.

Finally, to support the findings of this study, information from literature and selected lectures from the University of Cyprus MBA program were used.

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## 1. Introduction

Jobalito is a newly founded startup (Jobalito.com). Jobalito is a recruitment platform, which supports companies in Cyprus during their recruitment campaigns, to find the right candidates and candidates to find the right companies. The company wishes to gain market share and gradually grow into becoming the ultimate Human Resources platform in Cyprus and expand abroad.

Jobalito is currently examining several strategies on how to expand both locally and internationally. At the same time, it seeks to further optimize its services to adjust to the real and future needs of the market and its clients. Startups by their nature have limited resources, therefore, our role will be core in expanding Jobalito's expertise to strengthen and hone its future strategic decisions. With collaboration with Jobalito's team, it was decided that the focus of this study should be on three main areas, Local expansion, optimization of services and international expansion.

As a result, our role will be to analyze the local market and provide recommendations concerning actions that may help Jobalito expand locally. Also, to analyze the international market and provide recommendations with regards to services that Jobalito may need to add to its current offerings to create a clear competitive advantage. Finally, to analyze a case study provided by the Jobalito team, for expanding in Kenya.

To ensure the best results and the successful analysis of the abovementioned areas, we have firstly documented the core elements of Jobalito, History, Strategy, Operations, Financial, Performance. Since Jobalito is a startup many of these elements were missing, thus providing us with the opportunity to create them from scratch.

## 1.1. Our Methodology

A structured methodology was set and executed, to ensure the outcomes of this study were justified, well documented and lead to solid conclusions:

<b>Our Methodology Steps:</b>	<b>A. Diagnostics - Evaluate the As-Is Situation.</b>	<b>B. (Re)Defining - Strategy Model</b>	<b>C. The main pillars</b>	<b>D. Consolidation of results and Financial Projections</b>
<b>Brief Description:</b>	Conducted a diagnostics study and gained an understanding of all business development steps undertaken by the Jobalito team, throughout its first operational year (8 months).	Outcomes of the diagnostic study were enhanced with research, literature review and market analysis, aiming to draft the company's Strategy model. <i>The outcomes are reported in this study, in such a manner to allow Jobalito to use them in future funding runs.</i>	The three main pillars were tackled: <i>Local expansion, international expansion, optimization of services.</i> Additional research was conducted, and specialized tools were used to further analyze each pillar individually.	An overall summary of our recommendations was drafted, as well as a set of financial projections based on the outcomes of all previous sections.
<b>Objectives:</b>	○ <i>Document the history and ambitions of Jobalito.</i>	○ <i>Gain an all-inclusive picture and shape/ document the strategy model.</i>	○ <i>Conduct market research and collect information regarding the three main pillars.</i>	○ <i>Consolidate outcomes and conclude on recommendations</i>

	<ul style="list-style-type: none"> <li>○ <i>Imprint the financial status of Jobalito so far.</i></li> </ul>		<ul style="list-style-type: none"> <li>○ <i>Recognize and use the right tools to imprint the market status for each pillar</i></li> <li>○ <i>Draft initial high-level recommendations for the three main pillars.</i></li> </ul>	<ul style="list-style-type: none"> <li>○ <i>Draft hypothetical scenarios using the outcomes of this study</i></li> </ul>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>• Project objectives were defined.</li> <li>• An initial kick-off meeting was conducted with all Jobalito's members and information was collected with regards related to the history and ambitions of the company.</li> <li>• Financial data were collected.</li> </ul>	<ul style="list-style-type: none"> <li>• The vision, mission, and goals were recognized and set through a series of meetings.</li> <li>• Follow-up meetings were conducted to collect information concerning the strategy model.</li> </ul>	<ul style="list-style-type: none"> <li>• Literature and Market review was completed.</li> <li>• A series of Business Tools were used to present our findings.</li> </ul>	<ul style="list-style-type: none"> <li>• A final closing meeting with all Jobalito's members was conducted where the study's results were discussed and finalized.</li> </ul>

Figure 1 - Our Methodology

## 2. Evaluate the as-is situation

### 2.1. Jobalito in a nutshell

Jobalito was founded in February 2021 and is a recruitment platform. It belongs in the Recruitment Technology (RecTech) industry and it's the newest recruitment platform in Cyprus. Other job sites currently operate in Cyprus as well, but Jobalito possesses a series of competitive advantages over its competitors. These will be discussed further in this study.

The initial idea for creating the platform was conceived in Greece by Vasilis (Founding member) as part of his university thesis. The platform was under development for 1 year and was briefly operated in Greece. With regards to the building/ coding fundamentals, the platform emphasizes customizability – Ability to integrate new add-ons and tools simple and fast and flexibility – Ability to easily open the platform in new countries, to facilitate fast international expansion.

The company has already joined the market with its minimum viable product and many ideas, tools, and services, to materialize in the future, increase its market share and truly be a 360-degree HR platform. Jobalito's headquarters are in Cyprus, and it is currently operating only in the Cypriot Market.

### 2.2. The Jobalito Team

Jobalito's team currently consists out of 3 members and a partnership for the provision of marketing services. Two founder members and one employee. The founding team composes of Vasilis Dontas and Antonis Karatzias.

Vasilis is responsible for the IT infrastructure, platform development, and the overview of daily operations. Vasilis also owns and is the general manager of SoftBot, a software development powerhouse company based in Greece, which currently houses the servers and all the necessary technological equipment for "running" Jobalito's website. Vasilis has extensive knowledge in executing many similar projects.

Antonis is responsible for crafting the overall strategy of the start-up. Antonis has many years of experience in Business development and a strong network of potential business partners.



Antonis has been involved in the development of a series of successful start-ups, like Foody.com.cy, and has in-depth knowledge in recruiting, since he has served as HR manager in major Cypriot organisations like Dias Media Group and Woolworth.

With regards to the operations team, Stavros Moysidis is currently a full-time employee (Sales & Business Development - Senior Officer) and is responsible for the execution of daily activities, sales (market penetration) and business development (to some extent); point of contact for clients. Finally, Marilena is a part-time employee (Customer Service Officer) responsible for assisting Stavros in the execution of daily activities.

Jobalito currently has agreed in receiving outsourcing Services from Base Element Ltd, a marketing agency that is responsible for the marketing campaign of the company. In addition, a partnership agreement was made with Dias Media Group, for the purchase of airtime at Sigma Tv and Radio SuperFm (Advertisement) for a percentage of the company. An indicative organisational chart follows, indicating the relationship of the abovementioned parties.

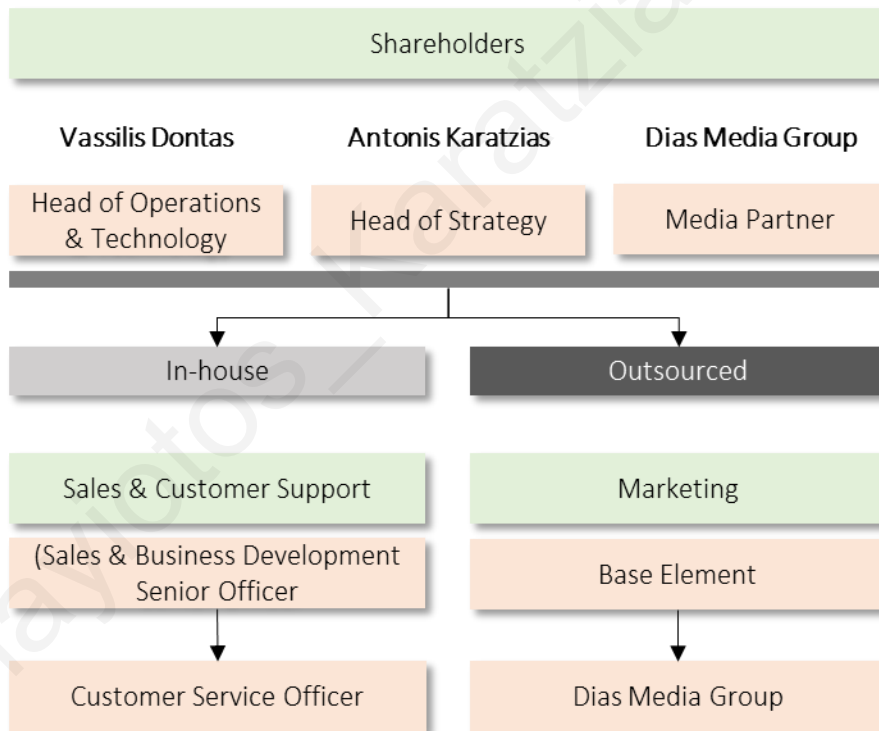


Figure 2 Shareholders

### 2.3. Purpose, Vision and Goals

The purpose, vision and goals were set in collaboration with the Jobalito team during a series of meetings. The meetings aimed to recognize existing gaps in the Recruitment Technology industry in Cyprus and in combination with Jobalito's ambitions, to formulate the purpose, vision, and goals. Key high-level consideration points for the formulation of Jobalito's purpose were:

- Poor services offered by other platforms (as a complete package)
- Ever-expanding needs of recruiters
- Minimal level of technological progress within the recruitment industry, in Cyprus

Recognized Purpose:

**“Jobalito is here to serve the world of recruitment, by providing solutions to companies, recruiters and candidates. To achieve this, it is essential to build the right team and the right tools, focusing on innovation, quality and product differentiation.”**

Based on its mission a clear definition for the vision of Jobalito was set:

**“Be a one-stop-shop for companies, recruiters and candidates by building a series of tools and services to support them during their recruitment journey, with focus on matching the right employer with the best-suited candidate, both in Cyprus and abroad.”**

Initial high-level goals were set, to aid Jobalito to stay focused on achieving its vision. The goals were set to have a timeframe of 2 years and are subject to change as Jobalito grows and matures:

- Introduce the Minimum Viable Product in Cyprus
- Gain access and market share into the Cyprus RecTech industry
- Build long-term relationships with HR Department/ Companies in Cyprus
- Optimise and improve the product
- Expand internationally

## 2.4. Competitive Advantage, Current Performance and Financial Metrics

Jobalito's current minimum viable product already has a few competitive advantages over its competitors, as seen below. These are currently used as Jobalito's selling points, as to why the client should pick Jobalito over its competitors:

- Better website visuals
- Ease of use (Vs competitors); for both companies and candidates
- Mobile application for both Android and iOS
- Advanced search tools for candidates

According to Jobalito's performance data seen below, for these 8 first months, we can see that even with these few advantages over its competitors it's gradually attracting clients. An overall positive sign for the company, showing that the product is desired and belongs to the Cypriot market. The following is what Jobalito has managed in the past 8 months:

- 500 registered candidates with CV
- 3174 Job ad posts
- 381 Companies
- Daily website traffic ~ 500-1000 persons

Nevertheless, these results may be misleading since no financial records are displayed, Income Vs Expenses. The cost by which the abovementioned has been obtained is a core element for the viability of the start-up. To conclude our diagnostic study and fully capture what is Jobalito and how is currently performing, insight into Jobalito's financials is provided through, an overview of the Income, Capital & Expenses, a Cashflow Statement, an Income Statement, and a Balance Sheet.

