

sustainability strategy



**Bridging gaps in long-term
unemployment**

Table of contents

Background	01
Introduction	02
Knowit's role	04
Methodology	03
Research	05
Impact assessment	12
Iteration and further assessment	18
Final solutions	23
Strategic recommendations	29
Conclusion	33
Resources	34
Appendix	35
Acknowledgements	40

Background



Din Tur Lumena HBS, Haninge municipality

Tackling long-term unemployment

Long-term unemployment remains a major socio-economic challenge in Sweden, contributing to financial insecurity, social exclusion and declining mental well-being. Long periods of unemployment often lead to stress, anxiety and low self-esteem, making it difficult for individuals to re-enter the labour market. Despite ongoing efforts by public agencies such as Arbetsförmedlingen, Försäkringskassan and municipal social services, fragmented coordination and inefficiencies continue to limit the effectiveness of existing employment interventions.

The project aims to develop a sustainable, digitally-led strategy that not only improves employment pathways for the long-term unemployed, but also addresses the psychological and social challenges associated with unemployment. Building on Knowit's expertise in digital transformation, the initiative focuses on optimising inter-agency collaboration, integrating digital tools and promoting holistic support that considers both professional and personal well-being.

By aligning digital innovation with social sustainability, the project intends to bridge existing gaps in employment

services, increase efficiency in resource allocation, and create a supportive environment where individuals regain not only economic independence, but also confidence, motivation and mental resilience. The initiative highlights the importance of strategic collaboration, technology-driven solutions and inclusive policies to ensure that all stakeholders contribute to a more resilient, equitable and psychologically supportive employment ecosystem.

Introduction

* Brief

Develop a sustainability strategy for Knowit that will address the social challenges (Försäkringskassan, Arbetsförmedlingen, Socialtjänsten) in the municipalities and Samordningsförbunden don't manage to solve on their own.

How might we change the way Knowit works with social impact together with these partners?

* Problem objective

The project aims to create an efficient process between stakeholders in the system by empowering people who have been unemployed for a long time to match the right skills with the right requirements and enter the labour market efficiently so that a) each individual and b) each stakeholder group makes a meaningful contribution to society.

* Scope

1. Focus on the individuals far from the labor market for a long period of time (from +2 to 10 years)
2. Assess the situation on a national level
3. Evaluate the role of the Coordination Agency
4. Review the effectiveness and efficiency of the process between individual and stakeholder groups
5. Examine the reasons why individuals decide to leave their employment and seeking assistance
6. Reviewing the economic and social impact assessing the benefits of inclusion within employment with regards to United Nations Sustainable Development Goals

Knowit's role in this sustainability challenge



Knowit Stockholm Office

Knowit is a Nordic digital consultancy specialising in AI, data-driven transformation and sustainability solutions, with expertise in technology, design, communication and strategy. Their vision of “A sustainable and humane society” together with their mission, "Fixing the future together with our clients using strategic, creative and tech skills", reflects their commitment to solving societal challenges through sustainable, human-centered and innovative digital solutions.

Knowit's business strategy is centred on value-based business models, efficiency, eco-systems for growth, and sustainability. Together with their comprehensive portfolio of services it lays a foundation for strategic actions to bridge gaps in long-term unemployment.

Methodology

The project adopted a multi-framework and tool-based approach to design an efficient, inclusive process for stakeholders and individuals aiming to re-enter the labour market.

The Sustainable Development Goals (SDGs) were utilised to ensure that the project's objectives aligned with broader global frameworks, such as promoting social equity and economic development. This was particularly important for framing the project within the context of social progress, ensuring that its impact would be both sustainable and beneficial on a global scale.

The Social Sustainability Principles (SSPs) provided the foundation for identifying social sustainability boundaries. These principles were essential to ensure that the solutions developed would be feasible in the long term, addressing key social needs. They guided the design of the intervention to be both effective and responsible in tackling systemic issues within the labour market for long-term unemployed individuals.

A key tool for understanding the project's context was System Mapping, which helped visualise the complex relationships between users, stakeholders, and interactions. By mapping these components, the project was able to identify critical connections and gaps, offering clarity on how each actor in the system influenced outcomes. This mapping became especially important after initial meetings with David Johansson (Business Developer at Haninge Municipality), where it was clear that a comprehensive understanding of these relationships was needed to design relevant solutions.

A Workshop with David further supported this understanding by providing first-hand insights into the challenges faced by stakeholders, from both a systemic perspective and the individual user journey. Through collaborative discussions, we were able to identify key barriers in the current system. The findings were synthesised with insights

from desktop research and stakeholder interviews. This process led to the creation of a comprehensive new Stakeholder Map.

To evaluate the internal dynamics of the system, we employed two SWOT analysis, assessing the strengths, weaknesses, opportunities, and threats at the levels of stakeholder and individual, and ultimately combined the key takes. This helped uncover both internal and external factors affecting the system and the individual. We applied a 30/70 rule, dedicating 70% of our attention to identifying opportunities for improvement and 30% to assessing risks.

To examine the external factors at a national level influencing the project, we utilised the PESTEL tool. Given that many projects run by Samordningsförbundet are funded by the EU, and recognising that political changes play a crucial role in shaping stakeholder interventions, we identified the need to assess macro-level forces that could impact the effectiveness of any interventions. This ensured that the project remained adaptable to changes in both societal and global contexts.

The Top Ten Innovations Framework allowed us to explore creative solutions for improving the system. By encouraging forward-thinking approaches, it helped identify plenty of innovative interventions that could drive systemic improvements. This ensured that the project explored new possibilities for change at the configuration, offering and experience levels of the stakeholders system.

The Business Model Canvas framework (BMC) functioned as a tool for analysis of Knowit's business model and value proposition. It allowed us to understand the organisation and supported us in making strategic recommendations.

The Eisenhower Matrix was chosen to

validate ideas deriving from the opportunities identified. It allowed us to evaluate the ideas based on metrics (impact vs. ease of implementation), versus having evaluated them on personal-bias and wants.

The Risk-to-Opportunity Mindset guided our approach to tackling potential risks, framing challenges as opportunities for solutions. The project team developed a detailed Excel document that mapped out solutions addressing the identified weaknesses and risks, in alignment with the SDGs and SSPs. This deliverable serves as a practical tool to track and implement the project's solutions over time, and it remains a live document that can be amended as the process progresses. We shared this Excel sheet with the client for potential use in future action planning.

The project incorporated both qualitative and quantitative research methods, including interviews with key stakeholder groups from Haninge Municipality and Samordningsförbundet Östra Södertörn, as well as St-doctor in adult psychiatry, a representative from Linköln, social workers, and a long-term unemployed individual.

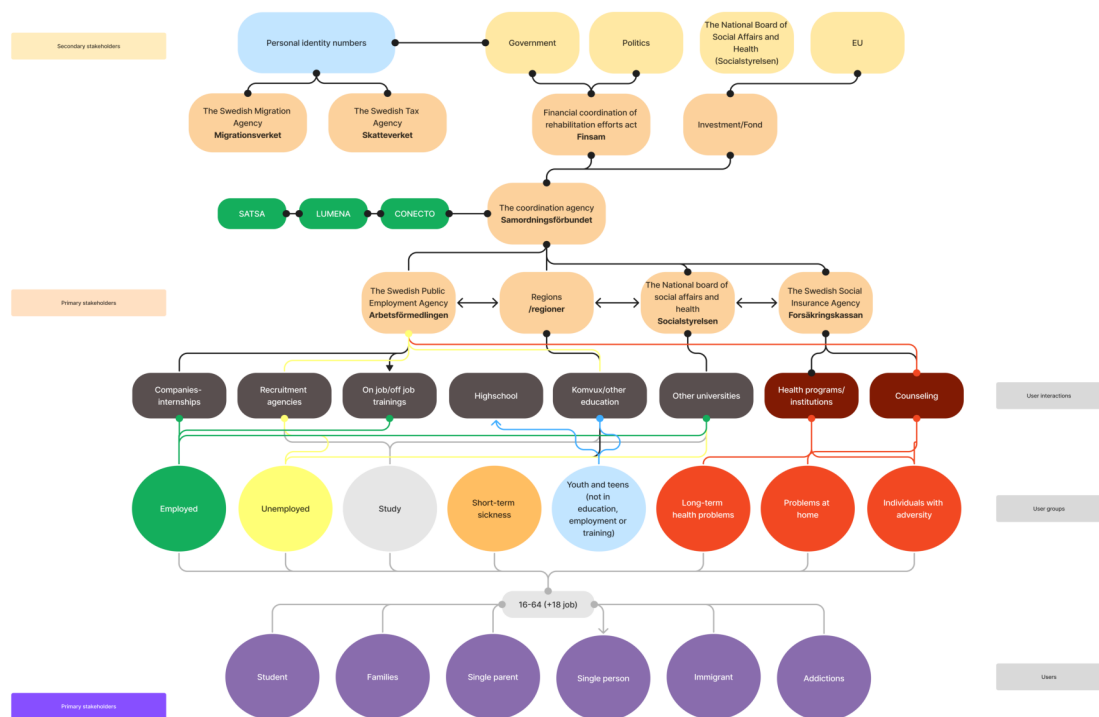
Limitations in data availability, such as the inability to meet with Arbetsförmedlingen, were addressed through comprehensive desk research, ensuring a well-rounded understanding of the challenges faced.

Research

To kick off the project, a thorough research is done to create an understanding of the system, its' stakeholders and the journeys they take. Haninge municipality is also visited in order to get insights into the facilities, organisations and sites it holds.

System mapping

To assess the current system, primary and secondary stakeholders were identified and mapped in a system mapping. An assumption of how the system looks.



Primary stakeholders:

- **Samordningsförbundet (Coordination Association):** Funded by the Swedish Employment Service, the Social Insurance Office, regional authorities. Samordningsförbundet supports collaborative rehabilitation programmes designed to reduce unemployment and sick leave. It focuses particularly on long-term unemployed individuals who require multi-agency support.
- **Arbetsförmedlingen (Public Employment Service):** Connects job seekers with employers and provides support for individuals facing long-term unemployment. Although it is not mandatory, the majority of people register with Arbetsförmedlingen within the first year of unemployment.
- **Försäkringskassan (Swedish Social Insurance Agency):** Responsible for providing financial support related to illness, disability, parental leave, and other social benefits to residents in Sweden.
- **Kommun and Region (Municipalities and Counties):**

These entities are responsible for a range of public services, including social and economic development, planning, and participation in national initiatives aimed at improving public well-being.

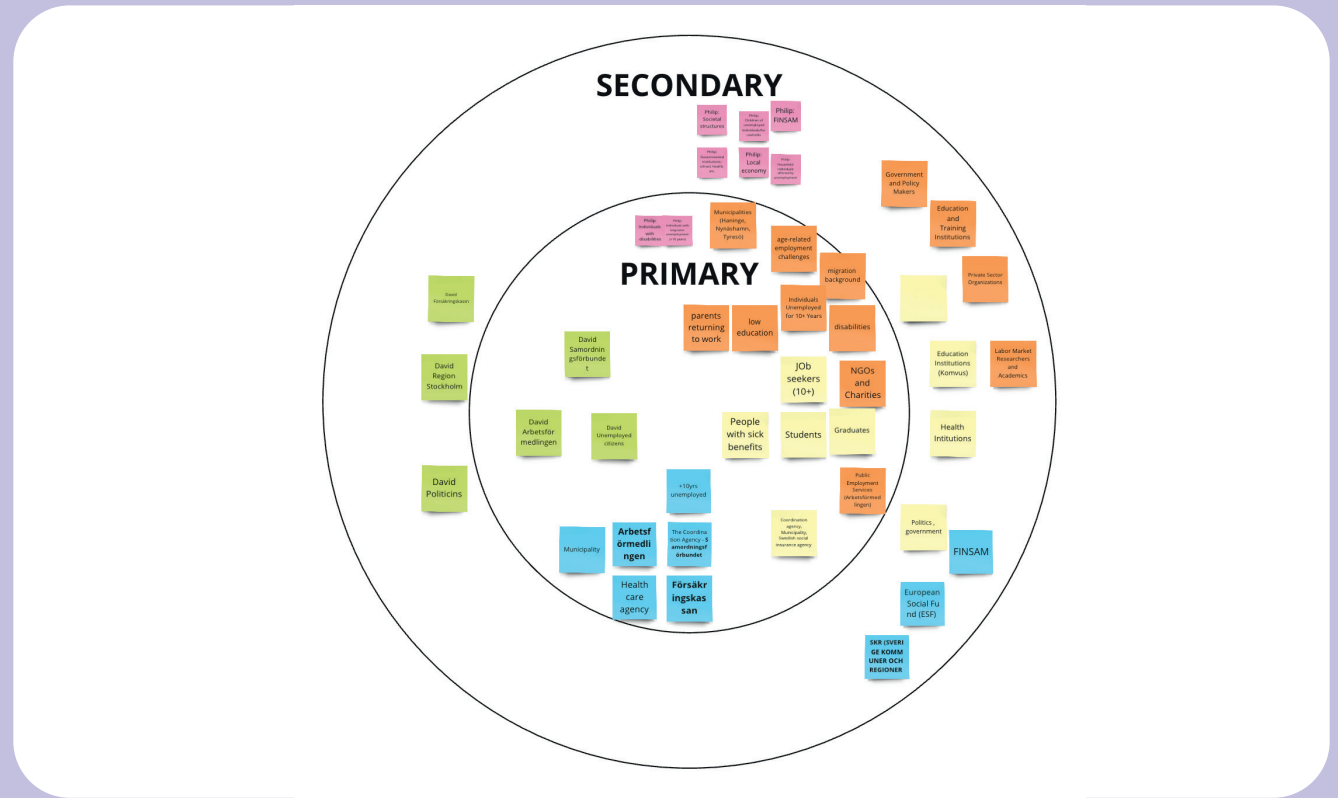
User groups:

- Employed, unemployed, students, and NEET youth (not in education, employment, or training)
- Individuals with health issues, disabilities, or immigrant backgrounds
- Vulnerable individuals facing challenges such as addiction, domestic violence, or caregiving responsibilities

Key insights:

The system is complex, with users encountering multiple intermediaries, leading to confusion and inefficiencies. Though users may start in similar situations, their paths diverge significantly. The process can be streamlined to improve clarity and efficiency.

