Redesigning the PwC Careers Website in Moscow, Russia

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Increasing the Attractiveness of the Careers Website at PwC Moscow

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Abstract

The purpose of this project was to improve the effectiveness of the careers website for our sponsor, PwC Russia. Using focus groups and interviews with the target population and website design principles we created a demonstration of a new website and developed a set of recommendations for PwC to follow to improve the aesthetics, usability, and ultimately the effectiveness of their careers website in order for them to recruit higher quality applicants to fill their job vacancies.

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Executive Summary

The decline of the Russian economy has caused many companies in Russia to cut down on or even cease hiring new employees. For the companies that continue to hire new employees, however, there has been a steady influx of applications. This has led to an increase in competition among Russian employers over the highest quality applicants. An important part of attracting high quality applicants in the 21st century is a company's presence on the internet. A company's careers website in particular needs to be updated regularly to best serve the current needs and desires of the target audience and the company itself.

PwC (formerly known as PricewaterhouseCoopers) Russia, our sponsor, believed that increasing the attractiveness of its careers website would considerably aid in increasing both the quality and quantity of their applicant pool. After rebranding themselves in 2012, PwC Russia was at the top of the market and the careers website even won awards. However, PwC Russia felt that the current employment climate in Russia required a new approach. They believed a revamped careers website would give them an advantage over their competition and allow them to thrive in internet-based recruitment, which has become increasingly popular recently.

The goal of this project was to create an innovative new design for the careers website that could be implemented by PwC Russia and would increase the effectiveness of the website and result in an improvement of both the quantity and quality of applicants received. In order to achieve this goal we had to first accomplish certain objectives. The first was to conduct market

research to determine the wants and needs of both PwC Russia and their target audiences, specifically the students and recent graduates. To do this we organized four focus groups of Russian university students comprised of different faculties (known as "majors" in the US) and years of study, interviewed three PwC Moscow employees hired within the last 2 months, and conducted a series of usability tests on the existing PwC careers website in a comparison with their competitors' careers websites. From there we developed a demonstration of the careers website that, according to our analysis and research, would meet the needs of the targeted student population. After developing a new demonstration careers website, we again met with some university students, this time to test whether or not our demonstration was in fact an improvement over the original careers website by asking them to compare both sites and tell us which one they preferred and why.

Our results showed us where the PwC careers website excelled and where it could be improved. Our first usability tests showed us that students had a harder time navigating through PwC's careers website to apply for a job than through some of the other big 4 companies' websites. Overall the students valued the "about us", "apply now", and "selection stages" sections of the website the most, whereas a video series PwC had produced was by far the least important to students.

Based on our research we developed a new, single-page scrolling version of the PwC careers website. To prioritize pages for each target audience we split the careers website into three separate sections: Students, Recent Graduates, and Experienced Professionals. Important

features included in this new version were a floating navigation bar to make navigating the

website easier, applying apply now buttons at the top of each main section as well as at the

bottom of each sub-section to make starting the application process as easy as possible, and

making the careers website mobile friendly. When testing our demonstration careers website we

found that, on average, it took participants 30 seconds less to find a vacancy than when

navigating the current PwC careers website, as well as much faster navigation to other pages of

the careers website. Also 94% of the participants we tested agreed the demonstration was easier

to navigate and had the better design.

From our findings we make the following recommendations to PwC Russia:

- Enable the website to be accessible across all platforms (computer, tablet, phone, etc.).

- Model the new careers website off of our single-page scrolling prototype.

- Conduct more research on the website priorities of "Recent Graduates" and "Experienced

  Professionals" groups.

- Track data on website visits, applications received, and quality of applicants to evaluate

  the success of the website as a recruitment tool.

We believe that if PwC Russia follows these recommendations that their careers website

will be attractive, user-friendly, and easy to navigate, and it will be a powerful tool for the

recruitment of highly qualified applicants.

1.0 Introduction

A major requirement for any successful company is attracting a large and qualified

applicant pool (Ployhart, 2006). Employee recruitment can be done in a variety of ways. Face-to-

face, interactive events such as career fairs can be valuable in getting to know the potential

applicants on a more personal level. More recently there has been a push for recruitment

strategies that are accomplished through a company careers website or even social media

websites. With recruitment being an important focus of a company combined with the movement

to more internet based strategies, a company's careers website is crucial to its success and, if

used correctly, can be a highly effective tool.

Recruitment strategies are extremely important throughout the business sector of Russia

(Alon and Dwyer, 2012). Ideally, local companies should be receiving a large number of

applications from well qualified candidates. This would include both students graduating from

universities and applicants with previous experience in the workplace. PwC (formerly known as

PricewaterhouseCoopers) (2015a) is a large multinational network of companies that has a

highly respectable representation globally. PwC, KPMG, EY (formerly Ernst & Young), and

Deloitte are known as the Big 4 accounting firms. Due to the current struggling economy many

large corporations in Russia have stopped hiring (Foote et al, 2014). As a result, PwC Russia

currently does not have a problem obtaining enough applicants. Nevertheless, it is the desire of

PwC to attract a greater number of higher quality applicants via the careers website.

Research has shown that one of the best ways to solve recruitment problems in the 21st century is through use of careers websites (Ployhart, 2006). Careers websites can provide a portal to apply directly to the company. Research has already been done on career websites and human tendencies when interacting with websites. This research includes studies on where people look while browsing a website. Their eye paths are known as "F patterns". Research has also already been completed on what constitutes good web design. Some of the criteria are having a great usability interface and the website being aesthetically pleasing (Veger, 2006). Successfully meeting these criteria can help give the company exposure and provide potential employees with easy to obtain information about job offerings, requirements, and the application process.

The current PwC Russia careers website received much attention and web traffic when PwC rebranded and updated their website in 2012 (Ekaterina Pechenikhina, personal communication, April 17, 2015). However, the current careers website was thought to be out of date and in need of revamping in order to be able to attract higher quality applicants. PwC Russia wanted to know how their internet recruitment could be improved in the current Russian job market and what could be done to address the needs of their main target population, Russian university students and recent graduates. There is an absence of research focused on internet recruitment strategies specifically aimed at recruiting students and recent graduates within Russia.

The goal of this project was to identify and potentially implement ways to improve the careers website of PwC Russia to help recruit more and better qualified applicants, specifically

university students and recent graduates. We did this by determining what PwC and its

competition were doing to attract applicants via their careers websites. We also looked for the

best modifications to the website that could contribute the most to recruiting. We determined

what most appeals to university students and what they desired in a careers website of a potential

employer. To do this we used focus groups and website usability tests and also interviewed some

of the newest employees at PwC Moscow. Using this information we designed a demonstration

of the potential new careers website that addressed the students' needs as well as the needs of

PwC. Once the demonstration was completed, we again turned to the students to get their

opinions about its effectiveness. This enabled us to make our final recommendations to PwC on

how to improve their careers website.

2.0 Background

The internet has become a valuable tool in everyday life. Businesses are now using the internet to recruit employees and receive applications. In this chapter we provide insights into what the different aspects of recruiting are and how they are important to companies. We focus on internet-based recruitment and the different techniques that can be used. Additionally, we present information about web design, specifically on designing a good careers website. Finally, we discuss how all of this relates to Russia.

2.1 Recruitment for Financial Services Businesses

Although PwC (2015a) is one of the largest financial services companies in the world, it has many competitors. In the following section, we will review research on branding, financial services companies, and their recruitment practices.

2.1.1 Company Branding

Branding is "the sum of all associations customers have with a certain product or service" (Fisher-Buttinger, 2008, p. XIII). The purpose of branding is to create a favorable company image. Maintaining a brand is not simple. Because the environment is always changing, the brand tools and frameworks must always evolve as well.

Branding is important in the financial services market (Fisher-Buttinger, 2008). Since most accounting firms are hired by clients, such firms must have a positive brand. Such a company relies on being hired to generate revenue, and every potential client company is looking

around for the best possible financial services company to hire. A financial services company has to excel in four main categories to create a great company brand. These categories are attracting and retaining talent, increasing employee commitment, increasing company worth, and addressing corporate social responsibility (CSR). After a financial services company is strong in each of these four categories, they will have a great company brand and will be more likely to be hired.

A company brand starts from within the company (Fisher-Buttinger, 2008). Each member of the team has to live by the company's core values and maintain a belief in what the company is doing. This expands to include the way outside organizations view and utilize the company. Figure 2.1 shows a representation of how core values are maintained within a company and what outside organizations they can affect. It is important to note the connections between the core values and the media and customers (sections that are darkened), as these connections directly relate to our project, with the customers being the target audience and media being a vehicle to reach this audience.

Figure 2.1: Company Values and their Effects on Others (Fisher-Buttinger, 2008, p. XVII)

2.1.2 Internet Marketing

Internet-based marketing has many advantages over other types of marketing (Koh, 2013). When businesses post information about job openings or professional services on social media, it often gains more attention than if it were just posted on the company's website alone. Companies utilizing a full range of internet resources lead to more successful marketing campaigns.

2.1.3 Advertising

It is important to note the difference between marketing and advertising (Mann, 2012). Marketing is the way in which you convince potential buyers that you have the right product for them, whereas advertising is how you communicate to them the existence of that product.

Advertising is crucial in the financial services industry (Mann, 2012). Companies are not necessarily advertising a product, but rather a service. Companies advertise to potential employees as well. Companies can do this by sending recruiters to universities. They can also advertise their job openings on job boards, both online and offline. Since recruiting is often directed towards students, companies utilize email, blogs, online social networks, and other internet services to reach out to them. Corporate advertising in today's world is trending to incorporate a greater use of online technologies.

2.1.4 Desired Qualifications

In marketing it is very important to know the target audience of the marketing (Cober et al, 2004). Marketing is a crucial factor in regards to the number of employees a company can recruit. Another factor companies must consider when recruiting is what qualifications they desire in an employee. There are several desired qualifications shared by all financial service companies when looking for potential employees. First is the appropriate educational background. Generally an employee must have graduated from a university. Another highly needed employee characteristic is interpersonal and communication skills. It is very important for these companies that their employees are able to express themselves and develop

relationships with their potential clients, partners, or fellow employees. Since these companies are all international, language skills are often very important. English speaking and writing skills are often required as well as knowing the native language of the country.

2.1.5 Student Recruitment

Successfully recruiting students graduating from a university can require different tactics for each company. A study by Siri Terjesen (1996) shows that there are five main organizational attributes that attract a student after graduation. The first is a heavy investment by the company in training and development of their employees. Graduating students are not going to know everything they will need to know and may have little to no prior experience in an industry. It is very crucial to assist in and promote the development of these students into successful employees. The second attribute is that the company cares about the employee as an individual. Graduates want to be treated like people as opposed to just a source of labor. The third attribute is "clear opportunities for long-term career progression" (p. 504). Students want opportunities where they can work themselves up to higher level jobs instead of just remaining near the bottom. The fourth attribute is variety in the daily work. After four or more years of going to classes on a daily basis, these graduates would like a job that is less routine and has several different tasks on a regular basis. The final attribute that most attracts graduating students is a forward-thinking approach to the business. These students want to work for the future and not be stuck in ways of the past.

Attending career fairs at universities is a great way for companies to attract graduating students. According to Payne and Sumter (2005), career fairs help students to learn more about

potential careers, career paths in their major or faculty, salaries, and benefits as well as provide an opportunity for students to network and establish contacts within their desired field. Payne and Sumter found that students had more favorable impressions of a career fair than unfavorable ones. They enjoyed the ability to talk directly with professionals and ask them any questions they may have. Career fairs are a good way for businesses to get their names out to students and show them what opportunities are available.

Another recruitment technique that businesses can use that can yield a better applicant pool of graduating students is providing internship opportunities. Knouse et al. (2011) found that students who take internships during their university careers not only have better educational performance but are also more likely to be hired after graduation. Thus giving students internships can create a more knowledgeable and industry-ready applicant pool. Internships can also help students figure out what type of career they want to follow (Callanan and Benzing, 2004). Knowing this early on will help drive students into pursuing their desired path. Providing internship opportunities is important for recruitment since not only can it show the students what working in the company is like, but it will also create a more experienced and driven workforce coming out of universities.

2.2 Internet-based Recruitment

Internet-based recruitment is becoming an integral part of today's job market as it is becoming a useful way in which people gain information (RoyChowdhury, 2013). The internet as a recruitment tool has become a powerful instrument in gaining attention, gaining a great consumer base, and gaining eager, prospective employees. In this section we will discuss the

popular recruitment techniques used by companies through the internet. Such techniques include

social media and websites.

2.2.1 Company Websites

Websites, technology-based recruitment, and selection tools have the ability in the eyes

of employers, to improve efficiency, enable new assessment tools, reduce costs, standardize

systems and expand the applicant pool (RoyChowdhury, 2013). However, in order to see that

those goals can be achieved a company must understand some factors that influence the user's

perception of the website, which leads to the perception of the company as well. The perceived

efficiency, user-friendliness, information provision, fairness, the company's online image, and

other factors play a large role in the website's effectiveness. In order to raise the perception of

the company, the website should provide relevant information to the user and offer links to other

related sites about the company. The website must act as the main resource available to the

public, consumers, and prospective employees. The website acts mainly as a one-way form of

communication with the site owner providing and controlling the content. A person or company

puts information on a webpage, and other people then visit that site to learn more about that

particular topic (Andrews, 2012). This style of interaction is designated as web 1.0.

With regard to proper website utilization, the website must have headings/sections that

pertain to all of the possible inquiries that a user might have (RoyChowdhury, 2013). These

headings include history of the company, available jobs or careers, our people, advantages of

working for the company, and other topics that will show the user exactly what information and

insight they might gain from that particular section (Potentialpark, 2015). A great example of this

would be the careers website of Allianz (2015), which was ranked the best careers website of 2015 in all of Europe by Potentialpark.com. This website contains several tabs with links to all of the useful information a viewer may be looking for (RoyChowdhury, 2013). Implementing a search tool would also be useful for users so that they can specify the content that they want to see. There should also be links to other sites, primarily social media sites, articles, rankings, awards, and other information that is not directly controlled by the company.

In addition to those features of the website itself there must be the ability to record and quantify the traffic that goes on at the website (Agarwal, 2002). In order to be able to create an exceptional website the owners rely on its ability to help them gain insight into the users who visit it. Whether a company bought its website from another source or by other means, the company would still benefit from information about who and how many people are visiting the site and why. Another way to do this is ask users to fill out a brief survey before they exit the site; however, this must not interfere with frequent visits to the site nor deter them from visiting again. The format of the website must be easy to use, able to efficiently give information to the user, show off the company brand, and give the user a positive experience with the company.

Social media has the ability to bridge the gap between the public and a company through online interaction (Navan, 2010). This interaction is one of the key trends observed that affects the effectiveness and the perception of a brand. Social media enable a company to reach out to engage the public, even to particular audiences, if necessary. By reaching out to a specified audience a company gains the ability to create a dialogue with that audience that at times might not be possible with face-to-face interaction. This can be helpful when the customer is having trouble with a service that the company may offer (Socialbakers.com, 2015). For example, a study done by Socialbakers.com showed that T-Mobile, one of the biggest cell phone providers

in the US, had a 91.13% response rate to customers on Facebook. This means that if a customer contacted them on Facebook with any problem they may have, 91% of the time T-Mobile would respond. This type of communication by the company can show the openness and user-friendliness to the consumer. Social media give the public the option to follow whatever content is put out by the company. This content is also monitored and controlled by the company itself, which allows for a form of free advertising that can be very beneficial. A company's social media site can, with the right content, expand the brand of the company while informing the public as well.