The creation of the abovementioned instruments was based on the real data provided by Jobalito for the period February 2021 to September 2021. Moreover, to ensure the correctness of the statements we have reverted to the lecture of Mrs Inere Karamanou - "Financial Accounting for Management Decisions". [1]

## 2.4.1. Overview – Income, Capital & Expenses

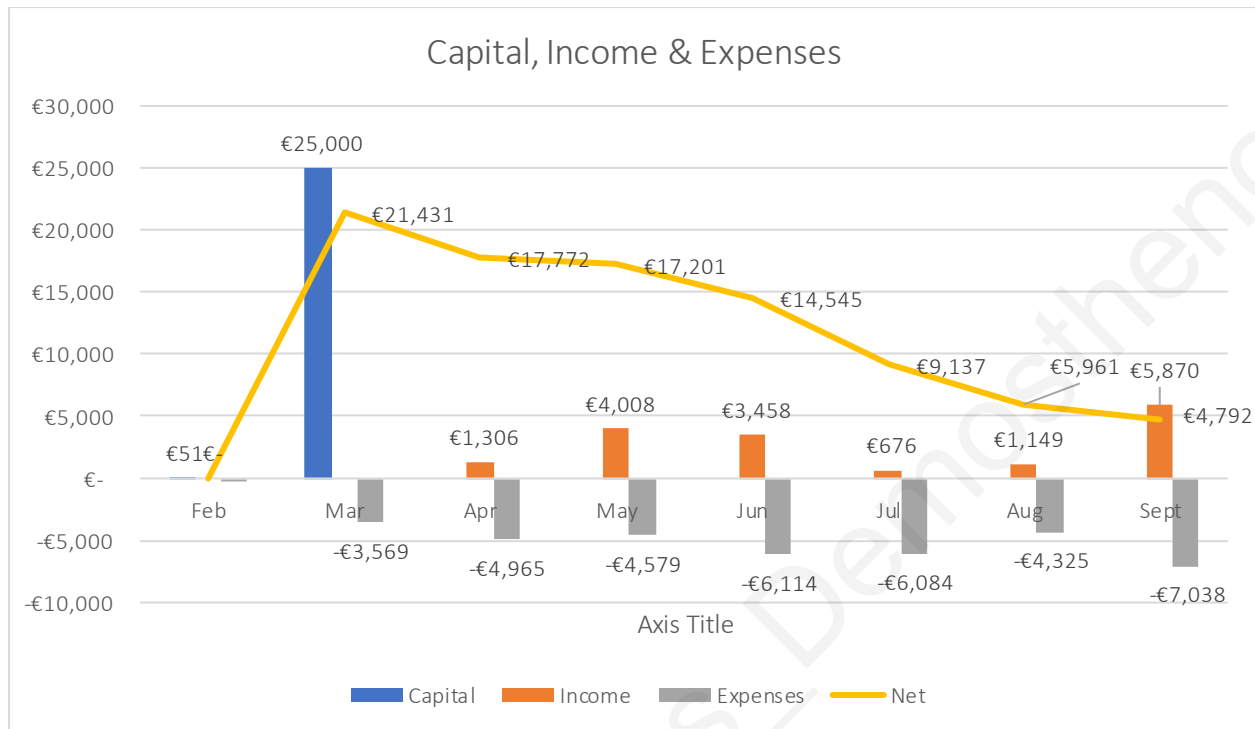


Figure 3 Overview – Income, Capital & Expenses

As it is depicted in the graph above, Jobalito is depleting its initial equity capital of 25,000.00 since the expenses in all months are higher than the revenues. This is the norm among startups in their early stages. Moreover, we can see that Jobalito is approaching the “Death Valley”. This is a very critical stage of the company’s life. To survive, it needs to take some drastic measures to generate sufficient revenue to become self-sustainable before the initial capital invested is depleted. The graph above also assists us in understanding the “price/cost” of the overall positive sign mentioned before and conclude that today, Jobalito is a non-viable business.

## 2.4.2. Cash Flow Statement

For the period of 01 February 2021 to September 2021

### Cash Inflows

Cash Balance	€	25,051
Cash Sales	€	16,467
<b>Total Cash Inflows</b>	€	<b>41,518</b>

### Cash Outflows

Salaries	€	21,224
Accounting	€	2,113
Bank	€	37
VAT	€	625
Marketing	€	11,766
Other Expenses	€	1,586
<b>Total cash Outflows</b>	€	<b>37,351</b>

### Cash balance

€ 4,167

Figure 4 Cash Flow Statement

## 2.4.3. Income Statement

For the period of 01 February 2021 to September 2021.

### Revenue

Gross Sales	€	16,895	
Less: Sales Returns and Allowances	€	-	
Net Sales			€ 16,895

### Cost of Goods Sold

Beginning Inventory	€	-	
Purchases			
Direct Labor	€	13,224	
Indirect Expenses	€	-	
Cost of Goods Sold			€ 13,224

Ending Inventory	€	-	
Cost of Goods Sold			€ 13,224
Gross Profit (Loss)			€ 3,672
<b>Expenses</b>			
Rent	€	-	
Utilities	€	1,586	
Wages & Direct Cost	€	8,000	
Traditional Marketing	€	2,357	
Digital Marketing	€	9,408	
Bank	€	37	
Accounting	€	2,113	
Repairs and Maintenance	€	-	
Depreciation	€	-	
Interest	€	-	
Total Expenses			€ 23,502
Net Operating Income			-€ 19,830
<b>Other Income</b>			
Government Subsidy	€	9,350	
Gain (Loss) on Sale of Assets	€	-	
Other Income	€	1,048	
Total Other Income			€ 10,398
Net Income (Loss)			-€ 9,432

Figure 5 Income Statement

#### 2.4.4. Balance sheet

Balance Sheet as of 31 September 2021

##### Assets

<b>Current assets:</b>	<b>Current Year</b>
Cash	4,167
Inventories	100,000
Accounts receivable	1,476
Government Subsidy	9,350
<b>Total current assets</b>	<b>114,993</b>

<b>Fixed assets:</b>	<b>Current Year</b>
Online Platform	25,000
Less accumulated depreciation	-
<b>Total fixed assets</b>	<b>25,000</b>

<b>Other assets:</b>	<b>Current Year</b>
VAT Receivable	625
<b>Total other assets</b>	<b>625</b>

**Total assets** **140,618**

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**Liabilities and owner's equity**

<b>Owner's equity:</b>	<b>Current Year</b>
Investment capital	150,051
Accumulated retained earnings	(9,432)
<b>Total owner's equity</b>	<b>140.619</b>

**Total liabilities and owner's equity** **140,619**

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*Figure 6 Balance Sheet*

With regards to the balance sheet, the following are noted:

**Inventory**

Jobalito formed a strategic partnership with Dias Media Group for promotion via traditional marketing streams. The deal was for a total of €100,000 promotional/marketing campaigns, in exchange for shares. \*

**Account receivable**

The amount of €1,476 is due from two clients for services offered to them within the year 2021.

**Government Subsidy**

Jobalito is expecting to receive a subsidy from HRDA within the next months (aka. ANAD) for one of its employees (salaries expenses).



## Online platform

The value of the recruitment platform of Jobalito is estimated at €25,000. This is originated from the initial valuation agreed by the founders, Antonis and Vasilis. Based on the original agreement Antonis has invested €25,000 in cash and gained 50% since Vasilis was the owner of the platform.

## Investment Capital

The total capital invested in Jobalito as of this period is €150,051.

\*Executed at the second valuation of the company.

### 3. (Re)Defining - Strategy Model

#### 3.1. Recruitment

In theory, recruitment is the addition of new individuals into a population. For ecologists, recruitment is conceptually equivalent to the addition of new individuals into the dynamics of a local ecosystem, like newborn fishes in a lake.

The concept doesn't differentiate much for companies. It is the equivalent of adding a new employee into an established culture/ ecosystem. [2] A new employee can interact and reshape the company's culture, boosting the overall performance higher. Nevertheless, poor recruitment decisions can have long-term negative consequences, such as high training and development costs which in turn, affects staff morale and lowers the performance output. [3]

Therefore, acquiring high-quality talent is critical to an organization's success. To achieve this, companies try to be selective in their hiring decisions, as the job market becomes more competitive, and the available skills become more diverse. Over the years recruitment processes have been put in place to monitor talent acquisition and ensure consistency.

As mentioned by Dr Costea in her lecture on "Recruiting, Selecting and Placing Employees", the recruitment process in companies should consist of 5 steps. Figure 7 presents the 5 steps of the recruitment process and which steps is Jobalito currently fulfilling, with its currently offered services. [4]

S/N	Recruitment Needs/Steps	Jobalito - Current Services
1	<b>Recognize recruitment needs</b> - Decide what positions to fill, through workforce/personnel planning and forecasting.	×
2	<b>Create a pool of candidates</b> - Build a pool of candidates for the positions to be filled. Candidates could be internal and/or external candidates.	√
3	<b>Applications and screening</b> - Have candidates complete application forms and perhaps undergo initial screening interviews.	×
4	<b>Selection tools</b> - Use selection tools like tests, background investigations, and physical exams to identify viable candidates.	×
5	<b>Interviews and offers</b> - Decide who to make an offer to by having the supervisor and perhaps others interview the candidates.	×

Figure 7 Recruitment Steps

As we can observe Jobalito, does cover one step of the recruitment process, but with its current services, it cannot satisfy all the process steps.

### 3.2. Recruitment Technology (RecTech) Industry

The Covid-19 pandemic has suspended many traditional business practices. When it comes to recruiting, the crisis has accelerated shifts in the talent landscape that was already underway, leaving many companies with hiring practices that aren't serving them well. Nevertheless, job postings have increased in recent months, indicating that competition for top talent is still fierce, and in these unpredictable times hiring the right individuals is more vital than ever. [5]

To cover recruitment needs, the technology sector has thrived once more. Leaders in the Recruitment Technology (RecTech) industry, like Monster.com, launched a series of offerings packed with technological advancements, to satisfy all recruitment steps as seen before in figure 7. According to Yahoo Finance, Monster.com saw a 50% increase in their stock price in just 1 year, rising from approx. 60 Euro per share to 90 Euro.

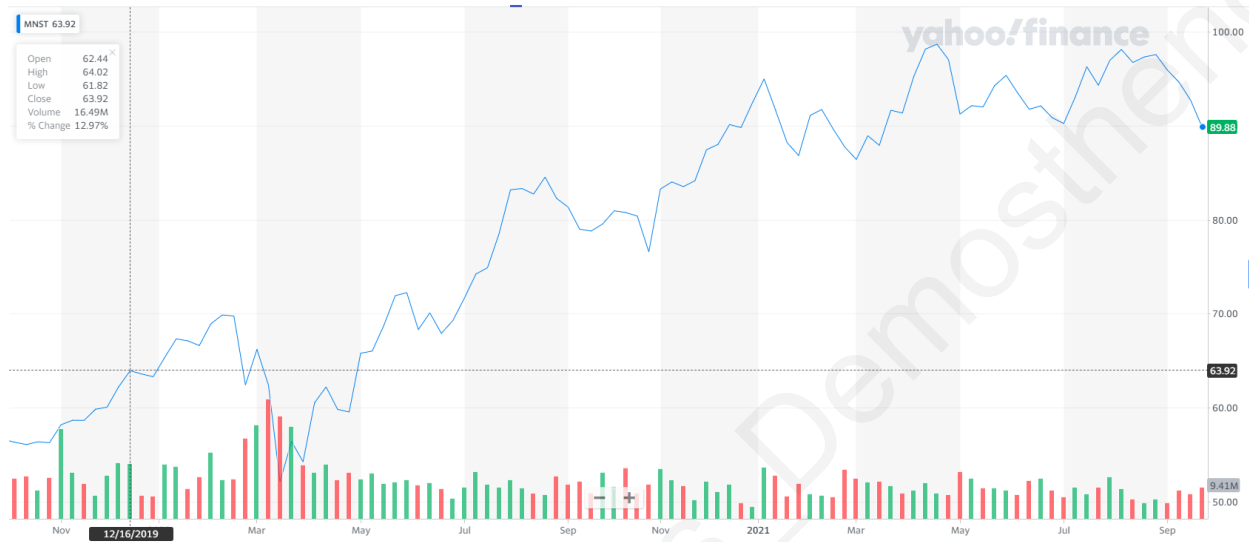


Figure 8 Monster.com - Stock Price

A high-level overview of the industry suggests that an additional step should be added in the recruitment process, as seen in figure 7. The 6<sup>th</sup> point practically closes the loop of the recruitment campaign, by using technology and statistics to provide feedback on the whole campaign process and assist in the optimization of future campaigns.

S/N	Recruitment Needs/Steps	Jobalito - Current Services
6	<b>Analytics</b> - Assess the overall performance of the recruitment campaign	×

Figure 9 Additional Recruitment Steps

### 3.3. Market Analysis – PESTEL

Using the Pestel analysis model, we will analyze the political, economic, socio-cultural, technological, and legal factors in Cyprus, to gain a better understanding of the market. This will assist us in defining the strategy path and potential new services for Jobalito.

#### **Political Environment**

The Republic of Cyprus is a Democratic state which was established in 1960 and is an active member of the EU since 2004. Even though 37% of Cyprus's land is under the occupation of Turkey since 1974, Cyprus however succeeds to present a state with a stable and flexible political system. To be specific, Cyprus is a state which promotes entrepreneurship, with a variety of policies in place.

For instance, the state introduces the program of youth entrepreneurship from the EU, which enable young people between 20 - 40 years old, who are business inactive and are interested in founding and developing their own business, in departments such as in Manufacturing, E-Commerce, Services and Tourism. Candidates who will present an innovative business idea will be subsidized with 50% of the approved costs, with a maximum amount of € 70,000 depending on the business sector. [6]

#### **Economic Environment**

Economic growth presents an upwards/positive trend, providing stable growth rates. According to trading economics, Cyprus GDP is approximately 23,8 billion USD. Moreover, the unemployment rate is 4,40% and the job vacancies approximately 11,297 which means that the economic environment of Cyprus is identical for the development of job platforms [7]

#### **Technological Environment**

It seems that numerous companies are trying to achieve technological advancements. Multiple companies that provide similar services online (we will analyze them below in the competitors' analysis sector) confirms that technology is at the epicentre in Cyprus.

