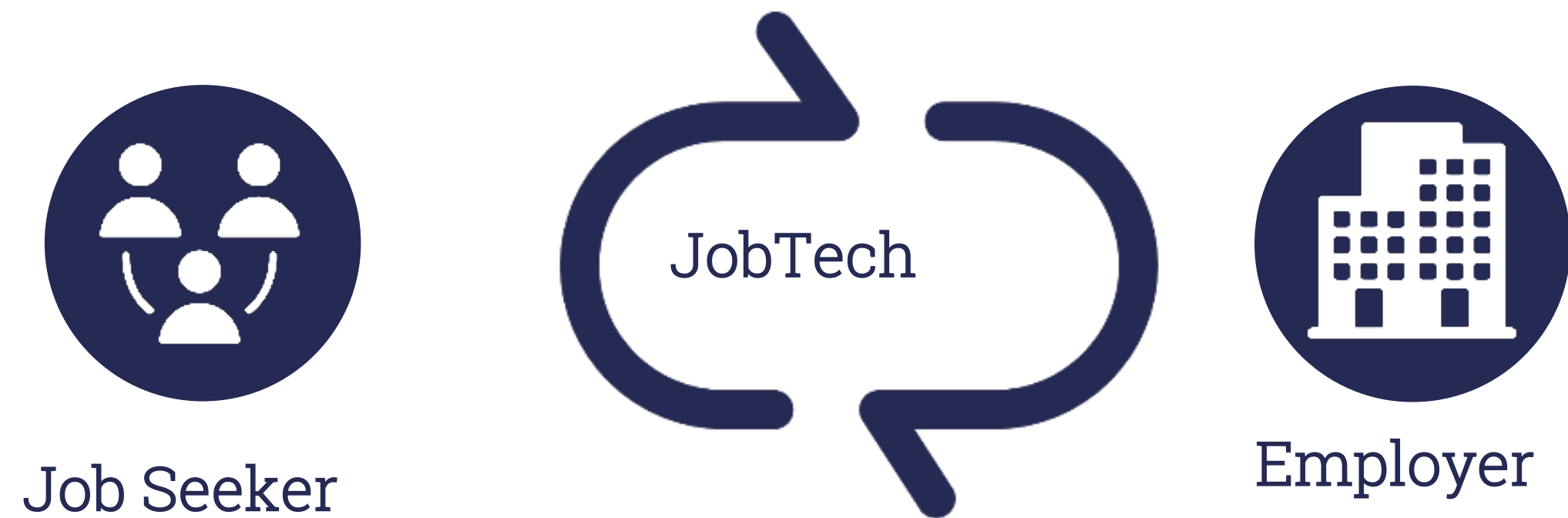


What is JobTech?



JobTech companies connect job seekers and employment by matching, training and placing candidates into jobs



Education, training or upskilling can be a component of JobTech, but not necessarily

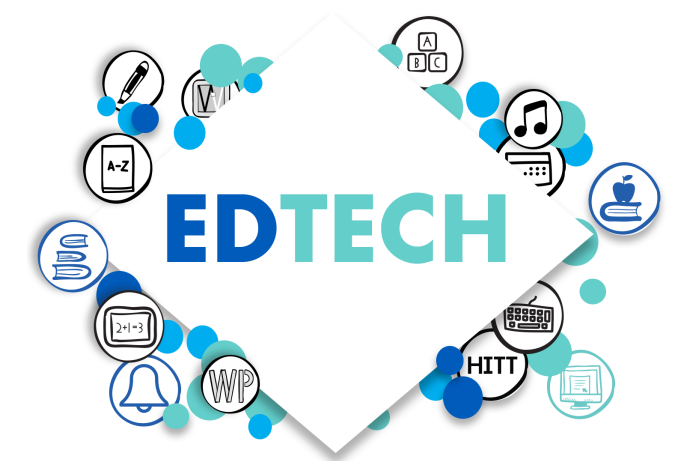
JobTech \neq HR Tech

HRTech makes HR more efficient by storing data securely, automating routine processes, improving the employee experience and providing analytics for better business decision making – HRTech improves legacy HR but does not change it



JobTech \neq EdTech

EdTech assumes credentials are an end in themselves. It is focused on improving the delivery of credentials (including degrees) for individuals, and institutions



The advent of digital work and digital hiring have given rise to JobTech

JobTech Opens New Opportunities for Job Seekers and Employers

Talent Supply Issues



- U.S. Military has 200,000 exits per year with veterans facing underemployment



- 57% of high school graduates have a job
- Only 50% of students graduate college

Talent Demand Issues



- Unions are unable to find skilled labor
- Unions in shrinking industries (grocery store unions) need to upskill members



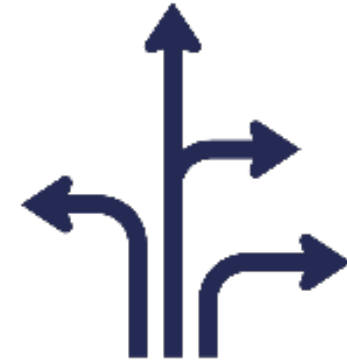
- Large employers have huge need to upskill employees or identify pathways to better jobs for frontline workers (Amazon investing \$700M)

JobTech bridges the talent demand-supply gap with tech-driven point solutions to problems currently unsolved by other alternatives. Unlike EdTech and Higher Education, JobTech does not enhance, instrument or scale legacy education degrees/ programs. JobTech provides market-oriented solutions, for job seekers and employers from career discovery to talent acquisition, that translate skills and experience into positive labor market outcomes

JobTech Addresses America's Major Equity Issue

The American Dream at Risk

- ~20M Americans are underemployed
- Nearly 10M have dropped out of labor market
- Millions more lack pathway to “good jobs”
- Widening wage and economic inequality



Higher Education Graduates face Challenges

Americans have lost faith in college because:

- College is too expensive and leads to unpayable student loan debt (average borrower has \$37k in debt)
- 50% of students who undertake degrees are unable to complete



New Job Entrants face Underemployment

- 45% of new college grads are underemployed in 1st job
- Cycle of underemployment continues after 1st job as 2/3rd of graduates are still underemployed after 5 yrs. and 1/2 remain underemployed after 10 yrs.



Older Workers Shut Out of Dynamic Economy

- Older workers lack required digital skills
- No obvious pathway to reskilling and better jobs besides paying tuition (i.e., acquiring debt) and pursuing college with hopes of employment
- Workforce programs primarily bridge low-skill jobs



COVID-19 has increased visibility and urgency of embracing JobTech

- 10M newly unemployed Americans require pathways to fulfilling jobs
- Millions of dislocated employees from retail, food service, travel, and hospitality may be out of work permanently and require new solutions to pivot careers
- *“Joblessness leads to hopelessness. Hopelessness leads to what we see in the streets.”* – Merck CEO Ken Frazier



Source: Craig, Ryan. *A New U: Faster + Cheaper Alternatives to College*. Dallas, Ben Bella Books, 2018.