The recruitment results from the internet are dependent on the appropriate use of a company's website and social media collectively (RoyChowdhury, 2013). By using the reach of social media and the information power of the website, a company can attract the level, variety, and pool of applicants that it desires. Social media and the website must be complementary to each other so that the tools support each other and do not offer different or conflicting information. For example, posting information over social media regarding a job opening in Moscow and then prompting the user to click on the link to the company website for application information is an effective use of both tools. Conversely, indicating on a company's website that by following the links to the company's social media sites, one would be able to see additional job openings and additional content would also be an effective use of both tools.

2.3 Web Design

Web design primarily focuses on the look and feel of the website but also involves the mechanics of a website's operation (Bear, 2015). With the focus shifting from technology-

centered design to human-centered design, more and more research has been conducted on how web design influences a user's experience. In this section we will discuss design principles, which include aesthetics and usability. We will also discuss a few recent trends in web design, "F" shaped patterns and single-page scrolling websites. Finally, we will explain the specific attributes needed when designing a careers website.

2.3.1 Aesthetics

Aesthetics are a set of principles concerned with the nature and appreciation of beauty (Coyle and Thorson, 2001; Schenkman and Jonsson, 2000). Work by consumer and human–computer interaction researchers has demonstrated that the aesthetic features of websites are critical as they capture consumer's attention and can stimulate emotional responses. However, web designers have to consider the aesthetic and information load at the same time. Research has shown that visual complexity of a page is negatively related to users' perceptions of how organized, clear, clean and beautiful the page looks (Michailidou, 2008). This suggests that designers should keep a balance between the aesthetic appearance of a web page and its visual complexity. When this balance is achieved, web pages can still be aesthetically attractive but also usable and not overwhelming for the users.

2.3.2 Usability

Web design is a matter of compromise and trade off. Users want powerful functionality, but a simple, clear interface that is easy to use, which addresses the issue of usability (Nielsen,

1994). Usability is traditionally associated with five attributes: learnability, efficiency, memorability, errors, and satisfaction. Usability applies to all aspects of a system with which a human might interact, such as the loading speed of the website or submitting a resume on a careers website. Conducting a usability test can identify any potential usability problems within the website.

Usability Testing refers to evaluating a product or service by testing it with representative users (U.S. Department of Health & Human Services, 2015). During the testing, testers usually invite several people to work with the product one at a time. During observation of the participant, the tester will record both performance of the website and comments of the individual. Upon conclusion of the test, the tester will then ask the participant for his/her opinions of the product. In a usability test you meet with the participant one on one, similar to an interview. This allows for individual responses and better observations of the participant. After the testing, the tester will compile all the data and analyze it using both qualitative and quantitative measures (Dumas, 1999).

2.3.3 "F" Shaped Patterns

In 2006, through use of a new eye tracking technology, researchers were able to record how users view thousands of web pages (Nielsen, 2006). The visualization results show that users often read web pages in an F-shaped pattern: two horizontal stripes followed by a vertical stripe (see Figure 2.2).

Figure 2.2: Heat Maps of User Eye Tracking Studies of Three Websites (Nielsen, 2006)

Three important conclusions about web design can be made from the results of this experiment (Nielsen, 2006):

1. Users will not read the text on a website thoroughly in a word by word manner.

2. The first two paragraphs must state the most important information.

3. Start subheads, paragraphs, and bullet points with information-carrying words.

The F-pattern is a very important feature to consider when designing a website since it will assist the designer in knowing the appropriate location of where to place the important information on the page and also insure that the user sees or reads what the designer wants them to on a particular page (Nielsen, 2006).

2.3.4 Single-page Scrolling Websites

Recently, more and more websites started utilizing scrolling as the main method of navigation instead of clicking (Bear, 2015). This is still a relatively new trend, and the majority of sites continue to have their content served up page by page. In creating web designs and marketing platforms, designers and marketers need to consider business goals, audience mindset, brand strategy, and content in order to create an effective design. This remains true when deciding if implementing a scroll-oriented approach would work well for the target audience of the website. Single-page scrolling websites have grown in popularity because of the increased use of mobile devices to access the internet. The scrolling style of these websites plays into the user scrolling through the website with their finger on a phone or tablet. In addition to being mobile friendly, this type of website allows the creator to show the user exactly what they want the user to see and in a specific order. It acts as guided tour for the user, giving them the necessary information without some of the difficulties of having to navigate through the website.

2.3.5 Designing Careers Websites

The use of careers websites is becoming more and more popular for both people looking for job information and recruiters of companies wanting to emphasize these sites as recruiting

and marketing tools (Zielinski, 2011). Thus, the need to make these websites easier to find, applicant friendly, and rich with information about employees, employment opportunities, the company culture, and career benefits is more important for companies than ever. Making a careers website that succeeds at each of these points is rather difficult for companies. It is important for these companies to focus on three main aspects in the website: simplicity, accessibility, and authenticity.

Simplicity is important to consider in a career website because the company should not want viewers to get discouraged when navigating the website (Zielinski, 2011). The career website should be as easy to navigate as possible. The viewers should be able to find the information they are seeking with a minimal number of mouse clicks. The viewers should also never get "lost" within the website. Keeping pages sleek and to the point is a good way to keep this from happening. It is best for the companies to think logically when mapping the website. The information should be organized in ways that make sense to a wide audience. Another good way to provide simplicity on a careers website is providing a one-click "Apply online" on the main page. This allows viewers to easily and quickly submit an application to the company and can result in a higher yield of applicants.

Accessibility is also very crucial to a careers website's success, as a company must meet a viewer's need to view the website from everywhere possible (Zielinski, 2011). These websites should be accessible on any medium. This includes any computer, tablet, or smartphone. Accessibility on smart phones has been a major focus of some large companies in recent years, including EY (formerly known as Ernst & Young). Being accessible on any device will allow the viewers to find information they may need from the careers website with ease and on-the-go. Another way to increase accessibility of the careers website is by extending it through other

internet resources such as social media. Starbucks has done this by creating a web "widget" that can be downloaded on Facebook. This can create more paths viewers can take to get to the careers website, and it will also help appeal to the younger generation on social media. A final way for a company to be more accessible through use of a careers website would be timely responses to applicants applying through the website. Establishing this connection with the site's visitors and applicants will show a more human side of the company and show that the company cares about each one of the visitors.

The final aspect that is critical to the success of a company's careers website is the authenticity of the material provided on the website (Zielinski, 2011). The information that a company provides on the careers website should be meaningful and truthful. It is important for a website to not mislead the viewer into believing something is true that is not. This can be avoided it the careers website is updated frequently. For example, when an available position shown on the careers website has been filled, the position should be taken down. The delivery of the information also has a significant effect on the authenticity of the careers website. Letting actual employees tell the company's story or provide the information on the careers website, through quotes or short videos, can show the viewer how the current employees support what the company does and represents. On a careers website a company should provide more than just bullet points or paragraphs of information; it should provide more dynamic ways of expressing the information. For example, a company could say on their careers website how their offices are state of the art and have the newest technology. A better way to present this would be to provide a virtual tour. The tour will show the state of the art offices and new technology but in a much more appealing and inviting way.

Having a well-designed careers website is very important to companies in today's world. Creating these websites, however, takes many considerations. In order to be appealing to the viewers the careers website should be simple to navigate and submit an application, be accessible through a wide range of internet technologies, and be authentic in its information and dynamic in its delivery. If a careers website excels in all of these aspects, it can be a very powerful tool in recruitment.

2.4 Recruitment in Russia

Foote et al. (2014) has found that in other parts of the world web-based recruiting and online applications are widely used and growing in popularity. However, in Russia face-to-face interactions are still reported to be the main source for recruiting job applicants. This is important because while it can still be very useful and even innovative, web-based recruiting in Russia will likely not be successful on its own and will need, other, more interpersonal recruitment techniques to help the company get the best employees. A study by Valery Yakubovich (2005) shows that networking is very important for job seekers in Russia. This implies that it is important for businesses in Russia to enable networking opportunities with potential employees. When recruiting, a large company has several factors to consider and an abundance of techniques to use.

PwC Russia hires around 200 employees each year and uses various recruitment strategies in order to attract and select some of the best applicants that the Russian market can offer (PwC RU, 2015a). PwC Russia's ideal applicant is an individual who has a business and/or economic background, a strong English speaker, and is well suited for the applied position. PwC

Russia hopes to attract individuals like this through all of their recruitment strategies and if possible in more cost effective ways, such as a careers website.

The careers website is a strong part of PwC's recruitment strategies and in particular the recruitment of University students and graduates (Ekaterina Pechenikhina, personal communication, April 17, 2015). PwC also communicates with the students with job fairs, training sessions, social media, and the PwC Junior Club. All of these are still being utilized today and are featured on the careers website. The careers website is a vital part of PwC recruitment. So many techniques can be employed on it and it can broadcast any information that PwC wants. An attractive careers website will not only assist the company's online presence, but in turn it can better every facet of recruitment.

In summary, there are several aspects of recruiting that a company must focus on. When it comes to online recruitment it is important to identify the needs of the target audience. This is especially important when designing a careers website. A company must know what information they should provide a potential applicant and how to provide it. When designing the website it is important to organize the information in a way that is appealing to the user, such as utilizing the F-pattern. In the following chapter we will discuss the strategies we used to determine how best to improve PwC's careers website.

3.0 Methodology

Our project goal was to make recommendations on how to update PwC Russia's careers website so that it would be more attractive to students and more effective as a recruitment tool. Our first research objective was to determine where PwC Russia's current careers website excelled and where it faltered. To do this we conducted usability tests and interviewed newly hired employees. The next objective was to create a new version of the careers website. To do this we first conducted focus groups to see what the students wanted to see in a careers website. Once we had this information we were able to develop a demonstration careers website. Once completed, we conducted demonstration tests with some students. In this chapter we will present how each method was organized and carried out.

3.1 Determining the Strengths and Weaknesses the Current PwC Russia Careers Website

It was important to first identify the both the strengths and weaknesses of PwC Russia's current careers website. We wanted to find what shortcomings needed to be changed or updated and which parts of the careers website were already very useful. To do this we interviewed newly hired employees who had used the careers website recently to apply to PwC Russia, we recognized the behaviors of the students interacting with careers websites in general, and we also examined the website ourselves to help identify any strengths or shortcomings.

3.1.1 Interviewing New Employees

The careers section of the PwC website has a major focus on students because the younger generation is more apt to use the internet to find a job. We believed it would not have been beneficial to interview experienced employees because they would most likely not have used the website in an effort to get hired or would not remember how it affected their application process. We interviewed three PwC Moscow employees hired within the last 2 months to see how they used the website throughout the hiring process and what parts of their experience could have been improved (see Appendix F). PwC selected these employees for us based on who had recently been hired and spoke English well.

3.1.2 Usability Test

To test the functionality of the current PwC website we used usability tests. We conducted an experiment in which we observed students' behaviors while interacting with multiple careers websites. We chose to use the careers websites of PwC and the other Big 4 companies (Deloitte, KPMG, and EY) because this helped us determine how PwC's website compares to PwC's main competitors. To do this we met with eight students from the Financial University one on one and gave them specific objectives to achieve by navigating through each website (see Appendix E). We recorded data on the student's interactions. This included the amount of time spent, the number of clicks used, and details of incorrect path choices used while

completing the tasks we gave them. With this information we were able to see which parts of the website were designed effectively and which parts needed improvements.

3.2 Developing the New Careers Website

We used undergraduate students' responses to understand their attitudes towards a career website. The responses of the students helped us discover a clear vision for the website that would assist PwC Moscow in receiving a larger and more skilled applicant pool. To do this we used focus groups and demonstration testing. These allowed us to get in-depth answers on the problems that were present within the existing website and how it could be improved.

3.2.1 Focus Groups

Our focus groups were designed to allow the students to discuss what aspects of the careers website they thought were helpful and which ones they felt were unnecessary or made the website more difficult to navigate (see Appendices C&D for our protocols). We conducted four focus groups of 6-9 students. The focus groups contained students from 4 separate faculties (known as "majors" in the United States) as well as 5 different years of study. The information collected through these focus groups gave us ideas for what changes we could make to improve the careers website of PwC and make it easier for Russian students to navigate and apply for vacancies. We used this information to design a demonstration of a new version of the PwC careers website with what we believed were the most important features that would make it popular and widely used by student job applicants.

3.2.2 Creating a Demonstration of the New Careers Website

With the information we gathered on what needed to be changed in the old careers website and what students wanted to see in the new version, we were able to develop a demonstration of what the new careers website could look like. We started sketching our ideas on paper at the early stage of project. Basing the design off the results in the focus groups allowed us to give the students exactly what they wanted to see. In order to create the demonstration we used a professional interface design software called "Sketch3". Using this software we were able to create a high fidelity (Hi-Fi) demonstration of our design concepts in very little time. We continued to modify our design after each focus group and weekly meeting with sponsors, who also gave us feedback on our design.

As intended, our demonstration met the needs of the students, but we also had to consider both the needs and company guidelines of PwC. Our sponsor supplied us with the PwC branding book. This branding book provided us with an abundance of information on design guidelines that had to be followed when creating any PwC website, such as the choice of colors, fonts, and rich media material. By using the branding book we were able to edit the demonstration to meet each guideline set forth by PwC.

3.2.3 Demonstration Testing

After making the demonstration of the new careers website we needed to identify how the target audience felt about the changes and updates we made. In order to do this we conducted

several tests of the demonstration with students and an experienced professional at the Financial University (see Appendix M). Similar to our usability tests, we met with 15 students and 1 experienced professional one on one. We had them perform the same three tasks; finding an audit job vacancy finding an event, and finding the selection stages page, while being timed for each. This time, however, we only had them perform the tasks on the current PwC Careers website and on our new version of it. After the tasks were finished we asked the participants four questions on which website had the best design and was easiest to navigate and what their opinions of the demonstration were. With the data of the navigation times and also the responses of the questions we would be able to know whether our demonstration succeeds over the current careers website in both navigation and design.

In order to be able to give PwC Russia a recommendation on what needed to be changed on their careers website we first identified what the strengths and weaknesses of their current careers website were and what the target audiences wanted to see in a careers website. Based on this research we created a demonstration careers website and tested it. The results and analysis of our research findings   are presented in the following chapter.

4.0 Results & Analysis

In this chapter we will present the results of our research with the goal of developing a demonstration of a new careers website and providing recommendations to our sponsor, PwC, on how to improve their careers website. In this chapter we first discuss the strengths and weaknesses of PwC Russia's current careers website and what students expected to see on a careers website. We then discuss the demonstration careers website that we developed and tested again. These results were the basis for our conclusions and recommendations.

