

# PDM1 FINAL PRESSO

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How it works



- 
- A person is captured mid-jump, clearing a wooden bar over a pool of water. The scene is set at sunset, with the sky transitioning from orange to purple. Several other people are standing on the wooden platform behind the jumper, watching. The water in the pool reflects the jumper and the people on the platform. The overall mood is one of achievement and accomplishment.
- Product Description
  - Business Model
  - Market Analysis
  - User Journey
  - Validation
  - Financials
  - Roadmap
  - Product Lifecycle

# Product Description

Business Model

Market Analysis

User Journey

Validation

Financials

Roadmap

Product Lifecycle

What is this?  
Where did it  
come from?



# How this all began...

189 more combinations to go...

\*\*\*\*\*  
(1) Professional independence  
-- vs --  
(2) Work-admin effort

Preference? 1  
Recorded preference for Profesional independence

188 more combinations to go...

\*\*\*\*\*  
(1) Cultural expectation  
-- vs --  
(2) kernel relevance

Preference? 1  
Recorded preference for Cultural expectation

187 more combinations to go...

\*\*\*\*\*  
(1) Relevance to Malaysia  
-- vs --  
(2) bdmy future involvement

Preference? 1  
Recorded preference for Relevance to Malaysia

186 more combinations to go...

\*\*\*\*\*  
(1) bdmy future involvement  
-- vs --  
(2) kernel relevance

Preference? 2  
Recorded preference for kernel relevance

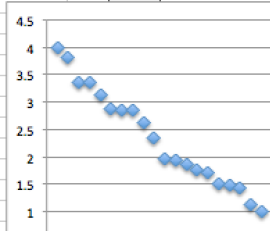
185 more combinations to go...

\*\*\*\*\*  
(1) Usual work-life balance  
-- vs --  
(2) Expected lifespan

Preference? 1  
Recorded preference for Usual work-life balance

184 more combinations to go...

	A	B	C	D	E	F	G
1		Raw s	Norm			135	
2	Location	1847	4	Singapore	1	4	Singapore
3	2-year expected income	1808	3.8	High income	3	11.47	Very high income
4	Relevance to Australia	1703	3.4	Low, unless can transfer to Canberra	2	6.715	N/A - visa will be dea
5	Exit opportunities	1703	3.4	High	4	13.42	opportunities in finan
6	Relevance to Malaysia	1652	3.1	High	4	12.57	Low
7	Big data relevance	1588	2.9	Investigative Big Data	4	11.54	Financial Big Data
8	Cultural expectation	1583	2.9	Exclusive clientele and team	4	11.45	Exclusive hedge fund
9	NoSQL relevance	1579	2.8	Full	4	11.4	Possibly a lot
10	Industry barrier to entry	1523	2.6	Very high	4	10.53	Very high
11	Day-to-day desirability	1447	2.4	Very high	4	9.406	Very poor
12	MDeC role	1338	2	None	1	1.978	None
13	bdmy future involvement	1327	1.9	Some	2	3.883	None
14	kernel relevance	1303	1.9	None	1	1.865	None
15	Profesional independence	1270	1.8	Some independence	3	5.284	No independence
16	Comfortable start date	1253	1.7	Assume okay	3	5.131	By end of year - okay
17	MRX relevance	1188	1.5	MRX maybe relevant	2	3.036	MRX not relevant
18	Usual work-life balance	1175	1.5	Uncertain	2	2.964	Poor
19	Workload predictability	1156	1.4	Unpredictable	1	1.428	Predictable workload
20	Work-admin effort	1047	1.1	Maybe a bit	3	3.418	None
21	Expected lifespan	988.9	1	Open-ended	4	4	2 year horizon
22							
23		988.9					
24		1847					
25							
26							
27							
28							
29							
30							
31							
32							
33							
34							
35							
36							



# Personal intelligence

- Governments and businesses spent \$14.4B on Business Intelligence and Analytics in 2013\*.
- Why don't individuals (and families) have such capabilities at their disposal as well?

# Analyzed self

- Quantified self, beyond counting steps.
- What about the big hairy questions in life?
  - Or even the not-so-hairy stuff... like what to do on holiday?



# Career management

- Career – one of the biggest “big decision” things in life.
- People put so much effort into analyzing stuff to make good decisions at work, but put little effort into analyzing if their work is right for them.
- This product will enable people to reveal career-centric insights, with minimal effort.

# Product characteristics

- Eventually mass market.
- 1-sided breakeven (ads and subscription).
- Potential (unsized) 2-sided upside.
- Purely software based:
  - No hardware or manpower intensive services.
- Habit-forming.
- Exploits algorithms, but not a “black box”.

✓ Product Description

## Business Model

Market Analysis

User Journey

Validation

Financials

Roadmap

Product Lifecycle

Lean canvassing.



<div>PROBLEM</div> <div>List your top 1-3 problems.</div> <div><div>In the midst of writing up PhD, hard to really think about next move in an organised way</div><div>Hard to maintain overview of career trajectory, responding to changing environment and personal interests, while balancing against track record</div><div>Hard to have on-going communication with each of many clients</div><div>Producing JD copy to attract the right talent</div></div> <div>EXISTING ALTERNATIVES</div> <div><div>(all) Semi-structured/one-off, with email, evernote, paper...</div><div>(3) face-to-face, email comms</div><div>(4) industry reports</div></div>	<div>SOLUTION</div> <div>Outline a possible solution for each problem.</div> <div><div>A career-choice dashboard that refines with input.</div><div>Update, track, and measure your priorities over time</div><div>Remotely collect relevant data from clients.</div><div>Career prefs trends dashboard</div></div> <div>KEY METRICS</div> <div>List the key numbers that tell you how your business is doing.</div> <div><div>signups, DAU, MAU</div><div>Incoming/conversion path, DAU, MAU</div><div>qualified leads, paying accounts, clients per counsellor, counsellor DAU, client DAU/MAU</div></div>	<div>UNIQUE VALUE PROPOSITION</div> <div>Single, clear, compelling message that states why you are different and worth paying attention.</div> <div><div>Analyze your career preferences without requiring much time commitment</div><div>Analyze your career preferences over time without being pigeonholed</div><div>A 2 way comms app, designed to reveal client career prefs</div><div>High-resolution and up-to-date insight to optimize hiring efforts.</div></div> <div>HIGH-LEVEL CONCEPT</div> <div>List your X for Y analogy e.g. YouTube = Flickr for videos.</div> <div><div>Doodle for career-choice decision making</div></div>	<div>UNFAIR ADVANTAGE</div> <div>Something that cannot easily be bought or copied.</div> <div><div>Purely aspirational... if all goes according to plan, very high switching costs for users - cannot easily migrate their data to a competing service</div></div> <div>CHANNELS</div> <div>List your path to customers (inbound and outbound)</div> <div><div>(all) Website, social, ads...</div><div>postgraduate forums</div><div>transition from career-guidance account and/or PhD tempate to personal generic account</div></div>	<div>CUSTOMER SEGMENTS</div> <div>List your target customers and users.</div> <div><div>(1) PhDs nearing completion</div><div>(2) Experienced professionals contemplating a change in career path</div><div>(3) Career guidance counsellors</div><div>(4) Enterprises with demanding hiring requirements</div></div> <div>EARLY ADOPTERS</div> <div>List the characteristics of your ideal customers.</div> <div><div>(1,2) High career optionality</div><div>(all) Tech/mobile savvy</div><div>(3,4) Many 'low-value clients'</div></div>
<div>COST STRUCTURE</div> <div>List your fixed and variable costs.</div> <div><div>• IaaS/PaaS costs</div><div>• Salaries &amp; Consulting fees</div><div>• Marketing/promotion</div><div>• Market research</div><div>• General business expenses</div></div>	<div>REVENUE STREAMS</div> <div>List your sources of revenue.</div> <div><div>ads / subscription</div><div>ads / subscription</div><div>subscription</div><div>Subscription</div></div>			

