

Benjamin Spear

Julius

Business Development Strategy

May 2021

Summary

The Big Idea

Training frontline workers and training their employers is the same story: building a workforce for the new economy. Employers have as much to learn as workers. Whether we're speaking to employers or workers, we say "We'll get you ready."

Recursion

When working to simplify complex ideas, we look for a core theme that recurs at several levels. It becomes an irreducible, highly portable kernel of truth.

Your theme is *readying*; t's what workers, employers, Julius (anyone) is about. It's the lens through which we see and understand the entire world.

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Stakeholder Interviews

Overview

- 60-minute interviews with cofounders Daniel Goldsmith and Matt Evans
- Textual and keyword analysis to discover trends and themes
- Identification of key tensions
- Distillation of analysis into why/how/what and vision/mission

DATA SETS

Themes & Trends

Service or Product?

Be clearer.

ToFu cloudiness
Category confusion
Business structure
Tough to roadmap
What scales?

Disparate Values

Should prioritize.

1. Career success
2. Workforce retention
3. Workers' rights
4. Economic stability
5. Learning science
6. Climate justice
7. Educational reform

Personas

Which is primary?

New entrant
Veteran worker
Employer
Policy-maker

Multiple Disciplines

"Infrastructure"?

Water
Energy
Construction
IT & Communication
Transportation
Food Service
Municipal
Utilities
Agriculture
Manufacturing
Etc.

Framing

Refine language.

Money
Skill
Vocation
Job
Career
Purpose

What is infrastructure?

“Internal facilities of a country that **make business activity possible**, such as **communication, transportation and distribution networks, financial institutions and markets**, and **energy supply** systems. Economic infrastructure support productive activities and events. This includes **roads, highways, bridges, airports, cycling infrastructure, water distribution networks, sewer systems, irrigation plants, etc.**”

From [Wikipedia](#), Economic Infrastructure

Rather than attempt to define and classify *infrastructure* as “other” than white-collar work, can we include it using similar language and imagery?

What is the value of infrastructure? What’s it worth to our world?

Should we skip over *infrastructure* and say *frontline*? *Essential*? *Key worker*? **How do workers define themselves?**

Does top-down work?

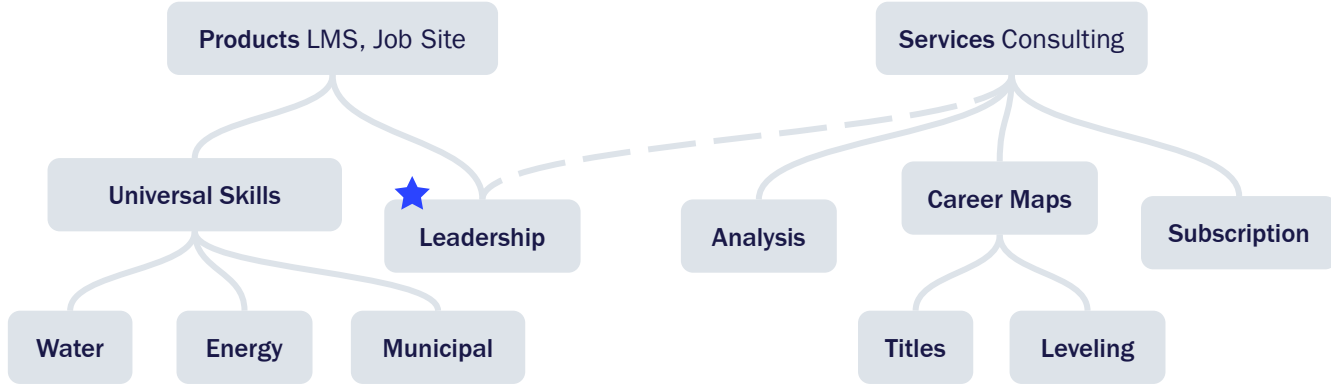
“At Pearson, you know, analog publishing company tried to become a digital company and it just didn't happen, and... like **80% of the workforce was not ready to make that transition**. You know, I think you can [spend] billions of dollars of actual losses and 10s of billions of dollars of potential unrealized gain from not having a digitally savvy workforce.”