JobTech Ecosystem

To date, most JobTech companies are tech-driven point solutions solving select problems like identifying or certifying talent. The next generation of JobTech companies provide full-stack pathways to employment, where employers identify high quality talent directly from sources (e.g., colleges), train them, and audit their capabilities before hiring talent full time

Job Seekers

Platforms for
Job Seekers
~\$16b

Marketplaces (Job boards, temp
worker platforms)~\$4b

Employers

Platforms for Employers

Talent Discovery (Based
on Skill,
Fit etc.)
~\$1b

Talent Engagement
(Career Coaching, Skill
Recognition etc.)
~11b

Talent Selection
(Competency Skills
Assessment, Interview
Platforms etc.)
~\$5b

Pathways to Employment (Avenica, TalentPath, WhiteHat) ~\$2b

Labor Market Information

America Spends ~\$375B Annually Bridging the Education-to-Employment Gap

US Employee Training Spend: ~\$169b

US Higher Ed and Corp Training Ed Tech Market Size ~\$30b

Non-Degree/ Vocational Higher Education: ~\$135b

JobTech US Market Size: ~\$40b

Job Seekers

Platforms for Job Seekers
~\$16b

Marketplaces (Job boards, temp worker platforms)~\$4b

Employers

Platforms for Employers

Talent Discovery (Based on Skill, Fit etc.)
~\$1b

Talent Engagement (Career Coaching, Skill Recognition etc.)
~11b

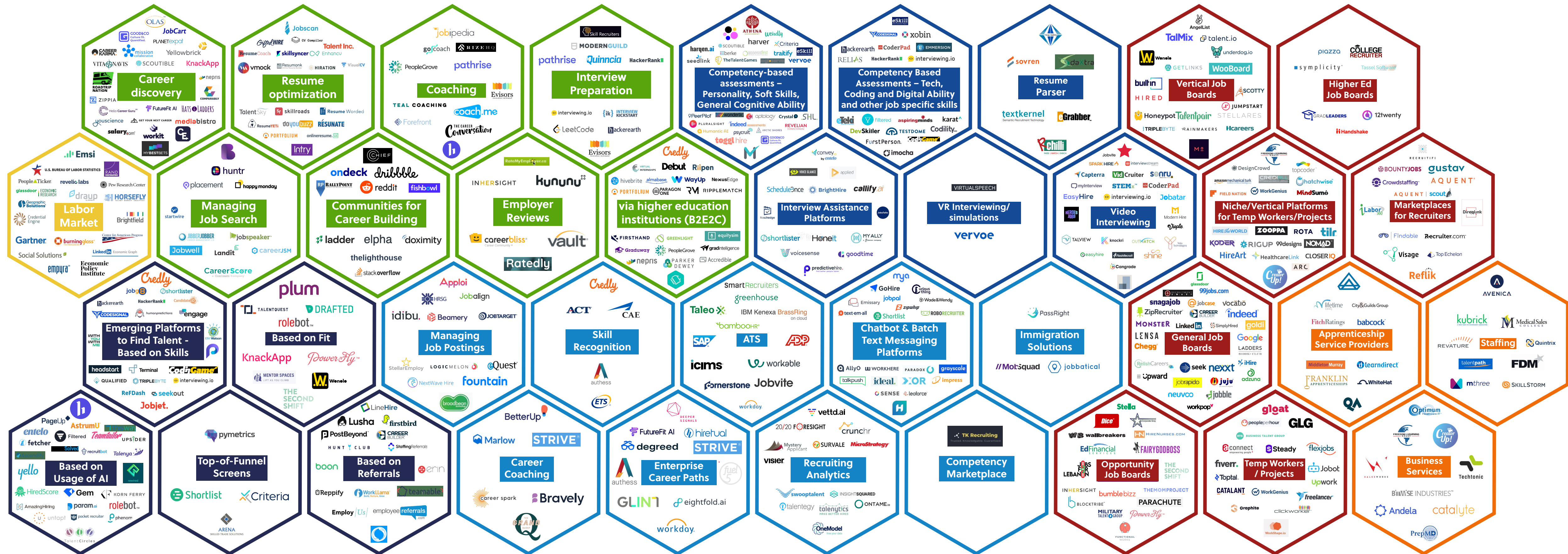
Talent Selection (Competency Skills Assessment, Interview Platforms etc.)
~\$5b

Pathways to Employment (Optimum Healthcare IT, Talent Path, Multiverse) ~\$2b

Source: Press Releases, Pitchbook, Crunchbase, Cap IQ, Industry Research, BLS, Burning Glass,

JobTech Market Map Segmentation





1

Labor market information

Gathering data from the federal government (Bureau of Labor Statistics), job boards, state governments, and higher education and training providers, and establishing useful products for participants in the human capital marketplace.

