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Modelo Operativo B2B para Laboral.ai

TESIS PARA OBTENER EL GRADO DE MAESTRA EN ADMINISTRACIÓN ESTRATÉGICA DE EMPRESAS OTORGADO POR LA PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

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Executive Summary

Laboral.ai is an AI-driven recruitment platform designed to address Peru's youth unemployment issues. Currently, 8.8% of young people are unemployed, and over 1.5 million are classified as NEET (Not in Education, Employment, or Training). Simultaneously, companies face hiring inefficiencies, talent shortages, and high recruitment costs, largely due to traditional systems that filter out qualified candidates but may lack conventional credentials or work experience.

The platform provides innovative solutions for both job seekers and employers. For job seekers, Laboral.ai offers CV optimization, gamified assessments, and personalized feedback to validate hard and soft skills. This empowers university students, new graduates, and individuals with non-traditional career paths to demonstrate employability and credibility transparently. For employers, it delivers AI-powered filtering, compatibility rankings, and candidate dashboards that streamline the hiring process, reduce mismatches, and save time.

Laboral.ai has already improved employability scores by 40% among its most active users, supported over 11,000 young people in enhancing their CVs, and secured job placements for more than 20 individuals with no prior experience. Its business model directly advances the United Nations Sustainable Development Goals, particularly SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities).

The business model is built on B2B subscriptions, with break-even expected at 41 company clients, a target the platform anticipates surpassing within 12 months. Scalable beyond Peru, Laboral.ai holds significant potential not only in other Latin American countries but also globally. Its socially sustainable, disruptive approach transforms recruitment by matching candidates, rather than filtering them out.

Resumen Ejecutivo

Laboral.ai es una plataforma de reclutamiento potenciada por Inteligencia Artificial (IA), diseñada para atender el problema de desempleo juvenil en Perú. Actualmente, 8.8% de jóvenes están desempleados, y más de un millón y medio clasifican como NINI (Ni Estudian Ni Trabajan). A la vez, las compañías se enfrentan a ineficiencias en el reclutamiento, escasez de talento, y altos costos, sobre todo por los sistemas tradicionales que filtran candidatos calificados, pero que no poseen las credenciales convencionales o la experiencia de trabajo.

La plataforma provee soluciones innovadoras tanto para quienes buscan trabajo como para quienes están reclutando. Para los primeros, Laboral.ai ofrece optimización de CV, tareas gamificadas, y retroalimentación personalizada para validar habilidades duras y blandas. Empodera a los universitarios, recién graduados, e individuos con carreras no-tradicionales para que demuestren su empleabilidad y credibilidad transparentemente. Para reclutadores, brinda un filtro potenciado por IA, clasificación por compatibilidad, y un panel para candidatos que facilita el proceso, reduce equivocaciones, y ahorra tiempo.

Laboral.ai ha mejorado los resultados de empleabilidad en un 40% entre sus usuarios más activos, apoyando a más de 11 mil jóvenes a mejorar sus CV, y asegurando puestos de trabajo para más de 20 individuos sin experiencia previa. Su modelo de negocio contribuye a los Objetivos de Desarrollo Sostenible de las Naciones Unidas, particularmente el ODS 8 (Trabajo Decente y Crecimiento Económico) y ODS 10 (Reducción de las Desigualdades).

El modelo de negocio está construido sobre suscripciones B2B, con un punto de equilibrio estimado en 41 compañías clientes, objetivo el cual se anticipa superar en los próximos 12 meses. Más allá de Perú, Laboral.ai no es escalable solo a países de Latinoamérica, pero también globalmente. Su aproximación socialmente sostenible y disruptiva transforma el reclutamiento al buscar hacer coincidir candidatos, más que filtrarlos.

Dedication

I dedicate this work to my parents and my brother, whose unwavering support and encouragement have guided me in every endeavor I pursue.

- Niara Richter

I dedicate this thesis to all my loved ones who always believed in me, especially my parents, for their constant support and encouragement and making it possible for me to pursue this MBA abroad.

- Nadine Oelinger

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We would also like to thank supervisor Sandro Alberto Sánchez Paredes for constantly motivating us and the guidance and support whenever needed during the process.

A special thanks goes to the Laboral.ai team, especially to the CEO Juan Pablo Segundo Sinarahua Terrones with whom we had the privilege to collaborate and who gave us the possibility to apply our expertise to a real-world situation. The opportunity to work closely with such a dedicated individual and help with our consulting project to bring additional value to his social start-up was such an enriching experience. We are especially grateful for Juan Pablo's openness and transparency in sharing all needed information with us and for being available anytime when we needed support.

Finally, we also want to thank all our interviewees, who took their time and shared valuable insights and experiences with us to enrich our work.

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Chapter I. Defining The Problem

1.1 Company Overview

Laboral.ai utilizes Artificial Intelligence (AI) to tackle youth unemployment in Peru, especially among university students, new graduates, and those with non-traditional career paths (i.e., freelance, entrepreneurial ventures, roles in emerging industries, et cetera). The platform analyzes Curriculum Vitae (CV) data and provides users with feedback on how to optimize their CVs to improve employability. It offers tests that identify users' strengths, weaknesses, interests, and objectives, as well as compatibility with Applicant Tracking Systems (ATS) used by companies. With its approach, Laboral.ai has placed more than 20 young people with no prior work experience and has guided over 11,000 young people with little or no university experience through the analysis of their CVs and tests, raising their employability score by 40% for the most active users.

On the business-to-business (B2B) side, companies can post open positions for which job seekers using Laboral.ai can apply. However, engagement from companies has remained limited, highlighting the need for a new and innovative B2B approach.

Laboral.ai's business model fits with the United Nations Sustainable Development Goal (SDG) 8, Decent Work and Economic Growth. Specifically, targets 8.5 and 8.6 aim to achieve full and productive employment, as well as equal pay for all, and to reduce the proportion of youth not in employment, education, or training (NEET) (United Nations, 2025).

1.2 Relevant Social Problem

Based on the first two meetings with Laboral.ai, the consulting team agreed that the focus of this thesis will be on the B2B side of the platform, as company engagement has remained low to date (see Appendix T). Therefore, the defined users together with Laboral.ai are companies, especially those operating in high turnover and volume industries.

With today's evolving labor landscape, one of the most prominent social challenges is the disconnection between qualified young job seekers and companies urgently seeking talent. While thousands of job seekers, specifically university students, new graduates, and those with non-traditional career paths, search for employment, many organizations continue to experience hiring bottlenecks, resulting in high recruitment costs, prolonged vacancies, and decreased productivity (Fuller et al., 2021). This paradox highlights a fundamental inefficiency in the current hiring ecosystem, particularly in high-turnover sectors.

Globally, unemployment rates have been consistently increasing. In 2024, global youth unemployment reached 12.6%, more than double the overall global unemployment rate (Reuters, 2025), and among OECD countries, the NEET rate was 13% (OECD, 2024). Furthermore, De Smet et al. (2022) found that globally, 65% of individuals who quit their jobs did not take their next job in the same industry, highlighting the significance of individuals with non-traditional backgrounds.

This problem is acute in Peru, where youth unemployment stood at 8.81% in 2024 (O'Neill, 2025), while the NEET rate exceeded 21% (OECD, 2024). Furthermore, a study by the Institute of Economics and Business Development in Peru found that more than 1.5 million young people aged between 15 and 29 years are described as "ninis" (ni estudian, ni trabajan), meaning they are neither in school nor employed (Uco, 2024).

On the other hand, companies face talent shortages, reduced productivity, and slowed growth. According to the Manpower Group (2025), which interviewed over 40,000 employers in 42 countries, 74% of employers globally reported issues with finding skilled talent. In Peru, 70% of the companies surveyed report difficulties in finding and hiring talent (Manpower Group, 2025).

These realities underscore the systemic nature of the issue and the urgency to implement equitable hiring mechanisms that serve both employers and job seekers. In the

employment field, the problem is not the absence of jobs or candidates but the inefficiencies in connecting the right people with the right opportunities (Business Insider, 2025). This results in one of the most prominent social challenges in hiring - the persistence of inefficiencies in recruitment systems. Companies, especially those in high turnover and volume industries (Manpower Group, 2025), are spending too much time and money hiring due to massive influxes of applications. Most of the time, companies receive all the applications unfiltered and therefore have to screen those manually or use an Applicant Tracking System (ATS) or a Recruitment Management System (RMS) (Fuller et al., 2021). Such systems, however, are designed to improve efficiency by quickly narrowing applicant pools and excluding qualified candidates whose CVs do not perfectly match the predetermined criteria, such as credentials, degrees, and years of experience (Fuller et al., 2021). Fuller et al. (2021) highlight that at the same time, an enormous group of people who want to work and are actively seeking work are under- or unemployed ("hidden workers"). Laboral.ai is already intervening here, as the platform helps job seekers make their CVs more employable and better adapted to ATS and RMS.

Traditional hiring practices, where companies filter applicants with a focus on credentials and years of experience, significantly contribute to the exclusion of aspiring workers or job seekers (Fuller et al., 2021). This paradox disproportionately affects job seekers, especially university students, new graduates, and those with non-traditional career paths, while simultaneously leaving companies unable to fill critical roles. Interestingly, a report by the U.S. Chamber of Commerce (2023) highlights that 95% of executives and Human Resource (HR) leaders believe that non-traditional candidates perform as well, if not better, than individuals with higher education or more experience. Despite this information, companies continue facing talent shortages, high recruitment costs, prolonged vacancies, and decreased productivity, whilst individuals with the potential to succeed are excluded from

meaningful employment (Fuller et al., 2021). At its core, the demonstrated problem highlights a fundamental inefficiency in the current hiring ecosystem, particularly in high-turnover and volume sectors. It leads to a mismatch between current practices and actual workforce performance. As such, today's companies need a more efficient and reliable way to find and hire suitable entry-level talent from non-traditional career paths.

From a policy and development standpoint, this issue aligns closely with SDG 8, Decent Work and Economic Growth. The inability to match job seekers to the right jobs impedes both economic productivity and social inclusion. This relevant social problem fits with SDG 8, because companies need to hire the right talent and do so faster and more efficiently, which supports metric 8.2 and indicator 8.2.1 by boosting productivity through innovative hiring processes. It also contributes to metric 8.5 and indicator 8.5.2, as it enables companies to tap into a broader pool of job seekers, reduce mismatches, and build more stable, committed teams in a high-turnover environment. Last but not least, it contributes to metric 8.6 by directly contributing to the decrease in the youth NEET rate (United Nations, n.d.).

Chapter II. User (and Customer) Research

To identify the user persona, interviews with potential users (HR managers) were conducted. Based on the insights collected, a Meta User Canvas for the ideal persona was created (see Appendix A). With this user persona in mind, a User Experience Map (see Appendix B) was developed to visualize a typical recruitment journey of the persona and to identify pain points along this journey. Finally, in collaboration with Laboral.ai, a crucial pain point that needs to be solved within this thesis was prioritized.

2.1. User Profile

To gain a deeper understanding of the user, the consulting team conducted seven interviews with HR managers and headhunters. From these interviews, it was discovered that most of these hiring professionals face similar issues when it comes to shortlisting candidates. These issues were confidence in the skill set of the applicants and whether the candidate would be the right fit, not just to the role but also to the company as a whole. Their major pains were how overwhelming sorting a vast influx of unfiltered applications was, as some applicants do not possess the required requirements. Another daunting issue was the fact that oftentimes HR managers are hard-pressed to fill roles quickly, which may lead to hiring mistakes, such as an applicant who is unfit for the role. To narrow down the pain points and create a perfect user persona, the similarities among all hiring managers were collectively identified to define the ideal experience of a hiring manager, encompassing their activities, gains, and pains.

The perfect user archetype (see Appendix A) is “Rocío”, a 46-year-old corporate HR manager with over 15 years of experience. She is family-oriented, highly dedicated to her work, and values team culture and social connections both inside and outside the workplace. With a bachelor’s in Business Administration and a master’s in Human Resources, Rocío balances strategic decision-making with day-to-day recruitment and employee support. She

believes in mentoring and training employees, but is challenged by a high volume of unfiltered applications, inefficient hiring platforms, and generational differences in workplace expectations. For her, social skills, cultural fit, and motivation often outweigh technical qualifications. Rocío's professional pain points include time wasted on unfiltered applications, difficulties in assessing fundamental skills through traditional CVs, and frustration with tools that fail to streamline or pre-filter candidates. As someone who loves her job and family, she doesn't want to spend all her time doing work that takes her away from her family while still not adding value to her career, hence the need for a more effective way of working efficiently (see Appendix B).