“You go over to like the infrastructure sector and people are still watching the PowerPoint compliance videos from 15 years ago and that's online education.”

— Daniel

If top-down doesn't work, will you see poor returns there? Is this a ground-up, i.e. B2C mission? Do you need to own the last mile?

Offerings Map

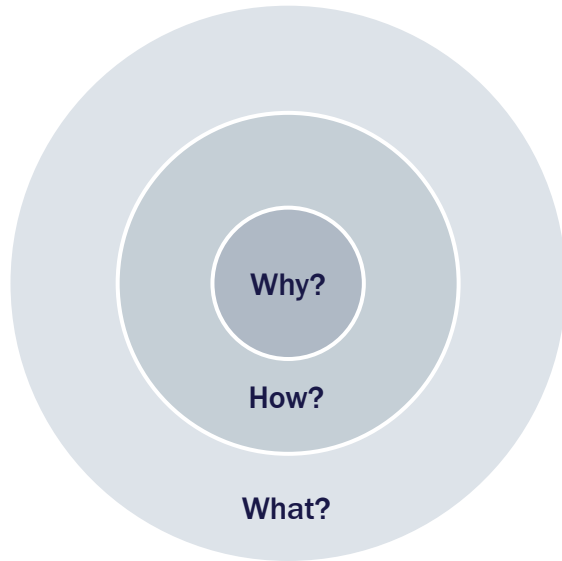


★ Can we productize your services offering as a curriculum around *how to upgrade your organization*, including employers in the *student* role?

Each has a product team made up of SMEs, learning scientists, and visual designers; periodic versioning

Delivered ad hoc by Daniel, Matt and similar professionals; ad hoc versioning

Golden Circle



Why? *Your core purpose or belief.*

The future of work is for everyone.

How? *How you stand apart from competition.*

We look at this future holistically, understanding and integrating the entire structure.

What? *The product/service you provide.*

We build this structure for employers and workers, to get them ready for this future.

Vision & Mission

Vision

What we believe in.

A future of work for everyone.

Mission

How we'll get there.

We get workers and employers ready for the future.

Personas

Audience Personas



Employer

"I really care about our workforce."



Entrant

"I want to do life right."



Veteran

"What's next for me?"




Policy-Maker


We're currently messaging mostly to Employer – we should we message more to Entrant, or develop a combined message? What story aligns with Julius' vision of the future?



Audience Personas

Entrants		<i>"I want to do life right."</i>
	<p>Goals</p> <ul style="list-style-type: none">• Discover my opportunities• Get from A to B in my life• Transferable skills <p>Frustrations or Pain Points</p> <ul style="list-style-type: none">• I don't know what to do about my career• I'm stuck, and confused about how to move forward• I don't know if infrastructure is a viable path, or how to get started	<p>Context</p> <p>My uncle worked at the local plant for as long as I can remember. I know the world is changing (he tells me every time I see him), but I'm not sure how. Is it better to do what he did, or try something new? What questions should I be asking? Why should I think about my career?</p>
<p>Gen Z 18 - 26 High school diploma \$40k/year Single or newly married</p>		

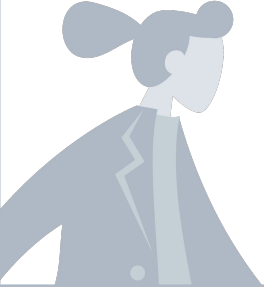
Audience Personas

Emery Employer		<i>"I want a great workforce."</i>
	Goals <ul style="list-style-type: none">• Increase retention• 100% self-staffing• Competent workforce• Be an employer of choice Frustrations <ul style="list-style-type: none">• High turnover means more time spent hiring and training• Low engagement means low morale, which leads to low productivity• The bar for successful employment here is low• Loosing employees to Amazon	Context <p>I'm new to my hiring role at a large infrastructure organization. I'm always looking for workforce training tools, and I came across Julius. I want to understand how Julius can help our employees, and how it can help me meet my hiring and retention targets.</p>
Millennial, Gen X 25 - 56 Bachelor's 10k workers		