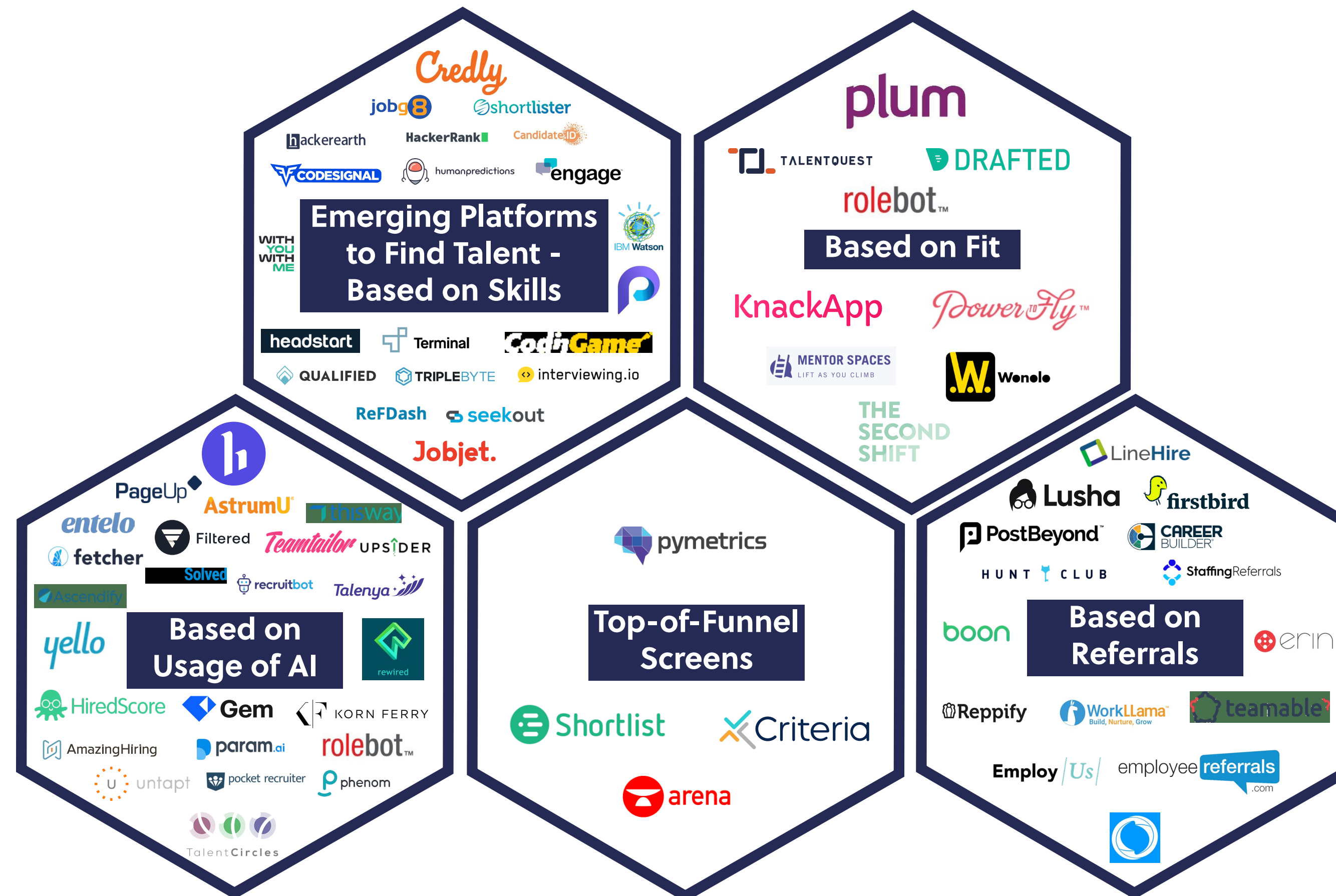


As virtually all hiring has shifted to digital hiring, good jobs attract hundreds of applicants, and hiring friction is greater than ever, job seekers need more help than ever to match to jobs, optimize resumes, and prepare for interviews.

