“What do you want to be when you grow up?”
Veronica, 8th grade

“\textit{I enjoy doing all types of creative projects}”
Due to limitations of social circles, youth are not exposed to a variety of career opportunities.

I guess I will work in health care too.
Career counselors are not accessible for most students due to their scarcity.

Student to counselor ratio (2014) is 476:1

Data Source: student-to-counselor ratios at public schools (2014)
CHAPTER 4: COLLEGE COUNSELING IN SECONDARY SCHOOLS. National Association for College Admission Counseling.
Counseling is not effective.
How can we help youth explore career options beyond their social circles and make career-related information more tangible?
Passage is an online platform that helps students navigate career exploration and provides more tangible and personalized information by connecting them with professionals.
What are you interested in?

Science  |  Art  |  Sports  |  Tech
Beauty  |  Travel  |  Social issues  |  Cooking & Food

Next >
Help youth reflect on themselves by prompting questions.

Art

What got you interested in art?

What do you like about art?

What kind of things have you done with art?

Hint
Think about your parents’ influence, memories from your childhood, things you’re good at.
Visualize relationship between youth’s interests and possible occupations

You might also consider

- Graphic designer
- Planner
- Media artist
- Social media marketer
- Animator
- Industrial designer
Career overview with option to contact industry professionals

Graphic designer

Graphic designers create visual concepts, using computer software or by hand, to communicate ideas that inspire, inform, and captivate consumers. They develop the overall layout and production design for various applications such as advertisements, brochures, magazines, and corporate reports.

**Passion**

“The passion is to explore new ways of solving problems, finding new solutions to existing problems and looking for problems that need solutions.” — Nic

“One thing I love about this job is the blank screen at the beginning of any project. The blank screen says I can create anything I want. I am the master of this universe. Of course there are always constraints, but at that moment, the possibilities are limitless.” — Warren

**What they do**

- Meet with clients or the art director to determine the scope of a project
- Use digital illustration, photo-editing software, and layout software to create designs
- Create visual elements such as logos, original images, and illustrations that help tell a story

**Median salary**

$46,950 / year

**Job size**

261,600

**Growth**

1%

**Typical degree**

Bachelor's degree

**Similar jobs**

- Planner
- Media artist
- Art director
- Social media marketer
- Technical writer
- Web developer
- UI designer
- UX designer

Learn more about graphic designer

- Find professionals
- Read answers
Explore - Connect - Plan to action
Find an industry professional to connect with
Request to connect with an industry professional with introduction

Send interview request to Dave

Prior to your conversation with an industry professional, we would like you to submit a short blurb about yourself. We will pass this on to the industry professional so that they can get a better idea of your interests, etc.

Your introduction
What are you interested in within the field/profession and why?
I.e. how you developed the interest?

In a nutshell, what do you know about the field/profession?

Dave Green
Graphic designer
San Francisco, CA

Save to favorite

Request date
1st 10/18/2017 19:00
2nd 10/21/2017 18:00
3rd 10/22/2017 20:00
Change

Next >
And preparing questions for the conversation.

Send interview request to Dave

Questions to ask during the conversation

We suggest you fill in some questions of your own, or more specific questions you'd like to ask during your conversation. Feel free to edit the questions! Suggested questions are just a guide to help you start thinking about what you want to know and would like to get out of the conversation :)

1. Background/Education
   - What are your main passions + interests?
   - How did you become interested in those things?
   - What kind of education/non-educational background do you have? Degrees?

2. Career Journey
   - How did you arrive at your current career? What was the path like to get there?
   - Did you go through any transition periods?
   - If so, what were they like and what changes did you make?
   - How did you navigate change?
Veronica is interested in logo design, and send you a video call request. Would you like to accept?
What is the normal day as a graphic designer?

I always start from finding inspiration.
Guideline facilitates conversation between youth and professional

**Career Reflections + General Advice**

- What are some of the most important things you’ve learned either through your job, or how you got there?
- Is there anything you wish you would have known?
- What has helped you the most in your current career or in the past/getting there?
- What are other related/similar careers you might know of?
Youth follow-up post video chat to reflect + think about what they learned

Time to follow-up!

You’ve finished the conversation with Dave. Now it's time to following-up. Here, we’d like to help you to reflect your conversation session and send appreciation and follow-up questions to the professional.

I’d like to answer later

Self reflection

Does the conversation help to more clearly define the career that you're interested in? If so, how?