Audience Personas

Vega Veteran		<i>“What’s next for me?”</i>
	Goals <ul style="list-style-type: none">• Discover opportunities in my company or industry• Transfer my skills• Regain stability in my work• Remain rooted in my community Frustrations <ul style="list-style-type: none">• Workforce dynamics have changed dramatically• I won’t earn as much as my parents did• I don’t trust my company’s trainings• Automation is taking our jobs away• My boss isn’t helping me maintain stability or grow	Context <p>I worked in a coal plant my whole life, and I’ve always taken care of my family. The world’s changing, and I can see that I might not have a job between now and retirement. I’d like to find a job that pays well, is relatively easy, and isn’t Amazon – they work people too hard and monitor your every move.</p>
Gen X, Boomer 41 – 75 Associate’s \$80k/year Married with children		

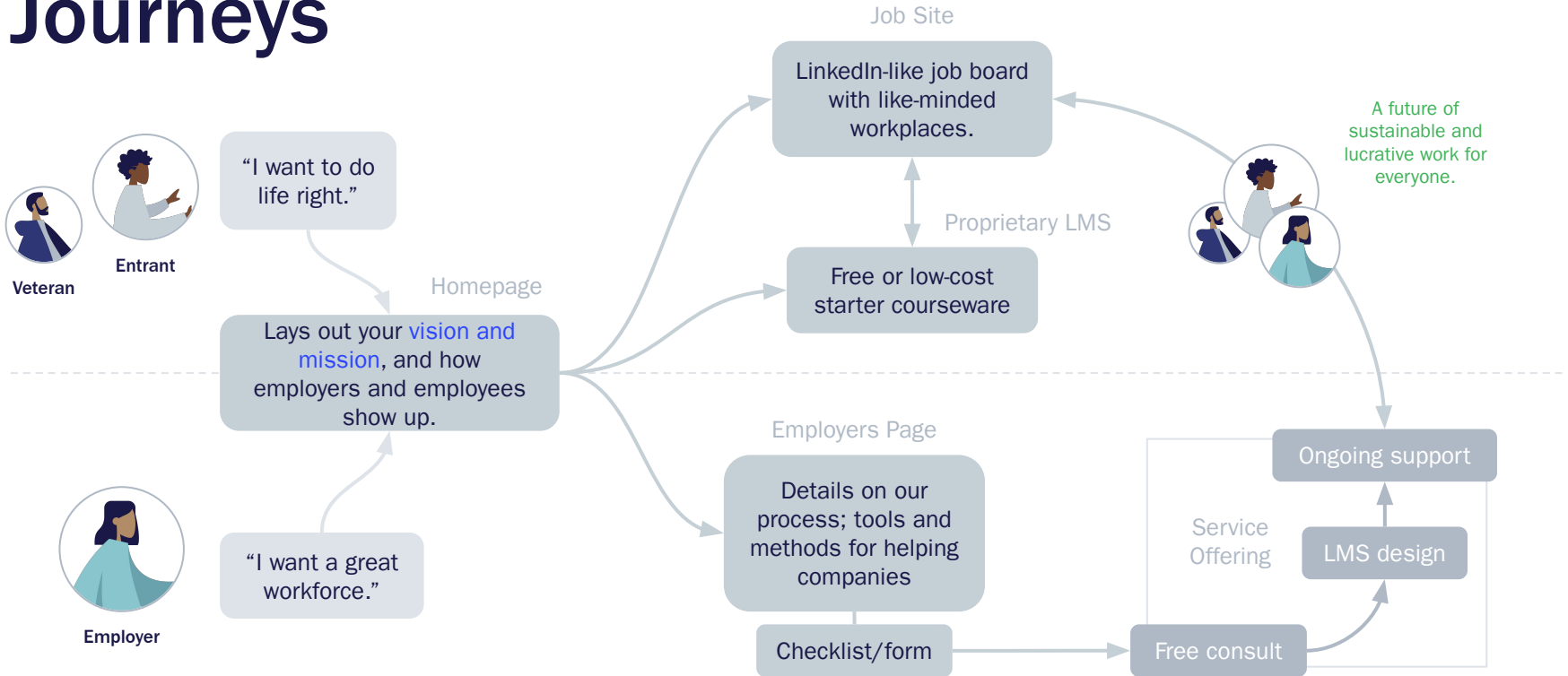
Audience Personas

Parker Policy-Maker		"Quote"
	<p>Goals</p> <ul style="list-style-type: none">• <p>Frustrations</p> <ul style="list-style-type: none">•	<p>Context(s)</p>

When and how would Julius engage with this persona?

Personas

Journeys



Brand Audit

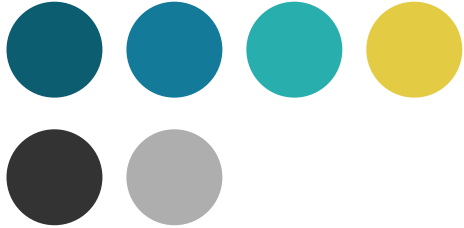
