



RisiAlbania

Partner for Growth

FOSTERING
A COMMERCIAL
JOB-MATCHING
MARKET
IN ALBANIA:
THE DUAPUNE
JOB PORTAL

INTERVENTION BRIEF

FUNDED BY:



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**

IMPLEMENTED BY:



ALBANIA



PARTNERS ALBANIA
FOR CHANGE AND DEVELOPMENT

FOSTERING A COMMERCIAL JOB-MATCHING MARKET IN ALBANIA: THE DUAPUNE JOB PORTAL

1. Understanding the job-matching market in Albania

In 2013, job-portals were a relatively novel idea in Albania. There were only four main job portals¹ that provided limited recruitment (headhunting) and job advertising services. Altogether, these job portals published more than 6,000 job ads per year, with more than 2000 businesses advertising through them. While this meant they were becoming a strong competitor to the print media, which held a monopoly on job advertisements until then, few of the job-portals fully maximized their potential and were commercially viable. Their business models were largely based on general business advertising, rather than providing fee-based value-added services to job seekers and employers. Similarly, job portals were run as a side-business of existing businesses. This meant their services were limited and inefficient, with no strong business or marketing plans. Indeed, during a focus group discussion conducted by RisiAlbania, many young people complained about the poor and limited services job portals offered: job-seekers, for example, were unable to track their applications or adjust their CVs for different job applications. Job portals, in short, were very much underdeveloped.