The key interview guides (see Appendix C) that informed the creation of the user profile originated from the initial round of interviews conducted by the consulting team, aimed at understanding the user, their pains, and gains. (I.e.), "We have a lack of personnel, and can't get vacancies filled"-Freddy, HR Manager from Peru, stated, and "We need to find qualified people, since we have a lot of rotation"- Johana, another HR manager from Peru, said. Key interview insights revealed several critical challenges in workforce management. A recurring theme was high employee turnover, which requires continuous recruitment efforts to maintain staffing levels. High turnover is a common issue in labor markets where competition for skilled workers is intense and retention strategies may be insufficient (Hom et al., 2017). Additionally, hiring managers consistently struggle to sort through thousands of unfiltered applications during the recruitment process. This can cause delays in the recruitment of candidates or, even worse, an oversight in screening processes, resulting in hiring managers sometimes making the wrong choice in selecting candidates.

A particular difficulty identified was the unreliable validation of the fundamental skills of applicants. Hiring managers found that most applicants who are successfully hired sometimes turn out to be unable to fulfill the role requirements due to a lack of skills they

claimed to have in the recruiting process. This creates a significant trust gap between hiring managers and job applicants. This, among other issues identified during the HR managers' interview stage, suggests a severe shortage of trustworthy applicants in the hiring pool for human resource managers worldwide. This shortage not only prolongs the hiring cycle but also increases the unemployment rate of the youth not in education, employment, or training. Taken together, these insights highlight the complex interplay of turnover, labor market scarcity, and structural demographic pressures that HR managers and organizations must navigate to build and sustain a qualified workforce.

2.2. User Experience Mapping

To discover the typical recruitment process of Rocío, a User Experience Map (see Appendix A) was created. It points out the inefficiencies Rocío experiences in recruiting new staff. Her process begins in a good mood, writing a clear job description and posting it on different hiring platforms, but changes quickly as a vast volume of unfiltered CVs comes in. A lack of adequate pre-filtering methods forces her to screen personally all the CVs or rely on systems designed to boost efficiency by quickly filtering out those who do not perfectly match the predefined requirements (Fuller et al., 2021), which creates frustration that no one is qualifying to the optimal, and uncertainty if the best match is even in the created shortlist or not. This process often results in rushed choices due to necessity rather than confidence, and she's concerned about the issue of whether she hired the right person or whether she would bring a misfit to the job. Emotionally, Rocío goes from optimism to overwhelmingness and frustration, as resources are wasted and opportunities are missed for her company. In summary, the user experience map highlights structural inefficiencies in the hiring process, showing how the experience of HR managers constantly shifts from initial positivity to overwhelmedness and frustration. Ultimately, this experience map reveals that the issue is not the absence of talent, but the lack of infrastructure to match companies with the right

candidates. Ideally, Rocío would like to receive a shortlist of all applicants with a clear fit indicator and successfully fill the role, which in turn would reduce her hiring time.

On the B2C side, the job seeker, “Alvaro,” is tired of getting rejected without an apparent reason why his applications were not accepted, even though he took his time to tailor CVs and cover letters according to job specifications and companies. He hates the fact that he could not clearly showcase his skill sets to the recruiters, as these are not captured in CVs or cover letters. What would excite him, though, would be knowing he could discover relevant job postings and be contacted by recruiters directly, and the prospect of receiving an interview or offer.

Both sides experience stress and inefficiency. Job seekers face visibility and fairness gaps, while HR managers face efficiency and trust gaps. The overlap highlights the need for a solution that standardizes and validates skills, automates filtering, and builds trust in the matching process.

2.3. Identification of the Need to Solve for the User

After the creation of the user experience map, the consulting team deduced that the defined B2B user’s most significant pain was that she was unsure if the filtering of candidates was done correctly. After spending a lot of time filtering applications and conducting interviews, she could not fill the role she wanted long-term. This pain is the driving force that the consulting team needed to understand the situation of the user perfectly. To ensure the user’s needs were met, the consulting team identified this initial pain. It went on to dig deeper into finding other related pains that could be resolved to make sure the issue of HR managers, such as spending a lot of time, money, and effort into a recruitment process that would end up failing, was reduced immensely.

Chapter III. Product or Service Design - Solution

Based on the prioritized pain point in section 2.3, brainstorming sessions were conducted to identify potential solutions. The chosen solution was formulated using agile, iterative design methods, drawing from user insights and collaborative ideation sessions.

3.1. Conception of the Product

Brainstorming

After identifying the issues with the tools that were used previously in Chapter II, an attempt was made to find a solution by using a 6x6 matrix. The matrix provided a way to structure ideas for a potential solution and to keep the focus on the issues at hand. The B2B user's needs and problems were turned into questions, which were then addressed with ideas to find respective solutions. Through research and expert interviews, several core needs were identified: *defining job requirements more accurately, validating candidate skills in a reliable manner, creating shortlists more efficiently, maintaining alignment with hiring managers, and gathering feedback from candidates who drop out early.*

When first starting, an issue arose: many of the solutions were too similar. When trying to find the problem, it was noticed that the formulated questions were not grasping the issues well enough. Therefore, the brainstorming session was repeated and the needs reformulated. After the B2B matrix was redone, it became clear that for the final solution, the perspective of B2C users was needed as well, and another brainstorming session was needed to formulate the B2C issues and needs. Separating the brainstorming sessions in this way allowed for exploration of the respective needs, focus, and identification of overlaps to use them for a broad solution.

Through these brainstorming sessions, the potentially best solution was to create a unified candidate persona with a unified scorecard for each job posting. This scorecard defines must-haves and nice-to-haves to simplify the process for the hiring team and allows

them to evaluate all the candidates in a standardized manner. This reduces bias, is more efficient, and provides more clarity for hiring managers. The project team later pivoted as the client preferred another proposed solution (see Appendix T).

On the B2B side, the objective was to reduce the mismatches between job seekers' resumes and job descriptions and improve transparency for them during the hiring process. Their needs were identified as finding a job as quickly as possible, understanding how they compare to other job seekers, receiving feedback when rejected, being matched with companies that are the best fit, and having a single profile that works across platforms and applications.

In the brainstorming for the B2C user, many potential solutions were developed. Some of the ideas were an AI-based resume optimization and skill-gap analysis, video CVs, and alternative formats for self-presentation, structured ways of receiving feedback from recruiters and peers, and career coaching to improve job seekers' chances. The most promising solution was the idea of a unified, comprehensive CV that automatically adapts to different application formats and job platforms. This would avoid having to create or adapt a new resume for each new job and having to re-enter information repeatedly across job platforms.

Some overlaps were identified between B2B and B2C perspectives, which helped to find a comprehensive solution. Recruiters are seeking reliable ways to validate job seekers' skills, while job seekers want clearer feedback on why they were rejected. Thus, the conclusion was that automated feedback and skill-matching tools would provide clarity to candidates while reducing the workload for recruiters. On the other hand, recruiters expressed a need for a standardized evaluation process that seems fair to the job seekers, which could be addressed with a scorecard system.

When evaluating the range of ideas regarding their impact and feasibility, it became clear that some solutions stood out more than others. For the B2B side, the candidate persona and scorecard solution seemed most promising as they would make a high-impact and are realistic to implement. For the B2C side, the unified comprehensive CV has the biggest potential with low adoption hurdles. The result of the 6x6 ideation process to address the needs of recruiters and job seekers is the following: for B2B: the development of an ideal candidate persona and unified scorecard to increase consistency, efficiency, and transparency in evaluation. For B2C: the creation of a unified, comprehensive CV to reduce effort, increase fairness, and improve the overall candidate experience.

Other ideas, such as gamified psychological tests, an AI dashboard, and roleplay simulations, were found interesting by the consulting team, but initially considered less suitable for immediate implementation as they are more complex and resource-intensive. After discussing with the client, the proposal was to add a percentage of the fit a job seeker has to a position, which could be implemented by the client immediately, in combination with the dashboard.

These solutions address the pain points identified during the research and complement each other to build the foundation of an integrated platform. On this basis, the results of the ideation process move closer to addressing the broader challenge of SDG 8 by making hiring more transparent, efficient, and fair for both sides of the process.

Prototyping

In the beginning, the two subversions (B2B and B2C) ran parallel, ensuring that the solution could be tested and validated to address the distinct needs of both audiences without losing focus on the shared challenges.

The first prototype (see Appendix D) was created on a virtual sticky note Canva in order to construct the skeleton of what the platform would entail. As such, the first step is for

the hiring manager to create a user/ account on the platform. Then they would choose their "mode," in which they could either upload their job description or do a compatibility search. Next, they would have access to a ranking of job seekers in the pool. After, they would have a dashboard to view all of the job seekers and their skills/ reasoning as to why they were compatible with the position. And lastly, they could contact the candidate via the platform. Creating this sticky note prototype allowed for a baseline to create the first sprints, which were subsequently used in external testing.

The second prototype (see Appendix E) was created via ChatGPT in order to visualize the B2C side using a gamified style. In this prototype, the job seeker creates a profile and completes a series of gamified assessments, which are tracked and logged into their profile. They are entered into a pool and continue to update their skillsets and take gamified tests. When looking for candidates to fill job openings, hiring managers are able to see the candidates' rankings and profiles and reach out to their desired candidates.

In the third prototype, a wireframe was created using Figma. This prototype is the first to guide the B2B user through the entire experience: from the initial registration page to the final screen displaying ranked candidates with their key information. As with the previous prototypes, this one also follows the corporate design to ensure familiarity and consistency. The sequence was designed to show the steps a user would naturally take when using the tool. It begins with a self-explanatory registration page where users create their profile (see Appendix F). Next, they are directed to a dashboard that displays current job postings and available candidates (see Appendix F). From there, users move to the filtering page, where they can either apply AI-based filters or manually define their own criteria (see Appendix G). The following page presents the ranked results, including each candidate's name, percentage of fit, experience, and the corresponding job description displayed on the left side (see Appendix H). The final page enables users to contact candidates directly. The ranking

remains visible, but now each candidate is linked to actions such as sending an email, inviting them to an interview, or scheduling one directly (see Appendix I). Additionally, a video tutorial to briefly explain the platform's functions and the possibility to contact the candidates via WhatsApp, as according to interview feedback in Latin American countries only 10% of people respond when receiving an email, this was added after the fourth sprint round.

Through interviewing hiring managers to gather feedback, said feedback was compiled into a Relevance Target Canvas (see Appendix J). The feedback contained improvements to design, but mainly to (missing) functions of the prototype. By ranking the feedback, it was possible to determine a core of essential adjustments and less important feedback, which, on the other hand, was simple to fix. The core of the feedback was: space for a talent pool description, and explanation of the basis of the candidate ranking system, a button to be able to access the whole talent pool, WhatsApp as a communication option, what type of filters there are (only AI or also individually chosen), and finally, a video tutorial explaining the functions of the platform. The aforementioned feedback gathered was then implemented in the MVP (see Chapter 3.5).

3.2. Development of the Narrative

Different tools were used to develop a solution, which allowed learning how and when to pivot if things do not go as expected. It was essential to analyze which social problems users face, and thus could be solved with the client's product. As Laboral.ai's product matches job seekers with companies, it is apparent that they contribute to SDG 8. In this case, it fits as companies need to hire the right talent. The goal is to hire faster and more efficiently, which supports metric 8.2 and indicator 8.2.1 by boosting productivity through innovative hiring processes. It also contributes to metric 8.5 and indicator 8.5.2, as it enables companies to tap into a broader pool of job seekers, reduce mismatches, and build more stable, committed teams in high-turnover environments.

The first one developed was a Meta User Canvas (see Chapter 2.1 and Appendix A). Through interviews with the identified B2B users (hiring managers), it was possible to define the characteristics of the user, including age, typical workday, and common problems. It became clear that there are significant overlaps with the users, so compiling a user profile was straightforward.

Afterwards, a User Experience Map (see Chapter 2.2 and Appendix B) was done to better understand the pain points the users described during the interviews. The detected pain points were of different severity, and it was decided to go for the pain point that *companies are spending too much time and money hiring entry-level employees, due to huge influxes of applications that are not tailored to or suitable for the job posting.* Another pivot was needed here as the formulation of the pain point: *whether Rocío hired the right person or whether she would bring a misfit to the job* (see Chapter 2.2) was too long, too simple, and not the underlying issue. By going deeper, it was found that the underlying issue is a lack of transparency between hiring companies and job seekers. Hiring companies may not post job descriptions that describe the actual tasks well enough, and therefore create a mismatch between expectations and reality. On the other hand, if job seekers are rejected, oftentimes they are not told why. The consequence is job seekers applying to several postings, even if they do not fit their resume, using a “quantity-over-fit” approach to looking for jobs.

After defining the problem, potential solutions were brainstormed. The 6x6 matrix (see Chapter 2.3) was used to structure two brainstorming sessions. The first was for B2B users and the second for B2C users. A first round of problems and solutions for B2B users was defined, but a pivot was made as some of the problems overlapped, and therefore, the potential solutions did not solve the actual problems. So the definition of other problems was necessary to differentiate enough to solve as many problems as possible. Afterwards, it became clear that another brainstorming session for B2C users was needed as well. This went

faster as all members of the team have been on the B2C side in this context, but not everyone had the B2B perspective before. Finally, solutions for both B2B and B2C users were found by successfully turning the issues into questions and only then looking for solutions.

