



**VOX-OPERIS**

# **BUSINESS PLAN**

# 1. Executive Summary **DAN**

VO is a venture created by experienced founders with complementary skills in design, technology, marketing, and operations. Our mission is to build innovative, human-centred solutions that simplify complexity, unlock hidden value, and help people and organisations operate more effectively.

- **Vision:** To become the trusted platform for people navigating work, offering clarity, connection, and opportunity.
- **Proposition:** A subscription-based service helping jobseekers and professionals with tools, community, and resources.
- **Founding team:** Dan Simmons (Product/Design), Anthony Amore (Technology), Craig Bradley-Meichan (Marketing/Operations).
- **Financial snapshot:** Based on realistic adoption of unemployed jobseekers, Year 1 revenues are forecast at £2–2.5m, scaling to £7–9m by Year 3.

## 2. Company Overview

- **Name:** Vox Operis
- **Legal structure:** Limited company
- **Values:**

At Vox Operis, our foundation is built on four principles that guide every decision, every partnership, and every outcome. These values are not slogans, they are commitments.

### **Clarity**

We believe in plain, honest communication. From the way we design our products to the way we share our vision. Clarity means our stakeholders always know what we stand for, where we are going, and how we plan to get there.

### **Efficiency**

We are lean by design. We make smart use of time, talent, and technology to maximise output and minimise waste. Efficiency allows us to deliver faster, scale responsibly, and focus resources where they create the greatest impact.

### **Integrity**

Trust is our currency. We act with honesty, transparency, and accountability, even when it is difficult. Integrity ensures our relationships with partners, investors, clients, and communities are built on confidence and respect.

### **Human Impact**

We measure success not only in numbers, but in lives changed. Every decision is weighed against the difference it makes for people. Human impact is the reason Vox Operis exists.

- **Objectives:**

#### **2025 (Soft Launch & Validation)**

1. **Objective:** Prove the concept.
2. Soft launch to family & friends (Oct) to gather usage data and feedback.
3. Refine MVP and onboarding experience.
4. Establish brand identity and narrative.

5. Validate subscription model (pricing, churn, engagement).
6. Prepare for pre-seed conversations.
7. Soft Launch: November 2025

## 2026 (Early Growth & Seed Stage)

1. **Objective:** Secure traction and market credibility.
2. Expand beyond early adopters into a wider beta audience.
3. Strengthen product features based on validated feedback.
4. Build early community and advocacy around the brand.
5. Demonstrate retention and engagement metrics.
6. Raise Seed round to fund product development and small team expansion.

## 2027 (Market Expansion & Series A)

1. **Objective:** Scale reach and product maturity.
2. Launch full SaaS platform with tiered offerings.
3. Integrate with initial partners (API or strategic integrations).
4. Formalise sales and marketing engine.
5. Prove scalability of subscription revenues.
6. Raise Series A to drive growth, expand team, and establish partnerships.

## 2028 (Acceleration & Series B)

1. **Objective:** Position as a category leader.
2. Broaden feature set to cover new use cases and user segments.
3. Expand to international markets.
4. Build ecosystem through deeper partner integrations.
5. Demonstrate strong unit economics and predictable recurring revenue.
6. Raise Series B to accelerate market capture.

## 2029–2030 (Exit Readiness)

1. **Objective:** Maximise valuation and prepare exit options.
2. Solidify VO as a leading SaaS platform in its category.
3. Build defensibility: network effects, proprietary data, or exclusive partnerships.
4. Explore strategic acquisition opportunities or IPO readiness.
5. Ensure financial, operational, and governance structures support due diligence.
6. Execute exit in Year 5 (sale or IPO, depending on best fit).

### 3. Market Opportunity – Key for financials CRAIG

**Problem:** Jobseekers face fragmented, inefficient tools. Organisations often waste talent due to poor visibility and engagement. Suggest add much more on the problem

**Target market:** Initially unemployed UK jobseekers (~1.67m people, Sept 2025 figures), expanding later to underemployed professionals and global markets. Need to expand this based on Craigs numbers.

Do we also need summary numbers here aligned with financials section?

**Market size:** Discuss overall global market size, then narrow to UK and target segments. If only x% of target market convert.....what should this % be?