To create a shared understanding of the social service system surrounding long-term unemployed individuals, a workshop was conducted in collaboration with David Johansson from Haninge Municipality. Initially, the workshop was intended to include stakeholders from various parts of the social service system, such as Arbetsförmedlingen and Samordningsförbundet. However, due to time constraints, only David, representing Haninge municipality, was able to participate.



The workshop consisted of two exercises. First, participants mapped out the primary and secondary stakeholders within the system, placing them on post-its and engaging in discussions about their classifications.

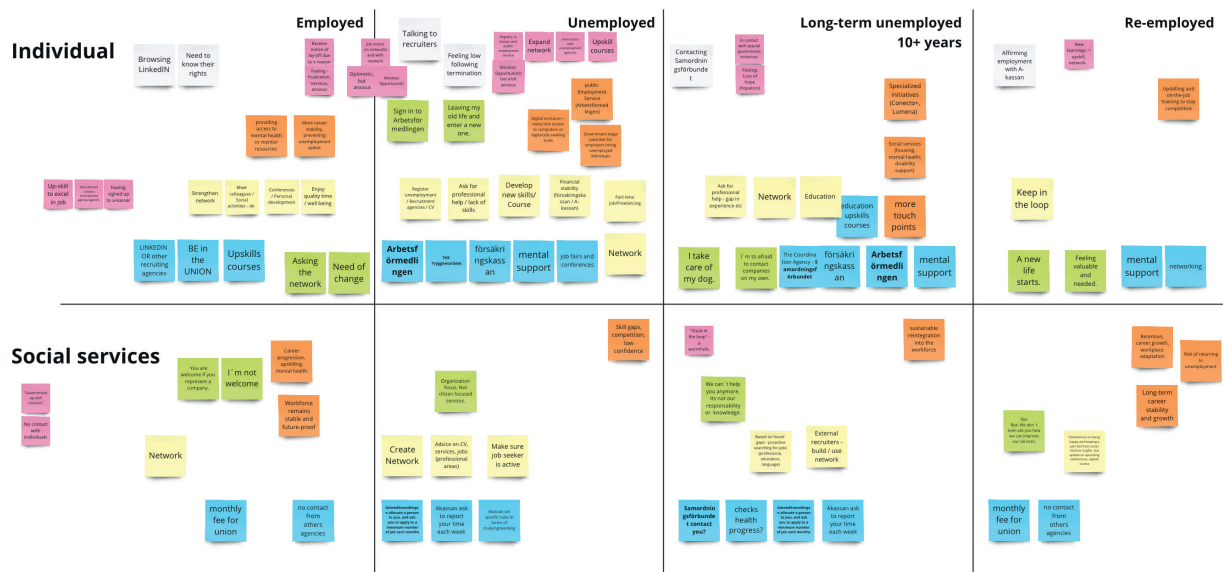
The clear distinction between primary and secondary stakeholders highlighting those who are directly affected (e.g., job seekers, students, people with disabilities) and those who influence them (e.g., policymakers, research institutions).

The diverse challenges primary stakeholders face including low education, migration background, and disabilities. These insights help tailor interventions to their specific needs.

es, municipalities, NGOs, healthcare agencies, and private sector organisations indicates that addressing employment and social inclusion issues requires cross-sector collaboration.

Families, education institutions, health-care providers, and NGOs play crucial supporting roles in helping primary stakeholders reintegrate into the workforce, suggesting that solutions must be holistic.

Workshop - part 2



Process

The second exercise involved mapping the user journey of an unemployed individual, tracking their entry into and exit from unemployment alongside the corresponding journey within social services.

Learnings

Employed individuals seek career growth and stability, while the unemployed and long-term unemployed rely on networks and skills development to re-enter the workforce.

Unemployment, particularly long-term unemployment, leads to feelings of loss, hopelessness, and low confidence. Mental health support is a recurring theme, highlighting the need for services that provide psychological assistance alongside job search help.

Perceived challenges with social services engagement as they can be bureaucratic, unwelcoming, or disconnected from individuals' needs. Some unemployed individuals feel unsupported, and long-term unemployed individuals express concerns about being left in a cycle of inactivity.

Barriers to re-employment and sustainable careers such as skill gaps, competition, and low confidence hinder re-entry into the workforce. Once re-employed, there is a risk of returning to unemployment, making career stability and workplace adaptation critical areas for support.

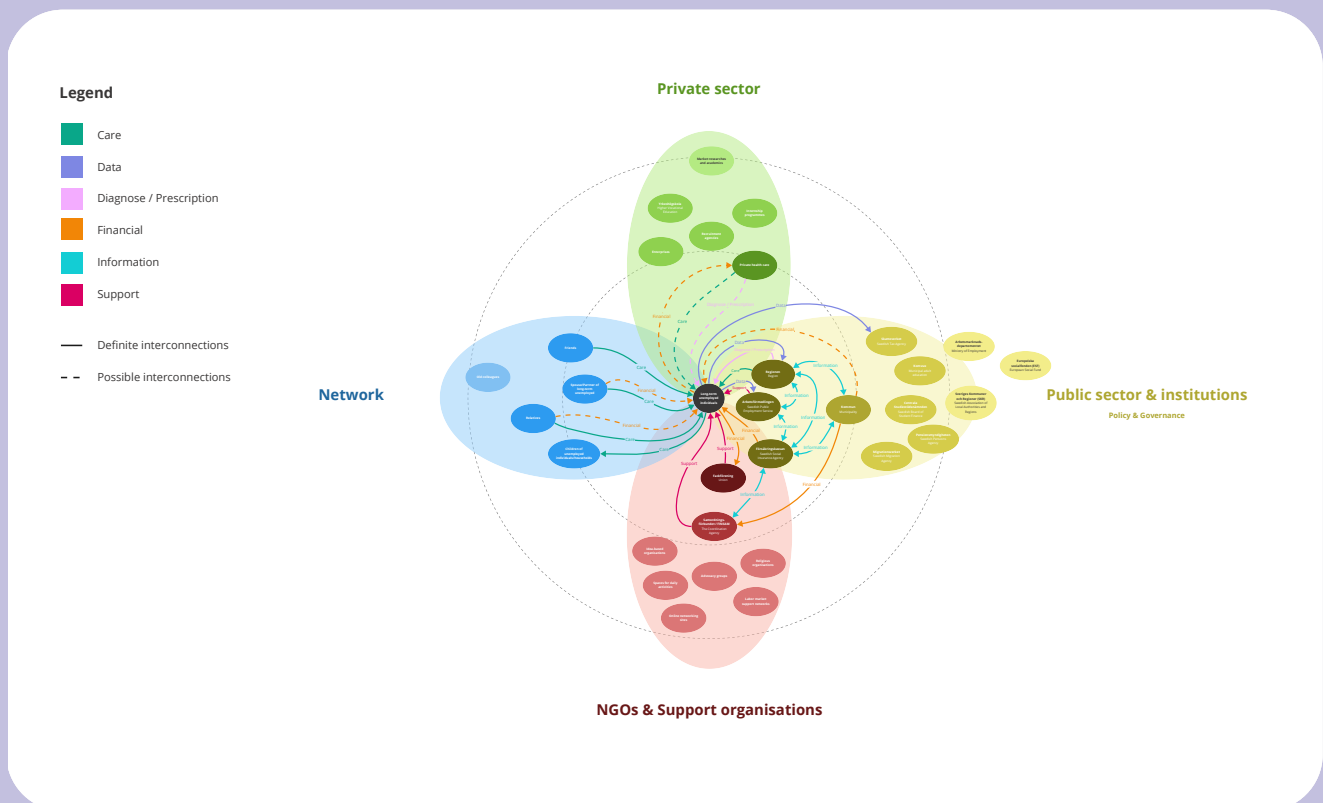
A lack of effort from social services to gather feedback from the individuals who have moved out of un-employment.

Many individuals, especially the long-term unemployed, feel uncertain about reaching out to companies or lack confidence in their job search. More targeted touchpoints, proactive engagement from social services, and personalised career development support are needed to break cycles of long-term unemployment.

After three months there is a time where un-employed individuals tend to get a dog following their lack of community. This leads to an even more complicated situation as the individuals then face even bigger obstacles in finding jobs that suits their new lifestyle of owning a dog

Stakeholder mapping

Following the workshop, the findings from these exercises were synthesized alongside insights from desktop research and stakeholder interviews.



This process led to the creation of a comprehensive stakeholder map, categorizing stakeholders into four groups; Private Sector, Network, Public Sector & Institutions and NGOs & Support Organisations.

The stakeholder map illustrates the interactions between different sectors and the value flows between primary stakeholders, including care, support, data, information, diagnose, and financial transactions. The map highlights weaknesses that need to be addressed as well as value and opportunities are generated within the system. These, in particular, serve as a foundation for formulating creative solutions.

Key trends and areas of improvement include the following:

- The system for supporting long-term unemployed individuals is highly fragmented. Overlapping roles and poor coordination create inefficiencies.
- Public institutions dominate but lack effective information flow, leading to delays and confusion. A person-centred approach is needed to provide holistic support for long-term unemployed individuals.
- The private sector has significant potential to contribute to smoother employment pathways.
- NGOs play a crucial role in support services. Better integration across sectors could improve efficiency and outcomes.
- The presence of care values within the network offers an opportunity to incorporate structured feedback loops across the system, enhancing user experiences and decision-making.

Exploratory interviews

Interviews with Maria and Emmeli at Samordningsförbundet

Maria Reed, project manager for the Lumena project, noted that while Lumena and Conecto has been truly successful projects, she also mentioned that despite strong promotion via websites, brochures, and LinkedIn, the first year of the project was spent identifying individuals in need, and she suggested AI could optimize this process. Accessibility remains a priority, with multilingual and easy-to-read materials. Emmeli Söderholm, Deputy Head of Samordningsförbundet Östra Södertörn, highlighted the challenges of inter-agency collaboration due to differing regulations. Still, evidence-based methods and skilled staff ensure effectiveness. AI and digital platforms could further enhance coordination, while funding remains a concern. A promising new initiative is Satsa, which supports high school students at risk of dropping out, receiving positive feedback. Both Maria and Emmeli emphasized that these projects bridge gaps, empower individuals, and strengthen collaboration for long-term employment success.

Interview with Rachel, LinkedIn employee

Rachel shared that LinkedIn could be an asset in sharing insights related to the job market trends within the municipality of Haninge and valuable data in understanding what skills are required and needed locally. The top 5 industries being Government Administration, Retail, Construction, Hospitals and Healthcare and Motor Vehicle Manufacturing. On a national level Salesperson, Software Engineer and Project management are the most in demand jobs in all industries. Overall job viewing activity has increased in Sweden 22% YearOnYear, showing the increase of individuals using digital platforms to seek employment.

Interview with Alba, long-term unemployed individual

Alba is a 48-year-old woman who has been unemployed for over six years and is registered with Arbetsförmedlingen. She has participated in various courses, including a business start-up programme, but found them unsuitable. She also attended job fairs and expressed interest in an internship through Arbetsförmedlingen but was not eligible. Alba wishes for clearer guidance on where to find internship opportunities and believes that educational organisations and Arbetsförmedlingen should collaborate to better support individuals throughout the process. She finds the application process complicated and struggles with the demands of writing cover letters and filling out applications daily, as it is both time-consuming and exhausting. She also believes that Swedish language courses should be mandatory for all immigrants to support integration and the permit process, alongside education on Swedish culture, customs, and best practices. Additionally, she feels uncertain about whether recruiters will consider her due to her lack of experience, education, and age.

Interview with Johannes, doctor in adult psychiatry

Johannes highlights the complexities surrounding long-term sick leave and unemployment, focusing on self-perception, societal expectations, and systemic challenges. He stressed the importance of restoring self-esteem and identity via work experiences, such as simple jobs or work training, helping individuals regain purpose and establish a daily routine. Johannes argued that, while support is vital, society must also establish clear expectations to prevent long-term unemployment from becoming a comfort zone. He reflected on stricter systems, such as those in the U.S., where less generous sick leave policies may reduce prolonged absences. Though controversial, this perspective prompts consideration of the balance between support and accountability. He criticised the focus on trauma processing, advocating instead

for a quicker reintegration into everyday life, which he believes is more beneficial for healing. Johannes' reflections underscore the need for a balanced approach - blending empathy with accountability - to effectively support individuals in rebuilding their lives.