Based on the outcome of the 6x6 matrix, the solutions were sorted into a cost-impact matrix (see Appendix K). The cost impact analysis was done by analyzing the solutions following a cost and an impact axis, and thus grouping the solutions into Quick Wins, Major Projects, Schedule, and Rethink.

The method allowed the development of a first B2B prototype (see Appendix D) in constant contact with the client. For each prototype, interviews with the user (HR managers) were conducted to gather feedback in order to improve the prototype. These interviews were very insightful in understanding the customer better. It was also interesting to see how many overlapping issues the interviewees experienced in their day-to-day lives.

The feedback received was then put into a Relevance Target Canvas (see Appendix J). The relevant target canvas helped define must-haves and nice-to-haves and sort them visually. This tool divides feedback into interesting things, constructive feedback, new questions, and new ideas. These ideas were filtered and then discussed to determine the most important ones with the client.

The subsequent tool that was used was the Value Proposition Canvas. It connects the customer's profile with the value proposition of the business/solution. In this case, one value map and three versions of the customer segment were developed: B2C, B2B, and the client (see Appendix L). As the basis for this had already been developed with the client, completing it was fairly quick and allowed for the addition of the B2C and the client's gains, pains, and jobs.

The Business Model Canvas naturally followed as the value proposition and customer segment field were obtained in the previous step. Together with the client, the remaining

fields were finished, and the items added by the project team were added to create a unified "B" Business Model Canvas (see Appendix M).

The "B" Business Model Canvas (see Appendix M), as a final step, compiled the previous stages by adding the Identified Problem, Purpose, and Impact Metrics. Initially, the Relevant Social Problem was defined, and thus enabled to use the content to insert into this canvas. The purpose is important for every business. As the purpose was not previously discussed with Laboral.ai, it was an opportunity to understand their perspective better. It turned out the team interpreted the purpose more socially than the client, who mainly had the business purpose in mind. The social purpose, how the product serves society, was considered as "*To increase compatibility between companies and job seekers*" in mind. This differed from the purpose the client formulated: "*To make it easier to harness and promote the talent of young people, who demonstrated their leadership by developing the skills they lacked to become the best alternative for companies."*

3.3. Innovative and Disruptive Nature of the Product or Service

Similar solutions in the HR industry were identified, both internationally and locally. Some platforms self-describe as "All-in-one HR" (Workable, n.d.), portrayed in Table 1:

Table 1.

All-in-one HR Companies

Company's name	Description
© Workable	Contains all HR-related processes (hiring, payroll, employee database, etc.) for easy access. To access Workable, users have to pay a subscription up front (basic plan is $360/month) or enroll in a free trial (Workable, n.d.).
© Hirevue	Offers specialized solutions for screening candidates and validating their skills remotely. To use HireVue, a business has to pay, depending on the service they want, because there are no fixed prices on its website (HireVue, n.d.).
© Handshake	Handshake is where job postings meet active student communities that are looking for their first jobs. Free for candidates, paid plans for companies searching for talent (Handshake, n.d.).

All of the mentioned features work while leveraging AI (i.e., filling blanks accurately, generating personalized reports) to enhance the results. In Peru and Latin America, some competitors are explicitly acknowledged by Laboral.ai's team (see Appendix N), depending on the need they fulfill, mostly using AI. These regional competitors are divided into those that assess profiles (CoverQuick and DoctorCV) and those focused on job application, such as Krowdy and getonboard.

Additionally, we have identified other specific patents operating in Peru that offer similar services to Laboral.ai. These are listed in Table 2:

Table 2.

Patents in Peru that offer similar services to Laboral.ai

Patent's name	Description
© Practimatch	Connects university students and new graduates to internships and other entry-level positions. Its most similar feature to Laboral.ai's consists of internally managing the applicant-company matching process from start to finish, without the user having to interact with the platform constantly. Free to use (Practimatch, n.d.).
© Myworkin	Automates CV creation and helps applicants get the best possible match to posted internships. When selecting an internship, the platform shows a compatibility percentage, representing how well aligned the applicant's CV is to what the company is looking for. Free to use, but AI-automated corrections are only available by paying for 'credits' (Myworkin, n.d.).
© Cvmatcher	Gives automated AI-powered recommendations for applying to jobs on their platform. Users must pay up front to unlock the platform (Cvmatcher, n.d.).
© Genomawork	Recruiting platform that utilizes AI to automate the process, and gamified assessments with a scientific basis to select the best candidates for the job (Genomawork, n.d.). Offers personalized solutions to companies depending on the industry. Prices undisclosed.

However, no other patent has approached the problem or innovated as Laboral.ai did, easing the process to find the right (most compatible) candidate for a company. Some of them have native integrations to LinkedIn and other known social networking sites, or Indeed and similar job listing websites; while the all-in-one platforms are limited to facilitating all processes at a glance, just a few clicks away. From Table 2, we highlight the two main competitors: Myworkin and Genomawork.

Myworkin has already developed an AI-based solution focused on the B2C segment (customers are job applicants), but is limited to internships and entry-level jobs. Insofar as these are the focus of its business, Laboral.ai has the opportunity to expand its scope to specialized roles that require experts with several years of experience in their industry. Genomawork represents Laboral.ai's primary competitor, as it is B2B-based and currently collaborates with numerous established and high turnover companies: Starbucks, Nestle, Coca Cola, Puma, Sky Airlines, and others (Genomawork, n.d.). Genomawork matches by 'compatibility' job seekers with companies; however, their platform is only open for job seekers when they get an invitation (a URL) directly from the company, which has first filtered which job seekers deserve an invitation. Laboral.ai innovates by being the first filter, automating the process more than Genomawork.

For these reasons, the proposed prototype has the potential to be disruptive. By streamlining the recruitment process with AI, matching the right candidate for the job and the company instantly, Laboral.ai has a competitive advantage in a necessary department for all companies, such as Human Resources.

3.4. Value Proposal

The value proposition canvas created (see Appendix L) illustrates the relationship between the core needs of our three main stakeholders: job seekers (B2C), hiring managers (B2B), and Laboral.ai itself as the client organization. The overall product/ service created is an AI-gamified matching platform. By mapping user jobs, pains, and gains against gain creators and pain relievers, the model shows a clear fit between solution and demand.

Users' Jobs, Pains, and Gains

B2C (Job Seekers)

For job seekers, the focus is on finding employment opportunities, navigating applications, preparing resumes, and finding ways to stand out in a competitive market.

Alongside these functional tasks, they also need to manage the stress of job searching, stay motivated through rejection, and build confidence from feedback and experience. Despite these efforts, job seekers often face challenges such as a lack of transparency, little or inconsistent feedback, repetitive and time-consuming applications, and inequities in current hiring practices. These difficulties are compounded by limited networks and uncertainty around what employers are actually looking for. What job seekers value most are accessible postings, opportunities that align with their skills, and tools that help them showcase their strengths more effectively. Success in landing a role not only provides financial stability but also builds career confidence and empowerment.

B2B (Hiring Managers)

For hiring managers, the main responsibility is to identify qualified candidates, reduce the time it takes to hire, maintain fairness in recruitment, and ensure that new employees align with both the organization's operational needs and culture. They also need to feel confident that the recruitment platform they use will deliver strong candidates and reduce the stress of recruitment, while socially maintaining their reputation as employers who exercise due diligence in bringing in top talent. However, many hiring managers struggle with unclear job descriptions, large applicant pools, challenges in assessing real skills, misrepresentation in resumes, high costs, and the risks of making poor matches. What they value most are tools that streamline the process, integrate smoothly with existing systems, reduce bias, and improve overall quality of hire.

Our Client (Laboral.ai)

Laboral.ai's role is to connect job seekers and employers in a way that improves hiring efficiency, while also building a reputation as a reliable and trusted platform for both sides of the market. Beyond functionality, the platform aims to ease the stress and uncertainty that often surrounds recruitment by simplifying company and candidate profiles to create a

more transparent process. Still, Laboral.ai faces challenges such as limited visibility, low user engagement and trust, strong competition from established recruitment platforms, and the need to refine its pricing strategy. On the other hand, the company has significant opportunities to scale, generate recurring revenue, boost job visibility, and improve the compatibility of hiring matches. These gains not only strengthen brand credibility but also help establish durable, long-term relationships with clients.

Pain Relievers

Laboral.ai delivers value by directly addressing pain points across all stakeholders. For job seekers, the platform streamlines the application process by cutting down repetitive steps, improving transparency, and offering clearer feedback, while also helping them overcome limited networks through access to targeted opportunities. For hiring managers, it reduces the challenge of managing large or mismatched applicant pools by automating early-stage screening and improving the accuracy of candidate-job matches, which helps prevent misrepresentation and lowers recruitment costs. From the platform's own perspective, pain relievers come from boosting visibility through differentiation, strengthening user engagement and trust through an improved experience, and leveraging AI as a scalable solution that can be applied across industries.

Gain Creators

Laboral.ai creates gains for all sides of the hiring process by combining automation, AI, and data-driven tools. For job seekers, the platform saves time through automated company matching and the use of a unified online profile, while features like resume scoring and skill-gap support build confidence and increase employability. For hiring managers, AI-powered filtering, skill verification, cultural fit assessments, bias-reduction tools, and streamlined dashboards make recruitment more efficient, reduce workload, speed up hiring, and improve fairness in decision-making. For Laboral.ai itself, gains come from standing out

in the market through an innovative, evidence-based approach to hiring. The scalability of its technology not only drives sustainable growth but also strengthens long-term relationships with clients.

Product Fit Between Solution and User Needs

The alignment between jobs, pains, and gains demonstrates a strong value proposition fit. Job seekers want fairness, efficiency, and empowerment in the job search process, and Laboral.ai delivers by simplifying applications, providing feedback, and equipping them with personalized tools. Hiring managers require accuracy, reduced costs, and faster decision-making, all of which are fulfilled through AI-powered automation and bias reduction. For the client, the solution drives profitability, growth, and sustainability by addressing user engagement challenges and creating a strong market position. Overall, the solution achieves a three-way fit: empowering job seekers, increasing the efficiency of hiring managers, and enhancing Laboral.ai's viability. This reinforces the platform's strategic positioning as a value-adding intermediary in the recruitment ecosystem.

3.5. Minimum Viable Product

The Minimum Viable Product (MVP) of Laboral.ai is the result of a user-centered, iterative design process that included four major prototyping rounds guided by agile sprints, interviews, and constant feedback loops with users. Each iteration aimed to better align the platform's features with user needs, pain points, usability feedback, and the social problem identified: inefficient recruitment systems. Unlike conventional platforms, Laboral.ai prioritizes compatibility over credentials, creating a trust-based digital hiring experience.

In the table below the MVP is summarized, explaining the features, users, and purpose, i.e., the dual search mode, which allows users the flexibility of choosing how to search for candidates on the platform. The MVP itself can be seen in Appendix O.

Table 3.

MVP Explanation

Feature	User	Purpose
Homepage	B2B	Provides an overview of the platform and its key functionalities; partners are displayed on the homepage to build trust and credibility by showing our network of reliable collaborators
Video Tutorial	B2B	Explanation of the platform clearly highlights the competitive edge
User creation	B2B	Allows HR managers to create a profile on the platform
Recruiter Dashboard	B2B	Centralizes job/candidate management; shows active vacancies; continuously rotates a shortlist of potential candidates
Dual Search Modes (AI & Manual)	B2B	Enables flexible candidate search: either by uploading a job description and finding with the help of AI filtering the best candidates; or by manually looking for the best candidates like a Google search without a pre-defined job description; in the end, both ways display the fit of the candidates & provide a ranking
Candidate Compatibility Ranking (%-fit)	B2B	Simplifies shortlisting of potential best candidates and shows compatibility score; builds trust and transparency by showcasing candidates' skills with verified evidence
Direct Contact/Interview Scheduling	B2B	Streamlines the recruitment process by shortening the hiring funnel; E-Mail and WhatsApp contact functions are integrated as conducted interviews showed that in Latin American countries only 10% respond when getting an email, that's why WhatsApp as contact option was desired

This MVP is viable because it directly addresses efficiency between hiring managers and fairness for job seekers, builds on validated user insights from interviews and prototypes, demonstrates scalability through AI-driven ranking and modular gamification, and strongly aligns with SDG 8.

Unlike conventional RMS and ATS, Laboral.ai is not built to filter candidates out but to match the right candidates in, based on competencies, compatibility, and transparency.

Chapter IV. Business Model

Based on the proposed solution in this thesis, the business model of Laboral.ai was optimized. In addition, its financial viability, the potential for scalability and exponential growth, and its social sustainability are assessed.

4.1. Business Model Canvas

At the center of the Business Model Canvas (see Appendix M), a problem was identified: both job seekers and recruiters suffer during the hiring process. While job seekers stress over not receiving visibility on common hiring platforms or feeling unfairly treated, hiring managers find reviewing hundreds of resumes and interviewing multiple candidates to be tedious, especially when needed to arrive at the best possible decision on short notice. To address this problem, Laboral.ai's purpose is to remove the pain from the hiring process for both sides, particularly young talent, specifically university students, new graduates, and those with non-traditional career paths who struggle with the current hiring processes.