4.1 Determining the strengths & weaknesses of the current website

In order to determine how the PwC careers website needed to be improved, we first analyzed the original structure of the website. We created a flowchart to define the layout of the website and all of the paths that a user could take to reach a desired section of the careers website (see Figure 4.1). Once we had identified the organization of the website, we were able to conceptualize different paths that could make the careers website easier to use.
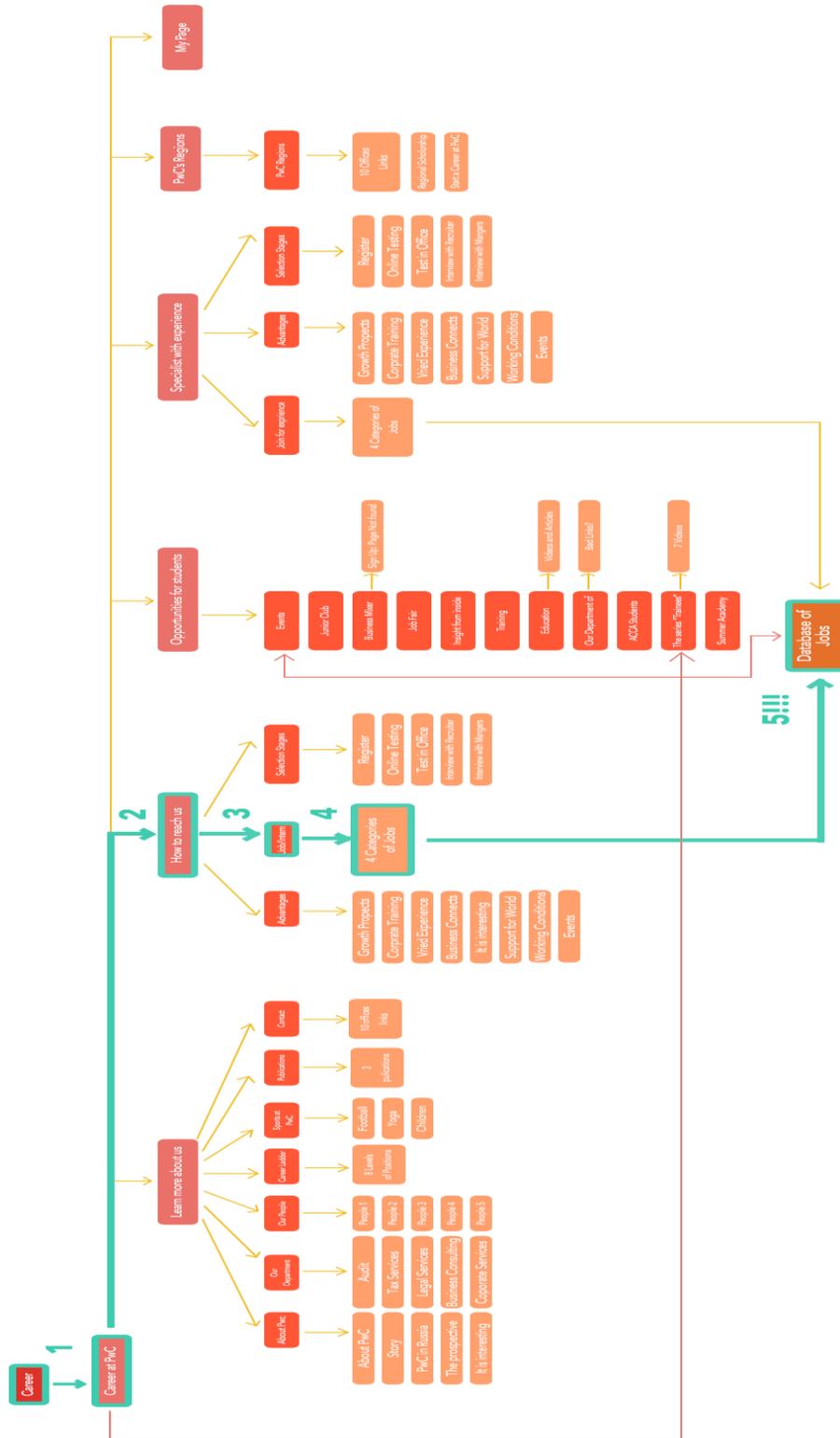
Figure 4.1: Careers Website Original Layout

With the website mapped out we found the careers website could be broken down into 7 sections, 25 subsections and 55 information pages. This organization proved to be confusing and often times hard to navigate. Figure 4.1 shows the complexity of the entire careers website with several layers of pages as well as often difficult to navigate routes to get to a certain page on the website (shown by the five step path in blue in Figure 4.1 to get to the database of jobs). We also discovered that there were several paths a student could follow through the careers website to get to the database of jobs. This was also evident during the usability tests when the students found the audit job we had asked them to find in a variety of ways. Some students went through the "How to Reach Us" tab, some found the link to the job at the bottom of the careers main page, and others used the search bar on the PwC site or used Google instead.
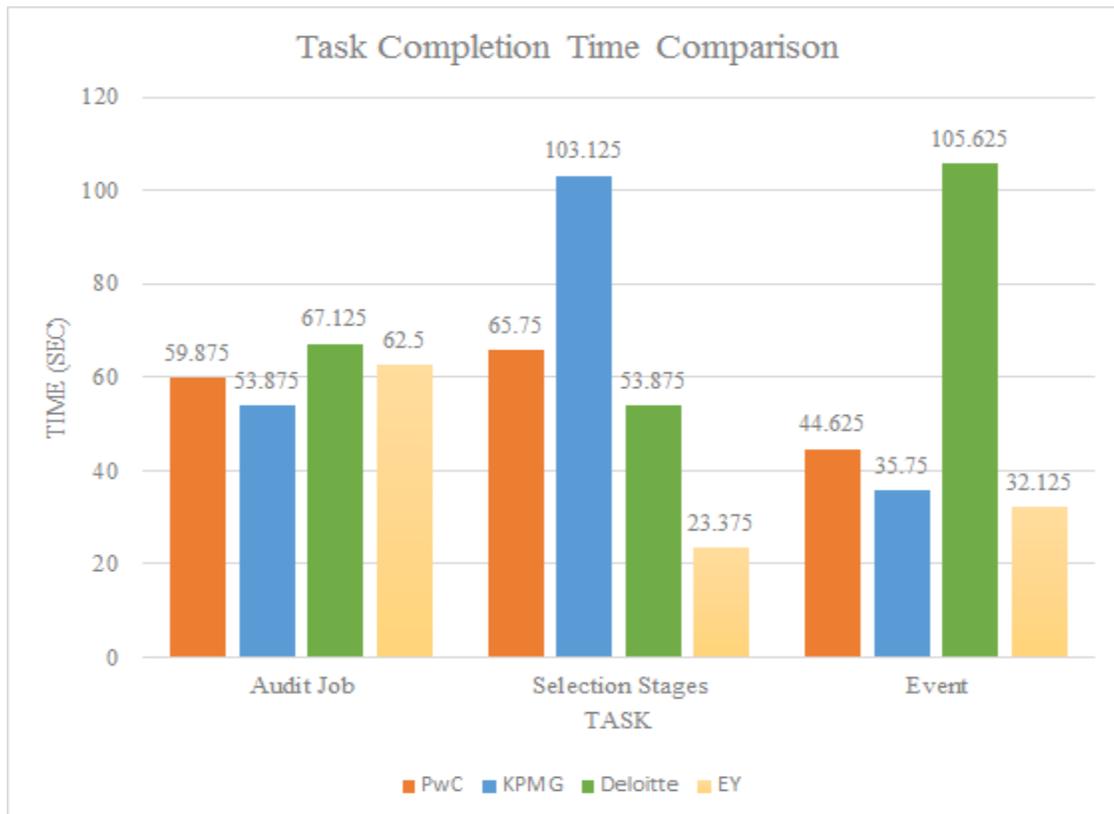
Figure 4.2: Usability Test Task Times at four companies' websites

Once the careers website was mapped out, the next step was to find how users navigated PwC's careers website compared to the websites of their competition: Deloitte, EY, and KPMG. We compared the average time taken by the students on each task of the usability tests for each company (see Figure 4.2). PwC had the 2nd fastest average time when students were searching for an audit job, but the 3rd fastest time on each of the other two tasks. This shows that while navigating PwC's careers website was not too difficult, other big 4 companies' careers websites could be easier to navigate, and thus there is room for improvement in PwC's careers website.
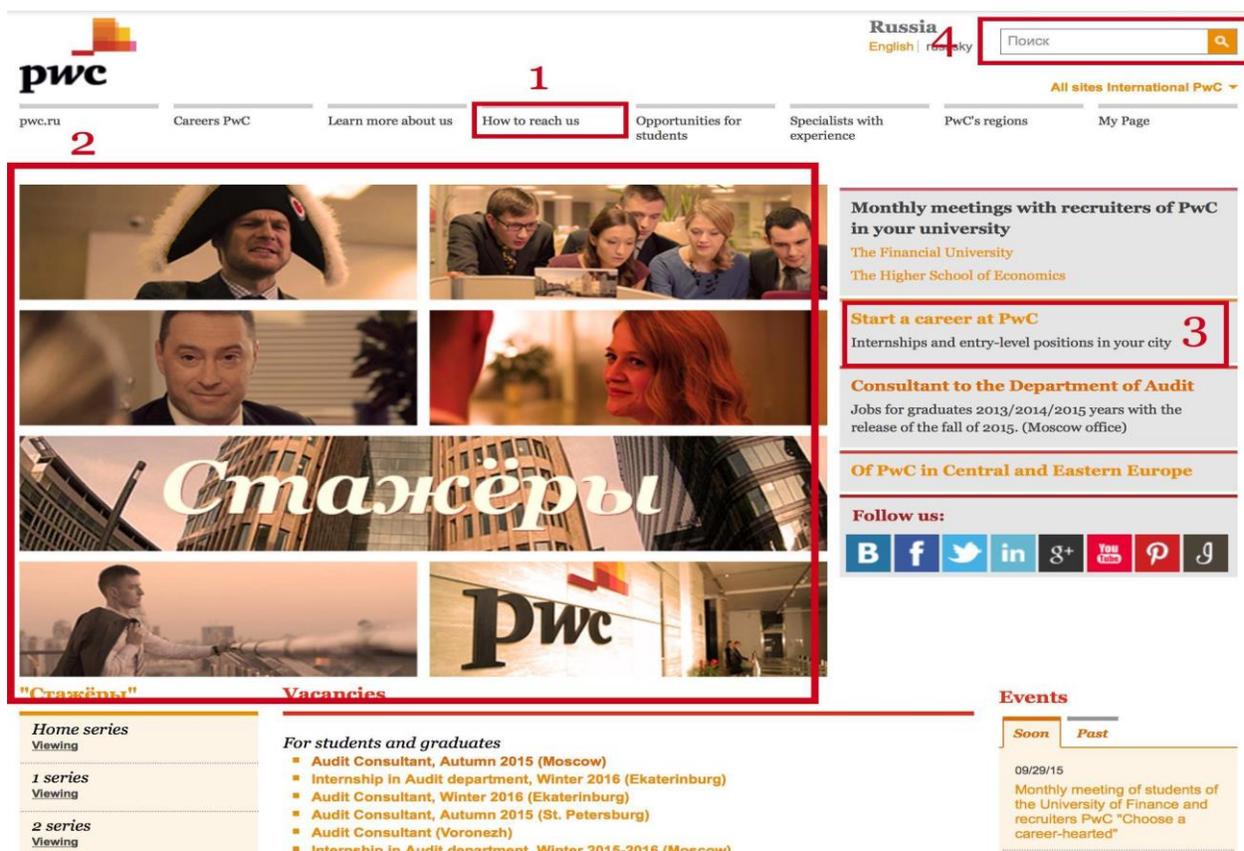
Figure 4.3: PwC Careers Homepage

Key:

Area 1: "How to Reach Us" Tab

Area 2: "Interns" Picture linking to a video series

Area 3: Quick link to apply for a vacancy

Area 4: Search Bar

In addition to investigating the website's navigation we analyzed the format and structure of the careers website. There were many positive responses to PwC's careers website, however there were still many features and characteristics that students felt needed to be changed or updated. Throughout our focus groups, it was apparent that the tab labeled "How to Reach Us" was misleading (Area 1 in Figure 4.3). Students expected this tab to have contact information and locations of offices, but instead the tab had information on how to apply for vacancies at PwC. While students agreed the how to apply information was useful to them, it was difficult to locate since it was under the "How to Reach Us" tab.

The video series on the main page of the careers website was also not well received by the majority of students. The students were confused as to why there was a large picture on the front page that said "Interns" (Area 2 in Figure 4.3). This picture linked the students to a video series on what life is like at PwC. The students mostly said that their main priority while visiting a careers website would be to apply for a vacancy. It was reiterated through every focus group that the picture was distracting and drew the students' attention away from more important information. One student commented, "Why do they even have a video series?" (see Appendix H). This theme was reinforced by the newly hired employees we interviewed as well. Only one of the employees said that they had watched the video series, but while they found it informative, they made the point that the series may seem "awkward" to a non-PwC employee, and that it should not be the main focus of the page (see Appendix K).

Since many of the students who participated in the focus groups stated that their main priority was to apply for a vacancy, they enjoyed the quick links on the front page to search all available vacancies. Many students suggested that the quick links should be moved up to the top of the website rather than at the bottom of the page. This connects to our research done on "F-

Patterns" mentioned in the background chapter where it was explained that websites were generally read in the pattern of an F, with the tops and left sides of the pages being read the most by the users. This principle could also be concluded from our usability tests. Many students attempting to apply for a vacancy at PwC did not even notice the quick links on the front page because they immediately searched the tabs at the top of the webpage to find the section labeled "Jobs and internships at PwC" (Area 3 in Figure 4.3).

The search box on the PwC website was also criticized during the usability tests (Area 4 in Figure 4.3). One student actually backed out of the website and used Google to search for information and found that method more useful. Many students agreed that the search bar was not effective unless they knew the exact title of the page they were searching for.

Overall, the opinions of the students about the PwC careers website were positive but not overwhelmingly so. Comments such as the site was "okay" or "good enough" were used quite often during the focus groups, usability tests, and interviews. During the usability tests only one student thought PwC had the best and easiest to navigate careers website of the Big 4 companies. In addition, the same comments about the website continued to be mentioned throughout the focus groups and interviews we conducted. While the PwC careers website was a useful website there were several features that needed to be addressed to improve both navigation of the website and user friendliness.

4.2 Recognizing Student Preferences

The foundation of our project was using the feedback from the university students in order to provide a feasible vision for the new PwC Russia careers website that caters to what

students' desire to see. Through our focus groups, usability tests, and demonstration testing we received valuable insights that gave us the ability to prototype a website that should serve their needs.

Throughout the focus groups we collected many responses on what students want to see on a careers website. Overall, the main expectations were company information, job openings and descriptions, information on the application process, events, and everyday life in the company. We also asked students if they would use an educational portal if a careers website provided one and what they would want to see in it. Overwhelmingly students agreed that the portal would be very useful. They agreed that having all that information in one place would allow for fast navigation, and it would be easier to use than searching online on YouTube or Google. The topics students wanted on the portal were lessons on the expertise needed at PwC such as accounting or auditing but with real world examples. Students would also find tips and tricks for doing well in interviews helpful.