**Initial emphasis on job-seekers as users**  
**(segments 1 & 2)**

- ✓ Product Description
- ✓ Business Model

## Market Analysis

User Journey

Validation

Financials

Roadmap

Product Lifecycle

Market sizing.

Customer traits.

Competitive  
landscape.

# Market size

- LinkedIn had 4 million users in AU in 2013<sup>2</sup>.
  - 5 million “professionals” in AU<sup>2</sup>?
- AU, US, CA:
  - High degree of “labor mobility”<sup>1</sup>.
  - Decent mobile internet penetration.
- Folks who highly value career: 9.77% of US households<sup>3,4</sup>.

1. The best indicator of this that we could find is “employment tenure” tracked by the OECD.

2. [http://www.brw.com.au/p/business/million\\_members\\_places\\_counting\\_lgi7nirJn6NfV7KexTv0H](http://www.brw.com.au/p/business/million_members_places_counting_lgi7nirJn6NfV7KexTv0H)

3. Based on our analysis of Acxiom PersoniX Cluster Perspectives document

4. Let’s just go ahead and assume AU==US for now ☺



# Market size (cont'd)

- AU: 843k – 1.686M potential users.
  - ~30% of LinkedIn's user base.
- US: 11M – 23M, CA: 1.2M – 2.4M.
- TOTAL: 13.5M – 27M users.

# Market size (cont'd)

- PHDs:
  - AU produced 7000 PhDs in 2013<sup>1</sup>.
  - Up from 4000 in 2001 (4.77% CAGR)
- Not accounting for MBAs, masters degrees.

1. <http://www.abc.net.au/radionational/programs/bigideas/2013-04-08/4605074>
2. [http://www.brw.com.au/p/business/million\\_members\\_places\\_counting\\_lgi7nirJn6Nfv7KexTv0H](http://www.brw.com.au/p/business/million_members_places_counting_lgi7nirJn6Nfv7KexTv0H)
3. Based on our analysis of Acxiom PersoniX Cluster Perspectives document
4. Let's just go ahead and assume AU==US for now ☺

# Market size (conclusion)

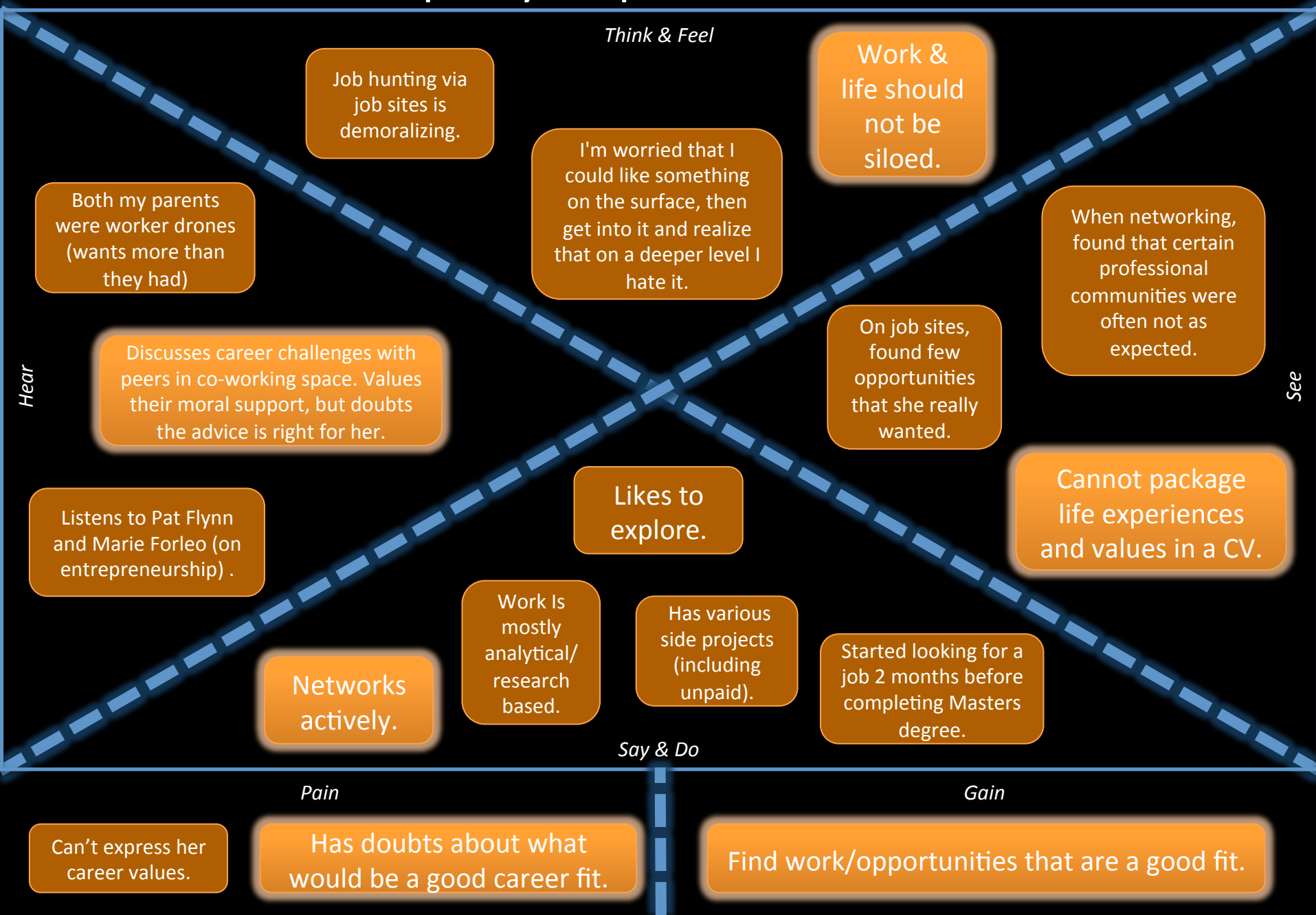
- AU, US, and CA are of interest.
- Total # of potential users: 13.5M – 27M.
  - AU: 843k – 1.686M (~30% of LinkedIn).
- Postgraduate population in AU good with robust growth.