The proposal for the client is an alternative and disruptive solution based on three principles: 1) Fair and transparent hiring, 2) smarter connections, and 3) efficiency and impact. Reimagining the hiring process to be fairer and more transparent has led Laboral.ai to move from the traditional CV-based application to a skill-based, evidence-driven approach. The 'smarter connections' refer to leveraging technology to design frameworks that enable new ways of liaising job seekers with recruiters, and vice versa. To fulfill the established deadlines, the solution strives to reduce steps and mismatches by redesigning the workflow of the traditional recruitment process.

There are two customer segments: B2B and B2C. For the B2B side, the target customers are HR managers in high-turnover or volume companies. These customers represent the sample most affected by the defined problem and, therefore, would benefit most from Laboral.ai's solution. Job seekers represent the B2C segment as a whole, with university

students, fresh graduates, and those with non-traditional career paths being preferred targets for achieving Laboral.ai's purpose.

The proposed channels for this business model to succeed in its purpose are, in the following order of relevance: digital marketing, referrals, direct outreach to companies (especially big companies), company events (i.e., workshops), and webinars. In the long term, digital marketing, which consists mainly of ads, will be an important asset for sustaining and expanding the B2C side, as recognized by the client. Although for the B2B side, referrals and direct outreach have proven to be successful to date.

Laboral.ai expects to establish and further strengthen its relationship with its customers through prioritizing trust and transparency. Gamification intends to contribute to that goal by giving each job seeker an equal opportunity to be 'ranked', and by providing a more evidence-based approach to the hiring process.

On the other side of the Business Model Canvas, key partners for success were identified. In this area, student communities and higher-education-related areas are relevant actors who can contribute to engaging with job seekers. Incubators and accelerators offer funding opportunities important for complementing the revenue stream. Influencers, and particularly, micro influencers, are being reviewed by the Laboral.ai team to see if they are fit for partnering up and doing an ad campaign.

Some of the activities that demand more time and resources from the client are the development and maintenance of the platform (Laboral.ai), engaging with job seekers, and growing a loyal community. These activities have produced some of the best assets Laboral.ai possesses at the moment: an online infrastructure, a database, insights on the HR process, a brand, industry partnerships, and a community.

At the bottom of the canvas, the cost structure portrays the principal expenses: Maintaining and constantly improving the online platform (mainly outsourced), cloud and

API tokens spent for each user interaction with the platform and the AI, experiential in-person marketing (events in and out of Lima), and the salary of the team. Current revenue streams identified are the job posting service for companies, and different credit plans available for job seekers to buy, and therefore improve their employability. Both the cost structure and the revenue streams will be further examined in the financial viability section.

The Business Model proposed was designed to be executed in Peru, where Laboral.ai is based. The Peruvian context, at the time this thesis is written, is going through an economic reactivation after the COVID pandemic, while heading into the next presidential and legislative elections in April 2026. Political uncertainty has spiked after the last elections were won by the leftist conservative outsider (Mur, 2021), Pedro Castillo, and his declared Marxist political party, Perú Libre. Marchán (2025) has noted how big companies are worried about the political future of Peru and are now leaving the country. One notorious example is Credicorp Ltd., the parent company of the biggest bank in Peru, Banco de Crédito del Perú, and also owner of insurance company 'Pacífico Seguros y Reaseguros S.A.', consumer goods producer 'Alicorp S.A.A', Credicorp Capital Holding, among other profitable companies, has recently sold some businesses, including Primax, Minka shopping center, and fishmeal producer Centinela. Credicorp Ltd. exited their colossal offices in Lima, as well as the Peruvian market, for an "oficina ubicada en un segundo piso en Bermudas … un paraíso fiscal por excelencia. Desde la isla … los Romero mueven el dinero de Credicorp Ltd., su empresa matriz valorada en más de USD 20,000 millones [office located in the second floor in Bermudas … a quintessential tax haven. From the … island, the Romero's move the money of Credicorp Ltd., their parent company valued at more than USD 20 billion]" (Marchán, 2025, p. 4).

With big companies (which normally hire all year round) uncertain of the upcoming political scenario, the possible outcome for the next twelve months could result in reducing or

even freezing hires, as to maintain a safe amount of liquidity. Taking this into account, Laboral.ai could potentially have less B2B traction until late 2026, meaning they should consolidate their B2B clients in the short term to avoid their business model struggling and gain leverage against their competitors. Laboral.ai is on track with technology trends, leveraging trends such as AI, however, as this industry is extremely fast changing, new entrants are likely to catch up.

4.2. Financial Viability of the Business Model

The following section analyzes the financial foundations of Laboral.ai, starting with a detailed monthly cost breakdown. It then evaluates the break-even point (BEP) and finally assesses multiple possible revenue scenarios. All the numbers used in the following calculations have been provided directly by Laboral.ai. Further, the calculations are done in US dollars as was requested by the client.

To evaluate the financial viability of Laboral.ai's business model, the following analysis focuses on B2B revenue streams, as those represent the recurring source of income and therefore build the foundation of long-term sustainability. For that reason, the medium ticket ($99 per month) and high ticket ($269 per month) are prioritized as they offer predictable recurring monthly revenue streams (see Appendix R). This makes them crucial for the BEP calculation and potential revenue projections. In contrast, the low ticket offer, where companies can only post a job description ($12.99), is not included in the base calculation since it is an additional one-off revenue. While still strategically relevant as an additional source of income, its non-recurring nature makes it supplementary rather than core to the calculation of the financial viability. Similarly, B2C revenue from credit plans, where job seekers can pay for additional features, provides additional revenue but remains secondary for these calculations. The focus on B2B subscriptions ensures that the financial analysis reflects the most stable and scalable component of the business.

As already mentioned, the financial viability of Laboral.ai in this section is shown around the two main subscription offers – the medium ticket, designed for the ideal customer profile, namely companies that frequently use the platform, and high ticket, targeting companies with a high volume of specialized positions, such as data analysts, where market scarcity makes recruitment particularly challenging. Laboral.ai expects 50 new companies with predictive revenue in the next 12 months. From these projected new users, Laboral.ai assumes that realistically, 20% will subscribe to the premium high-ticket plan, while the majority, 80%, will pay for the medium ticket plan.

As a basis for the calculation of the BEP, the Appendix P summarizes the monthly costs of Laboral.ai. While website development, improvement, and beta-testing are technically one-off investments, they represent necessary costs to bring the new solution to the market. To reflect a more realistic cash flow during the first year, these investments were spread across 12 months in the BEP calculation. This conservative approach ensures that the model accounts for the real costs of the new approach, so the revenue estimates are more realistic. After the first year, when these one-time costs are no longer occurring, Laboral.ai will achieve even greater margins.

Further, the weighted average revenue per company is needed for the BEP calculation. For that, the proportions that 80% of companies will pay for the medium ticket plan and 20% will subscribe to the premium high-ticket plan are applied: (0.8 x 99) + (0.2 x 269) = **$133**

The result shows that on average, each company contributes $133 per month in subscription revenue. By dividing fixed costs by weighted average revenue per company, the BEP can be calculated: 5,375 / 133 = 40.41 = **41 companies**

This number shows that 41 consistent subscribers are required to reach the BEP. Beyond this point, every additional company contributes directly to profitability. Given that

Laboral.ai is expecting 50 subscribed companies with predictive revenue within the next 12 months, it is realistic to assume that the BEP is going to be achieved within one year.

To assess the revenue potential of Laboral.ai within the next year, a scenario-based approach (realistic-, best-, and, worst-case) is used. For that, the client's objective of acquiring at least 50 subscriptions within the first 12 months is used as a baseline. The same is done for the BEP amount of 41 companies. The results span from a low of $48,708 (see Appendix Q), where no revenue is generated as the amount is below the yearly fixed costs that need to be covered, to a high of $161,400 (see Appendix Q). In the realistic case, with the company's objective of at least 50 companies, potential revenue reaches $79,800 (see Appendix Q), comfortably above the BEP requirement. This scenario analysis highlights the alignment between Laboral.AI's growth objectives and the financial viability of its business model. Of course, actual revenues in the first year may scale above or below the targeted 50 companies benchmark, but reaching at least the realistic BEP case (see Appendix Q) is crucial to ensure revenue. As mentioned in section 4.1, political uncertainty in Peru because of the elections in 2026 may cause hiring freezes in companies. If this happens, Laboral.ai could be affected, as companies are unlikely to invest in new hiring platforms during such a pause. Therefore, reaching the BEP and revenue could be more difficult and uncertain.

4.3. Scalability/ Exponentiality of the Business Model

Youth disengagement from the labor and educational market is not only a pressing challenge in Peru but a broad issue in Latin America. According to OECD data (n.d.), Colombia, Peru, and Mexico rank high in NEET rates, highlighting the scale of youth employment and educational challenges (see Appendix S). At the same time, this OECD study (n.d.) shows that youth struggle remains elevated even in advanced global economies like the UK (12%), the European Union (11%), or Canada (11%).

Moreover, other research shows that youth underemployment and unemployment have reached critical levels globally. In 2024, 65 million young people aged between 15 and 24 were unemployed (North, 2024). In the U.S., only half of new bachelor graduates secure employment in a college-level job within a year of graduation, while the rest remain underemployed for over ten years (Mallon et al., 2025). In India, 42% of individuals under 25 were unemployed in 2022, despite an overall unemployment rate of just 6.6% and in China, youth unemployment hit a record of 21.3% in 2023 (Mallon et al., 2025). Those numbers show evidence for the scalability of Laboral.ai's target groups.

Mallon et al. (2025) highlight the "experience gap", a paradox in modern labor markets, where individuals cannot secure jobs without prior experience, yet also cannot gain experience without being given an initial opportunity. This disproportionately impacts non-degree youth, young graduates, career changers, and individuals from nontraditional backgrounds, while simultaneously leaving companies unable to fill critical roles.

A recent survey conducted in the United States (U.S.) among 2,366 HR professionals shows that 55% find it difficult to fill entry-level positions and 69% to fill mid-level non-managerial positions (SMRH, 2024). Employers also report difficulties in assessing cultural fit and translating skills on paper into real performance (Forbes, 2024). At the end, the problem is not the absence of jobs or candidates, but the inefficiencies in connecting the right people with the right opportunities (Business Insider, 2025). Fuller et al. (2021) found in their study conducted in the U.S., Germany, and the U.K. that employers acknowledge that their current hiring processes exclude qualified workers from consideration. 88% believe that qualified high-skill candidates are filtered out of the potential candidates because they did not match the exact criteria established by the job description (Fuller et al., 2021). Another survey conducted by Indeed (2025) shows that current hiring systems are inefficient, as they rely too heavily on degrees and experience instead of skills. Yet, the majority of companies

still rely on traditional systems (Forbes, 2024). Moreover, companies that integrate hidden workers report being 36% less likely to face talent shortages, and these hidden workers outperform traditional peers in productivity and innovation (Fuller et al., 2021). In contrast, well-validated pre-employment assessments, such as the proposed solution for Laboral.ai, provide concrete, predictive data that significantly boost productivity, increase cultural fit, enhance employee retention, speed up hiring, and refine defensibility in hiring decisions (Criteria Corp, 2025; Indeed, 2025). Yet, adaptation in Canada, for example, remains slow, with only 11% of employers reducing degree or experience requirements (Indeed, 2025).

Hiring candidates from a talent pool where they have gone through skill tests means knowing the skills with which they join (Battista et al., 2025). Further, a Deloitte study emphasizes that skills-based organizations are 57% more likely to be agile (Cantrell et al., 2022). Battista et al. (2025) also mention that hiring based on assessed skills made companies hire candidates from non-traditional backgrounds. For example, it is mentioned that the current social media specialist used to be a firefighter (Battista et al., 2025). This is exactly the target group of the proposed solution, young people or people with non-traditional career paths who are often overlooked by traditional CV-based hiring.

SMRH (2024) found that in the U.S., 54% use pre-employment assessments to validate job seeker's skills, knowledge, and abilities. While 78% say these assessments have improved the quality of their organization's hires, 36% mention that these assessments have increased their time-to-hire (SMRH, 2024). That is why a lot of companies have not implemented gamified assessments yet, but Laboral.ai is solving this time issue. Further, over three-quarters of the HR managers said that pre-employment assessments outweigh traditional criteria like degrees or years of experience when choosing the most qualified candidate, and many would rather hire applicants who might lack minimum education or

experience requirements but score highly on assessments compared to those who meet all traditional criteria but perform poorly on assessments (SMRH, 2024).