While making the demonstration of the new PwC website, we wanted to format the web page to fit the priorities of the students. In three focus groups, we asked the students to rank the major sections of PwC Russia's careers website based on what sections were most important to them while visiting a careers website. The eight sections we identified were "About PwC", "Advantages", "Apply for Jobs", "Educational Portal", "Events", "Our People", "Selection Stages", and "Video Series". The students ranked the sections from 1 to 8, with 1 being the most important section and 8 being the least. We calculated the average rank of each section and sorted them from lowest to highest average (see Table 4.1).

Table 4.1: Student Priority Rankings

Section	Rank
About PwC	2.65
Apply for Jobs	2.91
Selection Stages	3.83
Advantages	4.09
Education Portal	4.64
Events	4.86
Our People	5.68
Video Series	7.18

Figure 4.4: Highest Priority Sections Ranks

The section with the lowest average, meaning it was the most important to students, was "About PwC". This was followed closely by "Apply for Jobs", then "Selection Stages" and "Advantages". These were also the only four sections to receive at least one rank of 1 from a student (see Figure 4.4 for top ranking summary). This showed us that these were the most important sections of a careers website for students, especially the "About PwC" and "Apply for Jobs" sections. These rankings also changed depending on the year of the students. Our third focus group contained all first year university students. These students ranked the "Education" and "Events" sections much higher than other focus groups (see Appendix I). This was probably

because as first year students their main focus was on learning about a company instead of getting a job. Many of the third and fourth year university students ranked "Apply for Jobs" and "Selection Stages" the highest and their reasoning was that they already know information about large companies, and if they are visiting the company's careers website it is most likely to apply for a job or internship and learn about the process. This showed us that different audiences can have differing preferences for what they want to see on a careers website. These different priorities will also be true not just among students of different ages, but for recent graduates and experienced professionals as well. For instance, an experienced professional would not be interested in events hosted for students.

4.3 Developing a Demonstration of a New Careers Website

From these rankings we concluded that we needed to organize the careers website into three separate sections for the different target audiences: students, recent university graduates, and experienced professionals. For the demonstration of the website, we used the single-page scrolling website design. Each target audience would have its own scrolling page, with a floating navigation bar at the top of each page.
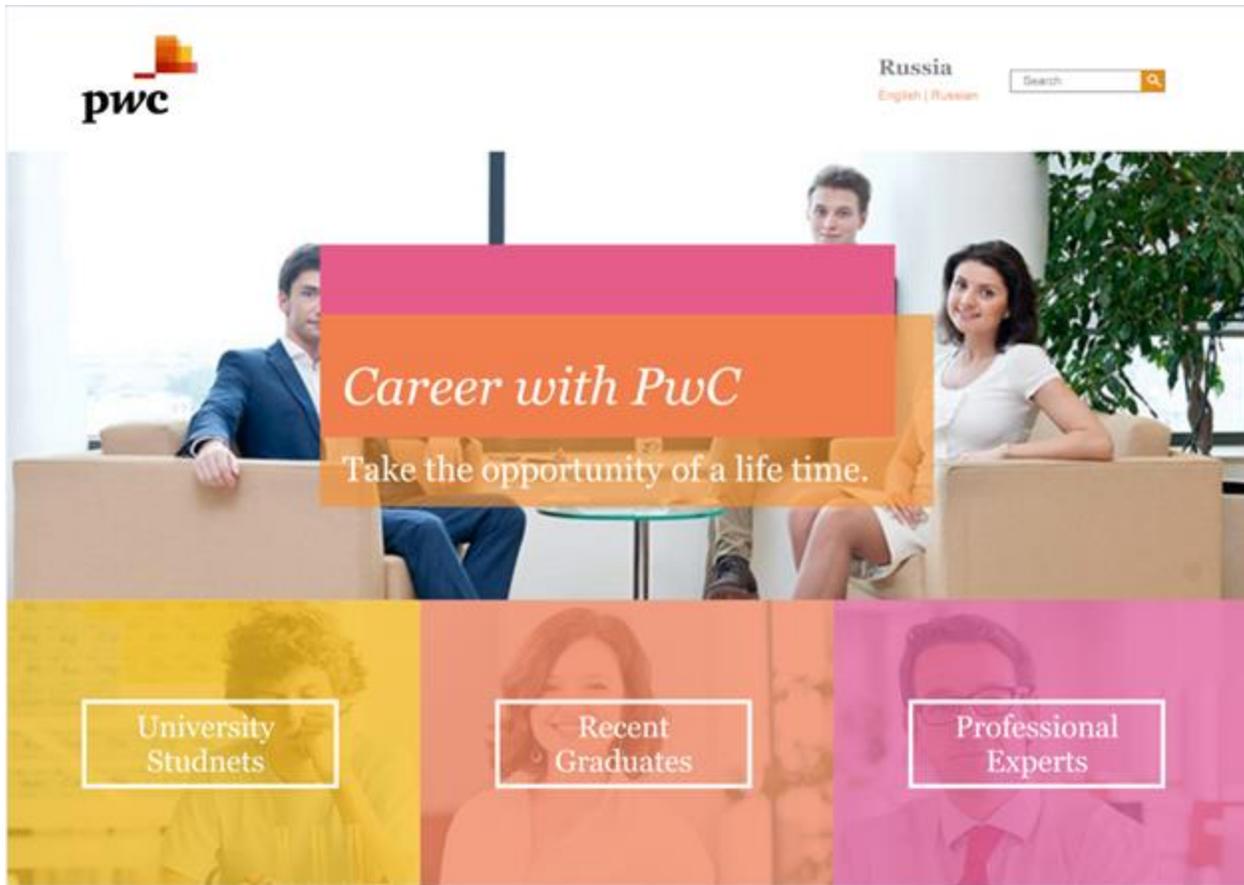
Figure 4.5: Careers Website Main Page

Since we had three distinct target audiences for the PwC website, we needed to distinguish the main page of the careers website for each target audience. We designed a very simple, attractive main page that only has three path options (see Figure 4.5). On this page, the sections labeled "University Students", "Recent Graduates", and "Professional Experts" are all clickable buttons that link the user to the main page for that specific target audience. If it is the first time the user is visiting the careers website, the website will give the user the option to save his or her choice for future visits. This ensures that users will not have to tediously make the same path choice every time that they visit the careers website.
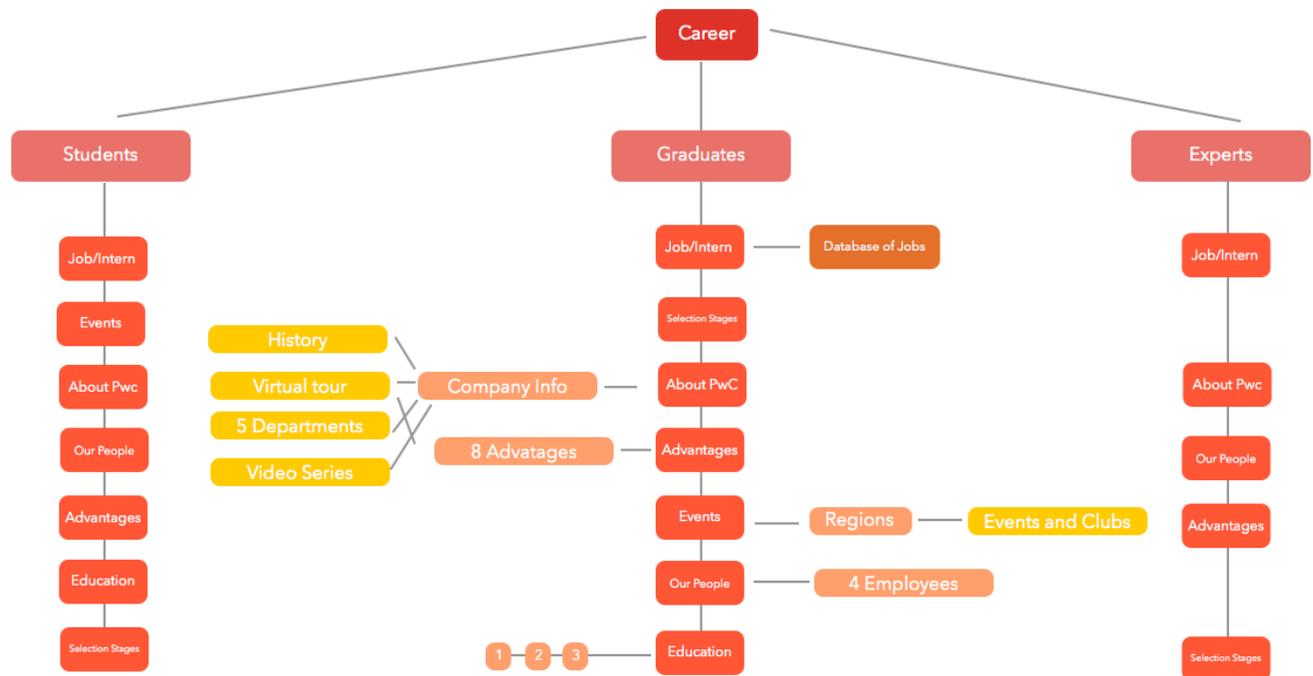
Figure 4.6: New Careers Website Layout

For each of the three target audiences, we had to organize the page in an order that would meet both PwC Russia's and the target audience's needs (see Figure 4.6). A scrolling page requires prioritizing the most important information for each target audience. For all three target audiences, we decided that applying for a job should be at the forefront of each page. Our main objective for this project was to improve the number of applicants and the quality of applicants applying for vacancies at PwC, so it makes sense for PwC that the focus of the careers website is to receive applicants. For each target audience, we created an inviting main web page. The layout of the page is also followed on the floating navigation bar, which if read left to right, and matches the layout of the careers website shown in Figure 4.6 for all three target audiences. Some sections when clicked on will open another scrolling page exclusively for that section. Examples are shown in Figure 4.6 with sub-sections coming off of the main sections, such as the ones attached to the "About PwC" section. Each section with sub-sections would be the same for

each of the three separate careers pages (despite not being shown in Figure 4.6). Each sub-section will still have the navigation bar as well as the "Apply Now" links at the bottom of each page, again because we want to make it as easy as possible for users to apply to PwC.
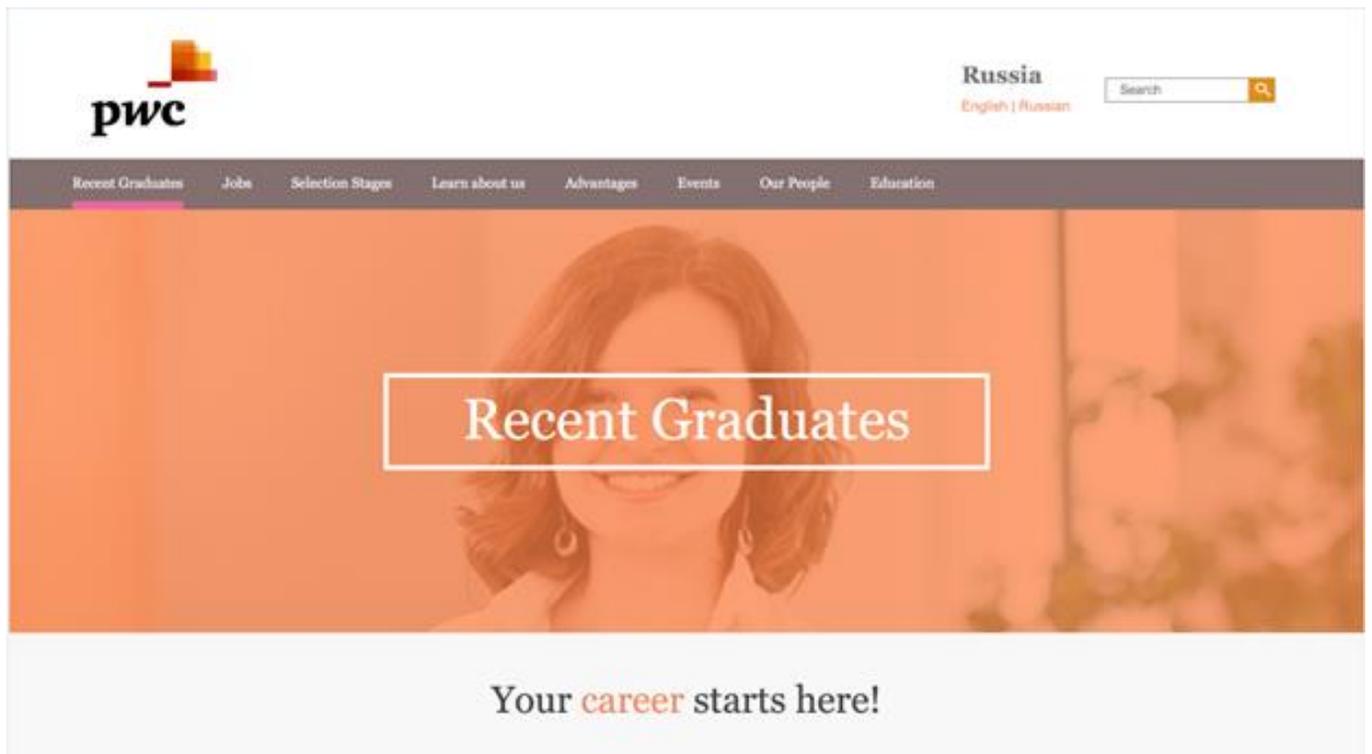
Figure 4.7: Recent Graduates Main Web Page