Elsa and Klara, social workers at Lund and Helsingborg municipalities

They discussed the interactions between the region, Försäkringskassan, municipalities, and employers in cases of mental or physical health issues or addiction. They highlighted the complexity of the system, requiring individuals to navigate numerous interactions, and the slow processing times at Försäkringskassan for sick leave applications. However, they noted that those eligible for sick leave receive personal guidance from Försäkringskassan, and rehabilitation plans are tailored to individual needs in collaboration with Försäkringskassan and the region.

There are many challenges (between stakeholders) in general. Challenges often consist of misunderstandings or challenges in how the legislation is applied.

Maria Reed, Project Leader at Lumena

The long-term sick leave patients need a new view of themselves and their abilities

Johannes ST-doctor in adult psychiatry

You lost your colleagues, you have lost some of your friends, not in the way that they don't exist anymore, but you, you are not allowed to join the same areas that where you're supposed to meet your friends. So to make up for that, you buy a dog

David Johansson, Haninge Municipality

Right now, collaboration is hindered, for example, by the use of different systems.

Emmeli Söderholm, deputy head of the association at Samordningsförbundet Östra Södertörn

It is important to put expectations on unemployed individuals

Johannes ST-doctor in adult psychiatry

Approximately 45% of those who have graduated from Lumena have graduated into work or studies.

Maria Reed, Project Leader at Lumena

It is said that "There is not a job for everybody" but this is not correct, jobs can be created building on each person's individual creativity.

David Johansson, Haninge Municipality

Haninge site study



The municipality of Haninge has a lot of potential and opportunity - with the Haninge Kommun main office hub opposite Arbetsförmedlingen offices. Many empty spaces which can be used to help reach the citizens on a personal 121 level.

Stadsmissionen within walking distance of both Haninge main offices and Arbetsförmedlingen which can support individuals return to the work, and provide data for current issues.

Biblioteket and Kulturhuset offers space, computers, information which can also help individuals learn new skills, seek work in a safe environment - currently no services are offered for example CV training or group workshops.

Travel accessibility - with a new bus station opposite the Arbetsförmedlingen, the Pendeltorg is within walking distance of all the facilities.

Being innovative starts with getting outside the office, and it doesn't "hurt", it feels good! It stimulates you and stretches you and reinvigorates you
Quote from Dull and Yu, The Power of Moments by Chip Heath and Dan Heath

Impact assessment

An impact assessment of the impact possible solutions could have on the system is needed in order to determine whether or not the proposed solutions are sustainable or not. To create a full understanding a range of goals, frameworks and tools were applied.

The Sustainable Development Goals (SDGs)

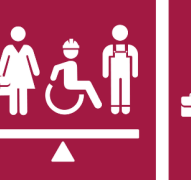
This project aligns with several of the 17 Sustainable Development Goals (SDGs) presented by the United Nations



1. **Decent Work and Economic Growth (SDG 8)**
Matching the right skills with the right jobs leads to better employment opportunities and stronger economic growth.
2. **Quality Education (SDG 4)**
By supporting skills development, making sure people have access to the training they need for meaningful employment.
3. **Reduced Inequalities (SDG 10)**
Tackling long-term unemployment ensures fairer opportunities for those who need them most.
4. **No Poverty (SDG 1)**
Helping people back into work means providing them with a stable income and better financial security.
5. **Partnerships for the Goals (SDG 17)**
Collaboration is key! Bringing together different stakeholders ensures a more effective and sustainable solution for employment

Focus on SDG 8

We narrowed the scope to long-term unemployment, directly linked to SDG 8: Decent Work and Economic Growth, particularly in relation to key 2030 targets.

TARGET 8-1	TARGET 8-2	TARGET 8-3	TARGET 8-4	TARGET 8-5	TARGET 8-6
					
SUSTAINABLE ECONOMIC GROWTH	DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY	PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES	IMPROVE RESOURCE EFFICIENCY IN CONSUMPTION AND PRODUCTION	FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY	PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING
TARGET 8-7	TARGET 8-8	TARGET 8-9	TARGET 8-10	TARGET 8-A	TARGET 8-B
					
END MODERN SLAVERY, TRAFFICKING AND CHILD LABOUR	PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS	PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM	UNIVERSAL ACCESS TO BANKING, INSURANCE AND FINANCIAL SERVICES	INCREASE AID FOR TRADE SUPPORT	DEVELOP A GLOBAL YOUTH EMPLOYMENT STRATEGY

The project directly supports promoting decent job creation and entrepreneurship (target 8.3) by empowering individuals. We also want to achieve productive employment for all women and men (target 8.5) through skills development. Particular stress goes to the importance of reducing youth unemployment & NEET rates (target 8.6) by providing targeted support. economic inclusion (target 8.10). By engaging various stakeholders, the project contributes to protecting labour rights & promoting safe work environments (target 8.8). Ultimately, employment is key to financial

By engaging various stakeholders, the project contributes to protecting labour rights & promoting safe work environments (target 8.8). Ultimately, employment is key to financial inclusion, enabling people to plan for the future and participate in the economy, which responds to the need for the individual to expand access to financial services & economic inclusion (target 8.10).

The Social Sustainability Principles (SSPs)

The Social Sustainability Principles (SSPs) are essential components of the Framework for Strategic Sustainable Development (FSSD), a structured, science-based approach to tackling complex sustainability challenges. These principles define what society must avoid to ensure a resilient and equitable social system and serve as a foundation for assessing the sustainability impact of proposed solutions in the project. By applying the SSPs as an assessment tool, the project ensures a human-centered focus and that proposed sustainability solutions support individuals in achieving health, competence, influence, fairness, and meaning in their lives, fostering a more inclusive and empowering social system.

* SP4 Health

Ensuring physical and mental well-being for all individuals.

* SP5 Influence

Guaranteeing that people have a voice and can actively participate in decisions affecting them.

* SP6 Competence

Providing opportunities for continuous learning and skill development.

* SP7 Impartiality

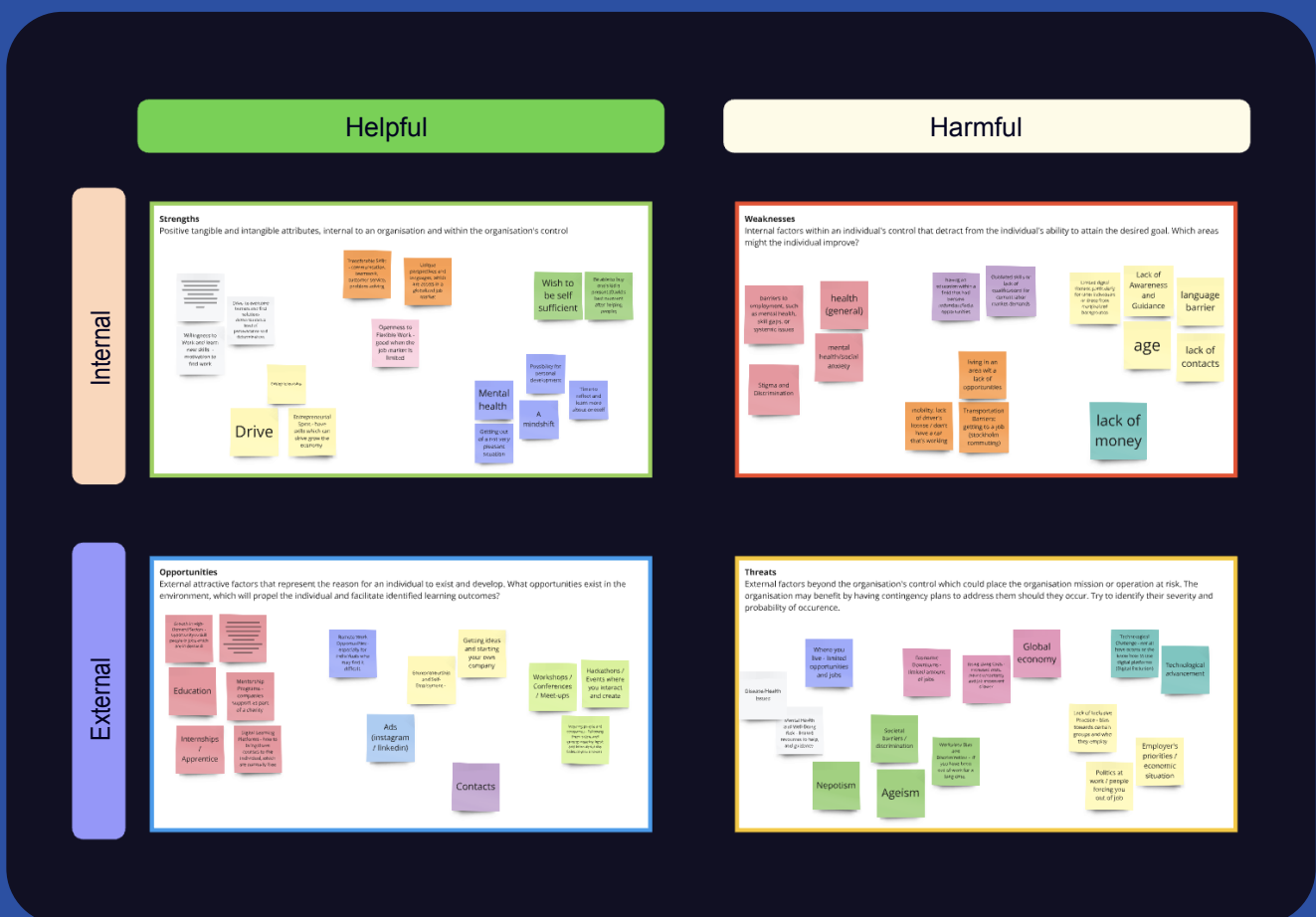
Promoting fairness and equal treatment in societal structures.

* SP8 Meaning-making

Supporting individuals in finding purpose and connection within society.

SWOT

Taking a two-sided approach we conducted a SWOT analysis from a stakeholder perspective as well as stakeholder group (i.e. individuals) perspective to understand what the challenges that each group face and the risks that can be mitigated and translated to opportunities.



From the analysis we have concluded that the labor market system has strengths such as expertise, a strong partner network, and a national ID system. It also offers transferable skills and opportunities for personal growth. However, it poses weaknesses such as bureaucracy, monopoly, lack of awareness amongst individuals in regards to employment services, and communication between intermediaries.

From an individual perspective (unemployed individual) the weaknesses that pose are employment barriers, caregiving responsibilities, low education, low confidence, and mental health impacts creating a greater gap between market and individual. Opportunities include reducing intermediaries, using digital tools to match the right candidate with the right jobs, supporting job retention, and offering financial assistance.

Threats include political instability, skill gaps, global uncertainty, and bias in hiring. To address these issues, organizations (including Knowit) must adapt accordingly, address inefficiencies in the stakeholder system, and leverage digital tools to create equal opportunities for stakeholders and thereby decrease long-term unemployment.

PESTEL analysis

Throughout the project, we chose to conduct a PESTEL analysis to identify and understand external factors that could influence the stakeholders in order to anticipate risks, and take advantage of emerging opportunities.

P	E	S	T	E	L
POLITICAL	ECONOMICAL	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
• Legislation changes • Political leadership changes • Wars and conflicts between countries • Tax implications • Founding and initiatives by EU	• Inflation rates • Unemployment rates • Exchange rates • Economic growth	• Cultural barrier • Population growth • Population ageing • Social exclusion • Well-being	• Digital literacy • Data analytics • Digital platforms • Cyber-security • Internet availability/ speed • Social network development • Rise of AI and robotics	• ESG Policies • Climate change • Transport and urban planning	• EU general data protection regulation (GDPR) • Labor laws • Benefits systems rules • Legal obligation • Collective agreement • Health & safety regulation • EU regulations and laws

After having conducted a PESTEL analysis, we conclude that cyclical political changes affect the labor market and the stakeholders within. Political decisions and changes have a high impact on the stakeholders involved. The decisions and changes deriving have a big impact on the stakeholders, but are difficult to control. Arbetsförmedlingen is transitioning to a more proactive approach by contacting people moving away from a reactive approach. However this may change with the introduction of a new political party in Sweden. Furthermore the cooperation with the EU Fund might stop, that will impact the budget for the Coordination Agency and thus less

people can be employed to help people in need.