In addition, evidence of scalability emerged from the interviews conducted by the consulting team. During the process, the team met virtually with HR managers in Austria and Canada. The findings further validate the global relevance. The Austrian HR manager mentioned that while technical skills can be taught, social and interpersonal skills cannot, and are difficult to evaluate, creating ongoing challenges in matching entry-level candidates to roles. Whereas the Canadian HR manager emphasized that the main challenge lies in the lack of experience of applicants, which reinforces that many companies still rely heavily on traditional hiring practices, where years of experience are placed above demonstrated skills, despite growing evidence that hidden workers, such as non-degree youth, young graduates, career changers, or individuals with non-traditional backgrounds outperform traditional workers. This also relates to the findings of the Indeed (2025) study.

All that evidence underscores that Laboral.ai is not only addressing a localized problem but solving a structural inefficiency present across industries and geographies. First, the offer for job seekers to upload their CVs to get feedback to make their CVs more employable and ATS-ready helps them to increase their chances of not being filtered out by the systems used by companies. Further, B2C users who decide to sign up on the platform and pursue the assessments benefit from increased visibility and credibility, as they benefit from the verification of their skills. On the B2B side, companies benefit from an evidence-based ranking system and a pre-assessed talent pool, which allows them to identify candidates fit more efficiently, reducing both mismatches and time-to-hire.

4.4. Social Sustainability of the Business Model

From a socially sustainable perspective, businesses must understand their impacts on society, including fair labor practices, equity amongst workers, empowerment, and

community engagement (UN Global Compact, n.d.; ADEC, 2024). Laboral.ai's business model is socially sustainable because it directly addresses the labor challenges in Peru while also aligning business incentives with social goals. First and foremost, it directly addresses the high levels of youth unemployment in Peru, which currently stand at 8.8%, and has steadily increased since 1991 when youth unemployment was 6% (O'Neill, 2025). Secondly, it addresses the lack of transparency in hiring by creating a fairer, more efficient job-matching system that reduces barriers for job seekers and companies looking for talent. Laboral.ai also provides opportunities for young job seekers to demonstrate their potential and receive constructive feedback. By validating both hard and soft skills through gamified assessments, Laboral.ai empowers marginalized groups of job seekers, particularly university students, new graduates, and those with non-traditional career paths or who lack formal work experience, to demonstrate credibility, therefore improving employability.

Overall, Laboral.ai's approach reduces inequalities in hiring and builds trust between companies and job seekers, directly contributing to multiple Sustainable Development Goals. By creating more transparent and equitable hiring processes, the platform supports SDG 8: Decent Work and Economic Growth through expanding access to formal employment opportunities across Peru (United Nations, n.d.). At the same time, Laboral.ai's AI-driven platform aligns with SDG 9: Industry, Innovation and Infrastructure, as it introduces digital infrastructure that modernizes traditional hiring practices and increases efficiency for both job seekers and companies looking to fill openings (United Nations, n.d.). Finally, by validating both hard and soft skills beyond traditional credentials, Laboral.ai advances SDG 10: Reduced Inequalities, helping to create fairer outcomes across the workforce (United Nations, n.d.). This is particularly relevant in Peru, where over 70% of workers belong to the informal sector (Peru Support Group, 2025; International Labour Organization, 2025).

Moreover, addressing the informality of the workforce is critical to Peru's long-term social and economic sustainability (International Labour Organization, 2025). The informal sector/ workforce generally refers to people who are employed without formal contracts, social protections, or access to benefits such as healthcare, pensions, or unemployment insurance (Silva-Peñaherrera et al., 2022). While informality can provide more employment opportunities for low-skilled workers, rural populations, and other vulnerable groups, it also creates long-term challenges for the country's economic growth, as it undermines tax collection, limits workers' access to social protections and services, and constrains overall economic development. Laboral.ai directly contributes towards tackling this issue by both incentivizing formal hiring practices and increasing accessibility to formal employment.

The Peruvian Government has also long expressed interest in encouraging the formal employment of young people, further aligning with Laboral.ai's mission to expand employment opportunities for young Peruvians (Oxford Business Group, 2017). In 2016, the Ministry of Economy and Finance (MEF) introduced a three-pronged approach to decreasing the informal workforce and boosting the Peruvian economy (Oxford Business Group, 2017). In late 2022, the MEF announced a new economic recovery plan, Con Punche Perú, which is composed of multiple social components in an attempt to stimulate economic activity (Ministry of Economy and Finance, 2023). The three main focuses of this plan are: families, regions (prioritizing social infrastructure, such as schools and hospitals), and specific sectors such as tourism, agriculture, and manufacturing, all of which are heavily reliant on entry-level workers, thus making them relevant to Laboral.ai's mission of fostering youth employability and supporting the transition toward formal and equitable labor markets (Ministry of Economy and Finance, 2023). As trends show over the last 9 years, this is a consistently structural concern the Peruvian government is attempting to address, which creates policy alignment that is favorable to Laboral.ai.

Conclusion

This thesis has explored the challenges of youth unemployment in Peru and the inefficiencies in traditional recruitment systems, demonstrating the urgent need for innovative solutions. Laboral.ai is a disruptive platform that bridges the gap between job seekers and employers by leveraging artificial intelligence to improve transparency, efficiency, and fairness in hiring processes. By integrating tools such as CV optimization, gamified assessments, and AI-driven candidate matching, the platform not only enables young individuals to demonstrate their skills and increase their visibility, but also equips employers with reliable, standardized mechanisms to identify the most compatible candidates.

The research highlights that addressing unemployment requires not just job creation but rethinking the way talent is identified, validated, and connected to opportunities. Laboral.ai contributes to this by offering a scalable, data-driven system that reduces hiring costs, mitigates bias, and expands access to opportunities for populations often excluded by conventional recruitment filters. Importantly, its emphasis on skill validation and feedback fosters long-term employability and professional growth, aligning individual potential with organizational needs.

While this study focused on Peru, the insights have broader implications for labor markets in emerging economies where similar challenges are present. Future work may involve scaling the platform, assessing its long-term socioeconomic impact, and refining algorithms to ensure inclusivity and fairness. Finally, Laboral.ai demonstrates that with thoughtful integration of technology, recruitment can evolve into a more equitable process that benefits individuals, organizations, and society at large.

Limitations

While this thesis provides insights into the role of AI-driven recruitment platforms in addressing hiring challenges, due to the scope of the course, several limitations should be acknowledged. First, the sample size of interviews was relatively small and focused primarily on HR managers in selected countries (Peru, Austria, and Canada). This may not fully capture the diversity of employer perspectives across industries or regions globally, and therefore, the results are generalized. Second, the reliance on self-reported insights introduces the possibility of bias, as interviewees may have presented socially desirable views rather than candid assessments of recruitment challenges. Third, the study emphasizes the perspectives of employers and HR managers, while the voices of job seekers (B2C) themselves are not represented. Fourth, while the research identified the value of innovative features such as gamified assessments and skill-based evaluations, the project did not prototype or test these tools directly due to the time constraints, which restricts the ability to assess their practical feasibility or user adoption. These limitations highlight areas for further research, including larger-scale surveys, inclusion of job seeker (B2C) experiences in Peru, and further testing of said recruitment technologies in diverse labor markets.

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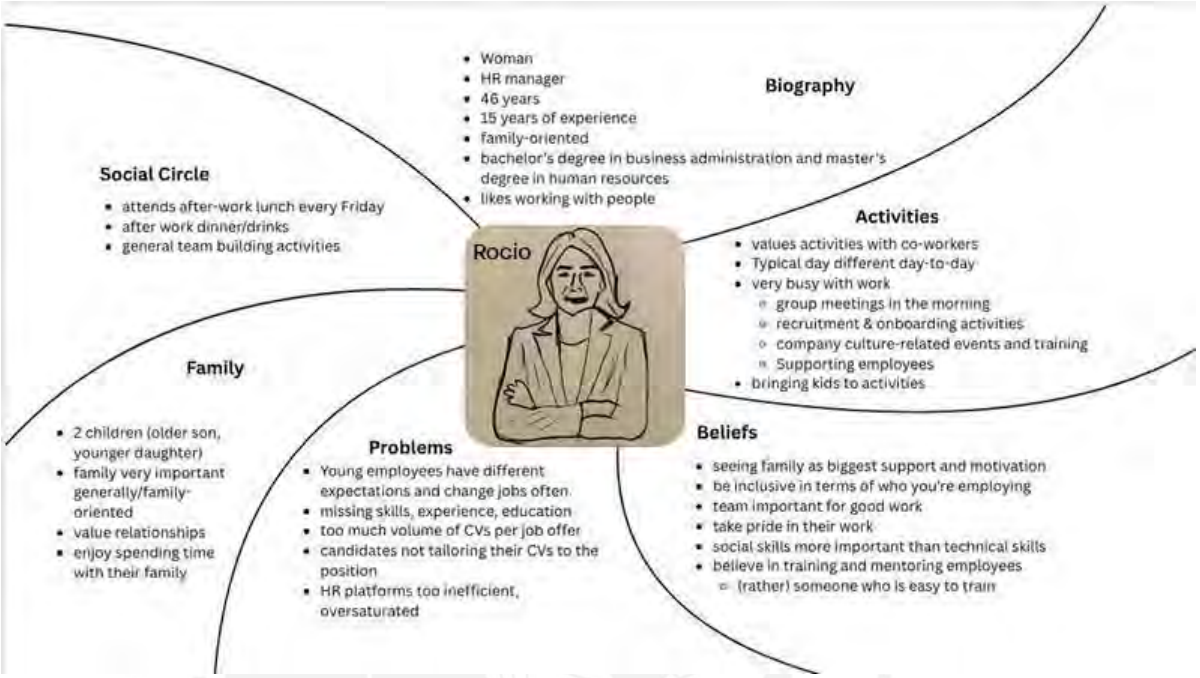
Appendices

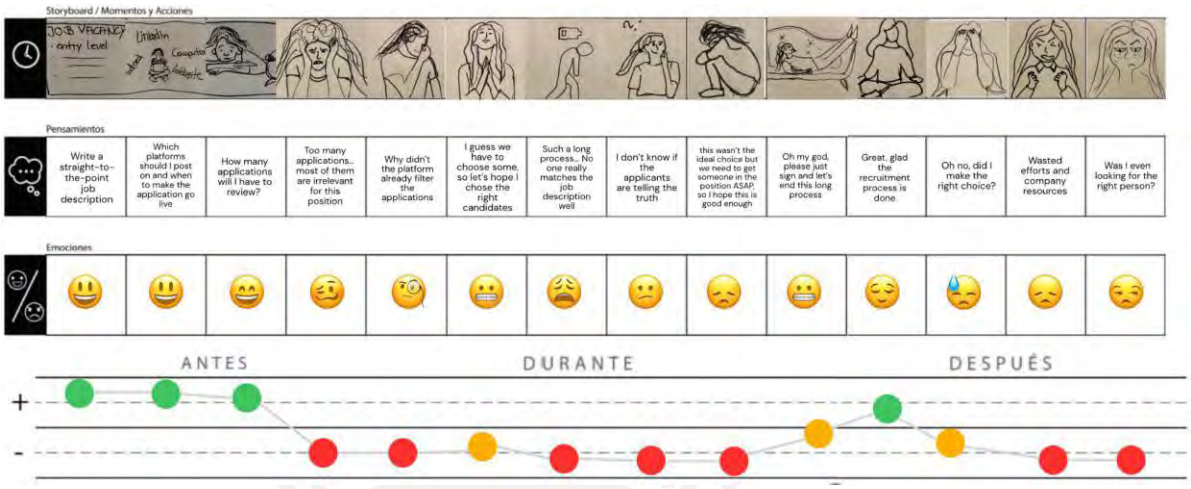
Appendix A

Meta User Canvas



Appendix B

User Experience Map



Appendix C

Interview Questions

English Interview Questions

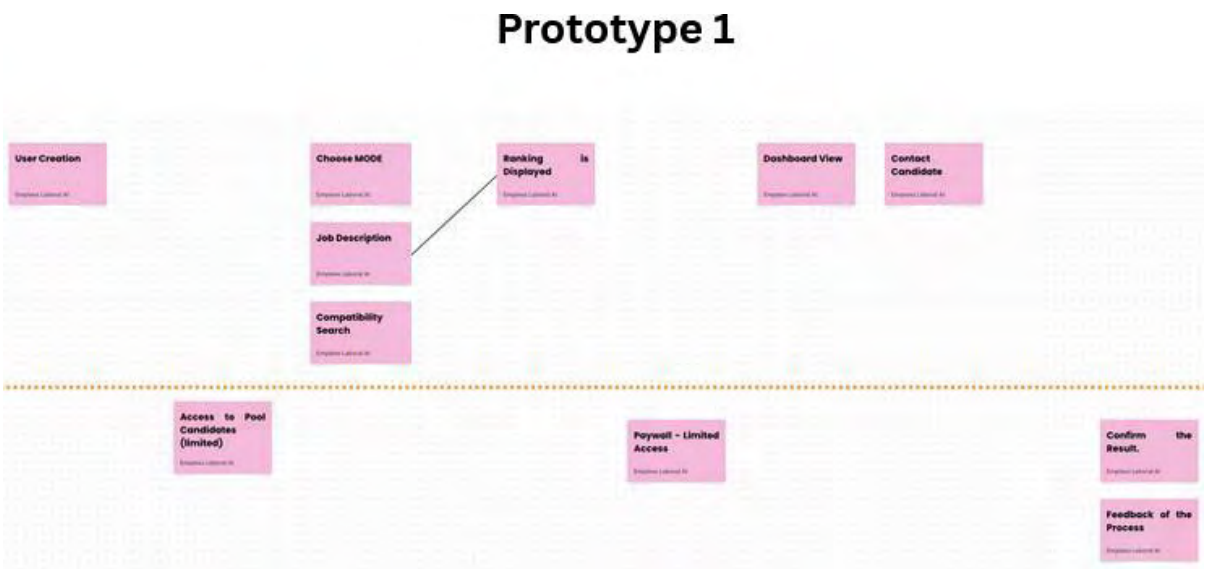
1. If I would ask you to tell me about yourself, what is the first thing that comes to your mind?
2. What does your average day look like?
3. What motivates you to want to work here?
4. How do you tackle the day to day problems that arise?
5. What are some challenges your company faces when hiring early-career talent?
6. Which tools are you currently using for recruiting new talent?
7. How open is your company to hiring international talent (either remotely or in-person), specifically early-level careers?
8. How would you describe the biggest challenge your organization is facing right now when it comes to attracting new talent?
9. What are some commonly recurring issues your department faces?
10. How many entry-level or early-career positions do you typically hire per year?
11. Could you tell me about the most important people in your life (personal & professional)?
12. Do you attend any social activities with your co-workers? If yes/no, why?