#### **Socio-Cultural Environment**

It seems that new industries, such as Forex, Shipping etc. are settling and flourishing in Cyprus. A contributing factor is a cultural acceptance by Cypriots, as the need of these companies match the needs of Cypriots. This results in the promotion of these industries and the creation of numerous new positions.

## **Legal Environment**

The rights and obligations of the employer and the employee in Cyprus are under the terms of the respective employment contract, which are supplemented by a chain of statutory/legislative acts that include and describe, the fundamental rights of employees and the basic obligations of employers. This agreement ensures a “healthy” framework of labour in Cyprus. [8] This enables employees to easily switch between jobs, creating demand for Jobalito.

### **3.4. Strategy Model**

To decide which strategy is best fitted for Jobalito, we will take into consideration Porter’s Generic Competitive Strategies, as presented by Mr Kassinis in his lecture Strategic Management. [9] [10] Porter argues that the goal of a business is to obtain a competitive advantage over its competitors. In his analysis, Porter identifies three types of strategies that can help a company create that competitive advantage.

- Cost leadership
- Differentiation
- Market Segmentation

#### **Cost Leadership**

Cost leadership has to do with efficiency. The goal of cost leadership is to achieve scale economies and use them to create great volumes at low costs. Although the margins are narrower, the quantity is greater, allowing for high revenue streams. Some low-cost airlines such as Wizz Air and Ryan air succeed in earning high profits through this strategy, by selling air tickets at exceptionally low prices for selected destinations.

#### **Differentiation**

Differentiation Strategy has to do with uniqueness. It is the process of developing a one-of-a-kind service or product through good branding or strong internal capabilities. This technique seeks to provide something that is difficult to duplicate and is closely associated with a company's brand. Differentiation is a viable strategy for earning above-average returns in a specific business because the resulting brand loyalty lowers customers' sensitivity to price.

### **Market Segmentation**

The extent of a market segmentation strategy is limited. Both cost leadership and differentiation are relatively broad in market scope and can encompass both strategic advantages on a smaller scale. Companies that strive to achieve both cost leadership and differentiation risk falling into the "hole in the middle," according to Porter.

### **Jobalito's Selected Strategy Focus**

After evaluating Porter's Strategy Framework, we have decided along with the Jobalito team, that the strategic path that best fits the company's purpose, vision and goals is Differentiation. The Differentiation Strategy is further analyzed in the article, "Testing the applicability of porter's generic strategies in the digital age", where it specifies that if correctly approached the differentiation strategy can lead to customers ignoring the price when they find something that fits them. [11]

Therefore, if Jobalito goes the extra mile and creates a special services package, with the best and high-quality tools, addressing the needs of clients like no other platform, then it should be able to capture a significant market share. After all, as Mr Kassinis mentions in his lecture - *"Competitive advantage is not about beating rivals; it's about creating unique value for customers. If you have a competitive advantage, it will show up on your P&L."* [10]

## **4. Local expansion**

### **4.1. Market Analysis – SWOT**

Following up on our PESTLE analysis we will complement our research with a SWOT analysis, recognizing the strengths, opportunities, as well as weaknesses and threats for Jobalito in the Cypriot market.

## **Strengths**

- The founding members have many years of experience in the field of successful startups in Cyprus (business development) and software development.
- New and well-organized website. Jobalito's website provides better graphics, visuals, and functionalities for both companies and job seekers. In detail, Jobalito's home page has categorized links that can easily lead you through the job search process step by step. In contrast with competing platforms that offer confusing solutions.
- Mobile Applications in both Android and IOS.
- Jobalito has strategic alliances with Dias Media Group and Base Element, allowing Jobalito to create marketing content easily and cost-efficient.
- Jobalito is flexible, as it owns the online platform. This means that it can easily change its format and introduce new services rapidly.

## **Weaknesses**

- The sole and greatest weakness is hidden within the team. Even though the founding team is engaged, there is a weakness in selling the product/ services due to a lack of staff.
- Competitors offer similar products before Jobalito entered the market. Hard to penetrate the market.
- There is no dedicated person to take care of/ coordinate the marketing campaign, a crucial part of the evolution of the startup.
- Communication and teamwork are limited among the companies' employees and founders, due to covid restriction/ working remotely.
- The founding team doesn't handle operational tasks, as they are occupied in other full-time jobs.

## **Opportunities**

- Low industry entry barriers. Since other competitive platforms haven't offered any significant technological advancement during recent years, it is relatively easy for Jobalito to create a bundle of services with a competitive advantage.
- Competitors use outdated platforms.

- Cyprus market is financially emerging out of a crisis which means high investment opportunities and alliances.
- Companies in Cyprus are starting to invest in the building of HR departments.
- Cyprus has a high educational level, leading to many new young professionals entering the market every year.
- Cyprus presents a difficult place to develop, but if successful it would be a great crash test for other industries as well.

### **Threats**

- There are numerous competing companies in the industry with loyal customers.
- Even though the market is recovering, the threat of a possible economic crisis/ shake is plausible due to the threat for covid.
- Inability to approach new investors may bottleneck our plans.
- The Cypriot market hasn't seen anything new for many years. They are accustomed to job search in the format set by competitors. They might not respond to new recruitment services.
- Negative reviews could prevent new customers from visiting and trying our services
- Unexpected changes in laws and regulations regarding the industrial factor may turn into a negative event for the normality of our operations

### **4.2. Competitors Analysis**

Since nowadays there are a lot of job opportunities in Cyprus with the unemployment rate be at 4.40% as we mentioned before, a lot of recruitments platforms are present in the market. The scope of this chapter is to analyze our competitors to understand our strengths, our weaknesses, our opportunities to lead into innovative ideas which will differentiate us from them by giving a unique and fresh experience to the customers.

#### **Carierista**

Carierista is the first professional social network in Cyprus which is composed of employees' expertise in HR, Marketing, and IT, who provide a set of tools for companies and employees who



are interested to hire the best candidates. Moreover, by providing those types of a tool they help and give advice to candidates to improve their CVs, by using targeted filters they help companies to identify suitable candidates as well as the ability to publish company news through their company blog and many more.

According to Carierista's website, the page reached 1,500,00 visits with more than 7 million page views. They have as active members 1.100 companies and 10.000 users. Furthermore, the page has a stable number of 250.000 visitors with pageviews exceeding 1 million, with also a stable upward trend both on users and companies.

Carierista provides the opportunity to their consumers to have access to the following services:

Job listing	Facebook Advertisement	Display on the carousel	Banner on Carierista website
1 job listing 17.00 EUR / Job listing	Targeting specific segments through Facebook. A candidate needs to purchase up to 200 euros and follow specific steps on the job listing to enjoy this service	Purchase a display with your logo on the website employers carousel	Purchase a promotional banner based on your needs
2-5 job listings 15.00 EUR / Job listing			
6-10 job listings 12.00 EUR / Job listing			
11-20 job listings 10.00 EUR / Job listing			
21-50 job listings 9.00 EUR / Job listing			
51-100 job listings 8.00 EUR / Job listing			
101-350 job listings 7.00 EUR / Job listing			

>350 job listings contact is needed			
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Figure 10 Carierist Listings

\*All the above information is from Carierista's website

### Ergodotisi

Ergodotisi, has over 200.000 monthly visitors, 23.000.000 page views per year and more than 14.000 registered companies. Its vision is by providing innovative tools to help on the one hand companies to find suitable professionals and professionals to find suitable companies. Ergodotisi creates this site by announcing employers' jobs to employees. Thus, making itself a bridge of communication between the two. Ergodotisi is allowing its members to have access to the following type of services:

Purchase a job post	Purchase Facebook post	SeeK4U bank	Daily access to seek4U CV bank	Create company profile	Purchase of promotional display on the carousel on Ergodotisi's home page
37.00 €	30.00 €	600.00 €	50.00 €	30.00 €	<b>150.00 €</b>
Each post include one job position, which is being published up to one month and candidates can use it just once	Pays facebook to show job posts to a targeted audience	The company using categories, skills and experience search tools to identify the best candidate for the position	One day time duration	Purchase a company profile for one year	Six-month promotional display on the carousel on the website

Figure 11 Ergodotisi Listings

\*All the above information is from Ergodotisi's website

## Cypruswork

CyprusWork, post job positions from over 1000 recruiters such as private companies, public sector, recruitment agencies and individuals from Cyprus as well as from the entire world. To be more specific for job seekers advertise vacancies with the permission of companies who are seeking employees. With a simple registration, a job seeker can receive an email for a job position relevant to a seeker background. Seekers can manage their applications, create their job-seeking profiles, and store their CVs online and make them accessible to search from many companies.

For recruiters, Cypruswork enables them to choose from a variety of services such as job advertising with CV search, employer branding and email services. Moreover, Cypruswork provides recruiters with a job platform with technical advantages which make the recruitment process simple such as signing up, purchasing a post, and posting a job. The employer dashboard of the platform enables recruiters to have all the appropriate tools in an attempt to manage their jobs, to evaluate and manage applications of the job seekers, to search resumes, to get important statistics regarding their posts and control their public company profile settings. They have also an applicant tracking system, where profile scan technologies help recruiters to identify the best candidates.

They have 15.000 monthly visitors, with 50 industries and categories.

Below we can observe the pricing model of its services:

Single job post	Unlimited jobs-1 month	Unlimited Jobs- 12 month	Featured Job posting	Featured Unlimited Jobs- 3 Months	Featured Unlimited Jobs- 12 Months
€ 25.00	€ 300.00	€ 1,200.00	€ 75.00	€ 1,000.00	€3,000.00

1 job posting				Unlimited jobs for 3 months	Unlimited jobs for 12 months
Live for 30 days	Includes everything you get with a Single Job Posting PLUS ...	Unlimited jobs for 12 months	Featured post on homepage and search results	Featured job posting - rotating posts on homepage and search results	Featured job posting - rotating posts on homepage and search results
Published in 5 categories					
Applications to your inbox or site	Unlimited jobs for 30 days	Each post live for 30 days	Employer logo on the homepage	Featured employer - logo on the homepage with one-click to open job postings	Featured employer - logo on the homepage with one-click to open job postings
Included in job alert emails	Each post live for 30 days	Maximum value	Maximum exposure for your listing		
Job shared on social media					
Company profile with videos	Maximum value			Maximum exposure	Maximum exposure

Figure 12 Cyprus Work Listings

\*All the above information is from Cypruswork's website

#### 4.3. Remarks

Ideas and suggestions which may help Jobalito expand its operations in the local market, according to the analysis that preceded, are presented.

## **Applicant tracking system (ATS) for recruiting companies**

Introduce a tool where the qualifications of the candidates will be filtered to match them with familiar job positions of different companies. The algorithm will enable companies to make the same evaluation to estimate if the candidates are the right ones for the job.

## **HRMS/ CRM system for recruiting companies**

Introduce an HRM/CRM System. HR systems are crucial to maintaining a healthy business environment. To be specific a strong HRM system can lead the company to an intense competition advantage as well as improve the quality of the social lifestyle. As a result, this may assist Jobalito to provide smart services in different recruitment steps, as these were expanded in figure 7 and other pillars of HR, as we have seen in Dr Costea's lectures, such as Strategic HR, Performance Management, HR planning, Development, etc. [12]

## **Social media Style Platform**

Introduce a "social media" style platform, which will enable candidates to easily find information about, and interact with, the Cypriot market. Nowadays social media is a major trend. According to financialmirror.com, Cyprus is in the top 5 countries using social media platforms such as Facebook and Twitter. [13] As a result, based on this we estimate that a social media platform introduced by a job platform firm will be a great combination, as well as something unique which will make their job-seeking process extremely interesting and easier.

## **Collaboration with Universities**

Nowadays, Cyprus has a big number of public and private Universities. Specifically, according to the Ministry of Education Mr Prodromou, during the academic year 2019-2020, Cyprus had 39,203 undergraduate and postgraduate students [14]. When these students finish their studies those they will start seeking a job. Jobalito could build a cooperation network with universities to reach out to this specific segment. To persuade the Universities for a potential collaboration, Jobalito could attract them with the promises of a new complete services package (presented later in the study). Indicative services could be various matching tools for the students to use.

An effective way to start this collaboration is through information booths/ kiosks. Kiosks are a good marketing tool because they enable you to have direct and physical communication with the students and it enhances public relations. Once per month, Jobalito could set up kiosks in different Universities, where they will be able to meet and interact with a lot of students. There the Jobalito team may inform and guide students on how they can build a professional CV. Furthermore, an additional recommendation would be for Jobalito to create automation where students get directly informed regarding new job positions in various industries.

### **Collaboration with Firms with High Turnover**

Moreover, Jobalito should pursue collaborations with firms having high turnovers such as Big Fours, Banks. Jobalito could offer seminars, advice, and training sessions for their HR officers. Moreover, by registering on Jobalito's platform they will be able to interact directly with candidates and with the whole market. Jobalito could facilitate an email marketing process, so these high turnover companies could easily reach out to a bulk number of candidates.