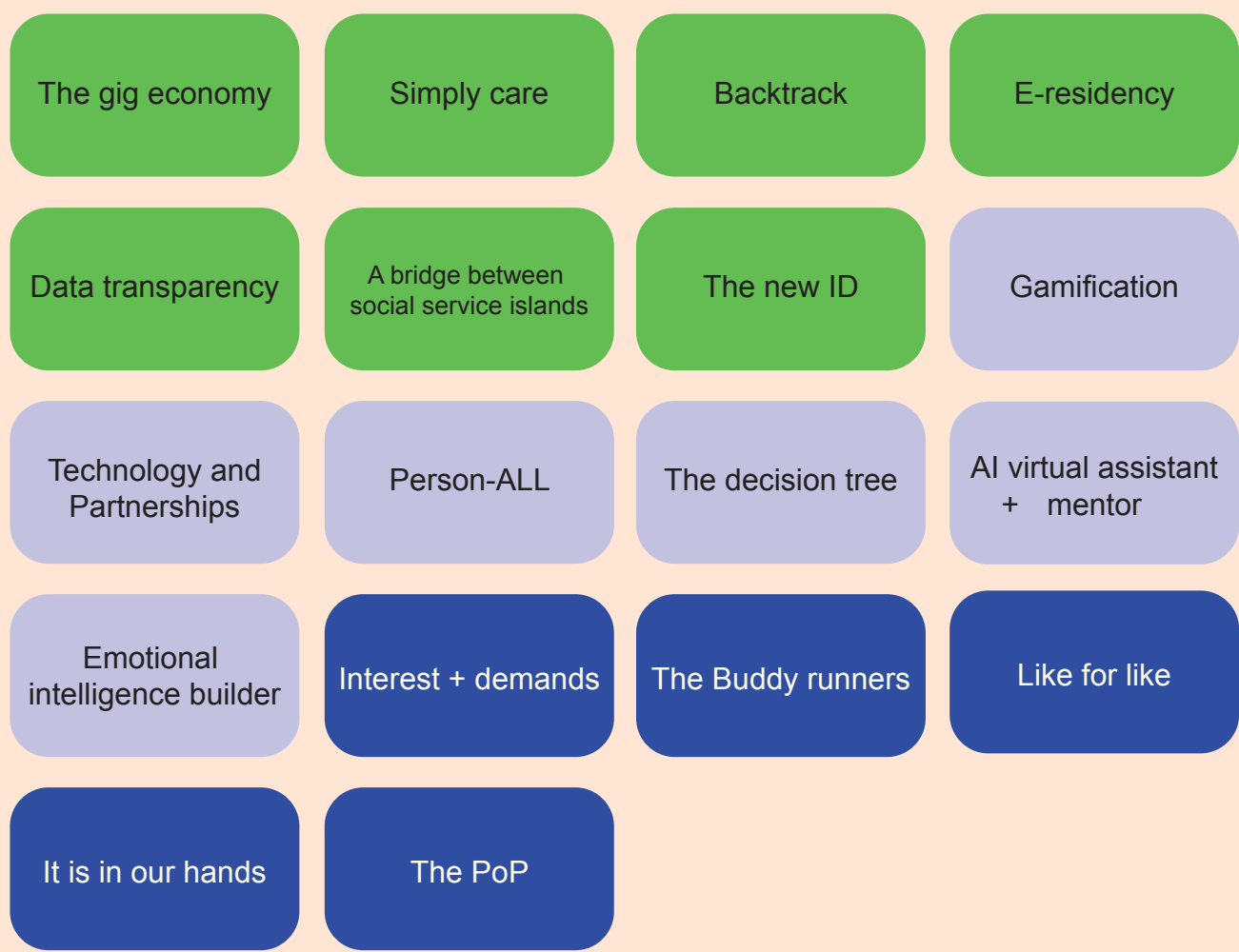
With the introduction of new technologies (e.g. AI) and digital platforms we see an opportunity to improve collaboration between stakeholders. The ability to adapt quickly to those are the only barriers currently impacting the change. Furthermore, GDPR creates a legal threat in implementing digital platforms due to sensitivity of information. The greatest opportunity lies in addressing cultural barriers, social exclusion, and stakeholder well-being, aligning with SDG 8.

Iteration and further assessment

The next step was to iterate after having created a foundation of sustainability goals and principles, and mapped the strengths, weaknesses, opportunities and threats within the project scope.

Future thinking

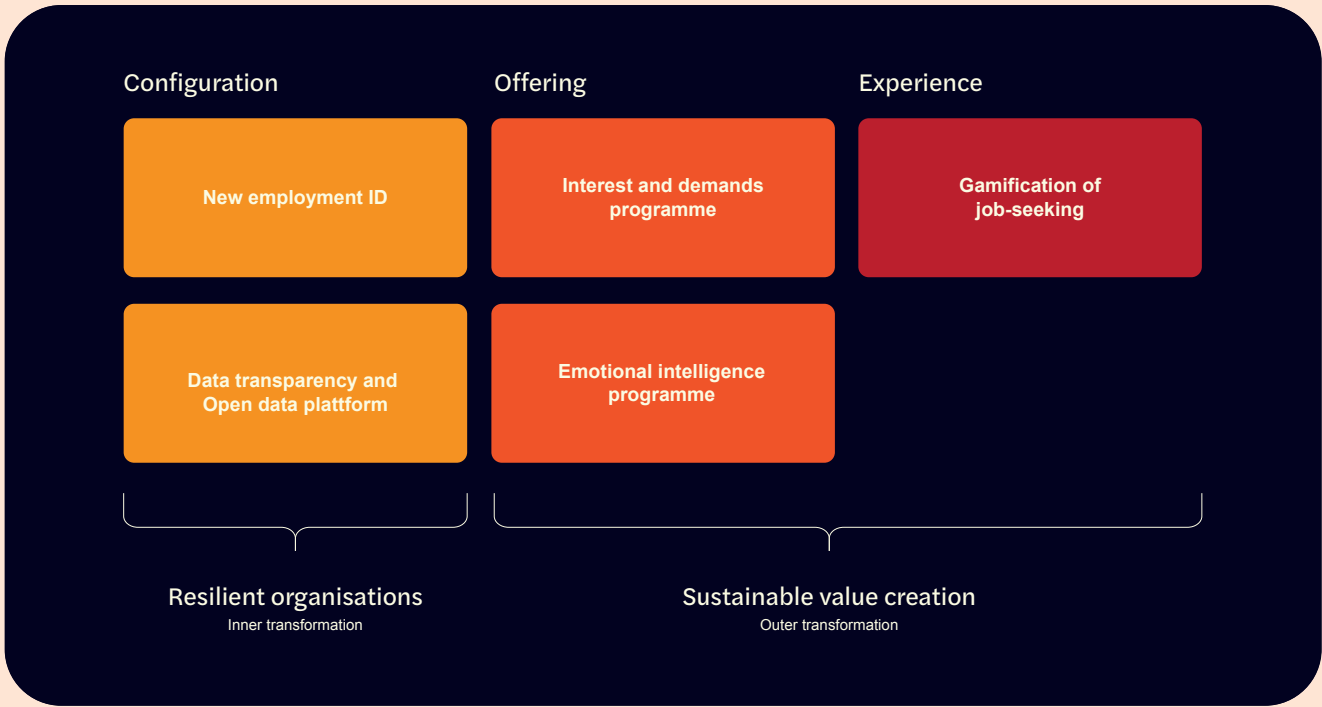
What if? Taking this approach created a forward thinking space to make actionable recommendations — making change tangible through collaboration, research, data and future trends. Identifying the key stakeholders of change and gathering concepts, helped unlock and spark new ideas. By integrating these principles, to envision different directions of change, generated new or re-shaped current employment recommendations, focusing on both short-term and long-term social and economic impact while addressing immediate and future unemployment challenges. This lead to a range of multi-faceted ideas that thereafter was narrowed down to five solutions absed on the project research insights, project scope and challenges.



Ten types of innovation

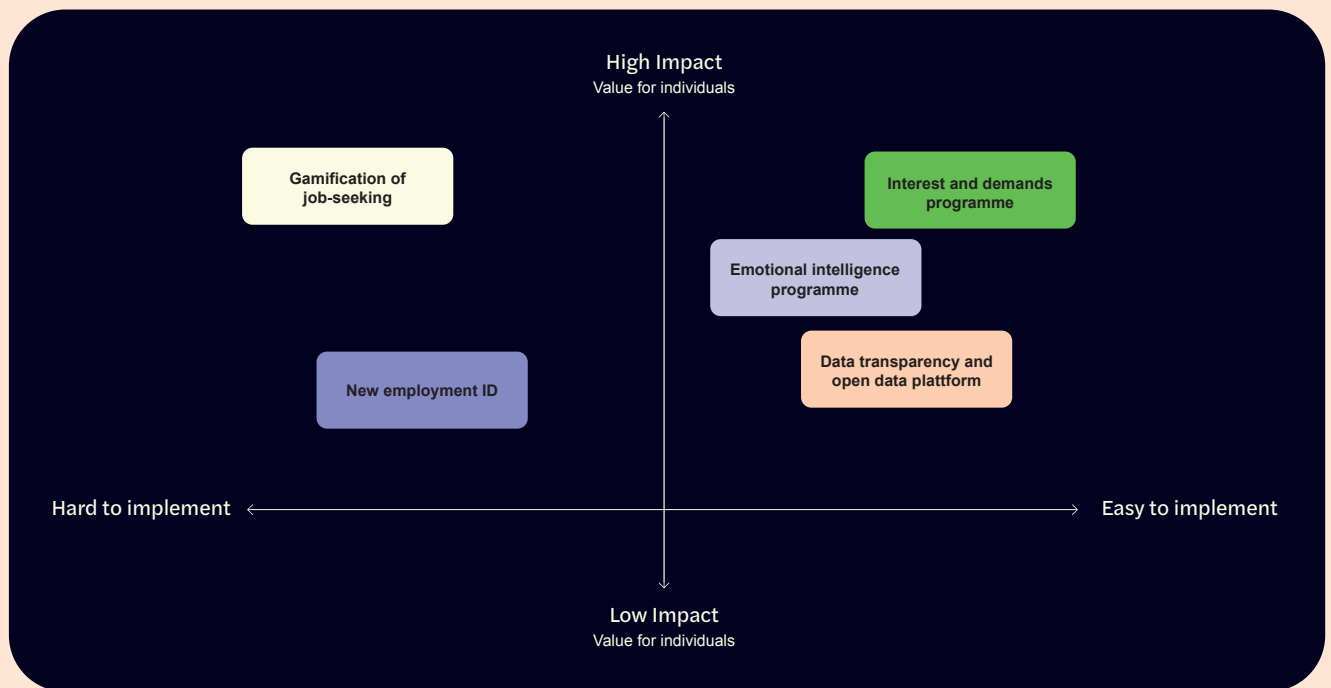
To achieve the project's vision, we realised that making changes to the internal stakeholder structure was essential. This would enable the development of better offerings for individuals, ultimately improving their experience and engagement in society, and more importantly in the job market.

We used the top ten innovations to define the internal and external areas of the organization we need to focus on.



Idea implementation matrix

In order to validate the opportunities and ideas deriving from opportunities identified, the Eisenhower matrix was chosen (but tweaked to this project). This was done to evaluate two considerable factors: the ease of implementation and its impact on users. This allowed us to make decisions based on metrics rather than emotional involvement, or personal interest.. It also played a significant part in prioritising implementation periods in the strategic action plan.



Risk to opportunity mindset dashboard

The Risk-to-Opportunity dashboard is a tool created by the project team for evaluation of the solutions. It facilitates alignment with challenges, risks and opportunities, and assessment on the sustainability goals and principles. It also serves as a tool for planning, implementing and tracking results of solutions in relation to time. The dashboard has acted as a strategic decision tool within the project and will be delivered for further use within Haninge municipality and Knowit.

The main challenges of the project scope have been defined with the support of the critical assessment through the use of frameworks and research. The challenges also align with our project objective as well as SDG8 “promoting inclusive and sustainable economic growth, employment and decent work for all”.

The four challenges are:

- Inefficiency in the system (processes and information)
- A lack of communication and knowledge
- Lack of confidence
- Mismatch between skills and labor market

The first challenge “Inefficiency in the system (processes and information)” and second challenges “lack of communication and knowledge” focus on the private (individuals) and public sector where the main need is to share “support” and “information” with each other.

The **Data Transparency and Open data platform** solution overcomes the risk of misunderstandings between stakeholders, loss of trust in the system, inefficient job placement and education drop-outs. This will achieve sustainability goals 8.5 (full and productive employment for all) and 8.6 (reduce unemployment to improve workforce integration). In addition, Social sustainability principles (SSPs) SP5 (influence), SP6 (competence), SP7 (impartiality) and SP8 (meaningfulness) are fulfilled. High priority with the 6 to 12 months

implementation time. With the support of **New Employment ID** solution, the risk of being discriminated against in the employment process, the risk of outdated information, complex process with multiple registration with e.g. CV's will be overcome. Further the risk of a long process e.g. people background checks will be shortened.

This challenge answers SDG 8.3 (“Promote policies that support productive activities, decent job creation, and entrepreneurship.”) and SDG 8.5 followed by SSPs SP5-SP8. This is a Medium priority within 3 to 6 years of implementation time.

The key limitation in implementing both **Data Transparency and Open data platform** and **New Employment ID** solutions is the privacy of data that government and other stakeholder groups would need to consider by for example signing contracts between parties.