Name

- Julius *Caesar*? Esoteric, academic?
- Make the name more approachable with a more playful typeface (right; needs further research and design)
- Move balance of visual identity into more approachable aesthetics

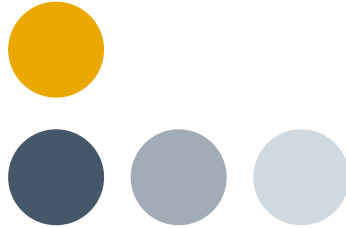
Julius 

Brand Audit

Color



Institutional, esoteric, complex
Muted, dour

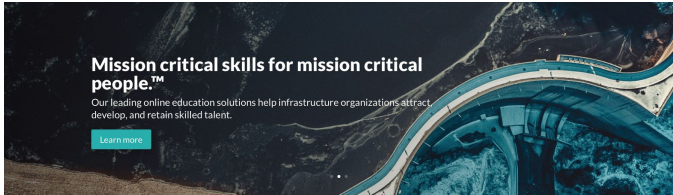


Primary, approachable, simple
Enriched blacks/grays

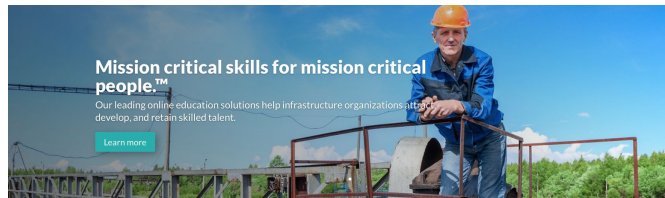
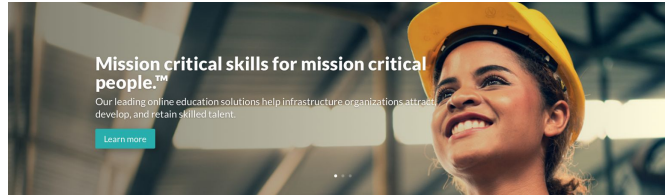
Brand Audit

Photography

Less Stock, nondescript, institutional, cold



More Colorful, people- and job-focused, warm



Brand Audit

Logo

- Too many colors; extension of trying to be too many things
- A simplified, single-color logo will reinforce the simplicity of your offering
- Can we extend the *bridge* metaphor to other branding elements?

The current logo features a stylized 'm' symbol on the left, composed of three horizontal bars in shades of teal and blue. To its right, the word 'Julius' is written in a bold, blue, sans-serif font.The simplified logo consists of a dark blue, stylized 'm' symbol on the left, followed by the word 'Julius' in a dark blue, bold, sans-serif font.