### **5. Optimization of existing services**

As recognized by the chosen competitive strategy pillar (*Differentiation*) and Jobalito's purpose and vision, to start gaining market share, the company should shape a unique set of services that will satisfy both recruiters and candidates.

To enhance the results of our study regarding local expansion and create a unique set of these services, that will truly benefit the interested parties, we will study what is currently offered in the market by internationally established RecTech companies. Through Pareto analysis, we will try to recognize the best-suited set of services for Jobalito.

In addition, we have acquired a list of possible future services, already recognized by the Jobalito team. Therefore, we will combine them, pick the best and present them in an implementation timeframe, using a Gantt Chart.

Firstly, we clarify that the term "services", includes every system/ feature/ tool/ element etc. that a visitor (candidate or company) can interact with and adds value, even if that is not revenue-generating. For example, a website's filtering/ search system doesn't generate

revenue when used, but it's critical for the accessibility/ ease of use and can be a decisive factor for a candidate when choosing a favourite platform.

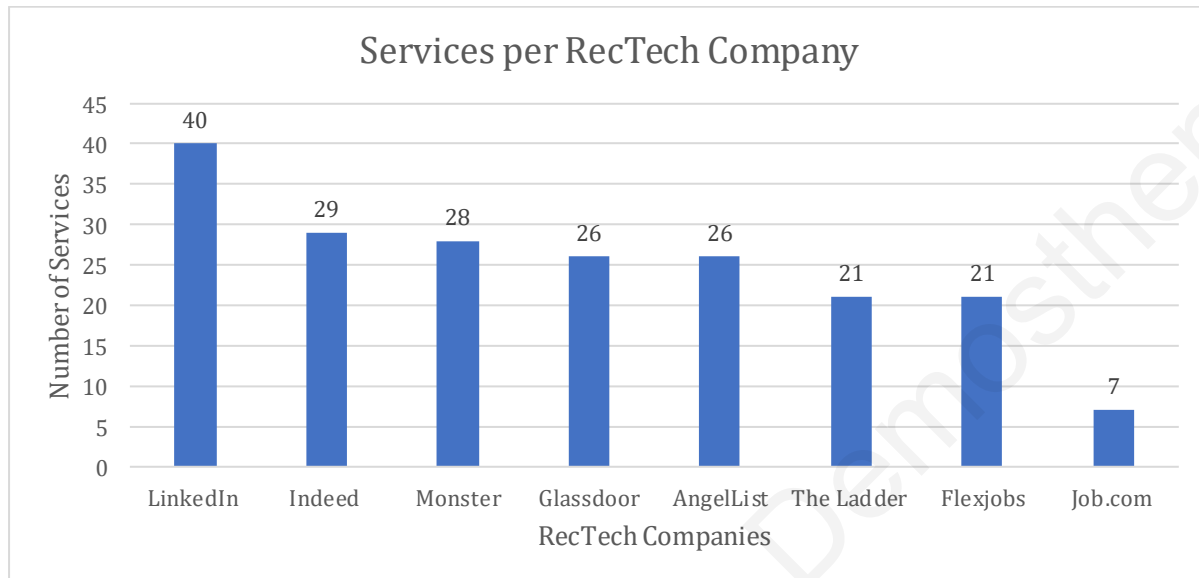
### 5.1. International Market Analysis - Services

Reaching out to the market, we have recognized 8 companies that can be included in this study:

- **Indeed** - Posts listings for job seekers in every industry, every level from executive entry, and every lifestyle (freelance, part-time, internship, full-time). Candidates can search by job title and location, salary range, date posted, and experience level.
- **Monster** - Caters to job seekers from all experience levels and work styles (freelance, temp, part-time, full-time, etc.) and its job search tools are free to use.
- **Glassdoor** - Created to bring salary transparency and honest company reviews to millions of current and prospective employees.
- **Flexjobs** - Frustrated by the difficulty in finding legitimate, flexible, work-from-home opportunities, FlexJobs was created to do just that.
- **The Ladder** - Known as “the home of \$100K careers,” The Ladders was founded in 2003 and focuses on providing vetted job listings for positions that pay at least \$100,000 per year. Presently, The Ladders serves as a job website, career newsroom, and networking platform.
- **AngelList** - Founded to democratize how startups receive funding and hire talent.
- **LinkedIn** - The world's largest professional networking platform, with over 740 million registered users from around the world and across all industries. LinkedIn serves as a database for open opportunities, a digital resume platform, and a social networking tool all in one.
- **Job.com** - Offers weekly job alerts, job search advice, a resume builder and job postings. The site uses AI and blockchain technology to connect job seekers and companies through a fully automated process

## Results

The below figure (13) presents the number of recognized services offered by each one of the abovementioned companies.



*Figure 13 Services per RecTech Company*

In total, there were 198 services offerings by all 8 companies (figure 13). These services were grouped and distributed into 10 categories, bringing the number of services (now unique services) down to 70. The number of unique services in each category can be seen below (figure 14).



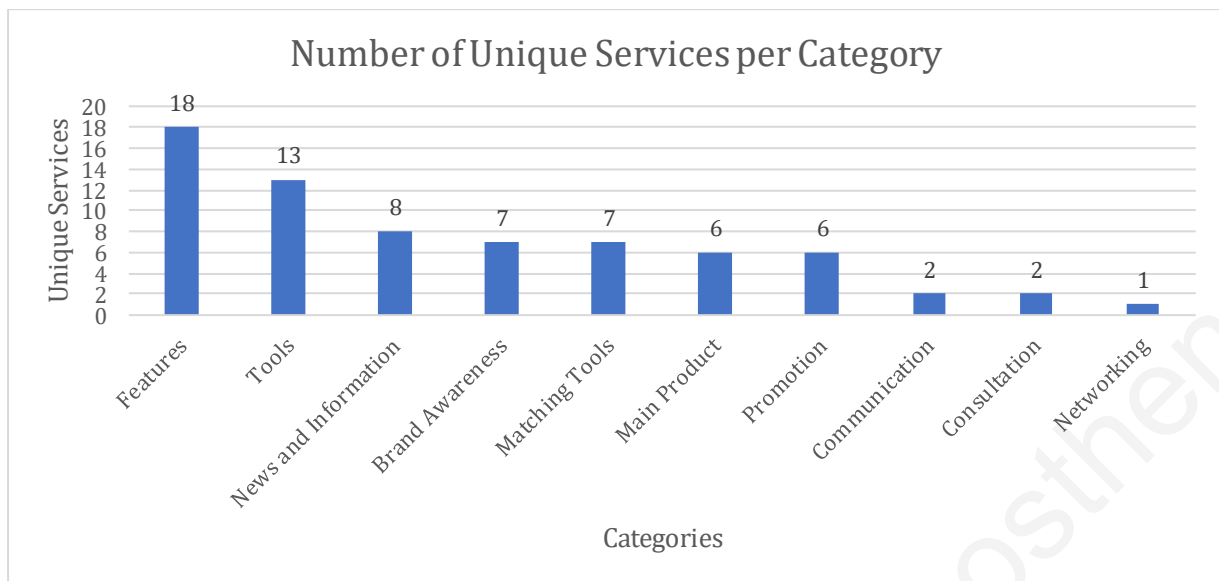


Figure 14 Unique Services per Category

Categories - Legend:

- Features – aim to make the website easier to navigate, search, login, etc.
- Tools – heavy readymade solutions that tackle specific recruitment issues; for example, Applicant Tracking System (Usually towards companies)
- News and Information – aim to assist both candidates and companies in their recruitment search/campaign
- Brand Awareness – special offerings that inform candidates about companies
- Matching Tools – Specialized tools that assist the matchmaking between candidates and companies
- Main Products – refers to the basic revenue-generating offerings, for example, Job ads
- Promotion - aims to promote the companies' recruitment campaigns
- Communication – communication channels that aim to connect candidates with companies
- Consultation – advisory services
- Networking – aims to connect and unify the business world

## 5.2. Pareto Analysis

Our end analysis was based on the frequency of each of the 70 unique services (figure 15). The frequency of each service assists us in understanding which of these services are considered a must by the 8 companies.

Therefore, in figure 15 below, if a service has a frequency of 8 then it means that all 8 companies have that service, therefore it is a must. Nevertheless, if a service appears only 1 time, it doesn't mean that it is irrelevant. On the contrary, it might present an opportunity and a competitive advantage for Jobalito, if that service is materialized in Cyprus.

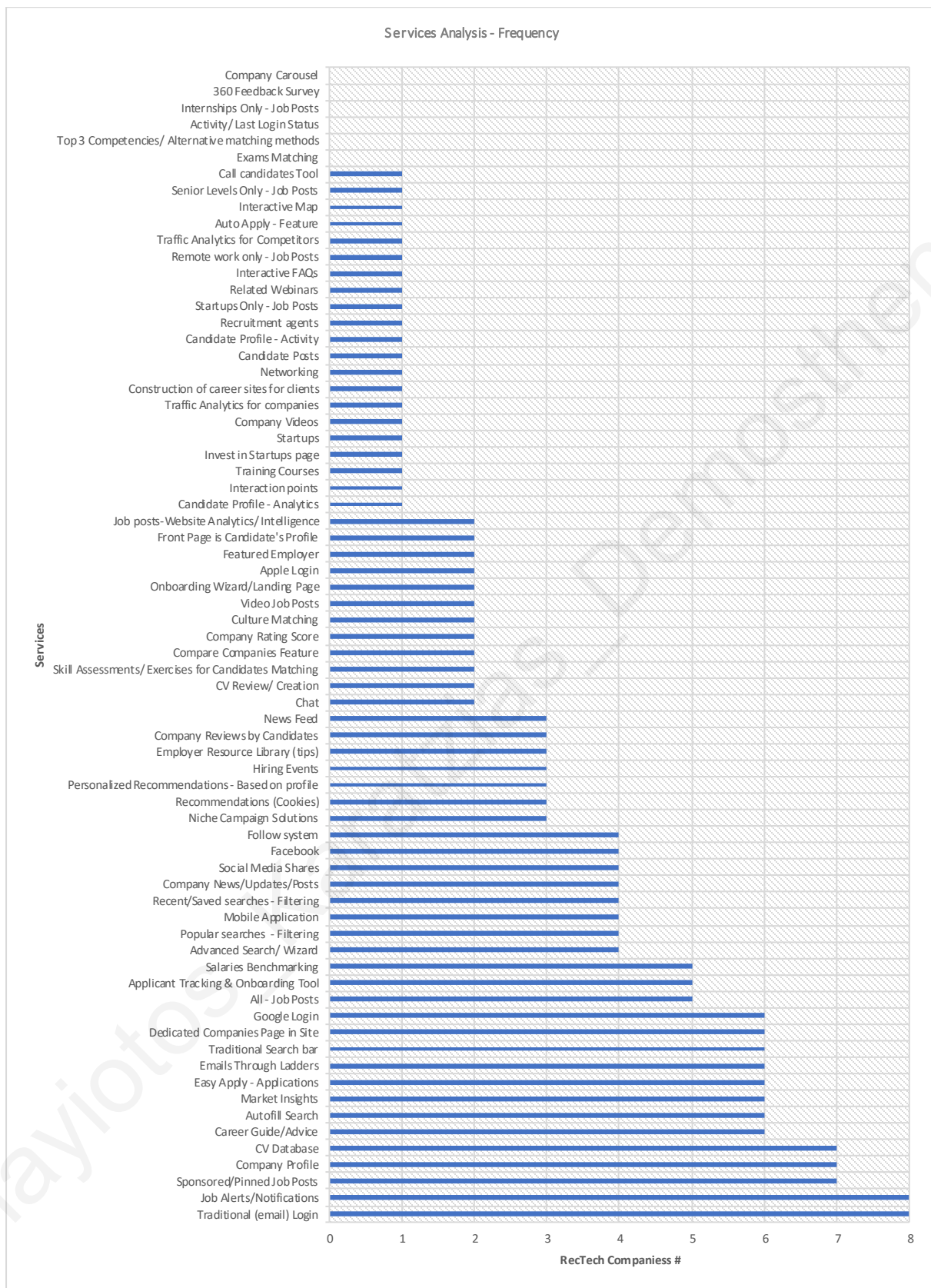


Figure 15 Services Frequency

### 5.3. Jobalito's Future Services Package

As mentioned, Jobalito had already recognized a series of Services to add to its package. These services can be seen below in figure 16.