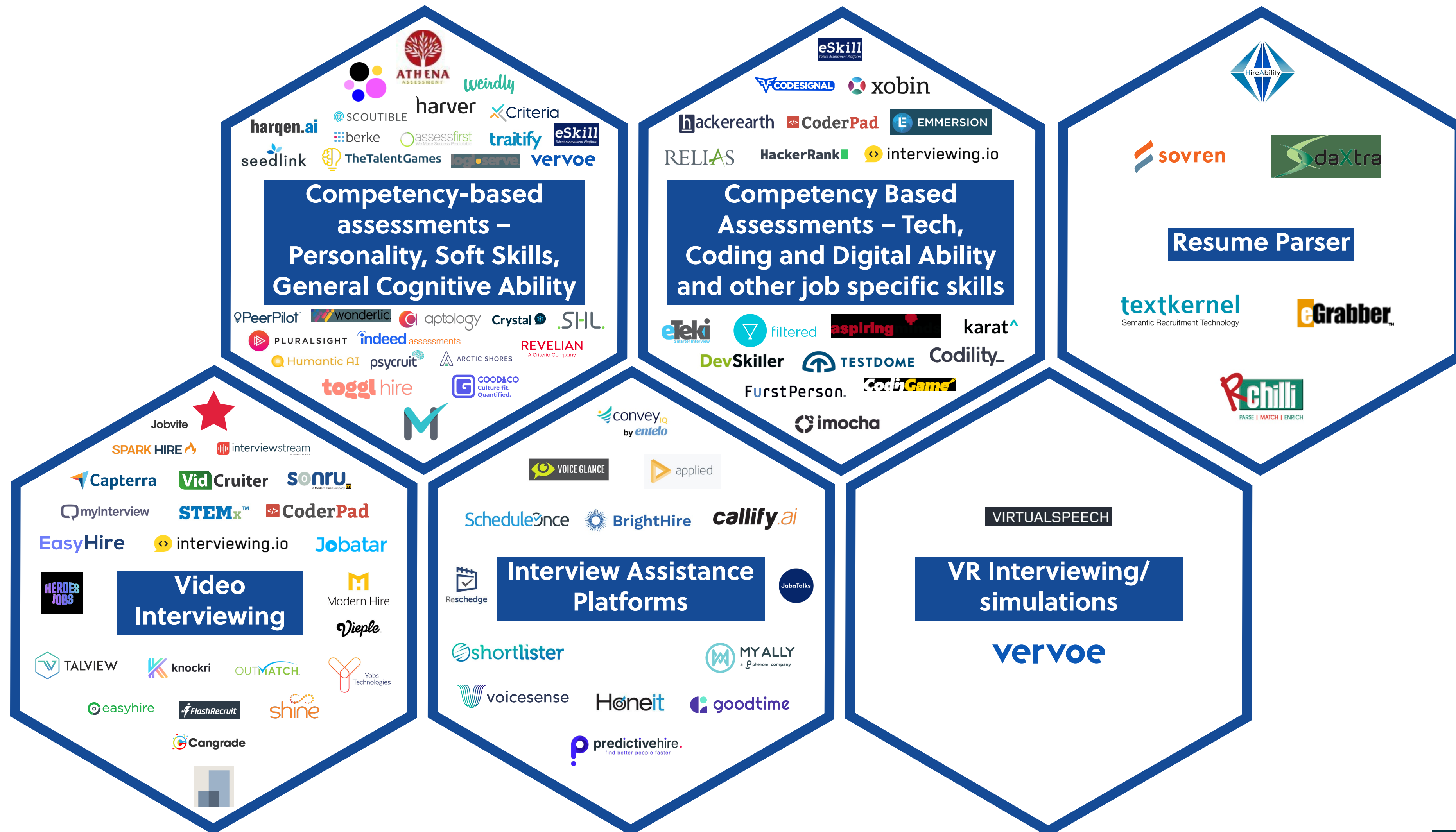


3 Platforms for Employers – Talent Discovery

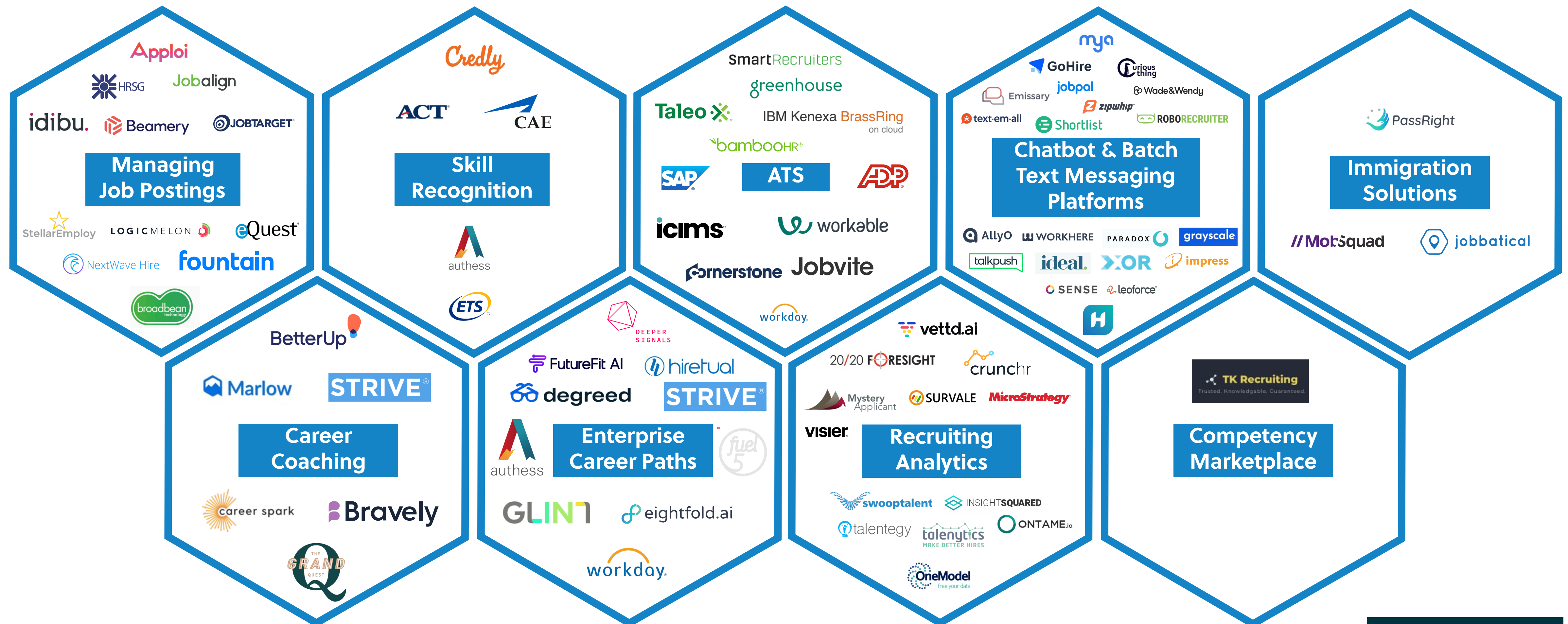
For employers, digital hiring has dramatically increased the size of the top of the hiring funnel, thereby increasing the importance of job descriptions, which – via applicant tracking systems and keyword matches – determine which candidates are actually seen by a human hiring manager. This imprecise screen is resulting in many false positives and false negatives, causing employers to resort to new strategies for identifying, screening, and engaging talent throughout the hiring funnel. We are excluding companies that only perform background checks as this is but one component of matching.



4 Platforms for Employers – Talent Selection



5 Platforms for Employers – Talent Engagement



6

Marketplaces

Marketplaces match candidates to jobs – full-time, part-time, gig work, and internships.



7

Pathways to employment

Pathways are different from education/training programs because candidates are hired from day one, or guaranteed a job upon completion). Pathways attempt to reduce both education friction for the candidate (the cost of upskilling and the uncertainty of an employment outcome) as well as hiring friction for the end-employer (typically by acting as the employer of record for a period of time, allowing the end-employer to try before they buy).