What did you learn from the conversation?

Next >
Youth leave a thank you note for the professional + have the opportunity to ask additional questions
Talk to more professionals
Reflection

I know their daily work.

I know more career options.

I know their personal stories.

next?
Explore - Connect - **Plan to action**
Journey helps students reflect on what they did and think about next steps

---

**My Journey**

I’m interested in art because I like drawing and want to use my creativity.
I like graphic design.
I took art class and made a couple of graphics using Photoshop.

**Talked with Dave**
(graphic designer)
It informed me on many things I did not know before. I didn't know many of the things designers do.

**Talked with John**
(graphic designer)
I learned how a freelance graphic designer works, and also that there are very successful designers. John is a cool guy!
Explore - Connect - **Plan to action**

Journey helps students reflect on what they did and think about next steps.

### My Journey

- **Talked with Augstin**
  (Display designer)
  I learned there are different objects designers deal with. I’d like to figure out what kind of design I’m actually want to dig deeper.

### What’s next?

**Let’s take an action!**

- Getting involved in a school project
- Taking the lead on a class activity
- Applying for an internship
- Find a school
Where should I start?

Let us talk about your goal and make a plan!
Customizable worksheet for next steps helps students have a structured planning process while helping mentors check-in on their progress.
Regular monthly check-in

Show me what you did last month?

I feel much more clear on my future. Let me show you!
How?
parents

youth

professionals
How can we keep professionals motivated?

Allow them to choose their level of involvement on the platform

<table>
<thead>
<tr>
<th>Level of involvement</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Level 1** Bulletin-board | • Provide personalized responses to Q/A  
  • Write job ‘wiki’ |
| **Level 2** Conversation | • Have conversation with youth  
  • Social network certification if they complete 5 + conversations |
| **Level 3** Mentorship | • Mentor youth  
  • Mentor certification |
How do we make parents feel comfortable and involved?

Screen professionals before they can take part on the platform

Share youth’s progress via email updates
Go-to-market

Partner w/ companies to recruit professionals

- parents
- youth
- Passage
- professionals
- companies

Partner w/ companies to recruit professionals
Go-to-market

Partner w/ schools to advertise new service + acquire user base

Partner w/ companies to recruit professionals

parents

professionals

companies

youth

schools
Revenue?
# Business Model

<table>
<thead>
<tr>
<th>Offerings</th>
<th>Price System</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Explore</strong></td>
<td><strong>Free</strong></td>
</tr>
<tr>
<td>Exploration + Bulletin board</td>
<td></td>
</tr>
<tr>
<td><strong>2. Connect</strong></td>
<td><strong>Annual subscription $120</strong></td>
</tr>
<tr>
<td>Find professionals + Have conversation</td>
<td>OR</td>
</tr>
<tr>
<td><strong>3. Plan to action</strong></td>
<td>One-time payment $10/each session (30mins)</td>
</tr>
<tr>
<td>Mentorship</td>
<td></td>
</tr>
</tbody>
</table>
We’ll start from San Francisco
First Year Revenue

882K x 5% x $20 = $881K

Volunteer hours
Penetration Rate
Value per hour (2 sessions)

Volunteer hours
209900 (total professionals in certain career) * 21% (provide vOT) * 20 hours (average volunteer time per year)

Average online tutor charge earns $16.84 per hour
Students benefits in first year

88.2K  The number of total conversation

7350  The number of students we can serve
Profit & How we use the profit

$881K - $630K = $251K

- Provide free conversation for low-income families
- Recruit more professionals
- Acquire more corporate partners
Appendix
### Service Blueprint