Tag-Line

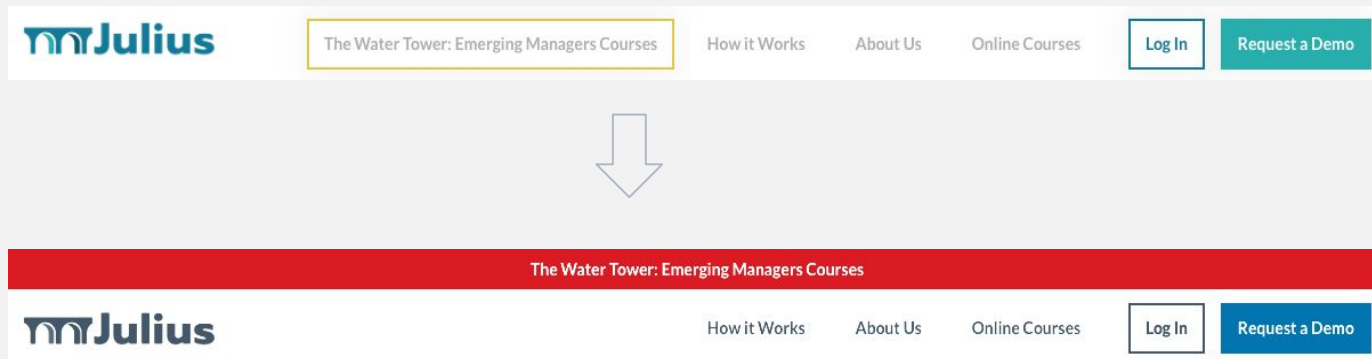
Mission critical skills
for mission critical
people.



Stay ready.

- Repetitious
- Focuses on skills first
- Sells features, not outcomes
- What's the *vision/mission*?

Simplify Navigation



- Move Water Tower to announcement bar; continuity issues
- Focus color on CTAs
- Differentiate color of primary (Request) and secondary (Log In) CTAs to focus users' attention
- Use rich (blue-ish) gray to pull palette together

Landscape Analysis

Competition

In-House

- Community colleges, associates programs
- Internal training departments and programs (HR, PDFs, PPTs)
- KFC, etc.

Consultants

- “Pocket” contractors
- Subject matter experts (SMEs)
- Burning Glass

App/Platform

- ServiceNow
- Workday
- Guild Education

ASU+GSV Summit

In-House asugsvsummit.com



- Broadly focused on the future of education
- “ALL people have equal access to the future”
- Not immediately focused on “new collar” work; highlights big names in tech and business
- Lots of media: videos, talks, podcast, newsletter



12 YEARS OF IMPACT

GSV TAKES ON SOCIETY'S GREATEST CHALLENGE:

**ENSURING EVERYONE HAS AN EQUAL OPPORTUNITY TO
PARTICIPATE IN THE FUTURE**

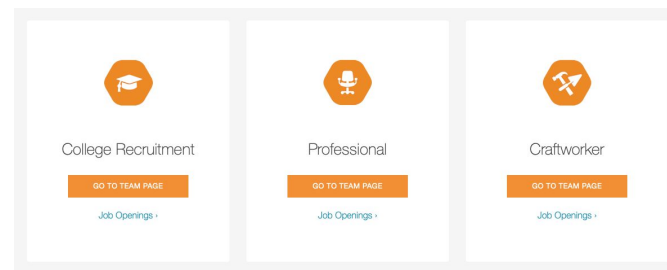
Started in 2010 with a collaboration between Arizona State University (ASU) and Global Silicon Valley (GSV), the annual ASU+ GSV Summit connects leading minds focused on transforming society and business around learning and work. Our north star is that ALL people have equal access to the future.

Baker Concrete

In-House bakerconcrete.com



- “We’re building better structures and better lives.”
- Workforce training is a perk
- Buried under their core offerings
- Partnered with colleges
- Focused on getting and keeping a job



Expect More

At Baker, you’re more than a co-worker. You’re part of the family. We honor and recognize your hard work with competitive pay, steady work and the opportunity to learn, grow and advance your career.

Joe Sarrubi

Consultant

“With more than 35 years in industry and education training experience, Joe has garnered a national reputation for the **design and delivery of renewable energy and other industry training programs**. Joe is a Board Member of the North American Board of Certified Energy Practitioners (NABCEP) and a Board Member of the Association of Community College Energy and Water Educators.”