Appendix

2 Platforms for job seekers



2 Platforms for job seekers



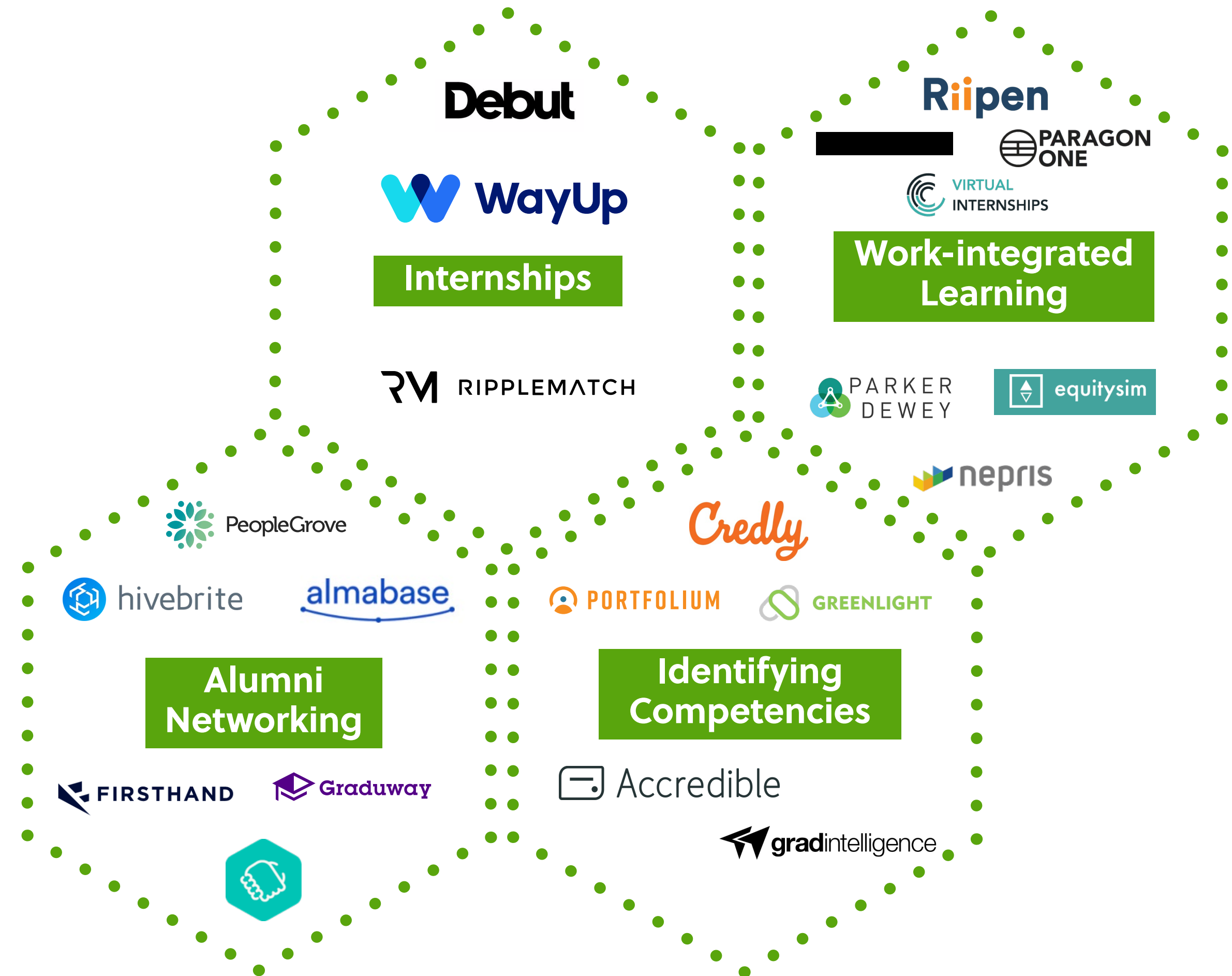
2 Platforms for job seekers



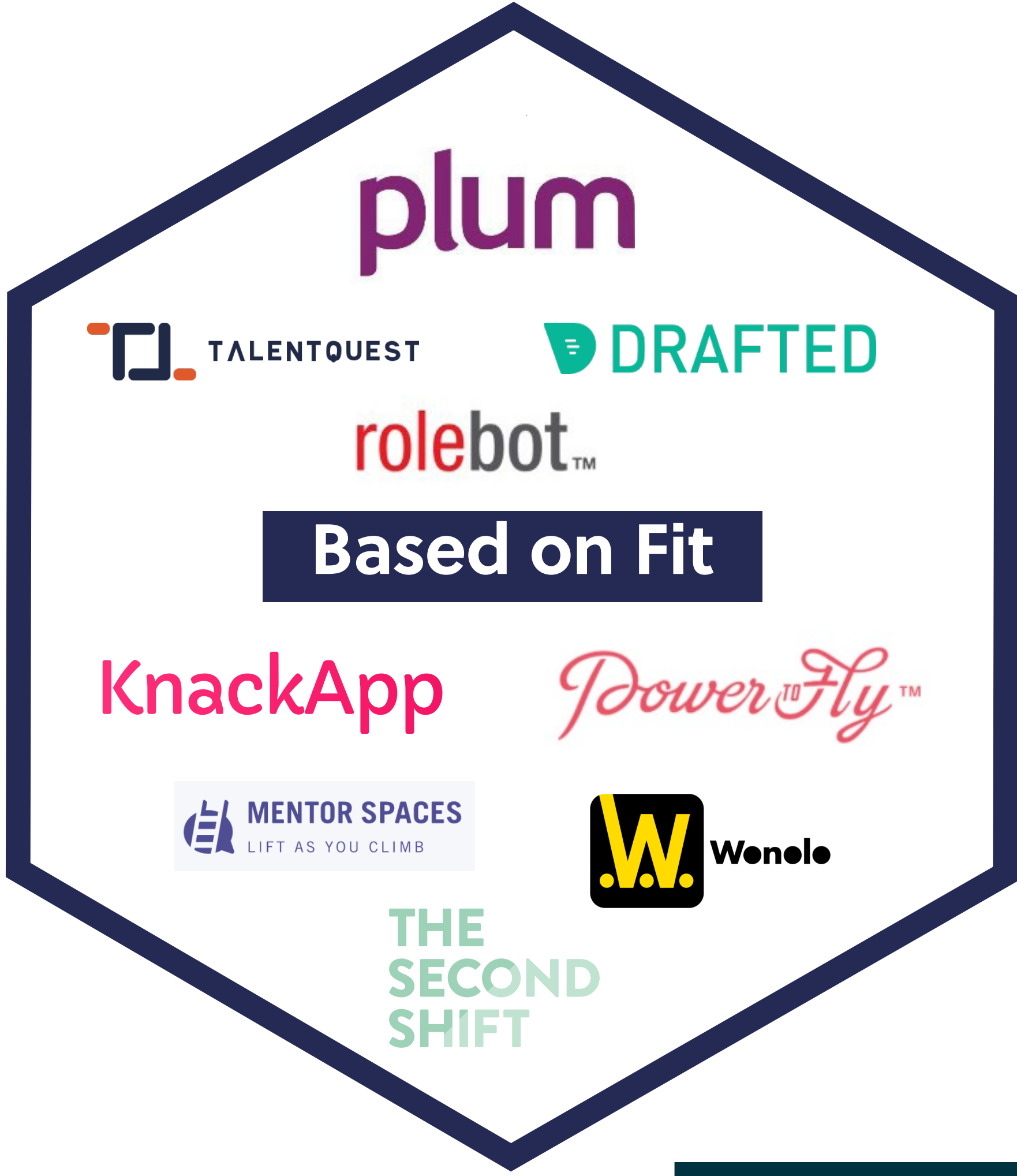
2 Platforms for job seekers



via higher education institutions (B2E2C)



3 Platforms for Employers – Talent Discovery



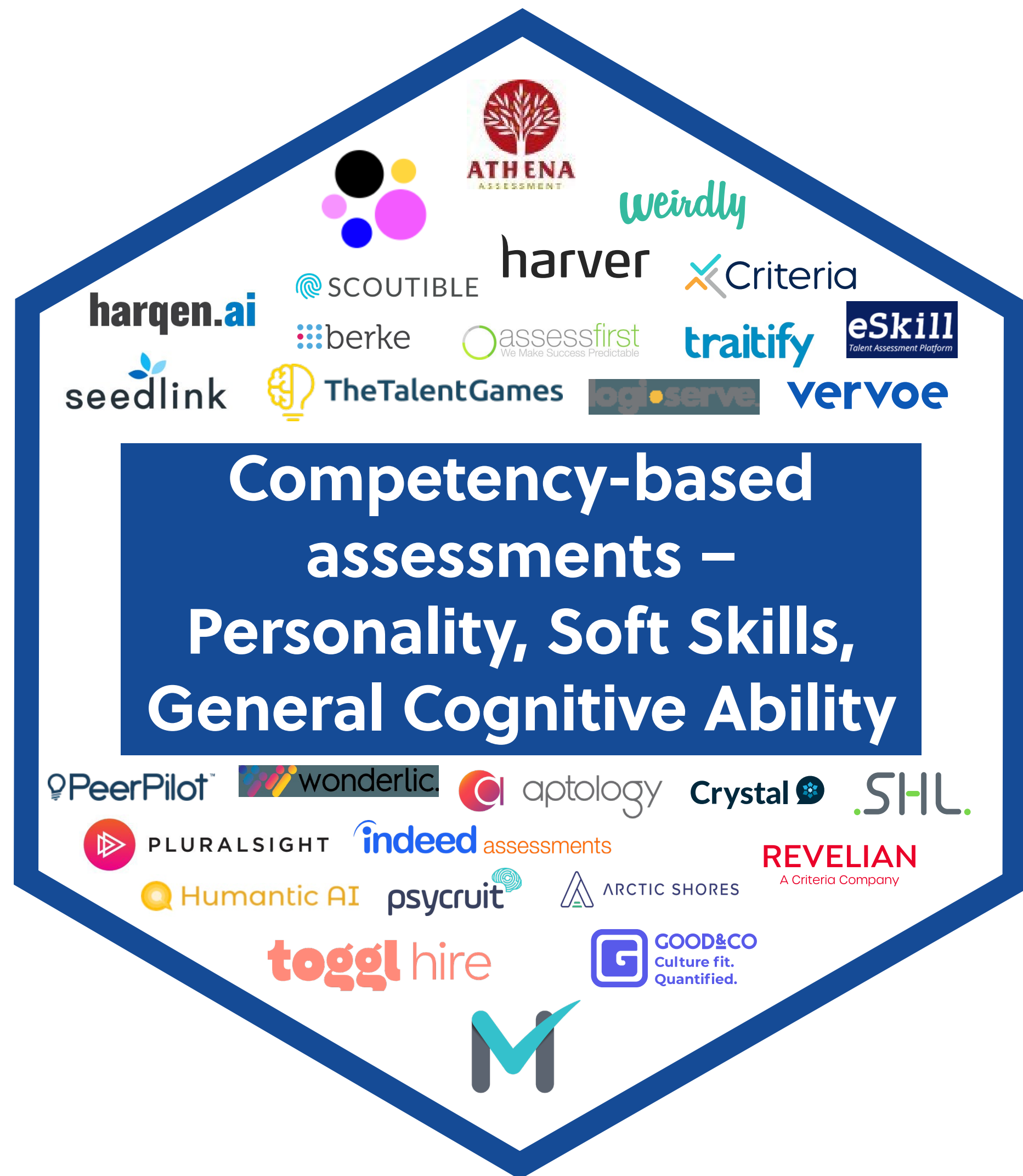
3 Platforms for Employers – Talent Discovery