**Trend:** Growing appetite for subscription career services, skills platforms, and curated support. Soft skills becoming more important in hiring given.....need to be much more specific here. How does the trend link to the offering?

## 4. Product/Service Offering

The cv is no longer fit for purpose.

With AI able to enhance or replicate the hard (technical) skills, soft skills are becoming more desirable and important but less easy to show. Especially in a cv.

### **A CV tells. A VO shows.**

A VO is a dynamic, interactive profile that blends video, voice, and work samples.

It lets candidates share not just what they've done, but how they think, work, and collaborate.

### **VO gives a *candidate* what a CV can't:**

- Candidates get noticed and hired for their achievements, not where they worked last
- It skips the boring loop of 'So, tell me about yourself' in round one, because hirers have already seen and heard what drives candidate's, how candidate's think, and what candidate's achieved.

### **VO gives a *hiring manager* what a CV can't:**

- A candidate's story, a candidate's personality, and the context behind a candidate's work, without the paper trail of jargon and bullet points of a CV
- For hiring managers, small bits of wasted time add up to a huge problem when you're hiring lots of applicants

### **Excited (early allies)**

- **Progressive recruiters / boutique agencies**

They want tools that show culture fit + personality quickly, so they don't waste client time. A VO helps them make stronger matches.

- **Hiring managers**

They hate repetitive first-rounds. If they can skip straight to a candidate's story, mindset, and values, they save time and get to deeper interviews faster.

- **Candidates with strong soft skills / unconventional backgrounds**  
If you're a career-switcher, ADHD, dyslexic, or not from the "right" university, a VO lets you show who you are before being keyword-screened out.
- **Training / apprenticeship orgs (e.g. Multiverse, General Assembly)**  
They already sell the idea that "skills and story matter more than credentials." A VO platform is natural for their learners.

We are not "just another video CV tool." We're saying:

**"This replaces the pointless first three interviews by showing culture fit, mindset, and real communication skills up front."**

That's what makes both candidates and forward-thinking hirers lean in.



## 5. Business Model

### DAN AND CRAIG AND ANTHONY TO RATIFY AS THIS IS KEY TO FINANCIALS

#### Revenue Streams & Proposition

##### Primary Model: Candidate Subscriptions

- **Basic (£9/month or £100/year):** Access to tools, community, and curated resources to support career growth.
  - **Elite (£300/year):** Premium features, deeper support, advanced tools, and priority opportunities.
- This pricing strategy ensures accessibility at entry while creating a clear upsell path for users who want deeper engagement.

##### Why Subscription First?

- Predictable, recurring revenue supports sustainable growth.
- Builds a long-term relationship with users, increasing retention and lifetime value.
- Provides an agile, scalable framework that can expand internationally with minimal structural changes.

#### Future Revenue Avenues

##### 1. Organisational Subscriptions

- Education (e.g. Royal College of Art): Institutions with thousands of applicants each year require video submissions.
- VO standardises duration and structure, creating consistency and efficiency in faculty review.

- Applicants benefit by reusing/updating their VO profile to support job market entry.

## 2. Corporates:

Large organisations can adopt VO for recruitment, diversity initiatives, or graduate intakes, improving fairness and efficiency.

## 3. Recruiter / Employer Access

- With candidate consent, VO data can be used to match talent with opportunities.
- Revenue via recruiter subscriptions or one-off access fees for targeted searches.

## 4. VO as a Calling Card

- Candidates maintain a portable, continually updated professional profile.
- Creates stickiness and ongoing value beyond initial job search, reinforcing subscription renewals.

## Differentiation

VO is **human-centred, agile, and transparent**. Our focus is on helping people present their authentic selves, rather than reducing them to transactions. This builds trust, loyalty, and advocacy, key drivers for organic growth.

## 6. Competitive Landscape

- **Competitors:** LinkedIn Premium, Reed, Indeed CV services, smaller niche platforms.
- **Strengths:** Simplicity, human focus, clear upgrade path.
- **Weaknesses:** As a new entrant, we require brand trust.
- **Opportunities:** Capture underserved jobseekers who avoid or dislike existing platforms.
- **Threats:** Larger players adopting similar pricing or features.