– [Interstate Renewable Energy Council \(IREC\)](#)

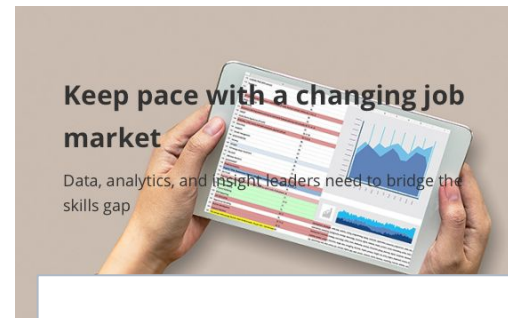
- Spent whole life in the trades
- Wants to change the perception of skilled trades
- Has worked at community college level extensively
- Proxy for solution design

Burning Glass

Consultant burning-glass.com



- Courseware is just one piece, and even then it's not fully direct (they develop curricula, but have no proprietary content)
- Re-training to fill jobs in a green future
- Speaks to an audience of professionals who wear suits
- Dry language



We help you deliver meaningful curricula that enhance students' employability, giving you essential information that helps build innovative, cutting edge programs.

Education Data that drives higher enrollment, more revenue, and closer alignment with the market	Business Take a strategic view of what skills your firm will need and how to develop them
Government Timely, granular insight to guide workforce planning, job training, and economic development	Recruiting Parse, manage, and search resumes, track the market, and uncover hidden talent pools

Landscape Analysis

Workbay

App/Platform workbay.net



- One website for multiple personas; employer is p
- App targets those interested in career change
“pathways for people who need jobs”
- Simple and clear
- Helps you get a “green” job
- Browse jobs
- “A learning adventure”



Find a job. Explore new careers.

Workbay can help connect you to a new job and more. Learn how and where you can develop your skills and explore new careers to find the jobs and skills you want!



Ignite your workforce network

Your community has untapped potential—and unfilled jobs. The Workbay platform builds bridges between local employers, educators, and your next skilled hire.



Hire competent entry-level workers.

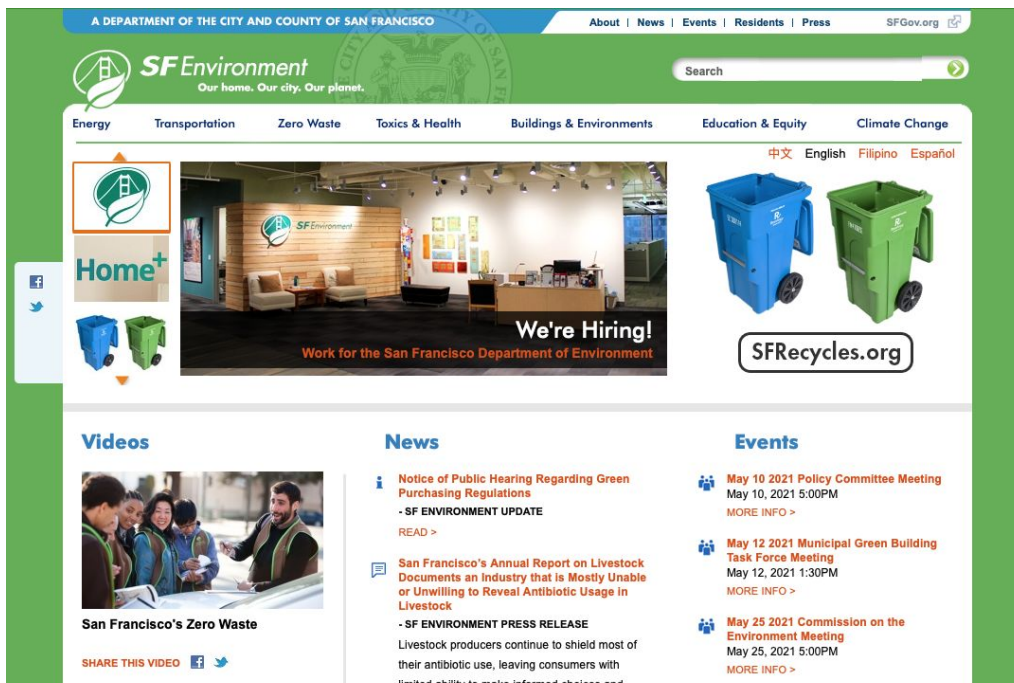
Many companies struggle with finding entry-level workers with the right skills. Workbay connects your recruiters to employees who have completed training that fits your needs.