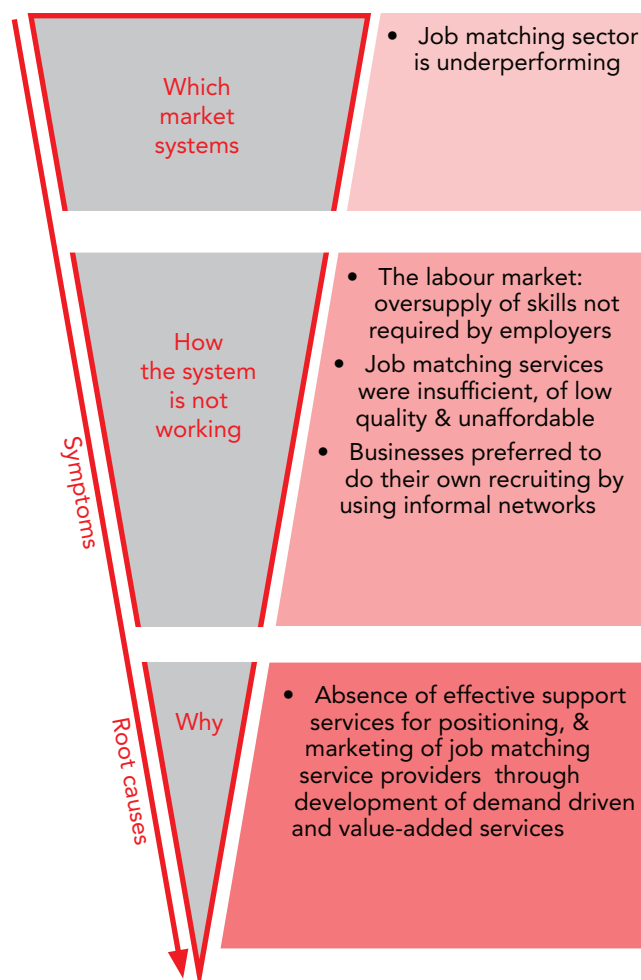


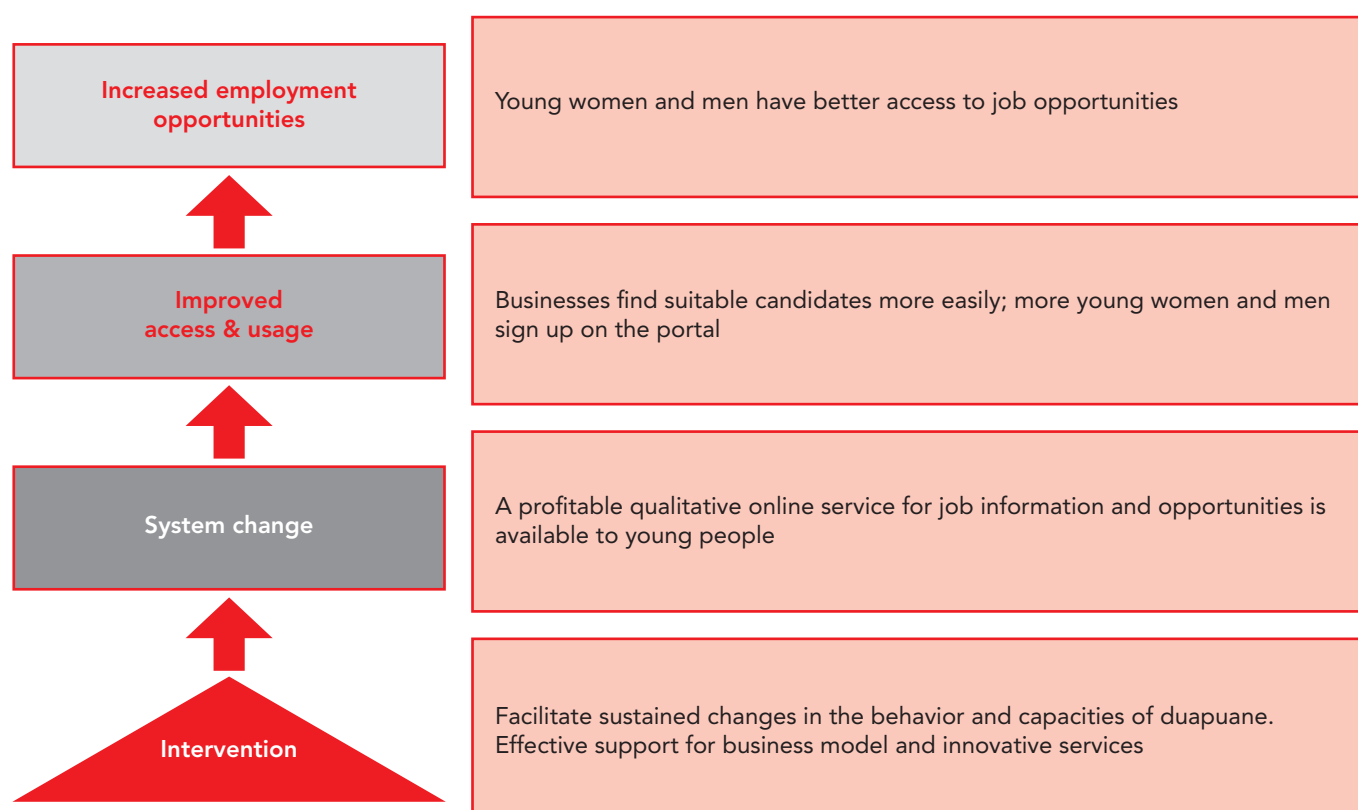
Figure 1: symptoms & root causes

¹ Njoftime.com; punaime.al; anegino; and newly established karriera.al

2. Overall Vision and strategy

Considering that more than 60% of job seekers who use job portals were young people, improving the portals' performances was key to facilitating more employment opportunities for Albania's youth. **RisiAlbania therefore sought to foster a job-matching service market with commercially sustainable online recruitment services, which offered demand-driven and innovative services to employers and job-seekers.**

RisiAlbania partnered with duapune.com, which was the only dedicated employment service portal in Albania at that time. By 2014, duapune.com had approximately 59'757 registered jobseekers and 2'348 companies were using the portal, resulting in 10'909 job ads and 200'778 applications - promising numbers. Nevertheless, the portal struggled to provide high-quality job-matching services and become financially sustainable.



Together with RisiAlbania, duapune sought to develop a business model whereby better services could be offered to employers and job-seekers, while also increasing the portal's profitability. This would ultimately attract more young people to the portal, enhancing their employment prospects.

To achieve this, the project's strategy comprised two main pillars:

- Assist duapune in developing a commercially viable business model, clearly articulating business growth plans;
- Support the upgrade of the portal (to duapuane.com 3.0), which would offer a range of new, marketable services (including career counselling, standard CV formats, online payment for job advertisements, and an application tracking system) to ensure that jobseekers and businesses derived a clear value-added in using duapune.

3. Implementation

The implementation of the intervention focused on three key aspects:

1. Support the upgrade of the duapune portal
2. Develop a commercially viable business model
3. Establishment of a robust monitoring system of customer satisfaction

With regard to the first point, RisiAlbania's helped duapune establish duapune.com 3.0, offering qualitative and effective services to businesses and young job seekers (such as a better search engine application on the portal; an application tracking service, which enabled businesses to track the recruitment process of candidates more closely and allowed them to identify suitable candidates based on their key selection criteria, automatically updating candidates on next steps and decisions; and introducing a straight-forward online payment system).

Where the project intervened

- Support market system to stimulate changes in capacity & behaviour of job matching providers & users

Who the project engaged

- Job portal duapune.com
- Considered the ambition, realism, validity and positivity of the potential job matching service providers

The support the project provided

- Development of business plans
- Co-financing to mitigate risks in introduction of new services
- Monitoring & knowledge management system
- Overall consistency of action with strategy