Spanish Interview Questions

1. Para empezar, podría decirnos ¿cuál es su nombre, edad y dónde trabaja?
2. Si le pidiera que me contara sobre quién es usted, ¿qué es lo primero que se le viene a la cabeza?
3. ¿Cómo es un día normal en su vida?
4. ¿Qué le motiva a querer trabajar aquí?
5. ¿Cómo afronta los problemas que surgen día a día?
6. - ¿Cuáles son algunos de los retos a los que se enfrenta su empresa a la hora de contratar a talentos jóvenes?
7. - ¿Qué herramientas utiliza actualmente para reclutar nuevos talentos?
8. - ¿Hasta qué punto está abierta su empresa a la contratación de talentos internacionales (ya sea a distancia o en persona), específicamente carreras de nivel inicial?
9. - ¿Cómo describiría el mayor reto al que se enfrenta su organización en estos momentos a la hora de atraer nuevos talentos?
10. - ¿Cuáles son algunos de los problemas más recurrentes a los que se enfrenta su departamento de Recursos Humanos?
11. ¿Cuántos puestos para recién egresados suele contratar al año?
12. ¿Podría hablarme de las personas más importantes de su vida (personal y profesional)?
13. ¿Asiste a alguna actividad social con sus compañeros de trabajo? En caso afirmativo, ¿por qué?