The third challenge “Lack of confidence” - focuses on all private and public sectors, including network (families). The main need addressed here is “care”. With the support of the **Emotional Intelligence programme**, **Interest and Demands programme** and **Gamification of job-seeking** solutions can help overcome the risks of being left alone, low confidence and isolation. The **Emotional Intelligence programme** focus on the risks of not daring to stand up for one's professional experience and knowledge and being left alone in the system (being away from the labor market for a long time), while **Interests**

and Demands programme focuses on rebuilding the individual from within. This is in line with SDG 8.5, 8.6, 8.8 (protecting workers' rights and promoting a safe working environment) and 8.10 (strengthening financial inclusion and access to economic resources). SP4 (Health) and SP5-SP8 are also in line with these solutions. Both tools have a high priority within a 6-12 month implementation period.

Both the **Emotional Intelligence programme** and **Interest and Demands programme** solutions have high priority with the short term implementation time from 6 to 12 months due to urgency. Where **Gamification of job-seeking** is Medium, with 3 to 6 years since the two above tools serve

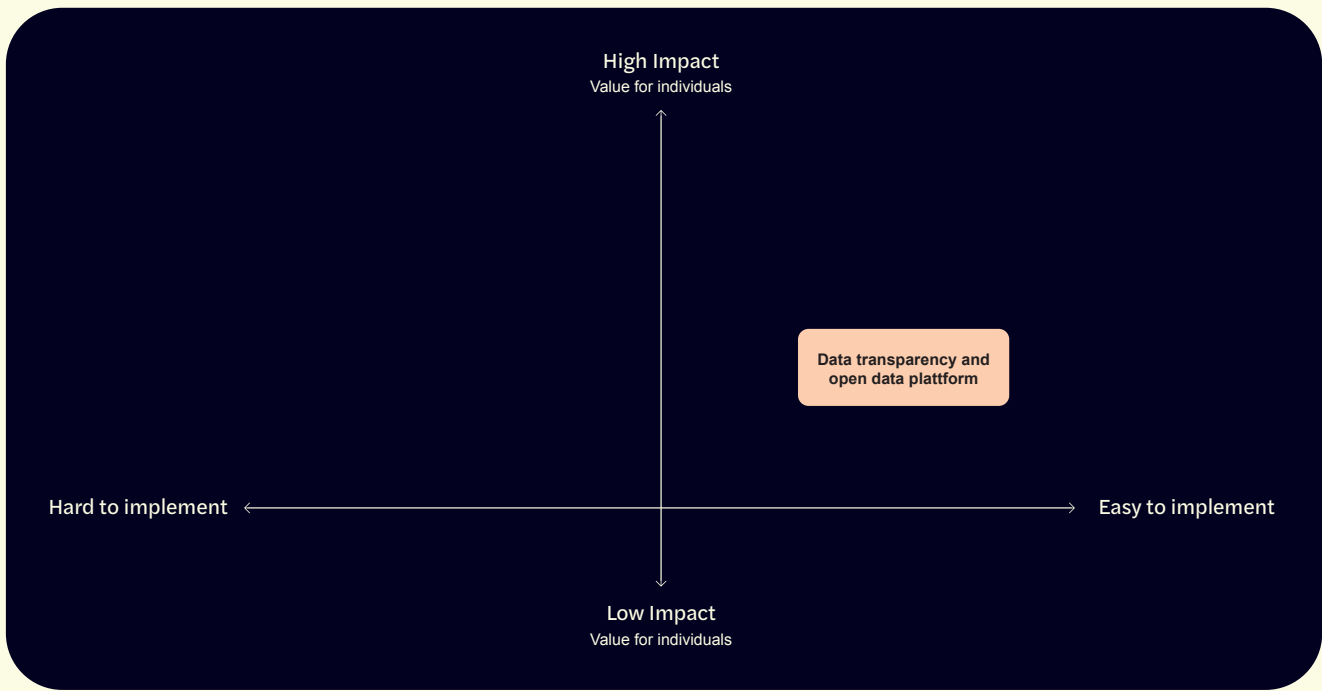
The fourth challenge “Mismatch between skills and labor market” will be achieved from the combined implementation of the solutions.

By solving the challenges with the support of those solutions, the project objective will be achieved “to create an efficient process between stakeholders in the system by empowering people who have been unemployed for a long time to match the right skills with the right requirements and enter the labour market efficiently so that a) each individual and b) each stakeholder group makes a meaningful contribution to society.

Final solutions

Following the iterative process and assessment of potential solutions, the most viable solutions have been selected based on their feasibility, efficiency, and anticipated impact. These solutions aim to resolve the challenges, meet the needs and objectives and over the risks identified in the research. They also meet the sustainability goals and principles covered in the impact assessment.

Data transparency & Open data platform



Objective:

Create an efficient process between stakeholders in the system with a short-term solution (6-12 months)

What:

Open Government Portal to provide real-time, easily accessible, and user-friendly information (government data) to individuals and stakeholders.

How:

Each stakeholder group could participate in joint conferences, creating a hub where key activities for the upcoming year and highlights from the previous year are shared. It will also provide people who are searching for a job with all the required information such as regional or local job opportunities, statistics on job market and more.

Solves the risk of:

Individual: Loss of confidence and trust in the system and society, leading to isolation, confusion, and feelings of being overwhelmed.

Stakeholder: Misunderstandings between different stakeholder groups, resulting in missed opportunities for collaboration

Solution Outcome:

For Individual: Easy access to information including salary, industry job trends and the up-skilling required.

For Stakeholders: Increased trust, accountability, alignment and strong collaborations.

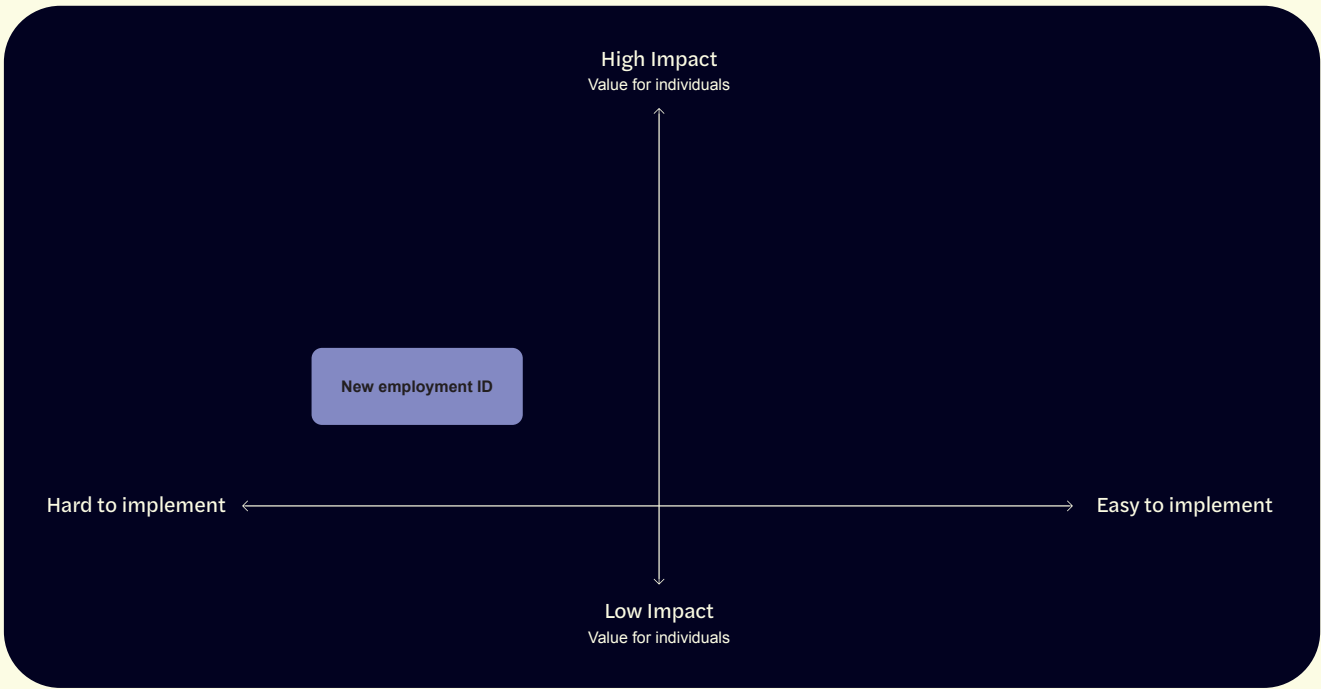
Inspired by:

The Finish government ensures public sector data is accessible through the platform avoindata.fi

Aligns with:

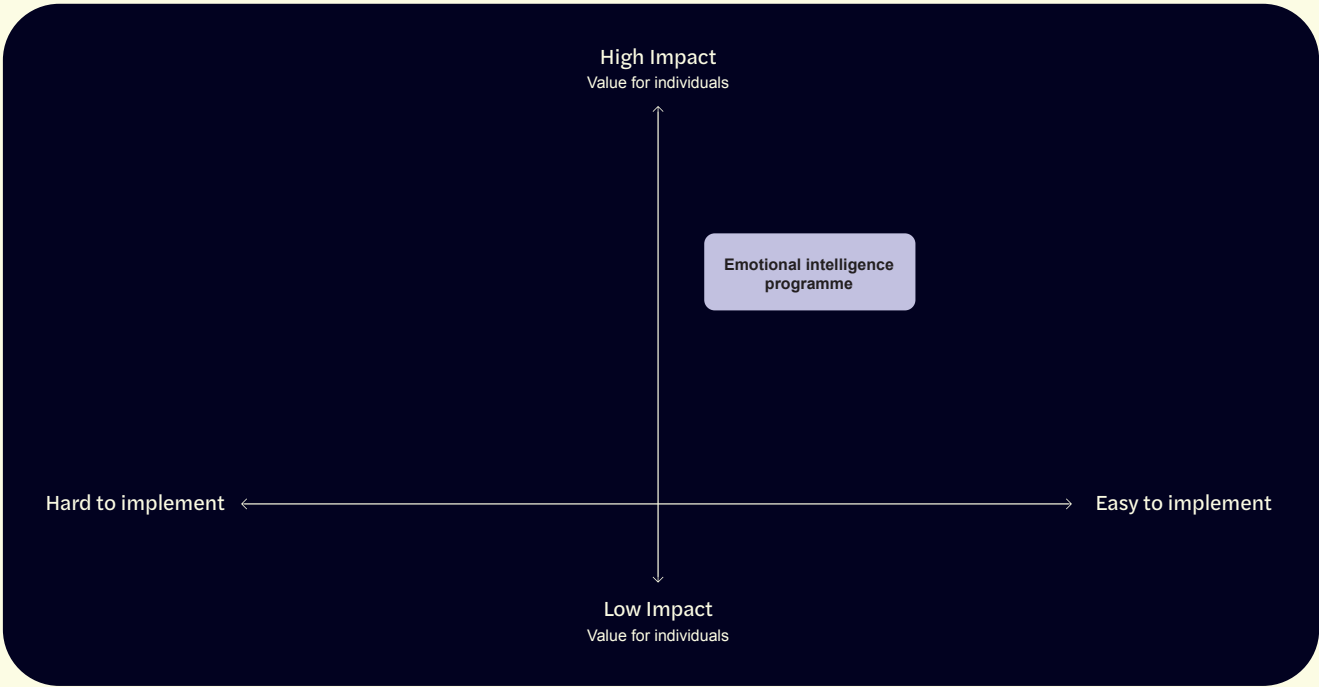
SDG8.5, SDG8.6, SP5, SP6, SP7, SP8

New employment ID



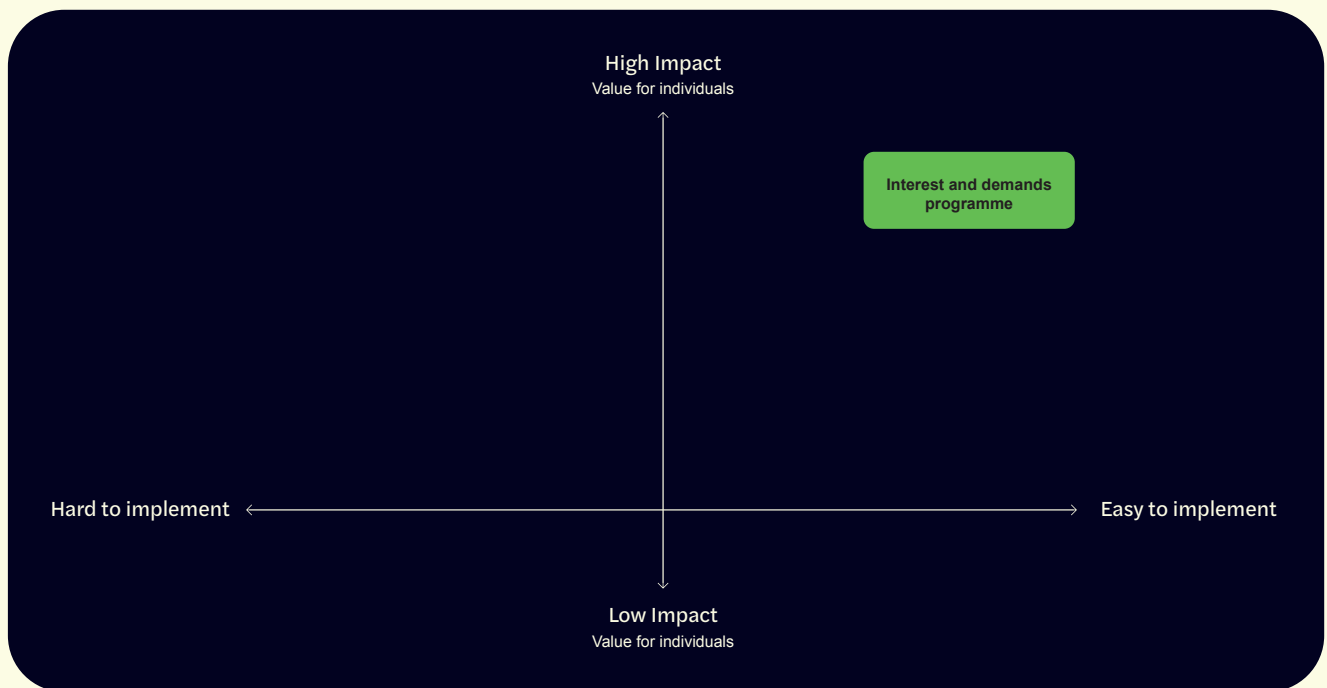
Objective: Create an efficient process between stakeholders in the system with a short-term solution (6-12 months) What: A government-issued digital identity that allows individuals to improve job seeker verification, fraud-proof, paperless and efficient employment system. How: Every job seeker will receive a digital ID linked to their work history, skills, and unemployment status. This secure and personal ID will prevent identity fraud. Companies could instantly verify individual credentials, employers could confirm past employment, educational institutions could authenticate academic records, and healthcare providers upload relevant mental and physical health information.	Solves the risk of: Individual: Feeling discriminated in the recruitment process, caught in complex and outdated verification processes, and struggling to prove eligibility for training programs and unemployment benefits. Stakeholders: Time-consuming and unreliable background checks, leading to inefficient hiring processes or risk of hiring unqualified candidates. Solution outcome: Individual: Fast, fair and inclusive recruitment process, seamless access to career opportunities, training programs, and unemployment benefits, reducing bureaucratic barriers. Stakeholders: A modern, paperless employment ecosystem which reduces hiring miss-math and administrative workload.	Inspired by: Estonian E-residency Aligns with: SDG8.3, SDG8.5, SP5, SP6, SP7, SP8
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Emotional intelligence program



Objective: Create an engagement and empower individual to take control over its journey with short-term solution (3-12 months) What: To enhance individuals' soft skills, emotional intelligence through workshops, improving communication, negotiation, confidence and the ability to take control of their own journey. How: The Emotional Intelligence program will offer courses free, in person and online, and self-paced, making them accessible to job seekers who may have time constraints or financial limitations. This is particularly beneficial for parents, caregivers, or individuals working part-time while job hunting. Their training includes practical	exercises in stress management, teaching participants how to handle high-pressure situations like job interviews and workplace challenges. Solves the risk of: Individual: Low motivation and difficulty in managing stress and rejection, leading to frustration and disengagement from the job market. Stakeholders: Increase in unemployment and individuals dropping out of education or internships, unsuccessful hiring and high turnover rates. Solution Outcome: Individual: Stronger communication and negotiation skills, leading to more successful interviews and job placements. Stakeholders: A more inclusive and supportive labor market, better	teamwork, productivity, and employee well-being. Inspired by: The Skills Toolkit in UK Aligns with: SDG8.5, SDG8.6, SDB8.8, SDG8.10, SP4, SP5, SP6, SP7, SP8
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Interests & demands program



Objective:

Create an engagement and empower individual to take control over its journey with short-term solution (6-12 months)

What:

Offering paid tasks in municipal spaces, recognizing people's time, skills, and limitations while strengthening the local economy and contribute in bringing the individual back into society and enhancing personal well-being.

How:

This program creates local community-based jobs for long-term unemployed people by identifying useful work that isn't being done in a municipality. Participants might work in urban gardens, libraries, recycling workshops, local cafes, and cultural

projects, respecting people's time and capacity.

Solves the risk of:

Individual: Being forgotten and isolated. Skills not being utilized or matched with the right jobs.

Stakeholders: Waste of municipal resources and spaces, disconnection from nearby communities and their needs.

Solution Outcome:

Individual: Improved self-esteem and sense of purpose, enhanced personal well-being through meaningful engagement.

Stakeholders: More efficient use of municipal resources and spaces. Supports social well-being and environmental sustainability.

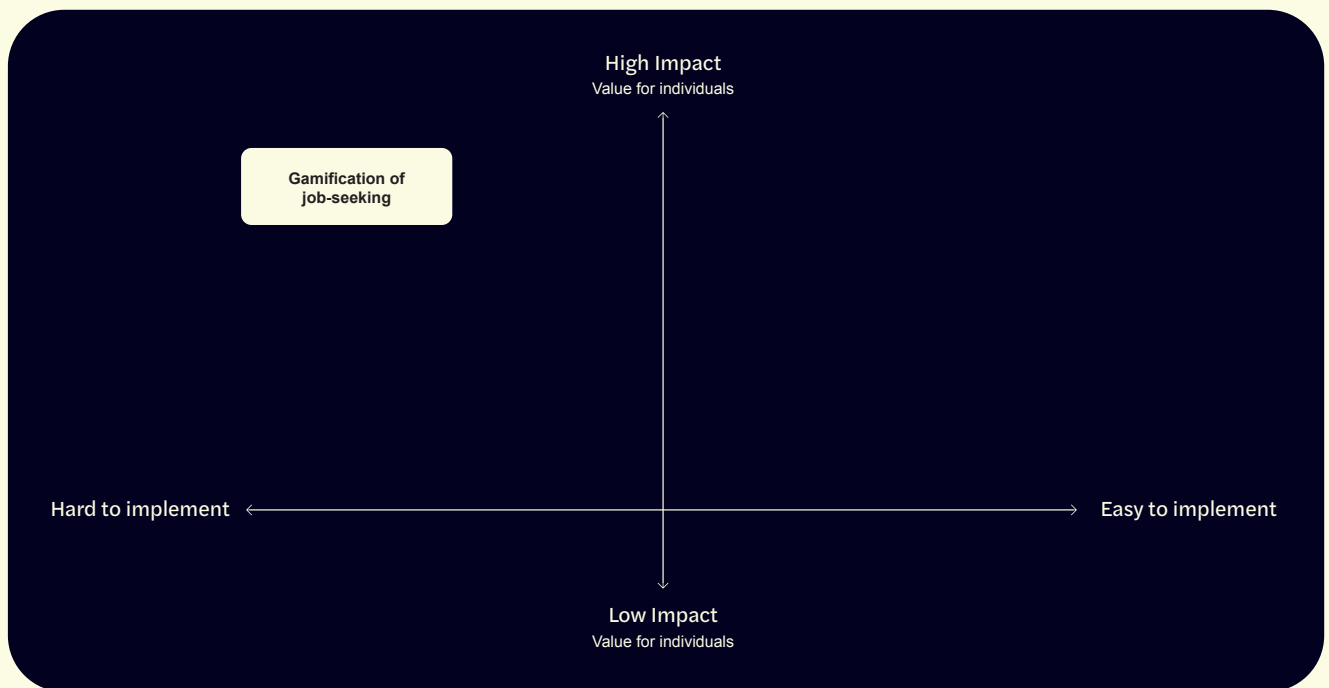
Inspired by:

The Netherlands Community Works Program

Aligns with:

SDG8.3, SDG8.5, SDG 8.8, SDG 8.9, SP4, SP5, SP6, SP7,SP8

Gamification of job-seeking



Objective:

Create an engagement and empower individual to take control over its journey with short-term solution (3-5 years)

What:

To create a platform which converts job-seekers into the job market in a easy, accessible, playful way.

How:

Integrate gamification into Arbetsförmedlingen (Public Employment Service) and municipality job programs by:

1. Developing a national job-seeker app with progress tracking, points & career milestones.
2. Partnering with businesses to create gamified hiring challenges & competitions.

3. Offering micro-certifications & digital badges for job seekers who complete upskilling courses.

4. Introducing a support community between unemployed individuals.

Solves the risk of:

Individual: disengagement of Youth not in employment, education or training (NEET)

Stakeholders: Being outdated with technology and widening the gap between job market and the younger generation

Solution Outcome:

Individual: Increased motivation, better skill development, stronger peer support from an unemployment community.

Stakeholders: Better talent matching, Workforce Readiness, stronger employer-Job Seeker Connection

Inspired by:

Duolingo // Kahoot! // LinkedIn

Aligns with:

SDG8.2, SDG8.3, SDG 8.5, SDG8.6, SP4, SP5, SP6, SP7, SP8

Strategic recommendations

The strategic recommendation underline the ways of implementing the opportunities and solutions proposed. These is done in line with Knowit's business models and services.

Action plan

Our action plan, developed with Knowit's expertise in digital transformation and social impact, outlines a structured approach to implementing solutions while addressing systemic risks through an opportunity-driven mindset. Each solution contributes to Knowit's mission to build a more efficient, inclusive, and sustainable employment system through technological innovation and collaboration.



In phase 1 we focus on the “configuration” solutions in line with ten types of innovation framework (enhancing stakeholder trust and system efficiency). The first challenge, inefficiency in the system, is addressed through the Data Transparency & Open Data Platform. This ensures improved information sharing between stakeholders, reducing misunderstandings and enhancing job placement efficiency. This pilot will launch in Q1 2025 in Haninge municipality first, with findings shared by Q4 2025 to refine the next steps (scale throughout Sweden).

In phase 2 (strengthening individual and system identity) in order to tackle the lack of communication and knowledge, the New Employment ID will be introduced in Haninge municipality by the end of Q4 2025.

This digital identity system streamlines verification processes, reducing discrimination and outdated information issues. The pilot will run until Q2 2026, with stakeholder feedback determining its national scalability.

In phase 3 (empowering individuals for job market readiness) In parallel with the employment ID pilot, Knowit will launch the Emotional Intelligence Programme (which is an “offer” solution in line with the ten types of innovation framework) to equip job seekers with essential soft skills. This initiative, addressing confidence barriers and preventing social isolation, will start with a small user group in Q1 2026 and expand based on impact assessments.

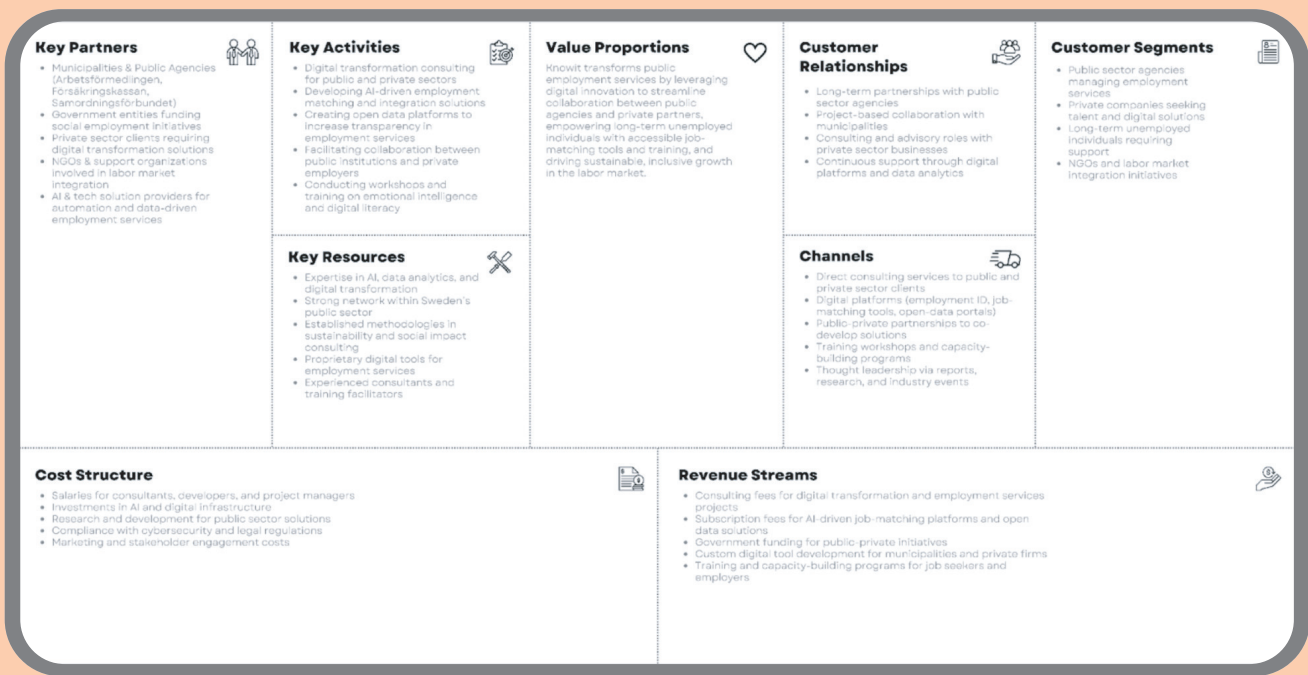
In phase 4 (aligning skills with market needs) by mid-2026, the Interests &

Demands Programme will begin in collaboration with voluntary organisations in Haninge municipality. This initiative offers structured, community-based employment opportunities, addressing the mismatch between skills and job market demands.