SFEnvironment

App/Platform sfenvironment.org



- Content-heavy, multi-lingual
- Same-ification, DMV-like, makes it feel business-as-usual
- Institutional, not innovative



Green America

App/Platform greenamerica.org



- Activist-oriented
- Over-reliance on stock imagery
- Business and activists work together
- Climate and social justice
- “Take action” – harness economic power to effect change



Guild Education

App/Platform guildeducation.com

GUILD

- Most direct competitor
- Productized version of Julius' current service offering ("Platform")
- Also providing services ("Solutions")
- Very complex, feature-itis
- Not grounded in a unifying idea; messages to workers or employers is very either/or

**One platform to
upskill your entire
workforce, especially
your front line**



Recommendations

Opportunity

Lots of boring – don't be that. Be image-driven, hopeful; speak to an attainable future.

Focus on the worker and individual purpose – that's the better story.

Key Message

“Workforce for a new economy.”

Positioning

“We know the world is changing. These skills will help make the world a nice place for everyone. Come to us, learn how, build the future.”

Claims

Promise hope, you can do this; if you go down this path, you'll learn valuable skills that will provide a decent life.

User Experience

Simple nav. Photos that look like our audience. Speak plainly. Red, white, blue imagery.

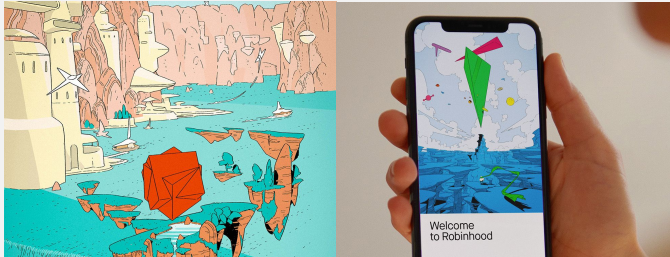
Structure

Pair down to the basics. Simplify the navigation. Speak directly to your audience: first workers, then employers. Outline the industries you serve (agriculture, energy, forestry, etc.)

Supporting Messages

Businesses face pressure from activists, the media, investors – and from our children – to address environmental issues. Real money is being invested in training people for roles that are still being defined.

Inspiration



Robinhood Consumer investment app

- Design proclaims that sophisticated investment can be available to all
- Branding and illustration is “weird,” as revolutionary as their idea
- Not sure Julius needs to go this far, but it’s a smart direction



albo Mexican challenger bank (“neo-bank”)

- People-centric and a little weird
- Similar proclamation: serving Mexico’s unbanked

Next Steps

Next Steps

Interview Entrants



Opportunity

Julius has a valuable opportunity to speak directly to the worker, a population that may soon have more market power and discretionary income.

- 5–7 representative people
- 30–60 minute empathy interviews
- Mapping analysis for trends and insights
- Translate those insights to brand and materials

Threat

A lack of complete understanding of new entrants to the workforce. Our service offering and solutions are only valuable insofar as they resonate with employees.

Interviewing and understanding these folks will help us show up for your clients with an authoritative understanding of their workforce.