Attributes	VO	Willo (Competitor A)	Spark Hire (Competitor B)
Candidate-first positioning	Built for individuals to showcase their authentic story, brand, and values	Employer-focused, designed for recruiters to screen candidates	Recruiter-first, integrates into HR workflows and ATS
Differentiation	Human-centred, agile, transparent; designed to empower job seekers	Standardised one-way video interview tool; efficiency-driven	Broader recruiter suite (async + live + ATS) but transactional
Revenue model	Subscription-led (accessible entry at £9/month; clear upsell to £300/year elite)	Freemium SaaS with institutional upsell	Enterprise SaaS licensing, recruiter-centric
Scalability	Replicable globally, every job seeker is a potential user	Focused on SMEs and expanding in US markets	Established in US with recruiter base; limited consumer-side appeal

## Competitive Landscape: Video CV & Asynchronous Interview Platforms

### Willo — Video CV & Asynchronous Interview Platform

- **Founded:** 2018 (Glasgow)
- **Focus:** One-way video interview SaaS for employers; streamlines candidate screening.
- **Clients:** Prada, Samsung, Toyota, public sector bodies.
- **Funding:** Raised ~£4.2m to date (2020 seed, 2022 growth, 2024 expansion round led by ex-Mimecast CEO).
- **Revenue:** ~\$5.4m ARR, ~5,000 customers (2024).
- **Positioning:** SME and enterprise-friendly platform with freemium entry model, built primarily for **recruiters**.

### Spark Hire — Video Interviewing for Recruiters

- **Founded:** 2010 (Illinois, USA)
- **Focus:** Video interview suite (async + live), ATS tools, collaborative review.
- **Funding:** Estimates vary, but most credible figure is ~\$18–19m, with a 2023 growth equity investment from Boathouse Capital.
- **Revenue:** ~\$5.8m ARR, ~6,000 customers (2024).
- **Positioning:** Mature recruiter-first platform with broad hiring workflow integrations.

### HireVue — Enterprise AI-Powered Interviewing

- **Founded:** 2004 (Utah, USA)
- **Focus:** AI-driven video interviewing, assessments, and end-to-end hiring automation.
- **Funding:** ~\$93–98m raised across multiple rounds (Sequoia, TCV, Granite, Carlyle). Majority stake acquired by Carlyle in 2019.
- **Revenue:** ~\$89m ARR, ~25,000 customers (2024).
- **Positioning:** The industry pioneer and enterprise leader, but criticised for bias and corporate rigidity.

## Key Takeaways

- **Proven Market Demand:** Collectively, these platforms have raised over \$100m and serve tens of thousands of customers globally. This validates the market appetite for video-based hiring.
- **Recruiter-First Bias:** All three platforms optimise for employers and recruiters, not candidates. This leaves a gap for a **human-centred, candidate-first alternative**.
- **Funding Momentum:** Willo's rapid raise shows investor appetite for challenger brands. HireVue's Carlyle backing shows enterprise adoption at scale. Spark Hire's longevity shows sustained demand across SMEs.

## VO: The Candidate-First Alternative

- **What Sets Us Apart:**
  - Built for **job seekers**, not recruiters.
  - Focus on **storytelling, authenticity, and personal brand** rather than compliance checklists.
  - Differentiated by being **human-centred, agile, transparent**.
- **Revenue Model:**
  - Subscriptions (£9/month entry, £300/year elite).
  - Upsell path to institutional/organisational subscriptions and recruiter data access (with candidate consent).
- **Strategic Advantage:**
  - Leverages validated demand for video tools but reframes the category as **career storytelling** rather than "video interviewing."
  - Expands TAM (total addressable market) beyond enterprises to **every job seeker** globally.

In short: **HireVue, Willo, and Spark Hire raised \$100m+ to serve recruiters. VO is building a candidate-first platform to empower people.**

## 7. Go-to-Market Strategy

**Need clarity and plan here as this aligns directly with financials including timing is Key for financials**

### Positioning

VO is positioned as the “**Voice of Work**”, helping candidates bring clarity, personality, and action to complex job markets. Unlike recruiter-first platforms, VO empowers **individuals** to tell their authentic story, while creating scalable value for education and organisations.