For the "Recent Graduates" page, after the "Apply for Jobs" section we positioned the "Selection Stages" section next. This is because even though "About PwC" was ranked more important in the focus groups, the information contained in the "Selection Stages" section was very important to the students. During the focus groups every student agreed that the selection stages were very useful, and one even said that the selection stages are "the most useful page on the site" (see Appendix J). Other sections such as events and the educational portal were not as important to them, since the graduates would mostly want to apply for a job and learn about the

company. Recent university graduates would have already been to networking events and obtained educational materials while still at their university, so those sections are not a high priority on our website demonstration.
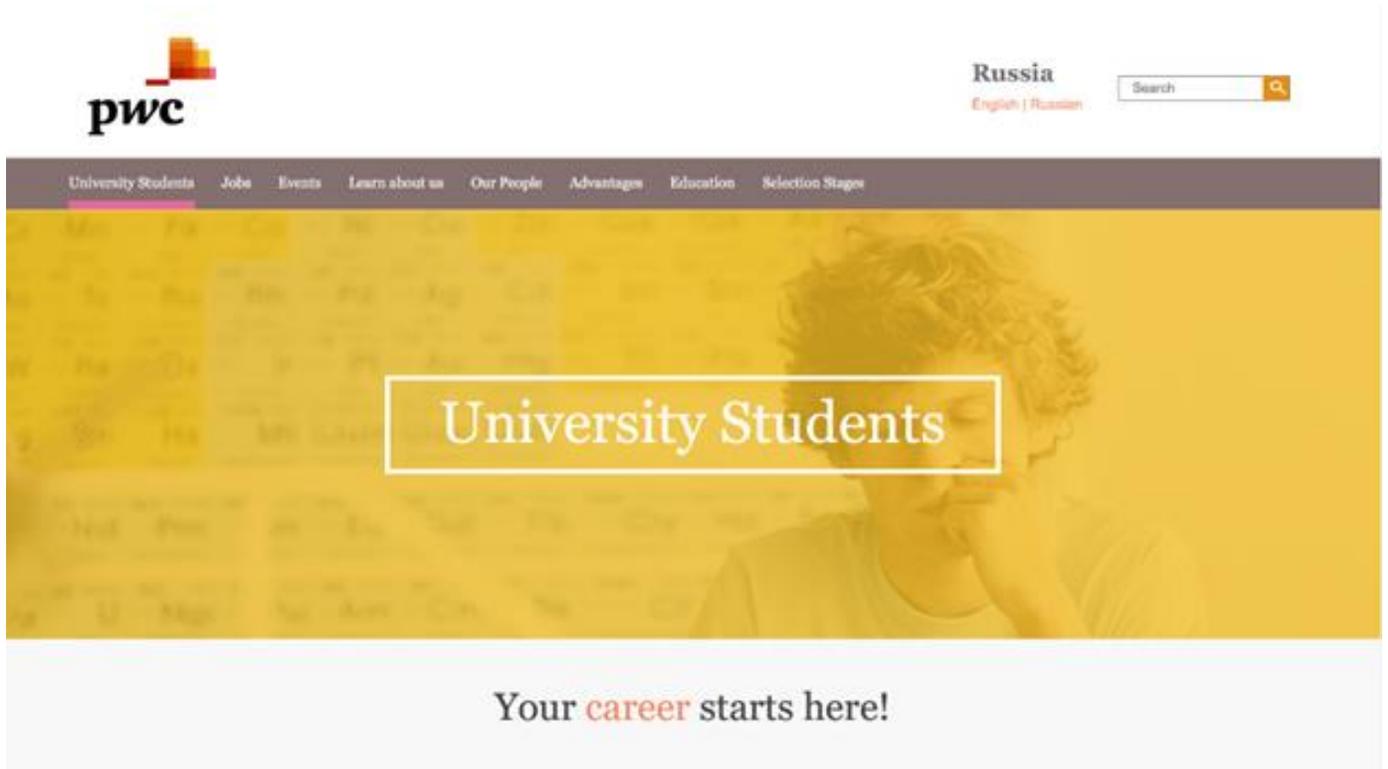
Figure 4.8: University Students Main Web Page

The "University Students" page is very similar to that of the "Recent Graduates". The difference is that instead of putting the "Selection Stages" section as the second priority we have the "Events" section. This is because students in earlier years of study will want to find opportunities to network and expand their horizons. Going to events at various companies is a great way to do this, and PwC would be happy to receive plenty of participants. Selection stages

are also not as important to them because they will not be going through that process for a few more years.
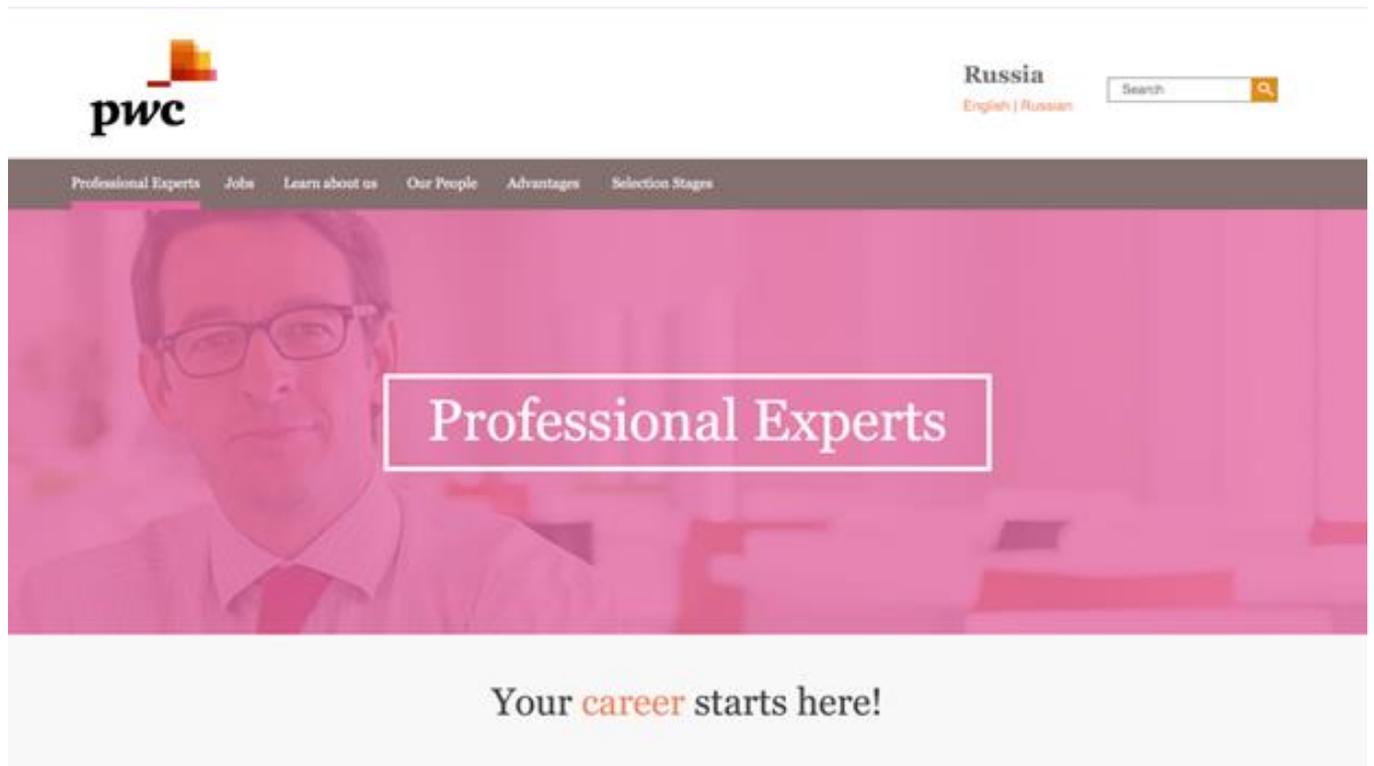
Figure 4.9: Professional Experts Main Web Page

Experienced professionals have very different priorities than both university students and recent university graduates. Experienced professionals do not need to see events at all because PwC's events are all targeted towards students and recent graduates. They also do not need further education on their web page because they have real world experience in the field. While we could not conduct any research on the priorities of experienced professionals, we organized the sections in what we believe is a logical manner. Professionals may be more interested in why working at PwC would be good for them, and thus the "Advantages" section would be important.

They have also probably gone through various selection stages in their career meaning that that section would be less important.
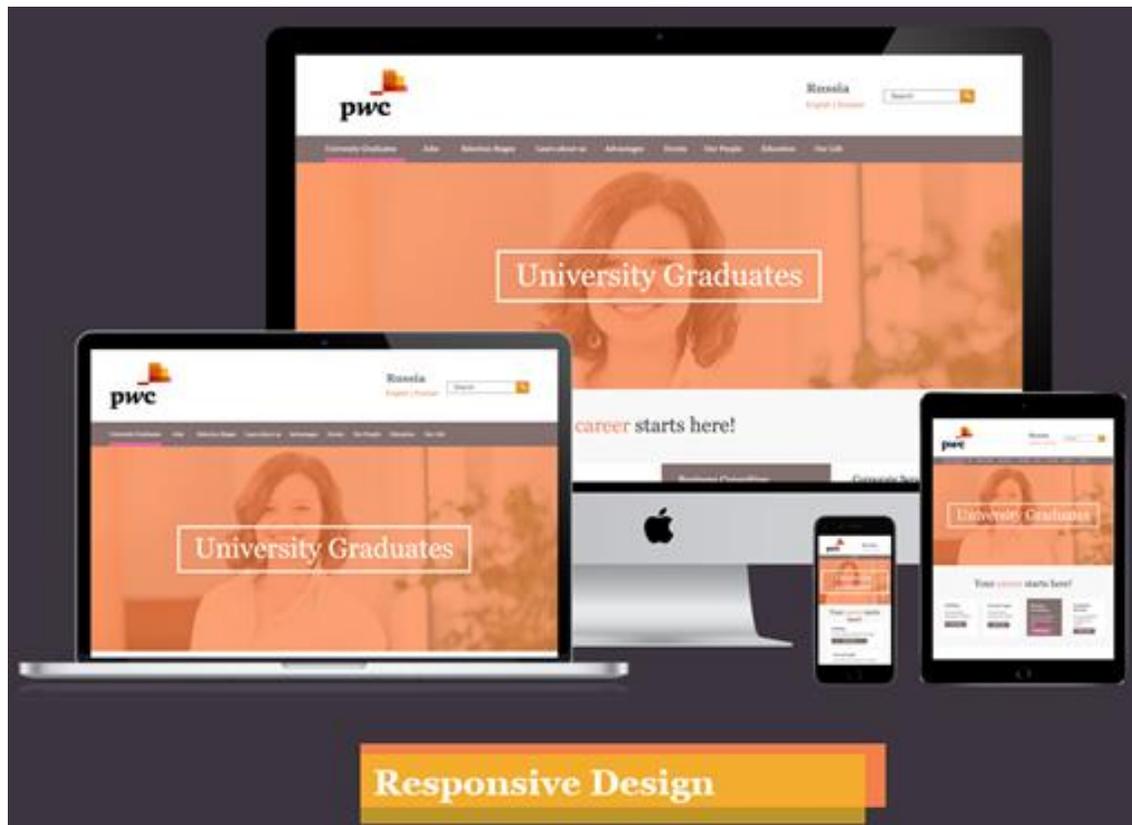
Figure 4.10: Responsive Design

The website demonstration that our team proposed had to incorporate responsive design to meet the growing need for the mobilization of technology. This approach satisfies a user experience for the website across all platforms (see Figure 4.10). These platforms include desktop computers, laptops, tablets, and mobile phones. We designed 4 different layouts for each individual web page design we created so that PwC had a visual on how responsive design could improve their website (see Appendix O for desktop version and Appendix P for Mobile version).

Once the demonstration was fully developed, we then conducted our tests that compared the PwC Russia's current careers website against our new version. Each participant completed 3 tasks on each website. The tasks were timed to compare navigation and then the participants were asked 4 questions about their feelings on the demonstration version versus the original version of the careers website.
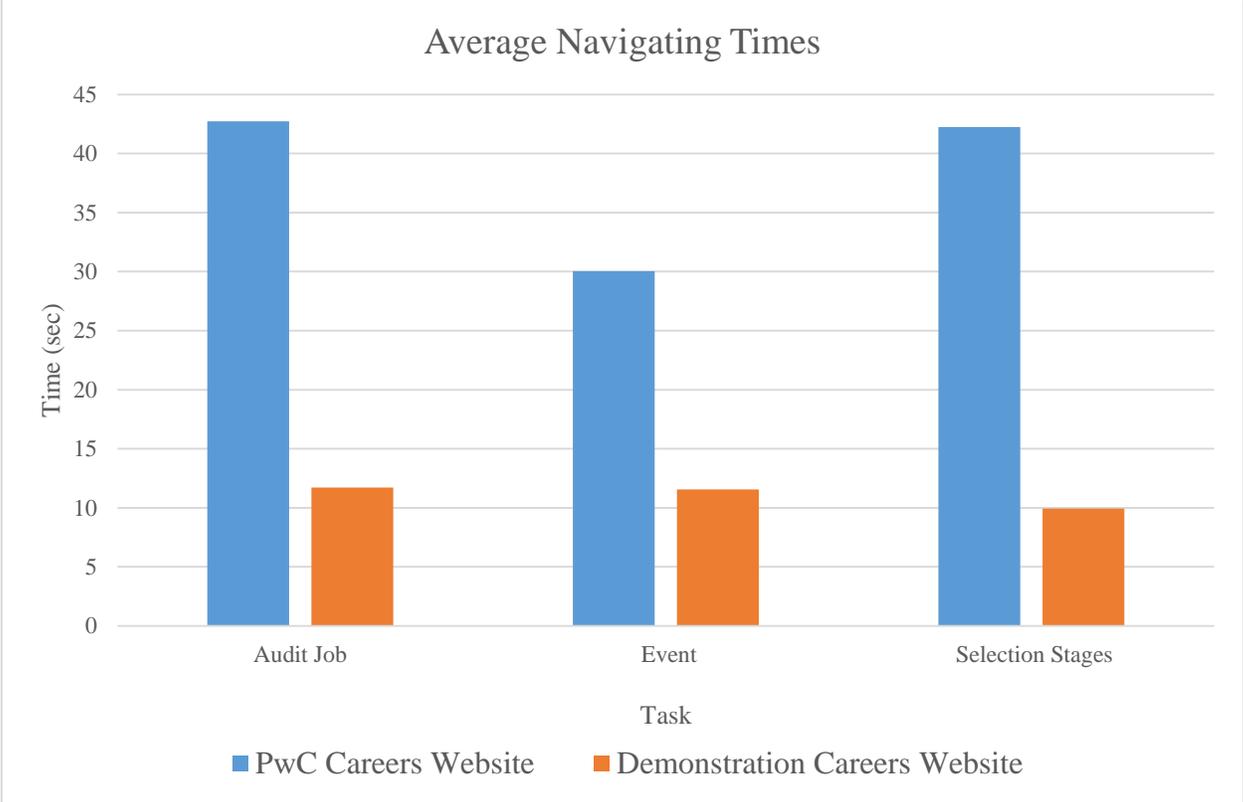
Figure 4.11 Averages Navigation Times for Demonstration Tests

Through our demonstration tests we found that that our single-page scrolling careers website was much easier to navigate than the current careers website of PwC Russia (see Figure 4.11). While all of the navigation times for the demonstration careers website were less, the most important outcome was the more than 30 second improvement in finding the audit job. Our main objective for PwC Russia is to bring in more applications, and making the path to start the

application process an easy process would be an important contributor to this. Along with the improved navigation times, 94% of the participants agreed that the demonstration careers website was easier to navigate and has the better design (see Appendix N). Overall, the data from our demonstration tests show that our new version of the careers website is a definite improvement over PwC Russia's current careers website.

In sum, we were able to create a demonstration version of PwC Russia's careers website and test it against the current version. Using the data we received from these tests as well as all other previous research, we were able to reach certain conclusions and formulate recommendations for PwC Russia. These conclusions and recommendations will be presented in the following chapter.

5.0 Conclusions and Recommendations

We have come to many realizations about the current PwC careers website as a result of our research. These realizations have allowed us to recommend viable website designs for PwC. Our conclusions and recommendations for PwC focus on multiple target audiences across many different platforms. These conclusions greatly contributed to our approach while designing a prototype of a new careers website and provided a good representation of the recommendations that we have for the careers website.

5.1 Conclusions

From our research we concluded that there needed to be three different sections of the website for the three different target audiences because they had different priorities when visiting a careers website. These three different target audiences are university students, recent graduates, and experienced professionals. After testing our demonstration we were also able to conclude that a single-page scrolling version of the careers website is a significant improvement over the current PwC website in both ease of navigation and design. From this we also concluded that a careers website using the single-page scrolling style would be the best direction for PwC Russia to go. It would allow for better user experience as well as easy compatibility with mobile devices.