## Aside: career guidance consultants?

- This market segment has two roles:
  - At a subscription price of \$39 pcm, this segment is worth no more than \$10k pcm in AU.
  - Their value may be more as a source of users who can bypass a couple of steps in the journey.
- No \$ but may be a growth hack.

# Empathy map – Mr. Blonde 1



# Personas

## Mr. Blonde (N=1)



- 25-35.
- Recently finished an advanced degree.
- Yearns for “life-work” rather than “work-life balance”.
- Significant investment to networking (e.g. goes to meetups, works out of a coworking space).
- Does projects on the side.
- Very digitally savvy; uses Evernote, Google Calendar, LinkedIn, Meetup, Seek.

## Mr. White (N=2)



- 35-45.
- Happy to spend \$ on career dev activities (e.g. training). Free time is the limited resource.
- Nostalgic and proud of a previous role – looking to capture that magic again.
- Digitally savvy; uses Seek, LinkedIn.
- Open to new ideas, but wants a career that builds on their history.

# Competitive matrix

Feature/factor	Relative importance	CSuite	Private career consultants	University career consultants	DIY	LinkedIn	Job Sites
Personalised results	1696	8478	8478	5087	8478	6782	3391
Directly addresses "What do I want?"	1636	6544	8180	4908	3272	3272	1636
Guidance structure	1507	6028	7535	6028	1507	4521	3014
Accessible to students (cost aside)	1504	7521	4513	7521	7521	6017	7521
Accessible to experienced professionals	1504	7518	6014	1504	7518	7518	7518
Cost to job seekers	1481	7405	1481	7405	7405	5924	7405
Accessible over career-span	1402	7012	4207	1402	4207	7012	7012
Available anywhere	1378	6891	1378	2757	6891	6891	6891
Relevant add-ons	1299	1299	6494	3896	1299	3896	2598
Personal attention	1162	1162	5809	3485	1162	1162	1162
Share my profile (e.g. with recruiters)	1126	2251	2251	2251	1126	5629	5629
Accessible any time	1105	5527	2211	1105	5527	5527	5527
<b>TOTAL SCORE</b>		67637	58553	47351	55913	64152	59304

# Other competitors

- A few emerging and unconventional career sites to consider:
  - Wobb
  - TribeHired
  - Glassdoor
- Meetup and MooCs!
  - Some job-seekers are specifically wrestling with the decision of what networking communities or training courses to invest time/effort/money into.

- ✓ Product Description
- ✓ Business Model
- ✓ Market Analysis

## User Journey

Validation

Financials

Roadmap

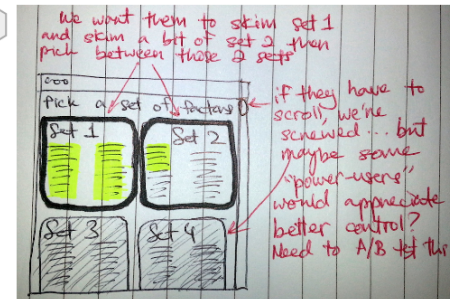
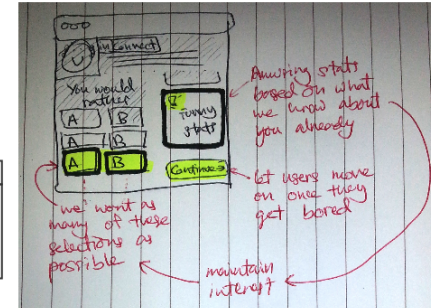
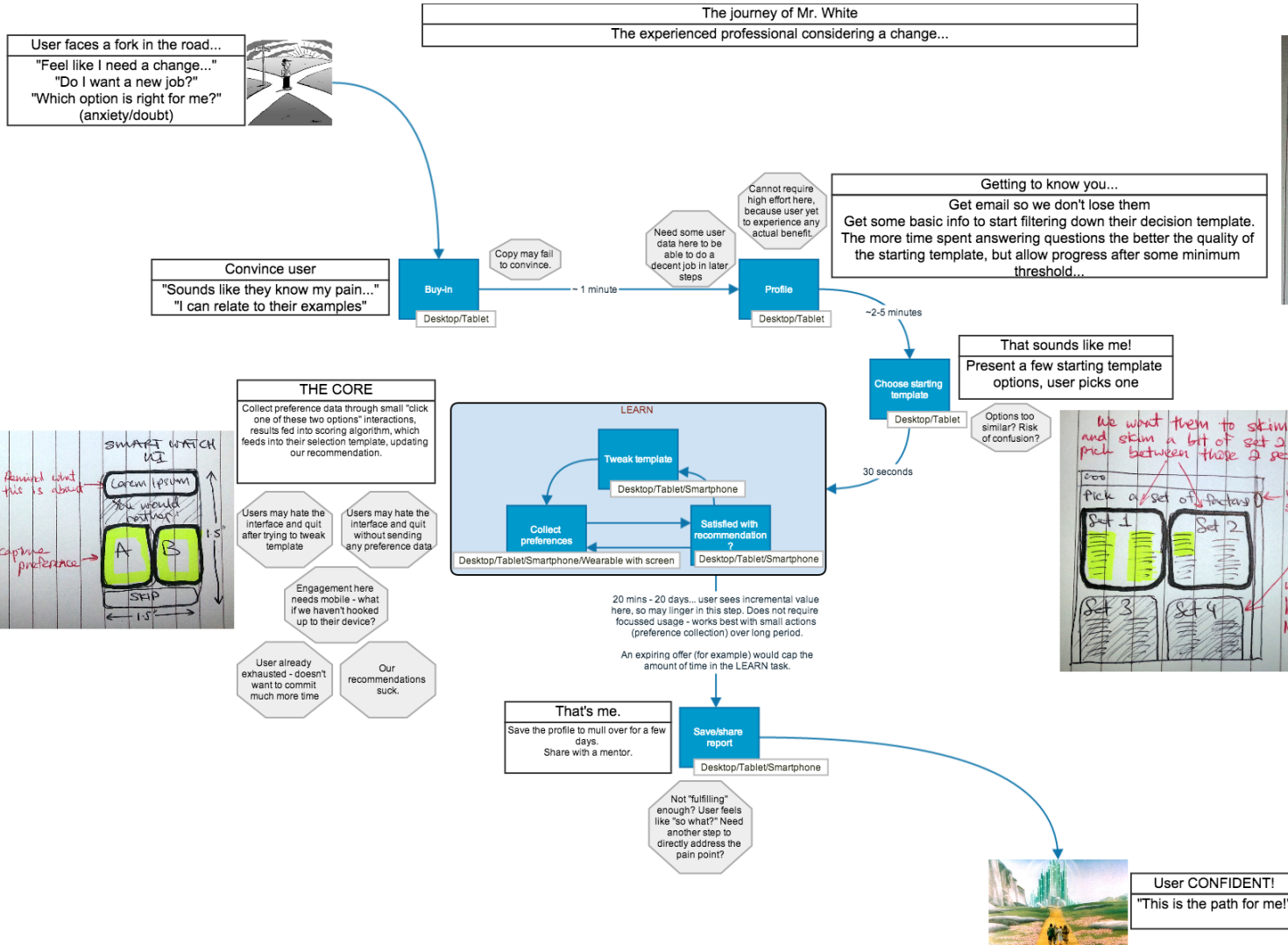
Product Lifecycle

User journey  
mapping.