3 Platforms for Employers – Talent Discovery



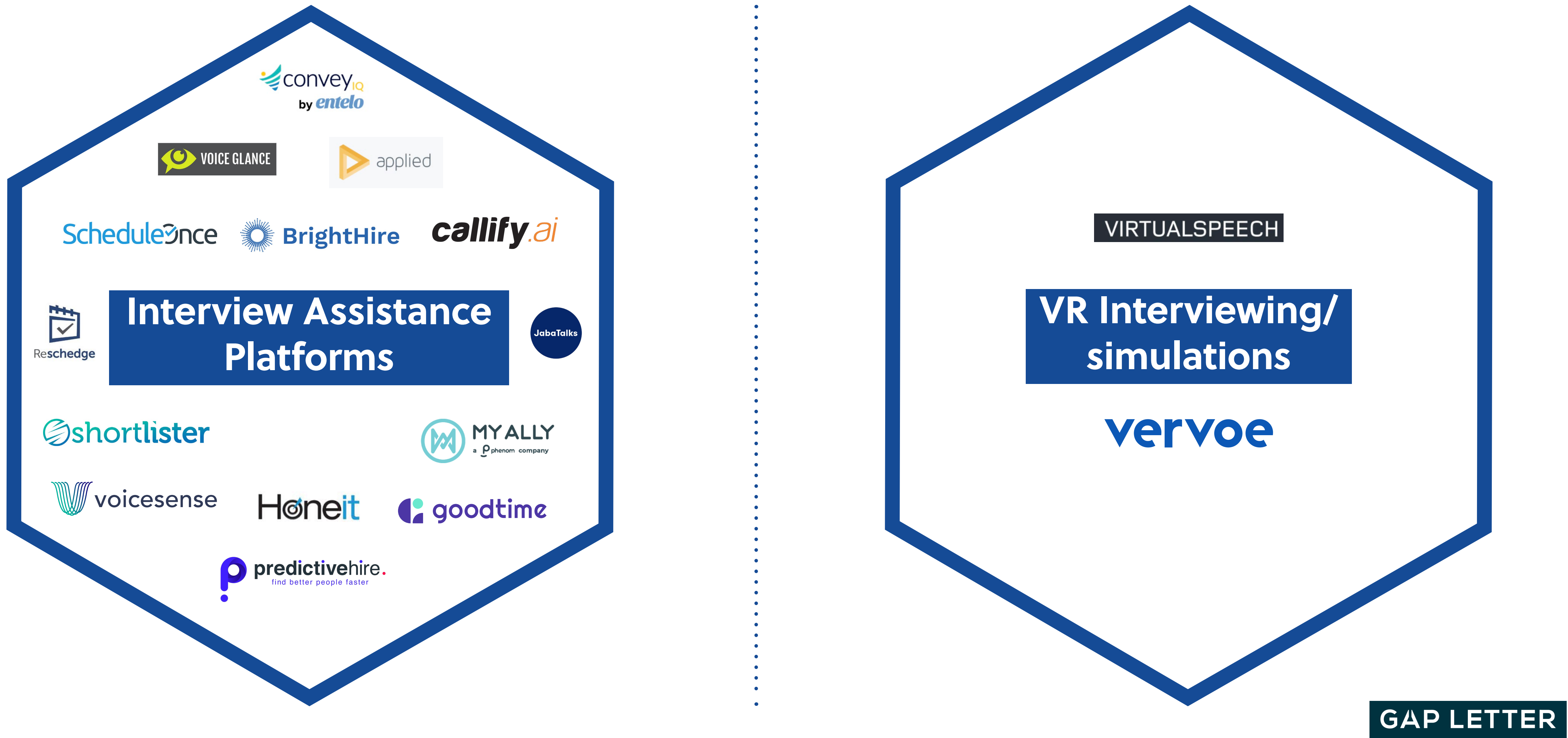
4 Platforms for Employers – Talent Selection



4 Platforms for Employers – Talent Selection



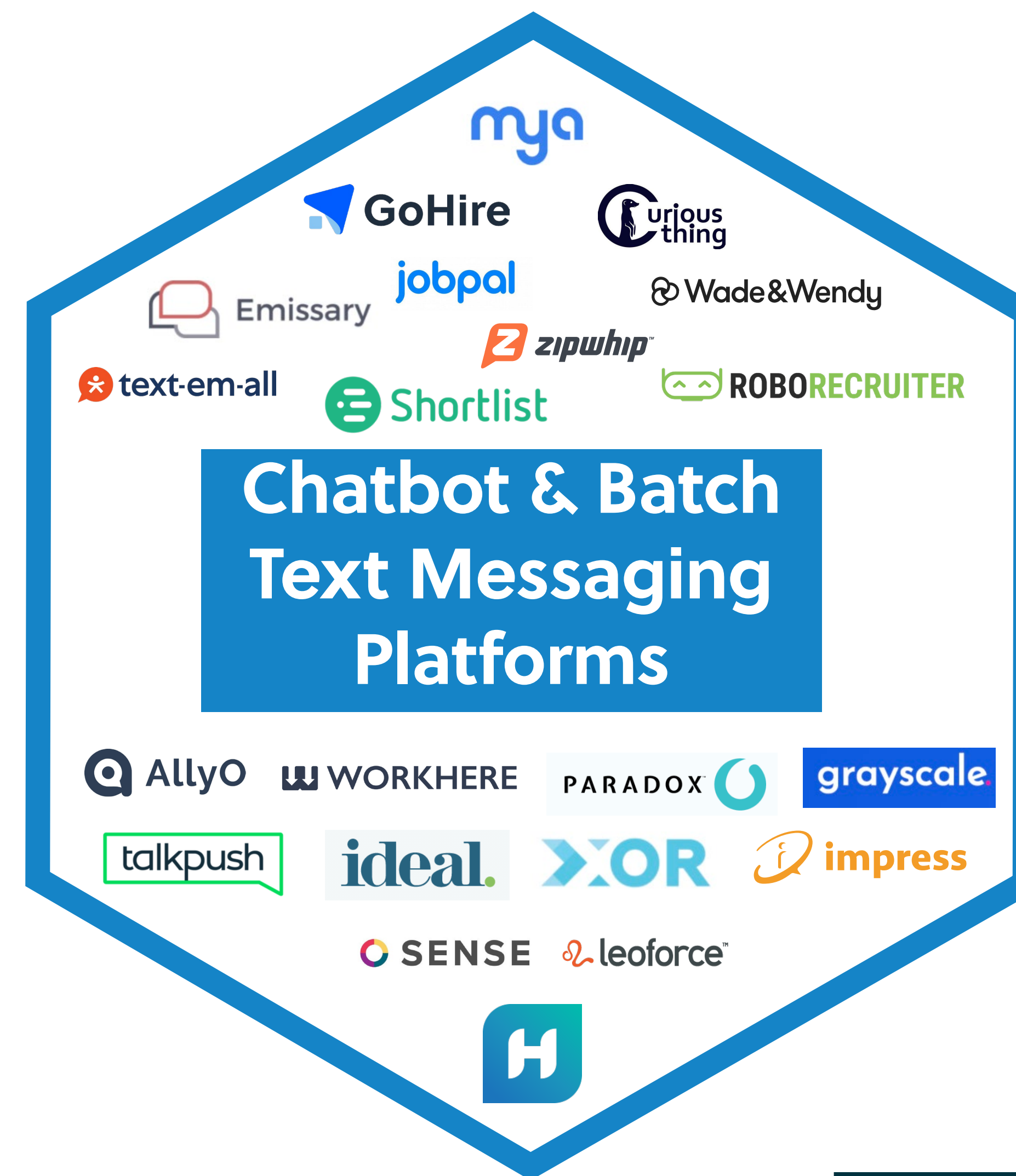
4 Platforms for Employers – Talent Selection