Size & Complexity

1 month



Next Steps

Brand Refresh

- Enlist a copywriter to refine voice, tone, messaging strategy and possibly tag-line
- Clean up the visuals; cleaner, brighter look
- Simplified logo
- Less stock imagery, more people
- Adopt an illustration style to soften and personalize the brand, connect more with employees as consumers

Size & Complexity

4–6 months



Next Steps

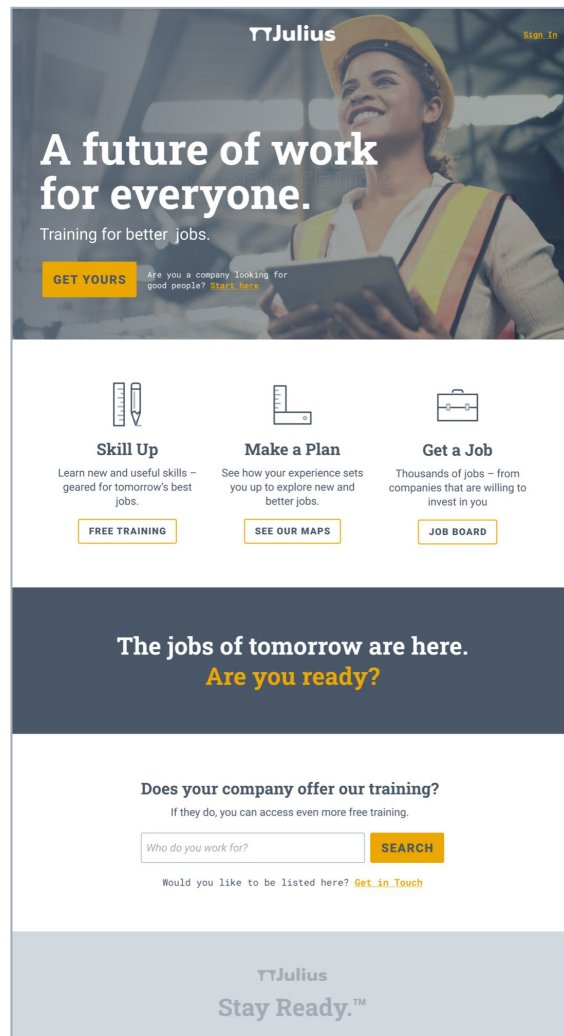
Homepage

Lays out your [vision and mission](#), and how employers and employees show up.

- UX/UI audit and refinement (e.g. repair nav)
- Refocus messaging around bigger idea
- Place vision and mission front-and-center
- Offer a free piece of starter content, e.g. Ebook or manifesto (working with copywriter)

Size & Complexity

4–6 months



Next Steps

Employers Page

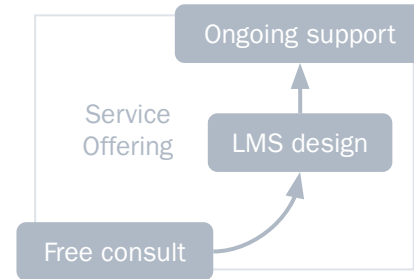
Details on our process;
tools and methods for
helping companies

Checklist/form

- Detailed outline of your service offering
 - Consult
 - LMS design
 - Ongoing support/membership
- Outline proprietary methods and processes; link to thought leadership
- Logo grid showing past/current clients/partners
- Small about section linking to more details on Daniel and Matt

Size & Complexity

1 month



Next Steps

Proprietary LMS

Free or low-cost
starter courseware

- Starter courseware for workers; turn them on to the idea of their work future
- Starter courseware for employers, e.g. “Managing Tomorrow’s Workforce”
- Use as repository for all future courses that Julius develops or absorbs
- Broken down by sector, specialization, etc.
- Create product-like framework for the continued iteration and support of courseware
- Eventually sell directly to workers

Size & Complexity

8–12 months



Next Steps

Job Site

LinkedIn-like job board
with like-minded
workplaces.

- Your clients “graduate” into this site upon completing your process/certification
- Workers “graduate” in after completing a nominal amount of free courseware in your proprietary LMS
- This would act like an exclusive Indeed.com for enlightened members of the infrastructure sector

Size & Complexity

8–12 months



Next Steps

Content



A future of
sustainable and
lucrative work for
everyone.

- Create a repository of thought leadership
- Conference, publication, blog, ebooks, etc.
- Track your core theme – workplace readiness – as it evolves
- Track changes in policy (build out Policy-Maker persona)
- Begin to influence policy, if only indirectly

Size & Complexity

8–12+ months



Many thanks.