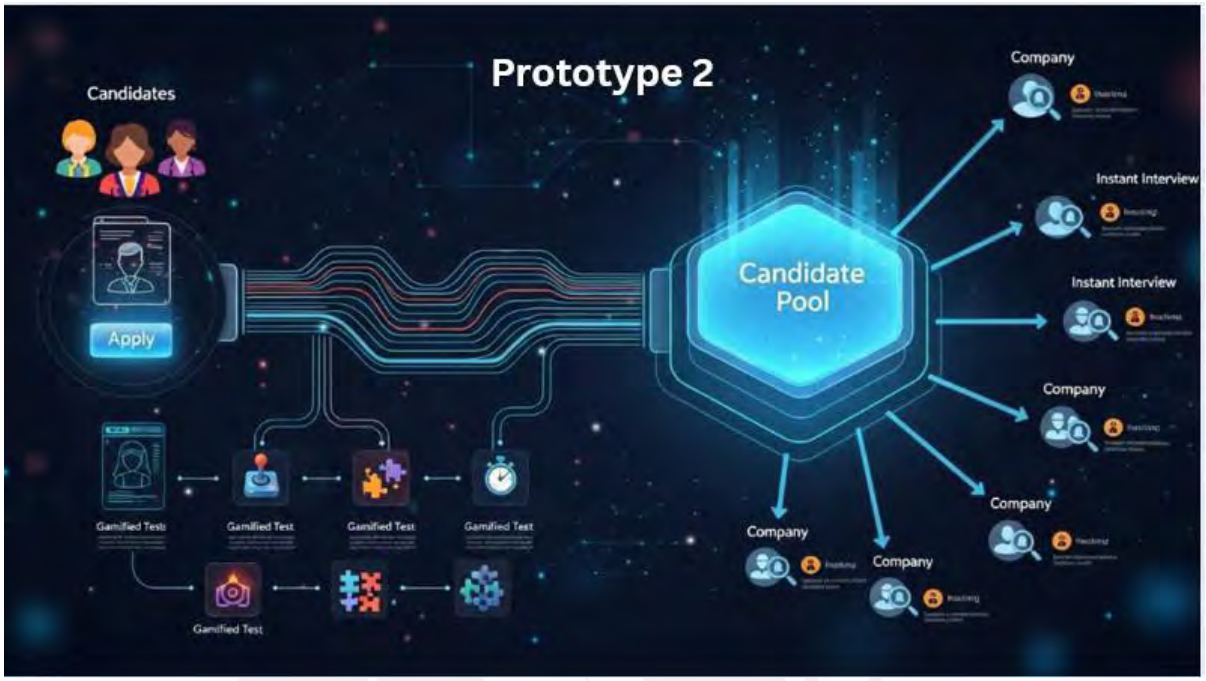
Appendix D

Prototype 1



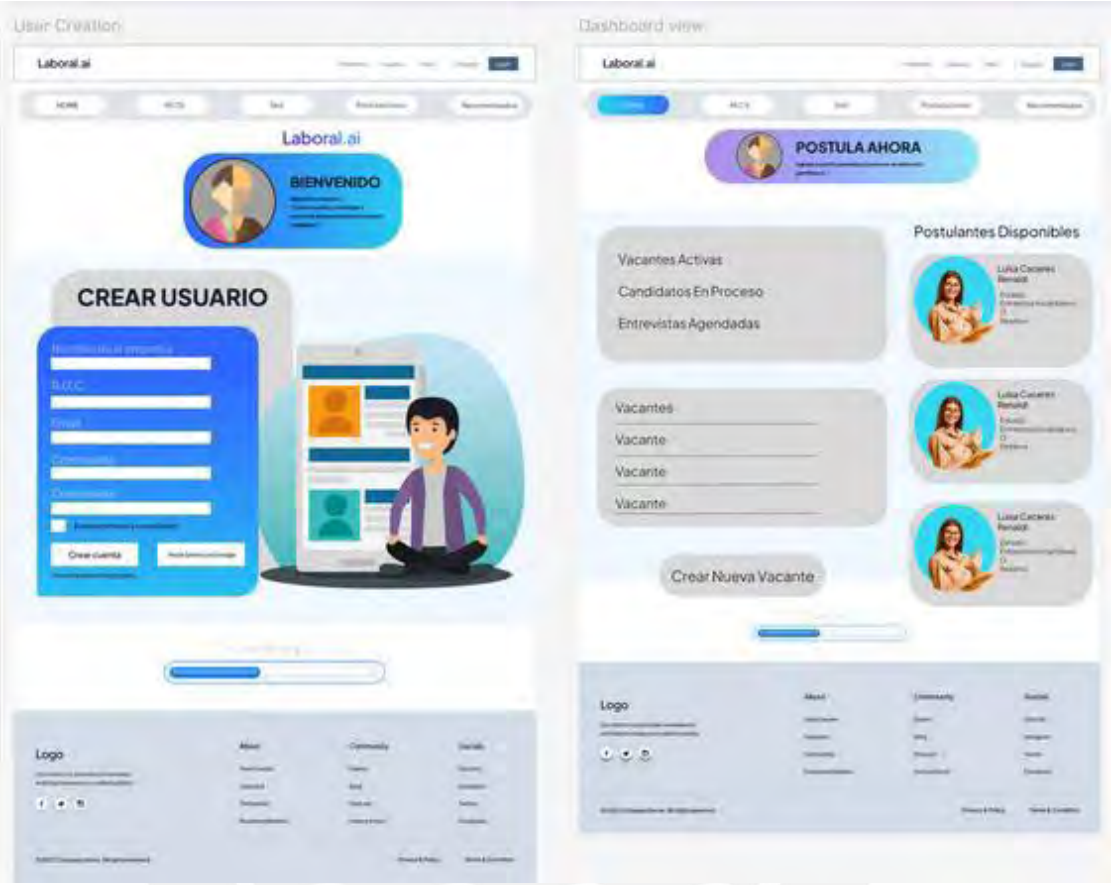
Appendix E

Prototype 2



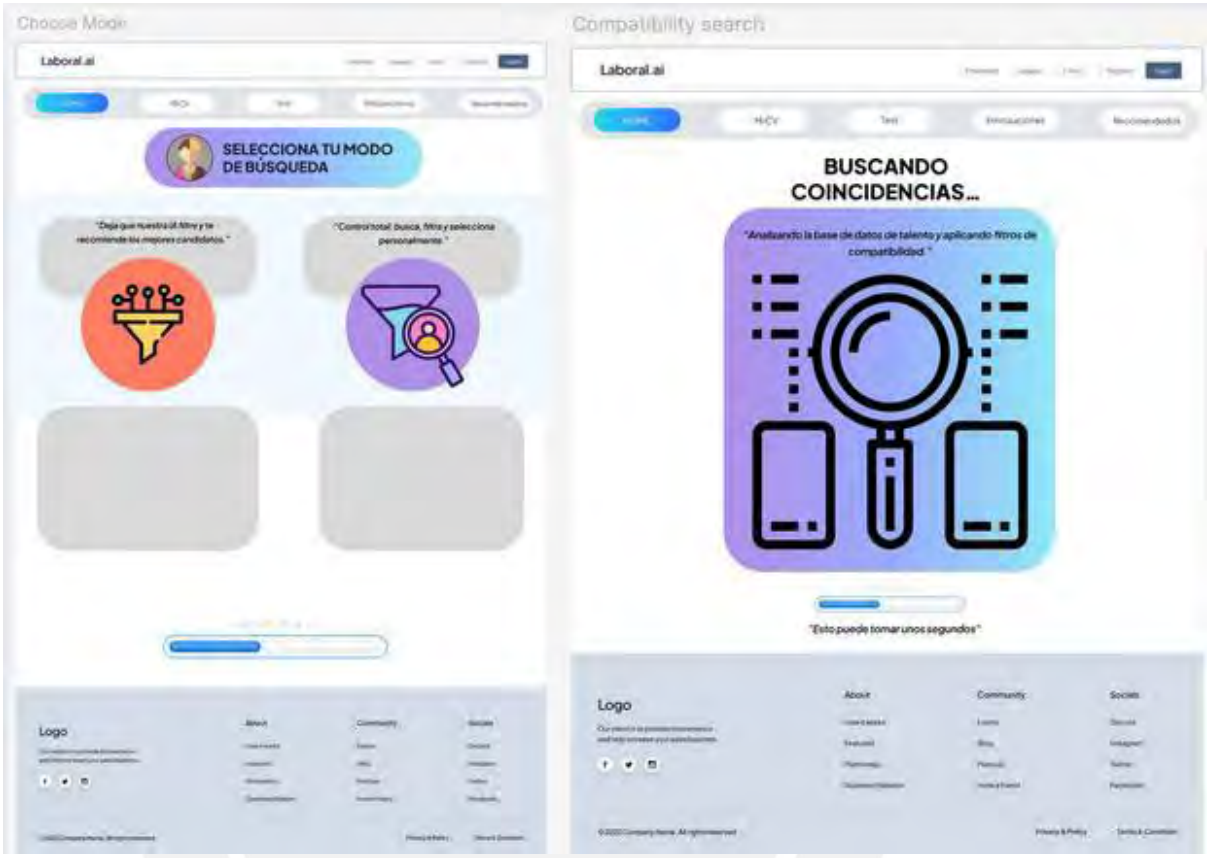
Appendix F

Prototype User Creation & Dashboard View



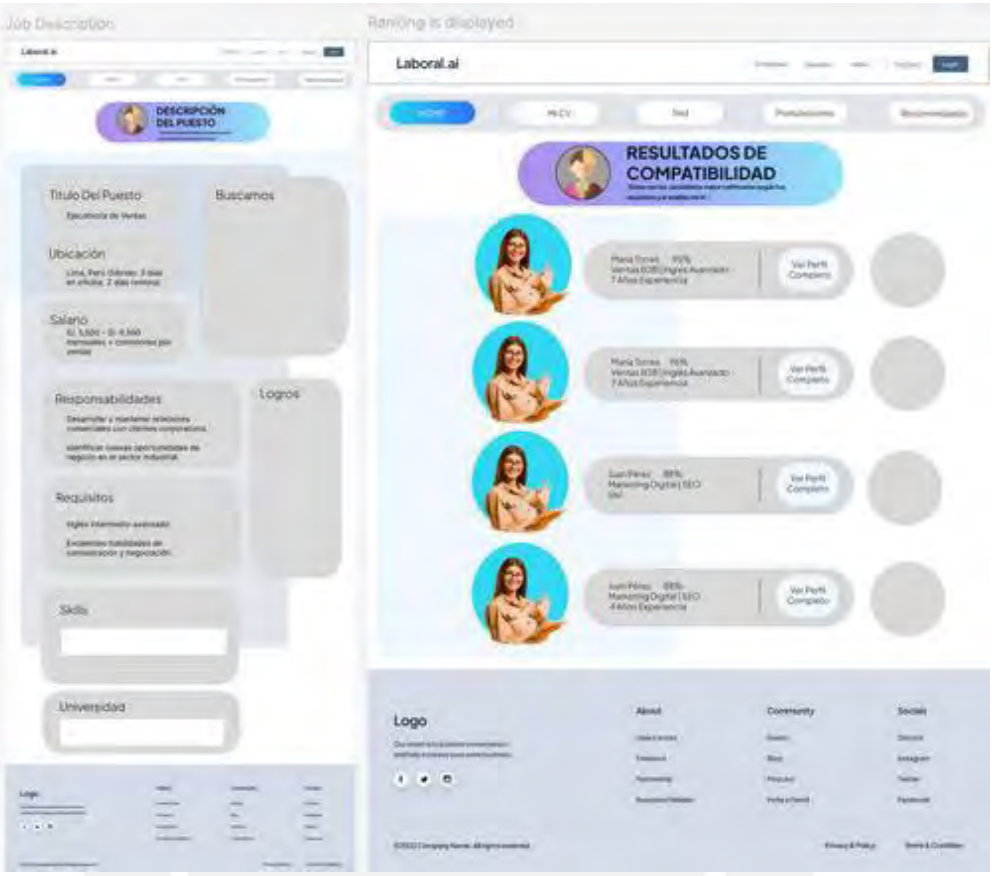
Appendix G

Prototype Filter View



Appendix H

Prototype Job Description & Ranking View

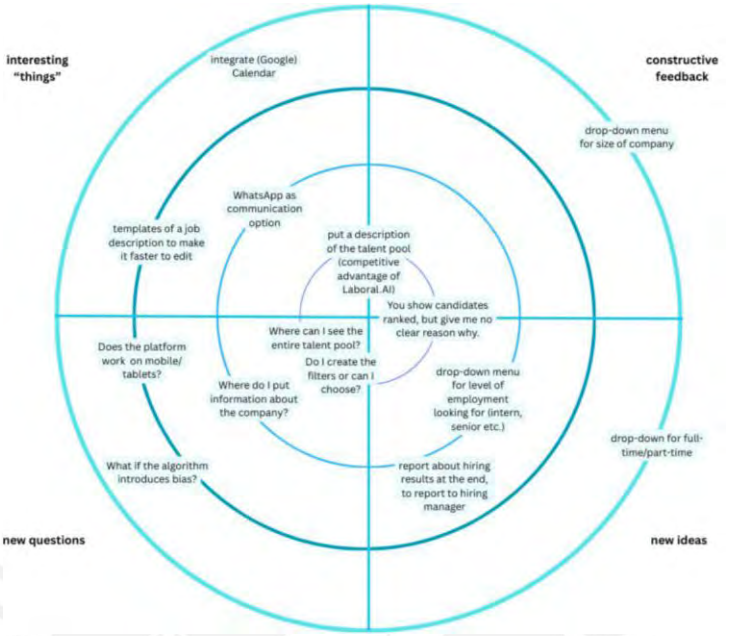


Appendix I

Prototype Contact View

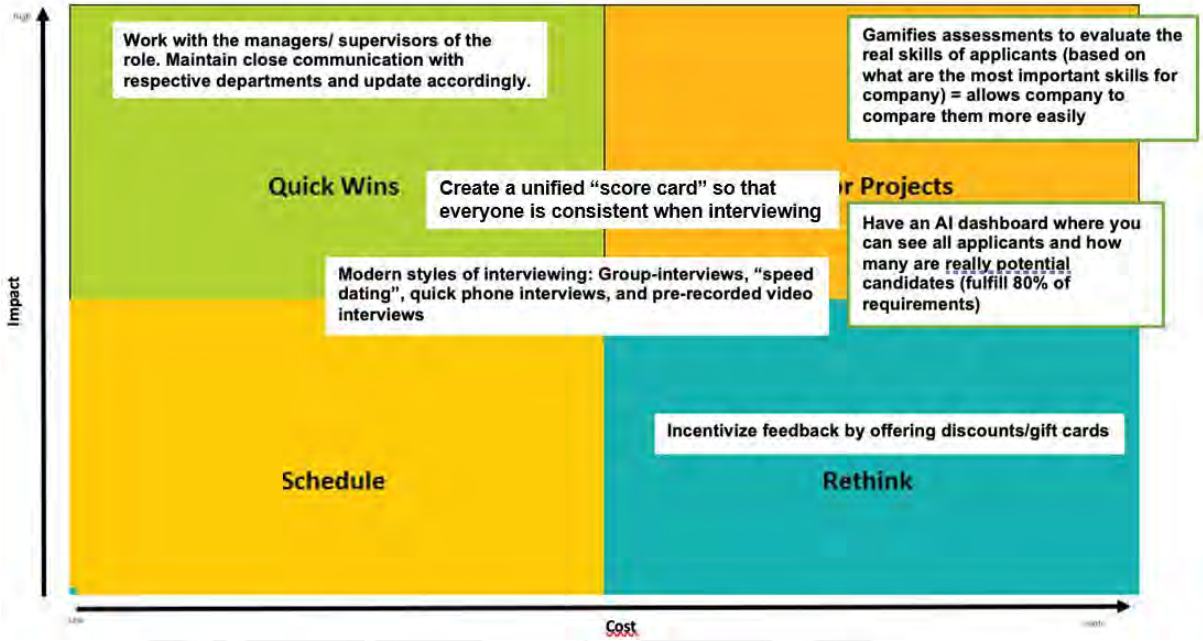
Appendix J

Relevance Target Canvas



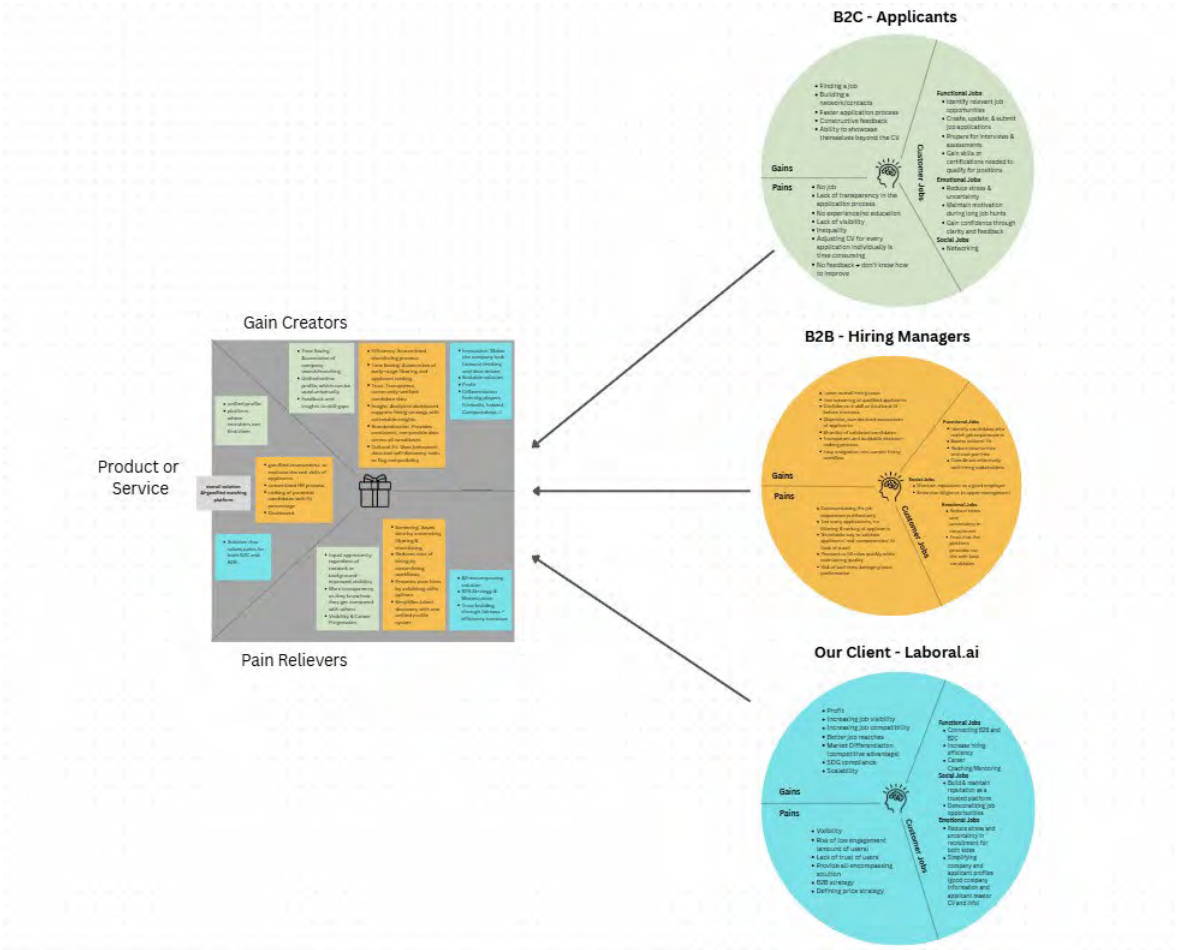
Appendix K

Cost Impact Matrix



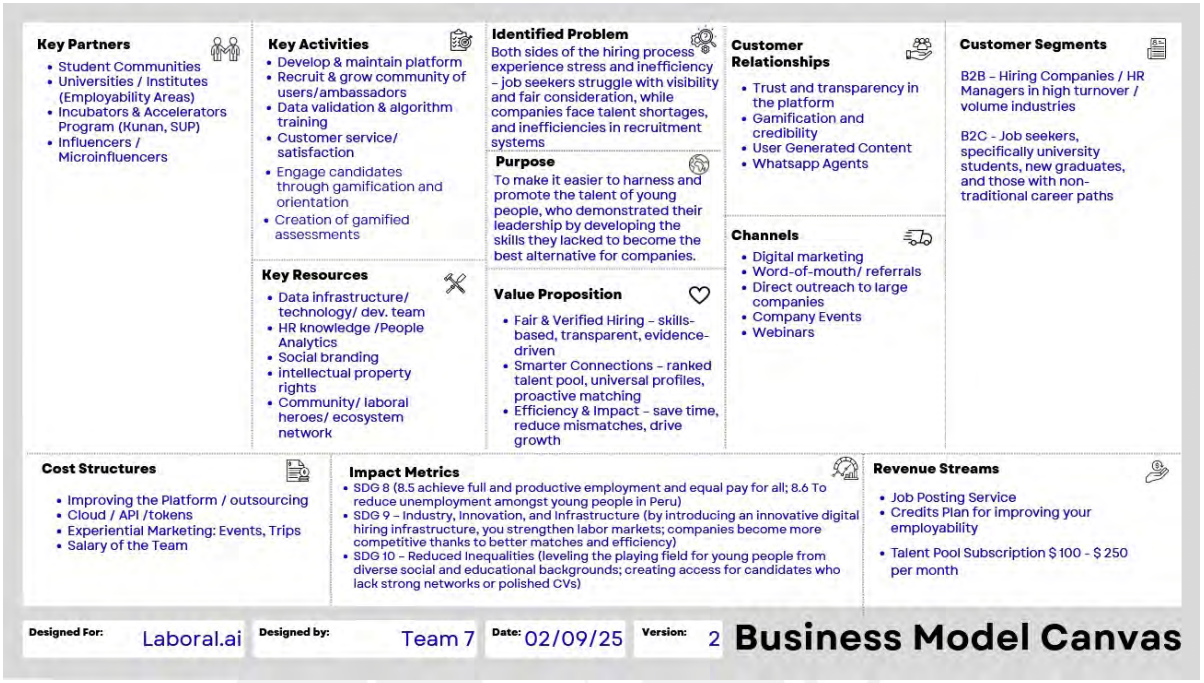
Appendix L

Value Proposition Canvas



Appendix M

Business Model Canvas

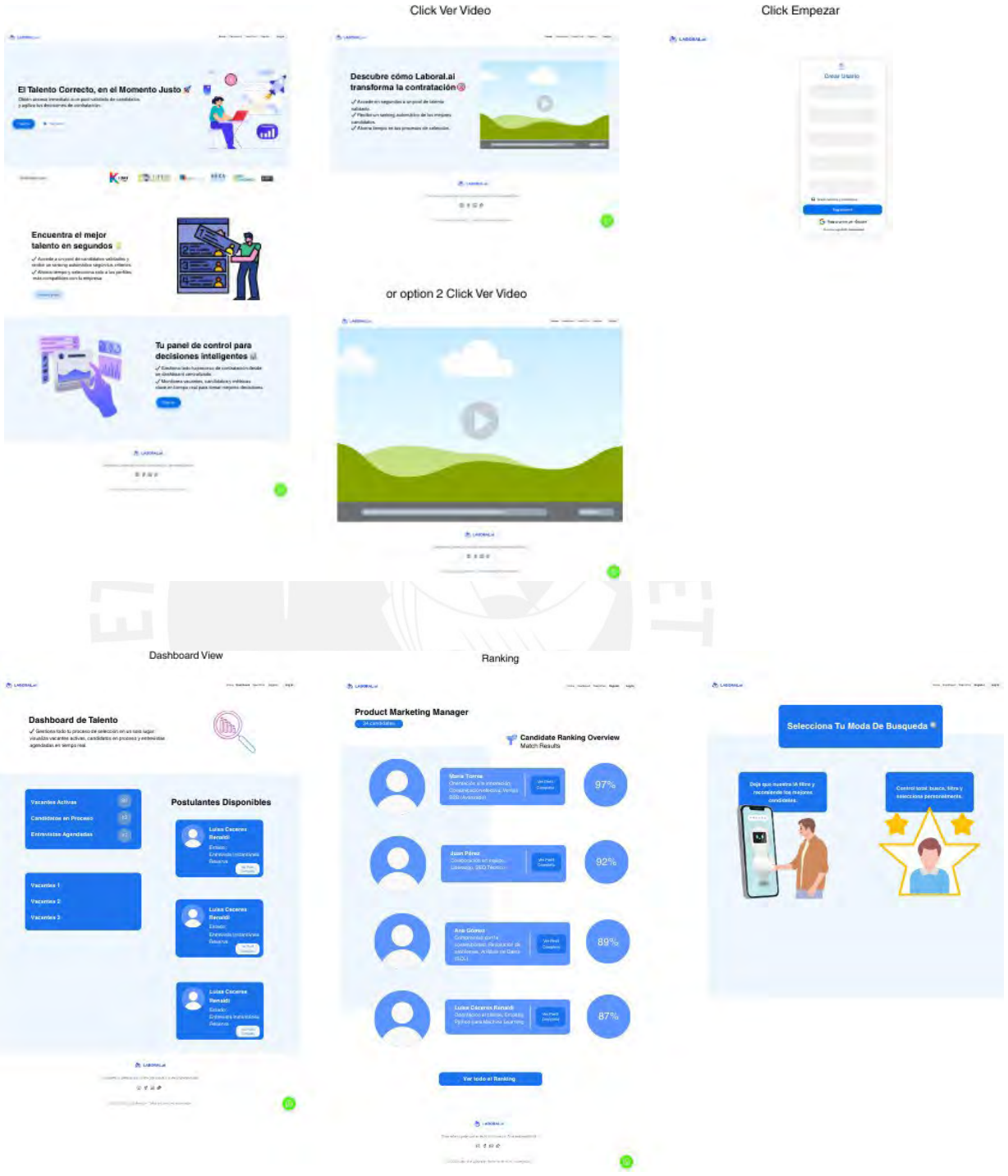


Appendix N

Competitors Laboral.ai

Appendix O

Minimum Viable Product



Appendix P

Monthly Costs Breakdown

Cost Center	Amount (monthly)
Team Salaries	**$1,378** ($344,50 each)
Accountant	$58
Maintenance Costs	**$90** (cloud $50; OpenAI $40)
Commercial	$649
Company Events (assumption one per month with 100 attendees per event)	**$2,000** (location $500; catering per person $10; cleaning of location $200) – numbers based on assumptions
Back & Front	**$650** ($325 each)
One-off investments (Website & Beta-Testing plus improvements) spread across 12 months	**$550** ((Website $4.000 + Beta-Test $2,600)/12)
Total	$5,375/month ($64.500/year)

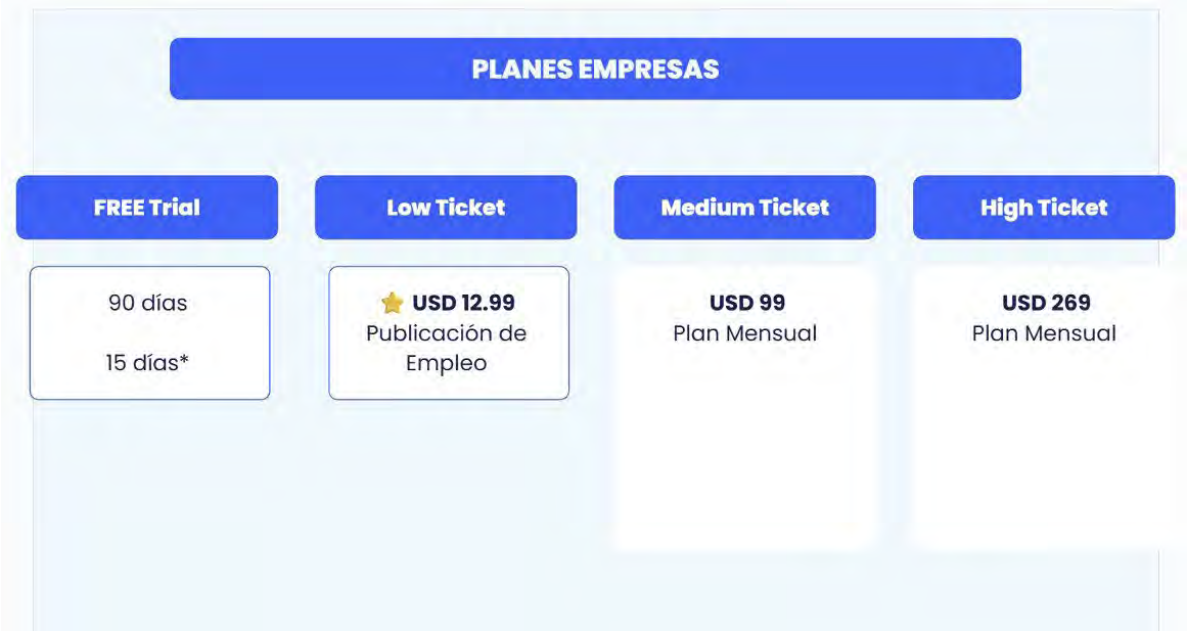
Appendix Q

Revenue Scenario Analysis

Scenario 1 – Realistic-Case At least 50 companies subscribe, with expected by Laboral.AI 20% for high-ticket offer and 80% medium ticket offer	**Scenario 2 – Best-Case** At least 50 companies subscribe with all high-ticket
(($269 x 10) + ($99 x 40)) x 12 = **$79,800**	($269 x 50) x 12 = **$161,400**
Scenario 3 – Worst-Case At least 50 companies subscribe with all medium ticket	**Scenario 4 – Realistic-Case when just BEP is reached** 41 companies (BEP) subscribe with expected by Laboral.AI 20% for high ticket offer and 80% medium ticket offer
($99 x 50) x 12 = **$59,400 - no revenue, lower than yearly fixed costs of $64,500**	(($269 x 8) + ($99 x 33)) x 12 = **$65,028**
Scenario 5 – Best-Case when just BEP is reached 41 companies (BEP) subscribe with all high ticket	**Scenario 6 – Worst-Case when just BEP is reached** 41 companies (BEP) subscribe with all medium ticket
($269 x 41) x 12 = **$132,348**	($99 x 41) x 12 = **$48,708 – no revenue, lower than yearly fixed costs of $64,500**

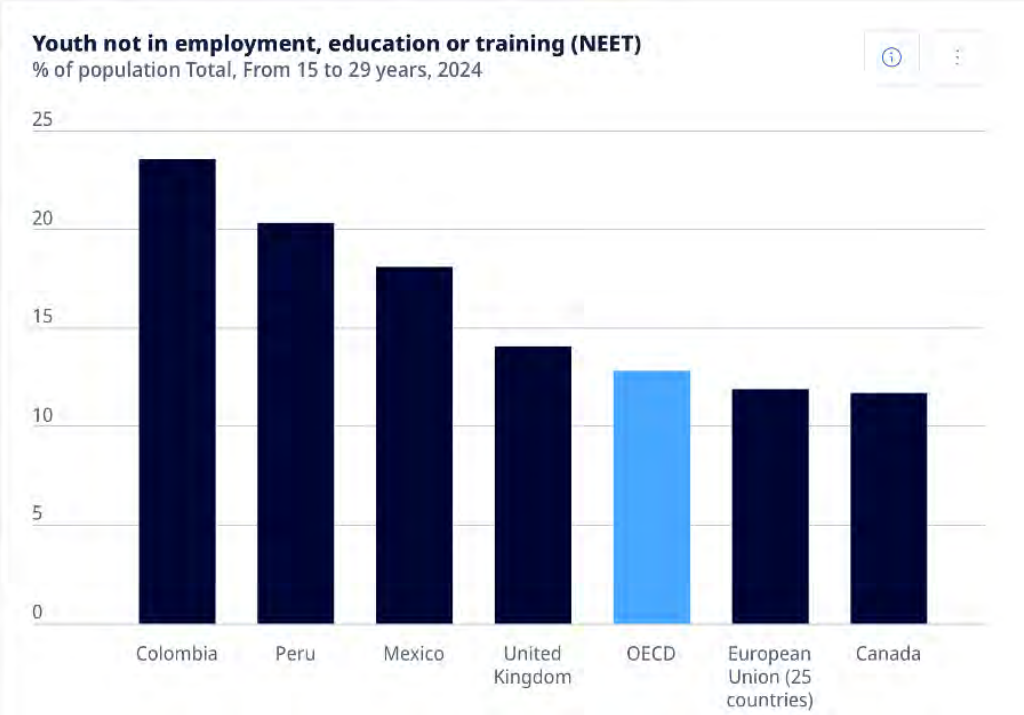
Appendix R

Price Categories Laboral.ai



Appendix S

Percentage of NEET: Country Comparison



Appendix T

Meeting Notes

Date	Main Topics	Notes / Discussion Points	Outcomes / Next Steps
08.07.2025 (1st Meeting at University)	Intro to business model & User base	• Explained platform • Discussed user profiles (job seekers, specifically university students, new graduates, and those with non-traditional career paths) • Proposed three different objectives he wants us to work on • Expansion to other LATAM countries • Competition benchmarking (MyWorkin, PracticaYa, Bumeran, Handshake)	• Decide on which objective we want to work in our thesis