Wireframes. User  
stories. Habit  
formation.

# User stories

As a...	I want to ...	So that I may...
advanced degree student two months away from completion	gain clarity on what career path is right for me, WITHIN one month	know what roles to prioritise when I start job hunting soon.
busy professional always looking to get the most out of my career	quickly figure out what this service offers me and how it compares to other stuff	confidently commit to investing time into it.
job-seeker with a unique personal/career history	express specific things about myself	know that recommendations I receive are deeply personalized.
experienced professional	track things I like and dislike about my current career situation	make a better "pivot of persevere" decision w.r.t my current career trajectory.
casual/curious user who has invested a week trying out this service	make use of the preliminary findings	know if there's some benefit to this and it's worth sticking to it.
multi-tasking person on the go	update and track my preferences whenever/wherever I can	accurately capture my feelings/thoughts and not have to recall them later.





User faces a fork in the road...

"Feel like I need a change..."

"Do I want a new job?"

"Which option is right for me?"  
(anxiety/doubt)



Convince user

"Sounds like they know my pain..."  
"I can relate to their examples"

Buy-in

Desktop/Tablet

Copy may fail to convince.

~ 1 minute

Need some data here  
able to do  
decent job in  
steps

## THE CORE

Collect preference data through small "click one of these two options" interactions, results fed into scoring algorithm, which feeds into their selection template, updating our recommendation.

Users may hate the interface and quit after trying to tweak

Users may hate the interface and quit without sending

## LEARN

Tweak template

Desktop/Tablet/Smartphone

Collect preferences

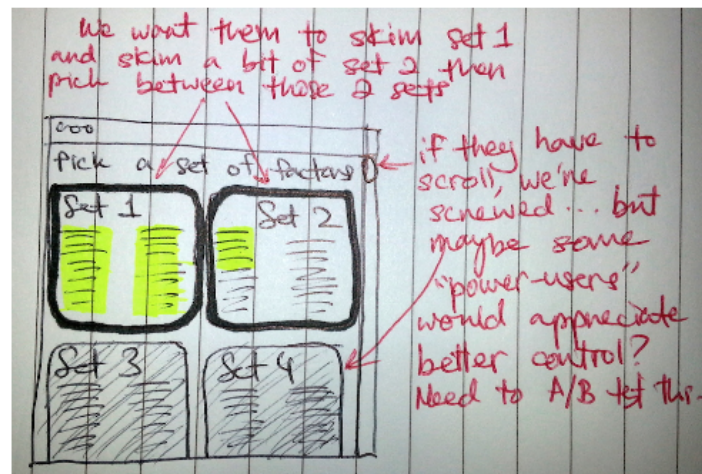
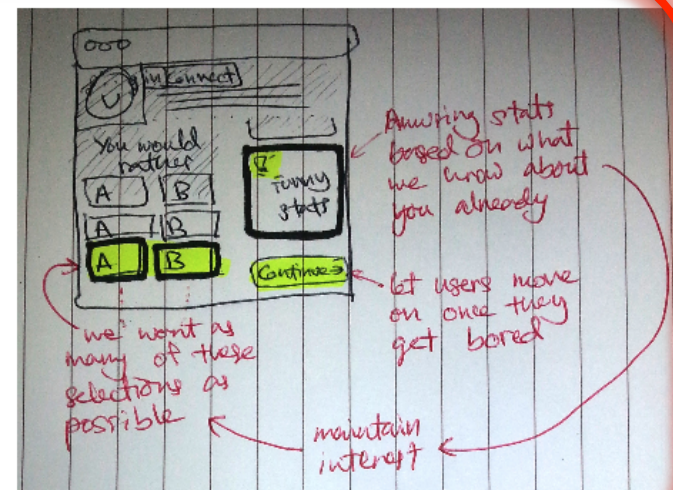
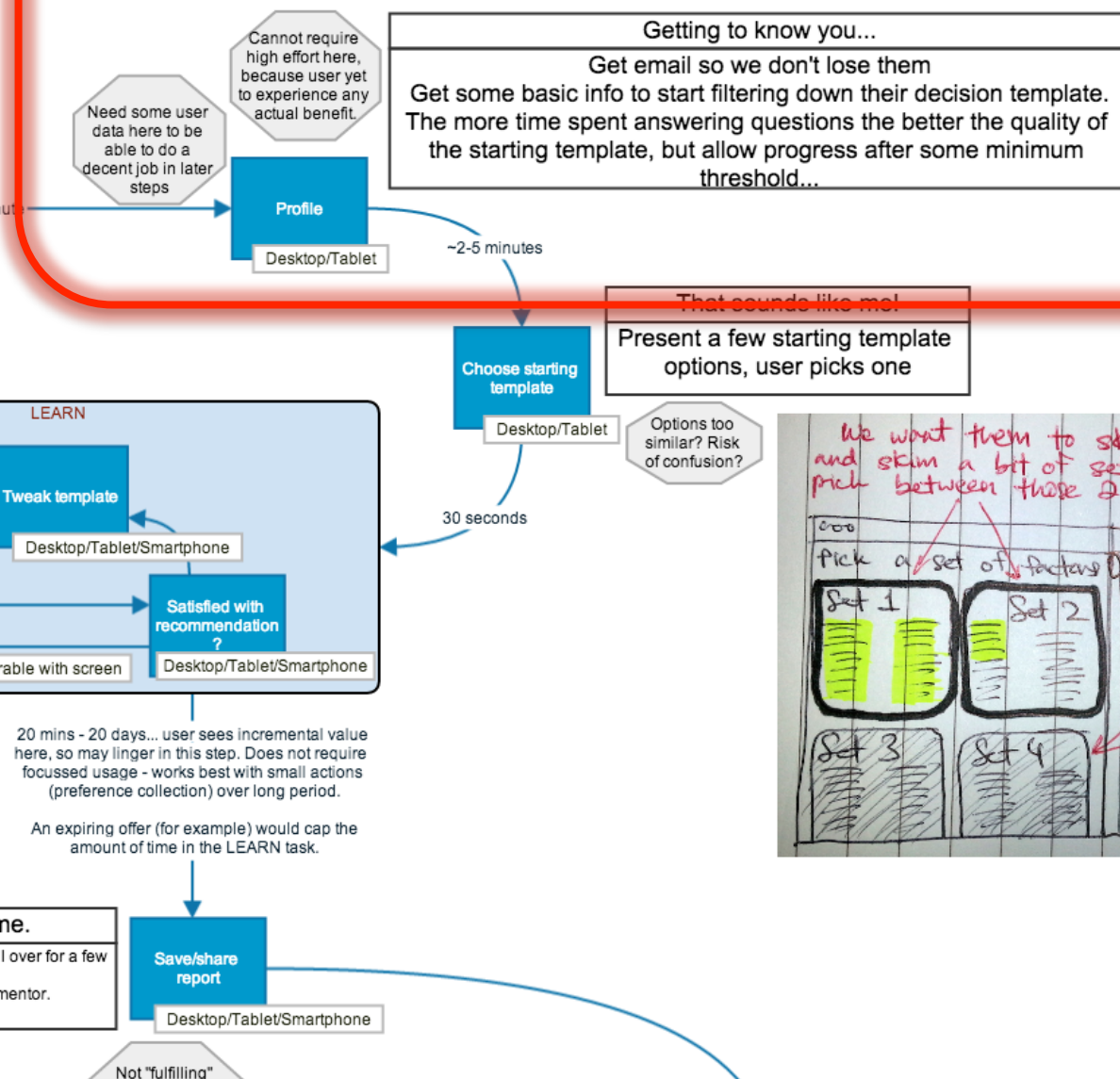
SMART WATCH UI