5.2 Career Site Recommendations

The PwC Russia careers website is a powerful driving force in attracting and engaging potential applicants. To successfully utilize this tool in today's world the website must be available on all devices. To achieve this goal we recommend making the website mobile friendly with responsive design. The careers website should be able to be viewed on any device while remaining sleek and attractive. Having consistency in the formatting of the website on all platforms is a mark of a strong brand and is often better received by users.

In order for the careers website to be attractive to this generation of students and graduates it must be up to date with the current trends and with the audience's priorities. We recommend PwC Russia model their new careers website after our demonstration. This includes the single-page scrolling style that has become very popular because of its effectiveness on mobile devices as well as our organization of each page that caters specifically to the target audience. Using our demonstration as a model would create a modern website that is very user-friendly.

During our time in Moscow we did extensive research on the needs of the student target audience and some on the recent graduate target audience. However, in order to properly organize the careers website to meet the needs of all target audiences, we recommend that PwC Russia conduct more research on the groups of "Recent Graduates" and "Experienced Professionals." The organization of the pages for these groups were based mostly off of our own logic and inferences about their preferences. With more research, each page can be adjusted to more accurately represent the desires of these audiences.

For our final recommendation, we propose that PwC Russia collect extensive data on the website and carefully monitor its use. We suggest that PwC measure the number of visits not only that the careers website receives but also which sections or subsections are the most visited. It is also important for them to track the number of applicants they receive off of the careers website to see if the new site is an improvement over their previous version. Keeping these data can also help them update their website in the future as inevitably there will be more updates that will be necessary.

5.4 Final Thoughts

Website design has a major influence on company recruitment. Effectively utilizing PwC Russia's careers website has the potential to greatly improve their recruitment. Through our research we have presented valuable information on how to improve PwC's careers website. We believe these recommendations will provide users with a more useful and attractive careers website which, in turn, will assist PwC Russia's recruitment.

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Appendix A: Sponsor Description

PwC (formerly known as PricewaterhouseCoopers) (2015a) is a multinational professional services network of companies and one of the largest auditing firms in the world. The Moscow branch of PwC has a mission to provide companies with the best audit and assurance services, consulting, tax and legal services and even corporate training. These services meet international standards and make full use of technology in providing the finest business and technical accounting information. PwC is a public, for-profit company. The company is funded by clients paying for the many services that PwC offers.

PwC (2015a) is the division under which member firms of the PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services. These firms have been established all over the world and together make up the PwC network. Due to many parts of the world requiring accounting firms to be locally owned and independent, each PwC firm is a separate entity and is not a legal partner of the others. The PwC network is not a multinational corporation, but members of the PwC network are bound by certain common policies and maintain the standards set forth by the PwCIL. The Russian PwC company is composed of 2600 professionals. These include 109 partners, more than 1240 accountants and auditors, more than 470 tax and legal consultants, and 390 consultants in areas of investment, corporate finance and business advisory services. We will be specifically working in close cooperation with the PwC marketing team and branding manager.

Figure A.1: Career Progression at PwC Russia (PwC RU, 2015b)

PwC (2015c; 2015e) is structured so that employees when hired can see a natural career progression as shown above in Figure A-1. This encourages students to apply by showing their positional organization in a simple structure. This structure is important in understanding the hiring process for PwC. PwC uses the partners, employees, money, and technological resources listed above to provide useful information to their clients in order to advise on the best possible course of action for that client. PwC works in a number of business sectors such as banking, automotive, insurance, real estate, and technology. They work to develop, grow, and address the issues that come about in a constantly changing global market. PwC brings the knowledge that they have gathered by being a global company navigating through regulations, keeping current, and preserving value in highly competitive environments. They are able to share their journey with their clients so that they can succeed.

According to PwC Russia (2015a), 2000 companies make up their client base. This includes 208 companies from the Expert Top 400. Among these clients, fifty-two percent of them are Russian companies. Although the Moscow branch of PricewaterhouseCoopers does not release their annual budget or revenue, PwC (2015b) does release their total global gross revenues. For the fiscal year ending on June 30, 2014, PwC generated $34 billion in gross revenue. This revenue was up 6% from the previous year. PwC also had 195,433 employees worldwide throughout that fiscal year.

The main employee recruitment of PwC (2015f) targets students and professionals with accounting and business backgrounds. There are three companies in Russia that are in direct competition with PwC for recruiting the same group of workers: KPMG (2015a), Ernst & Young (2015) and Deloitte (2015)**.** These companies are all global organizations that provide similar services to PwC.

Appendix B: Transcript for Interview with Travis Himstedt

April 14, 2015
18:00 EST

We asked him if we could record the conversation.
He said yes.

We introduced ourselves

We gave him the background of our project

Questions asked:

Q: What is your background?
A: He is an employee of the organization department at Rush University Medical Center in Chicago. He also designs and sends out employee surveys for feedback. He does performance evaluation analysis.

Q: Are you involved in recruitment and the hiring process?
A: No, he is not an expert on recruitment.

Q: What is the impact of staffing?
A: Hiring the right people is crucial and dealing with any issues within the office is important to having success within a company.

Q: What methods of recruitment do you currently use? (Website, career fairs, etc.) What is the most effective method for your company?
A: Having interns accept job offers is very common at Rush. The retention of interns and new employees is a very successful technique.

Q: Do you work with college students?
A: Yes, I interact with the college interns on a daily basis.

Q: What are the key differences you notice between student applicants and applicants with previous employment experience?

A: More experienced employees are easy to notice based off of their medical school experience. Rush is a relationship based company and the interactive experienced employees are often great additions to their team.

Q: How did you end up working at Rush?

A: His classmates told him about the opportunity. He ended up working at the medical center out of university.

Q: Are there any noticeable impacts on retention based on the demographics of Rush?

A: As a result of the diversity of Chicago, Rush is a very diverse research based organization. Other than the diversity, there is not a lot of demographic impact.

Q: Does the visual attractiveness of the career site matter a lot in recruitment?

A: Making the website seem personal matters. The website has to be easy to navigate because many employees get turned off when there is poor navigation on a webpage.

Q: How do you feel about using the internet as a recruitment strategy?

A: It can be very effective. He knows of some companies with great internet based employee networks that tend to increase the success of the company and helps maintain the happiness of employees. Using social media such as Facebook for an internal organization can be useful as well to increase the amount of employee engagement.

He said there are 6 engagement practices that are crucial to the success of a company in hiring and retaining employees. 6 engagement practices:

1. Company practices
2. Opportunity for growth
3. People that they work with - including opportunities to work with managers and leadership
4. Having a balance between work and life
5. Employee recognition and rewards
6. The work itself - do you like the job that you are doing?

Q: How do you structure your surveys?

A: They use a 5 point scale with 1 being strongly disagree and 5 being strongly agree.

Q: How do you feel about using the internet as a hiring resource vs. only using personal interactions?

A: Could help: more candidates, but reading resumes are not in depth enough. Employers end up just glancing over the resumes. Internet can also help to implement tools to ask questions that can filter the applicants to the desired qualifications before the interview process even starts.

We thanked him for his time.

Appendix C: Pilot Focus Group Protocol

Targets: 8 - 10 students with financial background
Duration: 45 - 60 min

Introduction Script:

Let me introduce myself; my name is _____. : We are conducting market research on how useful websites are in the job search process and what makes a good website for potential employees like yourselves.

Tonight we will be asking you to navigate through 4 different careers website and then to discuss your opinions and experiences with these website interactions. Your feedback will be very helpful in improving the application process. We want to assure you that everything that is shared here tonight will be kept confidential as far as who said what. In other words, although your feedback will be used in general, your identity will be protected so that you can speak freely.

To keep a record of your comments, we will be recording our group on this digital recorder and will also be taking some notes.

Asking questions for discussion facilitating:

1. How was your summer? Did you have any internships or jobs? Do you have any plans for future employment?
2. If you had a job, how did you find it? Where do you commonly look for jobs on the internet?
3. What do you expect out of a career site? What kind of content do you want to see on the career site?

Now we will take you to the computers where we will have you perform three different tasks for each of the big 4 companies' careers website.

(Pair off with students and run usability test)

4. What do you think about these paths for applying? What did you find easy? Difficult? What site was easiest for applying? Why?
5. What do you look for? What tools (training videos, infographics, etc.) are the most useful? What design/feature did you like the most among all of them?
6. Before you would apply to companies similar to this do you search for information about the company first? What do you want to know about the company?

7. Any additional comments?

Thank you for your time.

Appendix D: Revised Focus Group Protocol

Targets: 6 - 10 students with financial background
Duration: 45 - 60 min

Introduction Script:

Let me introduce myself; my name is _____. : We are conducting market research on how useful websites are in the job search process and what makes a good website for potential employees like yourselves.

Tonight we will be showing you to the careers websites of the Big 4 companies. We will ask you to tour the PwC Careers website and to give us your opinions of it. Your feedback will be very helpful in improving the application process. We want to assure you that everything that is shared here tonight will be kept confidential as far as who said what. In other words, although your feedback will be used in general, your identity will be protected so that you can speak freely.

To keep a record of your comments, we will be recording our group on this digital recorder and will also be taking some notes.

Asking questions for discussion facilitating:

1. How was your summer? Did you have any internships or jobs? If you had a job, how did you find it? Where do you commonly look for jobs on the internet?
2. What do you expect out of a career site? What kind of content do you want to see on the career site?
3. ***Now we will bring up the PwC careers website. We want you as a group to navigate the page to _____ (specific faculty) job vacancy*.** What tab/link would you click on get there? Why would you choose this? (**Navigate through website based on student's suggestion until you find the vacancy**)
4. What do you think about this path for applying? What do you like about it? What would make it easier?
5. ***Let's say you got through the application phase of the selection process and have gotten an interview with PwC.*** What would be your next step? Would you use the careers website for if at all? Would you look up more information on the company?
6. ***Let's go back to the main page of the careers website now.*** What do you think about this page? How do you like the organization? What would you change about it?
7. ***Now we are going to take a brief tour of the other parts of the careers website. (Show videos, Education interactive Portal, Selection Stages, and Events page separately).*** Which of these parts of the career website do you find most useful? Are the videos and

Education portal helpful? What would you want to see in the educational portal? Do you want to know about or attend events hosted by PwC? Where would you go to find events (VK or website)?

8. To finish up this discussion we want you to rank priorities when viewing a career site (About us, Selection stages, Advantages, Events, Our people, video series of company, Educational portal and Apply now)

9. Any additional comments?

Thank you for your time!

Appendix E: Usability Testing Protocol

Usability Testing
Protocol
V1.1

PwC WPI Project Team

DESCRIPTION OF METHODOLOGY

Think-Aloud Protocol

We will employ a task-based think-aloud protocol, in which we will ask users to communicate their thought processes verbally while they work. We will ask them to vocalize what path they take to find information, what questions they have, and what surprises or confuses them as they go through the application. We will keep questions open-ended and neutral, such as "What do you mean by that?" or "What did you expect o happen?" When users identify a problem, we will ask them how *they* would fix it. We will observe body language and facial expressions as well.

Testing Procedures

The test facilitator will instruct and observe users performing fairly simple, common tasks. Facilitators will verbally lead users through the series of questions, encouraging them to think out loud and respond to what they are looking at, and ask questions about their thought processes and decisions as they work, without being intrusive or leading. The facilitator will also take in-depth notes.

Test Facilitator: _____

Test Date: _____

Specific Computer/Software used for this Test:

PC or Mac:
Operating System:
Browser and Version:
Screen Resolution:

1. Finding an Auditing job in Moscow from PwC [Facilitator asks this question out loud. Do not lead the user to the answer. Do not help the user answer the question. Remind the user we are testing that software, not them. Encourage them to think out loud. ("what words are going thru your mind?", "what are you looking for?")]

   Time: _____ sec

   Observe known click stream: [Facilitator checks each step user clicks]
   ___ Click "How to reach us"
   ___ Click "Jobs/Interns"
   ___ Click "Jobs in Audit Department"
              or
   ___ Click "Audit Consultant" under the "Vacancies" section

   If user does not follow the known path, what did s/he click on? [Facilitator notes different paths/dead-ends]

   User's Verbal comments: [Facilitator notes user's verbal comments]

   Any suggestions for making this (task) easier? [Facilitator asks user]

   Difficulty: 0   1   2   3   [Facilitator indicates difficulty rate of this task for this user based on Facilitator's opinion]

   0 = User completed task with zero difficulty. (Zero Frustration)

   1 = User completed task with only minor problem(s). (Little Frustration)

   2 = User completed task, but it required more effort/time/dead-ends than the user expected. (Medium/High Frustration)

   3 = User did not complete task. (Point of Failure)

3

2. Finding the selection stages of PwC for students

Time: _____ sec

Observe known click stream:
___ Click "How to reach us"
___ Click "Selection Stages"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

3. Finding the PwC Business Mixer Event of PwC

Time: _____ sec

Observe known click stream:
___ Click "Opportunities for Students"
___ Click "Business Mixer"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

What do you think of the design of this website?

If there were three things you could change about the website, what would they be?

1.

2.

3

4. Finding an Auditing job in Moscow from KPMG for students

Time: _____ sec

Observe known click stream:
___ Click "Jobs"
___ Click "Young Professionals"
___ Click "Department of audit services"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

5. Finding the selection stages of KPMG for students

Time: _____ sec

Observe known click stream:
___ Click "Your Opportunities"
___ Click "Stages of the selection of candidates"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

7

6. **Finding the KPMG Tax Week Event from KPMG**

Time: _____ sec

Observe known click stream:
___ Click "News & Event"
___ Click "KPMG Tax Week"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

What do you think of the design of this website?

If there were three things you could change about the website, what would they be?

1.

2.

3

7. Finding an Auditing Job in Moscow from Deloitte for students

Time: _____ sec

Observe known click stream:
___ Click "Apply"
___ Select "Students"
___ Click "Company Service"
___ Select "Audit"
___ Select "Moscow"
___ Click "Find Position"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

8. Finding the selection stages of Deloitte for students

Time: _____ sec

Observe known click stream:
___ Click "Students"
___ Click "Selection Process"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

10

70

9. Finding the Job Forum "Professional Growth"of Deloitte for students

Time: _____ sec

Observe known click stream:
___ Click "Students"
___ Click "Calendar of Events"
___ Click "Job Forum "Professional Growth""

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

What do you think of the design of this website?

If there were three things you could change about the website, what would they be?

    1.

    2.

    3.

10. Finding an Auditing Job in Moscow from EY for students

Time: _____ sec

Observe known click stream:
   ___ Click "Vacancies"
   ___ Click "Jobs in Moscow"
   ___ Click "Department of audit services"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

11. Finding the selection stages of EY for students

Time: _____ sec

Observe known click stream:
    ___ Click "Students and Graduates"
    ___ Click "How to reach us"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

12. Finding the Networking Party Event from EY

Time: _____ sec

Observe known click stream:
___ Click "Students and Graduates"
___ Click "Events"
___ Click "Networking Party"

If user does not follow the known path, what did s/he click on?

User's Verbal comments:

Any suggestions for making this (task) easier?

Difficulty: 0   1   2   3

What do you think of the design of this website?