### Phased Market Entry

#### Phase 1: Validation (Months 0–12)

- **Audience:** Early adopters – job seekers, graduates, and career switchers.
- **Channels:**
  - Soft launch via **family/friends & network referrals** (October).
  - Digital marketing (LinkedIn, TikTok, YouTube Shorts) targeting **unemployed professionals and graduates**.
  - **University career services partnerships** for pilots (e.g. inclusion in application processes).
- **Sales motion:** Direct candidate subscriptions (Basic & Elite).
- **Goal:** 1,000–2,000 paying subscribers to validate product/market fit.

#### Phase 2: Expansion (Year 2–3)

- **Audience:** Institutional partners – universities, training providers, job centres.
- **Channels:**
  - Partnerships with **education providers** (e.g. RCA, design schools, graduate schemes).
  - Government & job centre pilots for unemployment schemes.
  - Affiliate partnerships (career coaches, reskilling platforms).
- **Sales motion:** Subscription packages for organisations (bulk candidate access, dashboard tools).
- **Goal:** Recurring B2B revenue to complement individual subscriptions.

#### Phase 3: Scale (Year 4–5)

- **Audience:** Corporates, recruiters, and international job seekers.

- **Channels:**
  - Direct integrations with **ATS/recruitment platforms** (API-driven).
  - Strategic partnerships with **large corporates** (graduate intake, diversity hiring).
  - International expansion (UK → Europe → US).
- **Sales motion:**
  - Corporate sponsorships.
  - Recruiter/employer subscriptions or access fees for candidate-matching (with consent).
- **Goal:** Significant SaaS platform adoption with multiple revenue streams.

## Marketing Approach

- **Brand Campaigns:** Position VO as the human alternative to transactional recruitment tools.
- **Digital Acquisition:** Paid social + search ads targeting job seekers (performance-driven, measurable CAC).
- **Partnerships:** Job centres, universities, career coaches → channel multipliers.
- **Social Proof:** Leverage early user success stories as testimonials and case studies.

## Sales Approach

- **Direct Subscriptions:** Drive volume through low-entry pricing and upsell to Elite.
- **Education/Institutions:** Multi-user deals, paid pilots, and annual contracts.
- **Affiliate Partnerships:** Revenue share with career coaches, job boards, and influencers.
- **Corporate Sponsorships:** Align with CSR initiatives (fair hiring, inclusion, youth employment).

## Financial Alignment & Timing

- **Year 1:** Subscription revenue only (candidates). Low CAC, lean growth.
- **Year 2–3:** Add B2B educational/institutional revenue → more predictable Monthly Recurring Revenue (MRR).
- **Year 4–5:** Recruiter/employer monetisation and international expansion.
- **Exit Horizon (Year 5):** Established recurring SaaS revenue base, diversified streams, proven scalability.

**Summary:**

- Start **narrow (candidates)**, prove stickiness, then expand into **education**, then scale to **corporates and recruiters**.
- Each GTM phase aligns with a **new revenue stream** → critical for investor financials.
- Timing ensures revenue growth compounds: direct → B2B → platform scale.



## 8. Operations Plan

- **Structure:** Core founding team + contractors.
- **Tech stack:** Cloud-based platform, modular SaaS architecture.
- **Milestones:**
  - Month 1–3: MVP launch, secure 1,000 early adopters.
  - Month 6: Rollout elite tier, achieve 5,000 paying users.
  - Year 1: Reach 16,700 total paying users.