Lorem Ipsum

You would rather?

Reminded what this is about

1.5"



The more time spent answering questions the better the quality of the starting template, but allow progress after some minimum threshold...

selections as possible ← maintain interest ←

Tablet

~2-5 minutes

Choose starting template

Desktop/Tablet

30 seconds

That sounds like me!

Present a few starting template options, user picks one

Options too similar? Risk of confusion?

We want them to skim set 1 and skim a bit of set 2 then pick between those 2 sets



if they have to scroll, we're screwed... but maybe some "power-users" would appreciate better control? Need to A/B test this.



**Convince user**  
 "Sounds like they know my pain..."  
 "I can relate to their examples"

**Buy-In**  
 Desktop/Tablet

Copy may fail to convince.

~ 1 minute

Need some user data here to be able to do a decent job in later steps

Cannot require high effort here, because user yet to experience any actual benefit.

**Profile**  
 Desktop/Tablet

## THE CORE

Collect preference data through small "click one of these two options" interactions, results fed into scoring algorithm, which feeds into their selection template, updating our recommendation.

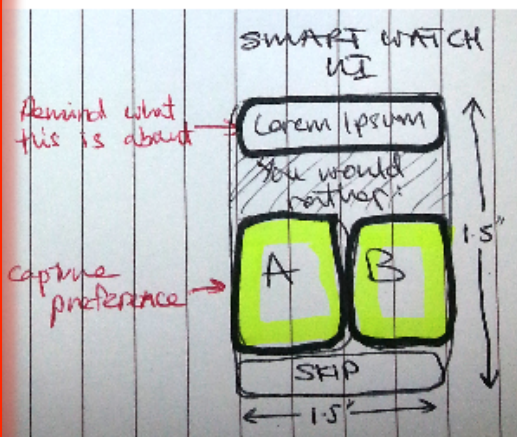
Users may hate the interface and quit after trying to tweak template

Users may hate the interface and quit without sending any preference data

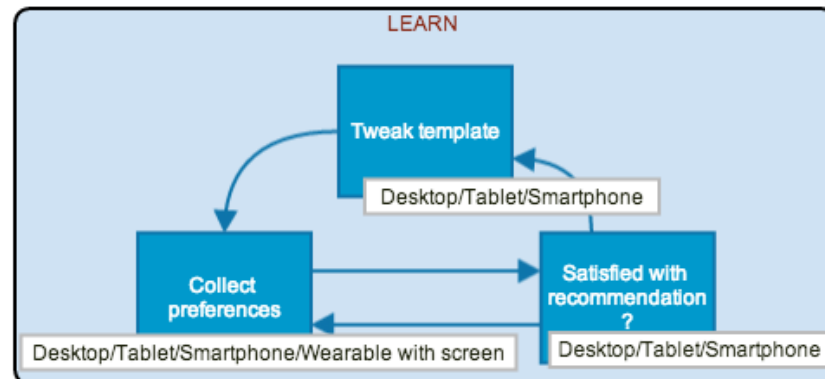
Engagement here needs mobile - what if we haven't hooked up to their device?

User already exhausted - doesn't want to commit much more time

Our recommendations suck.



## LEARN



20 mins - 20 days... user sees incremental value here, so may linger in this step. Does not require focussed usage - works best with small actions (preference collection) over long period.

An expiring offer (for example) would cap the amount of time in the LEARN task.

**That's me.**  
 Save the profile to mull over for a few days.  
 Share with a mentor.

**Save/share report**  
 Desktop/Tablet/Smartphone

Not "fulfilling" enough? User feels like "so what?" Need another step to

blet

Desktop/Tablet

~2-5 minutes

That sounds like me!

Present a few starting template options, user picks one

Choose starting template

Desktop/Tablet

Options too similar? Risk of confusion?

30 seconds

LEARN

Tweak template

Desktop/Tablet/Smartphone

Collect preferences

Satisfied with recommendation?

Desktop/Tablet/Smartphone

Desktop/Tablet/Smartphone/Wearable with screen

20 mins - 20 days... user sees incremental value here, so may linger in this step. Does not require focussed usage - works best with small actions (preference collection) over long period.

An expiring offer (for example) would cap the amount of time in the LEARN task.

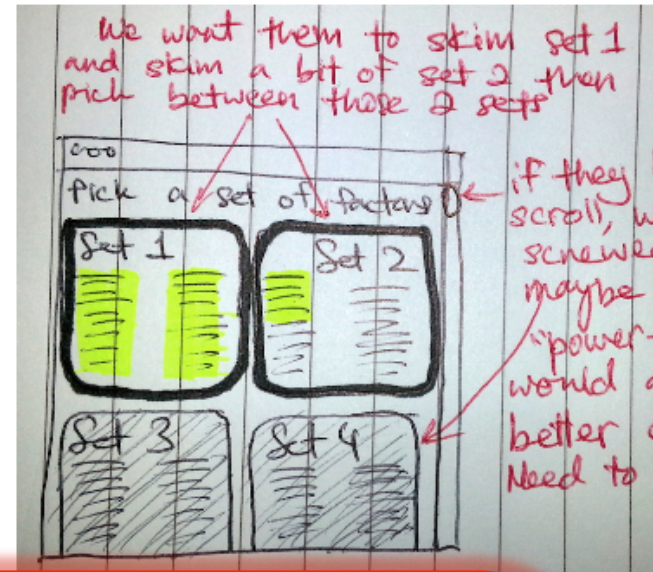
That's me.