If there were three things you could change about the website, what would they be?

1.

2.

3

When users are finished going through the set of task-based questions, give them a few minutes to talk informally about their usability experience with you. Ask them what they liked/disliked about the site most, if they have suggestions for improvements, etc. If they've done or mentioned anything during the test itself that you want to ask further questions about, now is the time to ask. In my experience, users are only too happy to talk with you when the test is over!

In General, which website has the best design among all?

Which is the easiest one to navigate?

Please rank the priority of following sections:

[   ] Videos on people's life at PwC

[   ] About Our People

[   ] About Company

[   ] Events

[   ] Apply

[   ] Selection Stages

Appendix F: New Employee Interview Protocol

Scale: 5-10 new employees

Interviewers: 1 US student, 1 Russian student

Duration: 10 minutes

Questions:

1. How long have you worked at PwC?

2. How did you find out about PwC?

3. Explain the steps you took to get a job here.

4. Have you visited the Career Site of PwC?

5. What do you think of the visual attractiveness of this career site?

6. Did the Career Site help you during your job searching? If so, in what way?

7. Are there any changes that you would make to the career site that would have improved your application experience?

8. Did social media have any influence on your application process?

9. Did you watch any videos? Did you read company bios? What's your impression on them? How much research did you do before you applied?

10. Any other comments?

Appendix G: Focus Group #1

September 11, 2015

- All International Finance Students
- All Spoke very good English
- Focus Group done in English
- 4 - 3rd year students, 4 - 2nd year students (8 total)

1. How was your summer? Did you have any internships or jobs? Do you have any plans for future employment?

Not many had Internships over the summer. One worked in London, studying for Bloomberg. One other had an internship.

2. If you had a job, how did you find it? Where do you commonly look for jobs on the internet?

Of the two that had an internship over the summer, one got it through using Head Hunter and the other found it through the website of the company (Bloomberg).

3. What do you expect out of a career site? What kind of content do you want to see on the career site?

They want to find job requirements, internships, positions in other countries, special tests that are needed.
One wanted a short history of the company, but others disagreed. They said that the company information on the career website would be biased and most of the time unnecessary; they don't want to be overloaded with the information.

------- Usability Test ---------

4. What do you think about these paths for applying? What did you find easy? Difficult? What site was easiest for applying? Why?

Found EY was the quickest and easiest site to navigate. KPMG was the worst. One student used Google to find some of the pages instead of going through the careers website.

5. What tools (training videos, infographics, etc.) are the most useful? What design/feature did you like the most among all of them?

Students found that the big pictures/tabs on the pages took their attention away from the more useful links and that they wasted space. Each website had a poor search engine. Preferred good, explanatory titles of links to pages. Fewer words on pages.

PwC specifically had information scattered all over the page. Nonspecific titles of tabs.

6. Before you would apply to companies similar to this do you search for information about the company first? What do you want to know about the company? What do you look for?

All but one agreed they would not look at the company information on the careers website before they would apply. Would just want to go straight to applying for a job.

7. Any additional comments?

There was very little experience among the students with using the big 4 career sites. Most agreed that using Google was probably easier than navigating the sites as well.

Appendix H: Focus Group #2

September 16, 2015

- All International Economic Relations students
- Focus group was conducted in English with Russian used occasionally
- 8 - 4th year students, 1 - 2nd year student (9 total)

1. How was your summer? Did you have any internships or jobs? If you had a job, how did you find it? Where do you commonly look for jobs on the internet?

Two people total had a job or internship over the summer. One was in investment banking. Both used a careers website to find them. A comment was made that it is difficult for 4th year students to look for jobs because they are very busy with classes.

2. What do you expect out of a career site? What kind of content do you want to see on the career site?

They wanted career opportunities for prospective employees on front page. Show requirements for jobs and clear contact information.

3. *Now we will bring up the PwC careers website. We want you as a group to navigate the page to _____ (specific faculty) job vacancy*. What tab/link would you click on get there? Why would you choose this? **(Navigate through website based on student's suggestion until you find the vacancy)**

One suggested to click on the picture. Hovered over the How to Reach Us tab to see what was there. Another said to click on opportunities for students. Others agreed and that is what they first clicked on. Another comment was made "why do they even have a video series?" Opportunities for students was not helpful; they went back to the careers home page and found vacancies on the bottom of the page.

4. What do you think about this path for applying? What do you like about it? What would make it easier?

Thought picture was distracting and vacancies should be more apparent on front page. They all agreed the How to Reach Us tab was misleading and contained repeated information. It should contain contact info, not company information. One suggested a path should be How to Reach Us -> Choose Region -> Requirements -> jobs

5. ***Let's say you got through the application phase of the selection process and have gotten an interview with PwC.*** What would be your next step? Would you use the careers website for if at all? Would you look up more information on the company?

After getting an interview they were interested in finding out more about PwC, Information on whom they will be interviewing with (e.g. their experience, location, photo, interest, etc.), required documents for interview, and news of successful interns (small blurb 4-5 sentences). They also agreed that they would use the careers website over Wikipedia.

6. ***Let's go back to the main page of the careers website now.*** What do you think about this page? How do you like the organization? What would you change about it?

You only see the picture on the main page. One student said "Why should I watch the videos?" The main page does not contain all of the main information they expected to see. Needs to be more informative.

Pictures are too big. One suggested maybe one line with two text boxes/pictures would be better. Smaller pictures with more information. Click pictures to make larger and show information. Not too much text. Most important information was at the bottom (doesn't want to have to scroll down). Put the "Apply now" button on home page. FAQ or chat box for questions.

Site is "okay".

7. ***Now we are going to take a brief tour of the other parts of the careers website. (Show videos, Education interactive Portal, Selection Stages, and Events page separately).*** Which of these parts of the career website do you find most useful? Are the videos and Education portal helpful? Do you want to know about or attend events hosted by PwC?

All agree that the selection stages contains very useful information. All agreed they would use the educational portal. Made the point that Google is not always reliable, and PwC would be more trusted. A few changes could improve the portal such as: instead of education call it training on how to be prepared, advertise it through social media, and allow free access instead of having to fill in things.

8. To finish up this discussion we want you to rank priorities when viewing a career site (About us, Selection stages, Advantages, Events, Our people, video series of company and Apply now)

Comment was made that events can be found via social media (e.g. Facebook, VK, etc.) and "Our People" can be found on LinkedIn.

	Rank									Average
Apply for Job	2	4	2	3	1	2	5	1	1	2.33
Selection Stages	5	5	4	1	2	1	6	2	2	3.11
About PwC	1	1	1	8	6	4	1	4	3	3.22
Advantages	3	2	3	7	3	3	3	3	4	3.44
Events	7	8	5	2	7	5	2	6		5.25
Our people	6	3	8	6	4	7	4	5		5.38
Education	4	6	6	4	5	6	7	7		5.63
Video Series	8	7	7	5	8	8	8	8		7.38

9. Any additional comments?

All but 1 first time visiting site. Interested in investment banking. Would be more interested in PwC if there were higher salaries, and it was easy to move up in the company. View PwC as a good stepping stone in a career (1-2 years working there).

Appendix I: Focus Group #3

September 17, 2015

- 6 - State Financial Control, 2 - International Control
- Focus group was conducted in mostly Russian, English used occasionally
- 6 - 1st year students, 2 - 2nd year Master students (8 total)

1. How was your summer? Did you have any internships or jobs? If you had a job, how did you find it? Where do you commonly look for jobs on the internet?

1 had internship in tax department and applied through a website.

2. What do you expect out of a career site? What kind of content do you want to see on the career site?

Expects to see details of the application (e.g. details of the process), selection stages, information on the different departments, and requirements for jobs. 1st year students were more interested in events and internships available to them.

3. *Now we will bring up the PwC careers website. We want you as a group to navigate the page to _____ (specific faculty) job vacancy.* What tab/link would you click on get there? Why would you choose this? **(Navigate through website based on student's suggestion until you find the vacancy)**

Clicked on picture first and did not expect to see the video series. Went back to main page and clicked on how to reach us, then vacancies and internships and then found job.

4. What do you think about this path for applying? What do you like about it? What would make it easier?

Path was "easy enough" to use. They wanted a vacancy section on top of the main page. They thought it was strange for the video series to be the main focus of the first page. They liked that the description of the jobs was easy to find.

5. *Let's say you got through the application phase of the selection process and have gotten an interview with PwC.* What would be your next step? Would you use the careers website for if at all? Would you look up more information on the company?

They would like to see a guide for the interview as well as tips and preparation questions to prepare you. Might be easier done in video form instead of text.

6. ***Let's go back to the main page of the careers website now.*** What do you think about this page? How do you like the organization? What would you change about it?

Picture distracts attention. Titles were also misleading. One suggested making the tabs in bigger boxes.

7. ***Now we are going to take a brief tour of the other parts of the careers website. (Show videos, Education interactive Portal, Selection Stages, and Events page separately).*** Which of these parts of the career website do you find most useful? Are the videos and Education portal helpful? Do you want to know about or attend events hosted by PwC?

Selection stages was easy to find and had good information. Overwhelming yes for being interested in the educational portal. Said using PwC would be easier than YouTube because all the videos would be in one place.

8. To finish up this discussion we want you to rank priorities when viewing a career site (About us, Selection stages, Advantages, Events, Our people, video series of company and Apply now)

	Rank								Average
About PwC	3	1	1	1	8	1	1	1	2.13
Apply for Job	1	5	5	3	2	3	7	3	3.63
Events	2	3	4	6	6	5	2	2	3.75
Education	7	4	3	5	4	2	3	4	4.00
Selection Stages	5	6	2	4	3	4	6	8	4.75
Advantages	4	7	6	2	1	8	8	5	5.13
Our people	8	2	7	7	7	6	4	6	5.88
Video Series	6	8	8	8	5	7	5	7	6.75

9. Any additional comments?

First year students were not as interested in applying for a job. More interested in training and events.

Appendix J: Focus Group #4

September 25, 2015

- 6 - Accounting and Audit Faculty
- Focus group was conducted in mostly English, Russian used occasionally
- 2 - 3rd year students, 4 - 2nd year students (6 total)

1. How was your summer? Did you have any internships or jobs? If you had a job, how did you find it? Where do you commonly look for jobs on the internet?

No one had internships.

2. What do you expect out of a career site? What kind of content do you want to see on the career site?

Expects to see salaries, vacancies, job information, company statistics, and the opinions about the company.

3. ***Now we will bring up the PwC careers website. We want you as a group to navigate the page to _____ (specific faculty) job vacancy***. What tab/link would you click on get there? Why would you choose this? **(Navigate through website based on student's suggestion until you find the vacancy)**

Clicked on careers at PwC which brought them back to the same page. Then clicked on careers at PwC, Moscow, and found the job.

4. What do you think about this path for applying? What do you like about it? What would make it easier?

Job was easy to find. Link to careers page on careers page was confusing.

5. ***Let's say you got through the application phase of the selection process and have gotten an interview with PwC.*** What would be your next step? Would you use the careers website for if at all? Would you look up more information on the company?

They want to see sample interviews, list of questions they may be asked, and literature on the department they will be joining.

6. ***Let's go back to the main page of the careers website now.*** What do you think about this page? How do you like the organization? What would you change about it?

Picture is very distracting and they wanted to click it. Once clicked they expected to get internships not a video series. They also found the "How to Reach Us" tab very misleading. They expected a map, directions, or contacts to be under it, not selection stages and everything else that is there.

7. ***Now we are going to take a brief tour of the other parts of the careers website. (Show videos, Education interactive Portal, Selection Stages, and Events page separately).*** Which of these parts of the career website do you find most useful? Are the videos and Education portal helpful? Do you want to know about or attend events hosted by PwC?

Selection stages was a very useful page. One student said it was "the most useful page on the site." Found it would be better located under a different tab.
They were able to find the events tab at the bottom of the page, some expected events to be under the opportunities for students tab. All agreed events would be easier to find on VK.
Would use educational portal. It would be more useful than a video series. Wanted to see information and lectures on auditing, accounting, etc. Also wanted education on what the jobs entail. Wanted to also see the theory of the subject applied in today's world.

8. To finish up this discussion we want you to rank priorities when viewing a career site (About us, Selection stages, Advantages, Events, Our people, video series of company and Apply now)

	Rank						Average
About PwC	1	1	1	1	4	7	2.50
Apply for Job	2	5	3	4	1	2	2.83
Advantages	7	3	5	3	3	1	3.67
Selection Stages	3	4	4	5	2	4	3.67
Education	6	7	2	2	5	3	4.17
Events	4	8	6	6	6	5	5.83
Our people	5	2	8	7	7	6	5.83
Video Series	8	6	7	8	8	8	7.5

9. Any additional comments?

Some have gone to open door events at PwC and KPMG events

Appendix K: Interview Summaries

Scale: 2 newly hired interns, 1 newly hired consultant

Interviewers: Scott Spear and Frederick Gergits

Duration: ~10 minutes

Date: 18/9/2015 - 21/9/2015

Questions:

1. How long have you worked at PwC?

About 2 months, 2 months, and 1 month

2. How did you find out about PwC?

Heard about PwC without looking at the careers website. Then found junior club on the website and joined.

PwC had department in High School of Economics. Went to lectures hosted by PwC (x2)

3. Explain the steps you took to get a job here.

2 found vacancy on PwC, 1 on Head Hunter

Sent in CV (Have to make account on PwC)

Standardized tests at PwC

Interview with HR

Interview with Manager

4. Have you visited the Careers Website of PwC?

Yes

5. What do you think of the visual attractiveness of this careers website?

Pleasant to look at, Very interactive

6. Did the Careers website help you during your job searching? If so, in what way?

Application process was straightforward, website contained very useful information

7. Are there any changes that you would make to the careers website that would have improved your application experience?

Thought signing up for PwC was tedious and difficult since information was already on CV.
Some difficulties navigating

8. Did social media have any influence on your application process?

1 found job on headhunter (more comfortable because they already had an account)
All used VK to find events and announcements instead of website

9. Did you watch any videos? Did you read company bios? What's your impression on them? How much research did you do before you applied?

1 watched videos, 2 did not (found videos useful but certain things were viewed as "Awkward" when they hadn't worked at PwC before).