Users need to be aligned to market, business model and competitive landscape

## 9. Financial Plan

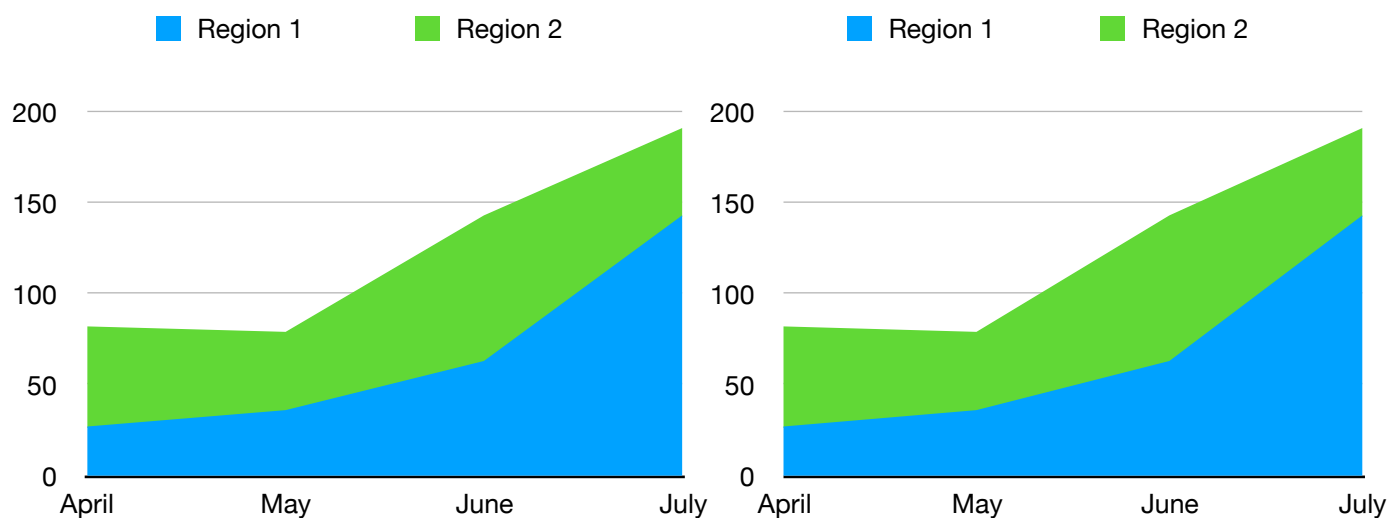
### Market Base:

- UK unemployed (Sept 2025): ~1.67 million.
- Initial capture rate: 1% (16,700 users Year 1).
- Growth: 1.5% by Year 2 (~25,000 new), 2% by Year 3 (~33,400 new).
- Renewal rate: ~70%.
- Elite adoption: 10–25%.

### Revenue Forecasts:

Year	Users (active)	Conservative Revenue (10% elite)	Optimistic Revenue (25% elite)
Year 1	~16,700	£2.05m	£2.55m
Year 2	~36,690	£4.51m	£5.59m
Year 3	~59,083	£7.26m	£9.00m

Suggest 2 graphs with progression split between candidates and recruiters) one showing number of users and the other £ xx



**People and cost plan:** what do we / who do we need – why?

**P&L and cash flow:** when do we become / cash positive

**Company valuation & funding requirement:**

**Notes:**

- Monthly users assumed at £9/month (£108/year).
- Yearly basic users at £100.
- Elite at £300.
- Conservative vs optimistic reflects 10% vs 25% elite adoption.

**Break-even:** Achievable within Year 1 assuming lean ops.

**Upside:** Higher adoption rates or international expansion could double revenue potential.

## 10. Risk & Mitigation

- **Acquisition costs:** Manage via targeted partnerships and content marketing.
- **Churn:** Reduced through community engagement and added value in elite tier.
- **Competition:** Risk that competition respond quickly to VO.
- Differentiate via trust, transparency, and fast iteration.
- Trademarking/investigating patents
- Tying in through subscription model
- Candidate focussed
- **Economic shifts:** Model resilient; more unemployment may increase target market size.

## 11. Appendices

- Detailed founder bios.

### Dan Simmons — Co-Founder & CEO

Dan Simmons brings a rare dual perspective to VO, having worked extensively as a **UX designer** and **recruiter**, for **recruitment companies**, and as a **candidate navigating the hiring process**. This first-hand experience across every side of the talent market gives him unique insight into its flaws: transactional platforms, inconsistent candidate experiences, and the lack of authentic human storytelling.

Alongside this, Dan has built a 15+ year career in **product design and user experience**, specialising in simplifying complexity and creating scalable systems that align business objectives with human needs. He has reimaged broken workflows, led design teams, and partnered with engineers and strategists to deliver products that balance clarity, empathy, and commercial impact.

At VO, Dan combines his **recruitment knowledge** and **design expertise** to craft a truly candidate-first platform: one that empowers individuals to present their authentic selves while giving organisations consistent, scalable tools for fairer hiring. His vision is to make VO the “**voice of work**”, bringing clarity and humanity to job markets worldwide.

- Market research tables.
- Detailed financial backup.
- Subscription funnel model.
- Example user journeys.

## **Actions**

**Ask Neil and Adam to review and critique business plan before it goes to Angel investors**