Save the profile to mull over for a few days.  
Share with a mentor.

Save/share report

Desktop/Tablet/Smartphone

Not "fulfilling" enough? User feels like "so what?" Need another step to directly address the pain point?



User CONFIDENT!

"This is the path for me!"

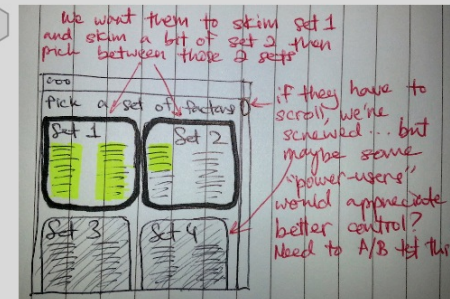
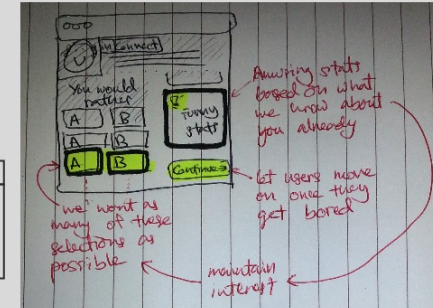
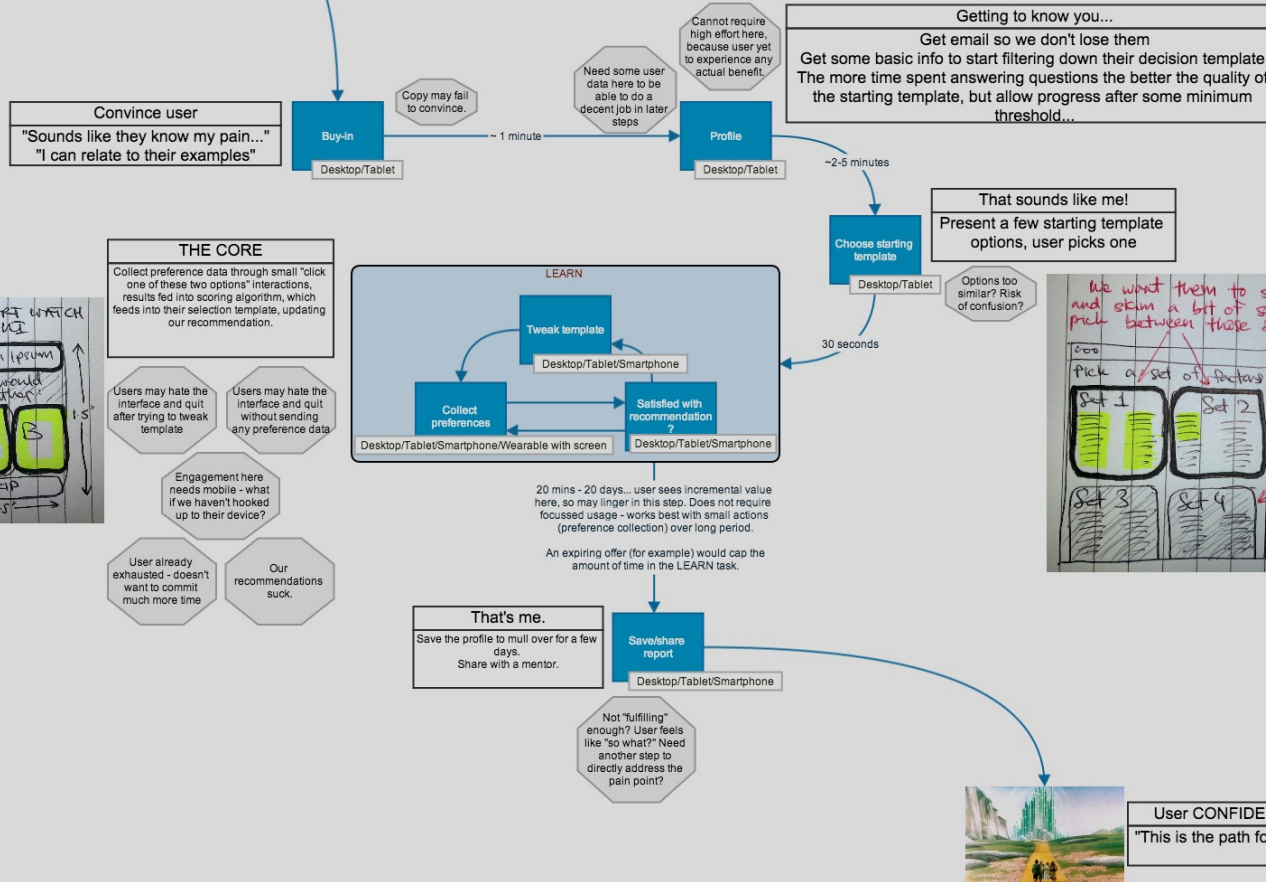
# Anxiety, doubt...

User faces a fork in the road...

"Feel like I need a change..."  
"Do I want a new job?"  
"Which option is right for me?"  
(anxiety/doubt)



The journey of Mr. White  
The experienced professional considering a change...



# CONFIDENCE.

# Habit forming

- Trigger:
  - External: mobile notifications to make A/B choice.
  - Internal: concern about job/career.
- Action:
  - A/B choice requires ONE click.
  - When the user makes A/B choice, occasionally compel them to check out dashboard.
- Variable Reward:
  - Dashboard updates in meaningful ways.
  - The “hmm that’s interesting” effect – more on this later.
- Investment:
  - User tweaks their template; adds/removes factors, etc.

- ✓ Product Description
- ✓ Business Model
- ✓ Market Analysis
- ✓ User Journey

## Validation

Financials

Roadmap

Product Lifecycle

Testing. Key  
metrics. MVP.



# Experiment

- Verify that a clone of me (or as close as we can get) also finds this thing useful;
  - “As a CompSci PhD, I want a template career-choice dashboard that refines with input so that I may easily uncover my career preferences.”
- Most important assumption: “Assigning weights to factors is the hardest part of comparing options”.
  - This is the key novelty of the product.

# Experiment



		PostDoc @ ANU	Consultant @ Thoughtworks
Salary			
Job flexibility			
Job security			

“... yeah, those options both sound interesting, not clear at all which one I’d pick.”

# Experiment



		PostDoc @ ANU	Consultant @ Thoughtworks
Salary	Salary		
Job fl	Job flexibility		
Job s	Job security		
	Team Size		
	Success Metrics		
	Ability to move around teams within organisation		

Added 3 more factors with no difficulty

# Experiment



		PostDoc @ ANU	Consultant @ Thoughtworks
Salary			
Job flexibility			
Job security			
Team size			
Success metrics			
Ability to move around teams within organisation			

No difficulty with scoring either.

?