Used Google to find information. Searched for tips on interviewing

Read books written by previous PwC employees, watched KPMG lectures, researched special types of taxes

Appendix L: Summary of Usability Testing

- Usability Testing
  - @ Sep 11, 2015 with 8 students from **International Finance** faculty of Financial University
  - Asked them to finish 3 tasks from the career sites of PwC, KPMG, Deloitte, EY
    - Tasks:
      - 1. Find an auditing job at Moscow
      - 2. Find the selection stages page
      - 3. Find an student event of company
    - Recorded the **time** for them to finish each task and took notes on their **reactions and comments**
  - Results:
    - Finishing Times:

Task Completion Time Comparison
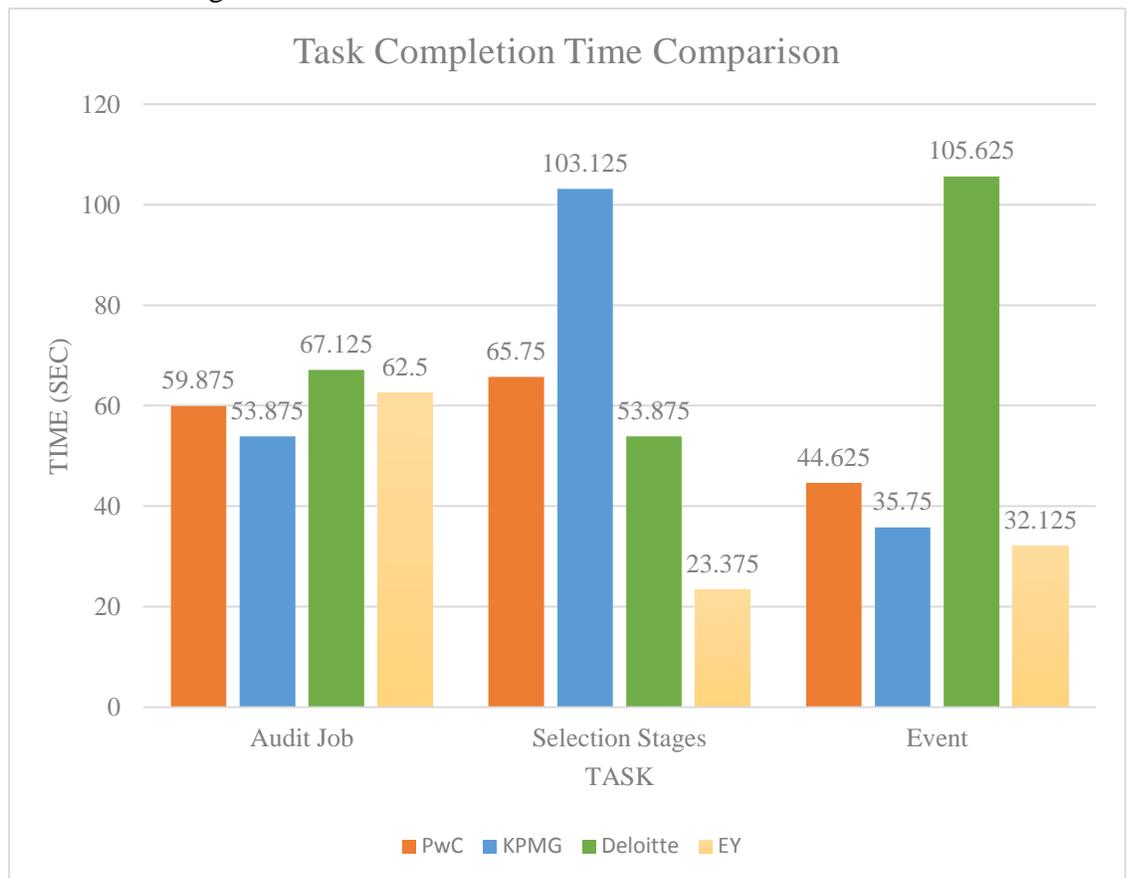
■ PwC

Pros	Cons
Likes the amount of **white space** on the website	The "**How to Reach Us**" tab does not have expected information
Like the **quick links** on the Careers Page	They **do not** want a TV series on the front page
The **side menu** is useful	"**Education**" section is helpful, but title is misleading
"**Selection Stages**" is very helpful	No "**students section**" on Careers front page
Easy to find **Events**	PwC search box **was not useful**, backing out and using Google was much easier

Student Wants:

- An "Apply Now" link on the front page
- Easy-to-find job requirements
- Unbiased information about the company - just not on the front page

Appendix M: Demonstration Testing Protocol

Targets: 1 student at a time
Duration: 10-20 minutes

The conductor will explain to the student that they will be completing 3 tasks on the current PwC careers website and the same 3 tasks of our demo of the PwC careers website. The student will be timed on how long each task will take. After all 6 tasks are completed the student will be asked what they thought of each version of the careers website and which version is easier to navigate.

Task 1: Audit Job on Current Careers Website

Time: _____

Comments:

Task 2: Event on Current Careers Website

Time: _____

Comments:

Task 3: Selection Stages on Current Careers Website

Time: _____

Comments:

Task 4: Audit Job on Demo

Time: _____

Comments:

Task 5: Event on Demo

Time: _____

Comments:

Task 6: Selection Stages on Demo

Time: _____

Comments:

Which version did you like the best?

What did you like about the demo?

What could be improved on the demo?


Which was easiest to navigate?

Additional Comments:

Appendix N: Demonstration Testing Results

Site	Times							
	Old	New	Old	New	Old	New		
Task	Audit Job		Event		Selection Stages			
	169.00	59.00	4.00	7.00	4.00	1.00		
	130.00	40.00	8.00	56.00	6.00	16.00	*	
	10.00	8.00	10.00	9.00	74.00	1.00		
	59.00	2.00	63.00	5.00	33.00	2.00		
	59.88	6.00	44.63	9.00	65.75	2.00	**	
	17.00	8.50	10.00	15.00	96.00	71.00		
	21.00	5.00	2.00	6.00	12.00	9.00		
	27.00	22.00	6.00	10.00	83.00	10.00		
	26.00	3.00	5.00	2.00	59.00	3.00		
	9.00	2.00	16.00	4.00	10.00	10.00		
	20.00	7.00	133.00	6.00	24.00	1.00		
	38.00	7.00	13.00	25.00	78.00	5.00		
	17.00	6.20	90.00	21.00	40.00	8.90	***	
	58.00	4.00	27.00	3.00	27.00	2.00		
	15.00	4.00	36.00	4.00	44.00	1.00		
	8.00	4.00	13.00	3.00	20.00	16.00		
Average	42.74	11.73	30.04	11.56	42.23	9.93		
	* Student did not understand English very well							
** Student was in previous usability test. Used average times of usability test for his old site times								
	***Was an Experienced Professional. Used Advantages instead of Event							

Which website was better?   PwC's Website: 1   Prototype: 15

What did you like about the prototype?

- Structure
- Scrolling Page
- User-friendly
- Colorful, attractive, more style
- Easy to find information
- Not too many windows

What could be improved on the prototype?

- Add drop-down lists under the tabs
- Better use of color
  - Add brighter colors
- Better use of white space

Which one was the easiest to navigate?   PwC's Website: 1   Prototype: 15

Appendix O: Snapshots from Website Demonstration

In this section, we have shown each of the major sections we included in our website demonstration. We have not included the heading pages for "Students", "Recent Graduates", and "Experienced Professionals" because they are already included in Chapter 4. Each section listed is shown in all three web pages. The only exception is that the sections "Events" and the "Education Portal" are not included in the experienced professionals web page.
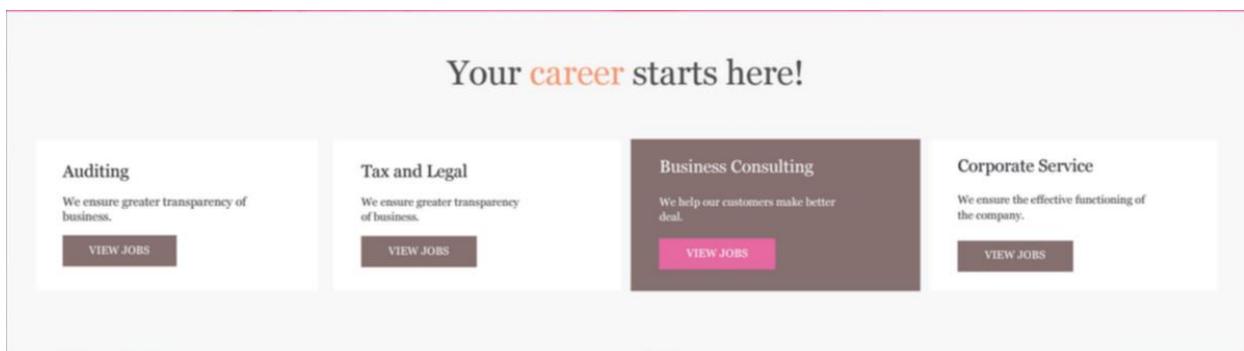
Figure O.1: Desktop "Apply Now" Section

Figure O.2: Desktop "About PwC" Section

Figure O.3: Desktop "Our People" Section

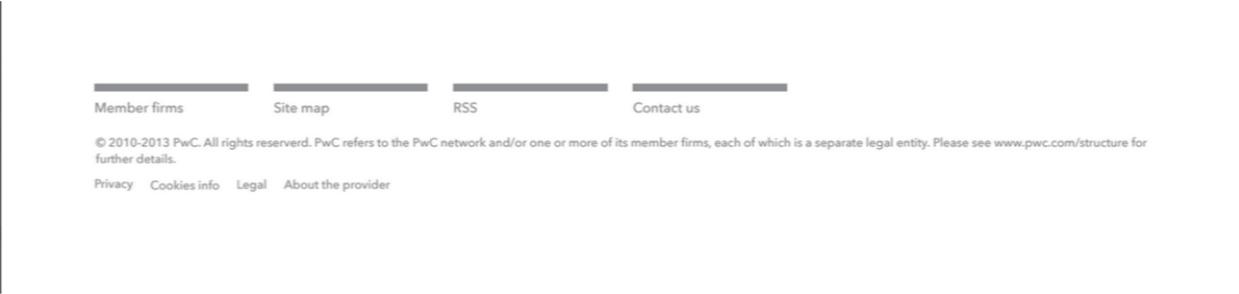**Figure O.4: Desktop "Advantages" Section**

Figure O.5: Desktop "Selection Stages" Section


Figure O.6: Desktop "Events" Section

Figure O.7: Desktop "Educational Portal" Section

Figure O.8: Desktop "Site Map and Copyright Information" Section

Appendix P: Mobile Website Demonstration Screenshots

In this section, we have shown each of the major sections we included in our website demonstration. We have not included the heading pages for "Students", "Recent Graduates", and "Experienced Professionals" because they are already included in Chapter 4, and the mobile heading pages are almost identical to the desktop heading pages. Each section listed is shown in all three web pages. The only exception is that the sections "Events" and the "Education Portal" are not included in the experienced professionals web page.
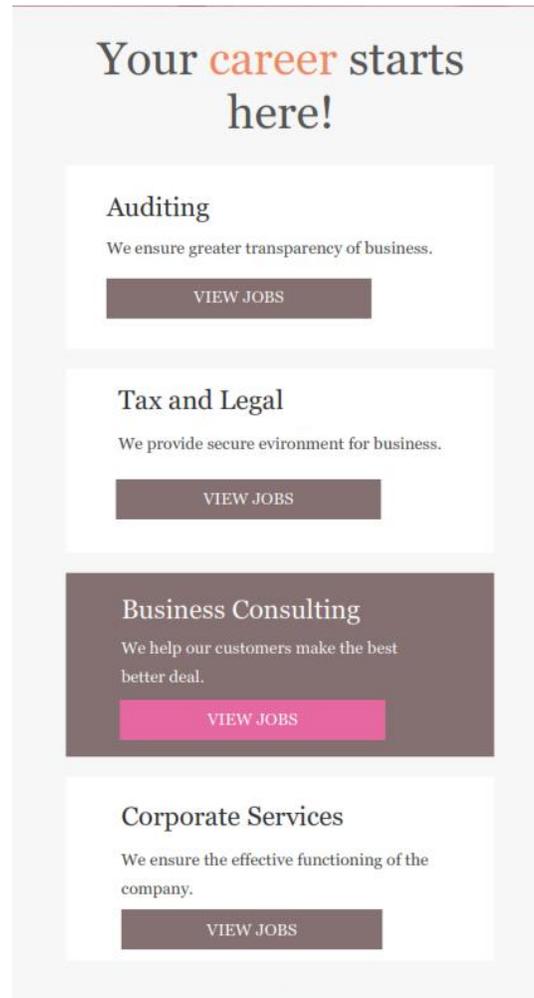
Figure P.1: Mobile "Apply Now" Section

Follow these steps to join us!

1. Register
What do you need to become part of the team PwC

• Specialization in economics/finance/legal/tax/natural sciences;
• Fluency in English.

Once you have decided on the professional field in which you want to develop, sign up *here* by filling out a questionnaire on a specific position. After filling out the questionnaire you will be asked to pass an online test.

1 — Retgister
2 — Online Test
3 — Test in Office
4 — Interview with Specialists
5 — Interview with Managers

Figure P.2: Mobile "Selection Stages" Section
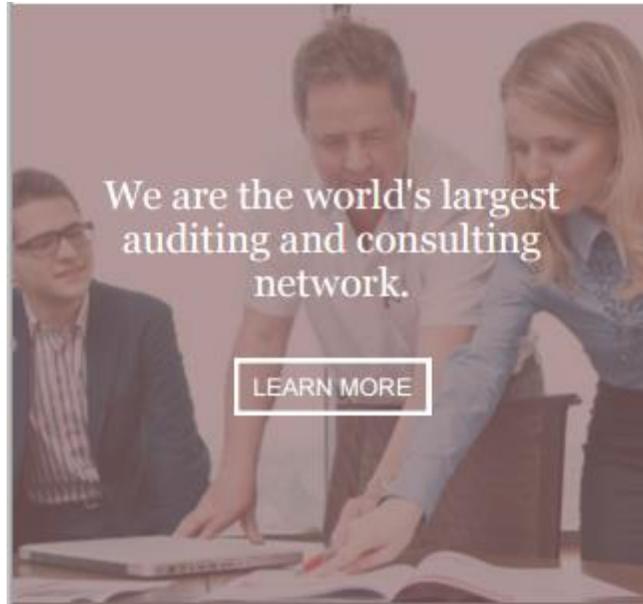
Figure P.3: Mobile "About PwC" Section

Figure P.4: Mobile "Advantages" Section

Figure P.5: Mobile "Events" Section

Meet Our People!

Tatiana Kozyrev

Senior Consultant

"It took a lot of effort to understand the intricacies of the audit procedures, to understand IFRS, learn how to do financial analysis."

Alexei Utkin

Senior Manager

"Be a part of the culture in which your boss does not see a competitor in you and is willing to invest in your daily development - is very correct. "
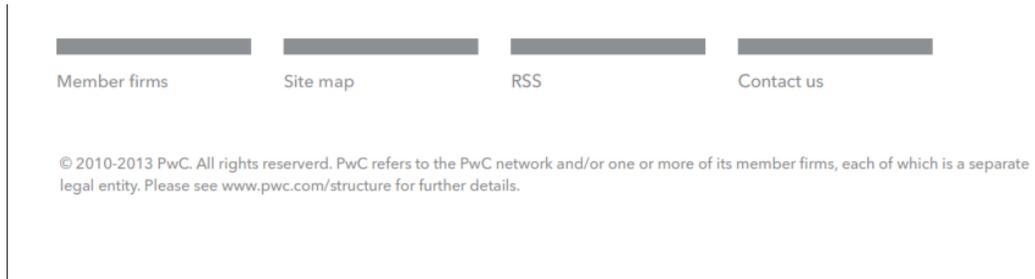

Yevgeny Klimenko

Partner

"My network of professional contacts is constantly growing. Thanks to the work at PwC , I have the right people in all sectors of business. "

Figure P.6: Mobile "Our People" Section

Figure P.7: Mobile "Educational Portal" Section

Figure P.8: Mobile "Site map and Copyright Information"