Phase 5 (engaging job seekers through digital innovation) Enhances motivation and accessibility. We focus on the “experience” solution with regards to the ten types of innovation framework, Gamification of Job Seeking will be integrated into digital job platforms. This solution, inspired by interactive learning methods, will launch in parallel with the national rollout of the New Employment ID in Q1 2027.

Business model canvas (BMC)

To ensure long-term financial sustainability, scalability, and alignment with Knowit’s expertise, the proposed strategy integrates the following business models based on the value proposition.



Based on the research and analysis conducted following our understanding of Knowit's business model and services the business model canvas was analysed in order to understand the interlink between solutions and the existing business model.

Knowit can use it as a tool for understanding their business within the segment of sustainability in municipalities and improve the segments in the business model canvas to support the value proposition.

Business model considerations

Considering the business models and services of Knowit the final solutions are connected to relevant current and possible new business segments.

1.Digital Transformation Consultancy (Core Business)

Service Areas: Management Consulting, System & Software Development, Cloud Solutions, AI & Data Analytics.

Description: Knowit offers comprehensive consultancy services in digital transformation, including strategy development, system integration, cloud migration, and data analytics. By implementing solutions such as the Employment Digital ID and Data Transparency Platform, Knowit can support public and private sector stakeholders in optimising employment processes.

2. Platform & Subscription-Based Model (Long-Term Sustainability)

Service Areas: E-commerce & Web Solutions, Product Development.

Description: Development and maintenance of an open-data employment platform as a Software-as-a-Service (SaaS) offering. Employers, municipalities, and job centres can subscribe to advanced analytics and AI-powered job-matching tools.

3. Education & Workforce Development (Market Expansion)

Service Areas: Sustainability Services, Design & User Experience (UX).

Description: Delivery of training programmes as the Emotional intelligence programme and Gamification for job seekers. These programmes can be offered in collaboration with local authorities and businesses to enhance employability.

4. Cybersecurity & Legal Compliance (Innovative Differentiation)

Service Areas: Cybersecurity & Legal Advisory.

Description: Ensuring that digital employment solutions, such as the Employment Digital ID, comply with high security standards and legal regulations, thereby increasing trust among users and stakeholders.

The mentioned areas (1,2, and 4) integrate into Knowit's existing business models and utilise already existing expertise. Area 3 expands Knowit's use of business model into education and development further supporting the stakeholders in becoming sustainable.

Conclusion

Achieving positive outcomes in this project requires an empathetic and strategic approach that empowers individuals to build a strong foundation for their future, strengthens social connections, and enhances economic stability. These elements are deeply interconnected, each contributing to a more secure and sustainable future. The study highlights key areas that must be addressed to create an effective and efficient labor market (360 degrees). Standardising the system through a unified source of information, equipping individuals with emotional intelligence (soft skills), and integrating a digital gamification platform are essential steps. Additionally, encouraging a sense of well-being by aligning personal interests with market demand is crucial.

How will this project's solutions make life better?

- * Empowered individuals with greater confidence
- * Reduced job-seeking fatigue through targeted support
- * A unified and accessible source of information
- * Ongoing upskilling opportunities to meet evolving labour market needs
- * Higher success rates in matching job seekers with suitable roles
- * More efficient and collaborative social services
- * A stronger, more inclusive society

This project has been impactful, challenging, and rewarding. It has unveiled systemic barriers within community structures, emphasising the urgent need for digital innovation, inclusive social care, and collaborative solutions. The potential for sustainable change is limitless. By implementing these strategic recommendations, Knowit can continue to fulfil its promise of shaping a sustainable future.

Resources

- <https://unsplash.com/photos/a-woman-and-a-girl-looking-at-a-laptop-coCGW4SsxX4>
- <https://lumenaconecto.se/om-oss/delprojekten/lumena-hbs-din-tur/>
- <https://www.knowit.eu/about-knowit/insight/>
- <https://www.forsakringskassan.se/english/moving-to-working-studying-or-newly-arrived-in-sweden/social-insurance-in-sweden>
- <https://arbetsformedlingen.se/play/podcast/ny-i-sverige-podden/what-does-arbetsformedlingen-do#:~:text=If%20we%20say%20this%3A%20Arbetsf%C3%B6rmedlingen,employer%20needs%20the%20right%20staff.>
- <https://samordningsforbundethbs.se/about-us/>
- <https://www.government.se/government-policy/municipalities-and-regions/>
- https://www.datasnipper.com/resources/an-introduction-to-esg?campaign_id=22072781889&ad_group_id=181379087468&ad_id=727426837855&match_type=e&target=kwd-827898932541&utm_term=esg%20goals&utm_campaign=Gg_EEA_All_TOFU_Traffic_NonBrand_20250102&utm_source=adwords&utm_medium=ppc&hsa_acc=9973478986&hsa_cam=22072781889&hsa_grp=181379087468&hsa_ad=727426837855&hsa_src=g&hsa_tgt=kwd-827898932541&hsa_kw=esg%20goals&hsa_mt=e&hsa_net=adwords&hsa_ver=3&gad_source=1&gclid=Cj0KCQiAy8K8BhCZARIsAKJ8sfSXs8PMcd7WBN2MW0JXGYRJRQHkMJInmc8WtGtUXAfBKjQBH6PHvKEaArS_EALw_wcB
- Growbo (2023), <https://www.growbo.com/what-job-seeker-want-from-you/>
- Atlan (2024), <https://atlan.com/what-is/data-transparency/#:~:text=Data%20transparency%20allows%20stakeholders%20to,making%20to%20increased%20public%20trust.>
- <https://pub.norden.org/temanord2023-513/3-a-framework-to-understand-barriers-to-employment.html>
- https://sdgs.un.org/goals/goal8#targets_and_indicators
- <https://www.globalgoals.org/>
- <https://samordningsforbundetstrasodertorn.se/vi-gor/lumena-conecto/>
- The Power of Moments by Chip Heath and Dan Heath
- <https://www.knowit.se/vart-erbjudande/>
- <https://www.knowit.se/investor-relations/vision-affarside-och-strategi/>
- <https://www.ekonomifakta.se/regional-statistik/din-kommun-i-siffror/jamfor-nyckeltal/?var=1209131>
- <https://www.thefuture.se/project/fssd-metoden/>
- <https://www.diva-portal.org/smash/get/diva2:852857/FULLTEXT02.pdf>
- <https://pub.norden.org/temanord2023-513/index.html>
- https://www.knowit.se/globalassets/about-us/knowit-in-brief/k-knowit-i-korthet---ver-2024-05-16-a.pdf?_gl=1*1c844ar*_up*MQ..*_ga*Njl5MjkwOTk2LjE3Mzk2MzA2MTY.*_ga_FSZZKDJR4H*MTczOTY1MzA2MS4yLjEuMTczOTY1MzEzNC4wLjAuMA..
- Arts for All - Arts For All is a highly creative charity serving the local communities
- <https://www.e-resident.gov.ee/>
- <https://kahoot.com/>
- <https://nationalcareers.service.gov.uk/find-a-course/the-skills-toolkit>
- <https://volunteering.nl/>

Appendix

Interviews

Interview with Samordningsförbundet

We have conducted an interview with two representatives from the Coordination Agency. One from the representative of the Municipality that leads the Lumene and Conecto project together with the Coordination Agency. Another from the deputy union leader. From the interviews we can establish that the collaboration between Authorities and Municipalities is relatively well-established, with the Samordningsförbund acting as a glue. However, challenges such as different rules and laws and fragmented work can hinder collaboration. The projects, such as the Conecto project, meet the needs of individuals well, based on evidence-based practices and competent staff. The use of AI and digital platforms could improve collaboration between stakeholders. Projects are mentioned through various communication channels, including websites, member websites, and social media platforms. As required by the European Social Fund, they follow horizontal principles and prioritize accessible for all. Funding may be impacted by the federations ability to advocate for more funding allocation. Long-term unemployed people most frequently struggle to find coordinated assistance and intervention coordination. Therefore they initiated project Satsa that targets young people at risk of dropping out in upper secondary schools and has positive results from coaches work.

Interview with Johannes, ST-doctor in adult psychiatry

“De långtidssjukskrivna behöver få en ny bild av sig själva och sina förmågor”

“Det är viktigt att ha förväntningar på arbetslösa”

“Men jag tänker att det är svårt med den här liksom hårda approachen att typ. Nej men nu efter sju år så börjar vi sänka sjukskrivningen för du är inte sjuk liksom. Även om det kanske hade varit rimligt ibland. Att så här en sjukskrivning som bara förlängts och förlängts. Och det kan ha börjat med att personen vantrivdes på jobbet liksom. Att det aldrig riktigt har funnits någon sjukdom att tala om. I psykiatri kan det ju vara så i alla fall. Och på vårdcentraler och sådär. Men det är ju liksom en läkarfråga. Det känns kanske lite tråkigt så men. Men snarare då att typ. På så här ute i samhället. Arbetsträning, enkla jobb liksom. För att bygga upp det här självförtroendet och självbilden av att man är någon som går upp på morgonen och typ klarar det liksom. Att man ser på sig själv på det sättet liksom”

“Jag tänker att det är det liksom att bygga upp självförtroendet. Ganska mycket då kanske genom att göra, liksom jobba, ha ett enkelt jobb, ha arbetsträning och sådär.”

“Men sen också att samhället måste ju sätta press på något sätt, alltså att det inte ska vara för bekvämt att vara långtidssjukskrivet.”

“Jag vet inte, alltså det vore ju intressant, det vore kanske inte så populärt, men det vore intressant att se har USA liksom några problem med långtidssjukskrivningar? Att folk fastnar, jag tror typ inte det alltså, jag vet inte. De har ju säkert ett mycket sämre försäkringssystem, eller sjukförsäkringssystem. Men det kan ju finnas fördelar med att det inte är supergeneröst också liksom. Att det inte går för läkaren att bara så sjukskriva på slentrian liksom. För då kommer försäkringsbolaget och säger vad menar du med det här? Vadå utmattad efter tre år liksom? Försäkringskassan, det kan ju försäkringskassan säga också, men det känns som att ofta kan läkaren typ få sista ordet där ändå.”

“Att ett misstag man gör där, precis som med utmattningssyndrom, är att man liksom får en PTSD-diagnos och så antyder det att man är trasig också. Snarare än att man säger att så här, att ja men lite samma approach liksom att det är inte konstigt att man reagerar starkt på att vara med om något hemskt, men det vanliga är att man återhämtar sig inom den här tiden liksom.”

“Nu tror jag att tonvikten ligger på att prata om vad som har hänt och bearbeta. Jag tror att komma tillbaka till ett vanligt liv tror jag är mer läkande.”

Interview with Emmeli Söderholm at Samordningsförbundet

"I absolutely believe that the use of AI to predict needs and adapt interventions more quickly could be a way forward. Also, implementing digital platforms to facilitate collaboration between different stakeholders. Right now, collaboration is hindered, for example, by the use of different systems." - Emmeli Söderholm, deputy head of the association at Samordningsförbundet Östra Södertörn

"We have a project called Satsa, which targets young people in upper secondary school who are at risk of dropping out. We see that the work our coaches do at the schools has a very positive effect, and the young people are very satisfied with the support they receive. It's the first time we are reaching out to this target group, and it's exciting to follow." - Emmeli Söderholm, deputy head of the association at Samordningsförbundet Östra Södertörn

"Up to and including December 2025, we had developed the skills of 1,722 people and offered support to 1,347 people who are far from the labor market. So the participation goal is met." - Maria Reed. Project Leader at Lumena