A/A	Services	Category	Priority
1	HR and Labor Newsfeed	News and Information	1
2	Matching Methods	Matching Tools	1
3	Automated (Facebook posts)	Features	1
5	Interactive front page	Features	1
6	Candidates' Wall of fame	Promotion	1
7	Interactive Job posts (Comments)	Communication	2
8	Short Questioner for Candidates	Matching Tools	3
9	Applicant Tracking System	Tools	4
10	The structured interview tool	Tools	5
11	CV Improvement	Consultation	6
12	How to get a job coaching (CV)	Consultation	6
13	Candidate's Video Uploading	Main Products	7
14	Psychometrics Test	Tools	8
15	Coaching Platform	Consultation	9
16	Training Needs Analysis	Consultation	10
17	Soft Skills Training Boutique	Tools	11
18	Your HR professional buddy - Free HR Talk	Consultation	12
19	Freelancers Listing	Tools	13
21	360 Feedback	Tools	15
22	Performance Managements Systems	Consultation	16
23	Personal Development Systems	Consultation	17

Figure 16 Services Recognized by Jobalito

#### 5.4. Remarks

Based on Figures 15 and 16, a series of services has been selected that fit Jobalito and we believe that will offer true value to its clients. These services are presented below in figure 17 with an indicative timeframe of launch.

##### **Key consideration points**

- After discussion with the Jobalito team, we have assumed an implementation period of 3 months for each service.
- Three implementation groups have been created, to spread the workload across 1 year.
- Each group of services is a prerequisite to the next.
- The first group of services contains an increased number of services, so the competition can't copy them easily/ fast enough.

Priority	Recognised Services	Frequency Score	Category	Timeframe										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
1	Autofill Search	6	Feature											
2	Google Login	6	Feature											
3	Wizard Search	4	Feature											
4	Popular searches	4	Feature											
5	Recommendations (Cookies)	3	Feature											
6	HR and Labor Newsfeed	3	News and Info											
7	Culture, Competency and other Matching	2	Matching tools											
8	Onboarding/New account Wizard	2	Feature											
9	Interaction Point	1	Interaction											
10	Previous Candidate Activity Feature	1	Feature											
11	Interactive Job posts (Comments)	0	Communication											
12	Emails between companies and Candidates	0	Communication											
13	Skill Assessment Tool	2	Matching tools											
14	Applicant Tracking System	5	Tools											
15	Attached Questioner on Job Posts	0	Matching tools											
16	The structured interview tool	0	News and Info											
17	Hiring Procedure on Job Post	0	Feature											
18	Company Videos	1	News and Info											
19	Personalized Recommendations - C&E	3	Feature											
20	Salaries Banchmarking	5	Matching tools											
21	Video Job posts	2	Tools											
22	Traffic/ Job Posts Analytics	2	Tools											
23	Apple Login	2	Feature											
24	Candidate Profile Analytics	1	Tools											
25	Candidates' Wall of fame	0	Communication											
26	Niche Campaign Solutions	1	Consulting											
27	Auto Apply	1	Feature											
28	Career/ Advice	6	News and Info											
29	Employer Resource Library (tips)	3	News and Info											
30	Chat between companies and Candidates	2	Tools											
31	CV Review	2	Tools											
32	CV Database	7	Tools											
33	Market Insights	6	News and Info											
34	Hiring/Networking Events	3	News and Info											
35	Company Reviews by Candidates	3	Feature											
36	Training Courses	1	Consulting											
37	Recruitment Agents	1	Consulting											
38	360 Feedback Tool	0	Consulting											
39	Coaching Platform	0	Tools											
40	Candidate's Video Uploading	0	Feature											
41	Psychometrics Test	0	Consulting											
42	Training Needs Analysis	0	Consulting											
43	Performance Managements Systems	0	Consulting											
44	Personal Development Systems	0	Consulting											

Figure 17 Recognized Services

## 6. External Market Analysis – International expansion - Kenya (Scenario Analysis)

During the meetings and interviews we had with the core team of Jobalito, it was revealed that Jobalito has been approached by an entrepreneur/investor based in Kenya to assess the possibility of expanding Jobalito in Kenya. In this section, we aim to examine and analyse this opportunity for expansion and present our conclusions and advice to the start-up. To identify factors that may positively or negatively influence the implementation of a strategic expansion plan, we will begin our analysis with the broader picture by scanning the country i.e., the macro environment and then we will go ahead to analyse the microenvironment. The scenario assumes that Jobalito is yet to create its unique services packages, therefore the expansion is to be completed with the current services.

### 6.1. Regional Scene

Based on the 2020 report by the United Nations Economic Commission of Africa, despite being Africa's fastest developing region, Eastern Africa's economic change is now too slow to enable the achievement of the Sustainable Development Goals by 2030. Deeper economic regional integration would be enhanced through the implementation of the African Continental Free Trade Agreement. Eastern Africa made social progress, but there are still significant difficulties to overcome in terms of poverty reduction and job creation. [15]

It is highlighted that Eastern African economies grew at twice the rate of the African continent between 2014 and 2019 (i.e. with an average growth rate of circa 6.5%). Improvements in agricultural production, buoyant domestic demand, and infrastructure investment are expected to keep the strong growth rate going. [15]

Nonetheless, the report emphasizes that the region would face significant challenges soon. Poverty reduction and job creation are still moving too slowly to reach the ambitious regional, continental, and global goals. Climate change is becoming a big danger to economic growth and development, and authorities must pay more attention to social issues like violence against women and better education.

## 6.2. National Scene

Kenya's economy has remained resilient and powerful with an average growth rate of circa 6%. Growth was seen in all areas of the economy, but it was particularly strong in service-oriented industries. More specifically, accelerated growth in Financial and Insurance (circa 6%) and Real Estate (circa 5%) sectors bolstered services' industry performance. On the other hand, Agriculture, Forestry and Fishing sectors have had a slight decline during the past months due to long rains.

Although Kenya's economy is growing it is still encountering challenges that may jeopardize its growth rate sustainability. High reliance on rain, low manufacturing and exporting sectors, low domestic savings and investments, high energy costs, high unequal distribution of wealth and regional security issues are amongst the few challenges Kenya is currently facing.

Moving on and in more detail, the macro environment has been analysed through a PESTEL analysis model and it is presented in figure 18 below:

Category	Strategic Implication
Political	<p>Domestic politics will largely be shaped after the next General Election that is going to take place in August 2022. This may impact Jobalito's expansion in Kenya depending on the priorities of the new leadership.</p> <p>The instability in Somalia still has an impact on Kenya's security and will continue to be a source of concern in terms of the potential negative consequences for Kenya's trade and investments.</p>



	<p>The trade between countries is affected by the taxes and levies imposed by counties. This impacts Kenyan goods' competitiveness due to high production costs, resulting in decreasing exports.</p>
Economic	<p>Budget reductions have come from a lack of resources and austerity measures as a result of government revenue collection shortages which may undermine the government's strategic objectives in the future.</p> <p>In the short term, non-realization of economic growth expectations and sluggish private sector investment could stifle growth.</p> <p>Although, following the General Election, more progress on reforms aimed at enhancing fiscal management and transparency is expected.</p> <p>Kenya's economy is particularly vulnerable to international shocks and economic trends since it is part of the "global village."</p> <p>Regional integration and cross-border trade will be aided by the development of economic corridors. Increased cargo handling and port efficiency will result from the new Mombasa port container terminal.</p>
Social	<p>Kenya has an adult literacy rate of circa 80%, according to UNESCO. Literacy rates are expected to rise as a result of the Government's continuous investment and reforms in education.</p> <p>In the future, the use of e-commerce in Kenya is anticipated to continue rising particularly among SMEs.</p>

	<p>However, the current situation of social activists may hinder changes in government policies or the expansion of Jobalito. They could also spread false information about specific concerns that will harm the country's reputation. Stakeholder engagement at the local level will be critical in reducing the impact of social action.</p> <p>Kenya has approximately 50 million inhabitants, the majority of whom are youth, according to the 2020 Kenya Population Census. If they are educated, healthy, and have access to acceptable employment opportunities, they can be a great force for economic growth.</p>
Technological	<p>The rapid development of computer, mobile, and network technology together with technological innovations such as Artificial Intelligence will make the adaptation of new and optimized technological tools such as the recruitment platform of Jobalito easier.</p> <p>The government has made a top priority of expanding internet connectivity across the country. E-commerce and other e-based services are being influenced by the rise of faster network services and the surge in smartphone usage. This will boost intra-county as well as regional trade.</p> <p>The high costs of upgrading the current technological infrastructure of the country and cyber security threats may slow down the entire process.</p>
Environmental	<p>Due to the evolving technology, the continued usage of electronic and electrical equipment results in a growth of electronic/electrical waste, leading to environmental and health issues.</p>

	<p>Other sorts of climate impacts, such as those on agriculture and labour productivity, could lead to shifts in output and specialization, which could impact trade.</p> <p>Although, global green and blue economic trade prospects can help boost growth. Countries will manufacture and sell environmentally friendly goods and services. This will encourage trade and economic diversification.</p>
Legal	<p>Lately, there has been a considerable increase in the number of bilateral and regional trade agreements signed between Kenya and many key countries around the world. Trade agreements let countries connect by establishing common legal frameworks for doing business. Import/export business will be standardized and therefore trade will be easier.</p>

*Figure 18 PESTEL analysis of Kenya*

### 6.3. Competitor's analysis

In this subsection, we will assess the main competitors of Jobalito in Kenya. Currently, numerous job websites/platforms are not only used in Kenya but across Africa. The majority offer their services free of charge to job seekers and some of them to attract more visitors they also offer short recruitment educational courses. According to data acquired by the World Bank, the last 10 years the unemployment rate in Kenya is on average 2.7% and 7.3% on ages 15-24.

#### **BrighterMonday**

The most renowned job website in Kenya is BrighterMonday based on the number of job seekers and employers in its database. It was funded in 2006 by "One Africa Media". In December 2017, it was acquired by Ringer, the largest internationally operating Swiss media company, producing over 120 newspapers and magazines.

Both job seekers and employers will enjoy the full features of BrighterMonday once they sign up and create an account. The search engine offers a wide range of filters such as job function, industry, location, etc. The website covers job vacancies, CV posting, personality assessments, various courses to help job seekers find the perfect job and career advice. Job seekers may subscribe to daily alerts for job vacancies. Brighter Monday also offers a mobile app for Android OS.

Based on “Crunchbase” data, BrighterMonday has an average of 990,000 monthly visitors and a bounce rate of 38.15%. Further and according to “Similarweb”, 51% of its traffic is direct, 19% via a search and 12% via referrals. [16] [17]

The main services and features of BrighterMonday are included in the below figure:

<b>Basic</b>	<b>Best Match</b>	<b>Standard</b>	<b>Pro Recruit</b>
Ksh 4,000*	Ksh 21,000	Ksh 11,000	Ksh 35,000
Maximum Reach	All benefits of the Basic plan	All benefits of the Basic plan	BrighterMonday will find Candidates
All-in-One Applicant Management System (ATS)	Complimentary assessment credit to test for the best candidates	Complimentary assessment credit to test for the best candidates	BrighterMonday will Screen the Candidates
Unlimited Applications	Matching Technology	Qualified applicants are tagged for relevance in the ATS	BrighterMonday will Handpick the Candidates

Access Candidates forever	Programmatic optimized prominence for listings	Filter, sort and shortlist with ease from a larger pool	BrighterMonday will test for the best with our complimentary assessment product
	Up to 10 Best Candidates in 10 working days	Access to bulk CV downloads	

Figure 19 BrighterMonday

\* Ksh 1,000 = EUR 7.73

In addition to the above, the company offers “skills assessments” for several industries to assist employers to identify candidates that will be a good fit and predict their job performance at a price of Ksh 11,000 per listing.

## Fuzu

Fuzu was launched in 2015 in Kenya by Fuzu Limited. Based on “Crunchbase” data, Fuzu went through seven funding rounds of a total of \$6.7m and it was funded by 11 investors. The last funding round took place in September 2020 and Seedstars and Sparkmind. VC are the most recent investors. [16]

To start looking for a job on Fuzue, job seekers are encouraged to create an account or simply sign up with either Google, Facebook, or LinkedIn. Once they sign up they can use a wide range of filters to search for a job. Further, they have the opportunity to use the platform to attend free courses to develop their skills and advance their career development. In 2012, Fuzu partnered up with the global consulting firm Accenture to provide more than fifty courses to build candidates’ skills and abilities. In addition, the website offers career planning tools and tips.

Job seekers can subscribe to daily alerts for available vacancies through email.