10.07.2025	Agreed on Focus B2B Strategy	• Agreed on B2B focus • Ideal customer unclear, but hypothesis: large companies w/ talent scarcity • Aim: focus on pain points of high turnover/volume employers	• Focus on defining B2B strategy • Define ideal user problem • Prepare short presentation (bios, international research, project explanation) Laboral.AI and we can use to reach out to potential candidates • Reach out to large companies/HR managers with high turnover (e.g., Campo Sol) • Laboral.AI also asked to research non-Peruvian perspectives (interview HR managers from our networks abroad)
17.07.2025	Interviews update & Contacts	• Update on interviews & findings	• Collect more interview commitments • Update outreach presentation with Kunan logo
22.07.2025	Discuss Crucial Pain Points	• Present final User Canvas & User Experience Map • Prioritize crucial pain points together (translating requirements, ranking population of applicants, trust in process)	• Brainstorming ideas and potential solutions based on prioritized pain point
31.07.2025	Brainstorming Outcomes	• Update on brainstorming • Show identified dual problem: lack of transparency for both B2B & B2C • B2B: HR managers unsure of truth/fit • B2C: candidates lack visibility/feedback • Proposal of ideas/solutions with cost-impact matrix • Agreed with client to work on major projects - gamified assessment, dashboard, recruitment platform where companies find job seekers • Incentives: skill validation, trust, soft skill development	• Start developing prototypes
07.08.2025	Prototyping	• Update and discussion on prototypes	• Come up with potential questions for prototype feedback interviews & send company CEO to review

			• Reach out to recruiters for feedback interviews • Consistently review mockup/prototype to ensure we are aligned
14.08.2025	Protoyping Feedback Update	• Update on feedback interviews • Adjustment and tips of interview questions • Client asked to translate to put feedback in User Story Mapping	• Continue with prototyping sprints and put feedback in Relevant Target Canvas • Create User Story Mapping of gathered feedback
28.08.2025	Prototype & Business Model	• Update on prototype sprints • Business Model Canvas Creation together • Discussion of endorsement & certifications to boost credibility	• Final Sprints Prototype • Current Business Model Canvas
04.09.2025	Business Model & Final Prep	• Finance numbers • Prototype updates • MVP discussion • Business Model Canvas finalization	• Show • Finalize MVP • Finalize BMC for presentation • Prepare final presentation
14.09.2025	Delivery of Final Presentation	• Pitching final presentation to Laboral.AI and final content adjustments	• Agreement on presentation content