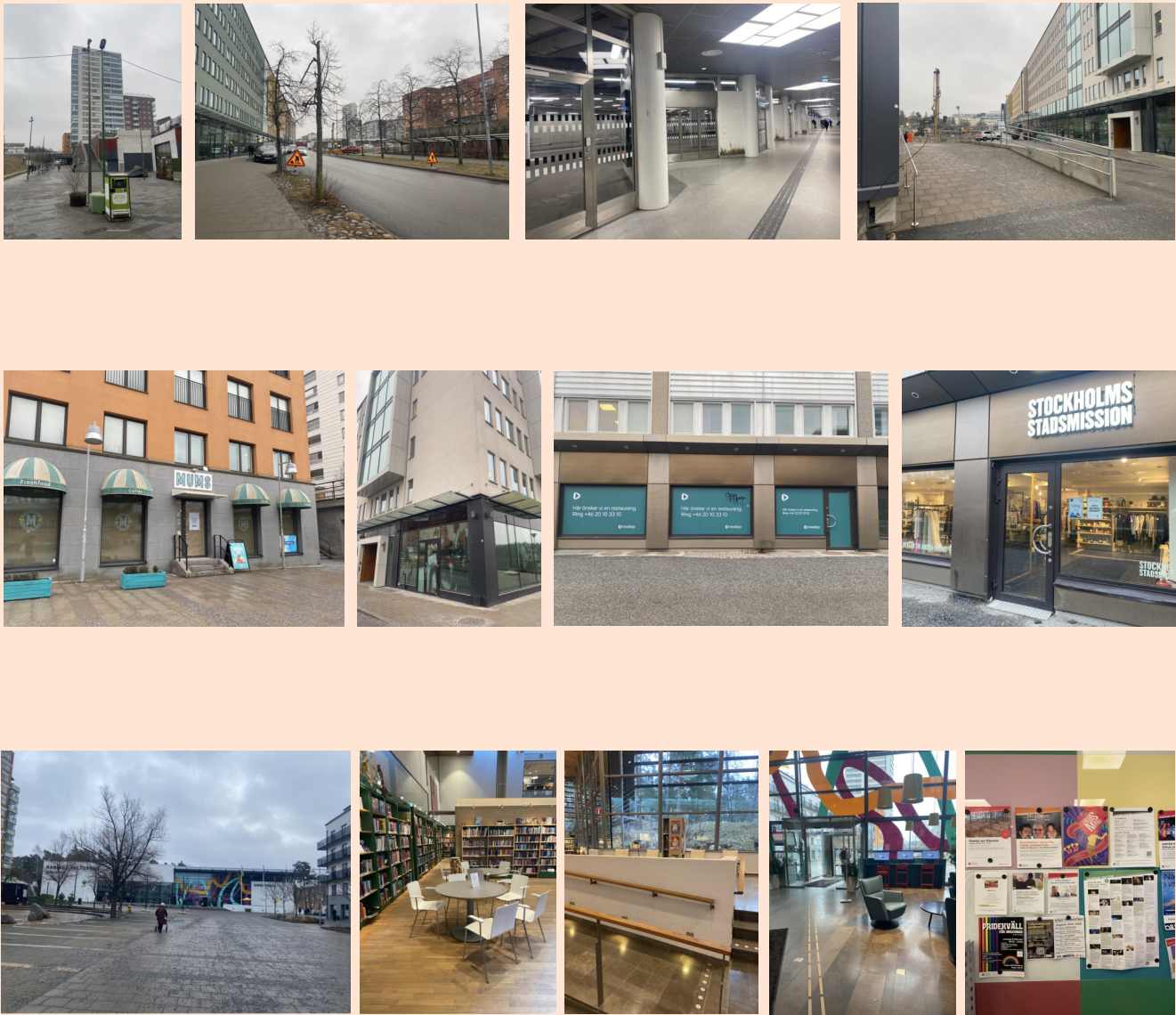
'Approximately 45% of those who have graduated from Lumena have graduated into work or studies.' Approximately 45% of those who have graduated from Lumena have graduated into work or studies.' - Maria Reed. Project Leader at Lumena

"There are many challenges in general, but we often work with a humble approach and with understanding each other's assignments. Challenges often consist of misunderstandings or challenges in how the legislation is applied." - Maria Reed. Project Leader at Lumena

Interview with Rachel Enterprise Account Executive, Nordics

1. Sector Data: Do you have data on the main job sectors within Haninge Municipality? Based on LinkedIn member data we see the top industries in Haninge are:
 - Government administration
 - Retail
 - Construction
 - Hospitals and Health care
 - Motor vehicle manufacturing
 - Restaurants
 - Staffing and recruiting
 - Medical practices
 - Transportation, logistics, supply chain and storage
 - Wellness and fitness services
 2. Job Market Trends: What key job market trends are emerging in Sweden?
 - Job viewing activity has increased in Sweden 22% YearOnYear
 - Members in Sweden identifying as "open to new opportunities" has increased 108% YearOn
 3. Most in demand jobs in Sweden (based on number of job ads)
 4. LinkedIn & Social Impact: Does LinkedIn collaborate with charities or NGOs to help these individuals access job opportunities?
 - Yes we have our own local social impact team and we have many projects around supporting job seekers and integration into Sweden.
- Other learnings:
- A couple we did in last few months- Beredskapslyftet - supporting Ukrainian Refugees with 1-1 coaching on LinkedIn profile
 - We attend many job fairs with focus on underrepresented groups

Haninge site study



SWOT Analysis

Strengths

Stakeholder perspective:

- Expertise in labor market needs, education programs, and available resources.
- Strong partner network for collaboration.
- A national ID system that ensures access to services.
- Individuals:
- Transferable skills (communication, teamwork, language proficiency) that enhance employability.
- Opportunities for personal growth and a fresh start, fostering motivation and resilience.

Weaknesses

Stakeholder perspective:

- Bureaucracy: Lengthy and complex processes hinder job seekers.
- Monopoly issues: Arbetsförmedlingen dominates the system, leading to inefficiencies and lack of innovation.
- Lack of awareness: Many individuals are unaware of available training and employment services, creating barriers to job matching.
- Fragmented system: Too many intermediaries and poor integration among stakeholders slow down progress.

Individual perspective:

- Employment barriers include disabilities, caregiving responsibilities, prolonged job market absence, and low education levels.
- Low confidence in job searching, requiring better mentorship and support services.
- Mental health impact: Low self-esteem and social isolation can lead to long-term exclusion from the job market.

Opportunities

- Reduce intermediaries: A more streamlined system with fewer touchpoints will improve efficiency, lower costs, and help users reach their goals faster.
- Digital tools: AI-driven job matching and a centralized information platform will improve transparency and guidance.
- Support for job retention: On-the-job training, external mentoring, and flexible work options can help employees stay in the workforce.
- Shift from push to pull model: Empowering job seekers with soft skills training and AI tools will give them more control over their job search.
- Financial assistance: Remote work options and salary subsidies can help individuals with disabilities or employment barriers secure jobs more quickly.

Threats

Stakeholder perspective:

- Political instability: Policy changes can disrupt long-term projects, requiring consistency in service delivery.
- Skill gap: A shortage of qualified candidates for essential jobs (e.g., teachers, nurses) requires better alignment between education and job market demands.
- Global uncertainty: Social organizations must be adaptable, ensuring strong government communication and mental health integration for rapid support.

Individual perspective:

- Bias in hiring: Employers must focus on competence over demographics (e.g., age, culture) to create fairer opportunities.
- Leveraging digital tools: AI can analyze skills and experience to provide personalized job recommendations.

Risk to opportunity mindset dashboard

Table 1: Assessment of alignment with challenges, stakeholder groups, needs, objective and risks
Table 2: Description of solutions, their impact and assessment of alignment with sustainability goals and principles

Challenges	Stakeholder groups	Needs	Objective	Risks	Solutions	Description	Impact	In alignment with Sustainable Development Goals 8 (SDGs)	In alignment with Sustainability Principles (SPs)
1. Inefficiency in system (process and information) 2. Lack of communication and knowledge	Private / Public center	Support /Information	To create an effective and efficient process in getting a job / social activity	Individual: Loss of confidence and trust in the system and society, leading to isolation, confusion, and feelings of overwhelm. Stakeholder: Misunderstandings between different stakeholder groups, resulting in missed opportunities for collaboration	Data and Information transparency	Information sharing. Open Government Portal to provide real-time (one source of information), easily accessible, and user-friendly information (government data) to citizens and stakeholders.	Individual: Easy access to public spending, decisions, offers, agenda Stakeholders: Increased trust and accountability, alignment and strong collaborations.	Target 8.5: Achieve full and productive employment for all, including young people and people with disabilities. Target 8.6: Reduce youth unemployment and improve workforce integration.	SP5: Influence SP6: Competence SP7: Impartiality SP8: Meaning-making
				Individual: Being discriminated in the recruitment process, caught in complex and outdated verification processes, and struggle to prove eligibility for training programs and unemployment benefits. Stakeholders: Time-consuming and unreliable background checks, leading to inefficient hiring processes or risk of hiring unqualified candidates	New ID	Use of digital tools. To set up a government-issued digital identity that allows citizens to improve job seeker verification, fraud-proof, paperless and efficient employment system.	Individual: Fast, fair and inclusive recruitment process, seamless access to career opportunities, training programs, and unemployment benefits, reducing bureaucratic barriers. Stakeholders: A modern, paperless employment ecosystem which reduce hiring miss-math and administrative workload.	Target 8.3: "Promote policies that support productive activities, decent job creation, and entrepreneurship." Target 8.5: Achieve full and productive employment for all, including young people and persons with disabilities."	SP5: Influence SP6: Competence SP7: Impartiality SP8: Meaning-making
3.Lack of confidence	Network/ Private/ Public Group	Care	To create an engagement and empower user to take control over his journey	Individual: Being left alone. Low motivation. Difficulty in managing stress and rejection - frustration and disengagement from the job market. Stakeholders: increase unemployment and individual dropping education or internships, unsuccessful hiring and high turnover rates.	Emotional Intelligence (EI)	To enhance individuals soft skills emotional intelligence through workshops, improving communication, negotiation and more in order to create confidence and get in charge of its own journey.	Individual: Stronger communication and negotiation skills, leading to more successful interviews and job placements Stakeholders: A more inclusive and supportive labor market, better teamwork, productivity, and employee well-being.	Target 8.5: "Achieve full and productive employment for all, including young people and persons with disabilities." Target 8.6 - Reduce Youth Unemployment Target 8.8 - Protect Labor Rights & Promote Safe Working Environments Target 8.10 - Strengthen Financial Inclusion & Access to Economic Resources	SP4: Health SP5: Influence SP6: Competence SP7: Impartiality SP8: Meaning-making
				Individual: being forgotten and isolated. Skills not being utilized or matched with the right jobs. Stakeholders: waste of municipal resources and spaces, disconnection from nearby community and their needs.	Interests and Demands	Offering paid tasks in municipal spaces, recognizing people's time, skills, and limitations while strengthening the local economy and contribute in bringing the individual back in the society and enhance personal well-being	Individual: Improved self-esteem and sense of purpose, enhanced personal well-being through meaningful engagement. Stakeholders: More efficient use of municipal resources and spaces. Supports social well-being and environmental sustainability	Target 8.3 - Promote Productive Employment and Entrepreneurship Target 8.5 - Full and Productive Employment for All Target 8.6 - Reduce Long-Term and Youth Unemployment Target 8.8 - Protect Labor Rights & Promote Safe Working Environments Target 8.9 - Promote Sustainable Tourism & Local Economies	SP4: Health SP5: Influence SP6: Competence SP7: Impartiality SP8: Meaning-making
				Individual: disengagement of Youth not in employment, education or training (NEET) Stakeholders: Being outdated with technology and widening the gap between job market and the younger generation	Gamification	Shift recruitment from the push to the pull model. To create a platform which convert jobseekers into the job market in a easy, accessible, playful way.	Individual: Increased motivation, better skill development, stronger peer support from an unemployment community. Stakeholders: Better talent matching , Workforce Readiness, stronger employer-Job Seeker Connection	Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation Target 8.5: Achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities. Target 8.6: Substantially reduce the proportion of youth not in employment, education, or training.	SP4: Health SP5: Influence SP6: Competence SP7: Impartiality SP8: Meaning-making
4. Mismatch between skills and labor market	Network/ Private/ Public Group	Care /Support /Information	Match the right skills with the requirement from the market	ALL ABOVE	ALL ABOVE	1) efficient and effective process together with the 2) engaged individual will support in creating the right match between the user competences and the job market; meeting the sustainability long term unemployment goal #8 Decent Work and Economic Growth (SGD).	ALL ABOVE	ALL ABOVE	ALL ABOVE

Table 2_2: Assessment of importance and timeline. List of projects inspiring each solution

Innovation	Importance (High, Medium, Low)	Timeline	In practise	Inspired by	Dashboard
Data transparency	High	Short-Term Action Plan (6-12 months)	Each stakeholder group could participate in joint conferences, creating a hub where key activities for the upcoming year and highlights from the previous year are shared. It will also provide people who are searching for a job with all required information such as: regional job opportunities, statistics job market and more.	The Finnish government ensures public sector data is accessible through the platform aaltodata.fi	☆☆☆☆☆
New ID	High	Long-Term Action Plan (3-5 Years)	Every job seeker will receive a digital ID linked to their work history, skills, and unemployment status. This secure and personal ID will prevent identity fraud. Companies could instantly verify citizen credentials, employers could confirm past employment, educational institutions could authenticate academic records, and healthcare providers upload relevant mental and physical health information.	Estonian E-residency	☆☆☆☆☆
Emotional intelligence (EI)	High	Short-Term Action Plan (6-12 months)	The Emotional Intelligence program will offer courses free, in person and online, and self-paced, making them accessible to job seekers who may have time constraints or financial limitations. This is particularly beneficial for parents, caregivers, or individuals working part-time while job hunting. Their training includes practical exercises in stress management, teaching participants how to handle high-pressure situations like job interviews and workplace challenges.	The Skills Toolkit in UK	☆☆☆☆☆
Interests and Demands	High	Short-Term Action Plan (6-12 months)	This program creates local community-based jobs for long-term unemployed people by identifying useful work that isn't being done in a municipality. Participants might work in urban gardens, libraries, recycling workshops, local sales, and cultural projects, respecting people's time and capacity.	The Netherland Community Works Program	☆☆☆☆☆
Gamification	Medium	Long-Term Action Plan (3-5 Years)	Integrate gamification into Arbetsförmedlingen (Public Employment Service) and municipality job programs by: 1) Developing a national job-seeker app with progress tracking, points & career milestones. 2) Partnering with businesses to create gamified hiring challenges & competitions. 3) Offering micro-certifications & digital badges for job seekers who complete upskilling courses. 4) Introducing a support community between unemployed individuals.	Duolingo // Kahoot! // LinkedIn	☆☆☆☆☆

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