5 Platforms for Employers – Talent Engagement



5 Platforms for Employers – Talent Engagement



5 Platforms for Employers – Talent Engagement



**Immigration
Solutions**

// **MobSquad**  **jobbatical**

BetterUp 

 **Marlow**

STRIVE®

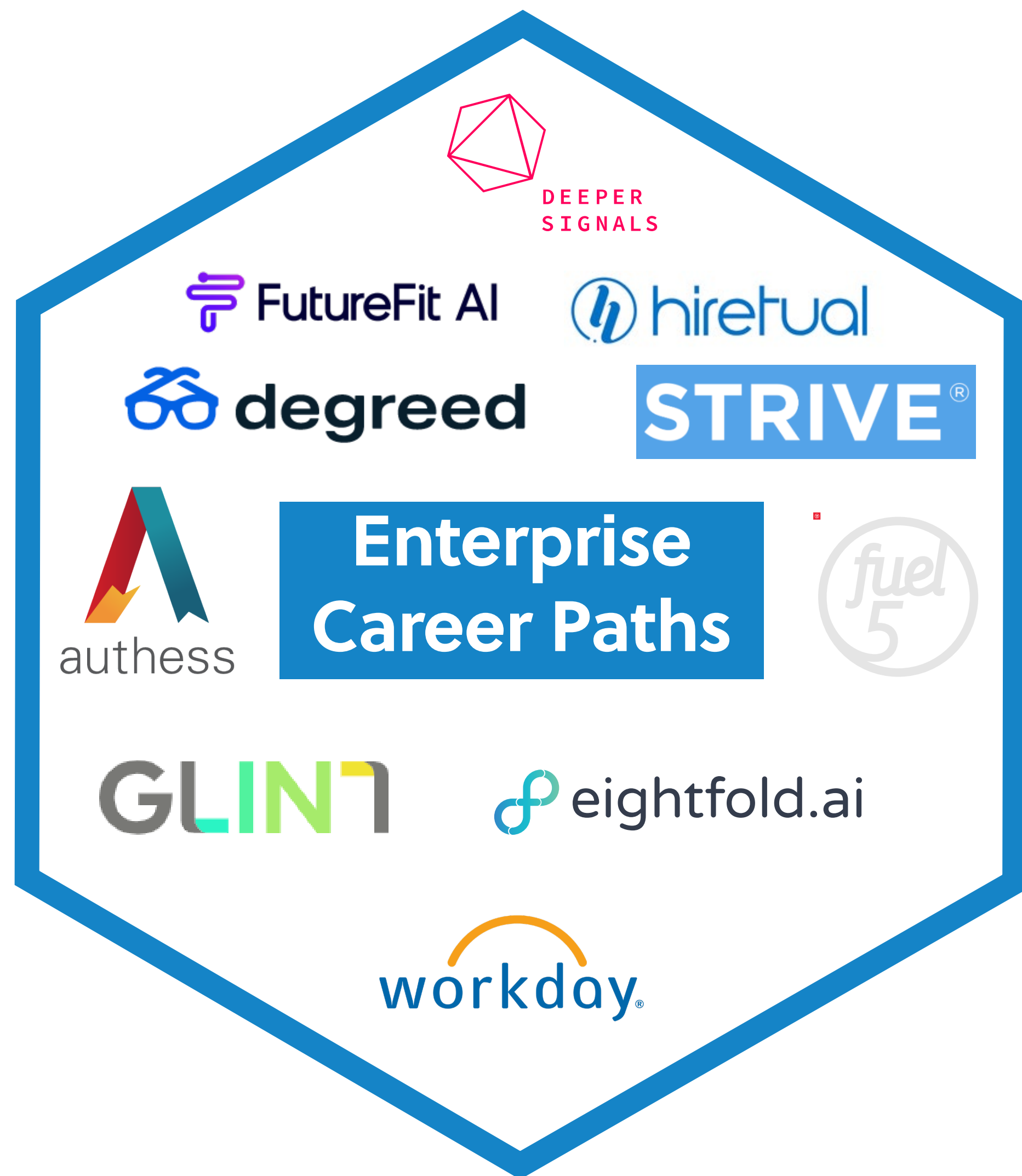
**Career
Coaching**

 **career spark**

 **Bravely**



5 Platforms for Employers – Talent Engagement

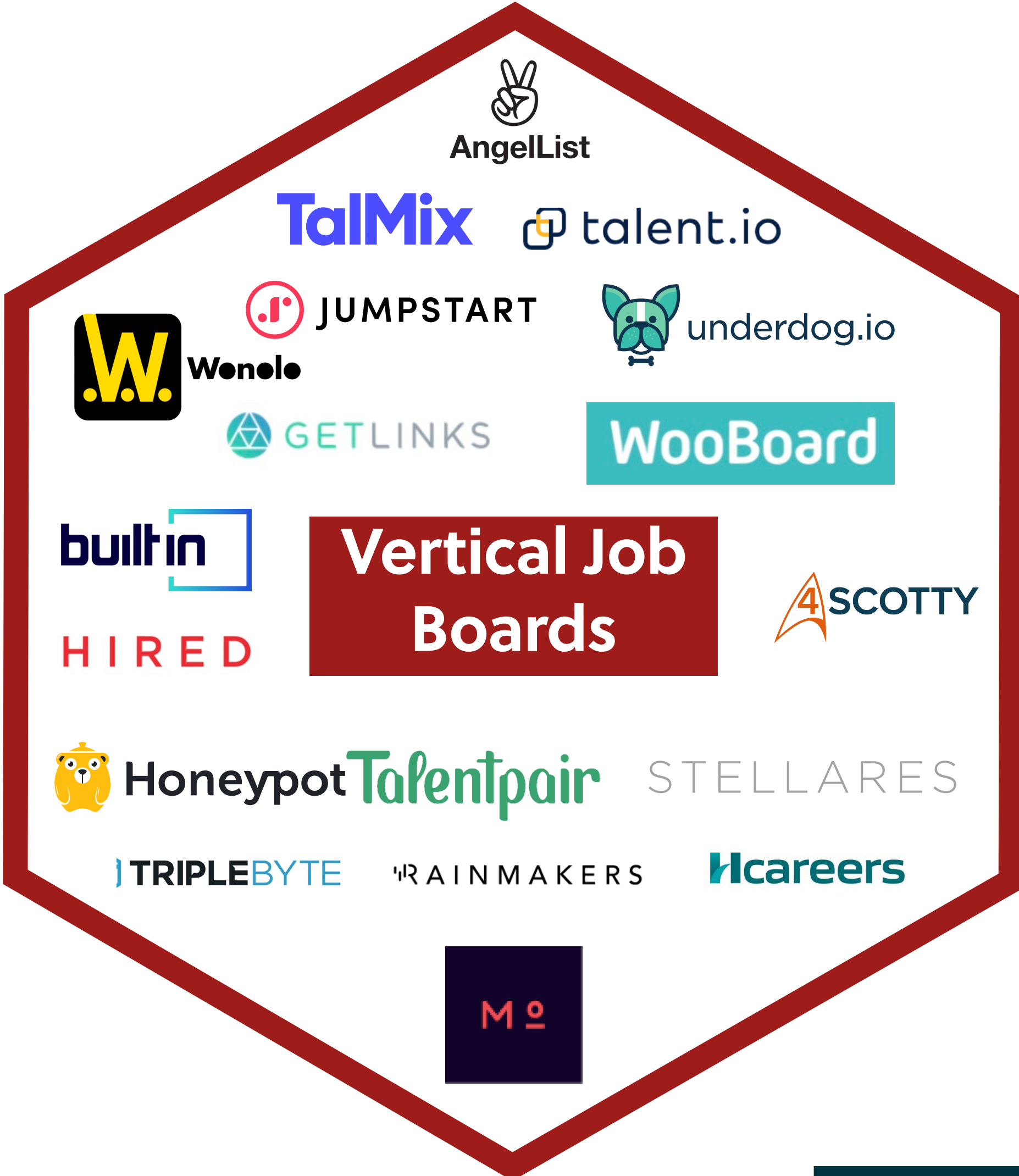


5 Platforms for Employers – Talent Engagement



**Competency
Marketplace**

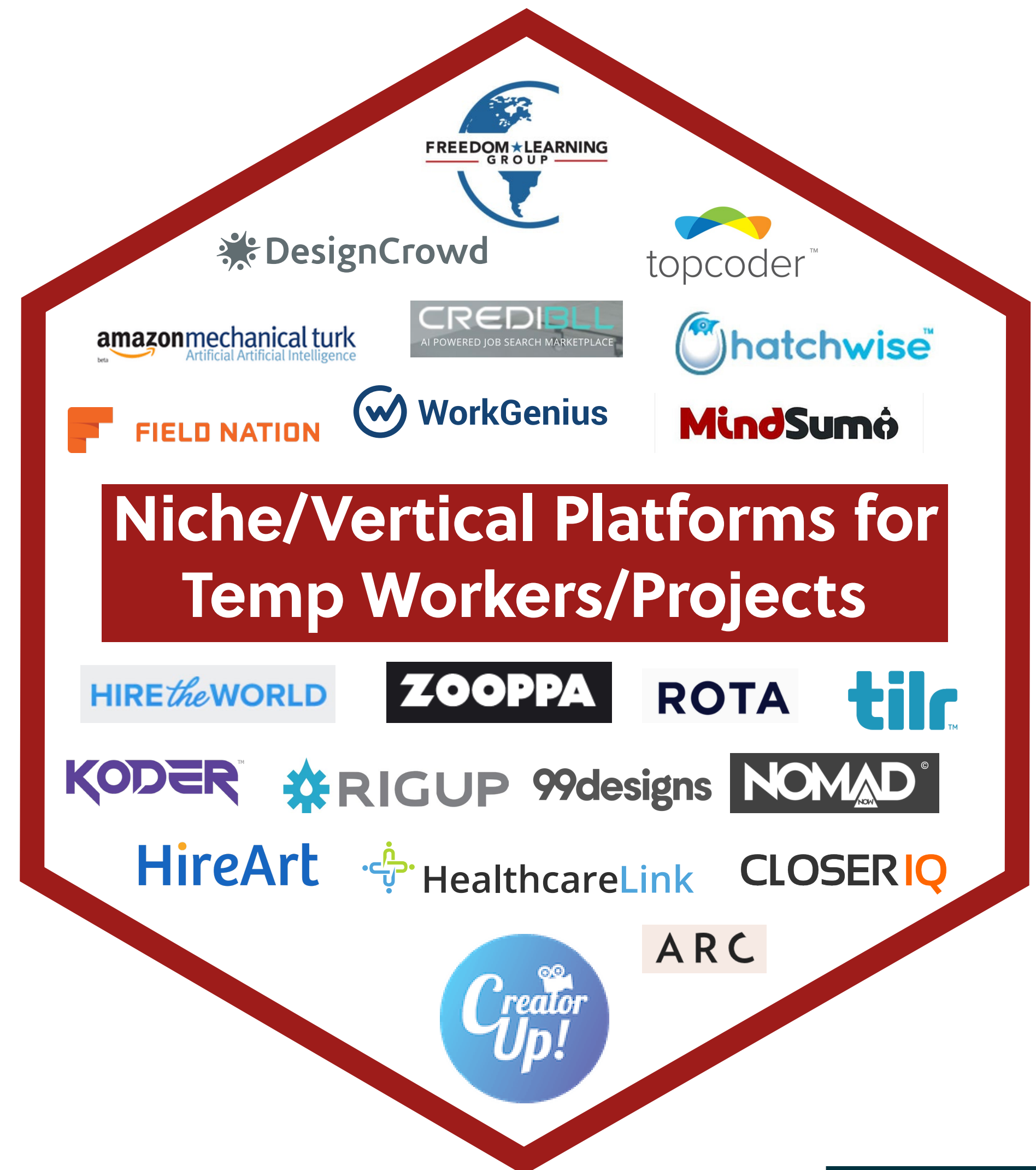
6 Marketplaces



6 Marketplaces



6 Marketplaces



6

Marketplaces



7 Pathways to employment



7

Pathways to employment



Authors



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Ryan is a Managing Director at Achieve Partners and University Ventures. Ryan's commentary on where the puck is going in higher education regularly appears in the *Gap Letter*, *Forbes*, *TechCrunch*, *Inside Higher Education*, *Fortune*, *HR Dive*, and *VentureBeat*, among others. He is the author of *A New U: Faster + Cheaper Alternatives to College* (Ben Bella, 2018), which describes the critical importance of last-mile training and the emergence of bootcamps, income share programs, staffing and apprenticeship models as preferred pathways to good first digital jobs and was named in the *Wall Street Journal* as one the Books of the Year for 2018. He is also the author of *College Disrupted: The Great Unbundling of Higher Education* (Palgrave Macmillan, 2015), which profiles the coming shift toward competency-based education and hiring. Ryan writes the bi-weekly Gap Letter (gapletter.com).



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Ayesha Khan is an Associate at Achieve Partners. Prior to Achieve, Ayesha was an Engagement Manager at McKinsey & Company where she served private equity clients on due diligence and portfolio strategy, and private sector clients in the industrial and automotive space in the areas of organization, operations, restructuring and corporate strategy. During her time at McKinsey, Ayesha was involved with the McKinsey Center for Future of Mobility where she conducted research on talent requirements for jobs of the future in the autonomous mobility, urban development and ridesharing. Originally from Karachi, Pakistan, Ayesha graduated with a BA in English (Hons.) and a BSc. in Engineering from Smith College.