		PostDoc @ ANU	Consultant @ Thoughtworks
Salary		6	Very happy
Job flexibility		1	Happy
Job security		4	Happy
Team Size		3	Happy
Success Metrics		2	Very happy
Ability to move around teams within organisation		5	Happy

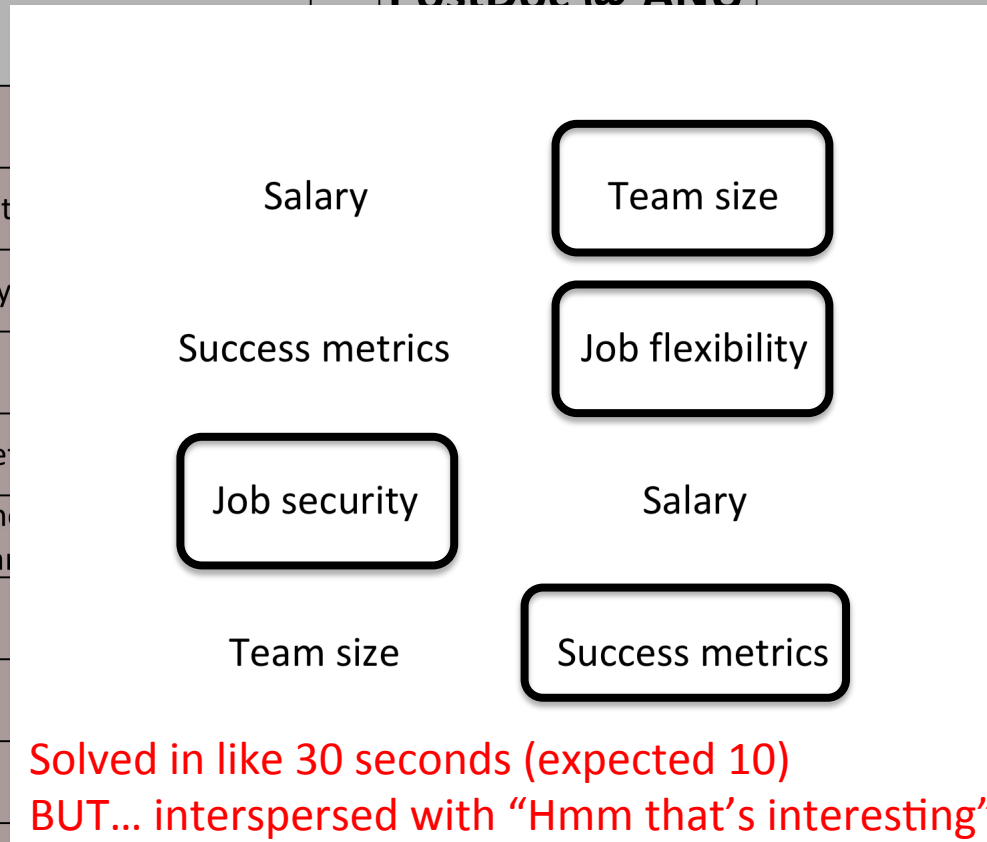
Solved in like 10 seconds  
(expected it to be like 2 mins)

Solved in like 10 seconds  
(expected it to be like 2 mins)

# Experiment

?!?

Not what was  
expected...



Solved in like 30 seconds (expected 10)  
BUT... interspersed with “Hmm that’s interesting”

# Experiment

- Ranks not the same as weights; should redo experiment.
- All assumptions validated correct... except the very end.
- Weights were the most important thing to test. The results were surprising.
- Ranking multiple options required little effort.
  - Not the same as assigning weights, but the hypothesis was that this would take some time... turns out it didn't.
- When confronted with a preference selection, the test candidate on 2 occasions reacted with “hmm that’s interesting” and pondered the choice for a moment, even though he had effectively just made the same decision a few seconds ago!
  - Preference selection may be a quality win, instead of ease win.

tl;dr encouraging, but worth tweaking/repeating

# Key business metrics

- Acquisition:
  - # of uniques that arrive at site and click through to “learn more” and spend at least 3 minutes on site.
- Activation:
  - # of logins via LinkedIn and native.
- Retention:
  - # of users who use “dashboard mode”  $\geq$  twice a month.
  - # of users who use “preference mode”  $\geq$  3 days a week.
- Referral:
  - # of users who share their dashboard link.
- Revenue:
  - # of subscribers.



# MVP

- Landing page:
  - Identify early adopters, push them to a survey.
- Video:
  - Product produces value for user only after some investment.
  - Video needs to convince them that the time investment will be worth it.

- ✓ Product Description
- ✓ Business Model
- ✓ Market Analysis
- ✓ User Journey
- ✓ Validation

## Financials

Roadmap

Product Lifecycle

Pricing. Financial  
modeling.