<table>
<thead>
<tr>
<th>Customer Actions</th>
<th>Service Frontstage Actions</th>
<th>Service Backstage Actions</th>
<th>Support Processes</th>
<th>Physical Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Make account</strong></td>
<td><strong>Show forms for profile</strong></td>
<td><strong>Create user account</strong></td>
<td><strong>User DB</strong></td>
<td>Website</td>
</tr>
<tr>
<td><strong>Find interest</strong></td>
<td><strong>Show interest list and forms</strong></td>
<td><strong>- Generate interest list from DB</strong></td>
<td><strong>- Job + interest DB</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Find job titles</strong></td>
<td><strong>Show job title list (primary and secondary related)</strong></td>
<td><strong>Search job titles that match with interest</strong></td>
<td><strong>- User profile DB</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Read job descriptions</strong></td>
<td><strong>Show job descriptions</strong></td>
<td><strong>Search job descriptions from DB</strong></td>
<td><strong>- Algorithm to match between interests and job recommendations</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Find professionals</strong></td>
<td><strong>Show list of professionals related to the job category</strong></td>
<td><strong>Search professionals that match with specific job title</strong></td>
<td><strong>- Professionals DB</strong></td>
<td>Website</td>
</tr>
<tr>
<td><strong>Send request and introduction/question list</strong></td>
<td><strong>- Send request to professional with introduction and question list</strong></td>
<td><strong>- Save question list for future use</strong></td>
<td><strong>- Scheduling system</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Get confirmation</strong></td>
<td><strong>- Generate notification and email when getting acceptance from professional</strong></td>
<td><strong>- Professional responds with availability</strong></td>
<td><strong>User profile DB</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Get reminder</strong></td>
<td><strong>- Generate formatted question list</strong></td>
<td><strong>- Send updates for parents</strong></td>
<td><strong>Screen process</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Talk with professional</strong></td>
<td><strong>- Provide video chat function</strong></td>
<td><strong>- Send follow-up questions and thank you note to professional</strong></td>
<td><strong>Video chat system</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Have reflection and write thank you note</strong></td>
<td><strong>- Record conversation for safety</strong></td>
<td><strong>- Professional responds with availability</strong></td>
<td><strong>User profile DB</strong></td>
<td>Website</td>
</tr>
<tr>
<td><strong>Send mentor request</strong></td>
<td><strong>- Send follow-up questions and thank you note to professional</strong></td>
<td><strong>- Professional also sends feedback to student</strong></td>
<td><strong>Message system</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Communicate with mentor</strong></td>
<td><strong>- Send request to professional with guideline</strong></td>
<td><strong>Generate journey screen based on history of user activities and input</strong></td>
<td><strong>User profile DB</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Made a plan</strong></td>
<td><strong>Show forms for action plan and journey</strong></td>
<td><strong>Generate journey screen based on history of user activities and input</strong></td>
<td><strong>User profile DB</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Website**
- Service Frontstage
- Service Backstage
- Support Processes
- Physical Evidence
What do mentors do?

**Level 3**  
Mentorship

**Level 2**  
Conversation

**Level 1**  
Bulletin-board

**Level of involvement**

- Next steps advice
- Plan for action
- Track students’ progress/monthly check-ins
Data source of Volunteer hours

1. Total professional employee:

California tech employers hired 37,782 workers by January 2015. [Source](http://www.bizjournals.com/sanfrancisco/blog/techflash/2015/03/largest-sf-tech-employers-jobs-salesforce-twitter.html)

Tech company (Computer and Mathematical) is 9% of all jobs. [Source](http://www.bls.gov/regions/west/news-release/occupationalemploymentandwages_sanfrancisco.htm)

Total employee in SF is: 419,800 workers, we can focus on management, arts, business, calculate them roughly to be 50%.

Total professionals are: 209900

2. 21% of companies across different sizes offer paid off for volunteering [Source](https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2015-Employee-Benefits.pdf)

3. General information about employee volunteer time per year: 1 day to 5 days. [Source](http://blog.volunteermark.com/everything-you-need-know-about-recruiting-paid-volunteers)

-> Average hours are 2.5 days, that is 20 hours.

Total volunteer hours of those people: 209900 * 21% * 20 hours = **881580 hours**
Benefit for students

Total conversation session, \( 882K \times 5\% \times 2 = 88.2K \)

We encourage each student to have at least one conversation every month, that means 12 conversation one year. So we can totally serve \( 88.2/12 = 7350K \) students.
Initial focus

Management

Business and Financial Operations

Experience prototype (for ‘Explore’)

Interests:
what are you enjoying doing?
what you enjoy doing: e.g. playing golf, feeling long walks and hanging out with friends
You can write them down

Or Select from the pool:

Let’s think about what you can do if you combine them:

Values  Interests  Personality
Experience prototype (for ‘Connect’)

Pre-conversation preparation
We sent students preparation documents (self-introduction + questions during conversations) as well as asked professionals to submit their bio.

Conversation between a student and a professional via a video call system
We tested conversation without the guideline and with guideline. Also we revised the questions during conversation through iteration.

Follow-up
We asked students to fill out follow-up note that consist of reflection of what they learned and thank you note and questions for professionals.