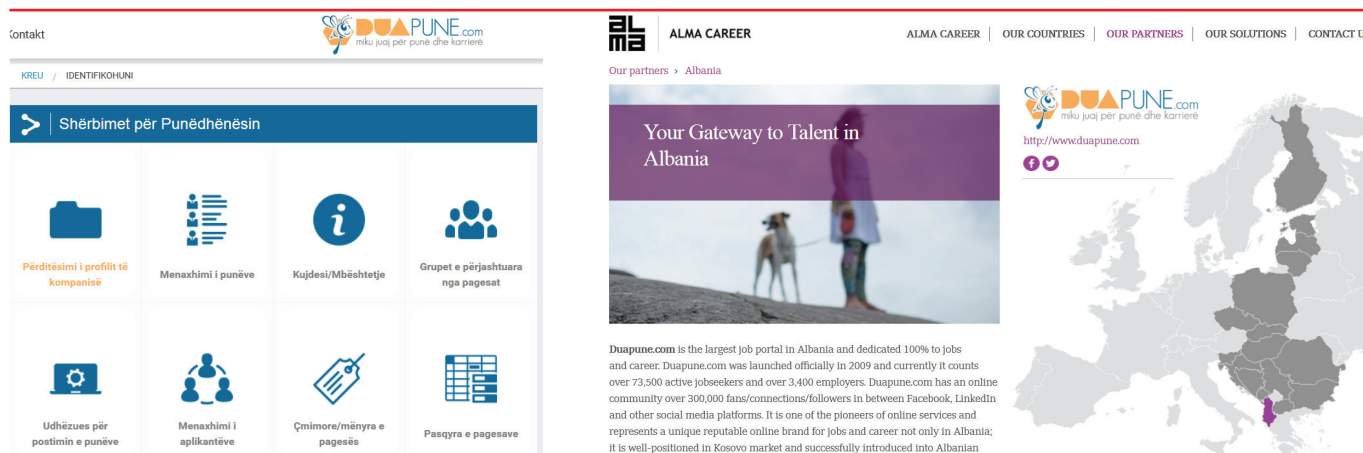
The project further assisted the portal in devising a profitable business model, namely a fee-based service provision to businesses. Finally, the project encouraged duapune to set up a robust monitoring system for customer satisfaction, allowing the portal to gauge the weaknesses and strengths of its system more clearly. This allowed the portal to fine-tune and adjust its services to both job-seekers and employers.

While the project provided mainly facilitative support (acting as a sounding board for duapune and helping it devise business plans), it contributed financially to duapune's upgrade 3.0. In so doing, the project mitigated some of the portal's business risks associated with introducing a new business growth plan and value added services.

4. Results

While RisiAlbania's support officially ended in early 2016, the portal has continued to adopt and diversify its services: it independently launched a new version, duapune.com 4., adding improved technical features to increase its efficiency and user-friendliness. Indeed, duapune's new 4.0 version is the leading job portal in Albania fully dedicated to employment and career orientation.

Most critically, duapune.com has monetized its services by offering payable package services for businesses as part of its growth strategy. Its profits over the past two years have increased significantly, a major achievement considering the portal was operating at a loss prior to RisiAlbania's intervention. Others, moreover, have taken notice: two other job portals have begun to upgrade their services, creating a more competitive and professional job matching service market in Albania.



Duapune's portal - new 3.0 version service overview and featured in Alma Career

RESULTS AT A GLANCE

- Increased the no job ads by 25% since 2014
- duapuane reaches over 155'000 young people on a weekly basis, using main social media channels
- Playing a key role in labour market information: Duapune published the Employment Index (2009-2014), containing a range of information on employment trends in Albania
- duapune forged partnerships with leading regional and European recruitment networks. Together with 19 other companies in the region, duapune.com has been selected to participate in the biggest startup fair Techcrunch Disrupt
- Other portals have begun copying duapune's interface and functions, independently of project support

5. Lessons learnt:

- 1. A motivated partner is key:** Duapune was a highly motivated and entrepreneurial partner, willing to improve its services to become more competitive. The project's role was largely to act as a sounding board, helping the portal to fine-tune its business model and provide limited financial assistance to mitigate some of the business risks. Duapune, in other words, remained the key driver throughout the entire process
- 2. Introducing a solid monitoring and results measurement (MRM) system in partners:** RisiAlbania embedded its MRM system within duapune. This not only helped the project monitor its intervention, but enabled duapuane to ascertain greater quality control (such as assessing consumer satisfaction) and track its overall business performance
- 3. Project support can expedite growth:** While the upgrade of the portal is an endeavor duapune would have invested in independently, RisiAlbania's co-investment expedited the process. It reduced some of the risks associated with new business ventures and thereby accelerated duapuane's growth

RisiAlbania was established in 2013 to address the problem of youth unemployment in Albania. The project was established by the Swiss Agency for Development and Cooperation (SDC) and is implemented by a consortium of partners consisting of HELVETASSwiss Intercooperation and Partners Albania. The 4 year project has two main pillars. The first focuses on job creation through growth in specific sectors (tourism, agriculture and ICT) and the second focuses on improved labour market information and intermediation services.

For more information:
+355 (0) 422 48 527
info@risialbania.al
www.risialbania.al