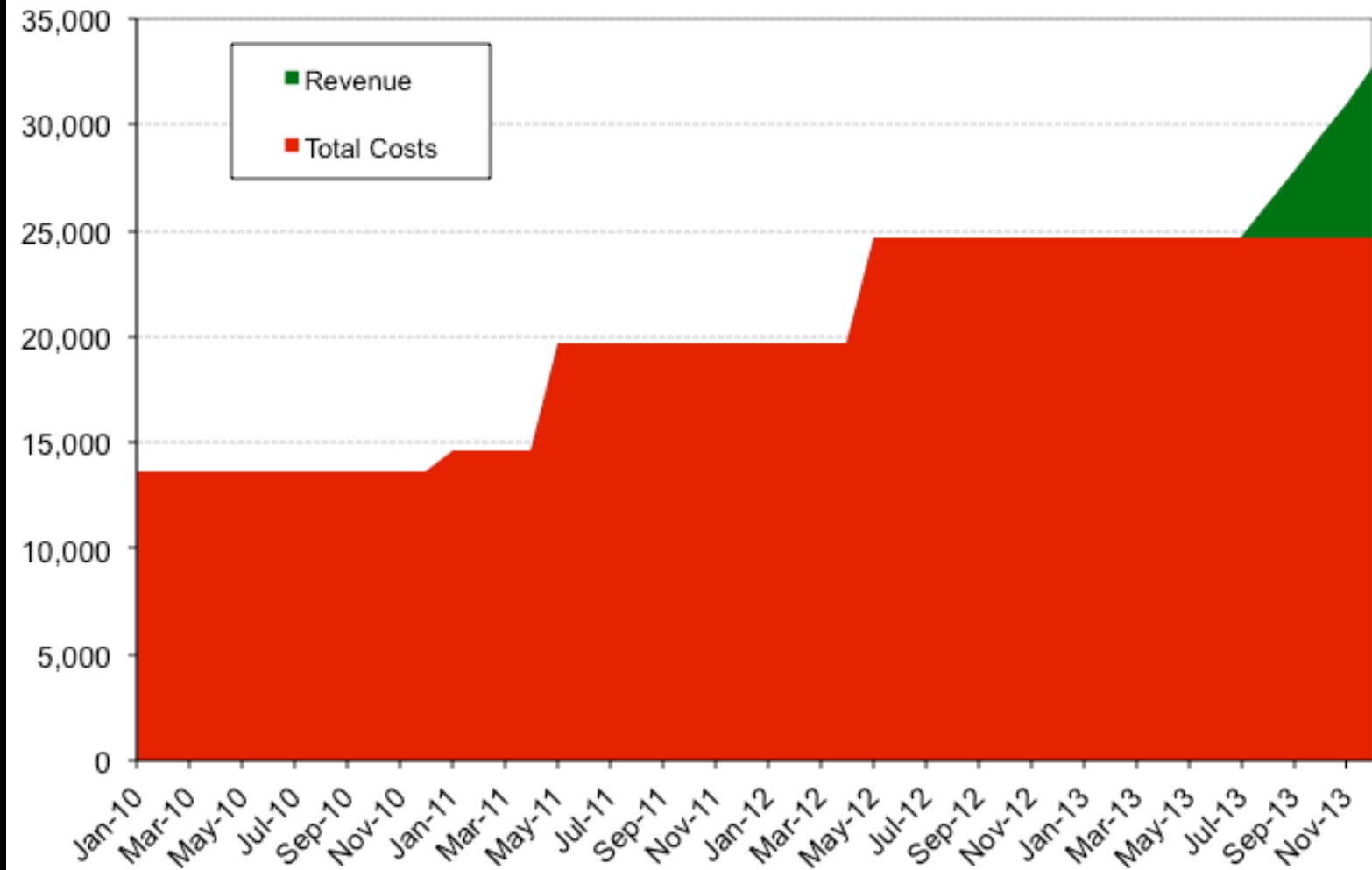
# Initially 1-sided Revenue

- Ads.
- Subscription:
  - Remove ads.
  - “Privacy Screen” feature, for sensitive decisions.
  - \$5.99 per month.
    - Evernote Premium is \$11 per user per month, LinkedIn Premium is minimum \$23.
- Breakeven within 4 years.
- Required runway to breakeven: \$320k.
- Not accounted for potential two-sided opportunities...

# Costs

- 3 FTE (staggered introduction)
  - CEO
  - Web dev
  - Marketing
- AUD30k for marketing

# Break-even



# Eventually 2-sided

- Career guidance consultants:
  - Help them manage their clients.
- Market research publications:
  - Sell packaged reports on trends; “what do job-seekers want?”.
- Matchmaking services:
  - Invite end-users to apply for jobs that match their profile; based on employer-submitted profile. Employer pays.

- ✓ Product Description
- ✓ Business Model
- ✓ Market Analysis
- ✓ User Journey
- ✓ Validation
- ✓ Financials

## Roadmap

Product Lifecycle

The immediate/  
medium term  
plan.

Themes	Planned (<3mths)	Prioritized (<6mths)
Market Research	Develop personas <ul style="list-style-type: none"> <li>Develop 5 job-seeker user personas.</li> <li>Effort: L</li> </ul>	Hello World <ul style="list-style-type: none"> <li>Build web application for job-seeker end users</li> <li>Effort: L</li> </ul>
Customer Outreach	Build landing page <ul style="list-style-type: none"> <li>Build a site to collect early-adopter emails and drive them to agree to take a survey later.</li> <li>Effort: S</li> </ul>	Hello Mobile World <ul style="list-style-type: none"> <li>Build mobile app for job-seeker end users</li> <li>Effort: M</li> </ul>
Application Development	Drive traffic to landing page <ul style="list-style-type: none"> <li>Purchase ads to drive traffic to landing page.</li> <li>Effort: M</li> </ul>	Market to software devs <ul style="list-style-type: none"> <li>Drive software dev segment to landing page/beta web app</li> <li>Effort: M</li> </ul>
	Survey early adopters <ul style="list-style-type: none"> <li>Design a survey primarily to understand which personas the early adopters match up to</li> <li>Effort: M</li> </ul>	Market to postgrads <ul style="list-style-type: none"> <li>Drive Aussie postgrads to landing page/beta web app</li> <li>Effort: L</li> </ul>
	Video MVP <ul style="list-style-type: none"> <li>Create video to demonstrate value of app to job-seekers.</li> <li>Effort: L</li> </ul>	Research "Privacy Screen" <ul style="list-style-type: none"> <li>Conduct high-level cyber kill chain analysis focusing on potential data leakage</li> <li>Effort: S</li> </ul>
	Design back-end <ul style="list-style-type: none"> <li>Select technologies and create API for front-end</li> <li>Effort: M</li> </ul>	Interview career management experts <ul style="list-style-type: none"> <li>Interview 10 career management experts to refine personas</li> <li>Effort: L</li> </ul>



- ✓ Product Description
- ✓ Business Model
- ✓ Market Analysis
- ✓ User Journey
- ✓ Validation
- ✓ Financials
- ✓ Roadmap

## Product Lifecycle

The big picture.  
How this will all  
play out.

# Development

- Initial MRX, focusing on career management needs of the target market
  - Reach out to postgraduate associations
- Landing page to attract early adopters
  - Buy ads to drive traffic to landing page
- Survey a subset of early registrations
- Video/landing page MVP

# Introduction

- Initial launch targeting:
  - Technical PHDs:
    - Core career path product.
    - Focus on strategic marketing to drive traffic for this market; e.g. sponsor postgraduate association events in return for a brief presentation spot.
  - Software developers:
    - Variation of product with a very specific use case as a hook - “What programming language should you learn next?”
    - Increase ad-buy for this segment.
- Mobile app.
- Develop but don’t roll out “Privacy Screen” feature:
  - Analysis to uncover weak spots that can compromise this feature.
- Cultivate partnerships with domain experts in other fields, and career management experts.

# Growth

- Expand target market:
  - Advanced degree students (MBA, MSc, MA, etc).
- Start serving generic ads to monetize eyeballs.
- Rollout subscriptions for removal of ads and “Privacy Screen” feature.
- Smart watch app.
- Research non-career-centric applications of the product.
- Add integration with other services to provide a more “end-to-end” experience, e.g. recommend MOOCs, training courses, meetups, professional associations - anything relevant to career development. (this will help validate the GO DEEP option when in Decline)
- Launch blog with career management thought leadership to attract organic traffic and generate leads for product.

# Maturity

- Target mass market - anyone who cares about career.
  - Major increase to ad-buy.
- Test non-career-centric applications (this will help validate the GO WIDE option when in Decline).
- Start serving premium targeted ads; “Company X is looking for someone like you”.
- Develop “research report” product targeting enterprise HR professionals.

# Decline

- GO DEEP - Expand career product scope to become more of a “one stop”; become more like LinkedIn, or Seek, or something else?
- GO WIDE - Pivot into a generalized quantified self dashboard, where career trajectory optimization is just one application of many.

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