Based on “Crunchbase” data, Fuzu has an average of 524,000 monthly visitors and a bounce rate of 42.73%. Further and according to “Similarweb”, 65% of its traffic is direct, 21% via a search and 10% via referrals. [16] [17]

The main services and features of Fuzu are included in the below figure:

<b>Starter</b>	<b>Basic</b>	<b>Growth</b>	<b>Premium</b>
Over 1 Million talent profiles	All benefits of the Starter plan	All benefits of the Basic plan	All benefits of the Growth plan
Automatic applicant ranking	Automated marketing to top 1000 candidates	Headhunt for top talent	Advanced headhunting
Applicant tracking	Careers page integration	Collaboration tools: like comment, share	Multiple country job posting
Aptitude tests	Automatic headhunting of top 100 CVs	Personality and skill tests	Build your brand – Share content with 1M+ users
Automatically share jobs on Google and Star	Dedicated account manager	Branded careers page with 24x7x365 open application	+ Keh 9,999 for each additional entity
1 job post	2 job posts	5 job posts	Unlimited job posts
View unlimited CVs	View unlimited CVs	View unlimited CVs	View unlimited CVs
Contact 20 apps per month	Contact 60 apps per month	Contact 300 apps per month	Contact 1000 apps per month

Figure 20 Fuzu

## Shortlist

Shortlist is a platform widely used in Africa (i.e., not only in Kenya). It was founded in 2016 and it has raised \$3m over two rounds. Eight investors participated during the funding rounds. Shortlist was acquired in November 2017 by Spire Education, an online education platform. Like the above, job seekers are encouraged to create an account to utilize the full features of the platform including daily updates.

To effectively match job seekers and employers, the platform has a customized application process for each job vacancy to allow job seekers to showcase their skills, qualifications, knowledge, etc. From the side of the employers, in their turn, they can showcase and explain the job role, responsibilities, etc. Then, employers thoroughly screen potential candidates to ascertain their skills and qualifications for the respective job vacancies.

In other words, the platform helps during the matching process for the employers to make a “Shortlist” of potential candidates.

Based on “Similarweb” data, Shortlist has an average of 221,000 monthly visitors and a bounce rate of 49.09%, 60% of its traffic is direct, 7% via a search and 10% via referrals and 19% via social media. Other similar competitors include CampusBiz, Kenya Moja, Job Rapido, Ajira, Recruitment Kenya, etc. [17]

#### 6.4. Remarks

Following the above assessment, it can be derived that although Kenya is a developing country, it can grow with very high growth rates, when all other things being equal i.e. when it overcomes and/or mitigates the risks including the regional and political instability and take effective reforms. This can be translated into the opening of hundreds of new jobs.

Jobalito can be benefited out of this if it enters the market promptly. Having said that, since the competition is strong, Jobalito must develop, test, and optimise several services initially locally and then in Kenya to increase the robustness of its competitive advantage, as mentioned in the

previous sections as well. In addition to that, forming a strategic partnership(s) with on-the-ground experience can increase the potentials of Jobalito's attempt at expansion in Kenya. On the other hand, if it tries to expand in Kenya as it is now since there are several well-established competitors, it will be very difficult to compete and take a chunk from the market, and as a result, important resources will be wasted.



## 7. Consolidated Results

To provide conclusive recommendations to Jobalito, we have combined and consolidated our findings, as these derived from the analysis of the as-is situation, the strategy formulation, and the analysis of the three main pillars.

Our Consolidated Results	Local expansion	Optimization of Services	Expansion in Kenya
<b>Key Consideration points:</b>	Jobalito seems to have a good minimum viable product, and with its launch, the company has confirmed that the market need is present. There are relatively high revenues during the first 8 operational months, which means clients are willing to pay. Jobalito wishes to engage in a local and international expansion, exploring the possibility of launching in Kenya. Nevertheless, the current operational model is not viable, since it produces higher expenses than revenues.		
<b>Analysis Outcome:</b>	Cyprus seems to be a suitable place for Jobalito to begin with since there are many active businesses. Nevertheless, there is fierce competition with a series of successful recruitment platforms. Jobalito seems to	Jobalito's currently offers a comprehensive package of services but cannot serve the whole spectrum of the recruitment process. A small lead over other local platforms is present but taking into	Even though additional revenue streams may be created, an expansion to Kenya may not be the best option for the time being. We have established that the competition in Kenya is strong, much like the Cypriot

	<p>have an edge over other platforms since it is the latest platform launched, offering a new and refreshed style that seems to be appreciated by the clients. But this may not last long, as it can be easily copied and introduced by one of the established competitors. Also, it seems that Jobalito hasn't created enough traffic to their website in a cost-efficient way.</p>	<p>consideration the years of market presence of the competitors, let alone international competitors, the current services may not be enough to gain market share easily and efficiently; local or international.</p>	<p>market, where other platforms/competitors have many years of presence with decent products. In addition, the Cyprus market seems very different to Kenya's concerning the way things are made/culture, thus creates the need for a strategic local partner.</p>
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Figure 21 Consolidated Results

## 7.1. Recommendations

Taking into consideration the results occurring from this study we propose that Jobalito postpones its expansion to Kenya and concentrates on enhancing its platform, to create a clear competitive advantage.

We strongly believe that differentiating from what other platforms are offering, by incorporating and serving additional steps of the recruitment process, will enhance/ create Jobalito's true competitive advantage.

We have drafted a high-level pack of services based on our findings in this study, local and international market analysis. We have consolidated the services presented in figure 17 in a manner that could be sold to potential customers, and we believe fully captures the steps of recruitment. By using this Jobalito should be able to attract a greater mass of clients.

Moreover, indicative price packages were created. Three subscription-based packages were created. The packages offer fixed services to the clients with the only variable part being the number of Job Ads they purchase. A discount is calculated based on the number of Job Ads and the package chosen. The services and packages are presented on the next page.

**Final Services for Jobalito**, aiming to assist companies throughout the recruitment process (Recruitment steps were consolidated):

<b>Steps to a Successful Recruitment Campaign</b>	<b>Step 1</b> Recognising Recruitment Needs and initiating a Recruitment Campaign	<b>Step 2</b> Creating a pool of candidates	<b>Step 3</b> Screening Applications	<b>Step 4</b> Assessing Candidates and Positioning of new employees	<b>Step 5</b> Optimization and Analytics (Feedback Loop)
How can Jobalito help	<ul style="list-style-type: none"> <li>• Applicant Tracking System - A free ATS system so you can better schedule and track each step of your</li> </ul>	<ul style="list-style-type: none"> <li>• Job Ads - Enhanced with Competencies matching, Salary matching, Industry matching and Comments.</li> <li>• Company Profile - Enhanced with Culture matching.</li> <li>• Promotional services - Social</li> </ul>	<ul style="list-style-type: none"> <li>• Jobalito Matching Technology - We streamline the appropriate candidates by matching companies and employees based on Jobalito's <b>4 secret ingredients</b>. (Culture, Competencies, Salaries, Industry)</li> <li>• Recommendation of Candidates per position</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment Package - Jobalito's Assessment pack plug into Jobalito's ATS. A series of assessment exercises are offered (customisable), which can be sent to candidates.</li> <li>• AML Check for Candidates - In-depth</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Job post analytics - Provides insights to job posts traffic</li> <li>• Questionnaire insights - The Jobalito weekly Questionnaire captures the market video once every week. A report is generated once every month.</li> </ul>

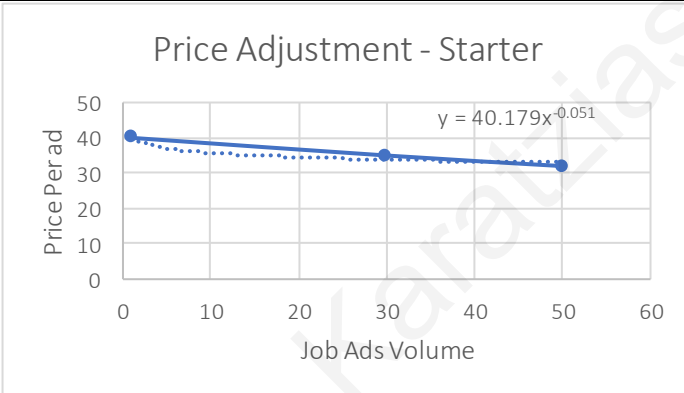
	recruitment campaign.	<p>Media Shares, Pins, Company Carousel, Small and Large Banner, Employer of the Month.</p> <ul style="list-style-type: none"> <li>• Company Video - Upload a video and visually inform candidates on your company.</li> </ul>	<p>- Using Jobalito's Matching Technology we provide recommendations of candidates per position.</p> <ul style="list-style-type: none"> <li>• Leads Generation - An automated tool that provided leads to companies, with regards to candidates, according to a series of criteria. Companies can use this tool to communicate with candidates and request more information.</li> </ul>	<p>analysis of Candidates for high-level positions</p> <ul style="list-style-type: none"> <li>• Salaries Benchmarking - Comprehensive Market analysis for salary grading and benchmarking.</li> </ul>	<ul style="list-style-type: none"> <li>• Market Insights Report - A special algorithm captures the market's performance using quantitative analysis once every week. A report is generated once every month.</li> <li>• Feed &amp; Spy - Tailored - A news feed that provides the latest news around any industry.</li> </ul>
Which Package Should I pick (Packages can be seen below)	<ul style="list-style-type: none"> <li>• Included in all packages for free</li> </ul>	<ul style="list-style-type: none"> <li>• Job ads and Company profiles are Included in all packages.</li> <li>• Promotional services are</li> </ul>	<ul style="list-style-type: none"> <li>• Jobalito Matching Technology is included in all packages (Automation)</li> <li>• Recommendation of Candidates per position</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment Package is sold separately</li> <li>• AML Check is included in the Consulting Pack</li> </ul>	<ul style="list-style-type: none"> <li>• All abovementioned services are Included in the Ultimate and Recruiter Pack.</li> </ul>

	<p>included in the Performance and/or Ultimate Pack</p> <ul style="list-style-type: none"> <li>• Company Video is included in the Ultimate Pack.</li> </ul>	<p>is included in Performance Pack</p> <ul style="list-style-type: none"> <li>• Leads Generation Tool is included in the Ultimate Pack or Recruiter Pack</li> </ul>	<ul style="list-style-type: none"> <li>• Salaries Benchmarking is included in the Consulting Pack</li> </ul>	
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Figure 22 Recommended Services Package

Starter Package:

<b>Starter</b>			/Per
Starting from	€	39	month
€ 50			
•	<b>Applicant Tracking System</b>		
	Jobalito Matching		
•	Technology (Culture, Competencies, Salaries, Industry)		
•	Company Profile		
<b>2</b>	Job Ads /per month		



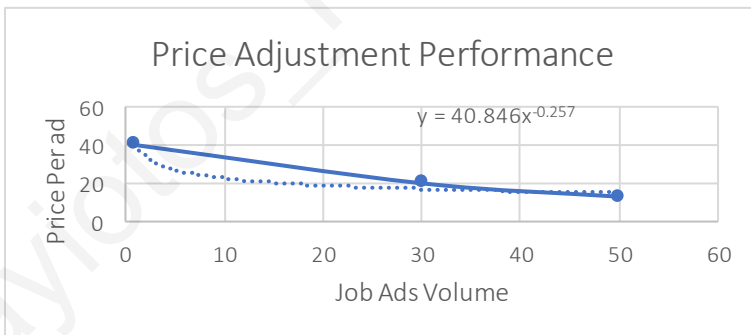
Price discount equation model –

Inputs:

X (Quantity of ads)	Y (Price)
1	40
30	35
50	32

Performance Package:

<b>Performance</b>	
Starting from €	€ 249 /per month
350	
•	<b>Applicant Tracking System</b>
	Jobalito Matching
•	Technology (Culture, Competencies, Salaries, Industry)
•	Company Profile
•	Recommendation of Candidates
<b>4</b>	Job Ads /per month
1	Company Carousel
1	Large Banner
3	Pins <b>/per month</b>
2	Social Media Shares





Price model inputs

X (Quantity of ads)	Y (Price)
1	40
30	20
50	13

Anayiotos\_Karatzias\_Demosthenous

Ultimate Package:

<b>Ultimate</b>	€ 499	/per month
<ul style="list-style-type: none"> <li>• <b>Applicant Tracking System</b></li> <li>• Jobalito Matching Technology (Culture, Competencies, Salaries, Industry)</li> <li>• Company Profile</li> <li>• Market Insights Report</li> <li>• Questionnaire insights</li> <li>• Leads Generation tool</li> <li>• Company Video</li> <li>• Traffic Job post analytics</li> <li>• Small Banner</li> <li>• Feed &amp; Spy - Tailored</li> </ul>		
<b>Unlimited</b>	Job Ads	
1	Company Carousel	
2	Large Banner	
15	Pins	
10	Social Media Shares	<b>/per month</b>
1	Employer of the Month	

Additional Packages:

<b>Recruiter Package</b>	€ 49	/per month
<ul style="list-style-type: none"> <li>• Leads Generation tool</li> <li>• Questionnaire insights</li> <li>• Market Insights Report</li> <li>• Feed &amp; Spy - Tailored</li> </ul>		

<b>Consulting Package</b>	<b>Request Pricing</b>
<ul style="list-style-type: none"> <li>• AML Check for Candidates</li> <li>• Salaries Benchmarking</li> </ul>	

<b>Assessment Plug-in (ATS)</b>	€ 15	/per month
<ul style="list-style-type: none"> <li>• Video assessment</li> <li>• Exercises</li> <li>• Case Studies</li> <li>• Structured Interview Tool</li> </ul>		

Figure 23 Prices formation for packages

Moreover, to create a healthy flow of candidates to the website, we propose that Jobalito adds the following features/ elements to its front page. Our recommendation for Jobalito’s front page includes a handful of services as seen below. These were based on our study’s findings. We believe that by re-shaping the front page of the website and providing something valuable to the candidates, will gain significant traffic through the mouth-to-mouth “method” (the cheapest form of advertising).

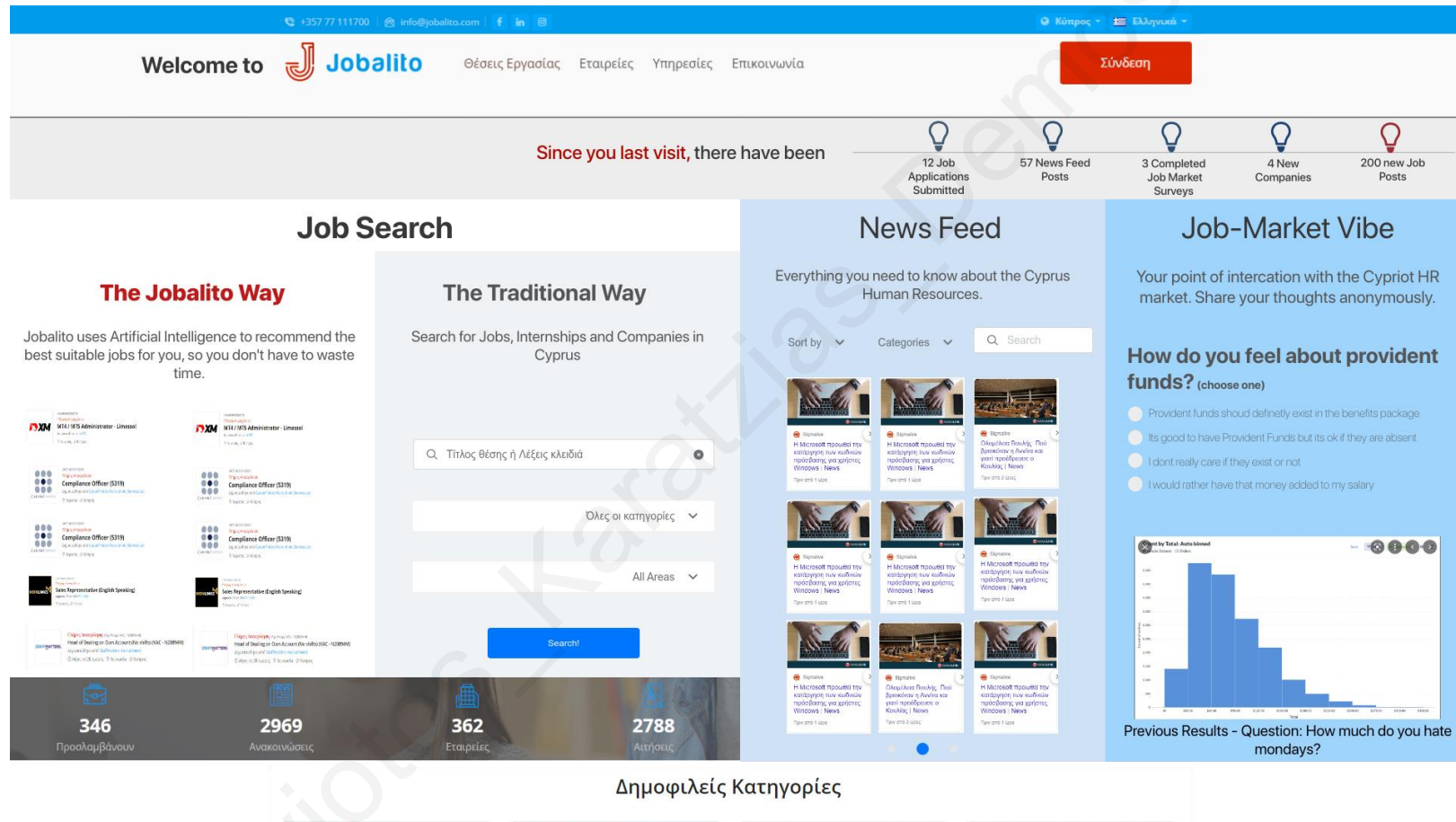


Figure 24 Front Page Recommendations

Also, we strongly believe that the salary expenses should be somehow decreased by offering variable payment packages to employees, instead of a fixed payment. Our recommendation would be, a decrease in fixed salaries until the startup is viable and the introduction of a variable pay scheme, commission on sales.

We strongly encourage the creation of synergies with universities, as we believe Jobalito's target audience is currently located in universities. Each year a massive number of students are introduced into the work environment, presenting a great opportunity for Jobalito to create a healthy stream of candidates.

Finally, we recommend that the expansion to Kenya or any other location is materialized only when the startup has been stabilized in Cyprus and a strong local partner is found.

## 7.2. Financial Projections

Based on our recommendations and assuming that the above recommendations were materialized, we have drafted two possible scenarios. These scenarios were calculated taking under consideration the current expenses and revenues of Jobalito.

### 7.2.1. Scenario 1 – Cyprus Only

In this scenario, we assume that:

- Scenario duration - 1 year
- Jobalito has decided to operate only in Cyprus. No expansion abroad.
- Jobalito has decided to implement all the new services mentioned in our recommendations.
- The recommendations were split into 3 release batches:
  - Launch of 1<sup>st</sup> group of services – January 2022
  - Launch of 2<sup>nd</sup> group of services – April 2022
  - Launch of 3<sup>rd</sup> group of services – August 2022

\*Any expenses for the implementation of new services are free of charge (will be covered by Vasilis' own company – Softbot) until Jobalito generates profit.

- Jobalito fixed costs equal to salary costs
- Variable Cost mostly includes promotion/marketing cost
- Personnel changes are currently underway with revised salary compensations.
  - From October one full-time employee will be included in the workforce
  - From February two full-time employees will be included.
  - From May three full-time employees will be included.
- The revenue model switches from cost per ad to a subscription model as of April 2022.

Months	Number of clients per month	Number of new clients vs Previous month	Average Package Price	Income	Total Cost	Fixed Cost	Variable	Income growth rate	Profitability index	Net Profit/Loss
Feb	-			€ -	€ 51	€ -	€ 51			
Mar	-			€ -	€ 3,569	€ 2,653	€ 916		0.00	-€ 3,569
Apr	-			€ 1,306	€ 4,965	€ 2,653	€ 2,312		0.26	-€ 3,659
May	-			€ 4,008	€ 4,579	€ 2,653	€ 1,926	207%	0.88	-€ 571
Jun	-			€ 3,458	€ 6,114	€ 2,653	€ 3,461	-14%	0.57	-€ 2,656
Jul	-			€ 676	€ 6,084	€ 2,653	€ 3,431	-80%	0.11	-€ 5,409
Aug	-			€ 1,149	€ 4,325	€ 2,653	€ 1,672	70%	0.27	-€ 3,176
Sept	-			€ 5,870	€ 7,038	€ 2,653	€ 4,385	411%	0.83	-€ 1,168
Oct	-			€ 2,827	€ 1,750	€ 950	€ 800	-52%	1.62	€ 1,077
Nov	-			€ 565	€ 1,750	€ 950	€ 800	-80%	0.32	-€ 1,185
Dec	-			€ 791	€ 1,750	€ 950	€ 800	40%	0.45	-€ 959
Jan	-			€ 4,749	€ 4,200	€ 950	€ 3,250	500%	1.13	€ 549
Feb	-			€ 6,031	€ 5,375	€ 2,375	€ 3,000	27%	1.12	€ 656
Mar	-			€ 8,142	€ 4,875	€ 2,375	€ 2,500	35%	1.67	€ 3,267
Apr	28		350	€ 9,771	€ 6,375	€ 2,375	€ 4,000	20%	1.53	€ 3,396
May	33	5	350	€ 11,529	€ 6,825	€ 3,325	€ 3,500	18%	1.69	€ 4,704
Jun	35	2	350	€ 12,106	€ 6,425	€ 3,325	€ 3,100	5%	1.88	€ 5,681
Jul	33	-2	350	€ 11,500	€ 5,325	€ 3,325	€ 2,000	-5%	2.16	€ 6,175
Aug	33	0	350	€ 11,500	€ 4,325	€ 3,325	€ 1,000	0%	2.66	€ 7,175
Sep	35	2	350	€ 12,075	€ 5,825	€ 3,325	€ 2,500	5%	2.07	€ 6,250

Figure 25 Scenario 1 - Cyprus expansion a

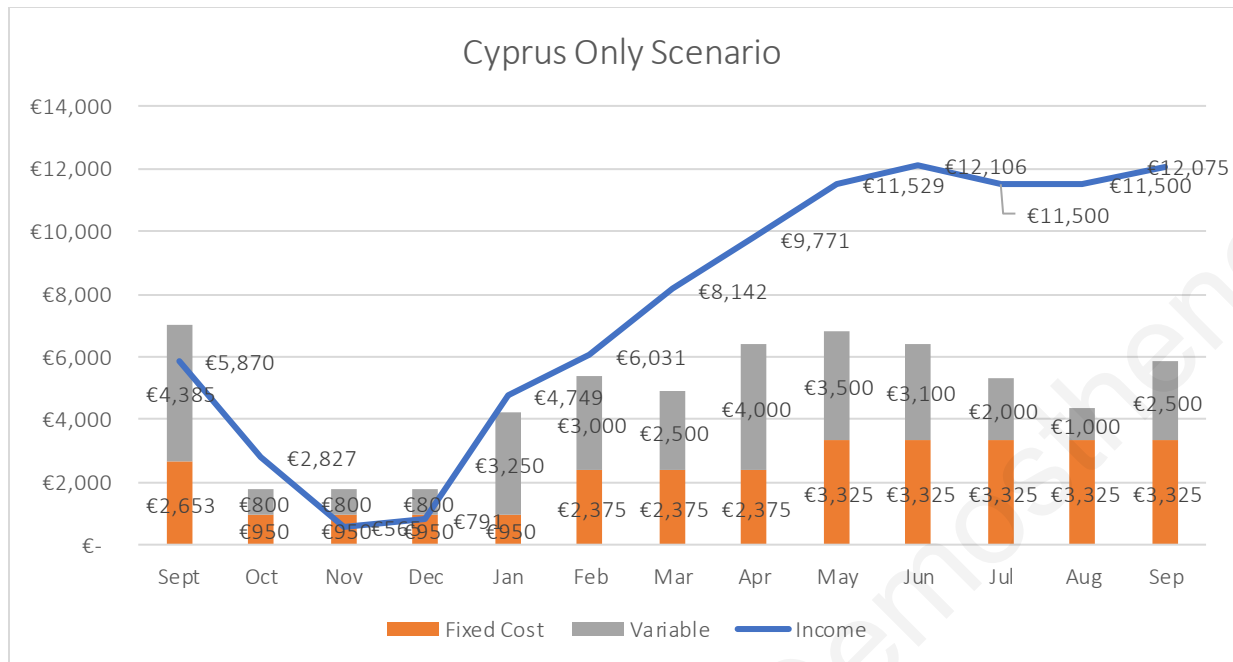


Figure 26 Scenario 1 - Cyprus expansion b

### 7.3. Scenario 2 – Expansion Abroad

In this scenario, we assume that:

- Scenario duration - 1 year
- Jobalito has decided to expand abroad in August 2022.
- Jobalito implements all recommended services.
  - Launch of 1<sup>st</sup> group of services – January 2022
  - Launch of 2<sup>nd</sup> group of services – April 2022
  - Launch of 3<sup>rd</sup> group of services – August 2022

\*Any expenses for the implementation of new services are free of charge (will be covered by Vasilis' own company – Softbot) until Jobalito generates profit.

- Jobalito fixed costs equal to salary costs
- Variable Cost mostly includes promotion/marketing cost.
- Personnel changes are currently underway.
  - From October one full-time employee will be included in the workforce
  - From February two full-time employees will be included.

- From May three full-time employees will be included.
- The revenue model switches from cost per ad to a subscription model as of April 2022.
- Expansion investment equals 10.000 euros per month. Increases variable cost.

Months	Number of clients per month	Number of new clients vs Previous month	Average Package Price	Income	Total Cost	Fixed Cost	Variable	Income growth rate	Profitability index	Net Profit/Loss
Feb	-			€ -	€ 51	€ -	€ 51			
Mar	-			€ -	€ 3,569	€ 2,653	€ 916		0.00	-€ 3,569
Apr	-			€ 1,306	€ 4,965	€ 2,653	€ 2,312		0.26	-€ 3,659
May	-			€ 4,008	€ 4,579	€ 2,653	€ 1,926	207%	0.88	-€ 571
Jun	-			€ 3,458	€ 6,114	€ 2,653	€ 3,461	-14%	0.57	-€ 2,656
Jul	-			€ 676	€ 6,084	€ 2,653	€ 3,431	-80%	0.11	-€ 5,409
Aug	-			€ 1,149	€ 4,325	€ 2,653	€ 1,672	70%	0.27	-€ 3,176
Sept	-			€ 5,870	€ 7,038	€ 2,653	€ 4,385	411%	0.83	-€ 1,168
Oct	-			€ 2,827	€ 1,750	€ 950	€ 800	-52%	1.62	€ 1,077
Nov	-			€ 565	€ 1,750	€ 950	€ 800	-80%	0.32	-€ 1,185
Dec	-			€ 791	€ 1,750	€ 950	€ 800	40%	0.45	-€ 959
Jan	-			€ 4,749	€ 4,200	€ 950	€ 3,250	500%	1.13	€ 549
Feb	-			€ 6,031	€ 5,375	€ 2,375	€ 3,000	27%	1.12	€ 656
Mar	-			€ 8,142	€ 4,875	€ 2,375	€ 2,500	35%	1.67	€ 3,267
Apr	28		350	€ 9,771	€ 6,375	€ 2,375	€ 4,000	20%	1.53	€ 3,396
May	33	5	350	€ 11,529	€ 6,825	€ 3,325	€ 3,500	18%	1.69	€ 4,704
Jun	35	2	350	€ 12,106	€ 6,425	€ 3,325	€ 3,100	5%	1.88	€ 5,681
Jul	33	-2	350	€ 11,500	€ 5,325	€ 3,325	€ 2,000	-5%	2.16	€ 6,175
Aug	34	1	350	€ 11,845	€ 13,325	€ 3,325	€ 10,000	3%	0.89	-€ 1,480
Sep	36	2	350	€ 12,438	€ 13,325	€ 3,325	€ 10,000	5%	0.93	-€ 887

Figure 27 Scenario 2 - Expansion Abroad a



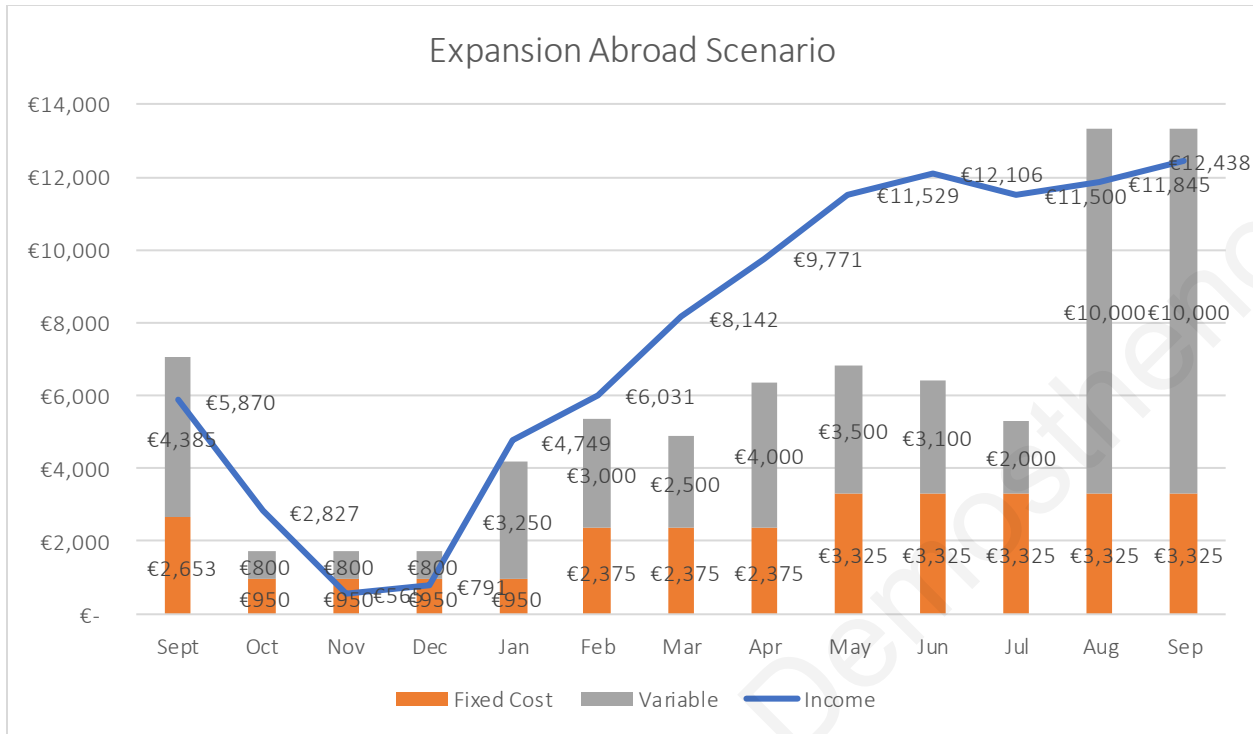


Figure 28 Scenario 2 - Expansion Abroad b

## 8. Conclusion

Based on the outcomes of this study, we strongly believe that Jobalito can escape the Death Valley, with perseverance and determination. As described through this study, it is suggested that Jobalito implements a series of drastic solutions by shaping a new services package, to stay relevant with the market, create additional value for its clients and surpass its competitors.

The recommendations mentioned in this study may sound difficult to implement, but due to the ability of Jobalito to quickly adapt and introduce new services, we strongly believe that in a short period of 3 months Jobalito should see a positive financial return, as seen in the financial projections.

Finally, we trust that if Jobalito continues to innovate and optimize its services package, that the company will be able to seek funding and expand internationally with success.

## Appendix

Services	Category	Indeed	Monster	Glassdoor	Flexjobs	TheLadder	AngelList	LinkedIn	Job.com	Frequency
Traditional (email) Login	Features	√	√	√	√	√	√	√	√	8
Job Alerts/Notifications	Promotion	√	√	√	√	√	√	√	√	8
Company Profile	Brand Awareness	√		√	√	√	√	√	√	7
Sponsored/Pinned Job Posts	Promotion	√	√		√	√	√	√	√	7
CV Database	Tools	√	√		√	√	√	√	√	7
Dedicated Companies Page in Site	Brand Awareness	√		√	√	√	√	√		6
Google Login	Features	√	√	√		√	√		√	6
Traditional Search bar	Features	√	√		√	√	√	√		6
Autofill Search	Features	√	√	√		√	√	√		6
Easy Apply - Applications	Features	√	√	√		√	√	√		6

Market Insights	News and Information	√	√	√	√	√		√		6
Career Guide/Advice	News and Information	√	√	√	√	√		√		6
Emails Through Ladders	Promotion	√	√	√	√	√		√		6
All - Job Posts	Main Product	√	√	√				√	√	5
Salaries Benchmarking	News and Information	√	√	√		√		√		5
Applicant Tracking & Onboarding Tool	Tools	√	√		√	√	√			5
Company News/Updates/ Posts	Brand Awareness	√		√			√	√		4
Follow system	Brand Awareness	√		√			√	√		4
Facebook	Features	√	√	√		√				4
Advanced Search/ Wizard	Features				√	√	√	√		4

Recent/Saved searches - Filtering	Features	√		√			√	√		4
Popular searches - Filtering	Features	√	√	√				√		4
Social Media Shares	Promotion	√	√		√		√			4
Mobile Application	Tools	√	√	√				√		4
Company Reviews by Candidates	Brand Awareness	√		√	√					3
Niche Campaign Solutions	Consultation		√		√			√		3
Personalized Recommendations - Based on the profile	Matching Tools			√			√	√		3
Recommendations (Cookies)	Matching Tools			√			√	√		3
Hiring Events	Networking	√			√			√		3
Employer Resource Library (tips)	News and Information	√	√	√						3
News Feed	News and				√		√	√		3

	Information								
Company Rating Score	Brand Awareness	√		√					2
Chat	Communication		√				√		2
Apple Login	Features	√	√						2
Compare Companies Feature	Features			√			√		2
Video Job Posts	Main Product		√				√		2
Culture Matching	Matching Tools					√	√		2
Skill Assessments/ Exercises for Candidates Matching	Matching Tools					√	√		2
Onboarding Wizard/Landing Page	Matching Tools					√	√		2
FrontPage is Candidate's Profile	News and Information			√		√			2
Featured Employer	Promotion	√			√				2

Job posts- Website Analytics/ Intelligence	Tools		√					√		2
CV Review/ Creation	Tools					√		√		2
Company Videos	Brand Awareness							√		1
Candidate Posts	Communication							√		1
Recruitment agents	Consultation		√							1
Interactive Map	Features				√					1
Interaction points	Features			√						1
Interactive FAQs	Features		√							1
Candidate Profile - Activity	Features							√		1
Candidate Profile - Analytics	Features							√		1
Auto Apply - Feature	Features					√				1
Senior Levels Only - Job Posts	Main Product					√				1
Remote work only - Job Posts	Main Product				√					1

Startups Only - Job Posts	Main Product						√			1
Startups	News and Information						√			1
Related Webinars	News and Information				√					1
Call candidates Tool	Tools					√				1
Construction of career sites for clients	Tools		√							1
Traffic Analytics for companies	Tools		√							1
Traffic Analytics for Competitors	Tools							√		1
Invest in Startups page	Tools						√			1
Networking	Tools							√		1
Training Courses	Tools							√		1
Activity/ Last Login Status	Features									0

Internships Only - Job Posts	Main Product									0
Exams Matching	Matching Tools									0
Top 3 Competencies/ Alternative matching methods	Matching Tools									0
Company Carousel	Promotion									0
360 Feedback Survey	Tools									0

Figure 29 International Service Offerings

Category	Sub-Services
Brand Awareness	Company Profile
Brand Awareness	Dedicated Companies Page in Site
Brand Awareness	Company News/Updates/Posts
Brand Awareness	Follow system
Brand Awareness	Company Reviews by Candidates
Brand Awareness	Company Rating Score



Brand Awareness	Company Videos
Communication	Chat
Communication	Candidate Posts
Consultation	Niche Campaign Solutions
Consultation	Recruitment agents
Features	Traditional (email) Login
Features	Google Login
Features	Traditional Search bar
Features	Autofill Search
Features	Easy Apply - Applications
Features	Facebook
Features	Advanced Search/ Wizard
Features	Recent/Saved searches - Filtering
Features	Popular searches - Filtering
Features	Apple Login
Features	Compare Companies Feature
Features	Interactive Map
Features	Interaction points
Features	Interactive FAQs
Features	Candidate Profile - Activity
Features	Candidate Profile - Analytics
Features	Auto Apply - Feature
Features	Activity/ Last Login Status
Main Product	All - Job Posts
Main Product	Video Job Posts
Main Product	Senior Levels Only - Job Posts
Main Product	Remote work only - Job Posts
Main Product	Statups Only - Job Posts

Main Product	Internships Only - Job Posts
Matching Tools	Personalized Recommendations - Based on profile
Matching Tools	Recommendations (Cookies)
Matching Tools	Culture Matching
Matching Tools	Skill Assessments/ Exercises for Candidates Matching
Matching Tools	Onboarding Wizard/Landing Page
Matching Tools	Exams Matching
Matching Tools	Top 3 Competencies/ Alternative matcing methods
Networking	Hiring Events
News and Information	Market Insights
News and Information	Salaries Benchmarking
News and Information	Stratups
News and Information	Career Guide/Advice
News and Information	Employer Resource Library (tips)
News and Information	News Feed
News and Information	Front Page is Candidate's Profile
News and Information	Related Webinars
Promotion	Job Alerts/Notifications
Promotion	Sponsored/Pinned Job Posts

Promotion	Emails Through Ladders
Promotion	Social Media Shares
Promotion	Featured Employer
Promotion	Company Carousel
Tools	CV Database
Tools	Applicant Tracking & Onboarding Tool
Tools	Mobile Application
Tools	Job posts-Website Analytics/ Intelligence
Tools	CV Review/ Creation
Tools	Call candidates Tool
Tools	Construction of career sites for clients
Tools	Traffic Analytics for companies
Tools	Traffic Analytics for Competitors
Tools	Invest in Startups page
Tools	Networking
Tools	Training Courses
Tools	360 Feedback Survey

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